AGENDA

LEBANON CITY COUNCIL

WORK SESSION

THURSDAY, APRIL 28, 2022

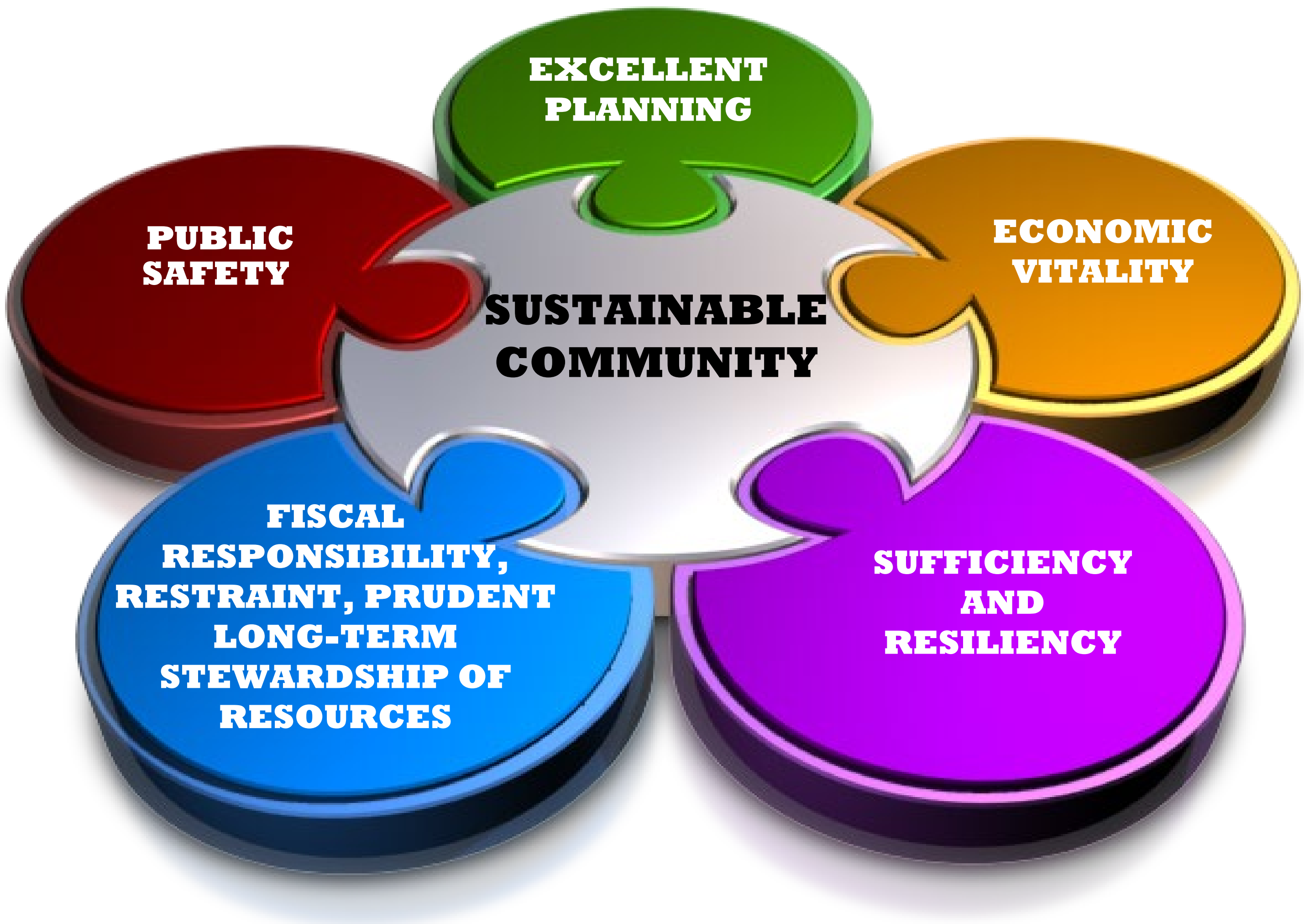
5:30PM – 8:00PM

Council Chambers, City Hall or

REMOTE VIA VIRTUAL PLATFORM

1. ANNUAL WORK SESSION:
   Presentation of Draft Outcomes & Work Plan
   - Cyber Services
   - Library
   - Police
   - Airport
   - Public Works
   - Recreation, Arts and Parks

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.


EXCELLENT PLANNING
PUBLIC SAFETY
ECONOMIC VITALITY
SUSTAINABLE COMMUNITY
FISCAL RESPONSIBILITY, RESTRAINT, PRUDENT LONG-TERM STEWARDSHIP OF RESOURCES
SUFFICIENCY AND RESILIENCY

CYBER SERVICES

1 FOCUS ON ENHANCING CYBER SECURITY POSTURE
(CYBER SERVICES)

Strategies

- Implement the NIST Cyber Security Framework
- Establish citywide policies and procedures for classifying and handling City data
- Ensure the City maintains a robust cyber security posture
- Testing internal processes and procedures
- Increase cyber security awareness
- Establish Contingency plans for the Cyber Services Infrastructure
- Strengthen partnerships with agencies that provide support in the event of a cyber-attack.

2021 Accomplishments

- Identified areas of improvement around cyber security.
- Enhanced cyber security training.
- Implemented Multi-factor Authentication for various web applications
- Implemented a cyber security monthly newsletter
- Enhanced network security
- An internal/external penetration assessment was performed
- Increased communication with the New Hampshire Cyber Integration Center
- Creation of cyber security policies
- Implemented a robust password management solution
- Configured single sign on for various applications
- Implemented cloud-based security

2022 Outcome Measures

1. Leverage Cyber Services asset management system for future planning, including tracking for SSL certs, warranties, and software licenses
2. Implement a PC/Server/Laptop patch management system; this will allow us more control over how patches are implemented and be less reliance on outside vendor support.
3. Leveraging new cyber security tools to enhance current cyber posture.
4. Perform cyber security awareness proficiency assessment. This assessment will identify the areas we should provide additional training.
5. Continue enhancing our network security.
6. Continue to leverage Knowb4 to assist with cyber security awareness training
7. Produce training materials to ensure city employees are familiar with cyber security policies
8. Continue to produce a monthly cyber security newsletter to better inform City staff of the most current vulnerabilities and helpful tips around cyber security.

9. Create cyber security policies around the NIST Cyber Security Framework.
10. Create a contingency plan to prepare for a cyber-attack and interruption in service
11. Perform an internal and external penetration test.
12. Have an assessment of our internal cyber security processes and procedures performed
13. Continued collaboration with the New Hampshire Cyber Integration Center.

Looking Ahead (2023-2024)

1. Review implemented policies and update as necessary
2. Continuation of implementing the NIST Cyber Security Framework
3. Implement various recommendations from Cyber Security Assessments
4. Continue to enhance our Cyber Security Posture as necessary

2 MAINTAIN AND IMPROVE CYBER SERVICES INFRASTRUCTURE WITH EMPHASIS ON DATA SECURITY

(CYBER SERVICES)

Strategies

- Maintain and improve citywide computer network (that spans 18 buildings)
- Maintain and improve citywide phone system (300+ extensions)
- Enhance and expand video conferencing systems throughout the City
- Increasing WiFi availability to members of the public
- Identify areas of improvement within the network infrastructure
- Migrate data and applications to the cloud to provide flexibility and security

2021 Accomplishments

- Upgraded Servers, PCs, and Laptops
- Installed public WiFi in the tunnel
- Upgraded network infrastructure equipment.
- Increased reliability by adding redundancy within the network

2022 Outcome Measures

1. Consolidate PC to Laptops where possible, which will allow employees more flexibility and better support.
2. Analysis of fiber network to identify where improvements can be made.
3. Upgrade the City's WiFi network to better support the increasing need for video over WiFi and take advantage of new technology.
4. Where necessary, add additional internet service provider to create additional redundancy within the Cyber Services Infrastructure
5. Replace and upgrade network infrastructure, including firewalls and switches to ensure a secure environment
6. Install video room kits at other department locations to support video conferencing and integrate with Microsoft Teams.
7. Install public WiFi for Colburn Park

Looking Ahead (2023-2024)

1. Continue to evaluate various technologies that will benefit the City
2. Continue to make improvements to the network infrastructure
3. Continue to expand our public WiFi network throughout the City

3 EFFECTIVELY AND EFFICIENTLY SUPPORING THE TECHNOLOGY NEEDS OF THE CITY

(CYBER SERVICES)

Strategies

- Providing quality support to City employees
- Implement technology that will help support City employees
- Support technology initiatives of the various City departments
- Training for the City employees

2021 Accomplishments

- Implementation of Microsoft Teams integration with Webex video conferencing
- Reduced PC/Laptop lifecycle from 5 years to 3 years to ensure reliability of equipment.
- Positioned a Cyber Services staff member at DPW to assist with technical research and support.
- Implemented on-call rotation for after-hours support
- Cyber Services staff has attended various training classes to better support the City's needs.
- Assisted with the implementation of new financial software package
- Implemented a PC\Laptop imaging platform

2022 Outcome Measures

1. Relocation of Cyber Services' office
2. Migration to OneDrive and SharePoint which will allow for better collaboration and integration.
3. Implement single sign-on when possible, this will limit the number of passwords an employee needs to keep track of
4. Provide training for City employees on the use of their computer and various applications.
5. Provide additional technology training for the Cyber Services staff so they can better support the City's technology needs.
6. Implement a new system remote access tool to better support end users.
7. Creation of the Software Review Committee to standardize the purchasing, review security and ensure it will meet the needs intended.

Looking Ahead (2023-2024)

1. Continue to assist with the implementation of various departments' applications
2. Continue to provide training for Cyber Services staff
3. Continue to research solutions to better support City employees
4. Continue to coordinate efforts with the Chief Innovation Officer

LIBRARY

1 IMPROVE OUR LIBRARY FACILITIES
(LIBRARY)

STRATEGIES

- Expand the amount of patron space at the Carnegie Lebanon Public Library, reducing the space allocated to staff. (3.B1)
- Renovate in order to provide a safe and comfortable environment for our patrons and staff, and to increase use by patrons and productivity by staff. (3.B1)
- Reduce the carbon footprint of both library buildings. (5.D7)
- Improve access to both library buildings. (3.B1)

2021 ACCOMPLISHMENTS

- Office space was eliminated and more space for the public was created at the Lebanon Library with the renovation, including two new meeting rooms, for a total of three total in that building with the completion of the work.
- The renovation created a safer facility for the public and staff, including the larger landing by the front entrance, increased air turnover in the building with installation of the energy recovery units, and put in place better lighting in the building and by the entrances.
- The HVAC improvements have exceeded the threshold of what defines a Deep Energy Retrofit, according to the analysis done by the Energy and Facilities Manager.
- We completed the renovation of the Kilton Library public restrooms. This provided more privacy for the public, better air transfer, and eliminated the need for librarians to clean restrooms when custodial staff are unavailable.

2022 OUTCOME MEASURES

1. Begin using the Beehive system to plan for future building needs, and better manage current issues.
2. Determine if we still want to pursue expanding the parking lot at Kilton.

LOOKING AHEAD (2023-2024)

1. Investigate improving the lighting at the Kilton Library. Swap out old lighting and replace with LEDs. Improve the controls system. Replacement of old lighting and improving controls should reduce energy costs at Kilton. Secure foundation funding for this project.
2. Continue to serve as a transit hub in West Lebanon for Advance Transit to provide ease of access to the Kilton Library and improve the environment in the area surrounding the bus stop.

1

MAINTAIN THE LEBANON PUBLIC LIBRARIES ROLE AS THE INFORMATION "CENTER OF COMMUNITY"

(LIBRARY)

STRATEGIES

- Find ways to use technology to provide better services to the public. (8.B1)
- Emphasize importance of access to materials in addition to the traditional library focus on preservation. (8.B1)
- Ensure that library staff stays current in professional development. (8.B1)

2021 ACCOMPLISHMENTS

- Moved the historical collection to the balcony of Lebanon Library, where it is now more easily accessible to the public.
- Made our resources more easily findable by integrating all of our resources in one searchable place, using Aspen Discovery.

2022 OUTCOME MEASURES

1. Restored staff development funds in order to keep our staff current in new trends in the field.
2. Migrated to new meeting room software, to make booking our six spaces easier for the public.

LOOKING AHEAD (2023-2024)

1. Update our webpage for improved ease of use.
2. Digitize historical materials held on microfilm and make it available via our website.

1 CONTINUE TO PROVIDE QUALITY PROGRAMS AND SERVICES TO LIBRARY USERS
(LIBRARY)

STRATEGIES

- Reprioritize librarian-led programming based on the needs of the community. (8.D1)
- Focus on efforts to improve Internet privacy for our library patrons. (8.D1)
- Determine what patrons want from their library system that we are not currently providing. (8.D1)

2021 ACCOMPLISHMENTS

- We minimized the impact of the 2021 $102,000 budget cut to the library’s proposed budget to hours, services and programs. Cost saving were found in our labor lines mainly.

2022 OUTCOME MEASURES

1. We are engaging in a strategic planning process for our libraries to help guide us in planning.
2. Once outside organizations are ready to do so, continue community outreach efforts as we have at Romano Circle and Twin Pines, in collaboration with groups such as Lebanon Rotary and individual volunteers to improve information access.
3. Put in place the new ARPA funded outdoor storage cabinet at Kilton, which will house library items, and resources provided by UV Gear.

