



AGENDA
LEBANON CITY COUNCIL
WORK SESSION
THURSDAY, APRIL 29, 2021
5:30PM – 8:00PM
REMOTE VIA WEBEX

1. ANNUAL WORK SESSION:
Presentation of Draft Outcomes & Work Plan
 - City Clerk
 - Library
 - Police
 - Airport
 - Public Works
 - Recreation, Arts and Park

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: 132 762 8748). 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](https://LebanonNH.gov).



CITY CLERK



INVENTORIED, CONSERVED, AND ACCESSIBLE PERMANENT RECORDS

(City Clerk)

Strategies

- Continue program to conserve the City's historic paper records; digitize and make them accessible to the public through Laserfiche. (11.D-7)
- Continue to provide education and guidance to other departments on State record retention schedule and the digital records management system (Laserfiche).
- Identify ways to utilize existing technology, such as Laserfiche and CivicClerk, to assist with records management needs for all City departments.

2020 Accomplishments

- Digital Records Management System (Laserfiche) is being implemented in stages.
- Funds secured and process of scanning/digitizing City documents into Laserfiche initiated with majority of paper files for Planning & Development, Human Resources, and Assessing uploaded.
- The Laserfiche Public Portal, a key component to accessibility, was secured but not implemented.

2021 Outcome Measures

1. Complete implementation and launch of the Laserfiche Public Portal on the City's website.
2. Assess and perform quality control on scanned documents to ensure accuracy and searchability in system.
3. Complete staff training and provide continued support in Laserfiche.
4. Continue migration of records (digital and paper) into Laserfiche.
5. Transcription of Jewell Records (historical roadways) into a readable and searchable format.

Looking Ahead (2022-2023)

1. Continue transcription and digitizing of historical records, particularly pertaining to City owned property, roads, streets, and highways. These resources are valuable to the City but are currently in difficult-to-read formats.
2. Develop plan and budget to digitize and organize documents related to City projects.
3. Continue migration of all current digital documents into Laserfiche.

4. New documents created by staff to automatically be saved into Laserfiche.
5. Explore using Laserfiche to allow for candidate filings for Municipal Elections.



EFFICIENT PROCESSING & PAYMENT SERVICES PROVIDED

(City Clerk)

Strategies

- Maintain adequate staffing levels & continued education and training to keep current on continually changing laws and procedures.
- Assume role of Central Collections to provide more efficient service to our customers.
- Continue to foster a positive work environment to sustain high level customer service.
- Make best use of technology wherever possible.
- Educate public on motor vehicle regulations and requirements to increase efficiency for customers conducting business in the City Clerk's Department.
- Continued public education on importance of licensing dogs.
- Improve physical workspaces at minimal expense.
- Utilize City's website to expand opportunities to conduct business online.

2020 Accomplishments

- Customer usage and awareness of online services has increased.
- Implementation and use of CivicClerk began for agendas, minutes and video recordings of City meetings.
- City Hall renovations have improved workspaces and created a more efficient space for customer service.

2021 Outcome Measures

1. Full integration of Tax Collection function into the City Clerk's Office, increasing efficiency and customer service capabilities.
2. Increase staff development and understanding related to Tax Collecting and other City Clerk services.
3. Promotion of Assistant City Clerk to Deputy Tax Collector to assist with Tax Collection services; hiring replacement to maintain service levels for Clerk operations.

4. Begin use of CivicClerk for board/committee appointment tracking.
5. Cross-train staff to allow more flexibility of day-to-day operations.

Looking Ahead (2022-2023)

1. Fully implement CivicClerk for use in electronic board/committee appointment tracking software and minutes preparation.
2. Research options and budget for implementing electronic filing system for recording and tracking of cemetery deeds.
3. Continue to evaluate processes and services to identify ways to increase efficiency.

LIBRARY



IMPROVE OUR LIBRARY FACILITIES

(Library)

Strategies

- Expand the amount of patron space at the Lebanon Public Library, reducing the space allocated to staff. [\(8.B-1\)](#)
- Renovate in order to provide a safe and comfortable environment for our patrons and staff, and to increase use by patrons and productivity by staff. [\(8.B-1\)](#)
- Reduce the carbon footprint of both library buildings. [\(5.D-7\)](#)

2020 Accomplishments

- Sheerr McCrystal Palson Architecture completed the design phase of the Lebanon Public Library renovation, and funding was approved by City Council. Milestone was contracted as the construction manager.

2021 Outcome Measures

1. Complete the renovation of the Lebanon Public Library. The building will have more space for the public, will be safer to use, and will reduce the carbon footprint of the city, with a heat pump system and energy recovery units installed.
2. Complete the renovation of the Kilton Library public restrooms. This will provide more privacy for the public, better air transfer, and will eliminate the need for librarians to clean restrooms when custodial staff are unavailable.
3. Begin using the Beehive system to plan for future building needs and better manage current issues.

Looking Ahead (2022-2023)

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

2

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

(Library)

Strategies

- Find ways to use technology to provide better services to the public. [\(8.B-1\)](#)
- Emphasize importance of access to materials in addition to the traditional library focus on preservation. [\(8.B-1\)](#)
- Ensure that library staff stays current in professional development. [\(8.B-1\)](#)

2020 Accomplishments

- Extended digital services to the community during the pandemic, including ebooks and audiobooks through Hoopla.
- Increased the number of WiFi hotspots available to the public to help bridge the digital divide in our community.

2021 Outcome Measures

1. Move the historical collection to the balcony of Lebanon Public Library where it will be accessible to the public.

Looking Ahead (2022-2023)

1. Update our webpage and our online catalog for improved ease of use.
2. Digitize historical materials held on microfilm and make it available via our website.
3. Restore staff development funds that were cut in the 2021 budget.



CONTINUE TO PROVIDE QUALITY PROGRAMS AND SERVICES TO LIBRARY USERS

(Library)

Strategies

- Reprioritize librarian-led programming based on the needs of the community. [\(8.D-1\)](#)
- Focus on efforts to improve Internet privacy for our library patrons. [\(8.D-1\)](#)
- Determine what patrons want from their library system that we are not currently providing. [\(8.D-1\)](#)

2020 Accomplishments

- Moved library programming online during the pandemic, engaging primarily with teens using Discord and various online meeting apps.
- Made available maker crafts for kids and teens during the Summer Reading program.
- Adapted to the pandemic by offering curbside service and quarantined library materials to keep the public and staff safe.

2021 Outcome Measures

1. Work with outside organizations, such as the Historical Society and other city departments, to provide programs to our community.
2. Engage in a strategic planning process for our libraries to help guide us in planning.
3. Try to minimize the impact of the 2021 \$102,000 budget cut to the library's proposed budget to hours, services and programs.
4. Once it is safe to do so, continue community outreach efforts as we have at Romano Circle, in collaboration with groups such as Lebanon Rotary and individual volunteers to improve information access.

Looking Ahead (2022-2023)

1. Implement changes based on the strategic planning process.



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

(Library)

Strategies

- The Board of Trustees will work with the Lebanon Public Library Foundation (LPLF) to generate revenue from foundations, private individuals, and businesses. [\(8.B-1\)](#)

2020 Accomplishments

- Raised nearly two-thirds of the \$300,000 library foundation goal to help fund the Lebanon Public Library renovation project, and in so doing found the matching funds for the \$50,000 challenge from the Byrne Foundation.

2021 Outcome Measures

1. Reach the \$300,000 library foundation goal to help fund the Lebanon Public Library renovation project.

Looking Ahead (2022-2023)

1. Pivot to raise funds for other capital projects and also build the library foundation endowment.

POLICE



SENSE OF SECURITY – EFFECTIVE AND EFFICIENT ALLOCATION OF PERSONNEL

(Police)

Strategies

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

2020 Accomplishments

- Completed communications repeater project that began in 2019. [\(8c-2c\)](#)
- Police Department Facility renovation project plans, internal building layout and construction documents were completed. Timeline for construction has been put on hold.
- Continued to assess staffing shortages and developing long-term vision with the City Manager for staffing allocation. Completed a LPD recruitment video to assist in recruitment efforts.
- Facility improvements were completed including expansion of electronic door security measures, interview lighting alert system, updated booking room area and evidence systems.
- K-9 training facility construction documents were completed.

2021 Outcome Measures

1. Ongoing organizational assessment regarding staffing, assignments, calls for service, and ability to maintain current service levels.
2. Continue to provide crime analysis and clearance data to City Manager's office yearly.

3. Request Capital Improvement Projects through appropriate process.
4. Completion of impound yard security enhancements.
5. Break ground on K-9 Training Facility on grounds of police department.

Looking Ahead (2022-2023)

1. See Police Department Strategic Plan.



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

(Police)

Strategies

- Continue to monitor Problem Oriented Policing plan. Assess opportunities to make improvements to the process and continuously look for opportunities to improve the quality of life in the city.
- Continue to offer citizen informational programs & classes when Covid restrictions allow to do so safely (R.A.D., Citizens Police Academy, K-9 Demos, Crime Prevention, etc.).
- Continue foot patrol and mountain bike patrols by officers in areas requiring high visibility to promote not only safety and security, but positive community interactions. (4.1.A9).
- Development of strategies, solutions, and outcome measurement within the patrol division.

2020 Accomplishments

- Problem Oriented Policing Program streamlined and focused on quality of life issues within the city.
- Large increase of foot patrols and presence during Covid lockdown at essential stores to promote safety and security.
- Use of city website, Facebook page, Twitter feed, and overall online presence continues to be maintained throughout the year.
- Continued motorcycle enforcement program.
- Utilized UTV and police mountain bikes to consistently patrol trail areas, Boston Lot Lake, and Rail Trail.
- Continued the use of a Data Driven Approach to Crime and Traffic Safety (DDACTS) program that provides officers with evidence-based

information and data on a daily basis to help develop and define our policing strategies.

