AGENDA

LEBANON CITY COUNCIL

WORK SESSION

TUESDAY, APRIL 27, 2021

5:30PM – 8:00PM

REMOTE VIA WEBEX

1. ANNUAL WORK SESSION:
Presentation of Draft Outcomes & Work Plan

- City Manager
- Finance/ Assessing
- Cyber Services
- Human Resources
- Human Services
- Fire
- Planning

Due to the current situation with the COVID-19 Pandemic, the City of Lebanon is offering its meetings via Microsoft Teams and WebEx. Members of the public are encouraged to attend by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting.

To listen to this meeting, please join live via WebEx or call 415-655-0001 (access code: 132 084 3688). If you have trouble accessing this meeting, please email Shaun Mulholland.

THE AGENDA, IN ITS ENTIRETY IS AVAILABLE ON THE CITY'S WEBSITE AT LEBANONNH.GOV.


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

CITY MANAGER

1 HIGHLY EFFICIENT CUSTOMER-FOCUSED ORGANIZATION
(City Manager)

Strategies
- High Level Citizen Engagement in all aspects of City Business.
- Market and Recruit for Citizen Academy Participation.
- Innovative and Creative Problem Solving to Process Oriented Issues.
- Ease of Access to Public Documents to enhance transparency.
- Development and Implementation of Diversity Programming.
- Implementation of “Central Collections” (One-stop Payment Service).

2020 Accomplishments
- Team-based response to COVID-19 Pandemic.
- Created online portal for public participation in virtual meetings.
- Created Online Services Page and assisted departments with solutions to provide services online.
- Launched Redesign of City Website.
- Launched CivicClerk (New Agenda Center).
- Created and launched public form for filing complaints (Police & Employees/Officials).
- Revised Floor Plan Layout of City Hall.
- Paperless Initiative.

2021 Outcome Measures
1. Refinement of complaint processes and software.
2. Develop the role and function of the position of Chief Innovation Officer.
3. Develop the role and function of the Chief Diversity Officer.
4. After-hours Locker System (City Clerk Outcome).
5. Implement Citywide Diversity Training for all staff.
6. Implementation of SeeClickFix (Public Reporting Software – Integrates with Beehive Software).
7. Launching Public Portal in Laserfiche to allow for public access to digital records.
8. Redesign Board/Committee webpages to allow more flexibility in content and public interaction.

Looking Ahead (2022-2023)
1. Implement the role and function of Chief Diversity & Equity Officer.
2. Implement the role and function of the Chief Innovation Officer.

2 EXPANDED CITYWIDE DIGITAL MEDIA & PUBLIC INFORMATION PRESENCE

(City Manager – DMO)

Strategies

- Promoting the City as a place to be.
- Building on making the Website the place for City-based news.
- Videos of all public meetings – indexed and searchable (CivicClerk).
- Production of How-to Media (ex. How-to Register to Vote) and public service videos.
- Production of Project-based Explanatory Videos.
- Enhanced Engagement with Publicly Available Records.
- Virtual City Hall (a Robust online presence to complete needed business).
- Digital Solutions for Work Processes to improve Citywide efficiency.
- Support of City Departments in achieving Digital Media & Public Information Efficiencies.

2020 Accomplishments

- Overhauled Construction Project Hub to include individual project alert groups and pages.
- Created real-time election information pages to include COVID messaging, required forms & documents, and extensive election messaging.
- Created Drought information page with ongoing public messaging regarding drought status.
- Launched the Picture It! event to solicit photos from the public for display at City Hall.
- Maintained and oversaw 14 social media sites currently in use Citywide (Facebook, Twitter, Instagram, and YouTube).
- Maintained 15 different LebAlert Groups and the IPAWS System in use at the Police Department.
- Continued curation and publication of LebNews email newsletter (currently emailed to 1787 subscribers with a 32% open rate which exceeds industry standard).
- Oversaw Ask LebNH system to ensure questions are up-to-date and relevant to questions being asked.
- Assisted Human Resources with the purchase, implementation, training, and launch of CivicHR software.

2021 Outcome Measures

1. Implementation of Laserfiche for use by City departments; building workflows and solutions to allow for migration of scanned documents to internal and public portals.
2. Creation of platform for communication on Transportation Issues.
3. Launch of Solid Waste Permitting System for the City and Participating Communities.

Looking Ahead (2022-2023)

1. Transition DPW and City Manager's Office into the Laserfiche records management. system in 2022 and the Fire Department, Airport, Finance Department in 2023.

3 LEGISLATIVE ADVOCACY

(City Manager / City Council)

Strategies

- Work closely with the NH Municipal Association on legislation important to local government.
- Develop close relationships with the City's legislative delegation to the State Senate, House of Representatives, Executive Council and Governor.
- Develop close relationships with both US Senators and US House Representatives.
- Advocate for legislation at both levels of government regarding bills in the interest of the City and oppose those that are deleterious to its objectives.
- Advocate for or against administrative rules on behalf of the City.
- Work with other groups or governmental entities regarding collective support of or opposition to bills or administrative rules on behalf of the City.

2020 Accomplishments

- Advocated for bills which would provide more funding from the State to municipalities to reduce property taxes and achieve the objectives of the City.
- Worked closely with Congress Woman Kuster and Senators Shaheen and Hassan to craft various pieces of COVID-19 legislation.
- Worked with GOEFER at the State level regarding distribution and policy regarding the use of CARES Act funding.
- The NH Mayors Group worked with the Governor on COVID-19 issues and developed a strong advocacy group related to City issues in the state.
- Developed policy positions on key legislative issues in coordination with the NHMA.

2021 Outcome Measures

1. The City became part of the Coalition Communities 2 regarding "donor towns" relative to education funding in the Statewide property tax to ensure the "donor town" concept is not placed into law.
2. The City leads the effort to prevent legislative efforts to roll back municipal aggregation and net metering laws.
3. Develop legislation and advocacy for enhancing digital records and electronic signature provisions.
4. Advocate for the return the full 40% of Rooms & Meals Tax revenue to municipalities to reduce property tax.

5. Advocate for State Aid Grants for municipal water and sewer projects.
6. Advocate for further autonomy for local governments and oppose legislation that would restrict the autonomy of local government.

Looking Ahead (2022-2023)

1. Plan for NHMA Policy Conference; policy creation; adoption of policy positions.

4 ENHANCED SUSTAINABLE ECONOMIC DEVELOPMENT

(City Manager)

Strategies

- Form Public-Private Partnerships.
- Form Public-Non-Profit Partnerships.
- Assess Regulatory Role in Guiding Growth and Development; Improve Efficiencies in Current System.
- Examine Buildout Potential of Non-Residential Areas to Identify Opportunities for More Intensive Redevelopment or Infill. (6.E.A5)
- Develop and Market a Proactive Strategy for Sustainable Economic Development that identifies the City's Economic Assets and what types of businesses should be encouraged. (6.E.A1)
- Increase City's Role in Promoting Sustainable Economic Development. (6.E.S1)
- Seek growth and development (redevelopment) that preserves or enhances Quality of Life. (6.E.S1)
- Implementation of the Downtown Visioning Plan to allow for re-development of the downtown core area.

2020 Accomplishments

- Developed partnership with the Upper Valley Business Alliance to market the City and the Upper Valley.
- Initiated the redevelopment of 20 Spencer St. as an under-utilized site to allow for the development of workforce housing.
- Worked with the NH DOT and the NH Legislature to obtain State funding for the demolition of the structures in the Westboro Yard allowing for redevelopment of the area.
- Initiated the creation of the West Lebanon Revitalization Advisory Committee to study redevelopment and revitalization potentials in the CBD area of downtown West Lebanon to include the Westboro Yard.
- Closed a portion of Court Street and the parking area along West Park Street to allow for expanded outdoor seating for Three Tomatoes Trattoria and Salt hill Pub (COVID-19 Response).
- Adopted Provisions of RSA 72:85 to allow tax exemptions for Electric Energy Storage Systems.

2021 Outcome Measures

1. Development of Phase 1B of the Airport Technology Park to allow for industrial growth and as source of revenue for the Lebanon Municipal Airport.

2. Work cooperatively with NH BEA (Business & Economic Assistance) to market biotech business in the Upper Valley.
3. Continue work with UVBA to provide direct assistance to business in response to COVID-19 recovery.

Looking Ahead (2022-2023)

1. Implement improvements and redevelopment of the W. Lebanon Downtown area to include the Westboro Yard.
2. Continue work with the UVBA and the associated MedTech Alliance to expand biotech company expansion in the City and Upper Valley.
3. Begin the process of redevelopment of the downtown area with emphasis on the municipal parking lots behind City Hall.

5 TRANSPARENT AND FISCALLY RESPONSIBLE ANNUAL BUDGET
(City Manager)

Strategies
- Expand Team-based Work Methods.
- Training Program for Succession Planning.
- Complete a Citywide Workflow Analysis.
- Seek New Revenue Streams.
- Review Potential for Expanding Operational Reserve Planning for Energy Related Matters.
- Review Procurement Policies (Best Value v. Low Bid; Life Cycle Costs).

2020 Accomplishments
- Revised Water Investment Fee to Water Development Fee to provide flexibility in spending revenue.
- Amended Cemetery Regulations to Discontinue Perpetual Care Requirements and allow for the creation of a Maintenance Trust Fund to better manage costs for cemetery maintenance & preservation.
- Updated landfill disposal rates to better reflect current costs for waste management.
- Completed negotiations and effectuated PILOT Agreement with DHMC.

2021 Outcome Measures
1. Implement streamlining of the central collection of payments through the City Clerk's Office resulting in efficiencies and better customer service.

Looking Ahead (2022-2023)
1. Continue with 3-year plan for projecting cost for operational needs; debt service capacity, etc.

6 CAREFUL, WELL BALANCED, COST-CONSCIOUS, CAPITAL IMPROVEMENT PLANNING
(City Manager)

Strategies

- Prioritize CIP Projects being mindful of the desire to balance between differing departments.
- Optimize departmental collaboration to create a broad overview of infrastructure.
- Assess where projects may overlap with future private ventures; combine efforts where possible.
- Review potential for Capital Reserve Planning.
- Assess value-added opportunities when planning capital projects.

2020 Accomplishments

- Initiated debt management plan resulting in significant reductions in capital spending.
- Completed and presented a Public Safety Facilities Study to document potential future expenses related to upgrading of existing Fire & Police Stations.

2021 Outcome Measures

1. Implement debt management plan to level the City’s debt load over the 2021-2026 CIP.
2. Implement Special Assessment District for improvements to the intersection of Lahaye Drive and Mount Support Road.

Looking Ahead (2022-2023)

1. Continuation of Debt Management Plan.

FINANCE/ ASSESSING

1 FOCUS ON FISCAL SUSTAINABILITY & LONG-TERM FINANCIAL PLANNING

(Finance)

Strategies

- Manage and monitor the City's cash flow and maximize return on City's investments.
- Support sustainable short- and long-range solvency objectives and practices.
- Maintain the integrity of the City's accounting records.
- Maintain an effective cash management system and provide prudent and safe investment of financial assets.
- Ensure that service rates for Water Treatment and Distribution Fund, Sewage Collection and Disposal Fund, and Solid Waste Disposal Fund provide sufficient resources to cover budgeted and projected expenditures for these departments without overburdening the service users.

2020 Accomplishments

- Short- and long-term implications of debt financing; management of bond proceeds.
- Spendable fund balances consistent with Government Finance Officers Association (GFOA), State of NH recommended practices and consistent with City policies.
- Implemented new water/sewer rate structure.
- Processed all Cares Act Relief funds.
- With the reorganization of departments, Finance is no longer responsible for the collection of property tax or Cyber Services as part of the department but have added Assessing. The Assessing department currently has one city employee and the City has contracted with MRI for assessing services.

2021 Outcome Measures

1. Establish procedures for accurately recording various department grants
2. Continue to oversee the administration of all grants (CDBG, State, Federal, etc.).
3. Develop strategies to build on the existing debt management plan.
4. Update tax rate projections in subsequent years.
5. Implement a new financial cloud-based software.

Looking Ahead (2022-2023)

1. Continue to oversee the administration of all grants (CDBG, State, Federal, etc.).
2. Continue to review and update various financial policies.
3. Implement a revaluation for residential/commercial properties based on statistics on property sales as they have increased substantially since last revaluation.

2 ACCURATE & EFFICIENT HANDLING OF FINANCIAL RESOURCES

(Finance)

Strategies

- Provide accounts payable, accounts receivable, payroll, taxation, risk management, purchasing services and budgeting in a timely and effective manner to maximize revenue.
- Provide oversight and training to various departments on timely processing of invoices (both customer and vendor).

2020 Accomplishments

- Technical accounting oversight and guidance to City departments.
- Processed 10,916 property tax bills (as of 2/28/2021, 99% collected).
- Processed 18,454 water/sewer/septage/backflow/hydrant/sprinkler bills (as of 2/28/2021, 92% collected).
- Implemented a paperless filing system; all manifests done through DocuSign.
- Assisted Public Works with accurate recording of updated Sewer Application and Development Fees.

2021 Outcome Measures

1. Monitor and refine credit card use to improve efficient processing by departments.
2. Research new Cloud-based financial software to provide better oversight of the City's finances. A committee has been established that will assist in choosing the final vendor for implementation to ensure software provides efficiency in daily operations. Our plan is to go live on January 2022. The city's current financial software includes accounts payable, accounts receivable, animal licensing, bank reconciliation, budget preparation, cash receipting, fixed assets, general ledger, human resources, motor vehicle, payroll, property taxes, purchase orders and utility billing. The current software was implemented in 2003 and is a server-based software which means that it is very slow for the departments that are not located directly in City Hall. The City, therefore, is ready to switch to a cloud-based software which will not only increase speed and data resiliency, but transactions will be in real time.
3. Cross train employees and share ideas about best practices to ensure efficiency.

