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# CITY OF LEBANON NEW HAMPSHIRE



## 1989 CITY REPORT

Containing Operating Results  
for the  
Year Ended December 31, 1988

CITY COUNCIL

Philip W. Mans, Mayor	Ward II	3/88 - 3/90	448-2676
Nancy M. Esquivel, Asst Mayor	At Large	3/88 - 3/89	448-2274
Harold Blodgett	Ward III	3/89 - 3/91	448-3960
William E. Conner	Ward I	3/89 - 3/91	298-5227
Mark W. Farnham	Ward II	3/89 - 3/91	448-5743
David J. Jescavage	Ward III	3/89 - 3/90	448-3461
Frank E. Mastro	At Large	3/86 - 3/90	448-1899
Feno H. Truax	Ward I	3/88 - 3/90	643-2894
John Wasson	At large	3/86 - 3/90	448-2663

CITY ORDINANCES

Number	Title	Number	Title
1	Enactment of Ordinances	32	Conservation Commission
2	Zoning Ordinance	33	One-way Streets
3	Stop Sign Colburn/Williams Streets	34	Sanitary Landfill Rules & Regulations
4	Planning Board	35	Pedestrian Safety by use of sidewalks
5	Regulating Winter Parking	36	City Historian
6	Campbell St. Parking Regulations.	37	Establishment of Department of Public Works
7	Ordinance Regulating Use of Bicycles	38	Flood Damage Prevention Ordinance
8	Establishment of Water Rates	39	Prohibition against consumption of alcoholic beverages in certain places
9	Parking RE Mascoma Street	40	Sewer Ordinance
10	Amendments to Zoning Ordinance	41	Sewer Connection Fee established
11	Changing Name of Airport Franklin Street	42	Sewer Department Residential User Rate
12	Amendment to Zoning Ordinance	43	Ordinance relating to Library Trustees
13	Ordinance relating to Dogs & Other Animals	44	Ordinance relating to Recreation Commission
14A	Parking RE South Main Street, W.L.	45	Licensing Ordinance
15	Water Department Rules & Regulations	46	Standard of Conduct Relative to Municipal Contracts
16A	Water Investment Fee Ordinance	47	Ordinance Prohibiting Traffic in Drug Related Objects
17	Regulating & Controlling Use of P.A. Systems, etc.	48	Ordinance establishing Procedures for Filing Initiative Petitions
18	Salary Plan	49	Septage Rate & Disposal Ordinance
19	Ordinance relating to Substandard Housing	50	Ordinance creating Driveway & Culvert Policy
20	Hough Street parking regulations	51	Waiver of Motor Vehicle Registration Fee of Former POWs
21	Regulation of Taxicabs	52	Ordinance relating to the Soldiers Memorial Building
22	Junk Dealers & Junk Yards	53	Regulation of Highway Excavation
23	Building Code, Fire Prevention Code adopting Ordinance	54	Board of Assessors
24	Motor Vehicle Traffic & Parking Meters	55	Alarm Ordinance
25	Cemeteries Rules & Regulations	56	Special Assessment Procedures
26A	Mobile Homes		
27	Regional Planning Commission		
28	Snow & Ice Ordinance		
29	Loitering Ordinance		
30	Traffic Ordinance		
31	Snow Traveling Vehicle Ordinance		





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## City of Lebanon

July 17, 1989

Dear Lebanon residents,

I am pleased to convey the City's forth Annual Report for the fiscal year ending December 31, 1988. The report contains a wealth of information on the programs and projects of the various City Departments, Boards and affiliate agencies. It also contains the results of our annual audit by the auditing firm of Carri, Plodzik, Sanderson of Concord.

As you will see in the following pages, we are a financially healthy City with many significant public improvement activities and programs ranging from systematic infrastructure construction and repair to a full complement of well-recieved recreational programs. Lebanon is an exciting and growing City. I am proud of it and hope that you will share this pride as you peruse the report.

Sincerely,

Steven L. Smith  
City Manager

1988 Lebanon City Report  
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1989 CITY REPORT  
CITY OF LEBANON, NEW HAMPSHIRE

DESCRIPTION OF CITY

General Information

Lebanon is located on the Vermont/New Hampshire border midway between Massachusetts and Canada. It is one hundred and twenty miles from Boston and one hundred and fifty miles from Hartford, Connecticut. Located at the junction of the Mascoma, White and Connecticut Rivers, the area grew from woolen mill profits in the 1800's. Due largely to the location of Dartmouth College and Mary Hitchcock Memorial Hospital in adjacent Hanover, a large and growing Veteran's Administration Hospital in Hartford (White River Junction), Vermont, a large hydropower generation facility, as well as its proximity to some of the largest ski areas in New England, the area has shown steady growth combined with low unemployment. New Hampshire had the lowest unemployment rate in the United States during 1988 and the Lebanon job center had the second lowest rate in the state.

Transportation and Economy

Lebanon is located near the intersection of Interstates 89 and 91. As a consequence several trucking companies and two bus systems serve Lebanon. The Lebanon area is served by the Boston and Maine railroad, Amtrak, and full-service commercial airlines to New York, Boston, and other major eastern cities from the City's airport. The Lebanon, Hanover, and Hartford (Vermont) area constitute a regional economic center for northern Vermont and New Hampshire. Large shopping malls attract consumers from a sixty mile radius. Three major hospitals serve persons from both states.

City Government

Lebanon was incorporated as a town in 1761 and granted a City Charter in 1958. The Charter established the City under the Council/Manager form of government. The City is governed by a nine member City Council. Three council members are elected at large, and two from each of three wards. Each ward elects councilors to the City Council. Each councilor holds office for a term of two years. The Mayor and Assistant Mayor are elected by the Council to serve a one year term. The Mayor chairs the Council meetings. The City Council establishes policy relative to the administration of all fiscal, prudential, and municipal affairs within the City. The City Manager is the chief executive officer of the City and carries out the policies established by the City Council.

General government services are provided by the City including police and fire protection, water and sewer service, streets, municipal parking, health and welfare, library, and recreational facilities. The City bills and collects its own property taxes and also collects taxes for Grafton County and the Lebanon School District (a separate corporate entity). City tax rates have been relatively stable over the past several years as the chart below shows. Growth in commercial and industrial land uses bode well for tax rates in the future while diminishing state and federal financial aid will create problems for local policymakers.

Appointed Officials

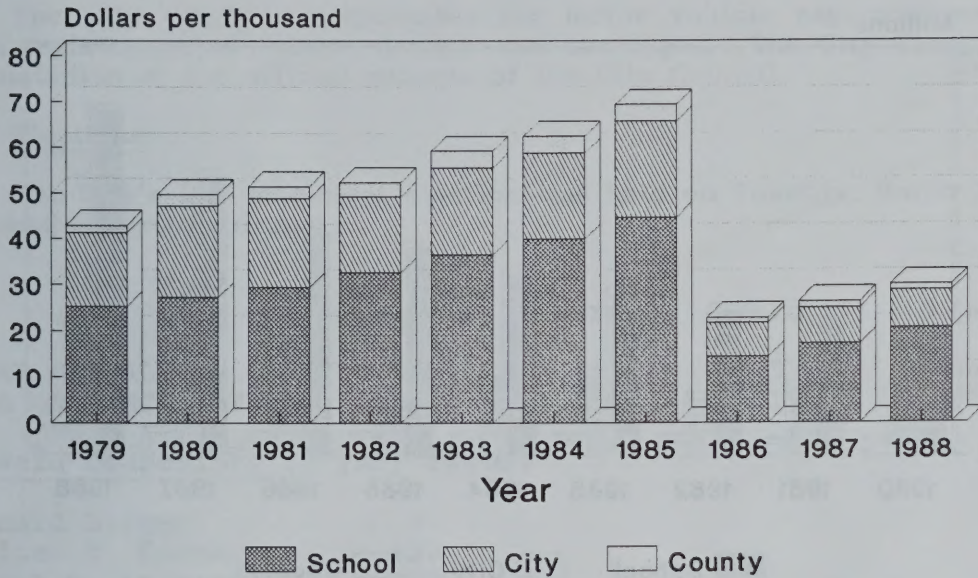
City Manager	Steven L. Smith
Building Inspector	Parmly Wills
City Clerk	Dorothy Doyle
Fire Chief	John D. Shaw, Jr.
Librarian	Jean E. Mansell
Planner	Kenneth L. Niemczyk
Police Chief	Donald L. Vittum
Public Works Director	George Gline
Recreation Director	Cindy M. Heath
Treasurer/Finance Director	John P. Aubin
Zoning Administrator	Carmela Hennessey

The following charts show the relative growth of the three tax rates for the City and also the value of Building Permits over the past several years. While the total tax rate has grown substantially, it would have grown much more without the "building boom" we have experienced.