LOOKING AHEAD (2023-2024)

1. Implement changes based on the strategic planning process.

1 INCREASE LIBRARY FUNDS IN ORDER TO PROVIDE THE BEST SERVICE TO PATRONS

(LIBRARY)

STRATEGIES

- The Board of Trustees will work with the Lebanon Public Library Foundation (LPLF) to generate revenue from foundations, private individuals, and businesses. (8.B1)

2021 ACCOMPLISHMENTS

- Raised and exceeded our $300,000 library foundation goal to help fund the Lebanon Library renovation project.

2022 OUTCOME MEASURES

1. Set a higher goal for the foundation's annual appeal, which has been $40,000 for many years. Our goal will be $50,000 this year.

LOOKING AHEAD (2023-2024)

1. Work with the library foundation to raise funds for other capital projects now that the Lebanon Library renovation project is done, and also build the library foundation endowment.

POLICE

1 SENSE OF SECURITY – EFFECTIVE AND EFFICIENT ALLOCATION OF PERSONNEL
(POLICE)

STRATEGIES

- Continue to look for trends, weaknesses, and possible misalignment of resources utilizing a data driven, evidence-based approach. (8.1A10)
- Continue to collaborate with the Planning Department to assess and project the impact of new development on policing services. Keep the City Manager and City Council apprised of the new impact on commercial and residential development that continues to have on police operations. (8D-2)
- Continue to include police equipment that meets capital improvement plan definitions in the City's Capital Improvement Program.
- Police Department Facility renovation project delayed for the foreseeable future due to City budget concerns. However, the need remains for expansion and improvements of police department facilities.
- Continue to assess staffing shortages and develop long-term vision with City Manager for staffing allocation. (9B-1B)
- Ongoing maintenance of CALEA Law Enforcement accreditation, including updating proofs, maintaining quarterly, semi-annual and yearly reports as required, and updating policies and procedures to meet CALEA Law Enforcement standards.

2021 ACCOMPLISHMENTS

- Police Department Facility renovation projects plans, internal building layout and construction documents were completed. Timeline for construction continues to be on hold.
- Continued to assess staffing shortages and developing long-term vision with the City Manager for staffing allocation.
- Facility improvements were continued. This included impact resistance glazing being installed on the glass of all the entry doors of the building, the boiler system has been fully replaced with High-efficiency dual fuel boilers and the parking lot lights were changed to LED lights with sensors.
- K-9 training facility construction was costed based on the design plans.

2022 OUTCOME MEASURES

1. Ongoing organizational assessment regarding staffing, assignments, calls for service, and ability to maintain current service levels.
2. Continue to provide crime analysis and clearance data to City Manager's office yearly.
3. Request Capital Improvement Projects through appropriate process.
4. Completion of impound yard security enhancements.

5. Completion of parking lot expansion project with an emphasis on EV infrastructure for the future.
6. Replacement of HVAC units and controls to allow for more efficient heating and cooling of building spaces

LOOKING AHEAD (2022-2023)

1. See Police Department Strategic Plan

2 SENSE OF PLACE & SECURITY – DESIRABLE, SAFE, LIVABLE NEIGHBORHOODS

(POLICE)

STRATEGIES

- Continue to monitor Problem Oriented Policing plan. Assess opportunities to make improvements to the process and continuously look for opportunities to improve the quality of life in the City.
- Continue to offer Citizen Informational Programs & Classes when Covid restrictions allow to do so safely (R.A.D., Citizens Police Academy, K-9 Demos, Crime Prevention, etc.).
- Continue Foot Patrol and Mountain Bike Patrols by Officers in areas requiring high visibility to promote not only safety and security, but positive community interactions. (4.1.A9).
- Development of strategies, solutions, and outcome measurement within the patrol division.

2021 ACCOMPLISHMENTS

- Problem Oriented Policing program streamlined and focused on quality of life issues within the city.
- Use of City website, Facebook page, Twitter feed, and overall online presence continues to be maintained throughout the year.
- Continued Motorcycle enforcement program.
- Utilized UTV and Police Mountain Bikes to consistently patrol trail areas, Boston Lot Lake, and Rail Trail.
- Continued the use of a Data Driven Approach to Crime and Traffic Safety (DDACTS) program that provides officers with evidence-based information and data on a weekly basis to help inform our policing strategies.
- Collaborated with West Central Mental Health with the implantation of the mobile crisis unit.

2022 OUTCOME MEASURES

1. Identify core Problem Oriented Policing projects throughout the year with measurable outcomes.
2. Maintain utilization of department social media, website, and other community engagement tools.
3. Continue the Foot, Bike and UTV Patrol initiative.
4. Continue to utilize DDACTS program for data driven analysis for crime and accident data. Publish DDACTS report weekly for staff.
5. Explore the option of having an officer assigned as a full-time traffic enforcement unit.

6. Strengthen and further collaborate with West Central Services in order to begin diversion of non-police related Mental Health calls for service.

LOOKING AHEAD (2022-2023)

1. See Police Department Strategic Plan

3 INCREASED TECHNOLOGY USE FOR ENHANCED CITIZEN ACCESS TO INFORMATION
(POLICE)

STRATEGIES
- Continue to explore a new more efficient software program for CAD/Records management system other than the current IMC program.
- Look at Citizen online reporting programs for minor non-emergency incidents.
- Complete Citizen Survey in 2021.

2021 ACCOMPLISHMENTS
- Successfully passed our first CALEA Law Enforcement Accreditation review in December.
- Citizen Survey created, issued to the public and responses collected and analyzed.
- Received demonstrations and cost estimates on several CAD/Records management systems.

2022 OUTCOME MEASURES
1. Continue to assess and plan digital records archiving project.
2. Continue moving the appropriate documents to the City's new record management program.
3. Implement a new cloud-based storage for CAD/Records management system to replace current aging IMC system.

LOOKING AHEAD (2021-2022)
1. See Police Department Strategic Plan

STRATEGIC PLAN

2020 - 2024

Lebanon Police Department

36 Poverty Lane
Lebanon, NH 03766

603-448-1212
Police@lebanonnh.gov

Image courtesy of David Nelson

CONTENT

EXECUTIVE SUMMARY

The Lebanon Police Department Strategic Plan is the result of an extensive, and inclusive, planning process that involved input from department staff along with members of the public and the business community. The first step of our process was to redefine the department's mission statement along with our organizational vision and values. This was accomplished through a committee comprised of sworn and civilian staff of various ranks and representing every division of the agency. A second committee, comprised of command staff members, formulated potential department goals and identified initiatives that would assist the department in achieving those goals.

The goals and initiatives you will find contained in this document were then sent out to all members of the department for consideration and input. The final version contained within these pages represents a team effort and commitment to safety and quality of life for our residents, business owners, and stakeholders in the City of Lebanon.

The City of Lebanon is a unique city, in that we serve as the hub of activity in the Upper Valley. The residential population of roughly 14,282 people swells to an estimated 35,000 – 40,000 people during the day due to the various retail, technology, commercial, and healthcare industries located in the city. Lebanon is home to the Dartmouth-Hitchcock Medical Center (DHMC), New Hampshire's only academic health system Level One Trauma Center. DHMC employs over 6,500 people and draws 10,000-12,000 patients, at its peak, to the facility daily.

Dartmouth College is located next door in Hanover, New Hampshire and draws countless students, families, employees, and visitors to Lebanon's many hotels, restaurants, and retail establishments.

What makes the City of Lebanon so attractive to those coming into the city to live, visit, recreate and work, also fuels the need to provide first-class, professional law enforcement services. This Strategic Plan provides a road map of how the Lebanon Police Department plans on meeting the many challenges we face, along with how we will achieve our goal of providing modern contemporary policing services while maintaining the quality of life that our residents and community members demand and deserve.

The goals, objective, and strategies contained within this document will be updated on an annual basis.

LETTER FROM THE CHIEF

Letter from Chief of Police Phillip J. Roberts

It is my pleasure to present the Lebanon Police Department's Five-Year Strategic Plan to the City of Lebanon, the Lebanon City Manager, the Lebanon City Council, and all residents, community members, and stakeholders. We have put forth a plan that, overall, strives to maintain and improve the quality of life within the city. The Lebanon Police Department Strategic Plan fully embraces the key recommendations of the President's Task Force on 21st Century Policing as well as New Hampshire Governors Commission on Law Enforcement Accountability, Community, and Transparency.
The recommendations are based upon the six pillars, used to identify best practices, and make recommendations on how policing practices can promote effective crime reduction while building public trust. The six pillars are:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

You will find in the following pages, as we outline our goals and initiatives, that we try to embody these six pillars within those strategic goals and that our goals and initiatives are measurable and change-oriented, rather than being based in abstract theory. This Strategic Plan also works in concert with our continued yearly compliance with applicable Commission on Accreditation for Law Enforcement Agencies (CALEA) standards and achieve Re-Accreditation every three years as required. CALEA Accreditation requires us to develop a comprehensive and uniform set of written directives that will help us achieve our organizational goals while modeling best practices. This process assists us in making informed decisions while being prepared to address the many challenges that we face. Accreditation strengthens our accountability, both within the agency and in the community, while mitigating the agency's liability and risk exposure.

Our mission statement speaks of being a proactive, progressive, and professional police department. We are committed to working with our community to identify and solve problems

while serving with integrity, respect, and compassion. Our values represent the core of how we will pursue our mission while remaining transparent, innovative, fair, and impartial.
This Strategic Plan is a tool to be used to articulate department priorities for the community and will inform the development of our yearly budget. This plan also works in concert with the City of Lebanon's Master Plan, with connections where applicable.

Very Respectfully,

Phillip J. Roberts
Chief of Police

MISSION STATEMENT

The Lebanon Police Department will provide proactive, progressive, and professional law enforcement services while working with our community to solve problems. Officers and staff will serve our City with integrity, respect, and compassion to create a safe and desirable community for citizens, visitors, and businesses.

Vision

The Lebanon Police Department will be innovative, transparent, and community-oriented to reduce crime, solve problems, and improve the quality of life within the City.

Our Values

- Accountability
- Transparency
- Fairness
- Integrity
- Compassion
- Respect
- Professionalism

S.W.O.T. Analysis

Strengths:

- Resources, equipment, and funding
- Media relations & transparency
- Community outreach
- Professional staff
- External training provided to officers
- Community support
- CALEA Accreditation and continually improving standards

Weaknesses:

- Expansion of law enforcement's role and mission
- Facility issues – e.g., space, parking, storage, lack of sally-port space
- Staffing – Short 2nd Prosecutor, Administrative Secretary, and two Patrol Officers.
- Information Technology (IT) logistics and demands

Opportunities:

- Increased communication internally
- Smart growth and utilization of technology
- Enhanced recruitment and diversity
- Improved coaching and mentoring of staff

Threats:

- Increased demand for services due to residential and commercial growth
- Lack of funding for additional staffing
- Recruiting and retaining qualified staff
- Technology overload on officers and staff
- The timespan between filling vacant positions and new hires finishing initial training
- Space constraints in the current facility

S.W.O.T. Analysis (Continued)

S.W.O.T. stands for Strengths, Weaknesses, Opportunities, and Threats. A *S.W.O.T.* analysis is an important tool in the Strategic Planning process as it allows us to look at our organization in new ways and from new directions, so we can be equipped with all the information needed to create a solid strategy for prioritizing our goals and initiatives.

Strengths and Weaknesses are internal to the organization and are items that we can control and change once identified. Opportunities and Threats are largely external factors and have elements that are not completely controlled by the organization.

The Strengths of the Lebanon Police Department are many. We enjoy the necessary resources, equipment, and funding needed to accomplish our mission and achieve our goals. We are committed to transparency, both internally and externally. We enjoy overwhelming community support and have a professional staff that makes earning that support possible. We are committed to providing the most effective training possible to ensure that our officers and staff remain prepared for the challenges we face every day.

Like all organizations, we also have Weaknesses. These include an ever-expanding law enforcement role and mission that forces us to continually adapt and provide services not traditionally tasked to law enforcement personnel. Our facility was built in 1991 and presents significant space constraints, due not only to the increase in staff, but also to the onset of technology advances and storage needs. We continue to struggle with sufficient staffing; a 2016 staffing study showed the department to be short four full-time sworn police officers. In 2018, we were able to secure a federal grant to hire two additional police officers but remain two officers short of our ideal complement. Also, several years ago, a full-time Administrative Secretary position was cut along with a second Prosecutor. Both positions are vital to the success of the organization, but we currently lack the funding to staff those positions. Finally, over the last twenty years, law enforcement has faced the constant need to improve and acclimate to new technologies. Police officers are now required to master many different technology platforms, and technology is now intertwined in all that we do. This paradigm shift necessitates dedicated Information Technology (IT) support, which is shared across city departments. The logistical demands of keeping systems online and updated is tremendous.

Fortunately, the Lebanon Police Department is presented with many opportunities to improve upon our professionalism, capabilities, and services to the community. With the achievement of accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), the agency now has a roadmap to best practices, mitigating liability, and maximizing our professionalism. It is important to continue compliance of the CALEA standards both for yearly compliance checks and for Re-Accreditation every three years as required. Internal communication is paramount to a well-run organization as is succession planning and recruiting a diverse and qualified workforce. The Lebanon Police Department is poised to continue making positive strides in those areas over the course of this Strategic Planning period.