4. Assist Department of Public Works (DPW) to develop online processes for future sale of landfill tickets to residents (to have more options to purchase tickets from).

Looking Ahead (2022-2023)

1. Continue to work with departments on credit card processing.
2. Continue to work with departments on Accounts Payable LEAN process.
3. Continue to provide training and support to departments on software modules, daily accounting functions, and assisting them in monitoring their respective departmental budgets.
4. Continue to research new methods to increase efficiency.
5. Implement new financial software.

3 COMPLIANCE WITH FEDERAL, STATE & LOCAL POLICIES AND PRINCIPLES

(Finance)

Strategies

- Maintain compliance with Generally Accepted Accounting Principles (GAAP), Federal and State of New Hampshire laws, rules, and regulations, City policies and procedures and Code of the City of Lebanon.
- Preparation of annual financial statements and undergo an external audit with an unqualified audit opinion. *(Auditor's judgment that the financial statements are appropriately presented, without any identified exceptions, and in compliance with GAAP).*

2020 Accomplishments

- Updated format for presentation of annual budget and quarterly/monthly reporting to the City Council.
- Researched new financial software. Viewed vendor software demonstrations which continue into 2021 with a completion date of April.
- Technical accounting oversight and guidance to City departments.
- 2019 Financial Audit was presented to City Council with unqualified opinion.

2021 Outcome Measures

1. Attend conferences and workshops to stay up to date on changing rules and regulations.

Looking Ahead (2022-2023)

1. Assimilate GFOA expenditure, revenue and liability codes in conformance with the Bluebook standards.

4 PUBLIC EDUCATION ABOUT ASSESSMENT FUNCTIONS AND ACTIVITIES
(Assessing)

Strategies
- Keep the public aware of the actions of the Assessor's Office.
- Provide education on the overall Assessment Process, Community Program Offerings, and Real Estate Trends.

2020 Accomplishments
- Provided information to the public via the Assessing page on the City's website and through the City's newsletter.
- Met with numerous taxpayers in the Assessing Office and explained the assessment process and the state statutes that govern the assessment process.
- Send value change notices to property owners to inform them of new assessed values as a result of the city-wide revaluation.

2021 Outcome Measures
1. Acceptance of invitations and presentations at various community meetings.
2. City newsletter articles and website postings about the special tax programs for taxpayers, such as blind, veterans, and senior citizens.

Looking Ahead (2022-2023)
1. Continue Bullet Points 1 and 2 in above 2020 Outcome Measures.
2. Implement a revaluation for residential/commercial properties based on statistics on property sales as they have increased substantially since last revaluation.

5 EQUITABLE ASSESSMENTS MAINTAINED AT OR NEAR MARKET VALUE

(Assessing)

Strategies

- Continue to monitor real estate sales activity to ensure assessed values are within guidelines established by state statutes, the Department of Revenue Administration, and the Assessing Standards Board, with the assessed value/sale ratio being in the accepted range of 90% to 110%.

2020 Accomplishments

- Completed city-wide revaluation of all real property as required by state statute and state constitution.
- The Department is continuing the long-held practice of physically visiting approximately 20% of the properties annually, ensuring accurate data on the visited properties. This contributes to fair, equitable and accurate assessments. The department visited approximately 800 properties in 2019.
- Integrated Building Permit Import Module with CAMA system for more efficient electronic transfer of building permit information, instead of manual data entry.

2021 Outcome Measures

1. Continue to review and analyze sales.
2. Annual review of 20% of parcels.
3. Convert property inspection process from pen and paper to mobile tablet use.

Looking Ahead (2022-2023)

1. Continue to review and analyze sales.
2. Annual review of 20% of parcels.

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.

2020 Accomplishments

- Identified NIST Cyber Security Framework to be the security framework for the City to follow.
- Identified areas of improvement around Cyber Security which are included in the strategies.
- Implemented Cyber Security training software which includes the ability to send email phishing tests.
- Implemented Multi-factor Authentication for various web applications.

2021 Outcome Measures

1. Leverage Cyber Services asset management system for future planning and 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 less reliant on vendor.
3. Continue to leverage Knowb4 to assist with cyber security awareness training.
4. Produce training materials to ensure city employees are familiar with cyber security policies.
5. Produce a monthly cyber security newsletter to better inform the City staff of the most current vulnerabilities and helpful tips around cyber security.
6. Create cyber security policies around the NIST Cyber Security Framework.
7. Create a contingency plan to prepare for a cyber-attack and interruption in service.

8. Implement an internal vulnerability assessment tool which will help us identify any vulnerabilities within the network infrastructure.
9. Implement a cloud-based security for added layer of cyber security.
10. Have an internal and external penetration test performed.
11. Have an assessment of our internal cyber security processes and procedures performed.
12. Increase communications with the New Hampshire Cyber Integration Center.

Looking Ahead (2022-2023)

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.

2020 Accomplishments

- Relocate City Hall employees to temporary location and back to City Hall (server, phones, etc.).
- Moved Cyber Services Department to newly renovated space at City Hall.
- Installed Dark Fiber cabling to provide better computer network service at the temporary City Hall.

- Upgraded phone system to VOIP.
- Upgraded Servers, PC's and Laptops.
- Assisted with the implementation of the new security camera system. and the door card access system.
- Relocated the server room within City Hall.
- Implementation of Cisco WebEx room kits to better support video conferencing.

2021 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. Implement Cisco Identity Services Engine which will provide additional security for the Cyber Services Infrastructure.
4. Upgrade the City's WIFI network to better support the increasing need for video over WIFI and take advantage of new technology.
5. Where necessary add additional internet service provider to create additional redundancy within the Cyber Services Infrastructure.
6. Replace the City Hall Cisco core stack to improve overall Cyber Services network Infrastructure.
7. Create additional redundancy within the phone system using different Internet Service Providers.
8. Expand phone system Softphone capabilities outside of the Cyber Services network infrastructure.
9. Implement dispatch phones to Fire Station 1 which will allow for additional phone features and recorded lines.
10. Install Cisco WebEx room kits at other department locations to support video conferencing and integrate with Microsoft Teams.
11. Implement Verizon Private Network for the PD which provides added security for their mobile laptops.
12. Install public WIFI for Colburn Park.
13. Implement Inventory Replacement Schedule that supports the management and maintenance of over 1600 inventoried IT assets.

Looking Ahead (2022-2023)

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

3 EFFECTIVELY AND EFFICIENTLY SUPPORTING THE TECHNOLOGY NEEDS OF THE CITY

(Cyber Services)

Strategies

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

2020 Accomplishments

- Implementation of Microsoft Teams for video conferencing and better collaboration.
- Created Cyber Services onboarding for new employees.
- Implemented an on-prem Help Desk system.
- Assisted DPW with the implementation of an asset management system.
- Increased Cyber Services staff to better support the City.
- Assisted with the implementation of GIS (geographic information system).

2021 Outcome Measures

1. Assist with the implementation of new financial software package.
2. Assist with the digital records management system.
3. Implement a PC\Laptop imaging platform that will help with deployment of new systems, and a faster recovery time for a PC that needs to have all software reinstalled.
4. Implement single sign-on when possible, this will limit the number of passwords an employee needs to keep track of.
5. Provide training for City employee on the use of their computer and various applications.
6. Provide additional technology training for the Cyber Services staff so they can better support the City’s technology needs.

Looking Ahead (2022-2023)

1. Continue to assist with the implementation of various department’s applications.
2. Continue to provide training for Cyber Services staff.
3. Continue to research solutions to better support the City employees.
4. Coordinate efforts as the Chief Innovation Officer role is developed.

HUMAN RESOURCES

1 ALIGNING POLICIES, COMPENSATION & BENEFITS TO STRATEGIC GOALS, OPTIMIZING BEST HUMAN RESOURCES PRACTICES, COLLABORATION, AND COMMUNICATION

(Human Resources)

Strategies

- Perform investigations and employee background checks.
- Anthologize Affordable Care Act (ACA) information; submit reports to IRS for compliance.
- Complete and finalize the City of Lebanon's Personnel Policies.
- Coordinate wage & classification study for IAFF/Fire employees.
- Negotiate collective bargaining agreements.
- Administer flexible spending plan & employee benefits/select cost effective carriers.

2020 Accomplishments

- Successfully completed the 2019 ACA reporting to the IRS.
- Implemented applicant tracking system creating a processes & procedures for hiring.
- Implemented a 95% paperless hiring process & open enrollment process.
- Created paperless personnel files for new employees.
- Completed The Lebanon Professional Administrative Salaried Employees (LPASE) wage & classification study.
- Implemented the Federal Motor Carrier Safety Act (FMCSA) for CDL drivers compliance.
- Successfully implemented and completed the administation/guidelines of the FMCSA.

2021 Outcome Measures

1. Implement Civic Plus Applicant Tracking System.
2. Finalize the AFSCME wage & classification study results.
3. Conduct the IAFF wage & classification study.
4. Move digitized personnel files and other human resources files to LaserFiche.
5. Finalize the personnel policies.

6. Negotiations with all unions (Fire, Police, DPW, & LPASE) regarding salary and benefits for 2022-2024.

Looking Ahead (2022-2023)

1. Implement wage & classification study for IAFF employee group. (2022)
2. Conduct the Lebanon Police Benevolent Association wage & classification study. (2022)
3. Implement HR/Finance software system. (2022)
4. Conduct the wage & classification study for the Non-Affiliated Employees. (2023)

HUMAN SERVICES

1 HIGH FUNCTIONING, COLLABORATIVE, CUSTOMER FOCUSED GENERAL ASSISTANCE PROGRAM

(Human Services)

Strategies

- High performance, disciplined dispensing of temporary financial assistance to eligible Lebanon residents.
- Assist Lebanon residents with applications for state and federal benefits.
- Expanded case management services.
- Legal compliance with applicable rules, guidelines, laws, and constitutional prerequisites.
- Collaborative work with other community organizations to ensure information, referral, and assistance are provided to community members in need of support to achieve self-sufficiency.

2020 Accomplishments

- 77 households provided with financial assistance.
- 22 additional households applied for assistance and did not qualify but were provided with information and referral.
- $119,795.54 provided in financial assistance [$18,221.17 reimbursed through CARES Act].
- 15 households received expanded case management services.
- Improved tracking of information and referral provided to callers and walk-ins who do not apply for assistance.
- Collaboration with community service partners remains strong—Human Services Director serves on UV Strong Finance Committee and participates in UV Strong Housing Focus Group; HS Director facilitated 6 meetings for service providers/housing providers/concerned citizens focused on improving solutions to homelessness from a "housing first" perspective.

2021 Outcome Measures

1. Number of households who apply for and receive financial assistance.
2. Number of households who receive expanded case management services.
3. Tracking of information, referral, and assistance received by community members, residents, and applicants as a result of collaboration with other community organizations.

4. Participation in community partnerships to increase access to affordable housing and improve the safety net for our most vulnerable residents, including development of a year-round, low-barrier shelter and day program for the homeless.

Looking Ahead (2022-2023)

1. Engage in local and state-wide advocacy, education, and research for homeless planning and policy development.

2 DEVELOP INTEGRATED COMMUNITY HEALTH PROGRAM

(Human Services & Fire Department)

Strategies

- Work with outside agencies and regional communities on program for Community Social Worker.
- Partner with West Central Behavioral Health to provide community mental health services.
- Provide healthcare in the home setting to reduce the need for more costly healthcare services.

2021 Outcome Measures

- Develop Community Social Worker Program.
- Partner with West Central Behavioral Health on implementation of Mobile Crisis Response Team.
- Implementation of Mobile Integrated Healthcare (MIH) Program with DHMC.
- Community Nursing & Paramedicine Program functioning in the community.
- Conduct regional community needs assessment.

Looking Ahead (2022-2023)

1. Launch Community Social Worker Program.

FIRE

1 "BEST IN CLASS" FIRE & EMERGENCY MEDICAL SERVICES
(Fire)

Strategies
- Identify "Best Practices" for Fire & EMS Service. (2.2.A3)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community. (8.1.A1) (8.1.A5)
- Seek grants to reduce direct cost of services to residents.
- Develop a Fire Department Staffing Plan to meet current and future demands for service. (8.1.A5) (8.1.S5)
- Perform a comprehensive data analysis to ensure that current data collection criteria are relevant to meet the near term and future needs of the fire department.
- Develop an incident tracking system tied to the City's GIS mapping system. (2.2.A3)
- Perform an analysis of the City's Insurance Service Offices (ISO) Fire Public Classification Survey and identify areas to improve the City's ISO Rating. (8.1.A6)
- Develop benchmarks for measuring emergency response. (8.1.A4)
- Develop a Fire Department Succession and Training Plan.
- Develop a Fire Department Standards of Cover.
- Propose new ambulance billing fees at least every two years.

2020 Accomplishments
- Updated data management processes.
- Specified and ordered a new tanker/pumper.
- Took delivery of a new ambulance.
- Received a $60,000 grant toward the purchase of new cardiac monitors.
- Developed response procedures and personal protective equipment needs for response to COVID-19 Pandemic.
- Further development of a Fire Department Facilities Improvement Plan.

2021 Outcome Measures
1. Department meets emergency response NFPA 1710 benchmarks 90% of the time.
2. 50% reduction in turnout and response times to EMS calls.
3. 20% increase in ambulance service receivables.
4. 50% reduction in fire incident report errors.
5. Upgrade the Citywide Intersection Control System.
6. Determine site location for a new Fire Station #2 and further the development plan.

Looking Ahead (2022-2023)

1. Succession and training plan implementation.
2. Implement Fire Department Facilities Improvement Plan.
3. Fire Department accreditation within four years.
4. Replace Fire Station #2 (West Lebanon) with a new modern facility.