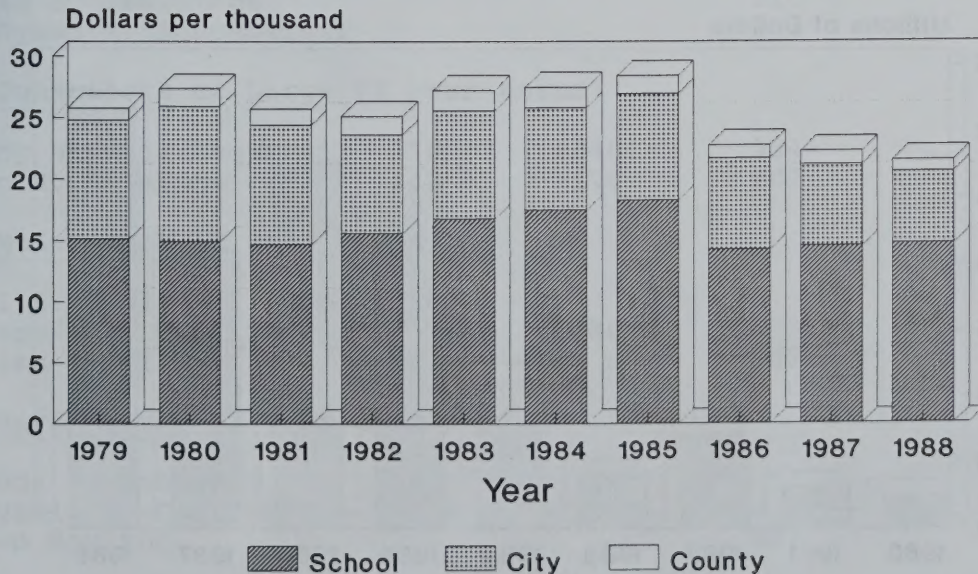
# City Tax Rates 1979-1988

## Nominal



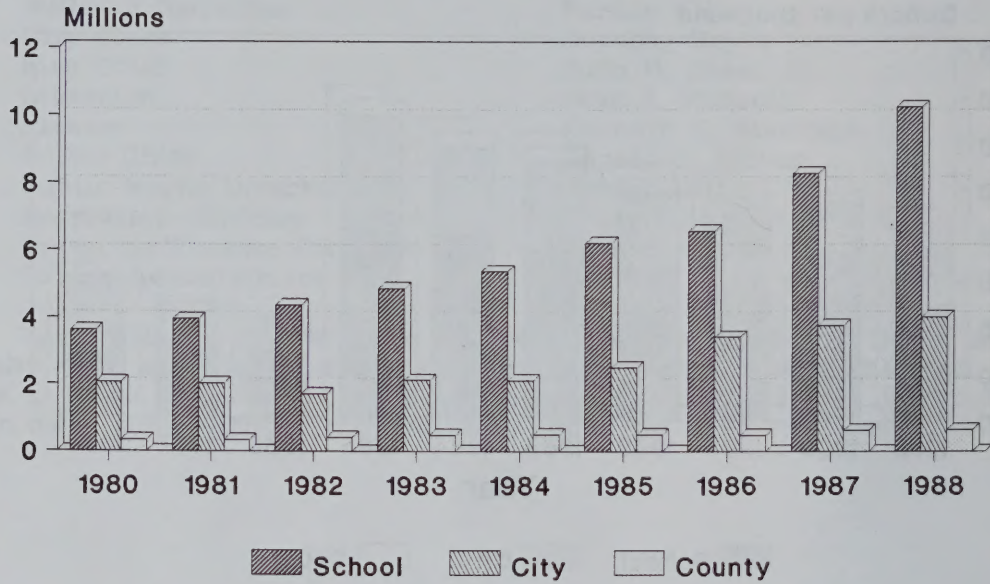
# City Tax Rates 1979-1988

## Equalized



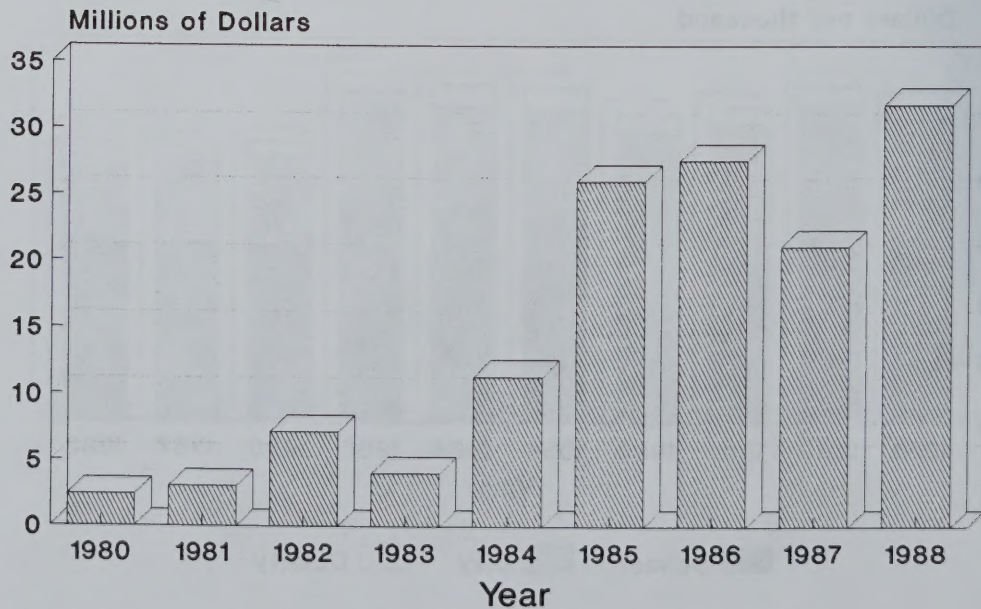
# Taxes Raised--1980-88

## School, City, County



# City of Lebanon

## Building Permit Values





REPORTS OF CITY DEPARTMENTS

City Clerk

The City Clerk is responsible for motor vehicle registrations, elections, registration of births, deaths, and marriages. The City Clerk is also the custodian of the official records of the City Council.

Elections:

The City's 1989 municipal election was held on Tuesday, March 14, 1989. The results are as follows:

	Ward 1	Ward 2	Ward 3	Total
NUMBER OF BALLOTS CAST	535	453	553	1,541
NAMES ON CHECKLIST	2,560	2,254	2,117	6,931

For Ward Councilors (2 year terms)

Richard Berger	97			
*William E. Conner	120			
Albert H. Leonard	198			
Russell F. Cantlin, Jr.		165		
*Mark W. Farnham		264		
Suellen Balestra			217	
*Harold B. Blodgett			325	

For Ward Councilor (1 year term--unexpired term of Karen Wadsworth)

*David J. Jescavage			310	
Kathynn W. Schonberger			217	

For Councilors at Large (2 year terms)

*Nancy Merrill Esquivel	276	246	334
John P. Yacavone	242	194	207

For Moderators (2 year terms)

*Carl E. Begin	450		
*Gertrude J. McFarlin		386	
*Josiah F. Hill			487

For Ward Clerks (2 year terms)

*Brenda B. Johnson	447		
*Virginia H. Cantlin		403	
*Karen Moulton			487

For Supervisors of the Voter Checklist (2 year terms)

*Grace Dickerson	*35 (WI)	
*Margaret Dutille	*16 (WI)	
*Joanne LaCasse	*18 (WI)	
*Barbara J. Couture		381
*Elaine A. Elliott		377
*Dorothy H. Highter		325
*Marylin S. Babineau		471
*Veneda Murphy		457
*Selma Sanborn		454

\*Candidates Declared Elected

<u>Selected Statistics:</u>	1988	1987
Births recorded to Lebanon Residents	137	156
Births recorded in Lebanon for Non-Residents	205	208
Deaths of Lebanon Residents Recorded	97	95
Motor Vehicles Registered	13,428	12,753
Motor Vehicles Receipts	\$1,007,309	\$ 940,391

Respectfully submitted,

Dorothy Doyle  
City Clerk

Police Department

The mission of the Lebanon Police Department is to enforce the laws of society, maintain order in the community, protect life and property, and to assist the public-at-large in a manner consistent with the rights and dignity of all persons as provided for by law and under the Constitution of the United States and the State of New Hampshire.

The Department is striving to become a community-based Police Department. To become effective in community relations, the Department has to be aware of two very important elements. First, the Police must recognize that they receive their mandate from the City and are responsible to the City in the performance of their duties. Second, community relations must be a priority of total police operations involving all members of the Department. Combining departmental programming and officer behavior is very important in meeting this challenge. The Lebanon Police Department is working hard to maintain this as its primary responsibility.

Last year the Police Department's community involvement included such activities as the Officer Phil Program, Alcohol Free Graduation, Halloween activities, presentations to Civic groups, and a Fun Run for the Lebanon Pre-school. Police officers also spent numerous hours making presentations to Civic Groups.



1989 Lebanon City Report

LEBANON POLICE DEPARTMENT  
ACTIVITY SUMMARY

	1985	1986	1987	1988
Calls for Service	10,007	15,663	16,134	18,750
Known Criminal Offenses	1,020	1,532	1,761	1,762
Criminal Arrests/Summonses	547	796	922	956
Known Motor Vehicle Offenses	1,665	3,188	2,868	2,905
Motor Vehicle Arrests/Summonses	1,626	3,117	2,756	2,779
Property Stolen	\$594,154	434,039	486,975	477,756
Property Recovered	\$258,144	344,212	341,212	218,733
Accidents	719	859	1,019	978
Fatal Accidents	2	4	1	2
Juveniles Handled (within Dept.)	130	129	137	114
Juveniles Referred to Other Agency	69	58	88	57
Juveniles to Court	65	69	144	195

The Activity Summary outlines some of the levels of service provided by the Police Department in 1988, with comparisons to 1985, 1986, and 1987. The Police Department is involved in many other areas of service, some of which are parking control, assists to motorists, business and residential security, and motor vehicle warnings.

I wish to thank all members of the Police Department, the City Council, and the many citizens for helping us toward our goals.

Respectfully Submitted,

Donald L. Vittum  
Chief of Police

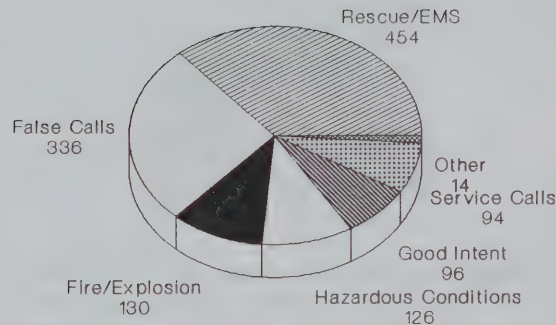
Fire Department

The trend of increasing calls for service from the Lebanon Fire Department continued in 1988. A total of 1,250 calls were answered by the Fire Department, an increase of approximately 12 percent over 1987.

Annual Response History

Year	# of Calls	Year	# of Calls
1979	689	1984	656
1980	722	1985	758
1981	677	1986	893
1982	614	1987	1,103
1983	550	1988	1,250

## Fire Alarm Calls 1988



The Lebanon Fire Department employs 18 career firefighters. Approximately 50 call firefighters are assigned to 3 stations. We operate 5 pumping engines, 2 ladder trucks, 1 rescue truck, and 1 tanker. A pickup truck is provided for routine use of the duty crew, and a station wagon is provided for the Fire Prevention Officer, and a sedan is available for the Fire Chief as an incident command vehicle.

The 10,000 gallon fuel tank at Station 1 was cleaned and removed in 1988. A new 1,000 gallon, double-walled tank was installed as a replacement. The reason for the removal was the age of the tank and State Environmental protection Agency regulations.

Ladder 1 was sent to American LaFrance repair facility in Dumore, Pennsylvania for an overhaul of the hydraulic system and a ladder test. The ladder test, done by National Testing, found many cracks and the ladder was thereby condemned by American LaFrance. At their suggestion, a new, 85 foot ladder was installed on our unit because they were no longer manufacturing 75 foot ladders. The unit was then returned to Lebanon. The apron of Station 1 had to be raised in front of the ladder bay to allow the ladder to be backed into the station. This was due to the additional length of the new ladder.

In September, 1988 representatives of ISO Commercial Risk Services, Incorporated, were in Lebanon for the purpose of conducting a survey of the City's fire protection capabilities. The results of this survey should be known in early 1989. We hope to improve our class from a Class 5 to a Class 4. If this improvement is obtained, all commercial properties in Lebanon within the hydrant area should see an insurance rate reduction.



Captain Albert Leonard retired from the Lebanon Fire Department on May 31, 1988. Captain Leonard served the City of Lebanon Fire Department for a period of 21 years, having been appointed as a firefighter on May 1, 1967.

In conjunction with the New Hampshire Fire Standards and Training Commission and the Lebanon Fire Department, the combined operations portion of the 1988 Firefighter Recruit Class was held in Lebanon. This was done at the Korpela Farm on Route 12A in West Lebanon. This involved the fighting of actual live fires by the members of the class and culminated in the burning of all of the buildings on the site.

Many hours were spent by the Fire Prevention Division in meetings for plan review for the Dartmouth Hitchcock Medical Center. The culmination of many years of hard work was seen in the ground breaking for this facility in September. Years end sees the project on or ahead of schedule with the erection of steel in progress.

In conclusion, I would like to invite the taxpayers of the City to come and inspect our facilities. If there is anyone who is in need of information or assistance, please call us at 448-1212, and allow us to answer your questions.

Respectfully Submitted,

John D. Shaw, Jr.  
Fire Chief

### Inspections

The Inspection Department is responsible for processing building permit applications and plans to ensure compliance with the City's building codes, and inspection of all buildings under construction and renovation, as well as inspections of restaurants and food service establishments for compliance with the State of New Hampshire health regulations. Investigation and enforcement of housing/health complaints are also handled by this office.

The department consists of three full time employees: a building inspector/health officer, assistant inspector/code officer and a secretary.

Total Value of Permits Issued	\$190,848,960*
Fees	\$120,973
Housing/Health Complaints	45
Code Enforcement Inspections	11
Child Care Inspections	19

Top permits issued in 1988

1. Dartmouth Hitchcock Medical Center	\$159,000,000
2. Wilton Buskey, Airport	2,630,000
3. Unifirst, Etna Road	1,700,000
4. One Court Street	1,662,500
5. Mascoma Hydro (3 permits)	1,540,000
6. Mount Lebanon School (addition)	1,215,000
7. The Trade Center	1,045,340
8. The Church of Jesus Christ of Latter Day Saints	1,004,163
9. Econo Inn (addition)	1,000,300

Building Permit History

Year	Number of Permits	Residential Renovations	Non-residential Renovations	Total Value
1988	489	273	195	\$190,848,869*
1987	434	260	161	21,064,965
1986	373	243	130	27,571,023
1985	262	152	110	26,016,999
1984	280	176	104	11,338,918
1983	288	229	59	4,008,652
1982	229	165	64	7,141,533
1981	287	206	81	3,034,620
1980	324	252	72	2,386,551

\* Includes permit for Dartmouth Hitchcock Medical Center at \$159,000,000.

Respectfully submitted,

Parmly R. Wills  
Building Inspector/Health Officer

Lebanon Public Libraries

The West Lebanon Library was the focus of attention during 1988. In February, the Ingram Construction Company completed the installation of steel beams at two levels to ensure the stability of the building. The cost was \$25,514.

Last summer, Ruth Ames submitted a letter of resignation as West Lebanon Librarian. After the usual hiring process was completed, Stephen Bailey was promoted to the position. Steve has worked in the libraries for five years and is well known in both libraries.

In May and June, the Lebanon Library participated in a book discussion series through a grant from the New Hampshire Council for the Humanities. This was a cooperative effort with the Enfield and Etna libraries and was quite successful.



We were also fortunate enough to have City Historian Robert Leavitt give his slide presentations of Lebanon history during the months of January to May and September to November. These programs are always interesting and the library is taping Mr. Leavitt's talks in order to preserve this important information for future generations.

In the children's sections, preschool storytimes were held every other Tuesday at Lebanon and the corresponding Thursday at West Lebanon. Children ages 3-5 and their parents are invited to a morning program which includes storytelling, picturebook reading, creative drama, finger plays, and occasionally, crafts. We want children to enjoy literature and to become familiar with both traditional favorites as well as newly published stories. For some, this is a first social experience, and so listening and participation are part of the programs.