- Electric police mountain bikes were added to bike program that allows officers to increase the distance they can patrol.
- Developed policy and trained staff regarding new Lebanon Welcoming Ordinance AND Covid Ordinance.
- Developed updated policy and trained staff on new Use of Force updates as required by State of NH, CALEA, and Presidential Executive Order.
- Developed ongoing systems to train staff on matters of race relations within the community and updated affected policies.

2021 Outcome Measures

1. Identify core Problem Oriented Policing projects throughout the year with measurable outcomes.
2. Maintain utilization of department social media, website, and other community engagement tools.
3. Implement patrol foot patrol initiative.
4. Continue to utilize DDACTS program for data driven analysis for crime and accident data. Publish DDACTS report weekly for staff.

Looking Ahead (2022-2023)

1. See Police Department Strategic Plan.



INCREASED TECHNOLOGY USE FOR ENHANCED CITIZEN ACCESS TO INFORMATION

(Police)

Strategies

- Continue to explore a new more efficient software program for police-based reporting other than the current IMC program.
- Look at citizen online reporting programs for minor non-emergency incidents.
- Complete citizen survey in 2021.

2020 Accomplishments

- Awarded CALEA Accreditation in November.
- Implemented procedures to become 95% paperless.
- Drone program is fully operational.

- Continued to work on communications policies to become CALEA compliant.
- Added a Policy and Transparency Section to our website to include FAQs on use of force matters, our Use of Force Policy, Fair and Impartial Policing Policy, etc.
- Updated department computers so they are capable for all online type of meetings.

2021 Outcome Measures

1. Continue to assess and plan digital records archiving project.
2. Continue moving the appropriate documents to the city's new record management program.
3. Citizen survey created, issued to the public and responses collected and analyzed. Project was delayed due to CALEA accreditation process.

Looking Ahead (2022-2023)

1. See Police Department Strategic Plan.

STRATEGIC PLAN

2020 - 2024

Lebanon Police Department

36 Poverty Lane
Lebanon, NH 03766

603-448-1212
Police@lebanonnh.gov



Image courtesy of David Nelson

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EXECUTIVE SUMMARY

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

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

The City of Lebanon is a unique city, in that we serve as the hub of activity in the Upper Valley. The residential population of roughly 13,500 people swells to an estimated 35,000 - 40,000 people during the day due to the various retail, technology, commercial, and healthcare industries located in the city. Lebanon is home to the Dartmouth-Hitchcock Medical Center (DHMC), New Hampshire's only academic health system Level One Trauma Center. DHMC employs over 6,500 people and draws 10,000-12,000 patients, at its peak, to the facility daily.

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

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

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

LETTER FROM THE CHIEF

Letter from Chief of Police Richard R. Mello



It is my pleasure to present the Lebanon Police Department's Five-Year Strategic Plan to the City of Lebanon, the Lebanon City Manager, the Lebanon City Council and all residents, community members, and stakeholders. We have put forth a plan that, overall, strives to maintain and improve the quality of life within the city.

The Lebanon Police Department Strategic Plan fully embraces the key recommendations of the President's Task Force on 21st Century Policing. The recommendations are based upon the six pillars, used to identify best practices and make recommendations on how

policing practices can promote effective crime reduction while building public trust. The six pillars are:

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

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

Our new mission statement speaks of being a proactive, progressive, and professional police department. We are committed to working with our community to identify and solve problems while serving with integrity, respect, and compassion. Our values represent the core of how we will pursue our mission while remaining transparent, innovative, fair, and impartial.

This Strategic Plan is a tool to be used to articulate department priorities for the community and will inform the development of our yearly budget. This plan also works in concert with the City of Lebanon's Master Plan, with connections where applicable. I want to thank the residents, business owners, and department staff who provided their time, effort, and input into this process. I look forward to continuing to serve as your Police Chief as we pursue our goals on behalf of our community.

Very Respectfully,

A handwritten signature in black ink, appearing to read 'R. Mello', with a stylized flourish at the end.

Richard R. Mello
Chief of Police

MISSION STATEMENT

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

Vision

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

Our Values

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

S.W.O.T. ANALYSIS

Strengths:

- ❖ Resources, equipment, and funding
- ❖ Media relations & transparency
- ❖ Community outreach
- ❖ Professional staff
- ❖ External training provided to officers
- ❖ Community support

Weaknesses:

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

Opportunities:

- ❖ CALEA Accreditation and improving standards
- ❖ Increased communication internally
- ❖ Smart growth and utilization of technology
- ❖ Enhanced recruitment and diversity
- ❖ Improved coaching and mentoring of staff

Threats:

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

S.W.O.T. ANALYSIS (CONTINUED)

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

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

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

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

Fortunately, the Lebanon Police Department is presented with many opportunities to improve upon our professionalism, capabilities, and services to the community. With the achievement of accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), the agency now has a roadmap to best practices, mitigating liability, and maximizing our professionalism. It is important to continue compliance of the CALEA standards for Re-Accreditation every three years as required. Internal communication is paramount to a well-run organization as is succession planning and recruiting a diverse and

qualified workforce. The Lebanon Police Department is poised to continue making positive strides in those areas over the course of this Strategic Planning period.

There are identified Threats to our progress in attaining the goals identified in this plan. The police department faces an increasing demand for our services due to residential and commercial growth, along with the influx of people coming to the city during the day. The Lebanon Police Department must be prepared to serve a daytime population of 30,000 to 40,000, rather than just our residential population of 13,500. This daytime influx taxes our resources to a significant degree. A 2016 staffing study revealed that the police department was short four sworn police officers. As mentioned previously, we were able to secure an Office of Community Oriented Policing Services Federal Hiring grant for two police officers, thus leaving the department two officers short of ideal complement. In addition to the two sworn officers, the department needs an additional Administrative Assistant and a second Prosecutor. The Administrative Assistant was previously funded but cut several years ago.

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

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

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

STRATEGIC GOALS

Community
Safety

1

Community
Engagement

2

Staffing and Training/
Work Force Development

3

Infrastructure, IT
and Facility

4

CALEA
Accreditation

5

GOAL 1:

COMMUNITY SAFETY

Objectives:

- ❖ Take a proactive, innovative, and data-driven approach to prevent and reduce crime and traffic accidents in the City.
- ❖ Utilize Problem Oriented Policing (POP) to identify community problems and implement interventions designed to solve the problem and improve the quality of life for residents, community members, and other stakeholders.
- ❖ Expand traffic enforcement programs to address ongoing issues of traffic accidents and trends that pose a threat to public safety.
- ❖ Create partnership for increased mental health / social services that don't fall within normal policing operations.

Strategies:

1. Generate monthly hotspot reports on accidents and incidents occurring in the city.
2. Devise methods to address ongoing issues uncovered by data-driven analysis and assign resources accordingly.
3. Rely on community-based crime prevention by utilizing education and a variety of other programs and partnerships that aren't solely focused on police patrols.
4. Identify quality of life and other community problems utilizing the Problem Oriented Policing method. Devise strategies to solve or mitigate these problems. Maintain data points for measurement.
5. Partner with a Mental Health organization that can be on-call to assist officers with mental health services as needed.

GOAL 2:

COMMUNITY ENGAGEMENT

Objectives:

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

Strategies:

1. Identify and pursue relationship opportunities to expand our engagement footprint in our community.
2. Develop and implement a “Neighborhood Meeting” Program to increase listening opportunities in neighborhoods and groups in the community.
3. Expand foot patrol and mountain bike patrol initiatives by creating formal foot patrol program and increasing the number of bike patrol officers.
4. Conduct a community survey once every two years on community attitudes toward policing, overall agency performance, overall competency of agency employees, community concern over safety and security and citizen’s recommendations and suggestions for improvements. These results shall be compiled and published along with a written summary from the Chief of Police.
5. Utilize the School Resource Officer position for community policing and engagement programs when school is not in session.
6. Continue to expand the use of department website and social media platforms to keep the public informed of department news, programs, operations, and events.
7. Continue to engage area media outlets with press releases to inform the public and promote transparency.

GOAL 2: CONTINUED

8. Explore the practicality of dedicating an officer full-time in a community policing and engagement unit as recommended by the NH Commission on Law Enforcement Accountability, Community, and Transparency.
9. Develop new initiatives to bridge the gap between police officers and the youth population in the City.

GOAL 3:

STAFFING AND TRAINING

Objectives:

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

Strategies:

1. Create a formal mentoring program for employees.
2. Update the Lebanon Police Personnel and Staffing Assessment every three years to determine appropriate sworn staffing levels.
4. Continue to strategically increase the training budget to meet the ongoing needs of the community and the agency.
5. Maintain command level succession training to increase the availability of experienced and capable employees who will be prepared to take on the next level of command.

GOAL 4:

INFRASTRUCTURE, IT & FACILITY

Objectives:

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

Strategies:

1. Assess Public Safety Facilities Study once completed to determine future space needs and future facility options. Current police department facility lacks adequate storage space, adequate parking, and adequate maintenance garage space for vehicles. Initiatives as follows:
 - a. Determine whether City will move forward with new combined public safety facility, new police department facility or support extensive renovation/addition.
 - b. If the facility is to be renovated, plans should include multiple garage bays, a larger training room/facility, added storage space, additional female locker space, additional office space, new physical training space, and added parking.
2. Implement a Fixed Asset Management System.

GOAL 5:

CALEA ACCREDITATION

Objectives:

- ❖ Demonstrate continued compliance with applicable CALEA standards.
- ❖ Achieve Re-Accreditation every three years as required by CALEA.

Strategies:

1. Enroll in (CALEA) The Public Safety Communications Accreditation Program by the end of FY2021.
2. Establish dedicated Accreditation Manager position to manage the ongoing process and ensure re-accreditation every three years. Consider whether the position should be sworn or civilian.