2 SAFETY & SECURITY OF LIFE AND PROPERTY FOR BUILDING CONSTRUCTION AND OCCUPANCY

(Fire)

Strategies

- Reduce incidents of non-emergency 911 responses and false alarm.
- Develop an impact analysis tool to determine the impacts to service delivery as a result of new construction. (8.1.S3)
- Develop a formal in school public education program. (8.1.A7)
- Review inventory multi-family dwellings (three units or greater).
- Develop Self-Inspection Program for multi-family dwellings.
- Develop a comprehensive inspection program for "high-hazard" occupancies.
- Complete a review of all local fire prevention codes and fee structures every two years.

2020 Accomplishments

- Trained over 100 community members on the proper use of fire extinguishers.
- Provided public education programs in the schools and elderly housing complexes.

2021 Outcome Measures

1. 60% of all multi-family (three units or greater) common area inspected annually.
2. 50% reduction in complaints from tenants in three or greater family units.
3. 100% accuracy in data collection for emergency calls.

Looking Ahead (2022-2023)

1. Implement a Community Risk Reduction Program.

2. Improve Public Fire Education programs for Kindergarten through 1st Grade students.

3

HEIGHTENED EMERGENCY PREPAREDNESS

(Fire)

Strategies

- Enhance the City's Local Emergency Preparedness Website and communication tools. (8.1.A7)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community. (8.1.A1) (8.1.A5)
- Provide advanced Incident Command Training to key city leadership.
- Develop a Citywide Exercise and Training Program.

2020 Accomplishments

- Trained all key city staff in Basic Incident Command – ICS 100 and ICS 700.
- Completed and updated City's Emergency Operations Plan.
- Completed and updated City's Water Treatment Emergency Operations Plan.
- Coordinated the regional response to the COVID-19 Pandemic.
    - Assisted with the implementation of a Citywide Employee Screening and Quarantine Policy.
    - Provided Personal Protective Equipment and sanitizing supplies to all city departments.
    - Implemented an employee COVID testing policy and local resource for testing.

2021 Outcome Measures

1. 100% of key leadership trained in Advanced Incident Management.
2. Implementation of new City Emergency Operations Plan.
3. 1 – Tabletop exercise for key city leadership.
4. 1 – Full scale exercise for all city staff.

Looking Ahead (2022-2023)

1. Succession and Training Plan for Incident Command System (ICS) personnel.
2. Development of an ICS general staff personnel roster and training plan.

2020-2024

LEBANON FIRE DEPARTMENT

Business Plan

CHIEF'S MESSAGE

I am proud to present the 5-Year Strategic and Business plan for the City of Lebanon Fire Department. This document will highlight the key areas of responsibility and our overall strategy for ensuring that our residents and visitors receive the highest level of Fire, Rescue and Emergency Medical Services.

In late 2018, the Fire Department engaged personnel at all levels of the organization to embark on a comprehensive process to evaluate our current operations and to set goals to strengthen the organization over the next Five-Years, and beyond. This work will lay the foundation for the department to become Internationally Accredited through the Center for Public Safety Excellence, Commission on Fire Accreditation International.

The Lebanon Fire Department is an active, efficient, effective, and professional organization within the community. I would like to thank the Lebanon City Council, Mayor, City Manager, City Departments, the residents of the City we proudly serve, and the dedicated members of the Lebanon Fire Department for your support.

Chris Christopoulos, Jr., MA, CFO

Fire Chief-Emergency Management Director

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EXECUTIVE SUMMARY

Department Overview: The Town of Lebanon, New Hampshire was first chartered on July 4th, 1761 and later re-incorporated as a City in 1958. The community's first organized Fire Department was established in 1824 as a result of many devastating fires which, continued to plague the community for years to come. The Lebanon Fire Department as its recognized today, was established in 1873 and joined with the West Lebanon Fire Department under the supervision of one fire chief in 1976. 1954 saw the construction of Lebanon Fire Department Station 1 located at 12 South Park Street and still serves as the Fire Department headquarters. In 1972 Lebanon fire department Station 2 was constructed at 63 Main Street in West Lebanon and still serves as one of the two staffed fire stations in the city. Utilization of department services has steadily risen and today we are managing 45% more calls for service than 15-years ago. Because of increased demands and types of service requests, the Lebanon Fire Department has evolved with the needs of our community into a modern-day emergency services organization.

The Lebanon Fire Department provides Fire and Advanced Life Support Emergency Medical Services to a primary response area of 41.1 square miles and under an automatic mutual aid agreement to an additional area of 96 square miles. The Department operates from two stations which are staffed 24 hours per day 7 days per week. Station 1 is staffed by the Fire Chief, Assistant Fire Chief, Administrative Secretary, two Fire Inspectors, Fire Alarm & Communications Technician (Monday through Friday days) and a Captain and three or four firefighters. Station 2 is staffed by a Lieutenant and one firefighter. Full-time staff is supplemented by a call force and the recall of off-duty full time personnel for major emergencies or when the department is managing multiple calls.

Services and Programs: The Lebanon Fire Department is comprised of three major functional areas: Administration, Operations, and Support Services (Facilities, Fire Prevention & Community Risk Reduction and Fire Alarm and Communications). Each of these areas work to ensure that the department fulfills our mission. The following are the primary programs provided:

- Fire, Emergency Medical Services, and Rescue
- Fire Prevention and Community Risk Reduction
- Public Education
- Emergency Management

Strategic Planning:

The process to develop this Business Plan began with department leadership meeting to 1) redefine the departments mission, vision and core values; 2) develop one strategic initiative for each of the four duty shifts to develop goals and objectives for meeting this strategy over 5-Years; and 3) develop strategic initiatives for each functional division within the department. The final product is a result of participation from all members of the department and our desire to provide the highest level of service for our residents and visitors. This plan must include the City of Master Plan and the Lebanon City Council Sustainability Principles.

One of the major challenges we face every day is the complexity of the City of Lebanon and the need to balance the needs of our residents and those of the people who visit the City each day. As the home to Dartmouth Hitchcock Medical Center and Alice Peck Day Hospital, as well as, various retail businesses, technology industries, elderly housing complexes, day-care centers, nursing homes, and a major propane storage and loading facility, the department must continue to evolve and maintain a high level of proficiency in all areas of Emergency Services.

Successes:

- Implemented a new Computer Aided Dispatch Module – 2018/2019
- Installed a new Station Alerting System – 2018/2019
- Developed a Fire Department Facilities Improvement Plan - 2020
- Received a grant for $60,000 towards the purchase of new cardiac monitors – 2020
- Developed response procedures and personal protective equipment needs for response to COVID-19 Pandemic - 2020

2019 Community and Department Information	Total
Population Served (resident)	13,650
Population Served (day time)	35,000 – 45,000
Assessed Valuation	$2253 Million
Insurance Services Rating	4/4X
Total Fire Department Staffing	
Full Time Uniformed Firefighters	25
Call Firefighters	6
Administration	6
Stations	3
Vehicles and Apparatus	
Engines and Tankers	3
Ladders	2
Ambulance and Rescue	4
Staff Vehicles	4
Total Budget (2020)	$4,221,750
Total Revenues (estimated)	$1,116,288

ORGANIZATIONAL OVERVIEW

Vision Statement

Provide community focused risk reduction and life safety activities accomplished through professionalism, adequately trained and equipped personnel, leveraging new technology.

Mission Statement

To provide effective all hazards emergency response, risk reduction, and education to our citizens through risk analysis and resource deployment, continually adapting to meet the changing needs of our community.

Operating Philosophy

The Lebanon Fire Department's most valuable asset is highly trained, dedicated and professional personnel. Our core values are:

Professionalism

Integrity

Accountability

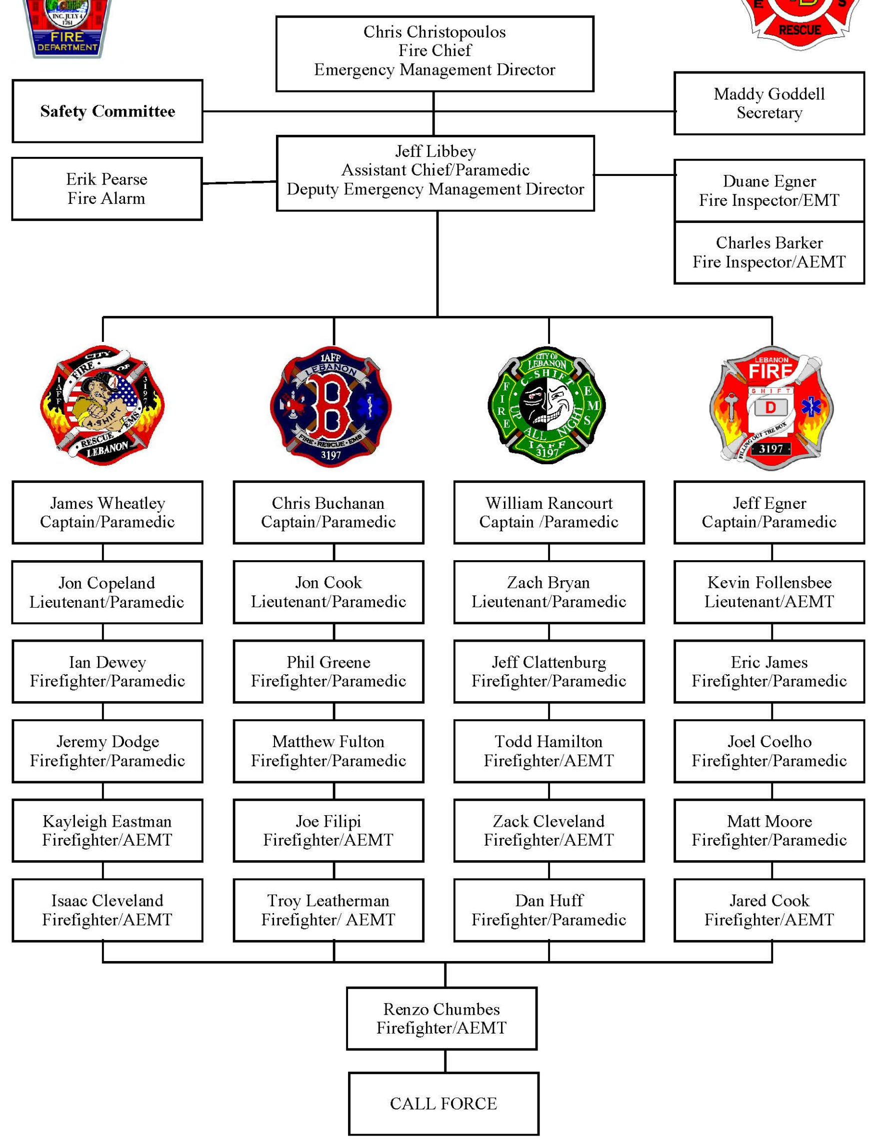
Open and Honest Communication

Health and Safety

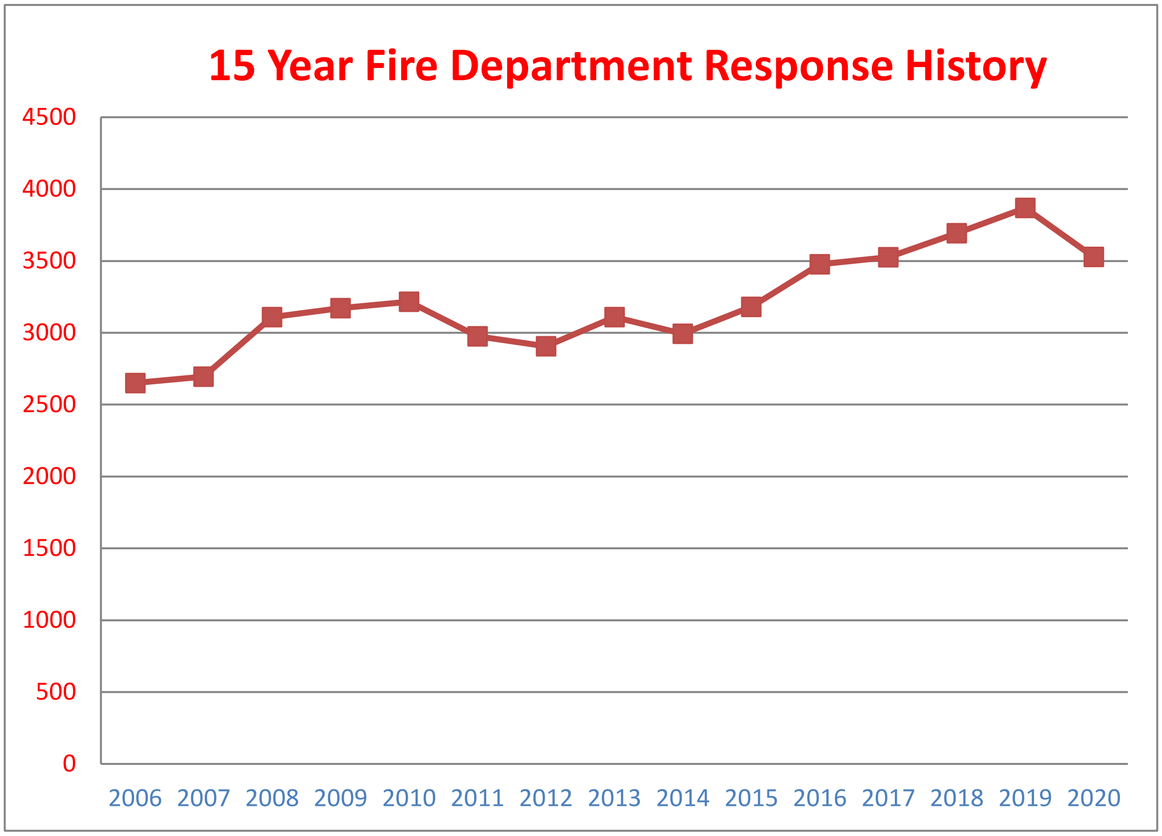
Team Work

Courtesy and Respect

LEBANON FIRE DEPARTMENT ORGANIZATIONAL CHART



Significant Trends: Utilization of department services has steadily risen and today we are managing 45% more calls for service than 15-years ago. Increases can largely be attributed to an increase in Emergency Medical Services, an increase of elderly housing units, and an increase in commercial and industrial development which, brings more commuters into the City. Increase have led to a strain in our resources and the reliance on administrative staff and off-duty personnel to manage emergency calls. This increase does not include the additional demands placed on the Fire Prevention Division due to new construction and code enforcement.