The 1988 Summer Reading Program theme was "I Scream for Books", complete with ice cream logos, scoop booklets, and Ben & Jerry's providing a free ice cream cone coupon to each child who completed reading 5 books. We promoted membership by offering evening programs for families featuring puppetry and storytelling. We cooperated in all aspects of the program with the Howe Library of Hanover and the Etna Library. The program was a resounding success as evidenced by the increase in numbers of children who signed up and completed it at both Lebanon Libraries.

Storytelling and sharing are back again, a connection for all ages with literature. We are promoting and presenting programs which offer stories, old and new, by local folk-tellers. The first was held in October, a "Scarcely Scary" Halloween evening program for families, at the Lebanon Library.

1988 circulation for the two libraries was 84,730. At the end of 1988 there were 4,304 registered patrons at the Lebanon Library and 1,145 in the West Lebanon Library. There is no duplication of registrations between the two libraries, and cardholders may use either library.

Respectfully submitted,

Jean Mansell  
City Librarian

#### Recreation and Parks

In 1988, the Recreation & Parks Department had record high participation in its programs--over 17,600. Participants enjoyed activities ranging from ballet and youth sports to dramatic arts, environmental education, and summer concerts. In addition, greater attention was given to the maintenance of City parks and facilities as the newly created Maintenance Division began coordinating its activities more efficiently. Program highlights for 1988 were as follows:

**COACHES TRAINING:** In a continuing effort to educate Lebanon's youth sport coaches, Recreation Department staff trained thirty-four youth soccer and Little League baseball coaches last year. The training included first aid

skills, sports skills and sports psychology; and, it helped to provide a more safe and positive sports experience for both players and coaches alike.

**PERFORMING ARTS/CREATIVE ARTS:** Over sixty local girls and boys danced with the Berkshire Professional Ballet Company in its second annual rendition of "The Nutcracker" in December. Many of the performers danced throughout the year in Recreation Department ballet classes, putting in extra rehearsal time in the spring to prepare for "The Nutcracker". In addition, thirty-eight children paid tribute to Irving Berlin's contributions to music in their performance, "Irving". Tap dance, summer concerts, quilting and ballroom dance rounded out the arts program offerings.

**YOUTH SPORTS/ADULT ACTIVITIES:** Over 3,100 participants enjoyed a variety of sports and instructional activities including rockclimbing, skiing, soccer, aerobics, football, baseball, basketball, volleyball, horseshoes, baton twirling, softball, track, tennis, swimming, gymnastics and our fastest growing program, lacrosse. With a broad range of individual and team sports, residents have many activities to pursue in their leisure time.

**SPECIAL EVENTS:** Always a highlight of the year, the July 4th celebration attracted over four thousand people for a festival of music, lighted boomerangs, antique cars, local performers, magic, and the popular Shaw Brothers folk duo. In addition, the Jump for Heart program to support the American Heart Association and promote youth fitness had forty-five participants.

Program participation statistics for 1988 activities are as follows:

Youth Sports.....	1,912
Adult Programs.....	1,273
Theater Arts.....	1,345
Pool Attendance/Swim Lessons.....	6,719
July 4th.....	4,017
Summer Concerts/Children's Theater.....	2,202
Environmental Education.....	158

The Recreation & Parks Maintenance staff was busy with several major projects in 1988, again working cooperatively with the Cemetery Department crews. Among the projects in 1988 were:

**RIVERDALE SKATING RINK LIGHTS:** With the assistance of Granite State Electric Company and the City Electrician, lights were installed at Riverdale Rink, allowing residents to enjoy extended skating hours. Skating participation increased and many positive comments were received regarding this improvement.

**PAT WALSH FIELD RENOVATION:** Eagle Scout Steve Cole continued his leadership of boy scout troop members in construction of picnic tables, a tire climb, and a sandbox for the Riverdale Field area. Seeding, landscaping, and a gazebo are scheduled to be completed in 1989, with the cooperative efforts of the Little League Association, Lebanon Garden Club, and Lebanon merchants.



CROSS-COUNTRY SKI TRAILS: Recreation maintenance staff cleared, widened, and lengthened the existing trails at the Dartmouth-owned property on Mascoma Street to provide improved recreational skiing opportunities for Lebanon residents. The Cemetery Department mowed the trails, but due to poor snow conditions, minimal grooming took place.

In addition to the above listed projects, the Boston Lot and East Wilder Boat Launch received regular maintenance and upkeep in an attempt to help beautify and preserve these fine parks.

In cooperation with the Lebanon School District, Lebanon Cemetery Department, Lebanon Conservation Commission, and the Lebanon Outing Club, the Recreation & Parks Department maintains the following outdoor recreation sites:

PLAYING FIELDS:

Eldridge Park--Spencer Street  
Civic Memorial Field--Crawford Avenue  
Lebanon Junior High Fields--Bank Street  
Mount Lebanon Field--Dana Street

PARKS & NATURAL AREAS:

Goodwin Park--Storrs Hill  
Boston Lot--Route 10  
Farnum Hill City Forest--Poverty Lane  
Fellows Hill Picnic Area--Route 4  
Chambers Park Natural Area--Chambers Road, Hanover

FACILITIES:

Lebanon Memorial Pool--Pumping Station Road  
Storrs Hill Ski Area--Spring Street  
Civic Field Tennis Courts--Seminary Hill  
Civic Field Basketball Courts--Seminary Hill  
Lebanon Junior High Basketball & Tennis Courts--Bank Street

In all, the City has over fourteen hundred acres of outdoor recreation facilities available for public use. Brochures on City Parks & Recreation facilities are available at the Recreation Office, and a quarterly newsletter listing current programs is distributed throughout the Lebanon schools, public libraries, and City Hall.

The Recreation Commission, an advisory group of residents, serves as a liaison between the community and the Recreation Department, providing feedback from residents regarding program ideas, improvements, and project ideas. The Commission meets the second Wednesday of each month and meetings are open to the public.

As Lebanon grows, the Recreation & Parks Department is continually challenged to provide quality recreation services and opportunities for

leisure time activities. Through careful planning and continued public support, we will succeed at meeting the ever-increasing public demand for excellence in recreation programs and services.

Respectfully Submitted,

Cindy Heath  
Recreation Director

### City Welfare

City Welfare is a branch of local government set up to provide needy residents with relief, needy being a person or family unable to support itself.

In 1988 an average of 18 households per month were given aid for food, rent, fuel and utilities. In exchange for this aid, City Welfare has instituted the "Work Fare Program." This is where a person, if he or she is able, is put to work for the City to pay for all aid received. In this way a real incentive is provided for the welfare applicant to find a means of support other than City funds.

Respectfully Submitted,

Donna Hutchins  
Welfare Director

### Public Works

The number of municipal activities encompassed in a municipal public works department are legion. The following activities are coordinated and provided to the citizens of Lebanon under the direction of the Public Works Administrator. Planning, Zoning, Engineering, Designing, Construction and maintenance of Highways, sidewalks, storm drainage, signs, traffic signs and signals, City vehicles, public buildings, cemeteries, landfill, municipal water and wastewater facilities including the construction and maintenance of the distribution systems.

In July, a new Public Works Administrator was hired and in October, the position of City Engineer was filled.

### HIGHWAY DIVISION

#### EMPLOYEES:

The Lebanon Highway Division employs twenty-two people to maintain approximately 90 miles of streets and highways and approximately 22 1/2 miles of sidewalks. The staff consists of a Highway Superintendent, one Foreman, one Mechanic, one Mechanic's Helper, five Heavy Equipment Operators, three Light Equipment Operators, one Administrative Assistant, nine Truck Drivers, of which two of these men do mechanic and welding work.



EQUIPMENT:

The Highway Division has a total of eleven dump trucks. Eight of the eleven dump trucks are equipped with plows and wings and four of these plow trucks are equipped with sanders. This division has three pick-up trucks, one Drott ditching/grading machine, one grader, one backhoe-loader, one two yard loader, one 8-12 ton roller, one 3/4 ton sidewalk roller, one Vac-all sweeper and basin cleaner, one Sno-go snowblower, two tracklesses (tracklessi, anyone?) and one Bombardier sidewalk tractor with plows, also tracklesses have sweepers and water tanks for summer sweeping, one air compressor, one brush chipper, one cement mixer, one roadside mowing tractor machine, one ditch pump, and six chain saws.

In all, the Highway Division has approximately seventy-five pieces of equipment to maintain. The drivers perform their own preventive maintenance, such as, greasing, changing oil and oil filters, and other minor repairs (lights, etc.). The Mechanic and his Helper have a backlog at all times for work to be done on equipment.

SPRING & SUMMER ACTIVITIES:

In early Spring the Highway Division started cleaning streets and sidewalks from winter sanding, etc.. All the damage caused by winter plowing was repaired, such as lawns, fences, sidewalks, signs, etc..

The following streets were paved under the 1988 CONTRACT PAVING PROGRAM:

Pumping Station Road	Downes Avenue
Riverdale Parkway	Skylark Avenue
Cedar Street	Old Etna Road
South Main Street	Wheatley Street
Gilson Road	Amsden Street
Longwood Street	Cooper Street
Williams Street	Johnson Avenue
Hough Street	Bank Street Extension

The following sidewalks were capped under the 1988 SIDEWALK CAPPING PROGRAM:

Pleasant Street, W. Lebanon	Maple Street, W. Lebanon
Shaw Street, Lebanon	School Street, Lebanon
Messenger Street, E. Lebanon	School Street, Lebanon

The division repaired and replaced guardrails, repaired bridges, installed new and repaired existing culverts and basins, for a total of twelve culverts installed, two of which required closing of roads. One 60" X 52' on Stevens Road and one 84" X 70' on Jenkins Road. Repaired or rebuilt twenty-five basins around the City. Painted centerlines and crosswalks, repaired existing and put up new signs, etc..

FALL & WINTER ACTIVITIES:

The Highway Division cleaned approximately seven hundred basins, finished up summer jobs and got equipment ready for winter clean-up (plowing, sanding, etc.). This past year we took down many dead trees. Rice Tree Company helped take down twelve large trees at 30" average size, that endangered houses and wires. With the help of the Highway Division crew, they also removed a number of trees in the Poverty Lane area that were near wires and required assistance, with trees at an average of 12" in diameter. Beside cutting down dead trees, the Highway crew also cut roadside brush and chipped what wood that they could from the tree cutting. The Highway crew assisted in the removal of nine stumps, at an average of 30" in diameter each, by the Rumrill Stump Removal Company.

All the Highway Division vehicles are put into duty during a snow or ice storm. Two trucks, equipped with sanders, sand and salt all through the storm while the plow trucks plow. When the plow trucks are through plowing, the ones with sanders begin salting and sanding. Salt is used on all paved streets and sand is used on gravel roads. However, if the weather is twelve degrees or lower, sand is used. Two of the pick-up trucks plow the dead-end streets, (underpasses, Bailey Bridge, etc.). They sand and salt where needed and help the grader get snow off the sidewalks on main streets and runs for snow removal. First, the grader plows the roads and pulls out the snow off the sidewalk on main streets and Route 12-A in West Lebanon and plows the main streets around the mall area and parking lots. The loader also plows dead-end streets and parking lots. It depends on what time the storm stops as to whether we pick up the snow on that day, or wait until the next day. It takes each plower approximately five hours to complete one time around his plow run.

In 1988, we had approximately thirty-six storms that required some type of attention. Fifteen that were plowed and all thirty-six required salt and/or sand at some point during the storm. This was due to the excessive amount of freezing rain. The Division used approximately 1,750 tons of salt and 2,450 yards of sand for approximately 95 inches of snowfall from January 1, 1988 through to December 31, 1988. This required the Highway crew to do some sort of snow removal from around the City on 13 different occasions, some at residents request.

1988 JOBS COMPLETED:

1. Hanover Street rebuilding was completed.
2. Rebuilt South Park side of park fence and renewed sidewalk on South Park Street side of park.
3. Curbed sidewalk on Orcutt Avenue by Maple Manor.
4. Guardrails were installed on Elm Street, W. Lebanon, and over large culverts on Farr Road, Sunset Rock Road and Jenkins Road.
5. Garage renovations were completed - insulation, ceiling, lights and new sprinkler system were installed.
6. Sidewalk in front of Roger's House was renewed.
7. True's Brook Road - third bridge - extension installed with guardrails over it.
8. House on Spencer Street was torn down and hauled to the landfill.



9. Regular maintenance, such as paving, shimming, ditching, signs, culverts, and basin installations.
10. Widened first corner after interstate underpass on Hardy Hill an average of six feet, with delineator post along the edge.
11. Riverdale ballfield - Highway crew hauled in 575 tons of material that was donated by Lebanon Crushed Stone, also hauled in approximately 300 tons of gravel for the parking lot and approximately 100 tons of loam from City stock pile. Using approximately 562 1/2 man hours, hauling and grading the field.
12. Also many odd repairs were done due to residents' requests.