COMMUNITY PARTICIPATION

Community Forum Questions

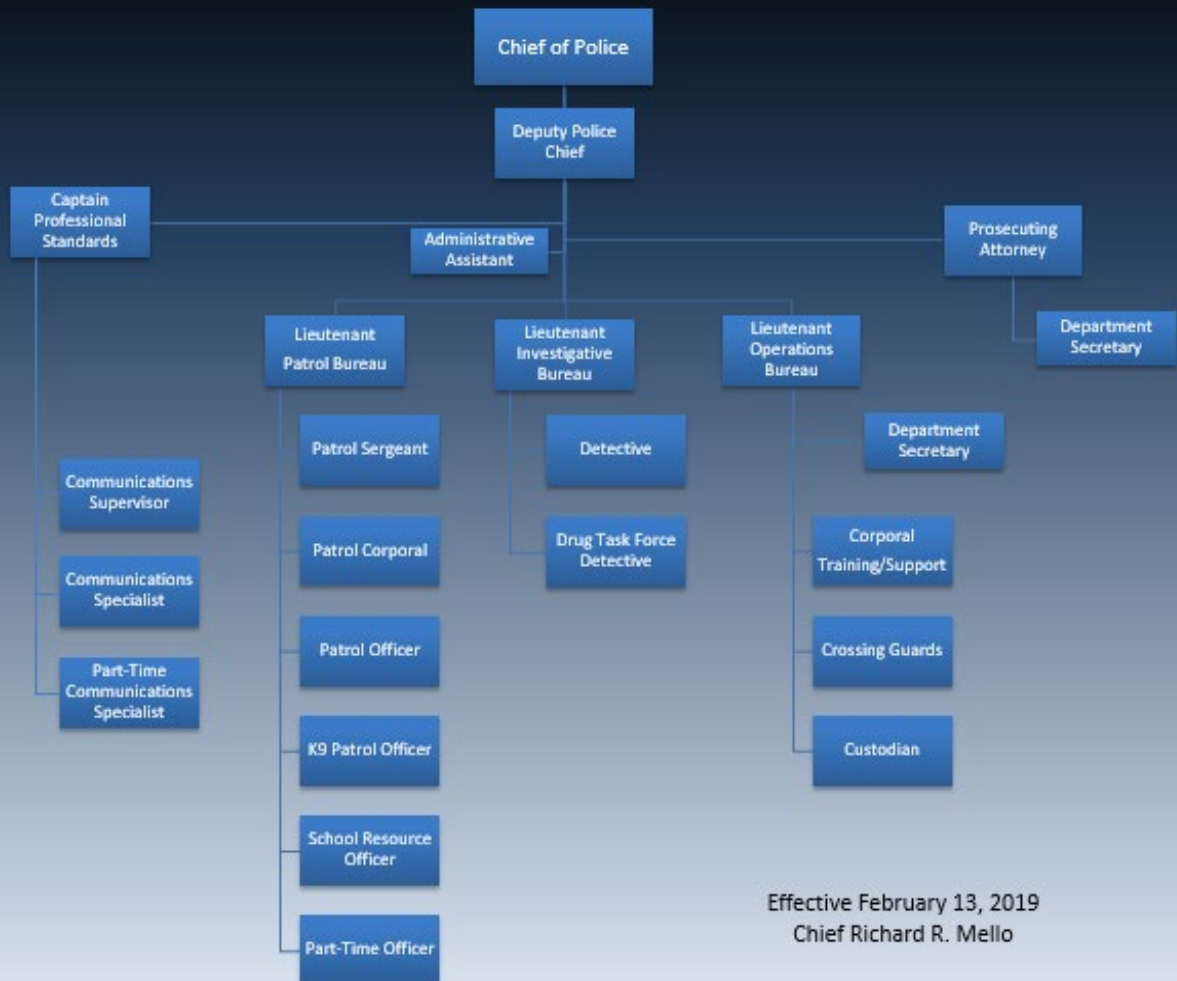
During the Strategic Planning Process, the Lebanon Police Department sought input from our residents, community members, and business owners. We accomplished this by hosting two community forums: one for residents and community members and a second for business owners.

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

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

ORGANIZATIONAL CHART

Lebanon Police Department Organizational Chart



LPD COMMAND STAFF



Chief Richard Mello



Deputy Chief Phillip Roberts



Captain Tim Cohen



Lieutenant Matthew Isham



Lieutenant Rich Smolenski



Lieutenant Alan Lowe



Lieutenant Richard Norris

LPD SWORN OFFICERS



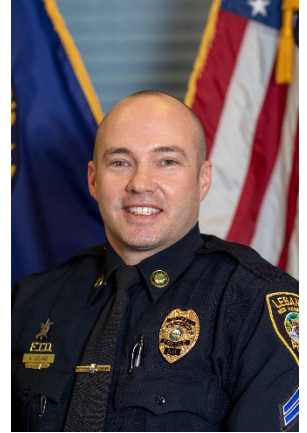
Sgt. Jeffrey Perkins



Sgt. Michael Wright



Sgt. Garrett Hubert



Sgt. Adam Leland



Sgt. Amy Jerome



Off. Jeremy Perkins



Off. Greg Parthum



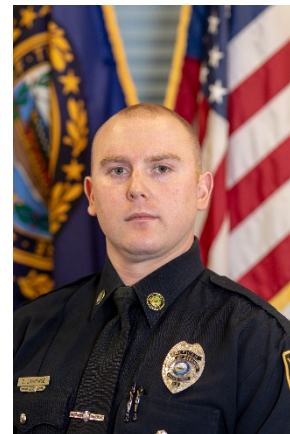
Det. Brady Harwood



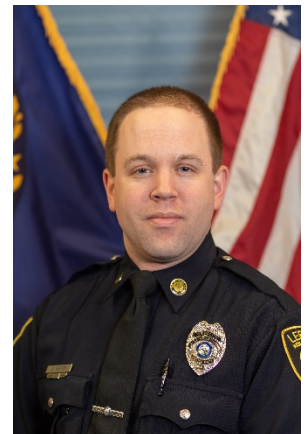
Det. Callie Barrett



Det. Bart Kapuscinski



Off. Zachary Lawrence



Off. Eric Hunter



Off. Emily Winslow



Off. Nicholas Alden



Off. Jay Pike



Off. Willie Harden



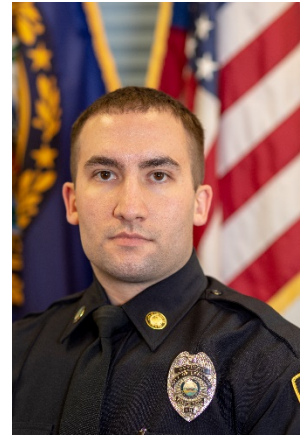
Off. Brandon Conlon



Off. Ryan Brewster



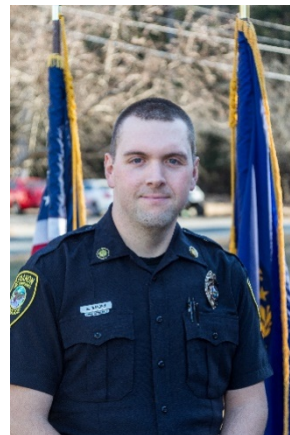
Off. Paul Gifford



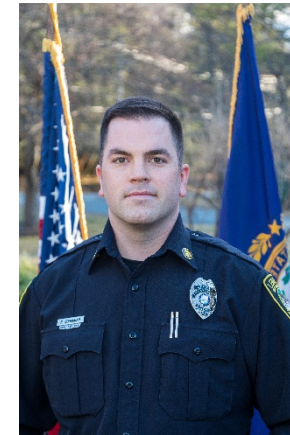
Off. Logan Scelza



Off. Cameron Young



Off. Matthew Warren

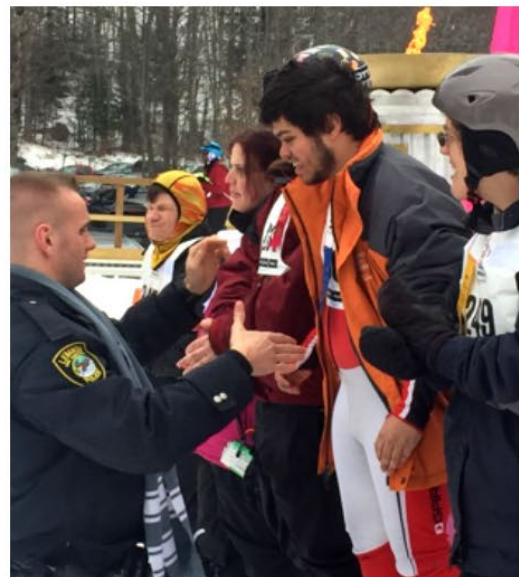


Off. Patrick Bohannon



Off. James Patt

LPD IN ACTION



LEARN MORE

To learn more about the Lebanon Police Department, visit:

www.Lebanonnh.gov/Police

Get Connected

Non-Emergency Phone: (603) 448-1212

Emergency: Dial 911

Social Media

Twitter: twitter.com/LebPolice

Facebook: www.facebook.com/LebanonPoliceDepartment

Online Crime Tips: LebanonNH.gov/Clue

Phone Crime Tips: (603) 448-CLUE

General Email: Police@lebanonnh.gov

AIRPORT



FINANCIALLY STABLE AND SELF-SUPPORTING AIRPORT

(Airport)

Strategies

- Increased leased space of Airport grounds.
- Increase use of the non-aeronautical use land at the Airport.
- Continue efforts to expand regional and national passenger connections to and from Lebanon Airport. (6.1.S7)
- Utilize Airport Terminal to showcase and promote the City's art and cultural opportunities. (12.1.A4)

2020 Accomplishments

- Ground lease executed with Big Green Aviation – December 2020.
- Secure FAA non-aeronautical property release for Police Department.
- Construction of new snow removal equipment storage building.
- Order new snow removal equipment. Delivery in 2021.
- Applied for and administered CARES Act Grant for Airport.