There are identified Threats to our progress in attaining the goals identified in this plan. The police department faces an increasing demand for our services due to residential and commercial growth, along with the influx of people coming to the city during the day. The Lebanon Police Department must be prepared to serve a daytime population of 30,000 to 40,000, rather than just our residential population of 14,282. This daytime influx taxes our resources to a significant degree. A 2016 staffing study revealed that the police department was short four sworn police officers. As mentioned previously, we were able to secure an Office of Community Oriented Policing Services Federal Hiring grant for two police officers, thus leaving the department two officers short of ideal complement. In addition to the two sworn officers, the department needs an additional Administrative Secretary and a second Prosecutor. The Administrative Secretary was previously funded but cut several years ago.

The ability to recruit qualified candidates to law enforcement positions is an ongoing issue for the Lebanon Police Department and law enforcement agencies across the country. The law enforcement profession has been experiencing a decrease in candidates over the last several years along with a very high attrition rate. A study conducted by the North Carolina Criminal Justice Analysis Center found that the police officer attrition rate was 14%, slightly higher than teachers and nurses which came in at 13 and 12 percent respectively. The process of hiring and training a new police officer takes roughly one year and can cost more than $100,000 before an officer is fully trained and ready for solo patrol duties. While the department recruits and trains new officers, other Lebanon officers must fill the open shifts created by open positions, which impacts the overtime and overall budget, not to mention contributing to possible officer burnout and fatigue.

The final identified threat is related to ongoing technological advances and technology overload that plagues our police officers. In modern-day policing, when a police officer gets into a police vehicle for patrol, the officer must utilize a laptop computer and several other systems within the vehicle. The officer must complete a log-in to a minimum of five different systems to start their shift. Also, officers must ensure their cruiser and body worn camera systems are functional along with other systems within the vehicle. These requirements can take a significant amount of time at the beginning of their shift, and these systems are prone to connection and other technology issues that must be remedied before beginning patrol. Coupled with the previously discussed Weakness of IT logistics and staffing, it can cause a significant loss of staff time for patrol duties.

The Lebanon Police Department is poised to leverage our Strengths and Opportunities while improving upon our Weaknesses and mitigating our Threats. The identification of these issues leaves us better prepared to achieve our goals and objectives.

STRATEGIC GOALS

Community Safety 1

Community Engagement 2

Staffing and Training/ Work Force Development 3

Infrastructure, IT and Facility 4

CALEA Accreditation 5

GOAL 1: COMMUNITY SAFETY

Objectives:

- Take a proactive, innovative, and data-driven approach to prevent and reduce crime and traffic accidents in the City.
- Utilize Problem Oriented Policing (POP) to identify community problems and implement interventions designed to solve the problem and improve the quality of life for residents, community members, and other stakeholders.
- Expand traffic enforcement programs to address ongoing issues of traffic accidents and trends that pose a threat to public safety.

Strategies:

1. Generate monthly hotspot reports on accidents and incidents occurring in the city.

2. Devise methods to address ongoing issues uncovered by data-driven analysis and assign resources accordingly.

3. Rely on community-based crime prevention by utilizing education and a variety of other programs and partnerships that aren't solely focused on police patrols.

4. Identify quality of life and other community problems utilizing the Problem Oriented Policing method. Devise strategies to solve or mitigate these problems. Maintain data points for measurement.

5. Continue to partner with West Central's Mobile Crisis Team to assist officers with mental health services as needed.

6. Explore the option of having an officer assigned as a full-time traffic enforcement unit.

GOAL 2: COMMUNITY ENGAGEMENT

Objectives:

- Maintain programming with current community partners and look for opportunities to foster new relationships through community-outreach programs.
- Increase transparency in police operations.
- Increase outreach to community members.

Strategies:

1. Identify and pursue relationship opportunities to expand our engagement footprint in our community.

2. Develop and implement a “Neighborhood Meeting” Program to increase listening opportunities in neighborhoods and groups in the community.

3. Expand foot patrol and mountain bike patrol initiatives by creating a formal foot patrol program and increasing the number of bike patrol officers.

4. Conduct a community survey once every three years on community attitudes toward policing, overall agency performance, overall competency of agency employees, community concern over safety and security and citizen’s recommendations and suggestions for improvements. These results shall be compiled and published along with a written summary from the Chief of Police.

5. Utilize the School Resource Officer position for community policing and engagement programs when school is not in session.

6. Continue to expand the use of department website and social media platforms to keep the public informed of department news, programs, operations, and events.

7. Continue to engage area media outlets with press releases to inform the public and promote transparency.

GOAL 2:
CONTINUED

8. Explore the practicality of dedicating an officer full-time in a community policing and engagement unit as recommended by the NH Commission on Law Enforcement Accountability, Community, and Transparency.

9. Develop new initiatives to bridge the gap between police officers and the youth population in the city.

GOAL 3: STAFFING AND TRAINING

Objectives:

- ❖ Increase staffing levels to meet community needs.
- ❖ Increase the pool of qualified applicants for sworn positions.
- ❖ Increase officer training levels; in accordance with identify deficiencies and develop a training plan to meet community and organizational needs.
  - ▪ To include mandatory twenty-four-hour annual in-service training set by the NH Commission on Law Enforcement Accountability, Community and Transparency.
    - ▪ A minimum of two hours for each of the following topics: implicit bias and cultural responsiveness, ethics, and de-escalation.
- ❖ Strategically assign staff to meet service needs based upon real-time data and historic trends.
- ❖ Identify and develop current and future leaders to ensure succession and internal continuity.

Strategies:

1. Create a formal mentoring program for employees.

2. Update the Lebanon Police Personnel and Staffing Assessment every three years to determine appropriate sworn staffing levels.

4. Continue to strategically increase the training budget to meet the ongoing needs of the community and the agency.

5. Maintain command level succession training to increase the availability of experienced and capable employees who will be prepared to take on the next level of command.

GOAL 4:
INFRASTRUCTURE, IT & FACILITY

Objectives:

- Maintain current technology systems, networks, storage, and security to support the current mission and future organizational goals.
- Effectively track department assets, infrastructure, and facility; develop replacement and renovation plans.
- Maintain adequate space for staff, equipment, and vehicles to effectively provide services.
- Ensure adequate space for the department's records to accommodate continued growth.

Strategies:

1. Continue to assess the Public Safety Facilities Study that was completed to determine future space needs and future facility options. Current police department facility lacks adequate storage space, adequate parking, and adequate maintenance garage space for vehicles. Initiatives as follows:

    a. If the facility is to be renovated, plans should include multiple garage bays, a larger training room/facility, added storage space, additional female locker space, additional office space, new physical training space, and a parking lot expansion with an emphasis on EV infrastructure for the future.

2. Implement a new cloud-based storage for CAD/Records management system to replace current aging system.

3. Implement a Fixed Asset Management System.

GOAL 5: CALEA ACCREDITATION

Objectives:

- Demonstrate continued compliance with applicable CALEA standards.
- Achieve Re-Accreditation every three years as required by CALEA.
- Continue to update policies and procedures as required for best practice in policing measures.

Strategies:

1. Establish a dedicated Accreditation Manager position to manage the ongoing yearly compliance checks and processes and ensure re-accreditation every three years. Consider whether the position should be sworn or civilian.

Community Participation

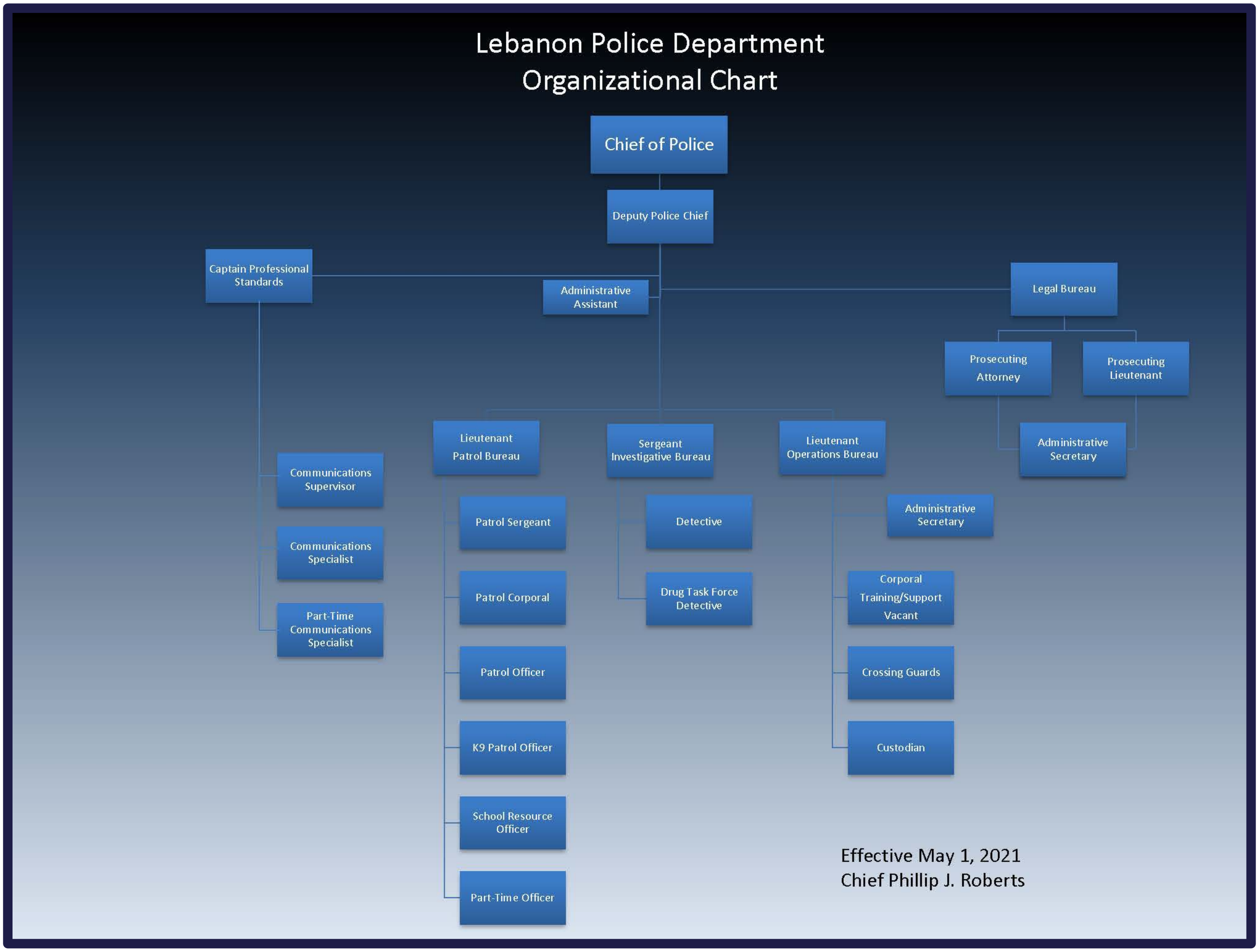
Community Forum Questions

During the Strategic Planning Process, the Lebanon Police Department sought input from our residents, community members, and business owners. We accomplished this by hosting two community forums: one for residents and community members and a second for business owners.

In both the Community and Business forums, the following questions were asked of the participants to drive the discussion. Their answers and input were drawn upon as we drafted this Strategic Plan. The Lebanon Police Department would like to thank those who participated in this process.

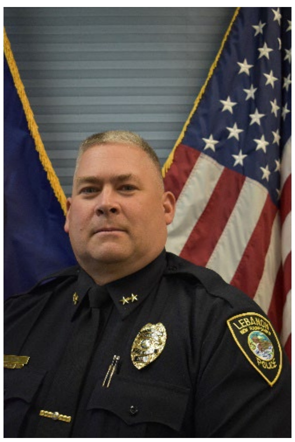
1. What are your priorities for crime reduction and prevention?
2. What are your priorities for programs that are offered by the Lebanon Police Department?
3. What are your priorities for the Lebanon Police Department addressing quality of life issues in residential and commercial areas in the city?
4. What are your priorities for the Lebanon Police Department conducting outreach and community engagement/community policing?
5. If not mentioned above, what would you like to see the Lebanon Police Department focus on in the future?
6. Please feel free to share any other comments you may have.