#### CEMETERY DIVISION

The Cemetery Department is staffed by four full-time employees, a Sexton, Crew Chief, and two Grounds Maintenance Equipment Operators. Also five temporary full-time employees (summer laborers).

The Cemetery Division is responsible for varied amount of maintenance at the following City facilities: nine cemeteries, two ball fields, two skating rinks, Storrs Hill Ski Area, two libraries, two fire stations, City Hall, Downtown Mall, Soldiers Memorial Building, Colburn Park, Chambers Park, High Street Park, Fellows Hill Park and the Seminary Hill Monument. Duties include: burials year round, mowing, landscaping, snow plowing, rubbish removal, fence repairs, building repairs, equipment maintenance, and emergency relief for other Public Works Divisions.

There are potentially 19,000 grave spaces in Lebanon, of which over 14,500 are already sold. The division does approximately one hundred burials and installs approximately thirty to forty monument foundations a year. The division performs weekly summer maintenance at more than twenty five locations. Winter tasks include: Snow removal in the downtown sector, at Storrs Hill Ski Area, three cemeteries, two skating rinks, and the Mascoma Fire Station; burials; entombments; revitalization of summer equipment; brush cutting; map and record updating; and Capital Improvement Projects.

#### 1988 MAJOR IMPROVEMENTS:

1. West Lebanon Cemetery water line extension.
2. Improvement and relocation of Colburn Park children's play area.
3. Excavating and placing of new gravel on various drives in the West Lebanon Cemetery.

#### LANDFILL DIVISION

The Landfill Division is staffed by five full time employees, a Superintendent, two Heavy Equipment Operators, a Truck Driver/Scale Operator, and a Scale Operator.

The equipment used at the Landfill, to take care of refuse and maintain the rest of the Landfill operation, are: a 50,000 pound Landfill Compac-

tor, two 3 yard loaders, one 16 yard dump truck, one small pick-up, one 120,000 pound set of scales with weighing equipment in scale house and four 24 yard dumpsters, to handle household refuse.

In 1988 the Landfill handled 31,000 tons of trash, rubble, wood, metal, and tires. 26,000 tons of refuse had to be compacted and covered daily.

The 50,000 pound Landfill Compactor was delivered in September. Within the short time we have had this machine, it has proved to be a valuable asset to the Landfill. It is giving us a higher density of compaction, which in turn will extend the life of the Landfill.

The excavation of the new Landfill site has begun, with expectation of being on line in 1990. The design of the Landfill is being done by Dufresne-Henry of Springfield, Vermont.

The Landfill operating hours were changed in 1988 to accommodate the home owner on Saturdays.

#### WATER DIVISION

The Water Division treats surface water from the Mascoma River. The treatment facility uses a flocculation/coagulation process followed by mixed media filtration. The finished water is pH adjusted to reduce corrosivity and then chlorinated for disinfection. Once the water is treated, it is pumped into three storage tanks. The Prospect Hill tank holds 2.5 million gallons, the Farnum Hill tank 1.2 million gallons, and the Crafts Hill tank 0.5 million gallons. Along with these tanks, there are smaller satellite facilities housing control equipment for controlling the flow of water in and out of each tank.

The Water Division is staffed by twelve people. Four of these people, the Public Utilities Director, Chemist, Secretary and Utility Bookkeeper are shared with the Wastewater Division. The remaining eight positions are Facility Foreman, Construction Foreman, Heavy Equipment Operator, two Station Operators, two Construction Utility Laborers and a Mechanic. The treatment plant operates 365 days per year treating water. During 1988 we treated an average of 1.36 million gallons per day.

Along with treating water, the Water Division is responsible for maintaining the approximately forty mile distribution system. These mains vary in size from 1-1/2 inch to 16 inches in diameter. They also vary in material types. There are galvanized, cast iron, copper and ductile iron lines in the system. Due to age and inferior material and construction, the lines are prone to failure. In 1988 we repaired twenty-four water breaks or leaks.

In 1988 we added forty new customers to the water system. Connecting these new services to the system is part of the division's responsibility. Water service taps range from 3/4 inch to two inches for domestic water and from four inches to eight inches for sprinkler line taps. Twenty-five new sprinkler accounts were added in 1988. Along with providing sprinkler and domestic water taps, the division inspects all water lines and services installed by private contractors.



During 1988, the Water Division constructed or rehabilitated water lines on Guyer Street, Hathorn/Armstrong Avenue, and Suzor Court. The division also ran a six inch sprinkler line to the Water Division garage. This garage houses all the vehicles and construction equipment. A sprinkler system was installed to protect this investment.

A Mechanic was added to the staff in 1988. We are now concentrating on facility maintenance. Many pieces of equipment were rebuilt with the most expensive project being the replacement of chains, sprockets, and flights in a settling basin.

#### WASTEWATER DIVISION

The Wastewater Division is staffed by fourteen people, four of these positions--Public Utilities Director, Chemist, Secretary and Utility Bookkeeper--are shared with the Water Division. The remaining positions are Facility Foreman, three Operators, a Mechanic, an Electrician, a Construction Foreman, and three Construction and Utility Laborers.

The purpose of the division is to collect and treat sanitary, commercial, industrial, and inflow/infiltration flows. The Wastewater Division strives to achieve the highest quality of treatment while considering costs associated with this goal. Our main goal is to assure the quality of the Mascoma and Connecticut Rivers for use by the public for recreational purposes.

The emphasis the division puts on treatment, collection, and maintenance of the facilities is what has made the Wastewater Plant an award winning facility.

In June of 1988, we began receiving flow from the Town of Enfield. Associated with Enfield's flows were odor problems in the Bank Street Extension. Ultimately, these odors were abated using chemicals.

There are three main areas of concentration in the division: treatment, collection system, and facility maintenance.

Treatment: During 1988, we treated 494.4 million gallons of sewage. The by-product of the treatment process is sludge which we can stabilize by either two methods, incineration or composting. In 1988 we incinerated 126.9 tons of sludge and composted 275.5 tons of sludge.

The composting facility has been designed and constructed by the Division. Composting is a method of stabilization where the end product is reusable. We have produced an excellent finished compost which can be used as a soil amender and is available for use by the public. Several people have used the compost on flowers with excellent results. Our goal is to produce and market the compost. During 1989 we will be looking to market the compost locally on a bulk basis as well as having it marketed by an outside firm for distribution regionally. Anyone interested in using the compost should call the Wastewater Facility for details.

Collection System: Four major projects were undertaken in 1988. The sanitary sewer on Guyer Street was reconstructed and a new storm sewer built. The sanitary sewer was rebuilt on Abbott Court. On Court Street, we located an existing sewer around the new One Court Street building. A storm drain project was undertaken on Church and Maple Streets. During 1988, sixty-three new sewer connection applications were filed.

Facility Maintenance: The division has a very defined preventive maintenance program. This program involves daily, weekly, monthly, and yearly checks and/or service on all equipment. As a part of the program, an evaluation of maintenance cost vs. replacement cost is done.

## CONCLUSION

Considering the absenteeism, vacancies, and vacation scheduling during 1988, the various divisions, working together, were able to complete the majority of the projects and activities as programmed and scheduled.

I would like to take this opportunity to commend the division supervisors for their participation in preparing this annual report and to all the employees in the various divisions for their efforts in carrying out the work that was necessary throughout the year, both of a construction and maintenance nature.

I also wish to express my sincere thanks and appreciation to the other municipal department heads, City Manager, City Council, and the Citizens of Lebanon for their support for what I believe was a constructive and productive year.

Respectfully submitted,

George M. Gline  
Public Works Director

## Lebanon Municipal Airport

1988 was a successful year for the Lebanon Municipal Airport Business Park characterized by major improvements and general upgrading of both the Airport and the Business Park.

While the Airport and the Business Park are owned and operated by the City of Lebanon no taxpayer funds go to the Airport facility, it is totally self-supporting. The Airport is funded by user fees such as tenant rents, landing fees, parking lot fees, fuel flowage fees, and other miscellaneous revenues. Capital improvement projects such as runway extension, land acquisition, ramp and taxiway expansions, snow removal equipment, etc., are 90% funded by the Federal Aviation Administration (FAA) and funds are derived by user fees rather than taxpayer funds. Other Airport projects such as an Instrument Landing System (ILS), Microwave Landing System (MLS), and other landing aids and navigation facilities are fully funded by the FAA, also with user fees.



The Airport staff consists of an airport manager, operations supervisor, secretary, bookkeeper, maintenance foreman, three maintenance persons, ten part-time snow removal and two summer employees. The Airport staff has the responsibility of managing, operating, planning, developing, and maintaining all aspects of the Airport encompassing approximately a thousand acres such as runways, taxiways, ramps, parking lot, terminal building, and, grounds maintenance such as mowing, snow removal which amounts to over sixty miles per snow storm, approach tree clearing, painting of runways, taxiways and buildings, etc.

Airport tenants and lessees include Business Express/Delta Connection, Northwest AirlinK airlines; Avis, Hertz and National car rental agencies; Phylly's Gift Shop; the Sunset Cafe restaurant and lounge; LADCO fixed base operations; and AMCA International's air transportation facility. FAA facilities include the Air Traffic Control Tower, Flight Service Station, and Airways Facilities Sector Field Office.

Airport activity in 1988 totaled over 76,000 operations and sixty-three based aircraft. The breakdown of aircraft landing activity is as follows:

General Aviation	54,787
Commercial Airlines	13,035
Air Charter	1,306
Military	267
Misc. (After Control Tower Hours)	6,940
TOTAL	76,335

The Upper Valley has one of the finest air transportation systems in the country for the size of the community. The Airport is served by Business Express/Delta Connection and Northwest/AirlinK airlines with approximately twenty-five flights per day to Boston, Hartford, Albany, New York City, Montpelier, Rutland, Manchester and Keene. Airline enplanements for the year totaled 37,796 passengers which is the third highest enplanements in the history of the Airport while the total passengers were approximately 80,000. Freight enplaned totaled 390,827 pounds, and freight deplaned totaled 536,275 pounds.

For the past three years, significant attention was given to setting the foundation for development of Phase IA, fifty acres in the Airport Business Park. Of greatest impact was the funding for such a project. In 1985, a \$600,000 grant was received from the Economic Development Administration (EDA) and \$200,000 Community Development Block Grant (CDBG) from the New Hampshire Office of State Planning. Construction of water and sewer lines and access roads commenced during the summer of 1986. Stage I construction, consisting of a portion of Airpark Road and all of Commerce Avenue, with water and sewer, were completed in the Fall of 1986. Stage II construction, which included Executive Avenue with water and sewer, was completed in the Fall of 1987. Thus far, nine buildings have been completed, three buildings are currently under construction, and five more buildings will be under construction this year. Total estimated property taxes at \$25,000 per lot will generate approximately a half million dollars per year in additional tax revenues to the City. This project will greatly improve the

marketability of the Business Park and should result in an increase of light industrial development in the years ahead.

Completed last fall under FAA Grant AIP-06 was the relocation of the displaced threshold on Runway 36, relocated obstruction lights and VASI approach lights, and completed grubbing, seeding and mulching of the remaining thirty acres. This project cost \$235,000 with 90% FAA participation for \$211,500, 5% New Hampshire Department of Transportation, Division of Aeronautics for \$11,750, and 5% Airport for \$11,750.

Current projects include an Airport Master Plan Update, FAA AIP-05 Grant, to be completed later this year. This project costs \$57,000 which includes FAA funds of \$40,000, NH DOT, Division of Aeronautics funds of \$2,222 and Airport funds of \$14,778. A second grant in the works and almost completed, FAA AIP-07, includes snow removal equipment consisting of a large front-end loader for \$90,000 and a runway broom sweeper for \$36,400, an addition to the Airport Maintenance building for \$218,000, and design of a taxiway extension to Runway 25 consisting of 3,000 ft. for \$97,000. Total cost of the projects is \$482,000 with FAA funding \$433,800, NH DOT, Division of Aeronautics \$24,100, and the Airport \$24,100.

The main objectives for 1989 are to continue development of the Business Park Phase IA (west side), commission the ILS and the Microwave Landing System (MLS) for Runway 18 by FAA which will increase Airport and airline reliability by more than 50%. The new ILS minimums will be three times better than the existing ILS for Runway 7.