2021 Proposed Outcome Measures

1. Work with Cape Air on the recovery of Airport annual commercial service enplanements as COVID restrictions allow. (6.1.A10)
2. Renegotiation of lease with Avis to allow for cobranding with Budget. (6.1.A10)
3. Rehabilitate the terminal building.
4. Terminal restaurant (Bright-Side Brewing) renovation started. Opening mid-2021.
5. Ensure escalation clause of all leases occurs with annual CPI and property tax increases.
6. Overlay terminal access road and parking lots.
7. Apply for and administer ACRGP Grant for Airport.
8. Start environmental assessment of runway safety improvements.
9. Acquire FAA non-aeronautical property release for the Airport TIF District land.
10. File for airspace studies for the installation of the utilities in Phase 1B of the Industrial Park.
11. Develop lease for Airport TIF and establish ground lease rate.
12. Issue RFP for the lease of the executive ramp space.

Looking Ahead (2022-2023)

1. Develop CIP and phasing plan for runway safety improvements.
2. Design of runway safety improvements.

3. Start construction of runway safety improvements.
4. Continue to assist with the development of the Airport TIF District.
5. Work with Cape Air on the infrastructure needs of electric powered aircraft.

PUBLIC WORKS



COORDINATED ENERGY & FACILITY MANAGEMENT

(Public Works)

Strategies

- Develop Long Range Capital Plan for Maintaining and Upgrading Existing Facilities to include Energy Use and Management. (8.1.A13)
- Assess all City-owned buildings periodically to determine needed repairs, upgrades, energy-efficiency improvements and replacements, as well as the suitability of operational standards. (8.1.A2)
- Assess the feasibility of renewable energy technologies in new and existing municipal buildings. (13.2.A3)
- Review Energy use in all City government operations on an annual basis. (8.1.A12)
- Comply with the goals of the statewide New Hampshire Climate Action Plan. (13.1.SA)
- Pursue creative financing mechanisms to fund energy improvements such as grants, energy performance contracts and private/non-profit partnerships. (13.F-3)
- Identify methods to reduce energy use and promote renewable energy sources.
- Develop long-term (20-year) plans to transition all buildings off fossil fuels.

2020 Accomplishments

- Police Department installation of a dual-fuel boiler; many of the measures outlined in the retro-commissioning report were implemented.
- Phase 1 solar project achieved its first year of mostly successful operation. An issue with radio interference at the landfill and Police Department was identified. Testing was done and alternative technologies were identified to solve the problem which were installed. Testing is still being performed to determine a strategy moving forward. An alternative site to host the arrays was identified and preliminary work begun to develop them. Phase 2 solar project was explored at the airport.
- Facility assessments were undertaken for seven buildings: Department of Public Works (DPW) garage & administration, airport terminal and maintenance garage, solid waste maintenance and recycling buildings, Veterans Pool building, and the GAR building.
- Facilities staff started inputting asset data into the Beehive asset management system.

- The Streetlight Conversion Project: negotiated approval of a new LED-2 Streetlight Tariff with the NH PUC; completed the inventory and a successful RFP process; and signed contracts with vendors for luminaires and control nodes, and an installation contractor.
- Successfully worked with the Water and Wastewater Treatment Plants to curtail electricity loads at the annual system peak.
- Municipal Aggregation Project Lebanon Community Power further developed, and work accelerated after the NH legislature adopted RSA 53-E. Collaboration with Liberty Utilities, the Dartmouth Engineering Department, and numerous municipalities around NH to launch the program and statewide Community Power NH.
- Continued work with Human Services and regional organizations to understand and address the energy burden among low-income Lebanon residents.
- Managed the city's real-time pricing of electricity for select accounts.
- Worked with City Hall architect, construction manager, and project team to maximize/optimize energy efficiency during the renovation, model energy savings, and commission insulation and the HVAC system. Achieved a modeled 49% reduction in heating load, qualifying the renovation for the status of 'Deep Energy Retrofit'.
- Assisted with energy improvements at Lebanon Public Library as part of building renovation. This included assessment of rooftop solar, alternative heating & AC systems, and other energy conservation measures.
- Oversaw the operation of the first City-owned electric vehicle lease.
- Continued work with the LEAC EV Subcommittee, City Manager's office, and other city departments to assess the potential for EV charging infrastructure in Lebanon, both for the city fleet and for resident and visitors' vehicles. Negotiated with several companies, assessed multiple sites, presented a proposal to City Council.
- Worked with Planning Office to assess the city's greenhouse gas production and develop a plan to reduce it that was presented to the City Council.

2021 Outcome Measures

1. Develop a system for comprehensive monthly tracking of all energy uses – electricity, heating oil, propane.
2. Work with consultants to develop municipal electric aggregation plan and business plan for Lebanon Community Power (LCP).
3. Continue Facility Assessment Plan ([8.1.S11](#); [8.1.S13](#); [8.1.A2](#)). Make sure all relevant equipment is registered in Beehive asset management system.

4. Oversee operation of new streetlight grid. Implement Phase 2 of the Streetlight Conversion Project to LED fixtures in and around Colburn Park, Court and Campbell Streets.
5. Complete energy efficiency measures on City Hall and the Police Station.
6. Issue RFP for a new HVAC service agreement.
7. Find financing to conduct energy audits and/or retro-commissioning on the GAR building, DPW Administration, DPW Garage, airport buildings - terminal/maintenance/hangers, and others as possible.
8. Explore and make recommendations for increasing the use of electric vehicles by city staff.
9. Work with city departments and Liberty Utilities to reduce electricity demand charges. Help the city move towards time-of-use or real-time pricing.
10. Assist with public safety facilities' study.
11. Continue to develop Phase 2 of the solar project: airport and other sites.
12. Continue work on the city's greenhouse gas reduction plan in coordination with Planning Office to help the city to achieve the goals committed to by the City Council and defined in the Paris Climate Accord.

Looking Ahead (2022-2023)

1. Complete Facility Assessment Plan/Facility Condition Assessment of select buildings.
2. Oversee rollout and expansion of Lebanon Community Power to include other services, as approved by the City Council, and development of local renewable energy to supply LCP. Collaborate with businesses, organizations, residents, and neighboring communities.
3. Find financing to conduct energy audits and/or retro-commissioning on other city buildings.
4. Long Range Capital Maintenance & Energy Use Plan ([8.1.A12](#); [8.1.A13](#)) including 30-year plans for converting all city buildings to zero greenhouse gas renewable heating sources.
5. Develop and implement energy improvements to include renewable energy sources and energy conservation measures.
6. Landfill Gas to Energy Project comes online. Work with Solid Waste and DPW to oversee its energy generation and use.
7. Move the rest of the municipal electricity load to renewable energy.
8. Develop plans for the infrastructure to transition of city's vehicles to EV's.

- 9.** Begin the process of offering excess renewable electricity generated by the city to local businesses, institutions and residents, through LCP if possible.
- 10.** Assist with development of new Public Safety Facilities.
- 11.** Develop a cost-effective fuel produced from local waste vegetable oil.
- 12.** Continue implementation of the greenhouse gas reduction plan.



STRATEGIC PUBLIC WORKS AND PAVEMENT MANAGEMENT PLAN

(Public Works)

Strategies

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

2020 Accomplishments

- Performed road/pavement improvements. This included roadways as part of Combined Sewer Overflow (CSO) #11 and CSO#12. DPW Operations & Maintenance (O&M) staff “drag shimmed”: East Wilder, section of Mt. Support, Indian Ridge Drive, Kimball Street, Mack Avenue and Bixby Street. Pavement overlay of Hilltop Drive, Chambers, Faraway Lane, Wyeth Road and Commerce Drive. Mill, shim and overlay Route 12A from Airport Road south, Airport Road, and the crack sealing of five miles of roads.
- O&M staff replaced 1,000 linear feet of guardrail on Airport Road.
- Continued with the second year of a new snow/ice management approach using liquid deicing chemicals including pretreatment of roadways prior to snowstorms. Included in the purchase, holding tanks and spray system which were mounted onto a retrofitted F-550 truck and a F-250 truck.
- Continued with year 2 of snow operations initiative involving 16-hour maximum shifts with objective of improving worker-driver safety.
- Completed annual street sweeping.
- Updated the Roadway Surface Management System (RSMS) “StreetScan”. This RSMS surveyed all road and sidewalk conditions and line markings in 2019. The RSMS is to make recommendations for improvements developing a roadway and sidewalk condition index, along with a prioritization list for improvement of roads. The RSMS will be beneficial in integrating into asset management, work orders for repairs and for budgeting/capital planning.
- Improvement to the permitting process included revisions to the City’s Excavation Ordinance, along with establishment of new fees.
- Continued to refine and improve design and construction program, including city standards and placing standards on DPW Engineering website.