ORGANIZATIONAL CHART

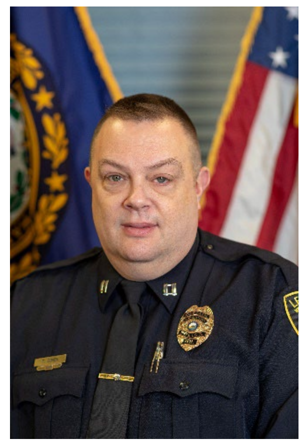


LPD Command Staff

Chief Phillip Roberts

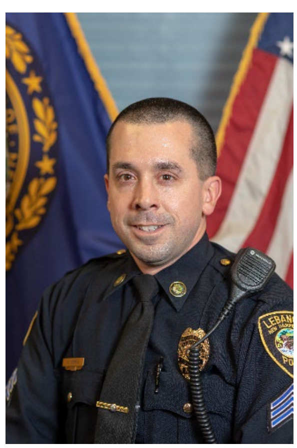


Deputy Chief Matthew Isham

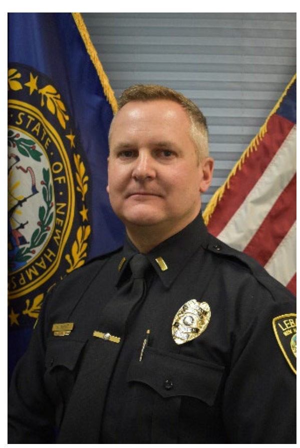


Captain Tim Cohen

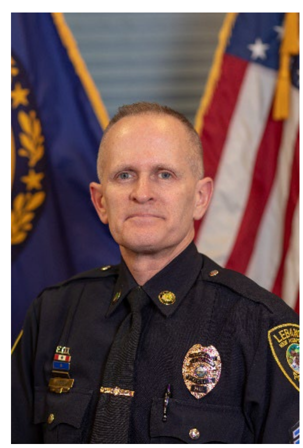
Lieutenant Alan Lowe



Lieutenant Richard Norris

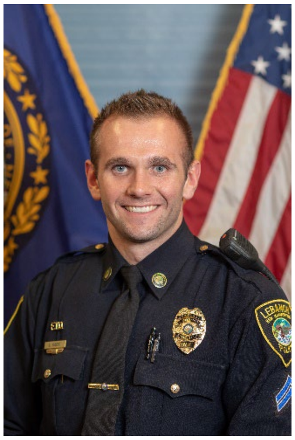


Lieutenant Michael Wright



Sgt. Jeffrey Perkins

LPD Sworn Officers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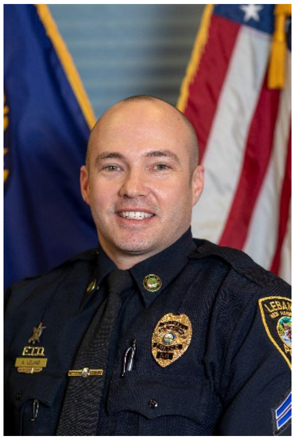
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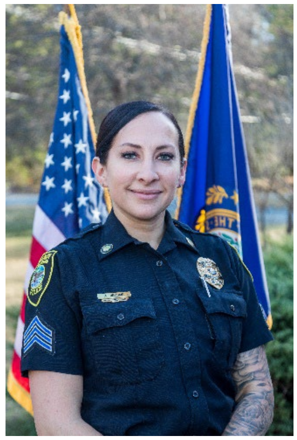
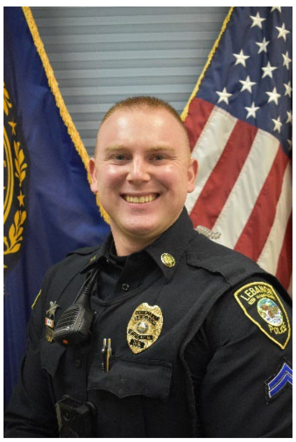

Sgt. Amy Jerome


Sgt. Brady Harwood


Cpl. Jeremy Perkins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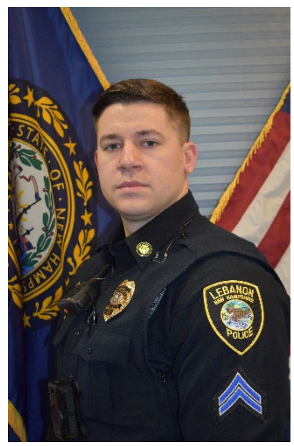
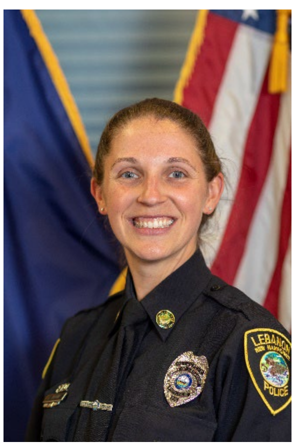
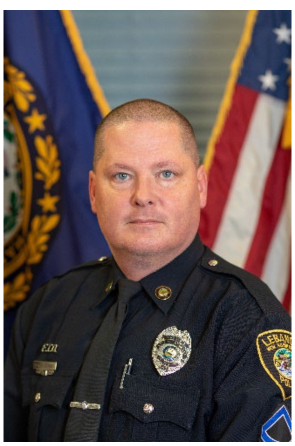
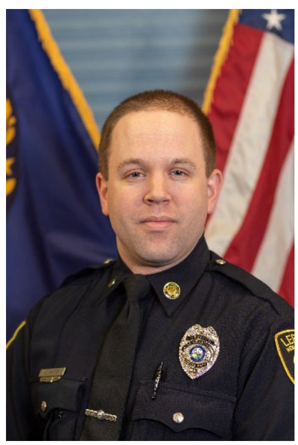
Cpl. Nicholas Alden


Cpl. Ryan Brewster


Det. Callie McAulay


Det. Bart Kapuscinski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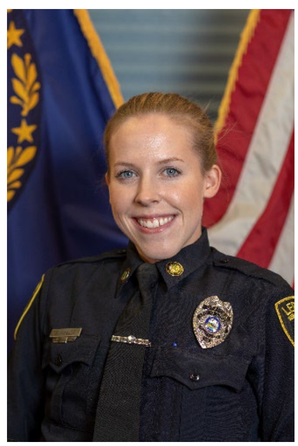
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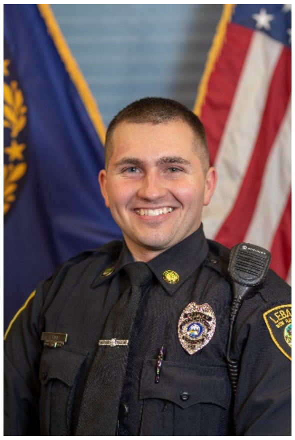
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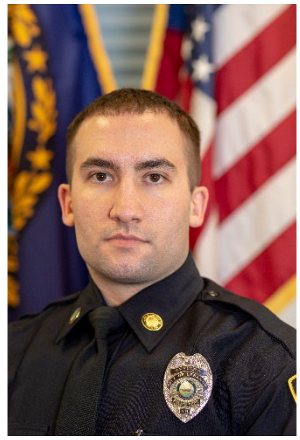
Off. Willie Harden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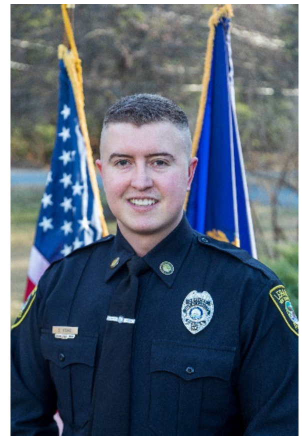
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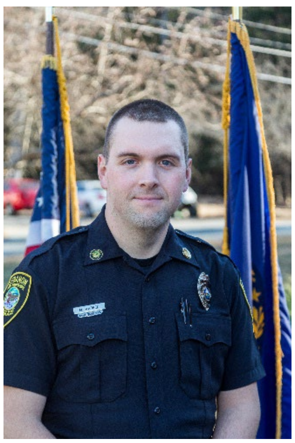
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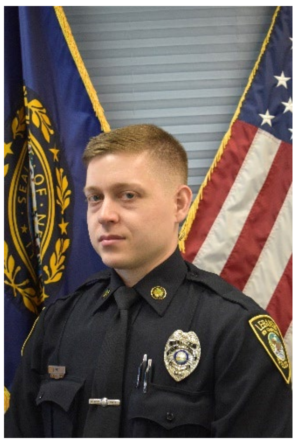
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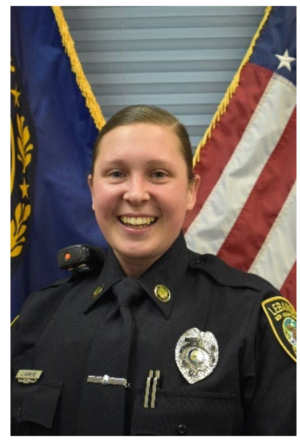
Off. Matthew Kaufman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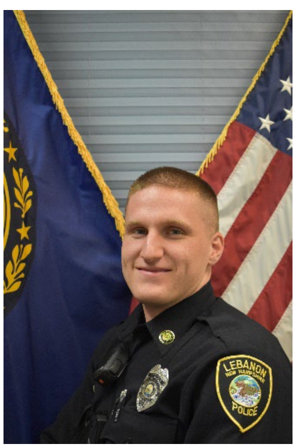
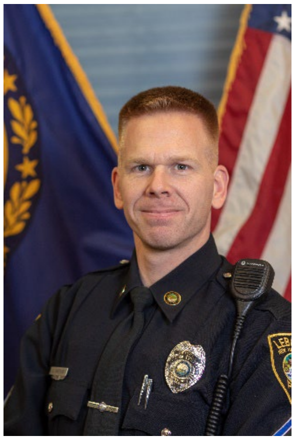

Off. Dean Bullock


Off. Sean Fernandes

Off. Kevin O'Toole

Off. Jonathan Bruynell



Off. Gregory Parthum

LPD In Action

LEARN MORE

To learn more about the Lebanon Police Department, visit:

www.Lebanonnh.gov/Police

Get Connected

Non-Emergency Phone: (603) 448-1212

Emergency: Dial 911

Social Media

Twitter:	twitter.com/LebPolice
Facebook:	www.facebook.com/LebanonPoliceDepartment
Online Crime Tips:	LebanonNH.gov/Clue
Phone Crime Tips:	(603) 448-CLUE
General Email:	Police@lebanonnh.gov

AIRPORT

1 FINANCIALLY STABLE AND SELF-SUPPORTING AIRPORT
(AIRPORT)

STRATEGIES
- Increased Leased Space of Airport Grounds
- Increase Use of the Non-Aeronautical Use land at the Airport
- Continue efforts to expand regional and national passenger connections to and from Lebanon Airport. (6.1.S7)
- Utilize Airport Terminal to showcase and promote the City's art and cultural opportunities. (12.1.A4)

2021 ACCOMPLISHMENTS
- Rehabilitation of Terminal Loop Road and Parking Lots (completion - Spring 2022).
- Secured FAA non-aeronautical property release for TIF Property.
- Perform Environmental Assessment for Runway Safety Project (Completion - July 2022).
- Grant executed and contract signed for Terminal Building and Sand Shed renovation.
- Applied for and administering ACRGP Act Grant for Airport.
- Ground lease template developed for Airport TIF-1B.

2022 PROPOSED OUTCOME MEASURES
1. Work with Cape Air on the recovery of Airport annual commercial service enplanements as COVID restrictions allow. (6.1.A10)
2. Rehabilitate the terminal building and sand shed.
3. Ensure escalation clause of all leases occurs with annual CPI and Property Tax increases.
4. Design runway safety improvements and apply for permits.
5. Apply for and administer Bipartisan Infrastructure Law Grants for Airport.
6. Design relocation of navigation aids for Runway Safety Project.
7. Acquire avigation easement for Runway Safety Project.
8. Issue RFP for the lease of the Executive Ramp space.
9. Work with Department of Transportation on Essential Air Services Program carrier selection.

LOOKING AHEAD (2023-2024)
1. Continue applying for Bipartisan Infrastructure Law Grants (5-year program).
2. Start construction of runway safety improvements.
3. Work with Realtors and Developers to bring tenants into the Airport TIF District.
4. Work with Energy and Facilities Manager on the infrastructure needs of electric powered aircraft and vehicle recharging stations.

PUBLIC WORKS

1 RESPONSIBLE AND SUSTAINABLE SOLID WASTE RESOURCE MANAGEMENT

(PUBLIC WORKS)

STRATEGIES

- Encourage recycling citywide, including in city-owned facilities. (5.1.S17)
- Establish a citywide recycling program to include periodic household hazardous waste days. (5.1.A19)
- Educate landowners regarding best management practices, such as proper household hazardous waste disposal, recycling, and composting through materials disseminated at City Hall, and through the City website and newsletter. (5.2.S3)
- Make improvements in the solid waste system to improve the use of solid waste as a commodity and extend the life of landfills. (8.1.S22)
- Use all available recycling resources and make recycling more convenient so more people will recycle. (8.1.S23)
- Continue to support waste reduction technology where financially viable for example: crushing and using waste construction material instead of purchasing gravel for landfill maintenance projects. (8.1.S25)
- Utilize any media available to the City (i.e., public access TV channel) to educate the public about recycling. (8.1.S26)
- Encourage private haulers to expand and better promote their curbside recycling services. (8.1.S27)
- Develop educational programs to make all citizens aware of the social, ecological, and financial benefits of recycling. (8.1.A30)
- Offer a financial incentive to residents and businesses to recycle. (8.1.A33)
- Conduct a cost-benefit analysis for a City curbside recycling program. (8.1.A32)
- Encourage schools, churches/religious organizations, chambers of commerce to lead the way in this educational process about recycling. (8.2.S3)
- Solicit assistance from local institutions, organizations, and businesses, i.e. recyclers, Dartmouth, Rotary, Boy Scouts, to educate the public about recycling. (8.2.S4)
- Work with the school district in developing a course on recycling as part of the curriculum at all levels. (8.2.A5)
- Develop outreach campaigns for City employees, for example, to increase recycling. (13.3.A1)
- The City shall explore ways to increase residents' and businesses' access to recycling and local foods. (13.7.SC)
- Develop and implement plans, procedures and practices to minimize the impact of the solid waste facilities impact on the environment.
- Develop and implement efficient means for customers to utilize and pay for the disposal of waste materials at the solid waste facility.

2021 ACCOMPLISHMENTS

- Updated Solid Waste Code and associated disposal/recycling fees.
- Met with participating communities to explain waste reduction initiatives and to improve communications.