Additional objectives for this year are to obtain a grant from FAA and NH DOT, Division of Aeronautics, to construct the taxiway extension to Runway 25 estimated to cost \$1.7 million; to obtain a second grant from FAA and the State to construct an airline ramp expansion with lights, security fencing with three electronic card-actuated gates, and a direct access road from the maintenance shop to the Airport all with an estimated total cost of \$448,000; and a third grant to design a taxiway extension to Runway 7 estimated to cost \$135,000.

The City Council has shown much progress in establishing a foundation for the continued development of the Airport and the Business Park facilities along practical and progressive lines. They have demonstrated that these facilities represent a valuable part of our community and one that will continue to offer opportunities for our citizens in the years ahead. As always, we invite the community's participation and suggestions on upcoming issues and projects.

Respectfully submitted,

Marcel J. Theberge  
Airport Manager



REPORTS OF BOARDS AND COMMISSIONS

Planning Board Report

The Planning Board experienced its busiest year holding 53 meetings in 1988. Most significant was the extensive review of the Dartmouth Hitchcock Medical Center's application to move its facilities from Hanover to Lebanon. Sixteen separate hearings were held, ten in 1987, and six in 1988 representing over forty hours of public testimony before final approval in mid year.

In addition, the Board reviewed 37 site plan applications and 19 subdivision applications reflecting the continuing growth of the City of Lebanon.

In 1988, the Planning Board reviewed and revised the City of Lebanon's Site Plan Review Regulations. This action improved the review process, clarified requirements for the benefit of the applicants and provided for better administrative enforcement of Board rulings and decisions.

Beginning with the Medical Center project plans, other applicants proposing development along Route 120 to Hanover, the Board imposed traffic impact fees for necessary highway improvements resulting from such development. To date the City has collected \$468,500 to be dedicated to road improvements on Route 120.

The Planning Board is in the process of developing similar traffic impact fees applicable to Route 12-A in West Lebanon. Fees collected will be dedicated to designed improvements to the commercial center to relieve traffic congestion.

The Board will strive to assure compliance by developers with City regulations. All Planning Board meetings are noticed in the Valley News and the Board invites public participation.

Respectfully Submitted,

Norman B. Dobson  
Planning Board Chairman

Zoning Board of Adjustment

The membership of the Zoning Board of Adjustment consists of five regular members, and three alternate positions. The membership of the Zoning Board is made up of a good cross-section of Lebanon residents, and are appointed by the Lebanon City Council. According to New Hampshire State law, the Zoning Board is charged with ruling on appeals of Administrative Decisions, requests for Special Exceptions pertaining to land use, as well as Variances from the terms of the City's Zoning Ordinance. Public hearings are held on all of the above before a decision is reached. Last year, the Zoning Board held thirty-two separate meetings.

The Zoning Board is also responsible for the City's wetlands regulations. When reviewing and deciding cases on wetland appeals, the Board is known as the "Wetland Appeals Board".

This year the City is beginning an in-depth review of the Zoning Ordinance. This process is now underway, and the public has been invited to address their concerns with the consultant the City has retained to work with the Zoning Ordinance Update Committee, as well as through audience participation at public meetings. This process is expected to take up to a year to finalize.

Last year, the City hired its first full time Zoning Administrator. The Zoning Administrator is responsible for enforcing the Zoning Ordinance, issuing Zoning Permits, assisting the public and Board members, preparation and distribution of the Zoning Board's agenda, and attending Zoning Board meetings.

All Lebanon residents are more than welcome to attend any Zoning Board of Adjustment meeting.

Respectfully submitted,

Cliff Desrosiers  
Chairman

Upper Valley Lake Sunapee Council

The Upper Valley-Lake Sunapee Council is a public, non-profit voluntary association of towns and cities. It consists of thirty-one communities in two states and five counties.

The Council operates through a Board of Directors and a professional staff. Each town or city annually appropriates funds for the Council's operation and sends two or three representatives to participate on the Board of Directors. The Board elects officers, adopts an annual work program and budget, and develops policies and positions on issues that are important to our communities.

The Upper Valley - Lake Sunapee Council is the official organization that brings towns and cities within our region together. By associating and pooling resources, local governments have a highly trained professional staff available to them for a wide variety of services. Areas of expertise include land use planning, transportation planning, solid waste planning, master planning, environmental planning, capital budgeting, historic preservation, economic and community development, housing, downtown revitalization, fiscal and environmental impact analysis, and site plan review. Communities may also obtain the services of a professional planner on a regular basis through a "circuit rider" program. The Council also serves as a collective voice in dealings with state and federal governments, protecting and furthering the interests of our communities.



Your support enables the Council to undertake comprehensive regional planning and to carry out various projects and programs of regional benefit. Over the past year, the Council:

- o Finalized and adopted an updated Regional Plan.
- o Maintained a regional data base, and answered numerous requests for information.
- o Continued full-time efforts to coordinate solid waste issues in the region.
- o Continued efforts to coordinate recycling programs among a number of towns.
- o Continued to sponsor the Upper Valley Household Hazardous Waste Collection program.
- o Concluded a pilot study utilizing computerized mapping on a geographic information system (GIS), developing an overlay system for site analysis.
- o Participated in configuring and acquiring computerized mapping systems for use throughout New Hampshire.
- o Continued historic preservation efforts in several towns.
- o Completed a number of Water Quality Management Plans for inclusion in town Master Plans under NH Chapter 167.
- o Continued to provide support for an economic development agent in Sullivan County, to help retain and expand employment opportunities in the area.
- o Distributed summaries of new and amended legislation.
- o Sponsored local sessions of the NH Municipal Law Lecture series.
- o Completed the Upper Valley Transportation Study. This involved coordinating local municipalities, state agencies, and private consultants.
- o Used the computer model developed during the Upper Valley Transportation Study to assess the traffic impacts of several large proposed development projects.
- o Provided technical assistance to Advance Transit and County Coach.
- o Worked closely with the Upper Valley Community Land Trust, Society for the Protection of New Hampshire Forests, the Trust for New Hampshire Lands, and the Connecticut River Watershed Council to protect open space and conserve important parcels of land.

- o Helped to establish, administer, and support the Connecticut River Valley Resource Commission. This new commission allows New Hampshire towns in the Connecticut River Valley to join together in addressing issues such as growth, development, and preservation of the natural environment.
- o Met repeatedly with state officials and agency representatives to influence policy and help keep the region an active participant in many ongoing programs.
- o Provided consultation and help to over two-thirds of the local communities.
- o The Council also provides specific services to communities on a contact basis. As requested by the communities, the Council conducted impact studies regarding proposed development, amendments/updates to local ordinances and regulations, new ordinances, capital improvements programs, and general mapping, drafting, and other technical assistance.

The Upper Valley Lake Sunapee Council looks forward to serving your community during the coming year.

Respectfully Submitted,

Bruce Bender  
Executive Director

Advance Transit

Advance Transit, Inc., a non-profit corporation, operates a public transportation system throughout the Upper Valley using a system of fixed routes and schedules. Towns currently served are Lebanon, Hanover, Lyme, Canaan, Enfield, Hartford, and Norwich. Specialized transportation services for handicapped and older residents are provided through cooperative arrangements with the Upper Valley Senior Center, United Developmental Services, and West Central Services.

140,000 passenger trips were taken on the system during 1988.

As traffic congestion and parking shortages have increased due to growth patterns, the role of public transit has become increasingly important. In order to better serve the community's needs, a study is being done that is scheduled to be completed during 1989, which will identify opportunities to increase the efficiency and effectiveness of the system. The resultant service changes are expected to increase ridership without significantly increasing costs.

Survey results gathered as part of the study have yielded some of the following bits of information:

- o 93% of passengers rated "quality of service" either very good or good



- o 75% of riders used the fixed route system to travel to from work
- o approximately 30% of passenger trips had Lebanon as an origin or destination

A new fleet of buses was placed in service during 1988. The combination of improved routing and scheduling, new schedule brochures, and new bus stop signs, all of which are planned for 1989, should attract many new riders and encourage infrequent users to ride more often.

Advance Transit will continue to work diligently to improve its services and to offer cost-effective alternatives to

Respectfully Submitted,

Van J. Chesnut  
Executive Director

Hospice Of The Upper Valley, Inc.

I think if I had one wish I might wish never to die but to see all the generations go by. But I don't have a wish so I guess me and everyone else will have to accept death. It will be hard and may take a long time but when we do it very well it may be our greatest accomplishment.

Hospice of the Upper Valley encourages life in the face of death, illness, and grief. It provides care and relevant educational programs at no charge in twenty-five Vermont and New Hampshire communities. During 1988:

- o Hospice served over 250 patients, families and friends helping with routine tasks and respite care (in home, hospital, or nursing home) and giving friendship, guidance, and information.
- o 76 sick individuals and 74 grieving people received care.
- o 39 people from Lebanon used our services.
- o over 50 trained volunteers gave over 2,000 hours to families while a total of close to 60 gave about 2,000 hours in administration, fund-raising, publicity, and education.
- o 28 community members participated in our eight-week volunteer training programs with some taking it for professional or personal growth and 20 continuing on to become volunteers.
- o Our educational programs reached over 2,000 people; highlights include: a panel discussion on the death of a parent; presentations at the Dartmouth Medical School and area public schools; hospital in-services; talks to local clubs and churches; the Annual Hospice Sabbath with local churches participating.

- o Hospice of the Upper Valley received national attention in articles in A RESOURCE MANUAL FOR LOCAL CHURCHES and AGE WAVES: MARKETING PROGRAMS FOR THE ELDERLY.
- o Our part-time paid staff of three, a social worker, a nurse, and an office manager coordinate the daily work of Hospice.
- o Our board of directors oversees the administration of our program and ensures long range development.
- o Our major sources of income are individual donations and town funds. We are not a United Way Agency.
- o In 1988 Lebanon allocated \$3,700 towards our \$72,000 operating budget.

Respectfully Submitted,

Doreen Schweizer  
Executive Director

Headrest

Headrest, the Upper Valley's 24 Hour a day Crisis Intervention Hotline and Information Center, would like to express its appreciation to the residents and the City Council of Lebanon for their continuing support over the years. In 1988 the Headrest Hotline was used by 517 Lebanon residents on 1564 occasions.

Hotline: Headrest Staff and a trained corps of volunteers are available to receive Hotline calls 24 hours a day, 365 days a year, and to provide assistance in the following areas:

Crisis Intervention: In emergencies, personal support is available and assistance to individuals in contacting the resources necessary to meet their needs. Headrest is a suicide prevention hotline and has special expertise in assisting on crises involving the use of alcohol and other drugs.

Alcohol and Drug Abuse Programs: Individual and family counseling is available as well as information and educational presentations on a wide variety of substance abuse issues. This program is funded by the New Hampshire and Vermont Offices of Alcohol and Drug Abuse Prevention.

Emergency Lodging: Temporary shelter is available in emergencies for local and transient persons referred to us by the police, hospitals, churches, mental health centers, and other agencies. Supervised overnight lodging is available for intoxicated persons and is also funded by New Hampshire and Vermont Offices of Alcohol and Drug Abuse Prevention.

Confidential Support: Hotline workers are trained to offer understanding, respect, and emotional support in a non-judgmental manner. The Hotline is available for people who are lonely, upset, anxious, worried, overwhelmed, or depressed.



Information and Referral: Information about local agencies and public services is available and individuals can be guided to the person or place best able to assist them. Information is also available on consumer's and tenant's rights, drugs and alcohol, and many other issues. Referrals can be made for counseling, legal assistance, support groups and emergency services.

We welcome your comments, suggestions and questions about our services. We are anxious to be responsive to the needs of residents of the Upper Valley. Call us at: 448-4400 - HEADREST Hotline

Respectfully Submitted,

Rick Barrows  
Administrative Director

HOME AND COMMUNITY HEALTH CARE of the Upper Valley

Home and Community Health Care of the Upper Valley, Inc. (HCHC) is the not-for-profit, certified home health agency serving the ill, the injured, and the disabled in Lebanon and ten other New Hampshire and Vermont municipalities. Care is provided through HCHC's principal office in Lebanon and a branch office in Bradford, Vermont. This report covers the agency's Fiscal Year 1988 (i.e., October 1, 1987 through September 30, 1988).