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats in three primary areas: Administration – Operations – Support Services

Strengths

It is important for any organization to identify its strengths to ensure service provision capability and consistency with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs which do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

1. What skills do we have?
2. What are we good at?
3. Special Expertise
4. Valued Assets or Resources
5. Special Capabilities

Weaknesses

For any organization to either begin or continue to move progressively forward, it must also be able to identify areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats (identified later in this document), but rather those day-to-day issues and concerns that may slow or inhibit progress.

1. Missing Skills
2. Missing Equipment or Assets
3. Lack of Training
4. Failure to Have a Mission
5. What are we afraid of?

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of identifying opportunities is two-fold: maintaining existing successful service and seeking new possibilities to serve both inside and beyond the traditional delivery model.

1. Industry Trends
2. Technology
3. Partnerships
4. Training Programs

Threats

An organization can reduce the potential for loss by recognizing possible threats. Understanding that threats are not completely and/or directly controlled by the organization is fundamental to the success of any strategic plan.

1. Political
2. Environmental
3. Obstacles
4. Loss of Key Staff
5. Economic

SWOT Analysis - Administration

STRENGTHS	WEAKNESSES
• Relationships with other departments (Teamwork) • Budget Development & Management • Capital Equipment Replace Plan • Revenue Management • Grant Writing • Commitment to Personnel Safety • Relationships with Regional Partners	• Lack of Succession Planning • Company Officer Development • Outdated Standard Operating Procedures • Emergency Management Staffing
OPPORTUNITIES	**THREATS**
• Public-Private Partnerships • Cross Training City Staff to support Emergency Management • Leveraging Technology to better deploy resources & reduce costs • Develop a regional Company Officer Development Program	• Loss of Department Leadership over the next 3-5 Years • Increased Demands • Increasing Costs • Community Growth • Limited Revenue Opportunities

SWOT Analysis - Operations

STRENGTHS	WEAKNESSES
• Highly Trained and Dedicated Workforce • Leaders in the delivery of High-Quality EMS • Training Program • Resource Management • Equipment & Vehicles • Progressive Fire, EMS & Technical Rescue services • Emergency Incident Safety	• Mission unclear & outdated • Company Officer Development • In-House Equipment & Vehicle Maintenance • Staffing Levels • Outdated Standard Operating Procedures & Policies • Access to Pre-Plans • Facilities • Post Incident Decontamination
OPPORTUNITIES	**THREATS**
• Community Paramedicine Program • Outsource equipment maintenance to free staff • Leveraging Technology to improve service delivery • Marketing the Organization • Increase Staffing • Leveraging Grant Funding • Standardize Standard Operating Procedures	• Young-Inexperienced Workforce • Increased Demands • Funding • Loss of Department Leadership over the next 3-5 Years • Personnel living further away from the City • Aging Facilities • Community Growth without Department Growth

SWOT Analysis – Support Services

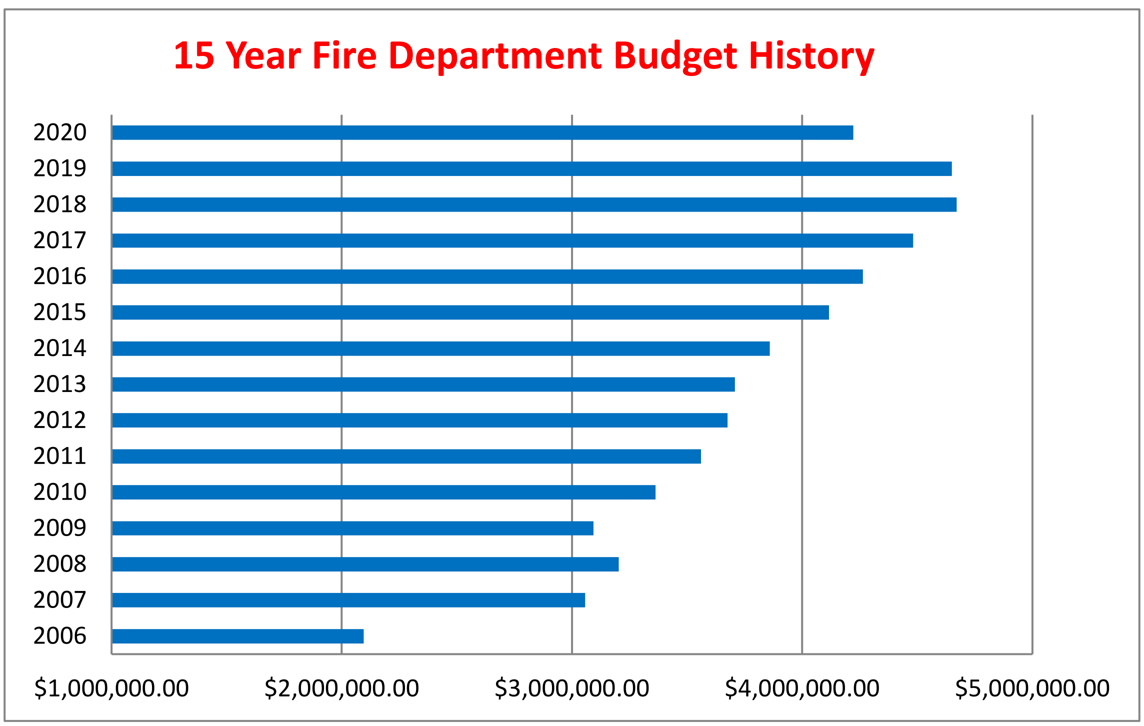
STRENGTHS	WEAKNESSES
• Good Familiarization of Buildings • Intra-bureau personal Dynamics • High level of Customer Service • Technical Review Process • Relationship with other City Departments • Highly knowledgeable Alarms & Communications Technician	• High Workload • Scheduling • Division of Responsibilities • Staffing Levels • Operational proficiency for Emergency Operations
OPPORTUNITIES	**THREATS**
• Community Public Education • Better data collection • Juvenile Fire Setters Program • Succession Planning • Expansion of City Fiber Network to create better system continuity	• Loss of Key Staff • Political Influence • Unrealistic Permit Review Turnaround times • Space on Utility Poles

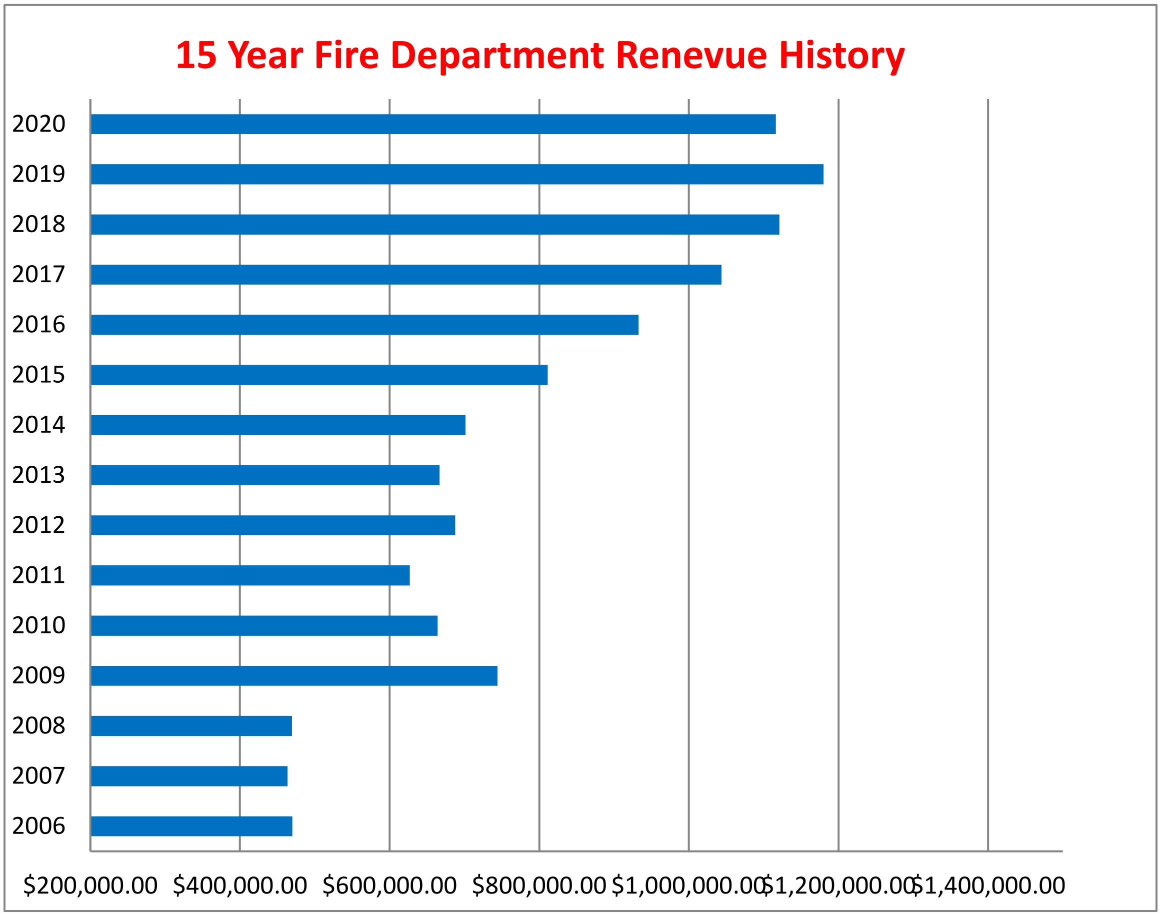
ADMINISTRATION

Fire Department administration consists of the Fire Chief, Assistant Fire Chief, and an Administrative Secretary working out of Station 1. Administration is responsible for strategic leadership, financial planning, and overall day-to-day management of the Fire Department. Further, the Fire Chief serves as the City of Lebanon Emergency Management Director and is responsible for ensuring the City's readiness for natural and manmade disasters and as the City's liaison to the Hanover-Lebanon Regional Emergency Planning Committee and the Dartmouth-Hitchcock Medical Center Emergency Management Committee.

Key Functions

- Manage all Department Resources
- Budget Development and Management
- Capital Improvement Planning and Budgeting
- Policy Review and Development
- Long-Term Planning
- Payroll





Community involvement programs originate from within Administration and include the following:

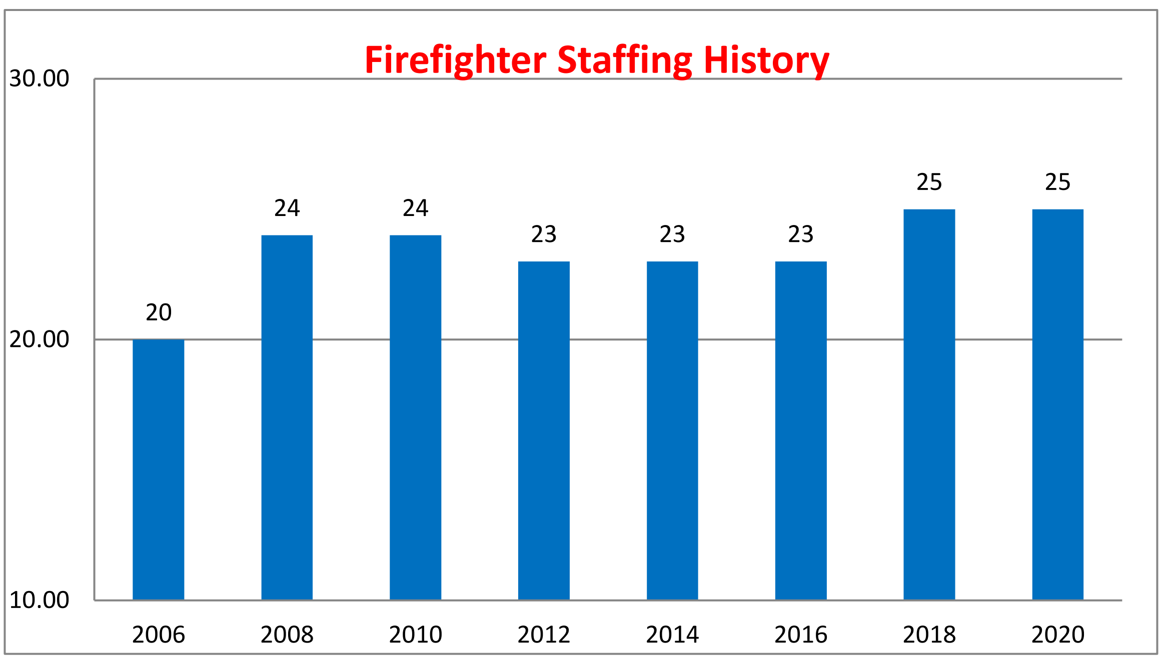
- CPR and First Aid Training
- Fire Extinguisher Training
- Citizens Academy
- Fall Reduction Programs
- Department Ride-a-Longs for Fire and EMS

OPERATIONS

Personnel

The Fire Department staff are highly-trained and dedicated to serving the citizens of the community. Full-time staff are divided into four shifts of six personnel: Captain, Lieutenant, and Four Firefighters. This staffing is supplemented by one full-time Firefighter assigned to work Tuesday through Friday daytime. All full-time personnel are cross trained as either Advanced Emergency Medical Technicians or Paramedics.