- Updated Solid Waste Disposal Agreement with Participating Communities to include new residential permit.
- Designed project to develop a Landfill Gas to Energy program which will utilize the landfill methane gas, which is presently being gas flared.
- Created and launched new digital (QR code) permit system for residential users of the Solid Waste Facility.
- Distributed composted materials on City cemeteries and recreational fields.
- Contracted with engineering firm to evaluate PFAS conditions of landfill leachate, WWTP influent/effluent and treatment techniques.
- Replaced baled recyclable storage at the Recycling Center
- Explored purchase of adjacent property for long term expansion capabilities of solid waste facility.
- Designed and constructed expansion to gas collection system – Added five new collection wells and extended the main header line into Phase IIC of the landfill.
- Improved the southern landfill gas condensate pump station.
- Initiated a recycling app to improve recycling/composting outreach.
- Launched a food scrap drop off program for residents; nearly 175 households are participating.
- Replaced a front end loader.
- Constructed wash bay in existing maintenance garage. Saved nearly $80,000 by being the general contractor for the project.

2022 OUTCOME MEASURES

1. Continue to meet quarterly with participating communities to update waste reduction initiatives and to improve communications.
2. Continue to meet with schools, institutions, and businesses to provide education on solid waste and encourage waste reduction.
3. Start construction project of the Landfill Gas to Energy program which will utilize the landfill methane gas which is presently being flared.
4. Improve landfill gas collection infrastructure with additional collection wells,
5. Planning to complete well installation with five more vertical wells in Phase IIC of the landfill
6. Research and develop a new "online and/or smart phone app" as an additional option to punch cards (electronic payment system).
7. Upgrade recycling facility loading dock area to improve trailer storage.
8. Continue to assess PFAS conditions of landfill leachate and treatment techniques.
9. Planning for the future phases 3 and 4 landfill expansions.
10. Equipment/Fleet purchasing new bulldozer.
11. Purchase and utilize landfill cover tarps to reduce use of daily cover.
12. Improve recycling in all City Buildings/Departments.
13. Develop mattress diversion/recycling program.

LOOKING AHEAD (2023-2024)

1. Research the potential for the sale of carbon credits due to the destruction of methane by the landfill gas to energy project.

2. Completion of the Landfill gas to energy project.
3. Continuation of meetings with participating communities to explain waste reduction initiatives and to improve communications.
4. Continuation of efforts to work with schools, institutions and businesses to provide education on solid waste and the encourage waste diversion efforts.
5. Preliminary design of the next phase of the landfill expansion.
6. Continued assessment of PFAS conditions including piloting a treatment unit. Seek funds from the State revolving fund when those funds become available for projects other than drinking water.
7. Explore alternative waste disposal innovative techniques to enhance/extend landfill capacity life, such as waste conversion technologies and impacts of converting to a "balefill" operation.
8. Launch mattress diversion program.
9. Launch electronic payment system.

1 SAFE DRINKING WATER
(PUBLIC WORKS)

STRATEGIES

- Advocate for the protection Stoney Brook, and the Mascoma River and its tributaries, which feed into or are a source of the City's public drinking water supply. (2.4.S3)
- Protect the City's aquifers, which may serve as a future source of public drinking water. (2.4.S4)
- Recognize that the need to find additional drinking water source(s) and protect the existing supply is of highest priority for the City. (2.4.S5)
- Conserve areas of high value for agriculture and forestry, areas that are important to maintain the quality of the public drinking water supply, areas that are culturally important, and areas that provide important wildlife habitat, or are scenic. (2.4.S9)
- Develop and disseminate public education materials regarding the importance of protecting our water supply sources. (5.2.S8)
- Take the lead on developing a Mascoma Watershed Plan to protect our drinking water source. (5.2.S26)
- Develop and adopt a Water Resources Management Plan. (5.2.A3)
- Create source water overlay for existing drinking water sources based on the Model Rule for the Protection of Water Supply Watersheds and the 1999 Mascoma Watershed study. (5.2.A4)
- Develop and adopt an aquifer protection overlay district to more strictly regulate development adjacent to potential drinking water sources. (5.2.A5)
- Conduct land use and environmental constraints studies of the Mascoma River, Stoney Brook, Hardy Hill Brook, and Blodget Brook corridors to guide appropriate development in order to protect drinking water supplies. (5.2.A6)
- Provide ditches, treatment swales, detention ponds, and catch basins that will help prevent road run-off and accidental spills from discharging into water bodies, especially public water supply sources. (5.2.A7)
- Establish urban service boundaries based on careful consideration of current capacity of the City's water supply and wastewater treatment plant, expansion capabilities, future needs, and areas where high density development is most appropriate. (7.2.A5)
- Continue identifying significant threats to the City's water supply. (8.1.S17)
- Incorporate a Water Department review of all proposed developments that may affect the City water supply. This is already being accomplished in our current project review process. (8.1.A18)
- Prepare and adopt an Aquifer Protection Overlay District. (8.1.A19)
- Conduct a test well program on the identified supplemental water supply source site. (8.1.A23)

2021 ACCOMPLISHMENTS

- Held a best management practices meeting with a contractor about his impact to the Stoney Brook while working on drainage.

- Improved the access road and area around the city's potential future well site in West Lebanon.
- Managed the drought, which ended in October, through the City's drought ordinance and through NHDES by closely managing the Mascoma Lake Dam discharge rate.
- Contributed to the Mascoma Lake Association for protection of Mascoma Lake and tributaries
- Rotary Club held a river clean up event that the City Manager Participated in
- Monitored city owned water bleeds and fountains to account for non-revenue water
- Met or exceeded all water quality compliance testing
- Rebuild high lift pump 1 at the WTP
- Rebuilt the SCADA computers
- Conducted a cyber vulnerability assessment for free through NHDES
- Continued implementation of the water system business plan.
- Continued our meter maintenance program
- Continued upgrade of water mains as part of CSO#13
- Continued upgrade of water mains as part Hillcrest Acres project
- Developed new flushing program and conducted flushing of the entire distribution system
- Continued with annual water system maintenance - Water Gate Valve Exercising
- Continued with water system GPS mapping as part of the Asset Management Program
- Repaired or replaced non-working fire hydrants
- Conducted hydrant flow tests and identified NPFA flow color codes throughout the city
- Completed implementation of the asset management system of the water treatment plant, booster stations and water storage tanks, and water distribution system. Trained staff with field tablets and work order system.
- Continued with documentation of potential contamination sources and continued with recommended mailings and inspections.
- Received a grant to perform leak detection of the entire water system. This was canceled by NHDES due to COVID-19 but we will receive this service post Covid.
- Completed the rehabilitation of internal piping in the Prospect Booster Station.
- Received pre-approval from NHDES for a $284,000 grant to build a water interconnection with the town of Hanover that could feed the DHMC pressure zone in the event of a water shortage emergency in that pressure zone.
- Complete and begin to execute the 10-year plan.

2022 OUTCOME MEASURES

1. Review Urban Services Boundary proposal with City Administration and Planning based on build-out analysis results and present to City Council for adoption.
2. Increase participation of Mascoma River clean up in coordination with the Rotary Club
3. Monitoring water quality and system operation with an increased focus on chlorine residuals and smart hydrant pressure monitoring.
4. Continue to develop/improve the source water protection plan and explore NHDES grants that are available.
5. Continue with PFOS/PFAS sampling.
6. Continue with documentation of Potential contamination sources and continue with recommended mailings and inspections.

7. Continue implementation of recommended measures of the Water System Business plan.
8. Reduce unaccounted for water to less than 15%
9. Continue with implementation of the asset management system of the water treatment plant, booster stations and water storage tanks and water distribution system. Train staff with field tablets and work order system.
10. Upgrade water main on Mechanic Street and Miracle Mile
11. Continue with water system maintenance - Watermain Flushing. Goal of 100%
12. Continue with water system maintenance - Water Gate Valve Exercising.
13. Clean water plant lagoon
14. Complete the update of the water map

LOOKING AHEAD (2023-2024)

1. Explore funding for "backup" city water source, based on the findings of the 2021 study. Obtain Grant funding to continue project
2. Research and obtain a grant for source water protection of the watershed.
3. Continued testing of treated water for PFAS and other emerging contaminants.
4. Join the AWWA Partnership for Clean Water "Club".
5. Implement recommendations for the 10-year watermain improvements plan
6. Continue electrical peak demand curtailment.

2 SAFELY TREATED WASTEWATER

(PUBLIC WORKS)

STRATEGIES

- Establish urban service boundaries based on careful consideration of current capacity of the City's water supply and wastewater treatment plant, expansion capabilities, future needs, and areas where high density development is most appropriate. (7.2.A5)
- Promote "smart" development to decrease pressure on the City's water and wastewater systems. (8.1.S16)
- Formulate a plan to conserve and maintain wastewater capacity. (8.1.S21)
- Assess feasibility of implementing the recommendations of the hydropower study to improve energy efficiency for the municipal water and wastewater systems. (13.2.A6)

2021 ACCOMPLISHMENTS

- Met or exceeded all compliance testing except for 1 E. Coli violations.
- Began PFAS removal study.
- Completed the odor control study.
- Installed a new core in one aeration blower.
- Contracted to run a new Wastewater Collection System Modeling.
- Had zero CSO discharges and closed the Consent Decree with the USEPA. The highest number of discharges occurred in 2011 with 63.
- Closed the remaining 2 CSOs.
- Completed the cleaning of 46,507 (approximately 10% of the entire system) linear feet of sewer lines with a contractor.
- Bid a sewer lining contract. This will include a Pre 1960's 24-inch sewer on Taylor Street and a 1965 36-inch sewer that connects Taylor Street to Water Street. This project will include approximately 1,500 feet of sewer interceptor lining. This reflects approximately 3.5% of the total sewer interceptor length (43,000 linear feet).
- Added manhole rehabilitation to the contracted sewer lining company.
- The percentage of nitrogen removal for the year was the highest ever with 79.12% removal. Our highest removal monthly rate was 86.77% in September
- Continued to implement the recommended measures from the Wastewater Business plan.
- Fully implemented Asset Management System and incorporation of assets into program and field. Conducted additional training of staff.
- Continued easement clearing program.
- Continued with routine inspection of grease traps, oil and sand separators and siphons.
- Issued 7 new industrial discharge permits.
- Continued final design of the dewatering upgrade. Scheduled to bid in March of 2022.
- Continued our electrical load curtailment program.
- Began decommissioning of the storm water holding facility in West Lebanon.

2022 OUTCOME MEASURES

1. Review Urban Services Boundary proposal with City Administration and Planning based on build-out analysis results and present to City Council for adoption.
2. Continue on-going monitoring of wastewater treatment and collection system operation including cleaning of sewer mains with staff.
3. Complete PFAS removal study.
4. Bid and complete sewer cleaning contract.
5. Bid the sludge dewatering upgrade for the wastewater treatment facility.
6. Install new blend tank mixer.
7. Install new walkway on the chlorine contact tank.
8. Complete sludge blend tank recoating.
9. Complete control upgrade of sludge storage and blend tanks.
10. Continue use of asset management in the collection system and wastewater treatment facility. Also continue field training of staff with field tablets.
11. Maintain compliance with the newly issued Multi-Sector General Permit for discharge of stormwater from the wastewater treatment facility site.
12. Fully decommission the stormwater holding facility in West Lebanon.

LOOKING AHEAD (2023-2024)

1. Completion of any necessary capital projects including new WWTP sludge dewatering equipment.
2. Continue to assess the increased septage program on wastewater facilities operations and revenues including high strength wastewater and grease and prepare a request for proposal for septage/oil-grease receiving facility design improvements.
3. Continue testing of PFAS of the wastewater effluent.
4. Optimize treatment process for phosphorus removal.
5. Investigate innovative wastewater treatment facility technologies.
6. Update treatment building facilities (bathrooms and floors).
7. Continue investigation of private sources of inflow and infiltration.
8. Establish a manhole rehabilitation program.
9. Complete permitting of all industrial discharges.

1 REDUCE ENERGY CONSUMPTION IN ALL PUBLIC FACILITIES
(PUBLIC WORKS)

STRATEGIES

- Investigate the use of renewable energy in heating and cooling systems in new construction of public buildings. (5.1.S12)
- Conduct periodic energy audits of all City buildings, infrastructure (including streetlights) and operations to identify areas of energy waste and recommend cost-effective energy conservation measures. (5.1.A18)
- Ensure that new public facilities (and where possible, existing facilities) incorporate the following principles when appropriate: Central location (locally and regionally); good access and traffic flow; adequate parking; energy efficiency; handicapped access; multi-purpose buildings when possible. (8.1.S2)
- Practice and promote cost-effective energy efficiency. (8.1.S11)
- Assess all City-owned buildings periodically to determine needed repairs, upgrades, energy-efficiency improvements, and replacements, as well as the suitability of operational standards. (8.1.A2)
- Review energy use in all City government operations on an annual basis. (8.1.A12)
- Develop an energy conservation plan for City buildings and facilities. (8.1.A13)
- Purchase hybrid vehicles using biodiesel and/or other alternative fuels for all appropriate City vehicles. (9.2.A10)
- The City shall maximize energy efficiency in municipal buildings and encourage efficiency in commercial and residential buildings. (13.1.SA)
- Assess the feasibility of renewable energy technologies in new and existing municipal buildings. (13.2.A3)
- Continue to take advantage of geothermal resources in new construction, similar to Kilton. (13.2.A12)
- Study the feasibility of ground-source-heat pumps in new and upgraded municipal buildings. (13.2.A12 & 13.7.A13)
- Advocate for projects that reduce the City's energy consumption and/or introduce renewable energy resources in the Capital Improvement Program. (13.3.A4)
- Investigate opportunities for interdepartmental coordination and funding of energy efficiency maintenance projects in existing municipal buildings. (13.3.A5)

2021 ACCOMPLISHMENTS

- First round of facility assessments completed: Airport Terminal and Maintenance Garage and Fire Safety building, Veterans Pool building, DPW Administration and Garage, Solid Waste Recycling and Maintenance Garage, and the Kilton Library.
- Streetlight Conversion Project – Phase 1 completed.
- Entered into a new contract with a local HVAC maintenance company for city facilities.
- Applied for and received all energy efficiency rebates & incentives for work done at City Hall, the Streetlight Project, etc.