HOME HEALTH CARE Nurses, physical, occupational, and speech therapists, a medical social worker, home health aides, and homemakers provide care to persons whose illnesses, injuries, and disabilities would otherwise not allow them to remain safely in their homes. Referrals of home health care patients come most often from hospital staff, physicians in private practice, family members, and neighbors. Services are provided in accordance with a plan of care which must, if it involves nursing, therapy, or home health aide services, be signed by a physician. In FY 1988, Lebanon residents received the following services:

Skilled Nursing Visits	1,552
Therapist Visits	610
Medical Social Work Visits	11
Home Health Aide Visits	1,670
Homemaker Visits	3,319
Home Care (Unduplicated) Clients	254

CHILD HEALTH SERVICES The HCHC Child Health Program is designed to assist youngsters from medically needy families to achieve and maintain optimal development. A registered nurse with maternal and child health expertise coordinates Well-Child Clinics and Dental Clinics and makes home visits to newborns and children who might be or who are receiving Clinic care. Referrals of children primarily come from medical providers in hospital, outpatient clinic, or private practice settings and from other HCHC staff. In FY 1988, Lebanon residents received the following:

Well-Child Clinic Visits	219
Dental Clinic Visits	74
Child Health Home Visits	72
Newborn Home Visits	35
Child Health (Unduplicated) Clients	152

**WIC PROGRAM SERVICES** The Women, Infants, and Children (WIC) Program provides nutrition education, food voucher, and health care referral services to low income women, infants, and children. WIC services are provided in accordance with very specific Federal and State standards. Primary referral sources are friends, family, self-referrals, welfare offices, and physicians. Most services are delivered at four monthly clinics--three scheduled during the day and one in the evening--which are held in Lebanon and West Lebanon. WIC Program staff also serve clients in office visits and, as needed, in their homes. In FY 1988, 422 Lebanon residents received WIC Program services.

**FAMILY SUPPORT SERVICES** The HCHC Family Services Supervisor and paraprofessional Parent Aides deliver individual and group support to families in stress. The goal of these services is to prevent the occurrence or recurrence of child abuse and neglect. Referrals come from other HCHC staff, particularly the Child Health and WIC Programs; education (e.g., preschool), mental health, health, and social service (e.g., LISTEN, Headrest) professionals; state child protective services workers; and family and friends. Individual support consists primarily of in-home education about parenting and child development and assistance with securing services needed by the family or children. Group assistance is provided at weekly meetings in which the model developed by Parents Anonymous, a nation-wide network of parent support groups, is followed. Services are rendered as per a detailed agency policy manual. In FY 1988 102 Lebanon families received Family Support Services.

**OTHER SERVICES** This past year, the Grafton County Senior Citizens Council, Inc. contracted with HCHC to provide six hours per week of nursing clinic time to older persons. The clinics were held at the Upper Valley Senior Citizens Council building on Campbell Street in Lebanon. Services included blood pressure and blood sugar checks, weight monitoring, and physician ordered injections. 258 Lebanon residents made use of the clinic, many on a routine basis. In addition, 187 Lebanon residents took advantage of the annual flu shot conducted by HCHC staff at the Senior Center.

HCHC also provided health promotion services with support from two one-time grants during FY 1988. First, a demonstration cancer prevention initiative scheduled or provided about 800 breast, colo-rectal, and oral cancer screening exams and delivered educational services to 300 individuals. Many of these services were provided at community centers (e.g., Upper Valley Senior Citizens Center, Lebanon Methodist Church) or worksites (e.g., City Municipal Offices, Split Ballbearing, Mascoma Savings Bank, Valley News, Lebanon High and Junior High Schools) located in Lebanon. Second, a senior self-care demonstration program provided approximately 350 persons at Grafton County senior centers including Lebanon with health (e.g., osteoporosis



prevention, skin care), safety (e.g., fire prevention, dangers of heat stroke), and nutrition (e.g., cholesterol reduction) education.

Respectfully Submitted,

Curtis M. Richardson  
Executive Director

Grafton County Senior Center

Since 1973, Grafton County Senior Citizens Council has been working to improve the quality of life and support the independence of older adults living in Grafton County.

During those fifteen years, we have grown from a small home delivered meals program, serving the needs of homebound elders in the Upper Valley to a much larger agency, serving thirty-nine communities, throughout the county. Currently, an older person can contact GCSCC to arrange for transportation to a physician's office or the grocery store; to enjoy a nutritious meal with friends in a senior dining room; to have hot meals delivered to them at home during a period of illness or disability; to obtain assistance from a social worker with a difficult family, health or income problem; to participate in a supportive adult day care program; to obtain information about and referral to other needed services; to learn ways in which they may safeguard their physical and emotional well being through health screening clinics and education programs; to learn new skills or to participate in activities which are enjoyable and add a sense of fun to the experience of growing older.

During this past year, a new senior center program in the Mascoma Valley, additional transportation in the Plymouth and Bristol areas, home delivered meals in Warren and Wentworth have contributed to our ability to support the whole person in his or her community. These developments are all the more remarkable at a time of reduced federal support for human services.

These accomplishments would not have been possible were it not for the substantial efforts and generosity of a committed group of volunteers, who initiated the original home delivered meals program, and who have worked with us during these fifteen years toward a goal of making the aging experience a positive one for elders in Grafton County.

STATISTICS for the CITY OF LEBANON  
October 1, 1987 through September 30, 1988

Senior residents served	1,020
Number of Volunteers	247
Number of Volunteer Hours	19,806

1989 Lebanon City Report

Services	Unit of Service	Units of Service	x	Unit Cost =	Total Cost of Service
Center Meals	Meal	17,204	x	\$3.58 =	\$ 61,590.32
Home Delivered	Meal	18,255	x	\$4.01 =	\$ 73,202.55
Transportation (Senior Only)	Trips	11,662	x	\$5.19 =	\$ 60,525.78
Adult Day Service	Hours	2,295	x	\$3.58 =	\$ 8,216.10
Social Services	Half-Hour	4,153	x	\$8.76 =	\$ 36,380.28
GCSCC cost to provide services for residents					\$239,915
Request for Senior Services for 1988					\$ 9,531
Received from City of Lebanon for 1988					\$ 9,531
Request for Senior Services for 1989					\$ 10,509

In addition to the above services, the GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC. mails out a monthly newsletter to approximately 943 Lebanon addresses.

Respectfully Submitted,

Jane Conklin  
Executive Director

Grafton County

Unlike town and school budgets which are passed by local voters each March, Grafton County budgets are passed by the 28 member Legislative Delegation in late June. The state Department of Revenue Administration determines each town's share of county taxes based on the town's proportion of total assessed valuation in the county. Each town's property tax rate reflects its share of county tax as well as town and school taxes.

In 1988 Grafton County's budget increased from \$8.9 million to \$10.1 million. The amount of the county budget to be raised by property taxes increased by 12.85% from \$4.5 million to \$5.0 million. (Just under half of the county budget is funded by property taxes. The rest is funded by a combination of state and federal monies and various user fees.)

The 1988 county tax increase resulted from a number of factors. A 5% wage/salary raise for the county's 250 employees increased the budget by \$96,000. Operating expenses for a new 34-bed jail wing added \$114,000; capital expenditures added another \$223,000. The county share of court-ordered placement costs for juveniles increased \$150,000, while the county share of nursing home payments for indigents in county and private homes was up \$338,000. (These two programs, representing almost a quarter of the county budget, are determined by state and/or federal legislation, and are therefore beyond county control.) Finally, the county lost \$42,000 in revenue with the elimination of Federal Revenue Sharing Funds.

Since 1986 the county has been responsible for several programs formerly paid by the towns. These include paying 25% of court-ordered place-



ment costs for juveniles and 50% of Old Age Assistance and Aid to the Permanently Disabled.

Furthermore, during the state financial crisis of the early 1980's, the state reduced its share of Medicaid for county nursing home patients from 50% to 38.5% of the non-federal contribution. Legislation to restore the state's 50% share passed the New Hampshire House in 1986 and 1987 but was killed in the Senate. Until such legislation passes, counties are forced to make up the difference.

Grafton County operates a 134-bed nursing home, primarily for individuals who are eligible for Medicaid. With the opening of a new wing (expected around April 1, 1989), the county's correctional facility will expand from 64 to 98 beds, housing both men and women awaiting trial or sentenced to a year or less of incarceration. The county farm, which is one of three in the state and continues to be self-supporting, offers work programs for inmates. It also provides fresh meat and vegetables for the nursing home and cooperates with the Extension Service in experimental agricultural programs.

The county also maintains the Grafton County Courthouse, renting courtrooms and offices to the state-run superior and probate courts, the state probation and parole agency and the state division of human services. The courthouse also houses an efficient Register of Deeds office, the Grafton County Sheriff Department, the County Attorney's office, Cooperative Extension Service, and the Commissioners' Office, which serves as the business office for the entire complex.

The Grafton County Commissioners meet weekly on Wednesdays at the Grafton County Courthouse in North Haverhill. We encourage public attendance and welcome tours of our facilities. For further information, please call the Commissioners' Office at 787-6941 or contact Commissioner Betty Jo Taffe (Rumney), Everett Grass (Sugar Hill), or Gerard Zeiller (Lebanon).

Respectfully Submitted,

Gretchen Cherington  
Executive Director





FINANCIAL SECTION

Your City Government ranks as one of the largest corporations in the Upper Valley. City Financial records are open to the public at City Hall. While a complete description of the City's finances is not possible here, citizens are encouraged to come in and examine the records and ask questions about the municipal corporation in which they are members.

The City's finances are managed by a staff of five full time employees--Finance Director, City Auditor, Assistant City Auditor, Tax Collector, Assessor, and Assessor's Secretary. In 1988 these people managed the collection, expenditure and accounting of twenty-four million dollars worth of public funds, from billing and expenditure through to audit. We take seriously our role in ensuring that funds are spent in accordance with the policies set by the City Council, and the State and Federal agencies that govern various facets of the City's operations.

<u>1988 Workload Statistics</u>	1985	1986	1987	1988
Motor Vehicles Regstd	11,532	12,099	12,753	14,006
Payroll Checks Written	8,697	9,143	9,044	9,870
Accounts Payable Checks	4,550	4,740	5,161	5,061
Invoices Processed	9,066	9,379	10,354	11,700

1988 Assessed Values

Total Assessed Valuation.....	\$502,371,491
less: blind and elderly exemptions.....	3,185,000
Net Assessed Valuation (Real and Personal) ..	499,186,491
Equalized Valuation (at 72%).....	693,314,571

The City employs the services of an outside Certified Public Accountant to audit its operations annually. The audit is done in accordance with generally accepted accounting practices. The modified accrual basis of accounting is used for all governmental type funds and expendable Trust Funds. Selected financial schedules from the City's 1988 audit report are included on the following pages, as well as comparative analyses of the City's fiscal condition.

Respectfully Submitted,

John P. Aubin  
Treasurer/Finance Director

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CARRI PLODZIK SANDERSON Professional Association

193 North Main Street Concord, N.H. 03301 (603)225-6996

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*INDEPENDENT AUDITOR'S REPORT*

To the Honorable City Council  
City of Lebanon  
Lebanon, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Lebanon and the combining and individual fund financial statements of the City of Lebanon as of and for the year ended December 31, 1988, as listed in the table of contents. These financial statements are the responsibility of the City of Lebanon's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1C to the financial statements, buildings and certain equipment items are stated at values determined for insurance purposes. Such assets should be stated at acquisition cost to conform with generally accepted accounting principles.

In our opinion, except for the effects of valuing buildings and certain equipment items at value determined for insurance purposes, as discussed in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the City of Lebanon at December 31, 1988, and the results of its operations and the changes in financial position of its nonexpendable trust funds for the year then ended, in conformity with generally accepted accounting principles. Also, in our opinion, the combining and individual fund financial statements referred to above present fairly, in all material respects, the financial position of each of the individual funds of the City of Lebanon at December 31, 1988, and the results of operations of such funds and the changes in financial position of nonexpendable trust funds for the year then ended, in conformity with generally accepted accounting principles.