- Continued with annual pavement line, street symbols and crosswalk marking/painting of designated city roads.
- Continued with the implementation of the asset management program including training of staff with field “smart” tablets to import field information to the GIS system and work order system.
- Prepared to set up asset management software to start to track potholes, signage and traffic signal repair using new asset management and work order system.
- Cemetery - Completed 2nd year of ground penetrating radar scan by a consultant, included 50% of Old Pine Tree Cemetery and the completion of the Glenwood Cemetery to identify existing burial locations.
- Cemetery - Completed the restoration of over 68 headstones in the School Street Cemetery.
- Cemetery – Building improvements to the West Lebanon Cemetery with new doors.
- Cemetery – Updated archives and maps for Glenwood Cemetery and “pins” for new plots and opened up a total of 48 new graves of which 30 were sold.
- Cemetery - New gate posts installed in Glenwood Cemetery and new fencing installed in Cole and Mascoma Cemeteries.
- Cemetery – Obtained CIP approval for funding to replace the maintenance building at the Valley Cemetery.
- Cemetery – Performed crack sealing of West Lebanon Cemetery driveways/roads.
- Cemetery – Prepared a rough draft layout of the graves at the West Lebanon Cemetery.
- Cemetery – Sold a total of 43 grave sites, performed 35 cremation burials and 22 full burials.
- Fleet – Purchased one replacement sidewalk tractor, one 10-wheeler truck with a snowplow package as part of the fleet upgrade and four F-250 pickup trucks with plows (for highway/water/wastewater/cemetery divisions).
- Fleet – Obtained CIP funding for a mobile lift for the DPW garage.
- Fleet – investigated fleet oil test sampling program to protect and extend the life of engines.
- Fleet - Updated the 5-10-year vehicle replacement plan.
- Fleet - Continued with year 2 of the equipment maintenance work plan for solid waste equipment.
- Highway O&M – Cleaned 50 percent of drainage structures throughout the city.

2021 Outcome Measures

- 1.** Continue to refine and improve design and construction program, including city standards and placing standards on DPW Engineering website.
- 2.** Complete annual roadway improvements program including pavement preservation techniques using: Fog sealing of roads; mill, shim and overlay of roads (2,400 ft of Seminary Hill Road and Cavendish Court); shim and rubberized chip sealing of roads (Stone Hill Road, Deer Run Lane, Moss Road and Foliage View Road) and pavement overlay of roads (portions of Hardy Hill Road, Farr Road, Blueberry Hill Road, Westview Road and Blueberry Meadow Lane) and crack sealing five miles of roads.
- 3.** Roadway infrastructure improvements: Spencer Street and 1,000 feet of South Main Street and Romano Circle as part of CSO#13 and the completion of the Hillcrest area roads (Prospect St Ext, Hillcrest Drive, Skylark Drive and Ledge Lane).
- 4.** Construction of the Lebanon Middle School pedestrian trail/sidewalk extending through the DPW Administration building parking lot and cross-country trail connecting to the Northern Rail Trail, including a pedestrian light crosswalk across Route 4 and milling and paving of Moulton Avenue.
- 5.** Continue with annual pavement line, street symbols and crosswalk marking/painting of designated city roads.
- 6.** Rent a mechanical street sweeper for use by in-house O&M staff, for one-month, and perform annual street sweeping in April.
- 7.** Track pothole, signage and traffic signal repairs using BEEHIVE asset management and work order system.
- 8.** Update the Roadway Surface Management System with "StreetScan" - and the 5-year prioritization program for roadway and sidewalk improvements to maintain/improve the roadway pavement and sidewalk condition index PCI/SCI.
- 9.** Continue with the implementation of the asset management program including training of staff with field "smart" tablets to import field information to the GIS system and work order system.
- 10.** Cemetery – Continue to restore and maintain headstones throughout the cemeteries.
- 11.** Cemetery – Complete construction of the West Lebanon Cemetery improvements with new doors.
- 12.** Cemetery – Continue to update archives and maps for cemeteries and "pins" for new plots.
- 13.** Cemetery – Begin construction of the new maintenance building at the Valley Cemetery.
- 14.** Cemetery – Perform pavement improvements of the Valley Cemetery roads.

15. Fleet – Purchase one replacement 25-ton equipment trailer, dump trailer, mini-excavator for cemetery division, F-550 with plow package and an enclosed trailer.
16. Fleet – Delivery of the mobile lifts for the DPW garage.
17. Fleet – Investigate fleet oil test sampling program to protect and extend the life of engines.
18. Highway – Clean 100% of drainage structures throughout city and initiate cross-training with utility crew using the vac-truck.
19. Upgrade 1000 feet of guardrail on Airport Road.
20. Update the 5-10-year vehicle replacement plan.

Looking Ahead (2022-2023)

1. Continue Roadway Improvements Program including road overlay paving and other pavement preservative techniques including crack sealing, fog sealing and rubberized chip sealing and pavement overlay and cold-in-place restoration.
2. Roadway reconstruction of improvements to Kimball Street to include drainage, water and sewer replacement.
3. Using the Beehive Asset Management system, continue tracking pothole, signage and traffic signal repair and drainage system maintenance, fleet system and integrate asset values into the financial management software.
4. Continue to update the annual Roadway Surface Management System for road and sidewalk conditions, line markings and street signs as improvements are made.
5. Continue to refine and improve design and construction program, including city standards on City DPW Engineering website.
6. Investigate an increase of the annual roadway paving / preservation budget from \$500,000 to \$1,300,000 in order to maintain the roadway condition index of the city roads at 70 or above.



PROVIDE QUALITY ENGINEERING MANAGEMENT

(Public Works)

Strategies

- Provide Project Management for the Combined Sewer Overflow (CSO) program including out year planning.
- Identify Capital Improvement Projects (CIP) for infrastructure relative to Transportation, Water, Sewer and Drainage.
- Move forward with the closing/completion of the City CSO program.
- Manage Capital Improvement Projects.
- Provide Quality Construction Management on Capital Improvement Projects.
- Provide Technical Engineering Assistance to Planning & Zoning, Codes, and Public Works.
- Management of Provision and Acceptance of Water & Wastewater Flows.
- Monitor Capacity for both Water & Wastewater Treatment Plants and Utility Infrastructure.
- Provide Floodplain Management review and oversight.
- Develop Fixed Asset Management Program and implementation and training to staff.
- Establish a sidewalk preservation plan.
- Establish a bridge Maintenance plan.
- Establish a cleaning plan for the stormwater treatment chambers.

2020 Accomplishments

- Successfully planned and managed CSO projects and other CIP projects.
- Final Completion of CSO#11 project.
- Continued floodplain assistance.
- Continued assistance to Planning Department and retained a 3rd party consultant for engineering review assistance.
- Continued to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flowrates as part of new development applications.
- Successful implementation of the revised sewer use permitting process in accordance with City Code 136.
- Successful implementation of the revised water use permitting process in accordance with City Code 182.
- Continued with engineering staff training by consultant to learn sewer model.
- Identified sewer project(s) that will provide increased sewer capacity for future development as part of CIP 2021.

- Completion of the Mascoma Street Bridge Reconstruction Project.
- Successful management of excavation and driveway permitting.
- Completed construction of Altaria/Route 120 bike and pedestrian improvements project.
- Continued implementation of the asset management software to improve tracking roadways, bridges, water, sewer, stormwater lines, water gate valves, hydrants, manhole structures, etc. and link data to the GIS system and work orders.
- Improved presentation of city website dashboard information including excavation permit and sewer permit applications.
- Obtained a one-year completion extension from USEPA, from November 2020 to November 2021 for CSO#13.
- Substantial completion of CSO#12 project.
- Completed smoke testing and 90% design plans for Spring 2021 Bidding of CSO#13.
- Completed 12,800 linear feet of sewer lining to provide increased sewer capacity for future development as part of CIP 2020. This represents 3.5% of the city's approximate 70 miles of sewer mains.
- Engineering staff continued to be trained on sewer model.
- Completed final design and construction of the Miracle Mile crosswalk/sidewalk project (Phase 1).
- Continued to assist Police Department with roadway safety and traffic calming measures, such as temporary speed tables.
- Continued to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flowrates as part of new development applications. Continued monitoring of the ten installed sewer flow meters for "real time" flow information.
- Completed final design and started the construction of Hillcrest Acres (road/drainage/water) project.
- Started the design of the Mechanic Street/Mascoma Street/High Street roundabout project with consultant.
- Started final design of the Route 12A/South Main Street "dry" bridge project with consultant.
- Completed demolition of 20 Spencer Street building and started site cleanup.
- Completed the construction of the Dana House roof improvements project.
- Completed the construction of the Rudsboro Road Bank Stabilization project (FEMA sponsored project from 2017 storm damage).
- Completed the construction of the Stevens Road Culvert replacement (FEMA sponsored project from 2017 storm damage).
- Completed construction improvements to the Packard Hill Road Bridge and engineering study to determine its load-weight rating.
- Continued construction of the Tunnel Project.

- Adoption updated Stormwater Ordinance.
- Started design of the Spencer Street reconstruction project.
- Started conceptual design of the Hanover Street "Downtown Public Improvement" project (from Mascoma Street to the Route 120 intersection).
- Started design of Miracle Mile Phase 2 and 3 sidewalk expansion project.

2021 Outcome Measures

1. Continue the implementation of the asset management software to improve tracking roadways, bridges, water, sewer, stormwater lines, water gate valves, hydrants, manhole structures, etc. and link data to the GIS system and work orders.
2. Complete and improve presentation of city website dashboard information including excavation permit and sewer permit applications to posted fillable forms.
3. CSO#13- Complete design, advertise for construction bids, complete separation of storm and sewer, and substantial completion.
4. Final paving and completion of CSO#12 project.
5. Continue sewer lining project – 1,500 linear feet of largest sized sewer in the system which will provide increased sewer capacity for future development as part of CIP 2021. This reflects approximately 3.5% of the total Lebanon sewer interceptor length (43,000 linear feet/81 miles)).
6. Continue monitoring the installed sewer flow meters for "real time" information throughout the sewerage collection system. Increase the number of meters from ten to twelve.
7. Continue training of engineering staff on sewer model by modeling consultant.
8. Complete final design and construction of the Miracle Mile crosswalk/sidewalk project, Phase 2.
9. Continue to assist Police Department with roadway safety and traffic calming measures, such as temporary speed tables.
10. Continue floodplain assistance.
11. Continue assistance to Planning Department including agreements for 3rd party engineering assistance.
12. Continue to monitor and evaluate wastewater and water flows and sewer capacities to refine unit flowrates as part of new developments applications.
13. Continue construction of Hillcrest Acres (road/drainage/water) project.
14. Continue oversight of design of the Mechanic Street/Mascoma Street/High Street roundabout project.
15. Continue with design of the Route 12A/South Main Street "dry" bridge project.
16. Completion of site cleanup of 20 Spencer Street.