2022 OUTCOME MEASURES

1. Monitor energy consumption and review trends and opportunities for improved efficiency.
2. Explore performance contracting companies and their ability to implement energy efficiency measures cost-effectively (i.e. Johnson Controls, EEI, Siemens).
3. Complete construction of Phase 2 of the Streetlight LED Conversion Project.
4. Convert Storrs Hill ski slope lighting to LED.
5. Continue to assess feasibility of City-owned electric vehicles.
6. Continue build-out of EV charging infrastructure for City fleet as well as for staff, residents', and visitors' vehicles.
7. Maintain the new Valley Cemetery and Civic Field solar arrays to help meet the city's energy goals. Register the REC's.
8. Explore federal funding opportunities for energy improvements and renewable energy development.

LOOKING AHEAD (2023-2024)

1. Develop and implement energy improvements to include renewable energy sources and energy conservation measures for the City and for residents, organizations, and businesses. Do this through Lebanon Community Power or Community Power of New Hampshire if feasible.
2. Complete Facility Assessment Plans for all buildings.
3. Complete retro-commissioning and/or energy audits on all buildings at least once every 10 years.
4. Use Beehive to track City facility assets.
5. Long Range Capital Maintenance & Energy Use Plan Completed (8.1.A12; 8.1.A13) including the 28-year plan to convert all City buildings to non-greenhouse gas producing renewable heating systems.
6. Explore federal funding opportunities for energy improvements and renewable energy development.
7. Equipment storage building at the DPW facility for the Utilities crew for housing the manpower and equipment to maintain the water/sewer lines. This will store the vactor truck, bucket truck, crane truck, backhoe, 2-F250's and superintendents' pickup.

1 COORDINATED ENERGY & FACILITY MANAGEMENT
(PUBLIC WORKS)

STRATEGIES

- Develop Long Range Capital Plan for Maintaining and Upgrading Existing Facilities to include Energy Use and Management. (8.1.A13)
- Assess all City-owned buildings periodically to determine needed repairs, upgrades, energy-efficiency improvements and replacements, as well as the suitability of operational standards. (8.1.A2)
- Assess the feasibility of renewable energy technologies in new and existing municipal buildings. (13.2.A3)
- Review energy use in all City government operations on an annual basis. (8.1.A12)
- Comply with the goals of the statewide New Hampshire Climate Action Plan. (13.A)
- Pursue creative financing mechanisms to fund energy improvements such as grants, energy performance contracts and private/non-profit partnerships. (13.F.3)
- Identify methods to reduce energy use and promote renewable energy sources.
- Develop long-term (20-yr) plans to transition all buildings off fossil fuels.

2021 ACCOMPLISHMENTS

- Entered all City facilities and their equipment into the Beehive asset management tool. Criteria for inclusion in Beehive were either: 1) Capital cost >$2,000, or 2) Equipment is critical to operations.
- Tabulated all city energy use in two comprehensive spreadsheets for fuel and electricity. The electricity data included all sources of electricity, including on-site solar and wholesale power purchases. Data was prepared by meter account and by general ledger account. The data has been used to more accurately budget for energy costs.
- Worked with ReVision Energy and SkyHigh Solar to correct problems with the Police Dept communications systems caused by two solar arrays. The PD solar array was re-installed in August. The Landfill Garage solar array is awaiting further negotiations with Liberty around net metering at the landfill in light of the forthcoming gas-to-energy project. The other arrays have all performed well and we have drafted a CIP for purchase of these arrays from SkyHigh at the first opportunity in 2025.
- Assisted the Cemetery Staff and RAP Dept. to design new buildings at the Valley Cemetery and Civic Field that are highly energy efficient and heated with a combination of heat pumps and hydronic propane-fired boilers. The buildings were designed for maximum rooftop solar, and the arrays were installed by Catamount Solar.
- Facility Assessment Reports were delivered by DuBois and King for the following buildings: DPW Garage & Administration, Airport Terminal and Maintenance Garage, Solid Waste Maintenance and Recycling buildings, Veterans Pool building, and the GAR building. The results were incorporate into the asset management program. Needed repairs were identified, compiled into CIPs for each facility, and given to relevant Superintendents or Department Heads.
- Phase 1 of the Streetlight Conversion project was completed and has been through its first year of operation. Most public streetlights are now high-efficiency LEDs

controlled through an online portal developed by the company Ubicquia. Individual lights or groups of lights can be dimmed easily. The project was under budget, allowing for additional lighting improvements to be done throughout the City.

- Successfully worked with the Water and Wastewater Treatment Plants to curtail electricity loads at the annual system peak, resulting in electricity cost savings that will begin in June 2022.
- Lebanon Community Power (LCP) was further developed in collaboration with the statewide Community Power Coalition of NH, of which the City is a founding member. This involves collaboration with Liberty Utilities, the Dartmouth Engineering Dept., NH Public Utilities Commission, and numerous other municipalities. When launched LCP will create opportunities for the City to procure electricity for residents and businesses at a lower cost and higher renewable energy content. The city was awarded and oversaw a grant from the Community Development Finance Authority of NH to hire staff to help develop LCP/ CPCNH.
- Managed the city's real-time pricing of electricity for select accounts, at substantial savings.
- City Hall Renovations - worked with the staff, architect, construction manager, and project team to finish the renovations to City Hall.
- Oversaw the operation of the City's Nissan Leaf EV and trained multiple staff on its use.
- Assisted the Planning Office in its assessment of the city's greenhouse gas reduction plan, which was presented to the City Council.
- Developed an RFP for a new HVAC maintenance contractor and hired Alliance Mechanical to replace Honeywell.
- Developed an RFP for a comprehensive city-wide generator maintenance contract and hired Cummins Northeast.
- Oversaw a City-wide safety inspection by the NH Department of Labor. Coordinated Staff remediation of all issues identified. Worked with the Joint Loss Management Committee JLMC to identify long-term safety needs. Reported back to the DoL and now coordinating follow-up inspections.
- Collaborated with and served the Lebanon Energy Advisory Committee as City Staff support.
- Assisted Airport staff with an assessment and remediation of a water leak and resulting mold issues in their Maintenance Garage.
- Joined the International Facilities Management Association and contributed to discussions of emerging technologies and techniques for managing facilities.
- The City of Lebanon was awarded Municipal Energy Champion by the NH renewable energy trade group Clean Energy NH and peer municipalities throughout the State.

2022 OUTCOME MEASURES

1. Continue comprehensive tracking of all energy uses – electricity, heating oil, propane.
2. Work with consultants and other municipalities to develop municipal electric aggregation plan and business plan for Lebanon Community Power and CPCNH.
3. Continue Facility Assessment Plan on other City buildings as funds allow (8.1.S11; 8.1.S13; 8.1.A2).
4. Continue registering equipment and its servicing in the asset management system.

5. Oversee operation of the new streetlight network. Implement Phase 2 of the Streetlight Conversion Project to LED fixtures in and around Colburn Park, Court St., Campbell St., Storrs Hill, and floodlights throughout City.
6. Continue energy efficiency improvements of all City buildings.
7. Work with Dept. Heads and Superintendents to do long-term planning for EV infrastructure development to facilitate the transition of the City's fleet to electric. Work with the PD to lay the infrastructure for EV charging while the PD parking lot is being re-paved this summer.
8. Work with fleet staff to identify opportunities to replace gas or diesel vehicles with EV's. Purchase a Ford F150 Lightning EV in 2022.
9. Explore and make recommendations for increasing the use of electric vehicles by city staff.
10. Work with neighboring towns to explore possibilities for the development of a regional public EV charging network.
11. Work with the City Manager on language in a revised Purchasing Policy that will guide staff in green/sustainable purchasing and procurement.
12. Work with the Landfill Superintendent to find off takers for electricity and Renewable Energy Credits from the landfill gas-to-energy project when it comes online in 2023.
13. Find financing to conduct energy audits and/or retro-commissioning on needed City buildings, including the GAR building, DPW Administration, DPW Garage, and Airport buildings – Terminal, Maintenance Garage, and Hangars.
14. Implement a Phase 2 solar project with potential sites such as: Airport north of the parking lot, Airport hangar roofs, Veterans Pool, Prospect Hill reservoir grounds, Storrs Hill ski area, and City Hall.
15. Register Civic Field and Valley Cemetery buildings' solar Renewable Energy Credits with the Public Utilities Commission of NH.
16. Work with City departments, esp. Water & Wastewater, our electricity broker, and Liberty Utilities to reduce electricity demand charges. Help the City move towards time-of-use or real-time pricing based electricity. Implement cost-effective technologies that can take advantage of Time of Use TOU or Real Time Pricing RTP rates such as Thermal Energy Storage at City Hall.
17. Continue work on the city's greenhouse gas reduction plan in coordination with the Planning Office to help the City to achieve the goals committed to by the City Council.
18. Work with the Planning Office and Lebanon Energy Advisory Committee to re-write the Energy Chapter of the City's Master Plan.
19. Explore federal funding opportunities for facilities' repair and upgrade.

LOOKING AHEAD (2023-2024)

1. Complete a Facility Assessment Plan/Facility Condition Assessment for all City buildings.
2. Find financing to conduct energy audits and/or retro-commissioning on all City buildings.
3. Oversee roll-out and expansion of Lebanon Community Power to include other services, as approved by the City Council, and the development of local renewable energy to supply LCP. Collaborate with businesses, organizations, residents, and neighboring communities.

4. Long Range Capital Maintenance & Energy Use Plan Completed (8.1.A12; 8.1.A13) including a 28-year plan for converting all City buildings to renewable, carbon-free heating sources.
5. Develop and implement energy improvements to include renewable energy sources and energy conservation measures.
6. When the Landfill Gas to Energy Project comes online work with Solid Waste to oversee electricity generation and use.
7. Investigate ways to move the rest of the municipal electricity load to renewable energy.
8. Investigate ways to transition the City's vehicle fleet to EV's, including EV charging infrastructure development.
9. Begin the process of offering excess renewable electricity generated by the City to local businesses, institutions, and residents, through LCP if possible. This will start with the sale of surplus electricity from the Landfill Gas project above and beyond what the City needs to meet its load requirements.
10. Assist with the development of a new Public Safety Facility.
11. Investigate development of a cost-effective fuel produced from local waste vegetable oil.
12. Continue to assist the Planning Office with the implementation of the greenhouse gas reduction plan.
13. Continue to develop City solar projects on other sites.
14. Implement a new, open-source Building Management System with Alliance Mechanical.
15. Explore federal funding opportunities for facilities' repair and upgrade.

2

STRATEGIC PUBLIC WORKS AND PAVEMENT MANAGEMENT PLAN

(PUBLIC WORKS)

STRATEGIES

- Continue to use pavement management systems to efficiently maintain roads and streets. (9.2.A8)
- Continue to efficiently maintain Cemeteries including buildings, properties and record keeping.
- Continue to efficiently manage and maintain DPW Fleet including prioritizing a replacement program.

2021 ACCOMPLISHMENTS

- Performed road/pavement improvements. This included roadways as Moss Road, Foliage View, Stone Hill, Deer Run and Seminary Hill (Carlton Drive to the bridge near Glenn Road).
- Continued with the third year of a new snow/ice management approach using liquid deicing chemicals including pretreatment of roadways prior to snowstorms. Included the purchase of holding tanks and spray system which were mounted onto a retrofitted F-550 truck and a F-250 truck.
- Continued with year 3 of snow operations initiative involving 16-hour maximum shifts with objective of improving worker-driver safety.
- Completed annual street sweeping.
- Updated the Roadway Surface Management System "StreetScan". This RSMS surveyed all road and sidewalk conditions and line markings in 2019. The RSMS is to make recommendations for improvements developing a roadway and sidewalk condition index along with a prioritization list for improvement of roads. The RSMS will be beneficial in integrating into asset management, work orders for repairs and for budgeting/capital planning.
- Continue with annual pavement line, street symbols and crosswalk marking/painting of designated city roads.
- Continue with the implementation of the asset management program including training of staff with field "smart" tablets to import field information to the GIS system and work order system.
- Purchased used sweeper to use in tandem with the existing sweeper. This will buy time until electric sweepers are proven and cost effective.
- Use asset management software to track pothole complaints, signage and traffic signal repair using new asset management and work order system.
- Cemetery – Mapping in the West Lebanon Cemetery.
- Cemetery - Continued the restoration of headstones in the School Street Cemetery.
- Cemetery – building improvements to the West Lebanon Cemetery with new doors.
- Cemetery – Installed 2 columbariums in the Glenwood cemetery creating 128 niches able to hold 256 cremations.
- Cemetery - Installed new fencing at Mascoma Cemetery.