Staffing levels have changed very little over the last 15-years. Four firefighter positions were added in 2007 to begin to address an increase in service demands. In 2011, staffing was reduced by one firefighter via attrition. In 2018, the Department received funding under the federal Staffing for Adequate Fire and Emergency Response (SAFER) Grant program to re-fill the vacant position and hire one additional firefighter for daytime coverage during on weekdays. In September 2008, a limited scope study of the Fire Department recommended the addition of four additional full-time Firefighters due to an increase in demands for service.



Vehicle and Apparatus

To maintain safe and reliable vehicles for emergency response, the Department has developed a comprehensive vehicle replacement schedule. This schedule utilizes vehicle history, maintenance records, and national standards to develop an estimated life-cycle for vehicles. Based on our past review, all ambulances are replaced after 7-years of service. Further, ambulances are rotated every month to distribute the daily wear due to high call volume. Staff vehicles are replaced every 8-years and larger engines, etc. are scheduled for replacement at 25-years.

Year	Vehicle Description	Age	Replacement Year
1991	Emergency One Hurricane 110’ Aerial Ladder	28	2021
2006	E-One Contender Engine	13	2026
2011	Ford F-350 Pick-up	8	2021
2012	Ford F-550 Lifeline Ambulance	7	2020
2014	Ford F-550 Lifeline Ambulance	5	2022
2014	2014 E-One Quint	5	2039
2015	Ford Explorer - Fire Prevention	4	2023
2015	Ford Utility Bucket Truck	4	2030
2016	Ford E-450 Lifeline Ambulance	3	2024
2016	Ford Explorer - Administration	3	2024
2017	Ford Explorer - Administration	2	2025
2017	Ford F250 - Fire Prevention	2	2025
2017	E-One Cyclone Engine	2	2042
2018	E-One Typhoon Heavy Rescue	1	2043
2020	E-One Cyclone Pumper-Tanker	1	2045
	Updated: April 13, 2021		

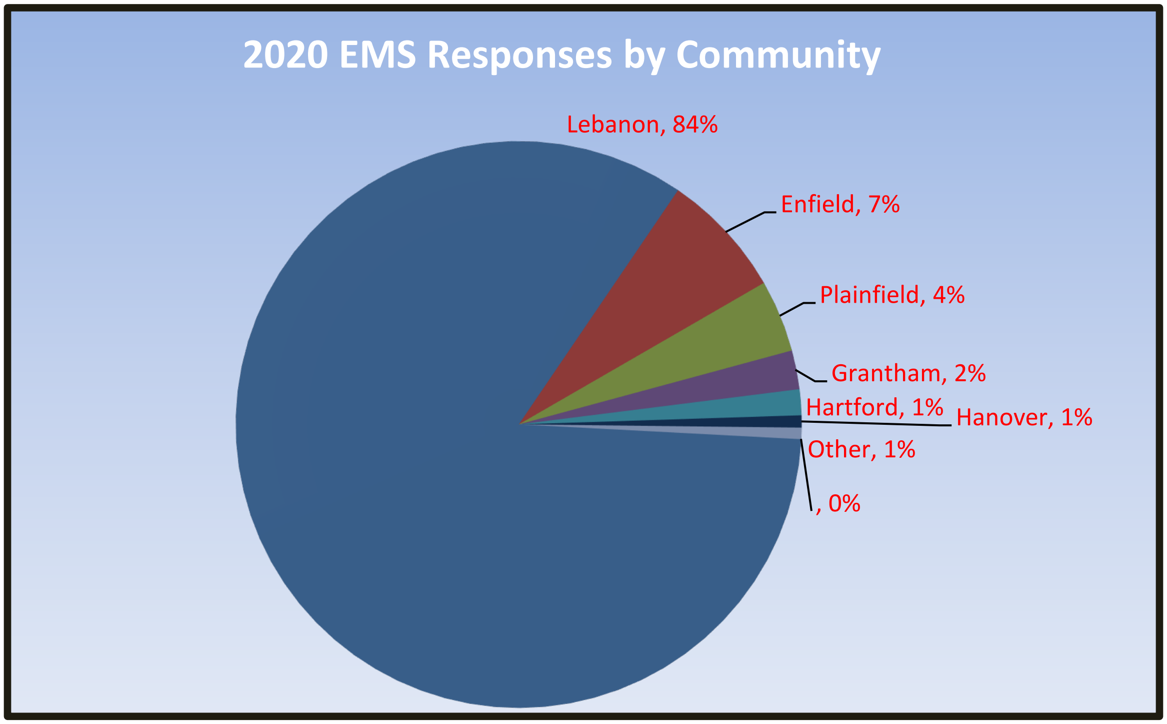
Emergency Medical Services

The Lebanon Fire Department provides Emergency Medical Services (EMS) and Transporting Advanced Life Support to Lebanon, West Lebanon, Enfield, Grantham, and Plainfield. We also exchange Mutual Aid EMS, primarily with Hanover and Hartford, Vermont. All Fire Department employees are trained as both Fire Fighters and Emergency Medical responders. We currently employ 19 Paramedics, 8 Advanced Emergency Medical Technicians, and 3 Emergency Medical Technicians who provide exceptional pre-hospital care. All employees are Nationally Certified and licensed by the State of New Hampshire to provide medical care. A high priority is placed on maintenance of Certifications and Licensure; providers must complete between 40 and 60 hours (depending on certification level) of biannual training to recertify and relicense.

Paramedics provide Advanced Life Support care using state of the art equipment and evidence-based treatment guidelines under which all providers operate. These guidelines or “protocols” are consensus derived by a State Committee which includes Physicians, Pharmacists, subject matter experts, and EMS providers. These guidelines are continually reviewed for effectiveness, critical updates are issued immediately with full revisions released biannually, keeping New Hampshire on the cutting edge of pre-hospital medicine.

In addition to exceptional treatment guidelines, Lebanon Paramedics have at their disposal advanced pre-hospital medications and equipment including IV Pumps and transport ventilators. IV pumps dramatically increase the accuracy of medication administration and allow Paramedics to administer medications that without pumps simply aren’t permitted. Transport ventilators provide incredibly accurate and comprehensive respiratory support.

Lebanon Paramedics carry and are authorized to administer more than 35 pre-hospital medications which save lives and increase patient comfort. The IV Pumps and Ventilators were obtained through partnership with Alice Peck Day Memorial Hospital and the New Hampshire Department of Health and Human Services respectively; our community is fortunate to have these partners.



Training

Our Mission:

To provide all members of the Lebanon Fire Department, regardless of rank or experience, with training that will allow them to perform safely and with the highest level of competence.

Our Vision:

To construct and facilitate a 21st century Fire/ EMS training program that meets the needs of the citizens of Lebanon and the members of the Lebanon Fire Department. This program will encourage teambuilding, problem solving, and consistent service delivery. This program will be built, facilitated, evaluated, and revised through unified leadership.

Core Values:

Safety

Consistency

Fairness

Always reinforce the basics

Make the next generation better than we are

Always strive for a higher level of competency

Respect tradition while embracing change

The training division in its entirety is overseen by the Assistant Fire Chief and managed on a day to day basis by a shift level Captain. The responsibility of the training division is to develop, facilitate and track Fire, EMS, Hazmat and Technical Rescue training for all members career and paid on call. Training is an essential piece of any fire department to insure effective service delivery and the safety of the citizens and firefighters.

The Lebanon Fire Department continues to be extremely busy responding to complex emergency calls on a daily bases that require specialized training. Throughout the course of a year members participate in various in house and external training sessions. Do to our geographic area of coverage we rely heavily on mutual aid responses from neighboring communities. We continue our efforts to participate in training with other organizations on both the shift and departmental level. This provides members with an understating of how our mutual aid departments will operate and how they are equipped.

SUPPORT SERVICES

Building Maintenance

This division is managed by one of the shift Captains and is responsible for ensuring that all department facilities are maintained. For an equipped force to be immediately available, strategically located Stations must be available to provide shelter for personnel, apparatus and support services.

The Lebanon Fire Department Operates out of two main fire stations, providing 24/7 coverage. Station one is located at 12 South Park Street and houses the administrative offices and 3-5 on duty personnel. Station 2 is located at 63 Main Street providing 24/7 coverage with 2 personnel. Station 1 and 2 are both aging facilities that our needs are quickly exceeding. In addition to the primary stations the department utilizes a 3rd station located on Dartmouth College Highway and is primarily utilized for equipment storage.

<u>Station 1:</u>

Station 1 was built in 1954 and continues to serve as the central fire station. This station houses most of the apparatus as well as the administrative offices. As this facility continues to age, it will require significant upgrades and renovations to become operationally cost effective. Modern apparatus is being built much larger than in the past and is making it difficult to purchase equipment that will fit in the main fire station. In addition to structural design the building is in desperate need of many electrical and plumbing updates.

Station 2:

Station 1 was built in 1972 and continues to serve as the West Lebanon area of the City. This station houses an Engine, Quint (Combination Ladder-Engine), and an Ambulance.

Fire Prevention

The Fire Prevention Division is responsible for the application and enforcement of both the State of New Hampshire Fire Code and the City of Lebanon locally adopted Fire Prevention Ordinance. Additionally, this division's two fire inspector's perform plans review for all new and some remodeling construction projects, field inspections, investigate citizen complaints, investigate all fires, and deliver public education programs.

Locally, dwelling units in the City are still routinely found either to be missing smoke alarms or are using outdated devices. The Division continues to provide battery operated smoke alarms to residents when they are found in need to reduce the risk to the community.

Municipal Fire Alarm and Communications

The Municipal or City Fire Alarm System consisting of wires, communication cable, street boxes, master boxes, alarm panel and alarm receivers provides the community with a reliable system for automatic reporting of emergencies. They are transmitted over this system and sent to the "Dispatch Center" where the alarm is transmitted to the proper emergency responders for mitigation.

The City of Lebanon owns and maintains a public fire alarm system. The system was originally installed in the summer of 1898 at an expense of $2,000. The Municipal Fire Alarm Telegraph system provides supervised public alarm service through the fire alarm boxes located on the streets. It also provides alarm services to public and private buildings when a fire alarm box is connected to a building's fire alarm system as well as emergency notification from the Lebanon Communications Center to the Central Fire Station. The system consists of more than 60 miles of wire, 40 miles of which is multi-use communications cable, which is used for other municipal communications services. There are currently over 300 alarm boxes providing reliable protection and early notification for over 650 million dollars of property.

In 2006 the City expanded our copper fire alarm system by over lashing fiber optic cable. The installation provided the City with a multi-use communications cable system. The Fire Department has been able to provide all City Departments and Schools with point-to-point communication services. The entire computer interconnections between City Buildings are now using this cabling, the citywide phone system is run through this system, as well as all remote emergency radio controls. Being able to provide these services instead of contracting these interconnections from a private source has resulted in a cost savings of approximately **$60,000 per year** by not having to lease Fiber Optic cable from a third party.

STRATEGIC INITIATIVES

ADMINISTRATION

1. PERFORMANCE MANAGEMENT
2. DEPARTMENT SUSTAINABILIY
3. FACILITIES IMPROVEMENT

OPERATIONS

1. ALL-HAZARD TRAINING
2. TARGET HAZARD EMERGENCY RESPONSE
3. OPERATIONAL READINESS
4. EMPLOYEE SAFETY & WELLNESS

SUPPORT SERVICES

1. COMMUNITY RISK REDUCTION
2. FIRE ALARM & COMMUNICATIONS SYSTEMS

ADMINISTRATION

PERFORMANCE MANAGEMENT

Objective:

- Develop and foster an environment of accountability and safety through all levels of the organization.
- Develop a Fire Department Staffing Plan to meet current and future demands for service.
- Obtain International Accreditation from the Center for Public Safety Excellence

Strategies:

- Conduct a comprehensive review of existing Department Policies and Standard Operating Procedures.
- Develop Polices and Standard Operating Procedures that create realistic expectations based on staffing levels, station locations, and modern emergency services practices.
- Utilize a PEER review process prior to implementation of new Polices and Standard Operating Procedures.
- Review and Implement current standards for deployment of Fire and Emergency Medical Services delivery based on nationally accepted Standards and Best Practices.
- Review historical data related to response times, calls by zone, and personnel turnout.
- Implement a Community Paramedicine Program.

Desired Outcomes:

- Increased safety for personnel by deploying enough resources to perform “Critical Tasks” on all Emergencies. **Benchmark** – 100% reduction in preventable injuries.
- Staffing levels to meets or exceeds modern Fire and Emergency Services delivery standards. **Benchmark** – 12-15 personnel on-scene at 90% of building fires.
- Reduction in the City’s Insurance Services Organization Fire Rating from a 4/4x to a 3 or 4 Citywide.

ADMINISTRATION

DEPARTMENT SUSTAINABILITY

Objective:

- Develop a department Succession Plan that addresses all levels of the organization.
- Recruit a highly trained and diverse workforce.
- Provide high-quality emergency services and value to the residents of the City.

Strategies:

- Perform Job Task Analysis of each operational position within the Lebanon Fire Department and develop minimum educational standards for each level.
- Encourage Post-Secondary education and budget for financial support.
- Implement a mentoring program for employees expressing interest in progressing into formal leadership roles.
- Provide professional development opportunities for individuals already in leadership roles.
- Review procedures for recruitment of new employees and develop a marketing plan for recruiting new employees.
- Maintain a plan to leverage all potential revenue sources.
- Review and Update all current fee schedules annually.
- Foster Public-Private relationships to share the costs of proving Fire and Emergency Medical Services.