17. Start of final design of the Trues Brook Bridge project.
18. Start of final design of the Hanover Street/Route 120 bridge project.
19. Final completion of the Tunnel Project.
20. Start bid and construction of the Spencer Street infrastructure project.
21. Start design of the Hanover Street "Downtown Public Improvement" project (from High Street to the Route 120 intersection).
22. Successfully plan and manage CSO projects and other CIP projects.
23. Identify sewer project(s) for rehabilitation of the city's sewer collection system as part of CIP 2022-2027.
24. Investigate the feasibility of a second phase solar project which may include airport buildings.
25. Complete Phase 3 project of City Hall, bathroom renovations.
26. Complete Phase 1 and 2 of City Hall Renovations.
27. Preliminary plans for Mt. Support intersection improvements due to increased development.
28. Continue to assist Planning Department on inhouse Tap Grants Projects: Lahaye Sidewalk project and Route 120 pedestrian crossing.
29. Design Kimball Street and Forest Avenue reconstruction project including preliminary drainage study to direct increased flows to the Mascoma River.
30. Develop a Bridge Maintenance Plan.
31. Mill Road slope stabilization/study.
32. Bid and construct Airport Road Ext. Project.
33. Application to NHDOT for the Mechanic Street Bridge improvements near Exit 19 as part of their 10-year plan.
34. Begin tracking the cleaning of the stormwater treatment chambers with the Asset Management program.

Looking Ahead (2022-2023)

1. Engineering staff to become proficient with ability to perform the sewer model program.
2. Continue with asset management system for all applicable city departments including issuance of field tablets and use of work order system.
3. Completion of construction of CSO#13.
4. Successful completion and close-out of the CSO program.
5. Final construction completion of the Hillcrest Area roadway/stormwater/water project in 2022.
6. Start construction of the Mechanic Street/Mascoma Street/High Street roundabout project in 2023.
7. Start construction of the Route 12A/South Main Street "dry" bridge project in 2023.

- 8.** Develop a 10-year water/sewer/drainage/roadway system infrastructure CIP program.
- 9.** Design of streets surrounding Kimball Street (Green/Shaw/Elm/Union) roadway and infrastructure improvements.
- 10.** Construction of Kimball Street and Forest Avenue reconstruction projects.
- 11.** Construction of Lahaye sidewalk project.
- 12.** Design of Mack Avenue roadway and infrastructure improvements.
- 13.** Continue to assist Planning Department in the Lahaye TAP grant for pedestrian/bike improvements.
- 14.** Engineering oversight of the Crafts Avenue Extension development project.
- 15.** Implement a Bridge Maintenance Plan.
- 16.** Start construction of the Trues Brook Bridge project in 2023.
- 17.** Start construction of the Hanover Street/Route 120 bridge project in 2023.



RESPONSIBLE AND SUSTAINABLE SOLID WASTE RESOURCE MANAGEMENT

(Public Works)

Strategies

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

- The city shall explore ways to increase residents' and businesses' access to recycling and local foods. (13.7.SC)
- Develop and implement plans, procedures and practices to minimize the impact of the solid waste facilities impact on the environment.
- Develop and implement efficient means for customers to utilize and pay for the disposal of waste materials at the solid waste facility.

2020 Accomplishments

- Updated Solid Waste Code and associated disposal/recycling fees.
- Improved landfill utilization by decreasing the amount of daily cover materials as a waste covering technique.
- Met with participating communities to explain waste reduction initiatives and to improve communications.
- Started project design to develop a Landfill Gas to Energy Program which will utilize the landfill methane gas, which is presently being gas flared.
- Initialized and maintained more efficient residential payment system. This includes an agreement with three new local businesses for the sale of "punch cards" and phase out the libraries from the punch card sales program.
- Completed the Solid Waste Business Plan which includes recommendations of new disposal rates, equipment changes and improvements to public outreach.
- Distributed composted materials on city cemeteries and recreational fields.
- Continued to assess PFAS conditions of landfill leachate and treatment techniques.
- Upgraded exhaust fans at the Recycling Center to improve the building environment.
- Explored purchase of adjacent property for long term expansion capabilities of solid waste facility.
- Designed and constructed expansion to gas collection system, added two horizontal collection trenches.
- Improved recycling collection at City Hall.
- Created a new position of Solid Waste Technician who is responsible for management of special projects, including the future Landfill Gas to Energy Project and gas collection installation and monitoring project and asset management of facilities.
- Purchased an All Terrain vehicle to assist with field work and gas collection.

2021 Outcome Measures

1. Continue to meet quarterly with participating communities to explain waste reduction initiatives and to improve communications.

2. Continue to meet with schools, institutions and businesses to provide education on solid waste and encourage waste reduction.
3. Start construction project to develop a Landfill Gas to Energy Program which will utilize the landfill methane gas which is presently being flared.
4. Improve landfill gas collection infrastructure with additional collection wells, pumps and improved condensate pumps station.
5. Develop a new "online and/or smart phone app" as an additional option to punch cards.
6. Upgrade recycling facility loading dock area to improve trailer storage.
7. Continue to assess PFAS conditions of landfill leachate and treatment techniques.
8. Preliminary design of future Phases 3 and 4 landfill expansions.
9. Equipment/Fleet purchasing new loader.
10. Complete the Anaerobic Digester Study to determine feasibility of receiving food waste and sludge.
11. Construct/complete truck wash bay.
12. Continue to roll out new recycling bins to all city buildings/ departments.

Looking Ahead (2022-2023)

1. Research the potential for the sale of carbon credits due to the destruction of methane by the landfill gas flare.
2. Complete the Landfill Gas to Energy Project.
3. Continue meetings with participating communities to explain waste reduction initiatives and to improve communications.
4. Continue efforts to work with schools, institutions and businesses to provide education on solid waste and the encourage waste diversion efforts.
5. Preliminary design of the next phase of the landfill expansion.
6. Continue assessment of PFAS conditions including piloting a treatment unit.
7. Explore alternative waste disposal innovative techniques to enhance/extend landfill capacity life.
8. Construct expansion to gas collection system – Phase 2 in 2021-2022.
9. Continue Phase 3 design and permitting of the landfill expansion.



REDUCE ENERGY CONSUMPTION IN ALL PUBLIC FACILITIES

(Public Works)

Strategies

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

2020 Accomplishments

- Energy audit and RCx energy system recommendations implemented – Police station, City Hall, Lebanon Public Library (in process), water and wastewater treatment facilities.
- Streetlight Conversion Project: Inventory finalized a special contract with Liberty Utilities through the PUC for the city to take ownership of the streetlights and operate them on a smart network.

2021 Outcome Measures

1. Monitor energy consumption and review trends and opportunities for improved efficiency.
2. Continue effective management of engine idling policy.
3. Continue implementation of the energy efficiency measures of the Lebanon Public Library, City Hall, police station and water treatment facility and wastewater treatment facility as recommended in their audits and RCx.
4. Complete the Streetlight Conversion Project and implement Phase 2.
5. Continue to assess feasibility of city-owned electric vehicles. Wherever feasible, build out EV charging infrastructure for city fleet and residents' and visitors' vehicles.
6. Design new Valley Cemetery and Civic Field buildings in a way that helps meet the city's energy goals, which will include installation of solar on roofs.

Looking Ahead (2022-2023)

1. Develop and implement energy improvements to include renewable energy sources and energy conservation measures for the city and for residents, organizations and businesses, through Lebanon Community Power or Community Power of New Hampshire if feasible.
2. Complete Facility Assessment Plan/Facility Condition Assessment.
3. Make Beehive operational regarding the tracking of city facility assets.
4. Long Range Capital Maintenance & Energy Use Plan ([8.1.A12](#); [8.1.A13](#)) including 30-year plans for converting all City buildings to non-greenhouse gas producing renewable heating sources.
5. Conduct energy audits or retro-commissioning on the GAR building, DPW Administration building, DPW Garage and airport buildings.



SAFE DRINKING WATER

(Public Works)

Strategies

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

- Conduct a test well program on the identified supplemental water supply source site. (8.1.A23)

2020 Accomplishments

- Met or exceeded all compliance testing.
- Current project review process incorporated a Water Department review of all proposed developments that may affect the city water supply.
- Completed construction of the major improvement project at the Water Treatment Plant.
- Vacant water operator staff positions filled.
- Continued implementation of the Water System Business Plan.
- Reduced the number of “non-reading” water meters to zero.
- Continued upgrade of water mains as part of CSO#11 and #12 Projects.
- Upgraded water mains as part of the Hillcrest Acres Project.
- Developed new flushing program for the entire distribution system.
- Continued with annual water system maintenance - Water Gate Valve Exercising.
- Water system received Fluoride Award from NH Dental Health Coalition in cooperation with NH CDC.
- Continued with water system GPS mapping as part of the Asset Management Program.
- Repaired or replaced non-working fire hydrants.
- Continued with implementation of the asset management system of the water treatment plant, booster stations and water storage tanks and water distribution system. Trained staff with field tablets and work order system.
- Cleaned the four water storage tanks because of the findings of the 2019 inspections.
- Cleaned the water plant wet well.
- Cleaned the big lagoon.
- Continued with PFOS/PFAS sampling.
- Continued with documentation of potential contamination sources and continued with recommended mailings and inspections.
- Received a grant to perform leak detection of the entire water system. This was canceled by NHDES due to Covid-19 but we will receive this service post Covid.
- Completed an update to the Water Development Fee/Water Impact Fee ordinance.
- Hired a contractor to complete the rehabilitation of internal piping in the Prospect Booster Station.