- Cemetery – Cemetery - Paving of the Valley Cemetery and the Sacred Heart Cemetery.
- Cemetery – Sold a total of 27 grave sites, performed 77 cremation burials and 18 full burials.
- Cemetery – Purchased new mini excavator (Bobcat E50) for digging graves.
- Fleet – purchased new 25 ton equipment trailer; 2 – 550's (cemetery and utilities); 2 – F250's (cemetery sexton and highway supt.); 10 wheel plow truck; used sweeper.
- Fleet – Purchased a mobile lift for the DPW garage.
- Fleet – investigated fleet oil test sampling program to protect and extend the life of engines.
- Fleet - Updated the 5-10-year vehicle replacement plan.
- Fleet - Continued with year 3 of the equipment maintenance work plan for solid waste equipment.
- Highway O&M – inspect/clean 50 percent of drainage structures throughout city.
- Construction of the Middle School pedestrian trail/sidewalk extending through the DPW Admin parking lot and cross-country trail connecting to the Northern Rail Trail including a pedestrian light crosswalk across Rte 4 and milling and paving of Moulton Avenue.

2022 OUTCOME MEASURES

1. Continue to refine and improve design and construction program, including City standards and placing standards on DPW Engineering website.
2. Complete annual roadway improvements program including pavement preservation techniques using: mill, shim, overlay and chip seal of roads Dana Street (Central Ave to White Ave); White Avenue (reconstruction); Highland Ave (Spring Street West to Pasture Lane); Maple Street (ballfield to Rte 10); Chandler Street; Beryle Street; North Main Street (Estabrook Circle north to the city limits); Wyeth Farm Circle; Brook Road; Westview Road; Blueberry Hill Drive; Blueberry Meadow Lane; Sunset Rock Road; Jenkins Road; Dorset Lane and Riverside Drive.
3. Roadway infrastructure improvements: Completion of CSO 13 and the Hillcrest Road area (Prospect Street Ext; Hillcrest Drive; Skylark Drive and Ledge Lane).
4. Continue with annual pavement line, street symbols and crosswalk marking/painting of designated city roads.
5. With in-house O&M Staff utilize recently purchased mechanical street sweeper along with the existing sweeper and perform annual street sweeping in April. Perform additional street sweeping throughout the summer and into the fall as necessary.
6. Track pothole, signage and traffic signal repairs using BEEHIVE asset management and work order system.
7. Update the Roadway Surface Management System with "StreetScan" - and the 5-year prioritization program for roadways and sidewalks improvements to maintain/improve the roadway pavement and sidewalk condition index PCI/SCI.
8. Continue with the implementation of the asset management program including training of staff with field "smart" tablets to import field information to the GIS system and work order system.
9. Cemetery – continue to restore and maintain headstones throughout the cemeteries.

10. Cemetery – construction of the West Lebanon Cemetery improvements with new doors.
11. Cemetery – continue to update archives and maps for cemeteries and "pins" for new plots.
12. Cemetery – Finish paving around the new building at Valley Cemetery.
13. Cemetery – Chip seal the Valley Cemetery and Sacred Heart Cemetery.
14. Cemetery – Develop a 10-year Capital Plan for Cemetery Improvements.
15. Inventory signs and guard rails.
16. Fleet – investigate fleet oil test sampling program to protect and extend the life of engines.
17. Highway – clean drainage structures throughout city and initiate cross-training with utility crew using the vac-truck.
18. Upgrade 1000 ft of guardrail on Airport Road.
19. Update the 5-10-year vehicle replacement plan.

LOOKING AHEAD (2023-2024)

1. The City has added sidewalks over the past 20 years and reduced personal. One additional highway staff will be recommended in 2023 and another in 2024 to regain some of the staff that the City has lost over the past 20 + years. The additional personal will be primarily utilized on sidewalks in the winter months in order to better plow, sand and salt city sidewalks during the winter months.
2. An additional sidewalk machine will be recommended to go along with the additional personal.
3. The Winter Maintenance Plan will be re-visited and ungraded to match the existing personal. This will include the contracting out of some or all of the parking lots.
4. Continue roadway improvements Program including road overlay paving and other pavement preservative techniques including: crack sealing, rubberized chip sealing, bonded wearing course, pavement overlay and cold-in-place restoration.
5. Roadway projects for 2023 and 2024+ will be geared toward preservation of roads as it is much cheaper to maintain the level of service of the good shape roads than to wait for major rehabilitation or reconstruction. Projects will include preserving the roads such as; Poverty Lane; Slayton Hill; Cross Road; School Street, Rudsboro Road, Old Pine Tree Cemetery Road, Heater Road plus a few other streets in need of preservation. Capital projects in 2023 will include the reconstruction of improvements to Kimball Street and Forest Avenue to include drainage, water and sewer replacement.
6. Using the BEEHIVE Asset Management system, continue tracking pothole complaints, signage and traffic signal repair and drainage system maintenance, fleet system and integrate asset values into the financial management software.
7. Continue to update the annual Roadway Surface Management System for road and sidewalk conditions, line markings and street signs - as improvements are made.

8. Continue to refine and improve design and construction program, including City standards on City DPW Engineering website.
9. Inventory retaining walls and ditches.
10. Support and articulate the need for annual roadway paving / preservation budget from $500,000 to $1,300,000 in order to maintain the roadway condition index of the city roads at 70 or above.
11. Replace the following vehicles in 2023:

    O& M: Replace 6-wheel dump truck with plow/wing/sander; Replace JD 544K loader with equivalent loader with plow; replace 1985 Kubota mower/tractor; replace 2005 MB sidewalk plow
    Utilities: Replace 2013 F250 pickup; purchase 2005 JD710G backhoe/loader (old backhoe to be used for loading salt)
    Landfill: Replace 2002 John Deere 120C Excavator with JD 316 equivalent.

3 PROVIDE QUALITY ENGINEERING MANAGEMENT

(PUBLIC WORKS)

STRATEGIES

- Provide Project Management and closeout for the Combined Sewer Overflow (CSO) program
- Identifying Capital Improvement Projects for infrastructure relative to Transportation, Water, Sewer and Drainage
- Manage Capital Improvement Projects and Provide Quality Construction Management
- Provide Technical Engineering Assistance to Planning & Zoning, Codes, other Departments as necessary and Public Works
- Management of Provision and Acceptance of Water & Wastewater Flows
- Monitor Capacity for both Water & Wastewater Treatment Plants and Utility Infrastructure
- Provide Floodplain Management review and oversight
- Develop Fixed Asset Management Program and implementation and training to staff
- Establish a Bridge Maintenance plan

2021 ACCOMPLISHMENTS

- Successfully planned and managed CSO projects and other CIP projects
- Substantial Completion of CSO #12 project
- Start of construction of CSO #13 project and satisfied the one-year completion extension from USEPA, to Nov 2021.
- Substantial completion of Airpark Road Extension Project
- Substantial completion of Spencer Street Reconstruction Project
- Substantial completion of the Lebanon Downtown Tunnel Project
- Final Completion of the Miracle Mile Sidewalk Connection Project
- Final Completion of the Moulton Ave Sidewalk Connection Project
- Final Completion of the Mill Road Pipeline Risk Evaluation and Preliminary Design Report
- Implement preliminary design of the Lahaye- Mt. Support Road Intersection Improvements Project.
- Continued engineering oversight of development projects.
- Continued Floodplain assistance
- Continued assistance to planning department with continued use of a 3rd party consultant for engineering review assistance
- Continued to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flow rates as part of new development applications.
- Continued management of the sewer use permitting process in accordance with City Code 136.
- Continued management of the water use permitting process in accordance with City Code 182.
- Continue with engineering staff training by consultant to learn sewer model.
- Identified sewer project(s) that will provide increased sewer capacity for future development (i.e sewer lining)

- Successful management of excavation and driveway permitting.
- Continued implementation of the asset management software to improve tracking roadways, bridges, water, sewer, stormwater lines, water gate valves, hydrants, manhole structures, etc. and link data to the GIS system and work orders.
- Improved presentation of City Website dashboard information including excavation permit and sewer permit applications. Goal in 2021 was to create fillable forms for applicants
- Engineering staff continued to be trained on sewer model.
- Continue to assist Police Department with roadway safety and traffic calming measures such as the temporary speed tables.
- Continued Floodplain assistance.
- Continued assistance to planning department including agreements for 3rd party engineering assistance.
- Continue to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flowrates as part of new development applications. Continuation of the monitoring of the ten installed sewer flow meters for "real time" flow information.
- Complete the construction of Hillcrest Acres (road/drainage/water) project.
- Continue with the design of the Mechanic Street/Mascoma Street/High Street round-about project with consultant.
- Finalize the design of the Rte. 12A/So. Main Street "dry" bridge project with consultant.
- Completion of demolishment of 20 Spencer Street site cleanup.
- Finalize the Tunnel Project.
- Adoption of an updated Stormwater Ordinance.
- Completion of the Spencer Street reconstruction project.
- Coordination with NHDOT for the conceptual design of the Hanover Street "Downtown Public Improvement" project (from Mascoma Street to the Rte. 120 intersection) and Route 120 improvements to Etna Road.

2022 OUTCOME MEASURES

1. Continue the implementation of the asset management software to improve tracking roadways, bridges, water, sewer, stormwater lines, water gate valves, hydrants, manhole structures, etc. and link data to the GIS system and work orders.
2. Complete and improve presentation of City Website dashboard information including excavation permit and sewer permit applications to posted fillable forms.
3. CSO#13- Final construction completion
4. Final completion of CSO #12 project.
5. Integrate permitting documents including Excavation, Driveway, Water, Sewer, Stormwater, Floodplain and Pole Licenses into BS&A software tool. Support Implementation of Project management Software
6. Move the Kimball/Forest Reconstruction Project to Final Design and Bid Documents for Bid in late 2022 or early 2023.
7. Continue sewer lining project – 1,500 linear feet of largest sized sewer in the system., which will provide increased sewer capacity for future development. Continuation of the monitoring of the installed sewer flow meters for "real time"

information throughout the sewerage collection system. Increased the number of meters from ten to twelve.

8. Engineering staff to continue to be trained on sewer model by modeling consultant.
9. Continue to assist Police Department with roadway safety and traffic calming measures such as the temporary speed tables.
10. Continued Floodplain assistance.
11. Continued assistance to planning department including agreements for 3rd party engineering assistance.
12. Continue to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flowrates as part of new Developments applications.
13. Continue final construction of Spencer Street Reconstruction Project and Airpark Road Extension Project.
14. Continue oversight of design of the Mechanic Street/Mascoma Street/High Street round-about project.
15. Continue with design of the Rte. 12A/So. Main Street "dry" bridge project.
16. Completion of site cleanup of 20 Spencer Street.
17. Continued final design of the Trues Brook Bridge project.
18. Start of final design of the Hanover Street/Rte. 120 bridge project.
19. Final completion of the Tunnel Project (address punchlist items).
20. Coordinate with NHDOT regarding the Hanover Street "Downtown Public Improvement" project (from High Street to the Rte. 120 intersection), in connection with NHDOT Exit 18 Improvements Project.
21. Successfully plan and manage CSO projects and other CIP projects
22. Identify sewer project(s) for rehabilitation of the City's sewer collection system as part of CIP2023-2028.
23. Investigate the feasibility of a second phase Solar project which may include Airport buildings
24. Develop Final Design Plans and Bid Documents for Mount Support Intersection improvements.
25. Continue to Assist Planning on in house Tap Grants Projects: Lahaye Sidewalk project and NH120 Pedestrian Crossing
26. Develop a Bridge Maintenance Plan.
27. Application to NHDOT for the Mechanic Street Bridge improvements near Exit 19 as part of their 10 year plan.
28. Begin tracking the cleaning of the stormwater treatment chambers with the Asset Management program.

LOOKING AHEAD (2023-2024)

1. Engineering staff to become proficient with ability to perform the sewer model program.
2. Continue with Asset Management system for all applicable city departments including issuance of field tablets and use of work order system.

3. Start of construction of the Mechanic Street/Mascoma Street/High Street round-about project in 2024.
4. Start of construction of the Rte. 12A/So. Main Street "dry" bridge project in 2023
5. Develop a 10-year water-sewer-drainage-roadway system infrastructure CIP program.
6. Design of streets surrounding Kimball Street (Green/Shaw/Elm/Union) roadway and infrastructure improvements.
7. Construction of Kimball Street and Forest Avenue infrastructure projects.
8. Construction of Lahaye Sidewalk project
9. Design of Mack Avenue roadway and infrastructure improvements.
10. Start of construction of the Trues Brook Bridge project in 2023 or 2024.
11. Start of construction of the Hanover Street/Rte. 120 bridge project in 2023 or 2024.