Desired Outcomes:

- 50% increase in the number of candidates for vacancies and promotional processes.
- 30% increase in organizational diversity over 5 years.
- 25% increase in annual revenues to offset the costs of service delivery.

ADMINISTRATION
FACILITIES IMPROVEMENT

Objective:

- Provide a high quality and safe facilities for all employees and visitors.
- Improve customer service by creating an accessible facility.
- Provide enough space for current and future department assets.

Strategies:

- Review the Department Facilities Needs Assessment developed.
- Engage all levels of the organization in the development of a Facilities Improvement Plan.
- Develop a Capital Budget for the implementation of the Facilities Improvement Plan.

Desired Outcomes:

- Increase space for equipment and apparatus storage by eliminating stacking of resources in apparatus bays.
- Segregation of contaminated equipment storage and decontamination areas.
- Efficient workspaces for department administrative personnel. **Benchmark** – 48 square feet per person.

OPERATIONS

ALL-HAZARDS TRAINING

Objective:

- Reinforce current fire department training programs to reflect all hazards response preparedness.
- Maintain a highly trained and ready workforce.
- Promote individual growth for all employees

Strategies:

- Perform a needs analysis to quantify incident risk and probability over a five-year period.
- Align training with national standards and recommendations.
- Develop a more comprehensive special hazards training program (technical rescue and hazardous materials).
- Institute more formal oversight and accountability for training objectives.
- Develop individual career development plans for all employees.
- Allocate funding for staffing to accomplish shift level training.

Desired Outcomes:

- Increase in the number of annual training hours per employee. **Benchmark** – 20-hours per month per employee.
- Increase in the number of personnel trained to perform at high-risk technical rescue emergencies. **Benchmark** – 100% of department trained in each technical rescue discipline.

OPERATIONS

TARGET HAZARD EMERGENCY RESPONSE

Objective:

- Increase Firefighter Safety for response to High-Hazard Occupancies.
- Create a Staffing and Deployment Plan for Target Hazard Emergency Response.

Strategies:

- Define and Identify Target Hazards in City of Lebanon.
- Develop a Deployment Plan for Target Hazards based on Critical Task requirement for each occupancy.
- Integrate the Deployment Plan into Computer Aided Dispatch.
- Utilize historical incident and occupancy data to develop optimal staffing requirements.
- Work with owners of High Hazard facilities to implement Risk Reduction strategies.

Desired Outcomes:

- Increase or Reduction in number of personnel responding to incidents at identified Target Hazards vs. other occupancies. **Benchmark** – % of the time we can meet staffing levels on emergencies based on critical tasks to be performed.
- Increase or Reduction in resource deployment based on a Deployment Plan for Target Hazards vs. other occupancies.

OPERATIONS

OPERATIONAL READINESS

Objective:

- Ensure personnel with proper equipment can readily respond to emergency calls.
- Maintain a reliable, modern apparatus and ambulance fleet to meet response and personnel safety needs.

Strategies:

- Establish centralized, computerized record of maintenance history and preventive maintenance schedule.
- Create a more efficient vehicle and equipment work order system.
- Develop an internal training plan for small equipment maintenance and basic repairs for at least one individual on each shift.
- Integrate preplans into computer aided dispatch information systems.
- Update the current fleet replacement plan annually to ensure that all apparatus meet the highest safety standards.

Desired Outcomes:

- Reduction in number of hours vehicles are out of service by 75%.
- Increase in the number of small repairs that can be done internally by 75%.
- Decrease in the time to process and address vehicle and equipment work orders by 24-hours.

OPERATIONS

EMPLOYEE SAFETY & WELLNESS

Objective:

- Foster a workforce that is physically and mentally fit.
- Increase emergency scene safety to reduce exposure to injury and illness.
- Reduce the likelihood of Firefighter cancer by implementing proactive prevention, mitigation, and education programs.

Strategies:

- Work to integrate workout and kitchen facilities in the Facilities Improvement Plan.
- Train and certify at least one employee per shift as a PEER Fitness Trainer.
- Develop a Peer support group to recognize, educate and manage firefighter mental health issues.
- Develop a plan for recognizing and managing Post Traumatic Stress for Emergency Personnel.
- Develop a plan to integrate annual fitness for duty physicals for all personnel.
- Develop and enforce a policy that clearly outlines the requirements of safe decontamination of all Lebanon Fire Department personal and equipment.
- Develop and enforce a policy that clearly outlines the requirements of firefighter rehabilitation at all appropriate Lebanon Fire Department incidents.

Desired Outcomes:

- Number of personnel participating in physical fitness programs. **Benchmark** – 80% participation.
- Reduction in loss-time injuries and/or illness. **Benchmark** – 100% reduction.

SUPPORT SERVICES

COMMUNITY RISK REDUCTION

Objective:

- Improve Public Fire Education programs for Kindergarten through 1st Grade students.
- Increase inspectional activities for Multi-Unit Apartment Common areas.
- Improve Data Management Practices used Identify Target Hazards and Improve access to building Pre-Incident Occupancy Plans.

Strategies:

- Meet with Schools to determine needs assessment for Public Education for K-1.
- Develop a plan and curriculum for Public Fire Education programs.
- Perform Risk Analysis of High-Life Safety Hazards for Multi-Unit Apartments.
- Develop a Comprehensive program to determine the requirement for annual Multi-Unit Apartment Inspections.
- Develop a training program and provide training for on-duty personnel to perform Multi-Unit Apartment Inspections.
- Input all Occupancies into the FireHouse data management system.
- Research a more effective platform for in-vehicle access to Pre-Incident Occupancy Plans.

Desired Outcomes:

- Number of students and contact hours in Kindergarten through 1st Grade each year. **Benchmark** – 80% of student population annually.
- 50% of High Life Hazard Multi-Unit Apartment inspections annually.

SUPPORT SERVICES

FIRE ALARM & COMMUNICATIONS SYSTEMS

Objective:

- Improve reliability of the existing Fire Alarm and Fiber Optic Networks.
- Increase the life cycle of the Fire Alarm and Fiber Optic Networks.
- Implement a Fire Alarm and Fiber Optic Network Asset Management System.

Strategies:

- Perform a comprehensive inventory and analysis of current Fire Alarm and Fiber Network.
- Develop a comprehensive Preventive Maintenance program for the Fire Alarm and Fiber Network.
- Develop a long-term plan for meeting National Standards for the maintenance of the Fire Alarm and Fiber Network.
- Develop a plan to understand potential system failure points and create system redundancy.
- Develop a Capital Replacement Plan for the Fire Alarm and Fiber Network assets.

Desired Outcomes:

- 100% Reduction in System Failures and False Alarms.

INSURANCE SERVICES OFFICE, INC

About ISO

ISO is a leading source of information about property/casualty insurance risk. For a broad spectrum of commercial and personal lines of insurance, we provide statistical, actuarial, underwriting, and claims data; policy language; information about specific locations; fraud-identification tools; consulting services; and information for marketing, loss control, and premium audit.

ISO is an advisory organization, and insurers may use our information, modify it, or not use it, as they see fit. ISO is a member of the Verisk Analytics Family of Companies.

Information about individual communities and properties
ISO collects information useful in many aspects of insurance underwriting. That information includes evaluations of public fire protection, flood risk, and the adoption and enforcement of building codes in individual communities. Information on municipal services helps the communities with their efforts to manage and mitigate their risk.

We perform the evaluations as a service to the insurance industry and do not charge a fee to the communities.

Through the Public Protection Classification (PPC™) program, ISO evaluates municipal fire-protection efforts in communities throughout the United States. A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. So insurance companies use PPC information to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. Many communities use the PPC as a benchmark for measuring the effectiveness of their fire-protection services. The PPC program is also a tool that helps communities plan for, budget, and justify improvements.

PLANNING

1 PLAN FOR VIBRANT NEIGHBORHOODS INCLUDING OPPORTUNITIES FOR APPROPRIATE INFILL AND REDEVELOPMENT

(Planning & Zoning)

Strategies

- Ensure that development of new multi-family units and conversion of single-family homes into multi-family homes takes into consideration the character of existing neighborhoods. (2.1.S5; 7.2.S1)
- Allow for appropriate infill and increased density within existing neighborhoods while preserving neighborhood character. (2.3.S1; 2.3.A1)
- Encourage diversification in neighborhoods. (7.1.S13; 7.1.S14; 7.1.S16; 7.2.S8)
- Encourage new housing to be located close to urban centers, employment areas, infrastructure, services, and transit and to positively contribute to existing neighborhoods. (2.2.S1; 7.1.A8; 7.1.S23; 7.1.S24)
- Protect the established residential neighborhoods around the central business district neighborhoods from out-of-character, incompatible or unattractive infill. (2.3.S2)
- Re-evaluate landscaping standards and establish criteria for building orientations and the location of parking lots to promote development that is aesthetically pleasing. (2.1.A3)
- Identify neighborhoods that have the characteristics suitable as redevelopment areas or pods and assess whether zoning changes are needed to allow for infill or redevelopment. (2.3.A1)
- Review and amend the City's Zoning Ordinance as needed to encourage more intensive redevelopment of existing residential and non-residential areas and to discourage development in undeveloped areas. (6.1.A7)
- Promote balanced land use that preserves the City's outlying rural character and directs development toward its urban and densely settled residential cores. (2.1.S1; 2.2.S1; 2.2.S2)
- Establish an Urban Services Boundary, clearly keyed to the Zoning Map and the Land Use Map that includes high-density residential, commercial, and industrial zones, as well as potential identified growth areas, while excluding the rural zones. (2.2.A1; 6.1.A8; 7.2.A5; 8.1.S19; 8.1.S20; 8.1.A26)

- Guide development into existing areas as designated in the Land Use chapter to protect outlying rural areas and open space lands. (5.1.S1; 7.2.A7)
- Identify the lands most suitable for future residential development where infrastructure exists or can be reasonably extended, in accordance with this plan's future land use map and natural resource goals. (2.2.A4)

2020 Accomplishments

- Worked on zoning amendments enabling increased building height with enhanced yard setbacks to enable parking under buildings to promote more compact form of development and avoid excessive disturbance of natural vegetation.
- Engaged the UVLSRPC to undertake a build-out analysis for potential Urban Services Boundary area to assess potential impacts of development allowed by current zoning on existing wastewater treatment plant and sewer interceptor.

2021 Outcome Measures

1. Zoning amendments adopted by voters in March 2021 allowing increased building height with enhanced setbacks to enable parking under buildings to promote more compact development and avoid excessive disturbance of natural vegetation.
2. Prepare amendments for Zoning Ordinance and Development Regulations to streamline the review process and enable infill development proposals, where appropriate, to facilitate the creation of new housing units through incremental development while protecting and preserving neighborhood character.
3. Review Urban Services Boundary proposal with City Administration and Department of Public Works (DPW) based on build-out analysis results and present to City Council for adoption.

Looking Ahead (2022-2023)

1. Continue to evaluate existing zoning district uses and dimensional and parking requirements, and potential new districts in light of Master Plan/Future Land Use Map recommendations and community input for opportunities for appropriate in fill and preservation of outlying rural areas.
2. Evaluate opportunities for providing density bonuses to incentivize workforce housing development, where appropriate and where infrastructure capacity exists.
3. Development guided into existing areas as designated in the Land Use chapter to protect outlying rural areas and open space lands.

2 MAXIMIZE USE OF NATURAL RESOURCES INVENTORY (NRI) REPORT IN LAND USE, OPEN SPACE, RECREATION, AND NATURAL RESOURCE PLANNING

(Planning & Zoning)

Strategies

- Integrate the Lebanon NRI into the review of all development proposals. (2.4.A9)
- Guide new development away from wildlife habitat areas that have been identified in the NRI and Wildlife Corridor Crossing studies. (5.1.S2)
- Adopt relevant new ordinances and revise existing ordinances to reflect protection of selected resources identified in the Lebanon NRI report. (2.4.A8)
- Protect existing wildlife corridors, such as the one across Route 120 and Mt. Support Road, with guidance from wildlife biologists. (5.2.S22; 2.4.A11)
- Implement the zoning revision recommendations outlined in the City's NRI to protect and enhance the most critical natural resources and open spaces. (6.3.A1)
- Purchase easements or property for conservation, historic and/or cultural resource protection throughout the City, particularly in critical habitat areas as identified in both the NRI and Open Space Plan. (5.1.S5)
- Develop an open space plan that sets priorities for acquiring or otherwise protecting privately-held land from willing sellers/owners, establishes incentives for landowners to voluntarily place conservation easements on their land, and includes recommendations on the use of City-owned parcels. (2.4.A1; 5.1.A1)
- Explore the expansion of the Steep Slopes Overlay District applicability beyond RL-3 district. (5.2.A12)

2020 Accomplishments

- Achieved greater-than-recommended protection for a portion of the wildlife corridor across Mt. Support Road working with development applicants and the Planning Board.
- Continued work with consultant to prepare Open Space Plan.
- Wild About Lebanon series of outdoor events continued in coordination with Upper Valley Land Trust.

- Conservation Commission participated in Amphibian Crossing Program to encourage volunteers to monitor crossing hot-spots to count movements and assist with crossings.