2021 Outcome Measures

1. Continue monitoring water quality and system operation.

2. Continue to develop/improve the source water protection plan and explore NHDES grants that are available.
3. Continue with PFOS/PFAS sampling.
4. Continue with documentation of potential contamination sources and continue with recommended mailings and inspections.
5. Become more active in Mascoma Lake Protection Association.
6. Work with local companies and volunteers as part of a river cleanup program (this was put on hold due to COVID-19).
7. Continue implementation of recommended measures of the Water System Business Plan.
8. Conduct a study to determine unaccounted water loss in the system.
9. Complete construction to the rehabilitation of internal piping in the Prospect Booster Station.
10. Continue with implementation of the asset management system of the water treatment plant, booster stations and water storage tanks and water distribution system. Train staff with field tablets and work order system.
11. Upgrade of water mains as part of CSO#13 Project.
12. Continue water system maintenance to include watermain flushing with a goal of 100%.
13. Continue water system maintenance to include water gate valve exercising with a goal of 100%.
14. Complete New Water Source Study.
15. Clean little lagoon.
16. Replace SCADA Computers.
17. Develop a 5-year plan for water distribution system improvements including storage tank maintenance.
18. As part of our energy savings efforts during the point of coincident peak demand of the electrical grid, the water treatment facility was exporting power rather than consuming which resulted in savings on our peak demand charge.

Looking Ahead (2022-2023)

1. Explore funding for "backup" city water source, based on the findings of the 2021 study. Create a CIP project to build the backup water source.
2. Research and obtain a grant for source water protection of the watershed.
3. Continue testing of treated water for PFAS and other emerging contaminants.
4. Join the AWWA Partnership for Clean Water "Club".
5. Complete and begin to execute the 5-year plan.
6. As part of our energy savings efforts during the point of coincident peak demand of the electrical grid, the water treatment facility will maximize

efforts to export power rather than consuming which will result in savings on our peak demand charge.



SAFELY TREATED WASTEWATER

(Public Works)

Strategies

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

2020 Accomplishments

- Met or exceeded all compliance testing except for three E. Coli violations.
- Continued work on the Wastewater Collection System Modeling.
- One (1) permitted allowable CSO overflow occurred in 2020. The lowest year to date since 2009 when the CSO separation began. The highest number of discharges occurred in 2011 with 63.
- Received approval from EPA to close the seven registered CSO outfalls. Five were permanently closed and two require manufacture of specialized slide gates that were ordered and have not been received due to the lengthy shop drawing and approval process.
- 14,670 feet of the Lebanon Sewer Interceptor were cleaned and lined as part of sewer system flow capacity improvements. This reflects 61% of the sewer collection system having been replaced or lined in the last 12 years.
- Completed the cleaning of 46,837 (approximately 12% of the entire system) linear feet of sewer lines with a contractor.
- Hydraulically "pigged" (cleaned) 13,813 linear feet of 10-in pressure sewer main from Route 4A atmospheric break to Bank Street vault control valve.
- Continued to implement the recommended measures from the Wastewater Business Plan.
- Continued with asset management system and incorporation of assets into program and field. Conducted additional training of staff.

- Completed the SCADA Route 4A pump station and Route 4A atmospheric break upgrade.
- Completed a pump rebuild at 12A wastewater pump station.
- Implemented new septage rates due to the positive results of the 2019 pilot study. This resulted in a change in revenue from 2018 (pre pilot study) of \$94,581.20 to \$226,181.60 in 2020 (post pilot study) a gross increase of \$131,600.40.
- Initiated an extensive easement clearing program.
- Continued with routine inspection of grease traps, oil and sand separators and siphons.
- Issued 5 new industrial discharge permits.
- Evaluated 5 options for the Huber dewatering upgrade and began final design after approval from structural engineers.
- As part of our energy savings efforts, during the point of coincident peak demand of the electrical grid the wastewater treatment facility was exporting power rather than consuming which resulted in savings on our peak demand charge.

2021 OUTCOME MEASURES

1. Continue ongoing monitoring of wastewater treatment and system operation including cleaning of sewer mains with staff.
2. Bid and complete sewer lining contract. This will include a Pre-1960's 24-inch sewer on Taylor Street and a 1965 36-inch sewer that connects Taylor Street to Water Street. This project will include approximately 1,500 feet of sewer interceptor lining. This reflects approximately 3.5% of the total sewer interceptor length (43,000 linear feet).
3. Bid and complete sewer cleaning contract of approximately 34,000 linear feet. The West Lebanon Interceptor was cleaned in 2020. The additional 34,000 feet reflects approximately 9% of the entire sewer system. These are most of the older sewer pipes of various sizes leading to the sewer interceptor line.
4. Physically close out remaining 2 CSO projects.
5. Complete odor control study.
6. Complete design and bid the sludge dewatering upgrade for the wastewater treatment facility.
7. Continue with asset management in the collection system and wastewater treatment facility assets. Also continue field training of staff with field tablets.
8. Maintain compliance with the newly issued Multi-Sector General Permit for discharge of stormwater from the wastewater treatment facility site.
9. Complete budgeted items for the wastewater treatment facility including: Grinder rebuilds, generator services, Route 4A Pump Station

new pump installation and sludge storage and blend tank PLC and VFD upgrades.

LOOKING AHEAD (2022-2023)

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

RECREATION, ARTS AND PARK



AN EXPANDED MASCOMA RIVER GREENWAY

(Recreation, Arts & Parks)

Strategies

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. [\(2.1.S7\)](#)
- Encourage the railroad to consider the needs of residents and business owners and recognize the benefits of using railroad rights-of-way as bicycle pedestrian trails. [\(2.1.S12\)](#)
- Support efforts to promote the Mascoma River as a scenic and recreation asset. [\(2.4.S2\)](#)
- Develop system of paths and bikeways connecting neighborhoods, parks and CBD. [\(3.1.S13\)](#)
- Improve access to Mascoma River frontage. [\(3.1.S17\)](#)
- Create and improve bikeway linkages, such as extending the Northern Rail Trail/Mascoma River Greenway to West Lebanon. [\(3.1.S18\)](#)
- Identify bike routes off main streets in an effort to make transportation more accessible for riders. [\(3.1.S19\)](#)
- Focus on the Mascoma River and highlight it through urban design. [\(3.1.S26\)](#)
- Invest in the West Lebanon downtown by constructing and upgrading the infrastructure, including parks. [\(4.1.S3\)](#)
- Promote linkages with West Leb CBD as well as recreation areas and Lebanon CBD with bike and pedestrian pathways. [\(4.1.S17\)](#)
- Support land use patterns that promote alternatives to vehicles. [\(5.1.S13\)](#)
- Encourage as part of neighborhood planning, pedestrian oriented and traffic calming amenities. [\(7.2.S2\)](#)
- Cooperate with groups, such as Friends of the Northern Rail Trail and the Upper Valley Trails Alliance, to maintain and extend the existing rail trail from Lebanon to West Lebanon. [\(9.3.S1\)](#)
- Promote improved pedestrian facilities throughout the City. [\(9.4.S4\)](#)
- Support the “String of Pearls” project of the Lebanon Rotary Club. [\(10.1.S9\)](#)
- Develop additional safe multi-use trails to offer connectivity throughout the City and to other UV towns. [\(10.1.S10\)](#)
- Provide opportunities along walking and biking trails for non-structured uses. [\(10.1.S12\)](#)
- Address walkability and bikability in conjunction with traffic planning. [\(10.1.S14\)](#)

- Continue to provide recreational opportunities for all users, including people with disabilities and others needing special accommodation. ([10.2.S1](#))
- Support efforts to extend the Northern Rail Trail/Mascoma River Greenway from downtown Lebanon to West Lebanon. ([11.1.S13](#))

2020 Accomplishments

- Installed benches.
- Installed kiosks.
- Created wayfinding signage and trail rules.
- Sealed 50% of wooden railings.
- Negotiated agreement with Miracle Mile Plaza owners for official access (Planning Department).
- Designed downtown parking connection to Spencer Street trailhead (Planning and DPW Departments).

2021 Proposed Outcome Measures

1. Sign agreement with Lebanon Ford owners for official access.
2. Sign agreement with Miracle Mile Plaza owners for official access (Planning Department).
3. Complete connection from High Street/Mascoma Street intersection through the tunnel.
4. Negotiate rail discontinuance from Glen Road terminus to Riverside Park.
5. Assist NH rail-trail agencies with amending RSA 212:34 and 508:14 to include railroad operators, creating Rail-with-Trail possibilities.
6. Identify and remove invasive species along the MRG utilizing community volunteers and inaturalist.org.
7. Enhance social media/online presence for MRG.
8. Complete kiosks, wayfinding signage installation, rules and maps.
9. Complete connection improvements between tunnel and Spencer Street trailhead. (DPW)
10. Install signage for artwork featured on the MRG to convey the message behind the art.

Looking Ahead (2022-2023)

1. Installation of gateway structure.
2. Rehabilitate connector bridge by Lebanon Ford.
3. Expand railroad discontinuance west of upper Glen Road to Stone Arch.
4. Continue West Lebanon Greenway effort to connect MRG to Westboro and north to River Park.
5. Establish official connector trail between MRG and Mascoma Street Extension via I-89 fence line.



ADEQUATE ATHLETIC FIELD SPACE IS AVAILABLE CITYWIDE

(Recreation, Arts & Parks)

Strategies

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

2020 Accomplishments

- Completed evaluation of Timken property wetland impacts.
- Researched Two Rivers Conservation Land option.
- Installed irrigation spigot at Eldridge Field.