RECREATION, ARTS & PARKS

1 MASCOMA RIVER GREENWAY EXPANDED TO WEST LEBANON CBD

(RECREATION ARTS & PARKS)

STRATEGIES

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. (2.1.S7)
- Encourage the Railroad to consider the needs of residents and business owners and recognize the benefits of using railroad rights-of-way as bicycle pedestrian trails. (2.1.S12)
- Support efforts to promote the Mascoma River as a scenic and recreation asset. (2.4.S2)
- Develop system of paths and bikeways connecting neighborhoods, parks and CBD. (3.1.S13)
- Improve access to Mascoma River frontage. (3.1.S17)
- Create and improve bikeway linkages, such as extending the Northern Rail Trail/Mascoma River Greenway to West Lebanon. (3.1.S18)
- Identify bike routes off main streets in an effort to make transportation more accessible for riders. (3.1.S19)
- Focus on the Mascoma River and highlight it through urban design. (3.1.S26)
- Invest in the West Lebanon downtown by constructing and upgrading the infrastructure, including parks. (4.1.S3)
- Promote linkages with West Leb CBD as well as recreation areas and Lebanon CBD with bike and pedestrian pathways. (4.1.S17)
- Support land use patterns that promote alternatives to vehicles. (5.1.S13)
- Cooperate with groups, such as Friends of the Northern Rail Trail and the Upper Valley Trails Alliance, to maintain and extend the existing rail trail from Lebanon to West Lebanon. (9.3.S1)
- Promote improved pedestrian facilities throughout the City. (9.4.S4)
- Develop additional safe multi-use trails to offer connectivity throughout the City and to other UV towns. (10.1.S10)
- Provide opportunities along walking and biking trails for non-structured uses. (10.1.S12)
- Address walkability and bikability in conjunction with traffic planning. (10.1.S14)
- Continue to provide recreational opportunities for all users, including people with disabilities and others needing special accommodation. (10.2.S1)

- Support efforts to extend the Northern Rail Trail/Mascoma River Greenway from downtown Lebanon to West Lebanon. (11.1.S13)

2021 ACCOMPLISHMENTS

- Gained official access through Miracle Mile Plaza (Planning Department)
- Negotiated agreement with Lebanon Ford for access via the wooden bridge
- MRG and Northern Rail Trail map 90% complete
- Paved APD trailhead parking and connector trail
- Opened Downtown Lebanon Tunnel (Planning, City Manager, Recreation, DPW Depts).
- Installed wayfinding signage and bridge naming signs.
- Finished roofing kiosks.
- Installed thank you plaques on benches
- Successful garlic mustard pulling along MRG

2022 OUTCOME MEASURES

1. Complete the Lebanon Ford access agreement. Plan wooden bridge redecking project.
2. Negotiate rail discontinuance from Glen Rd terminus to Riverside Park.
3. Complete kiosks, rules and maps.
4. Pave NRT between Bank St Ext and Senior Center (DPW Project)
5. Install signage for art work featured on the MRG and tunnel to convey the message behind the art.
6. Negotiate connector trail between MRG and Mascoma St Ext via I-89 fence line with Federal Highway Administration.
7. Design West Lebanon Greenway trail through Westboro to Bridge Street.
8. Seek welder or artist to design Mascoma River Greenway sign to be hung/attached over entrance to the tunnel
9. Program the tunnel in conjunction with the MRG.

LOOKING AHEAD (2023-2024)

1. Installation of gateway sign and kiosk.
2. Rehabilitate connector bridge by Lebanon Ford.
3. Expand RR discontinuance west of upper Glen Rd to Stone Arch.
4. Continue West Lebanon Greenway effort to connect MRG to Westboro and north to River Park.
5. Partner with FNRT to obtain and program a Trishaw bike, allowing volunteers to take people who can’t ride a bike on Rail Trail adventures.
6. Pave Mechanic, High, and Mascoma street from new rotary to bridge east towards tunnel and install new sculpture (TBD) within rotary and fountain along MRG

2 ADEQUATE ATHLETIC FIELD SPACE IS AVAILABLE CITY-WIDE

(RECREATION ARTS & PARKS)

STRATEGIES

- The City should evaluate, improve, and increase the number of facilities for sports activities. (10.D1)
- Evaluate the need for facilities and continue to form partnerships with user groups to develop these facilities. (10.1.A1)

2021 ACCOMPLISHMENTS

- Evaluated options for field(s) at Westboro and several other locations.
- Continue Community Center design process to aid with indoor field space.

2022 OUTCOME MEASURES

1. Finalize new field(s) at Westboro and begin design process to include trail and other amenities.
2. Explore the possibility of leveling out Civic Memorial Park to produce a small multi-purpose field.

LOOKING AHEAD (2023-2024)

1. Build a new community center that addresses our indoor field space.
2. Complete new field(s) construction.

1 A DIVERSE NUMBER OF PROGRAMS AND SPECIAL EVENTS

(RECREATION & PARKS)

STRATEGIES

- Lebanon CBD: Continue to work with partners like LOH, CCBA, other non-profits and business partners to develop, sponsor and promote activities like the Farmers' Market on Colburn Park and the Mall. (3.1.A15)
- Support the arts as a distinctive and significant component of the local economy. (6.2.S2)
- Promote Lebanon's recreational assets. (6.2.S3)
- Continue and expand the summer day camp program's leadership development program for junior high school age youth. (10.1.S4)
- Continue to offer recreational and cultural activities where senior citizens can interact and collaborate with people of all ages. (10.1.S5)
- Broaden support for the growth of structured after school programming that is coordinated and inclusive of youth at all ages and income levels. (10.1.S7)
- Continue to provide recreational opportunities for all recreational users, including motorized recreational vehicle users, people with disabilities, and other users needing special accommodation. (10.2.S1)
- Promote an educational program on the recreational opportunities available in Lebanon as well as improve the signage at the sites to make them more visible to the public. (10.2.S2)
- Conduct outreach to promote and strengthen Lebanon's Farmer's Market. (13.3.A10)
- Pursue partnerships in programming where partners take the lead, increasing our program offerings without increasing operating expenses.
- Increase adult programming, particularly for 20's and 30's.
- Continue to use social media to improve communication with the public. (2.1.A18)

2021 ACCOMPLISHMENTS

- Continued options for virtual programming and unique ways to keep residents engaged through COVID.
- Connected with the community through dynamic social media content.
- Reopened fully operational outdoor based programming, including the Farmers' Market, special events, outdoor adventures, the pool, sports and camps.

2022 OUTCOME MEASURES

1. Relaunch robust young adult programs ie. YOLO List.
2. Attract at-risk youth through Outdoor Adventure programming and other non-traditional programs.
3. Assist Lebanon Opera House with Nexus Music Festival.
4. Partner with UV Business Alliance to offer 3rd Annual Leb Fest in September.
5. Expand July 4th celebration activities, and a new feature for Summer Celebration.
6. Relaunch Savvy Senior programming.
7. Expand youth basketball to include 5th 6th grade teams.
8. Create tree tour and education programs with Tree Advisory Board.
9. At least one new annual event inside tunnel.
10. Develop a program that will collaborate with the new Arts School being built right in Lebanon.

LOOKING AHEAD (2023-2024)

1. Design and develop a plan to build a community center allowing for increased special event and out of school time programming.
2. Expand program opportunities at new playing field complex and community center.
3. Partner with local businesses and non-profits to create additional special events.

2

ACCESSIBLE WALKABLE PARK LANDS THAT ARE A SENSE OF PRIDE FOR LEBANON RESIDENTS

(RECREATION & PARKS)

STRATEGIES

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. (2.1.S7)
- Look for opportunities to increase and upgrade recreational areas and facilities within the CBD, such as “pocket parks” and walking and biking paths. (3.1.S16)
- Continue with membership in the Tree City USA program for assistance in setting up a tree planting and maintenance program. (3.1.A7)
- Identify properties in the West Lebanon CBD for a centrally located park and/or community center facility, as well as pocket parks. (4.1.A8)
- Investigate and develop City-owned lots for use as pocket parks. (10.1.A2)
- Take advantage of opportunities to beautify public spaces. (12.1.S9)
- Build a new public park in the North Lebanon area of Mt. Support Road.

2021 ACCOMPLISHMENTS

- Installed new addition to Rusty Berrings Skatepark.
- Improved turf conditions at Colburn, Eldridge and Civic parks.
- Applied for LWCF grant to fund lodge and ski jump expansion projects at Storrs Hill.
- Partnered with Lyme Properties and Friends of River Park to create XC Ski trails at River Park.
- Built new Civic Park Maintenance Garage.
- Developed Westboro Park conceptual plans with West Lebanon Revitalization Committee.
- Established Lebanon Tree Advisory Board.
- Created tree inventory map of Colburn Park.
- Expanded composting and recycling services at special events with DPW Landfill.
- Awarded Rec Trails Program grant through State of NH to redeck 2 Rail Trail bridges.
- Installed temporary pickleball lines and nets at Civic tennis courts.
- Worked with Lebanon Rotary to identify Rotary 100th anniversary park project.

2022 OUTCOME MEASURES

1. Continue Colburn Park fence restoration.
2. Install new lighting at Civic parking area, and Maple St Playground.
3. Complete Wifi installation in Colburn Park (Cyber Services).
4. Continue to mitigate invasive species utilizing environmentally friendly methods.
5. Re-paint spray features and exterior of buildings at Lebanon Memorial Pool.
6. Develop a mobile-friendly tool for all park lands and trails that give a great digital map.
7. Pave NRT between Spencer St and Bank ST Ext (DPW)
8. Redeck four additional Rail Trail bridges.
9. Install permanent pickleball lines and movable nets at Civic Park.
10. Clean up various park "yards" by consolidating storage and locations of sheds.
11. Design new Rotary 100th Anniversary park on the Mall.
12. Work with DHMC and Dartmouth College to identify new public park land in DHMC area.

LOOKING AHEAD (2023-2024)

1. Create playground replacement plan.
2. Invest in a shade structure/ solar pedestal mount for the Lebanon Memorial Pool.
3. Install lights at the Lebanon Memorial Pool for night time use in summer months.
4. Construct stairs from Pat Walsh Park to Northern Rail Trail.
5. Install restroom at Riverside Community Park.
6. Open Great River Hydro's Boston Lot parking area year-round.
7. Complete Rail Trail bridge redecking projects, improve drainage and surfacing along NRT.
8. Expand fenced-in area at Lebanon Memorial Pool.
9. Develop construction plans for Westboro Park. (2022 if possible).
10. Install new Rotary park on the Mall.
11. Design a new band stand that includes a restroom, and ADA accessible stage.

1 “FRIENDS OF LEBANON RECREATION & PARKS” ARE ENHANCING OUR PARKS

(RECREATION & PARKS)

STRATEGIES

- There are many opportunities for improved coordination with other partners in providing community facilities and services. (8.B.2)
- Evaluate the need for facilities and continue to form partnerships with user groups to develop these facilities. (10.1.A1)

2021 ACCOMPLISHMENTS

- Successful partnerships with Kirschner family for skatepark improvements.
- Re-established the board with a new President and focus on expanding board operations.
- Purchased new snowblower for Leb Rec ice rink maintenance.

2022 OUTCOME MEASURES

1. Redesigned Friends Of Lebanon Recreation website
2. Partner with “Bring Back the Track” Campaign to fundraise for the new LHS Track.
3. Establish new Donor Management platform.
4. Begin next park improvement project: Climbing boulder, MRG improvements, natural playground.

LOOKING AHEAD (2023-2024)

1. Collaborate for fundraising for an indoor community center.
2. Solicit fresh ideas for new projects to support and fundraise.

2 ARTS AND CULTURE ARE A VIBRANT PART OF LEBANON’S IDENTITY

(RECREATION & PARKS)

STRATEGIES

- Encourage placement of outdoor sculpture art on public land, coordinating with AVA and others. (3.1.S10)
- Encourage new public art installations consistent with the Public Art Policy.

2021 ACCOMPLISHMENTS

- Relaunched Colburn Park concert series.
- Assisted LOH with Silent Disco in the tunnel, and Nexus Music Festival.
- Added banners to light poles around Downtown Lebanon and West Lebanon.
- Expanded holiday lights in West Lebanon, in partnership with DB Lights.
- Initiated RainWorks art on sidewalks in 4 locations.
- Established Sidewalk Poetry project and ordered 4 poems.
- #LightUpLeb projects.
- Completed 5 Soofa sign vinyl artwork, including an “Art Walk Tour” map on the City Hall Soofa sign.
- Installed a Little Free Craft Library outside the Lebanon Library
- Approved 2 public art installations
- 3 new fountain covers with new artwork in partnership with AVA
- Established a new public art policy with City Manager’s office
- Installed 2 new tunnel art installations
- 13 community partners collaborations
- 7 artists with publicly displayed art
- 1 new graffiti park

2022 OUTCOME MEASURES

1. Develop and adopt a master plan for tunnel art.
2. Aid Lebanon Opera House with the Nexus Music festival.
3. Promote and hold live concerts in Colburn Park.
4. Improve and expand arts oriented light pole banners in both CBDs.Install first edition of Sidewalk Poetry, and hold new competition for local poet submissions.
5. Install signage for public featured on the MRG to convey the message behind the art.
6. Fund and administer next edition of tunnel art.

7. Create new Leb ArtWays art cart to be used at special events.
8. Cover graffiti ladened surfaces with murals.
9. Design Mechanic St/High St roundabout art installation.
10. Incorporate art into Special Events Ex: Ice Sculptor at Full Moon Fiesta
11. Develop the signature events for Leb ArtWays at the Lebanon Farmers' Market
12. Build on relationships with community partners
13. Private -Public partnership on private land
14. Arts RFP and resources for the community easily accessible

LOOKING AHEAD (2023-2024)

1. Annual implementation of tunnel art master plan.
2. Installation of historical markers/interpretive signs along the MRG and NRT.
3. Public art installations in Westboro Park.
4. Arts, Fountains, and trees tour?