2021 Outcome Measures

1. Reference and incorporate Lebanon NRI, Wildlife Corridor Crossing Study, Open Space Plan, and other resources explicitly into development regulations through work with Planning Board.
2. Review and adoption of Open Space Plan by Conservation Commission with input and endorsement by Planning Board and City Council.
3. Implement consultant recommendations for protection of key wildlife corridors as funding and opportunities arise.
4. Continue to evaluate and amend zoning districts, where appropriate, considering Master Plan/FLUM recommendations to permit development while protecting natural resources.
5. Pursue Aquatic Resource Mitigation (ARM) Fund Application for priority conservation project(s) through NHDES.
6. Expand exposure, board member and public education, and participation in the following Conservation Commission Programs:
   - *Wild About Lebanon* – an outdoor events series hosted in coordination with Upper Valley Land Trust, showcasing Lebanon's conservation properties.
   - *Volunteer Stewardship Program* – An effort to connect interested resident volunteers with stewardship maintenance tasks and enhancement projects.
   - *Amphibian Crossing Program* – designed and hosted to encourage volunteers to monitor crossing hot-spots to count movements and assist with crossings.
   - *Land Conservation Program* – Continue to provide support for willing landowners interested in long-term protection of their land.

Looking Ahead (2022-2023)

1. Evaluate need to adopt Road/Driveway length limitations based on Open Space Plan recommendations to avoid homes from being located on ridgelines.
2. Work with Recreation, Arts and Parks Department to evaluate need and opportunities for recreational facilities in the Mt. Support Road/DHMC area to support residential development.
3. Work with Conservation Commission and seasonal Park Ranger regarding ongoing maintenance and upkeep of conservation properties.
4. Review potential need for and benefit of expanding Steep Slopes Overlay District.
5. Evaluate additional zoning protection initiatives, such as Aquifer and/or Source Water Protection overlays, as appropriate.

6. Evaluate creation of a Conservation zoning district for properties that are preserved by City or conservation organizations, or by request of individual landowners.
7. Continue to work with NHDOT and developers to protect wildlife corridors and crossings and sensitive natural resources as projects or opportunities arise.
8. Work with DPW to utilize the 2015 RPC culvert evaluation study to identify potential vulnerabilities and to plan for rehabilitation efforts to allow continued use by area wildlife.
9. Enhancement of the Lebanon Conservation Commission's web presence, including the provision of maps and other information specific to the City's conservation properties.

3 IMPLEMENT LAND USE POLICIES THAT RESULT IN MORE ENERGY-EFFICIENT BUILDINGS AND SUSTAINABLE DEVELOPMENT

(Planning & Zoning)

Strategies

- Encourage the use of energy conservation measures through site plan review, such as orienting buildings to take advantage of natural light and heat and providing vegetation for summer shading and wind buffers. (5.1.S14)
- Explore cottage or bungalow development strategies to promote, smaller, more energy-efficient, more affordable dwellings with limited size and footprint. (7.1.S15)
- Revise existing subdivision and site plan regulations to encourage or require more energy-efficient development. (13.1.A3)
- Encourage developers to site and design buildings to meet LEED certification or other energy sustainability guidelines. (7.2.S11)
- Maximize energy efficiency in municipal buildings and encourage efficiency in commercial and residential buildings. (13.1.SA; 13.1.SB)
- Adopt Energy Efficient Building Code policy (13.1.A2; 13.4.A1; 13.5.A1)

2020 Accomplishments

- Supported Energy & Facilities Manager on streetlight conversion project and in identifying potential locations for DCFC Level 3 charging facility in downtown.

- Completed annual update and progress reporting on local government operations (LGO) for GHG emissions using the 2019 baseline developed by UNH Sustainability Institute Fellow.
- Worked with Planning Board Subcommittee to review potential amendments to development regulations to incorporate energy-efficiency measures.
- Partnered with Vital Communities and Upper Valley Adaptation Workgroup (UVAW) on hosting of 6-month long Climate Change Leadership Academy. (UVAW is a bi-state, multi-stakeholder workgroup convened in 2012 to help Upper Valley communities prepare for climate change impacts and become more resilient.)

2021 Outcome Measures

1. Complete annual update and progress reporting on local government operations (LGO) for GHG emissions using the 2019 baseline developed by UNH Sustainability Institute Fellow.
2. Research and learn from other communities to develop strategies and a list of specific actions and steps for the City to take to move toward compliance with adopted climate action goals as recommended in the 2019 LGO GHG report.
3. Work with Planning Board and City Council to evaluate potential amendments to Zoning Ordinance and development regulations to incorporate energy efficiency recommendations and/or requirements, including EV and solar readiness and above-code certifications for larger developments.
4. Evaluate the potential benefits and outline a process for the City to adopt enhanced energy code requirements on an accelerated schedule from State Building Code and/or encourage commitment to above-code performance requirements through compliance with voluntary standards.
5. Continue to work with and support DPW on development of programs and policies for energy reduction and efficiency.
6. Partner with Upper Valley Adaptation Workgroup on resiliency and sustainability planning and training.

Looking Ahead (2022-2023)

1. Work with City Council and Planning Board to review and adopt enhanced energy code requirements and/or “stretch codes” and amendments to Zoning Ordinance and development regulations.
2. Develop proposal and application to UNH Sustainability Institute to engage UNH Fellow for a community-wide GHG emissions inventory as recommended in 2019 LGO GHG report. If application proposal is successful, assist UNH Fellow and engage public broadly for completion of community-wide GHG emissions inventory.

3. Work with LEAC to review Master Plan and update, as necessary.
4. Evaluate opportunities for increased flexibility in the size and design of residential construction, including cottage-style development.

4 PLAN FOR MULTI-MODAL TRANSPORTATION

(Planning & Zoning)

Strategies

- Encourage a diversity of transportation uses within the CBDs by improving roadway design, increasing incentives for mass transit use, and providing pedestrian and bicycle linkages. (3.1.S12; 3.1.A8; 9.4.S4)
- Encourage and support transportation alternatives to single-occupancy vehicles, including mass transit, pedestrian and bicycle paths and facilities, ride-sharing, etc. (5.1.S16; 9.2.S3)
- Develop facilities to allow for independent child mobility, such as separated bike paths. (9.4.A3; 9.4.S7)
- Identify bicycle routes off main streets in an effort to make transportation more accessible for riders. (3.1.S19; 9.4.S7)
- Create and improve bikeway linkages, such as extending the Northern Rail Trail/ Mascoma River Greenway to West Lebanon. (3.1.S18; 3.1.A12; 9.3.S1; 9.4.S7)
- Develop a citywide system of safe pedestrian paths, crosswalks, curb extensions, buffered sidewalks, bikeways, and bike lanes, which connect neighborhoods, recreational areas, and the CBDs. (3.1.S13; 3.1.S23; 3.1.A20; 4.1.S4; 4.1.S28; 4.1.A16; 4.1.A10; 9.4.S4; 9.4.S5)
- Encourage sidewalks, bike paths, parks, playgrounds, bus stops, walking paths and other pedestrian-oriented and traffic calming amenities as part of neighborhood planning, especially in underserved areas. (7.2.S2; 9.2.S10; 9.2.S6; 9.2.A5; 9.4.S4)
- Formalize standards for City and state road and bridge projects and the City's development regulations to control automobile traffic to allow safer pedestrian activity, addressing such issues as road widths, corner radii, signage and other specific design criteria, while ensuring adequate access by emergency vehicles. (7.2.A3; 9.1.A1; 9.4.A1; 10.1.S14)
- Coordinate with the Planning Board; Conservation Commission; Pedestrian and Bicycle Advisory Committee; and the Recreation, Arts, and Parks Department to develop a trails and ped/bike master plan and Complete Streets/Multi-modal implementation plans. (9.3.A1; 9.4.S2; 9.4.S4; 9.4.S7)

- Continue support of Advance Transit and promote new routes and expanded service, where appropriate. (13.6.A3)
- Continue to work with the UVTMA to market commuting options and engage employees in a behavior change campaign. (13.6.A14)
- Complete the Americans with Disabilities Act Transition Plan to ensure that public facilities meet ADA guidelines. (9.4.A2)

2020 Accomplishments

- Continued Preliminary Engineering Phase for multi-use pathway along Lahaye Drive as part of Transportation Alternatives Program (TAP) grant.
- Executed Bike Rodeo event in partnership with Ped/Bike Advisory Committee, Police and Recreation, Arts and Parks Departments, SAU-88, CHaD, CCBA, and others.
- Miracle Mile bus stops relocated, and new sidewalk segments and signalized pedestrian crossing installed in coordination with DPW, Liberty Utilities, Advance Transit, and abutting property owners.
- Sidewalk segments installed to address gaps in connectivity along Route 12-A in coordination with DPW and abutting property owners, utilizing funds from private development.
- Completed construction of new multi-use path along Route 120 from Altaria to Centerra with capital funding and project oversight.
- Citywide crosswalk inventory and needs map developed to inform streetlight upgrade project.
- Worked with Recreation, Arts and Parks Department and adjacent landowners to negotiate connections to Mascoma River Greenway.
- Assisted Recreation, Arts and Parks Department and UVLSRPC with public input on infrastructure needs through Mascoma River Greenway survey and State of NH draft Ped-Bike Plan.
- Supported and assisted UVLSRPC on the development of corridor transportation plans for Route 120 North, Route 12-A, and Route 4-A and others.
- Provided enhanced information and resource links on City website related to electric bikes, appropriate safety and visibility for pedestrians and bicyclists, etc.

2021 Outcome Measures

1. Address Complete Streets Policy in projects including CSO 13, and State and City road and bridge resurfacing projects, including proposal for default lane width policy for City and State projects to support Complete Streets Policy goals.
2. Initiate Phase 1 of Multi-modal/Complete Streets Implementation Plan.

3. Formalize and develop connections to Mascoma River Greenway in coordination with Recreation, Arts and Parks Department, adjacent landowners, NHDOT, and other stakeholders.
4. Complete Preliminary and Final Design phases for multi-use pathway along Lahaye Drive as part of TAP grant project.
5. Address pedestrian/bicyclist pathway design needs and funding with NHDOT for signalized crossing at Centerra Parkway to connect completed Altaria multi-use path and TAP project improvements.
6. Coordinate with and assist DPW, as needed, on completion of Miracle Mile Phase 2 sidewalk improvements.
7. Coordinate with and assist City Manager and DPW, as needed, on applications for federal funds for Mechanic Street sidewalk improvements.
8. Support Lebanon School District and Police Department evaluation of Safe Routes to School travel plan updates.
9. Support Advance Transit and UVTMA, including advocacy for transit service improvements in Route 120 corridor.
10. Reference and incorporate UVTMA Mobility Checklist into development regulations.
11. Amend development regulations to implement the Complete Streets Policy and require minimum bicycle parking facilities, curb cut management, wider sidewalks, and submission of Mobility Management Plans and TDM programs and services for higher density buildings and larger businesses.
12. Update or improve on Bike Friendly Community Bronze Rating from May 2017 with new application in 2021.
13. Work with NHDOT, UVLSRPC, and other stakeholders on Preliminary Engineering phase of Exit 18 Improvements project (Lebanon 29612).
14. Execute Bike Rodeo program in partnership with Ped/Bike Advisory Committee, Police and Recreation, Arts and Parks Departments, CHaD, CCBA, UVTMA, and others.

Looking Ahead (2022-2023)

1. Complete Phase 2 of the Multi-modal/Complete Streets Implementation Plan and utilize completed plan during development review process and for capital project development and grant funding applications.
2. Complete TAP grant-funded multi-use path along Lahaye Drive scheduled for 2023 or sooner.
3. Advance ADA Transition Plan working with DPW to ensure appropriate facility improvements are incorporated into all road/bridge/sidewalk projects.
4. Partner with Advance Transit and development applicants, as opportunities arise, to implement improvements as recommended in 2010 Bus Stop Study.

5. Advocate for and assist with preferred alternative of MRG extension and connections, including to and through West Lebanon.
6. Continue review of on- and off-street parking standards, including commuter parking/park-and-ride provisions.
7. Continue to organize and partner with stakeholders to execute the Bike Rodeo program, re-instate Bike-to-Work Day, and bike education programs.
8. Engage local schools to conduct Safe Routes to School Instructor Training through the Bike-Walk Alliance of NH.

5 SUPPORT PRESERVATION OF HISTORIC RESOURCES AND CHARACTER

(Planning & Zoning)

Strategies

- Continue evaluating the appropriateness of new historic districts, such as expanding the current District to include the neighborhood between School and Bank Streets, and a new district in the Maple Street, Main Street, and Crafts Avenue areas of West Lebanon. (11.1.S8)
- Support the Westboro Committee in its efforts to develop a plan for Westboro Yard. (11.1.S12)
- Continue identifying structures that qualify for the State and/or National Historic Register and the Historic Landmark Designation Programs. (11.1.A3)
- Foster community appreciation and involvement through public education strategies, such as: brochures, walking tours, oral history projects, and displays/murals in public buildings. (11.2.S2)
- Continue restoring the Dana House in West Lebanon and develop plans to convert it to a museum. (11.2.A7)

2020 Accomplishments

- Fountain Working Group completed the Glenwood Cemetery Fountain restoration, with assistance from DPW, and dedicated the completed fountain to the City.
- Dana House rehabilitation work on roof and bulkhead completed in coordination with DPW.
- Historic Landmark Property Designation program designated two new landmark properties.

- Worked with Heritage Commission, Lebanon Libraries, Lebanon Historical Society, and Dartmouth College to promote African American History Month in Lebanon, including Underground Railroad presentation in February 2020.
- Received 2020 Certified Local Government (CLG) grant and began work with historic resource consultant to update the Colburn Park Historic District, including consideration of expanding district boundaries.

2021 Outcome Measures

1. Continue to work with Heritage Commission to develop plans for restoration and reuse of Dana House, including near-term asbestos and lead paint remediation needs, and identify potential funding streams for continued work.
2. Support awareness and public education about Lebanon's diverse history and cultural environment through Heritage Commission outreach efforts.
3. Complete the 2020 CLG grant project, in collaboration with Lebanon Historical Society and with public input regarding potential recommendations on boundary updates for Colburn Park Historic District.