March 17, 1989


  
CARRI PLODZIK SANDERSON  
Professional Association



EXHIBIT A  
CITY OF LEBANON  
Combined Balance Sheet - All Fund Types and Account Groups  
December 31, 1988

ASSETS	Governmental Fund Types		Fiduciary Fund Type	Account Groups		Totals	
	General	Special Revenue		Capital Projects	Trust Funds	General Fixed Assets	General Long-Term Debt
Cash and Equivalents	\$3,824,278	\$1,553,106	\$139,882	\$1,507,519	\$	\$	\$ 7,024,785
Investments, At Cost				117,044			117,044
Receivables							
Taxes	2,881,264						2,881,264
Accounts	228,629	271,602					500,231
Special Assessments	1,124	8,000					9,124
Accrued Interest and Dividends		4,061		1,121			5,182
Due From Other Governments	9,900	10,732	329,471				350,103
Due From Other Funds	124,271	388,600	298,983	2,541			814,395
Due From Others	61,800		35,400				97,200
Prepaid Expenses	81,152	27,894					109,046
Land							406,210
Buildings and Building Contents							16,449
Equipment							406,210
Vehicles							9,145,152
Infrastructure							2,285,327
Amount To Be Provided For							1,439,549
Retirement of General Long-term Debt							2,593,990
							4,790,065
							\$ 5,947,462
							134,780
							1,724,468
							175,954
							13,767
							261,576
							295,723
							20,582
							16,449
							406,210
							8,843,374
							2,057,752
							1,309,856
							4,971,408
							\$26,179,361
							\$12,568,667
							\$4,790,065
							\$15,870,228
							\$1,628,225
							\$803,736
							\$2,263,995
							\$7,212,418
							\$803,736
							\$2,263,995
							\$15,870,228
							\$4,790,065
							\$12,568,667
							\$26,179,361

1989 Lebanon City Report

EXHIBIT A (Continued)  
CITY OF LEBANON  
Combined Balance Sheet - All Fund Types and Account Groups  
December 31, 1988

	Governmental Fund Types		Fiduciary Fund Type	Account Groups		Totals (Memorandum Only)	
	General	Special Revenue		Capital Projects	General Fixed Assets	General Long-Term Debt	December 31, 1988
<b>LIABILITIES AND FUND EQUITY</b>							
<b>Liabilities</b>							
Accounts Payable	\$ 3,342	\$ 7,878	\$	\$	\$	\$ 11,220	\$ 42,893
Contracts Payable			279,067			279,067	124,982
Retainage Payable			51,019			51,019	24,476
Yield Tax Security Deposits	500					500	500
Due To Other Governments	5,517,301	23,207	170,844			5,711,352	4,476,729
Due To Other Funds	573,867	45,909	78,105			814,395	295,723
Due To Developers							45,588
Deferred Revenue	468,624	43,941					20,341
General Obligation Debt Payable					4,790,065	4,790,065	4,971,408
Total Liabilities	<u>6,563,634</u>	<u>120,935</u>	<u>446,600</u>	<u>248,949</u>	<u>4,790,065</u>	<u>12,170,183</u>	<u>10,002,640</u>
<b>Fund Equity</b>							
Investments In General Fixed Assets						15,870,228	12,617,192
Fund Balances							
Reserved For Encumbrances	329,452	872,124				1,201,576	1,016,080
Reserved For Endowments				419,357		419,357	403,428
Reserved For Incomplete Contracts			80,337			80,337	120,201
Reserved For Loan Guarantees						791	791
Unreserved							
Designated For Capital Acquisitions			255,290			1,215,209	643,415
Designated For Subsequent Year's Expenditures						208,582	99,662
Undesignated	319,332	1,063,563	21,509			1,402,404	1,275,952
Total Fund Equity	<u>648,784</u>	<u>2,143,060</u>	<u>357,136</u>	<u>1,379,276</u>		<u>20,398,484</u>	<u>16,176,721</u>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<u>\$7,212,418</u>	<u>\$2,263,995</u>	<u>\$803,736</u>	<u>\$1,628,225</u>	<u>\$4,790,065</u>	<u>\$32,568,667</u>	<u>\$26,179,361</u>

The notes to the financial statements are an integral part of this statement.



**EXHIBIT B**  
**CITY OF LEBANON**  
**Combined Statement of Revenues, Expenditures and Changes in Fund Balances**  
**All Governmental Fund Types and Expendable Trust Funds**  
**For the Fiscal Year Ended December 31, 1988**

	Governmental Fund Types			Fiduciary Fund Type - Trust	Totals (Memorandum Only)	
	General	Special Revenue	Capital Projects		December 31, 1988	December 31, 1987
<b>Revenues</b>						
Taxes	\$15,008,274	\$	\$	\$	\$12,899,123	
Intergovernmental Revenues	1,107,216	14,445	593,616		1,715,277	
Licenses and Permits	1,198,839				1,605,138	
Charges For Services	236,576	2,679,500			1,077,288	
Miscellaneous	526,617	618,604	223,906	52,668	2,175,922	
<b>Other Financing Sources</b>					759,436	
Bond Proceeds			464,000			
Proceeds of Refunded Debt	275,507	395,558				
Operating Transfers In	124,730	131,133	199,491	305,456		
<b>Total Revenues and Other Sources</b>	<b>18,477,759</b>	<b>3,839,240</b>	<b>1,481,013</b>	<b>358,124</b>	<b>24,156,136</b>	<b>19,639,080</b>
<b>Expenditures</b>						
General Government	1,880,994				1,880,994	1,924,065
Public Safety	1,896,236				1,896,236	1,601,255
Highways, Streets, Bridges	1,098,381				1,098,381	1,041,059
Sanitation		344,370			344,370	193,693
Health	138,564				138,564	105,343
Welfare	119,595				119,595	87,214
Culture and Recreation	359,134				359,134	359,520
Debt Service						
Principal	309,552				309,552	536,618
Interest	371,521				371,521	543,710
Capital Outlay	665,517		1,289,033		1,954,550	1,091,575
Water Department		840,295			840,295	434,458
Sewer Department		857,581			857,581	590,417
Regional Airport		498,398			498,398	392,740
<b>Other Financing Uses</b>						
Operating Transfers Out	11,374,684	335,665	111,133	45,590	11,867,072	10,192,041
Payment of Refunded Debt	275,507	395,558			671,065	
<b>Total Expenditures and Other Uses</b>	<b>18,489,685</b>	<b>3,271,867</b>	<b>1,400,166</b>	<b>45,590</b>	<b>23,207,308</b>	<b>19,093,708</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	( 11,926)	567,373	80,847	312,534	948,828	545,372
<b>Fund Balances - January 1 - (As Restated - Note 10)</b>	660,710	1,575,687	276,289	676,525	3,189,211	2,643,839
<b>Fund Balances - December 31</b>	<b>\$ 648,784</b>	<b>\$2,143,060</b>	<b>\$ 357,136</b>	<b>\$989,059</b>	<b>\$ 4,138,039</b>	<b>\$ 3,189,211</b>

The notes to the financial statements are an integral part of this statement.

1989 Lebanon City Report

EXHIBIT B-1  
CITY OF LEBANON  
Special Revenue Funds  
Combining Balance Sheet  
December 31, 1988

ASSETS	Water Department	Sewer Department	Regional Airport	Sanitary Landfill	Community Development Block Grant	Conservation Commission	Totals	
							December 31, 1988	December 31, 1987
Cash and Equivalents	\$486,583	\$367,174	\$698,558	\$	\$791	\$	\$1,553,106	\$1,325,484
Receivables (Net of Allowance For Uncollectibles)								
Accounts	22,977	26,544	49,676	172,405			271,602	175,954
Special Assessments		8,000					8,000	12,000
Accrued Interest		1,477	2,584				4,061	
Due From Other Governments		10,732					10,732	
Due From Other Funds	111,133	9,199	2,468	187,199		78,601	388,600	124,565
Due From Others								8,093
Prepaid Expenses	12,281	5,789	5,481	4,343			27,894	10,570
<b>TOTAL ASSETS</b>	<b>\$632,974</b>	<b>\$428,915</b>	<b>\$758,767</b>	<b>\$363,947</b>	<b>\$791</b>	<b>\$78,601</b>	<b>\$2,263,995</b>	<b>\$1,656,666</b>
<b>LIABILITIES AND FUND BALANCES</b>								
<b>Liabilities</b>								
Accounts Payable	\$ 1,406	\$ 6,472	\$ 1,201	\$	\$	\$	\$ 7,878	\$ 385
Due To Other Funds	44,708						45,909	42,698
Due To Other Governments		23,207					23,207	20,724
Deferred Revenue	153	10,776	33,012				43,941	17,172
Total Liabilities	46,267	40,455	34,213				120,935	80,979
<b>Fund Balances</b>								
Reserved For Encumbrances	32,397	442,329	68,430	328,968			872,124	562,842
Reserved For Loan Guarantees					791		791	791
Unreserved								
Designated For								
Subsequent Year's Expenditures	129,981					78,601	208,582	99,662
Undesignated (Deficit)	424,329	( 53,859)	656,124	34,979			1,061,563	912,392
Total Fund Balances	586,707	388,460	724,554	363,947	791	78,601	2,143,060	1,575,687
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$632,974</b>	<b>\$428,915</b>	<b>\$758,767</b>	<b>\$363,947</b>	<b>\$791</b>	<b>\$78,601</b>	<b>\$2,263,995</b>	<b>\$1,656,666</b>



1989 Lebanon City Report

EXHIBIT B-2  
CITY OF LEBANON  
Special Revenue Funds  
Combining Statement of Revenues, Expenditures and Changes in Fund Balances  
For the Fiscal Year Ended December 31, 1988

	Water Department	Sewer Department	Regional Airport	Sanitary Landfill	Community Development Block Grant	Conservation Commission	Totals Year Ended	
							December 31, 1988	December 31, 1987
<b>Revenues</b>								
Intergovernmental Revenues	\$ 869,997	\$ 612,225	\$ 14,445	\$	\$	\$	\$ 14,445	\$ 281,219
Charges For Services	91,902	83,752	361,117	836,161			2,679,500	1,935,647
Local Sources			344,131	28,311		70,508	618,604	484,470
<b>Other Financing Sources</b>								
Proceeds From Refunded Debt							395,558	
Operating Transfers In	111,133	20,000	395,558				131,133	414,133
<b>Total Revenues and Other Sources</b>	<b>1,073,032</b>	<b>715,977</b>	<b>1,115,251</b>	<b>864,472</b>		<b>70,508</b>	<b>3,839,240</b>	<b>3,115,469</b>
<b>Expenditures</b>								
(See Exhibits B-3 - B-6)	840,295	857,581	498,398	344,370			2,540,644	2,257,682
<b>Other Financing Uses</b>								
Payments Of Refunded Bonds & Notes							395,558	
Operating Transfers Out	24,985	37,981	87,250	185,449			335,665	364,243
<b>Total Expenditures and Other Uses</b>	<b>865,280</b>	<b>895,562</b>	<b>981,206</b>	<b>529,819</b>			<b>3,271,867</b>	<b>2,621,925</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>207,752</b>	<b>(179,585)</b>	<b>134,045</b>	<b>334,653</b>		<b>70,508</b>	<b>567,373</b>	<b>493,544</b>
<b>Fund Balances - January 1 - (As Restated - Note 10)</b>	<b>378,955</b>	<b>568,045</b>	<b>590,509</b>	<b>29,294</b>	<b>791</b>	<b>8,093</b>	<b>1,575,687</b>	<b>1,082,143</b>
<b>Fund Balances - December 31</b>	<b>\$ 586,707</b>	<b>\$ 388,460</b>	<b>\$ 724,554</b>	<b>\$ 363,947</b>	<b>\$ 791</b>	<b>\$ 78,601</b>	<b>\$ 2,143,060</b>	<b>\$ 1,575,687</b>





1989 Lebanon City Report

EXHIBIT C-2  
CITY OF LEBANON  
Capital Projects Funds  
Combining Statement of Revenues, Expenditures and Changes in Fund Balances  
For the Fiscal Year Ended December 31, 1988

	Route 120/ Etna Road Intersection Project	Airport Industrial Park and Reservoir Project	Elevator Project	Airport Capital Projects	Mount Support Water Main Extension Project	Downtown Improvement Project	Totals Year Ended December 31, 1988	Totals Year Ended December 31, 1987
<u>Revenues</u>								
Intergovernmental Revenues	\$ 42,000	\$ 22,527	\$102,323	\$426,766	\$	\$	\$ 593,616	\$301,836
Local Sources	213,800	4,511		5,595			223,906	22,700
<u>Other Financing Sources</u>								
Bond Proceeds	164,000				300,000		464,000	
Operating Transfers In	74,402		37,839	87,250			199,491	248,679
<u>Total Revenues and Other Sources</u>	<u>494,202</u>	<u>27,038</u>	<u>140,162</u>	<u>519,611</u>	<u>300,000</u>		<u>1,481,013</u>	<u>573,215</u>
<u>Expenditures</u>								
Land Acquisition and Clearing								1,900
General Contract	433,535		234,741	290,654	65,594	2,750	1,024,524	276,400
Engineering and Architecture	31,439	1,367		121,993			157,549	103,765
Furniture and Fixtures				89,835			89,835	3,338
Administration		5,437	5,899				11,336	5,637
Other		4,137		1,652			5,789	12,099
<u>Other Financing Uses</u>								
Operating Transfers Out		111,133					111,133	47,961
<u>Total Expenditures and Other Uses</u>	<u>464,974</u>	<u>122,074</u>	<u>240,640</u>	<u>504,134</u>	<u>65,594</u>	<u>2,750</u>	<u>1,400,166</u>	<u>451,100</u>
<u>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</u>	<u>29,228</u>	<u>( 95,036)</u>	<u>( 100,478)</u>	<u>15,477</u>	<u>234,406</u>	<u>( 2,750)</u>	<u>80,847</u>	<u>122,115</u>
<u>Fund Balances - January 1 - (As Restated - Note 10)</u>		<u>115,920</u>	<u>100,478</u>	<u>59,891</u>			<u>276,289</u>	<u>154,174</u>
<u>Fund Balances (Deficits) - December 31</u>	<u>\$ 29,228</u>	<u>\$ 20,884</u>	<u>\$ -0-</u>	<u>\$ 75,368</u>	<u>\$234,406</u>	<u>(\$2,750)</u>	<u>\$ 357,136</u>	<u>\$276,289</u>