2021 Proposed Outcome Measures

1. Obtain Conservation Commission and UV Land Trust permission to develop master plan for Two Rivers Park that includes playing fields.
2. Conduct preliminary engineering and estimates for Two Rivers Park development.
3. Continue Community Center design process to aid with indoor field space.
4. Secure long-term relationship and agreement for 75 Bank Street fields.
5. Explore the possibility of leveling out Civic Memorial Park to produce a multipurpose field.

Looking Ahead (2022-2023)

1. Build a new community center that addresses our indoor field space.
2. Build new fields and improve conservation outcomes at Two Rivers Park.



A DIVERSE NUMBER OF PROGRAMS AND SPECIAL EVENTS

(Recreation, Arts & Parks)

Strategies

- Lebanon CBD: Continue to work with partners like LOH, CCBA, other non-profits and business partners to develop, sponsor and promote activities like the Farmers' Market on Colburn Park and the Mall. [\(3.1.A15\)](#)
- Support the arts as a distinctive and significant component of the local economy. [\(6.2.S2\)](#)
- Promote Lebanon's recreational assets. [\(6.2.S3\)](#)
- Continue and expand the summer day camp program's leadership development program for junior high school age youth. [\(10.1.S4\)](#)
- Continue to offer recreational and cultural activities where senior citizens can interact and collaborate with people of all ages. [\(10.1.S5\)](#)
- Broaden support for the growth of structured after school programming that is coordinated and inclusive of youth at all ages and income levels. [\(10.1.S7\)](#)
- Continue to provide recreational opportunities for all recreational users, including motorized recreational vehicle users, people with disabilities, and other users needing special accommodation. [\(10.2.S1\)](#)
- Promote an educational program on the recreational opportunities available in Lebanon as well as improve the signage at the sites to make them more visible to the public. [\(10.2.S2\)](#)
- Conduct outreach to promote and strengthen Lebanon's Farmer's Market. [\(13.3.A8\)](#)
- Pursue partnerships in programming where partners take the lead, increasing our program offerings without increasing operating expenses.
- Increase adult programming, particularly for 20's and 30's.
- Continue to use social media to improve communication with the public. [\(2.1.A18\)](#)

2020 Accomplishments

- Created virtual programming opportunities and unique ways to keep residents engaged.
- Improved sanitation stations at various parks (touchless restroom fixtures and hand sanitation devices at playgrounds).
- Connected with the community through current and dynamic social media content.
- Kept Farmers' Market open through COVID.

2021 Proposed Outcome Measures

1. Cautiously reintroduce Spring and early Summer programming with COVID precautions.
2. Relaunch full programming schedule in July.
3. Establish robust young adult programs i.e. YOLO List.
4. Attract at-risk youth through Outdoor Adventure programming and other non-traditional programs.
5. Design and develop a plan to build a community center allowing for increased special event and out of school time programming.
6. Assist Lebanon Opera House with Nexus Music Festival.
7. Partner with UV Business Alliance to offer 2nd Annual Leb Fest in September.
8. Enhance partnership with the Upper Valley Senior Center to further meet the recreational needs of the senior population.
9. Partner with Spark! to enhance the recreational offerings for people living with special needs.

Looking Ahead (2022-2023)

1. Expand program opportunities at new playing field complex and community center.
2. Partner with local businesses and non-profits to create additional special events.



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

(Recreation, Arts & Parks)

Strategies

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. ([2.1.S7](#))
- Look for opportunities to increase and upgrade recreational areas and facilities within the CBD, such as “pocket parks” and walking and biking paths. ([3.1.S16](#))
- Continue with membership in the Tree City USA program for assistance in setting up a tree planting and maintenance program. ([3.1.A7](#))
- Identify properties in the West Lebanon CBD for a centrally located park and/or community center facility, as well as pocket parks. Coordinate any land banking with the most recent recreation master plan and NRI report. ([4.1.A8](#))
- Identify parks and recreational facilities through publicity and signage that includes a brief history of who donated the land, interesting facts about the property, and existing trails and/or flora in the area. ([5.2.A17](#))
- Investigate and develop City-owned lots for use as pocket parks. ([10.1.A2](#))
- Take advantage of opportunities to beautify public spaces. ([12.1.S9](#))

2020 Accomplishments

- Installed lights and pavilion at Rusty Berrings Skatepark.
- Installed new playground at Maple Street, West Lebanon.
- Installed new Graffiti Park at Riverside Community Park.
- Improved turf conditions at Coburn, Eldridge and Civic parks.
- Reroofed pool buildings and replaced damaged fencing.
- Mitigated poison ivy utilizing goats at Riverside Park and the Basin Fields eliminating the need for pesticides.
- Built new pavilion at Storrs Hill Ski Lodge.
- Partnered with Lyme Properties and Friends of River Park to create XC Ski trails at River Park.
- Installed Lebanon Mall Gardens’ sign.
- Designed new Civic Park Maintenance Garage.
- Installed new benches and picnic tables throughout Colburn Park.
- Designed new walkways throughout Colburn Park with DPW.
- Re-decked 2 rail trail bridges and railings.

2021 Proposed Outcome Measures

1. Build Civic Park maintenance garage.
2. Identify Adopt-a-Park organization for North Westboro Pocket Park.
3. Develop Westboro Park conceptual plans with West Lebanon Revitalization Committee.
4. Complete Colburn Park fence restoration.
5. Complete Colburn Park sidewalk project.
6. Install WiFi in Colburn Park and Civic Park.
7. Install new lighting at Civic parking area and Maple Street Playground.
8. Complete final phase of Rusty Berrings Skatepark improvements.
9. Continue to mitigate invasive species utilizing environmentally friendly methods.
10. Establish Lebanon Citizens Tree Board.
11. Create tree inventory map and educational component for Colburn Park.
12. Re-paint spray features at Lebanon Memorial Pool.
13. Expand recycling/composting plan.
14. Install donor sign for Rusty Berrings Skatepark.
15. Develop a mobile-friendly tool for all park lands and trails that give a great digital map.
16. Pave NRT between Spencer Street and Bank Street Extension (DPW).
17. Re-deck two additional rail trail bridges.
18. Install pickleball lines and movable nets at Civic Park.

Looking Ahead (2022-2023)

1. Redesign fencing at Riverside Park.
2. Develop a pocket park at 3 Seminary Hill.
3. Create playground replacement plan.
4. Invest in a shade structure for the Lebanon Memorial Pool.
5. Install lights at the Lebanon Memorial Pool for nighttime use in summer months.
6. Construct stairs from Pat Walsh Park to Northern Rail Trail.
7. Install restroom at Riverside Community Park.
8. Open Great River Hydro's Boston Lot parking area year-round.
9. Complete rail trail bridge re-decking projects and improve drainage and surfacing along NRT.
10. Expand fenced-in area at Lebanon Memorial Pool.
11. Develop construction plans for Westboro Park.



CITIZENS RECOGNIZE THE HEALTHY CHOICE IS THE EASY CHOICE

(Recreation, Arts & Parks)

Strategies

- The city shall sustainably manage its physical, social, and economic development in such a way as to maintain a pleasant, healthy, safe, and stimulating environment for all its residents. ([1.A-2](#))
- The city recognizes the important role recreational activities play in... promoting healthy lifestyles. ([10A](#))

2020 Accomplishments

- Improved access to parks and active living (MRG, Maple Street Playground).

2021 Proposed Outcome Measures

1. Implement Safe Routes to Play improvements.
2. Incorporate active living into everyday life, example, permanent hopscotch on sidewalks.
3. Invest in more outdoor picnic tables that are made of recycled materials for a longer lasting product.
4. Eliminate barriers that limit participation in our programs i.e. Finances, Time, Transportation.
5. Install water bottle filler fountain at the pool.

Looking Ahead (2022-2023)

1. Install water fountain with bottle filler and drinking spout at all Recreation facilities.



"FRIENDS OF LEBANON RECREATION & PARKS" ARE ENHANCING OUR PARKS

(Recreation, Arts & Parks)

Strategies

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

2020 Accomplishments

- Successful partnerships with Kirschner family for skatepark improvements, and Church-Cole for Pollinator Gardens.

2021 Proposed Outcome Measures

1. Recruit more supporters of a broad age range for ideas, fundraising efforts, etc.
2. Begin next park improvement project: climbing boulder, MRG improvements, natural playground.
3. Expand board to 7 members and identify new President.

Looking Ahead (2022-2023)

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



ARTS AND CULTURE ARE A VIBRANT PART OF LEBANON'S IDENTITY

(Recreation, Arts & Parks)

Strategies

- Encourage placement of outdoor sculpture art on public land, coordinating with AVA and others. [\(3.1.S10\)](#)
- The entirety of City of Lebanon Master Plan [Chapter 12](#).

2020 Accomplishments

- Designed, constructed and opened the Graffiti Park at Riverside Community Park.
- Rebranded name to Lebanon Recreation, ARTS & Parks.
- Designed and installed wrap on the Lebanon Recreation, Arts and Parks Van.

2021 Proposed Outcome Measures

1. Develop and adopt a master plan for tunnel art.
2. Aid Lebanon Opera House with the Nexus Music festival.
3. Promote and hold live concerts in Colburn Park.
4. Partner with UVBA for the LebFest.
5. Install arts oriented light pole banners in both CBDs.
6. Establish sidewalk poetry and RainWorks Art with the Arts and Culture Commission.
7. Install signage for public featured on the MRG to convey the message behind the art.
8. Establish a non-profit fundraising platform for Arts & Culture Commission, either through a new 501c3, or in partnership with Friends of Lebanon Recreation & Parks.
9. Ratify and administer ADM – 136 Public Art Policy.

Looking Ahead (2022-2023)

1. Establish and promote Lebanon Arts Walk from AVA Gallery to and through the tunnel.
2. Annual implementation of tunnel art master plan.
3. Installation of historical markers/interpretive signs along the MRG and NRT.
4. Public art installations in Westboro Park.
5. Public art in the Mechanic/High/Mascoma Street roundabout.