Looking Ahead (2022-2023)

1. Consider applications for future CLG grant funding, including potential implementation of recommended management plans resulting from Mills of Lebanon study (CLG Round 5).
2. Evaluate Dana House readiness for LCHIP and other grant funding applications for continued restoration.
3. Coordinate with West Lebanon Revitalization Advisory Committee and other groups on future uses of Westboro Yard that respect and celebrate the history of West Lebanon.

6 PROMOTE REVITALIZATION OF THE CENTRAL BUSINESS DISTRICTS

(Planning & Zoning)

DOWNTOWN LEBANON

Strategies

- Continue work on implementation of 2016 Downtown Visioning Study.
- Develop zoning overlay district to address specific recommendations from Downtown Visioning Study. (3.1.S6; 3.1.S7; 3.1.S21)
- Create visually appealing gateways into the downtown areas. (3.1.A4)
- Provide improved and attractive streetscape amenities, such as movable planters, seating, adequate trash cans, and bicycle racks throughout the CBD. (3.1.A8)
- Upgrade appearance of the area directly behind buildings on the south side of the Mall facing Hanover Street, using the Downtown Lebanon Tax Increment Financing (TIF) district or other incentives. (3.1.A9; 3.1.A10)
- Continue to monitor the parking situation on a regular basis, with attention to the peak hours of usage, to ensure continued availability and consider rehiring a parking attendant. (3.1.A11)
- Continue the progress of revitalizing the City’s two Central Business Districts. (6.1.S3)
- Work with civic associations to engage business owners and generate citizen interest and commitment to the downtown areas. (6.1.S4)

2020 Accomplishments

- Zoning ordinance amended in January 2020 by Council vote to create new Lebanon Downtown (LD) district with complementary amendments to Site Plan Review Regulations adopted by Planning Board in January 2020.
- Assisted City Council and City Manager with selection of preferred developer for 20 Spencer Street. Development Agreement negotiated, approved, and executed for 20 Spencer Street, incorporating a workforce housing requirement for the redevelopment project.
- New 03766 bike rack “art” purchased and installed in coordination with Pedestrian & Bicyclist Advisory Committee, DPW, and private donors.
- Assisted DPW with preparation of infrastructure design plans for Spencer Street to complement and enable redevelopment projects based on recommendations from Downtown Visioning Study.

2021 Outcome Measures

1. Assist developer of 20 Spencer Street through development review and permitting process and with coordination with DPW regarding the environmental cleanup of property and the Spencer Street design and reconstruction effort.
2. Continue to work with interested property owners on redevelopment and revitalization efforts in the Lebanon Downtown District, through development review process, UVLSRPC's Brownfields Advisory Committee, and promotion of previously-adopted incentive programs (79-E and ERZs).
3. Assist City Manager and Downtown TIF Advisory Board with development of plans and projects utilizing TIF revenues generated by new downtown development.

Looking Ahead (2022-2023)

1. Begin design phase of transportation, traffic, and streetscape improvements for Hanover Street based on concepts from Downtown Visioning Study.
2. Evaluate opportunities for Wayfinding, Gateways, etc., including potential partnership with AVA, SAU#88, and local arts organizations for potential designs and landscaping.
3. Undertake parking utilization study for Downtown to monitor availability as new development and construction projects occur.
4. Engage local lenders to consider possible creation of small-scale revolving loan fund programs to enable building façade improvements by willing property owners.
5. Work with Economic Development Commission to develop RFP to seek a partnership with potential developers for the development of the municipal parking areas in the Downtown area for mixed use pursuant to Downtown Visioning Study.

DOWNTOWN WEST LEBANON

Strategies

- Initiate West Lebanon Downtown Visioning project. (4.1.S1; 4.1.S3; 4.1.S4; 4.1.S5; 4.1.S9; 4.1.S11; 4.1.S16; 4.1.S17; 4.1.S18; 4.1.S19; 4.1.S20; 4.1.S22; 4.1.S23; 4.1.S25; 4.1.S26; 4.1.S27; 4.1.S28; 4.1.S29; 4.1.S30; 4.1.S31; 4.1.A1; 4.1.A2; 4.1.A3; 4.1.A4; 4.1.A5; 4.1.A8; 4.1.A10; 4.1.A11; 4.1.A12; 4.1.A13; 4.1.A15; 4.1.A16; 4.1.A17)
- Provide improved and attractive streetscape amenities, such as movable planters, seating, adequate trash cans, and bicycle racks throughout the CBD. (3.1.A8)
- Continue to monitor the parking situation on a regular basis, with attention to the peak hours of usage, to ensure continued availability and consider rehiring a parking attendant. (3.1.A11)

- Promote the redevelopment of the Westboro Rail Yard. (4.1.S12; 4.1.S13; 4.1.S14; 4.1.S15; 4.1.A7; 4.1.A14)
- Continue the progress of revitalizing the City's two Central Business Districts. (6.1.S3)
- Work with civic associations to engage business owners and generate citizen interest and commitment to the downtown areas. (6.1.S4)

2020 Accomplishments

- West Lebanon Village Visioning Charrette report completed and presented to City Council; moved forward with further community engagement to refine and implement charrette recommendations.
- New 03784 bike rack "art" purchased and installed in coordination with Pedestrian & Bicyclist Advisory Committee, DPW, and Kilton Library.
- Provided staff support to newly-formed West Lebanon Revitalization Advisory Committee.

2021 Outcome Measures

1. Monitor NHDOT completion of demolition of dilapidated structures in the Westboro Yard pursuant to adopted 2020-21 biennium budget.
2. Work with City Manager, West Lebanon Revitalization Advisory Committee, and Recreation, Arts and Parks Department to support and advocate for long-term lease of portions of the Westboro Yard and to recommend potential uses of property upon gaining control.
3. Complete Streetscape and Transportation Study of Main Street West Lebanon to further refine preferred concepts from the 2019 West Lebanon Village Visioning charrette process to ensure feasibility and public support.
4. Work with engineering consult to study feasibility of multi-use path along river frontage of Westboro property, including passage under railroad bridge.
5. Assist UVLSRPC with grant application and execution of "pop-up" pilot program to test streetscape ideas recommended in West Lebanon Village Visioning report.
6. Work with West Lebanon Revitalization Advisory Committee to evaluate existing Central Business (CB) zoning and to recommend potential Zoning Ordinance amendments to achieve community goals.
7. Continue to work with interested property owners on redevelopment and revitalization efforts in West Lebanon, through development review process, UVLSRPC's Brownfields Advisory Committee, and promotion of previously-adopted incentive programs (79-E and ERZs).

Looking Ahead (2022-2023)

1. Undertake parking utilization study for West Lebanon to monitor availability as new development and construction projects occur.

2. Evaluate potential for West Lebanon TIF District, potentially including River Park and/or Iron Horse development sites.
3. Work with West Lebanon Revitalization Advisory Committee and Economic Development Commission to prepare RFP for reuse or redevelopment of 3 Seminary Hill parcel.
4. Engage local lenders to consider possible creation of small-scale revolving loan fund programs to enable building façade improvements by willing property owners.
5. Evaluate opportunities for Wayfinding, Gateways, etc., including potential partnership with AVA, SAU#88, and local arts organizations for potential designs and landscaping.
6. Engage planners and developers in White River Junction, VT to better understand what is fueling recent surge in redevelopment there and how West Lebanon Village can facilitate and encourage complementary projects and improvements.
7. Look for opportunities to coordinate with Arts & Culture Commission, local arts organizations, Lebanon School District, and others to highlight the arts and support the creative economy in West Lebanon.

7 FOSTER THE DEVELOPMENT OF A BALANCED RANGE OF HOUSING TO ENHANCE THE VITALITY OF THE COMMUNITY

(Planning & Zoning)

Strategies

- Ensure that a sufficient amount of land with high development potential is zoned for high-density residential use. (7.1.S2; 7.1.A7)
- Continue to consider the opinion and recommendations of regional planning agencies regarding increased housing development to meet the needs of the City's workforce in collaboration with surrounding communities as appropriate. (7.1.S4)
- Explore ways to cooperate with the Lebanon Housing Authority and other agencies to use City-owned land and explore opportunities to allow City land for low to moderate-income housing. (7.1.S17)
- Encourage diversification in neighborhoods. (7.1.S13; 7.1.S14; 7.1.S16; 7.2.S8)

- Provide incentives for private development of affordable/workforce housing, e.g. fee exemptions and/or density bonuses, where appropriate. (7.1.S11; 7.1.A6)
- Collaborate with employers, organizations and communities in the region on workforce housing initiatives as needed to sustain economic growth. (2.1.S9; 7.1.S5)
- Encourage new housing to be located close to urban centers, employment areas, infrastructure, services, and transit and to positively contribute to existing neighborhoods. (2.2.S1; 7.1.A8; 7.1.S23; 7.1.S24; 7.2.S4; 7.2.S5; 7.2.S6; 7.2.S7; 7.2.A6)
- Review the zoning ordinance to ensure that zoning definitions do not restrict non-traditional households or alternative living arrangements. (7.1.A9)
- Support the revitalization, infill, and increased mix of uses in existing non-residential, locations. (6.1.S5)
- Examine existing non-residential areas to identify opportunities for more intensive redevelopment or infill. (6.1.A5)
- Review and amend the City's Zoning Ordinance as needed to encourage more intensive redevelopment of existing residential and non-residential areas and to discourage development in undeveloped areas. (6.1.A7)

2020 Accomplishments

- Partnered with Vital Communities to support and advocate for the development of additional housing of all types in Lebanon and throughout the Upper Valley region.
- Participated in "Keys to the Valley" Regional Housing Needs assessment with UVLSRPC, and other partners.
- Worked with Planning Board subcommittee to improve the development review process, especially for multi-family residential under single ownership.

2021 Outcome Measures

1. Prepare amendments for Zoning Ordinance and Development Regulations to streamline the review process for incremental development proposals to facilitate the creation of new housing units while respecting community character.
2. Review final "Keys to the Valley" Regional Housing Needs assessment report and data and 2020 Census information and evaluate the need for policy and regulatory changes.

Looking Ahead (2022-2023)

1. Evaluate expansion of Zoning Ordinance Section 507 (Bonuses for Certain Planned Development) to provide incentives for preferred development types and establish criteria for awarding bonuses.

2. Look for opportunities to partner with DHMC, Dartmouth College, and other local employers, developers, and stakeholders to create additional housing, especially workforce housing, in both downtown districts and in employment areas.

8 SUPPORT AN ORGANIZED AND ACTIVE APPROACH BY THE CITY TO PROMOTING SUSTAINABLE ECONOMIC DEVELOPMENT

(Planning & Zoning)

Strategies

- Encourage City government to take a more organized and active role in promoting sustainable economic development. (6.1.S1)
- Promote and retain high quality employment opportunities. (6.1.S2)
- Develop a proactive strategy for sustainable economic development that identifies the City's economic assets and what types of businesses Lebanon wishes to encourage. (6.1.A1; 6.1.A2)
- Seek a way for Lebanon Airport to pay for itself while better serving the needs of residents and businesses. (6.1.S6)
- Continue the progress of revitalizing the City's two Central Business Districts. (6.1.S3; 3.1.S1)
- Support the creation of downtown business organization to facilitate marketing, promotion, and other coordinated efforts. (3.1.S2)
- Collaborate with employers, organizations and communities in the region on workforce housing initiatives as needed to sustain economic growth. (2.1.S9)
- Encourage City government to coordinate with governing bodies of other nearby towns and digital services providers to improve high-speed digital services throughout the City and the region. (6.2.S.1; 6.2.S.2; 6.2.S.3; 6.2.A.2; 13.6.A.13)

2020 Accomplishments

- Assisted City Council and City Manager with selection of preferred developer for 20 Spencer Street. Development Agreement negotiated, approved, and executed for 20 Spencer Street, incorporating a workforce housing requirement for the redevelopment project.
- Engaged engineering consultant for design and permitting of Airport TIF District infrastructure improvements.
- Coordinated with existing and potential new internet service providers to assess Lebanon's residential property broadband coverage access, needs, and opportunities.
- Continued to participate with UVLSRPC Brownfields Assessment Program to advocate for identification, evaluation, and cleanup of Lebanon properties, including Kleen Laundry.

2021 Outcome Measures

1. Assist developer of 20 Spencer Street through development review and permitting process and with coordination with DPW regarding the environmental cleanup of property and the Spencer Street design and reconstruction effort.
2. Complete the design and permitting phase of Airport TIF District infrastructure improvements and assist DPW with bid and construction phases, as necessary.
3. Complete statutory road layout process with City Council to enable construction of Airport TIF roadway.
4. Assist Airport Manager, as necessary, with marketing of Airport TIF District lands for economic development.
5. Work with internet service providers to ensure that the 142 Lebanon households not currently served are fully served with reliable, affordable, and adequate broadband service.
6. Assist applicants with Community Revitalization Tax Relief Incentive (RSA 79-E) program applications and with Economic Revitalization Zone applications.
7. Develop guidance for City Council’s consideration of 79-E applications to enable and incentivize workforce housing.
8. Coordinate with City Manager, Economic Development Commission, and Upper Valley Business Alliance to support the Upper Valley MedTech Collaborative and promote Lebanon as a “BioReady community”.

Looking Ahead (2022-2023)

1. Continue to work with City administration, Upper Valley Business Alliance, and NH Business and Economic Affairs to promote development opportunities, especially BioTech and High Tech industries, within the City including in the downtown areas and the Airport TIF District.
2. Work with Economic Development Commission to prepare RFP to seek a partnership with potential developers for the development of the municipal parking areas in the Downtown area for mixed use pursuant to Downtown Visioning Study.
3. Work with West Lebanon Revitalization Advisory Committee and Economic Development Commission to prepare RFP for reuse or redevelopment of 3 Seminary Hill parcel.