1989 Lebanon City Report

GENERAL FUND REVENUES AND EXPENDITURES

Fiscal Year Ended 12/31	1989 Adopted Budget	1988 Actual Audited	1987 Actual Audited	1986 Actual Audited
REVENUES				
Taxes	16,903,235	15,008,274	12,899,123	10,614,813
Inter-Gov't.	1,098,889	1,107,216	1,022,083	1,025,233
Licenses & Permits	1,275,063	1,198,839	1,077,288	859,877
Charges for Service	327,700	236,576	240,275	175,517
Investment Income	190,000	158,423	146,990	144,242
Interfund Transfer	480,900	88,825	168,736	292,025
Proceeds from Bond	0	275,507	0	0
Other	562,209	404,099	49,060	66,785
<b>Total Revenues</b>	<b>20,837,996</b>	<b>18,477,759</b>	<b>15,603,555</b>	<b>13,178,492</b>
EXPENDITURES				
General Gov't.	1,463,739	1,603,705	1,694,451	1,250,755
Public Safety	1,867,457	1,896,236	1,601,255	1,439,118
Public Works	1,362,147	1,098,381	1,041,059	1,054,000
Sanitation	0	0	0	0
Health	147,123	138,564	105,343	108,252
Welfare	52,096	119,595	87,214	117,938
Culture & Recreation	391,471	359,134	318,975	300,001
Debt Service	800,233	681,073	687,073	734,862
Capital Outlay	617,066	665,517	544,567	288,518
Employee Benefits	658,830	277,289	229,614	212,086
Interfund Transfer	309,244	434,961	185,846	82,829
Inter-govt Transfer	13,168,590	11,215,230	9,201,913	7,361,719
<b>Total Expenditures</b>	<b>20,837,996</b>	<b>18,489,685</b>	<b>15,697,310</b>	<b>12,950,078</b>
Cumulative Fund Balance	648,784	648,784	686,352	780,107

<u>PRINCIPAL TAXPAYERS</u>		1988 Assessed Valuation	% of \$499,429,986 Assessed Valuation
Name	Nature of Business		
New England Power	Hydro Power	29,834,000	5.97%
Daniel Rothenberg	Commercial Realty	12,186,500	2.44%
Bay-Son Company	Commercial Realty	7,793,000	1.56%
Granite State Electric	Utility	5,800,000	1.16%
North Country Inn Assoc	Hotel Complex	4,930,000	0.99%
Dartmouth Coll Trustees	Education	4,897,800	0.98%
Twin State Ventures	Commercial Realty	4,742,700	0.95%
Split Ball Bearing	Manufacturing	4,680,300	0.94%
Thermal Dynamics Corp	Manufacturing	4,283,400	0.86%

1989 Lebanon City Report

Hodges Development Residential Realty 3,901,800 0.78%

DEBT (as of 12/31/88)

Sewer	\$1,610,000	
Water	2,345,000	
Airport	395,558	
All Other	439,507	
Total City Debt		\$4,790,065
less:		
State Aid for Sewer Project	1,403,758	
Water Bonds paid by self-supporting fund	2,345,000	
Airport Bonds paid by self-supporting fund	395,558	

Net City Debt \$645,749

Authorized but un-issued debt:

Downtown Improvement	300,000	
Mt. Support Bond--Balance	100,000	
Total Un-issued Debt		\$400,000

Overlapping Debt:

<u>Entity</u>	<u>Amount of Authorized but un-issued Debt</u>	<u>Amount of Outstanding Debt</u>	<u>Applicable Grants Outstanding</u>	<u>% of Debt Charged to City</u>
Grafton County	-0-	1,100,000	-0-	13.18%
Total Overlapping Debt				\$144,980

Debt Ratios \$645,749 \$5,335,045  
Net Debt Overall Debt

Per Capita	11,134	\$58.00	\$479.17
Ratio to Net Assessed Valuation	499,186,491	0.13%	1.07%
Ratio to Equalized Valuation	693,314,571	0.09%	0.77%

TAX COLLECTIONS

<u>F/Yr Ending 12/31</u>	<u>Net Assessed Valuation</u>	<u>Tax Rate</u>	<u>Total Adj. Tax Levy</u>	<u>Collected as of End of Each Fiscal Year</u>	<u>%</u>
1988	499,186,491	29.86	14,861,476	12,516,821	84.22
1987	483,506,543	26.19	12,609,486	11,177,186	88.64
1986	460,523,129	22.74	10,418,396	9,078,719	87.14
1985	133,101,667	69.32	9,225,591	8,244,749	89.37
1984	127,912,099	62.42	7,929,873	7,228,644	91.16
1983	126,110,602	59.20	7,413,055	6,720,232	90.70
1982	123,867,921	52.30	6,425,029	5,804,722	90.30
1981	122,787,908	51.40	6,261,378	5,575,194	89.00
1980	121,183,684	49.70	5,967,629	5,331,782	89.30



DEMOGRAPHIC STATISTICS

<u>Year</u>	<u>Lebanon</u>		<u>Grafton County</u>	
	<u>Total</u>	<u>% Change</u>	<u>Total</u>	<u>% Change</u>
1980	11,134	14.5	65,806	16.5
1970	9,725	4.4	54,914	11.0
1960	9,299	13.2	48,857	14.3

	<u>Lebanon</u>	<u>Grafton County</u>
<u>Income</u>		
Per Capita Income	\$11,260	\$10,207
Median Family Income	19,231	17,288

<u>Unemployment</u>	<u>Lebanon</u>	<u>New Hampshire</u>	<u>U.S.A.</u>
Average 1988	1.2%	2.5%	5.5%
Average 1987	0.9%	2.4%	6.2%
Average 1986	1.1%	2.4%	7.0%
Average 1985	2.3%	3.9%	7.2%
Average 1984	2.5%	4.0%	7.5%
Average 1983	4.1%	5.4%	9.6%

1989 Lebanon City Report

CITY COUNCIL BOARDS AND STANDING COMMITTEES

<u>Planning Board</u>	Term <u>Expires</u>
Norman Dobson, Chr.	6/89
Ann Schneider, V. Chr.	6/90
Charles Arnold	12/89
Ronald Bailey	9/91
Frederick Baker	10/89
Robert Couture	8/89
Alex Defelice	6/91
Terri Dudley	8/91
Nancy Esquivel	4/90
Feno Truax	4/90
Larry Carr (alt)	1/90
Kathy Schonberger (alt)	1/90

<u>Conservation Commission</u>	Term <u>Expires</u>
David Jescavage, Chr.	9/91
Ronald Bailey	9/91
Suellen Balestra	9/89
Paul Gross	9/89
Linda A. Haas	9/90
Anthony Palazzo	9/90
Victor Bouchard	9/91

Zoning Board of Adjustment

Cliff Desrosiers, Chair	9/89
Joseph Anglin	9/91
Arnold Levin	9/90
J. P. Welch	6/90
Robert Isaacs	6/91
William MacDonald (alt)	6/90
Kate Semprebon (alt)	4/92
Richard Berger (alt)	4/92

Recreation Commission

Susan Desrosiers, Chr.	8/91
John Bryar	11/91
Cynthia Driscoll	11/91
Pat Faulkner	8/89
Paul Galop	1/90
Dawn Henderson	8/90
Janet Hutt	8/89
Frank Mastro	4/90
Richard Wallace	8/90

Lebanon Housing Authority

Gordon K. Place, Chr.	7/91
Harold Blodgett	7/90
Harrison Clapper	7/93
Robert Guernsey	7/92
Judith Wilson	7/89

Library Board of Trustees

Richard Radford, Co-chair	7/91
Beverly Weeks, Co-chair	7/90
Karen Boucher	7/89
Mary Hardy	7/91
Dorothy Highter	7/89
Marc Semprebon	7/90
Mary Swainbank	7/90

Board of Assessors

Lawrence A. Macleod, Chr.	1/90
Linwood H. Bean, Jr.	2/92
Reuben D. Cole	2/91
Thomas W. Dauphinais	2/93
Robert C. Elliott	2/94

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READER SURVEY

Section 419.47 of the City Charter requires that all accounts of the city government be audited at least annually, that "an abstract of the results of such an audit be made public", and that "an annual report of the city's business be made available." The Charter does not specify what kinds of information should be included in the annual report as does state law specify what should be in a Town's annual report. We have attempted to include information we think Lebanon residents would be interested in, not only for this year, but as a permanent record of the proceedings of the City for years to come. The report is also useful for mailing to people or businesses who are considering relocating to the City, or to the people who buy the City's bonds. We would, however, appreciate your input as to the contents of the report and are therefore including this short survey. Please complete this survey and return to City Hall next time you come in. Thanks for your help!

1. What sections of the City Report do you find interesting, informative, or helpful? Please rate from 1: "very helpful" to 5: "not at all helpful":

- Reports of City Department \_\_\_\_\_
- Reports of Boards and Commissions \_\_\_\_\_
- Financial Section \_\_\_\_\_
- Council Boards & Standing Committees \_\_\_\_\_
- Property Assessed Values \_\_\_\_\_

2. Is there any other information you would like to see in future City Reports?

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3. Overall evaluation of the report  
\_\_\_\_\_ good \_\_\_\_\_ fair \_\_\_\_\_ poor

4. Comments: \_\_\_\_\_  
\_\_\_\_\_

Thank you again for your time!



City of Lebanon, New Hampshire Information Sheet  
 SAVE THIS PAGE FOR FUTURE REFERENCE

TO REPORT A FIRE: 448-1212  
 POLICE EMERGENCY: 448-1212  
 Road Problems and Snow Removal--call Dispatch 448-1212

City Manager  
 and all Other Departments 448-4220  
 Water and Sewer Questions 448-1569  
 Recreation Programs 448-5121  
 Planning and Zoning questions 448-1451  
 Building Permits 448-1524  
 Lebanon Library 448-2459  
 West Lebanon Library 298-8544  
 Sanitary Landfill 298-7872  
 Tax Information 448-1524  
 City Clerk--Motor Vehicle Info, Births,  
 Deaths, Marriages, Election Info 448-3054  
 Airport--Management Only (for flight and  
 schedule info call specific airline) 298-8878

Other Agencies

Lebanon Opera House 448-2498  
 Greater Lebanon Chamber of Commerce 448-1203  
 Housing Assistance--Lebanon Housing Authority 298-5753  
 Lebanon District Court 448-1297  
 State Motor Vehicle Registration Info 448-5408  
 Bus and Transit Service--Advance Transit 448-2815  
 Carter Community Building--Community Recreation 448-3055

SELECTED HOURS:

City Hall: Monday--Friday 8:00 A.M. to 5:00 P.M.  
Sanitary Landfill: Monday--Friday 8:30 A.M. to 5:00 P.M.  
 Saturday 8:30 A.M. to 2:00 P.M.  
Lebanon Library: Monday--Friday 10:00 A.M. to 5:00 P.M.  
 7:00 P.M. to 9:00 P.M.  
 Saturday 10:00 A.M. to 5:00 P.M.  
West Lebanon Library: Monday--Saturday 1:00 P.M. to 5:00 P.M.  
 Mon., Wed., Fri. 6:30 P.M. to 8:00 P.M.  
 Thursday 10:00 A.M. to 12:00 noon

Recreation Department: Call for current programs and schedules.

CITY HOLIDAYS: January 1st, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving, day after Thanksgiving, and Christmas

LANDFILL HOLIDAYS: January 1st, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas.

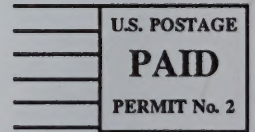
CITY COUNCIL meets first and third Wednesdays of each month at 7:30 P.M. Agendas are published in the Valley News on the Monday preceding the meeting.







**City of Lebanon**  
51 North Park Street  
Lebanon, New Hampshire 03766



**3rd CLASS BULK RATE**