


7

Community Facilities & Utilities Plan

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A large, rectangular concrete sign for the Lebanon Community Library. The sign is mounted on a brick base and has the words "LEBANON COMMUNITY LIBRARY" engraved in large, capital letters. The sign is situated in front of a brick building with arched windows, partially obscured by a large green tree and some landscaping plants.

LEBANON COMMUNITY LIBRARY

The Community Facilities and Utilities Plan addresses perhaps the widest range of topics of any of the comprehensive plan elements. Services include education, public safety and emergency response, health care, public water and sewer, trash and recycling, and government administration. Coordination of these services is complicated by the fact that services are provided by a range of public, quasi-public and private sector entities.



The Community Facilities and Utilities Plan begins with an overview of the analysis and findings from *Background Study #4, the Community Facilities and Utilities Profile*. The plan's second section deals with the current state and federal guidelines for community services. The third section explores existing and potential shared service arrangements in the county. The fourth section relates the provision and quality of community facilities and utilities to other elements of the comprehensive plan. The final section, the Action Plan, outlines the vision, goals, objectives and recommendations for effective, efficient, and coordinated services throughout the county.

MPC Requirement: *A plan for community facilities and utilities, which may include public and private education, recreation, municipal buildings, fire and police stations, libraries, hospitals, water supply and distribution, sewerage and waste treatment, solid waste management, storm drainage, and flood plain management, utility corridors and associated facilities, and other similar facilities or uses.*

MPC Article III, Section 301(a)(4)

Overview of Findings from the Community Facilities and Utilities Profile

Background Study #4 presents a detailed inventory of community facilities and utilities in Lebanon County. In conjunction with the findings of public participation activities, it analyzes how these facilities are planned and managed and how these services meet resident needs.

Educational Facilities and Services

Public Education

- There are 6 public school districts in the county comprising 34 public school facilities.
 1. Annville-Cleona School District - 4 sites
 2. Cornwall-Lebanon School District - 6 sites
 3. ELCO School District - 6 sites

4. Lebanon School District – 7 sites
5. Northern Lebanon School District – 6 sites
6. Palmyra Area School District – 5 sites



- The countywide student population in public schools in the 2006-2007 school year was 19,002. This was an increase of 888 students, 4.9%, since the 1999-2000 school year. The Palmyra Area School District had the largest increase, 409 students, and the most rapid rate of growth, 15.0%. The Cornwall-Lebanon School District had the second largest increase, 209 students, but a less significant increase, 4.5% due to its already larger student population. The Annville-Cleona School District was the only district with a declining student population from 1999-2000 to 2006-2007.
- Student enrollment projections prepared by the Pennsylvania Department of Education suggest an increase of 916 students, or 4.8%, in the countywide student population by the 2015-2016 school year. These projections indicate double-digit growth rates in student populations for the ELCO School District and 4%-7% growth in student populations for all remaining school districts except Annville-Cleona, where state projections indicate continued decline as they do not account for planned development.

- In response to recent and projected growth, school districts have been renovating and rebuilding existing facilities. The Northwest Elementary School in the Lebanon School District and the Ebenezer Elementary School in the Cornwall-Lebanon School District have not been renovated or rebuilt since their original construction. Only three new public schools have been built in the past 20 years, although the Cornwall-Lebanon and Palmyra School Districts are nearing capacity or studying the need for new schools in the coming years. As the resident population continues to grow, district facilities will need to expand. The location and connectivity of these facilities with their neighborhoods will need to be considered.



- More than two of three graduates of Lebanon County school districts, 67.6%, pursued some type of postsecondary education in 2006 and postsecondary enrollments are growing overall. Enrollment in 2-4 yr colleges and universities has been trending upward, in associates' degrees trending downward, and in non-degree programs relatively unchanged in 5 years. This may be due, at least in part, to the fact that several districts have agreements with postsecondary schools that enable students to take classes for enrichment and college credit.
- The Cornwall-Lebanon and Northern Lebanon School Districts are recognized for their innovative funding strategies. The Cornwall-Lebanon School District is

supported by the Falcon Foundation, and the Northern Lebanon School District has used outside funding and grants for capital improvements and enrichment.

- The Lebanon County Career and Technology Center (LCCTC) has eight high school and 19 adult programs and offers customized job training programs to local employers. Steady growth, particularly in its health care services programs, has resulted in expanded course offerings at the LCCTC.
- The Lancaster-Lebanon Intermediate Unit 13 is available to enhance administrative services and educational opportunities by providing quality, cost-effective services in the areas of Business Services, Human Resources, Instructional Services, Special Education Services, and Technology Services. The IU 13 serves the 22 school districts in Lancaster and Lebanon Counties as well as students in nonpublic schools, preschoolers, and adult learners.

Private Education

- There are 22 private primary and secondary schools serving the central and eastern regions of Lebanon County. The majority of private/nonpublic schools are Mennonite or Amish Schools, which tend to be small in student population and provide schooling only through Grade 8. The remaining schools are a mix of religious affiliations offering K-12 curricula.
- Statistics from the Pennsylvania Department of Education indicate that 7.8% of school age children in Lebanon County attended private schools in 2005-2006 and that enrollments in private schools have declined 3.8% between the 2000-2001 and 2005-2006 school years.

Home School Education

- Statistics from the Pennsylvania Department of Education indicate that 2.6% of school age children in Lebanon County are home schooled and that participation in home school programs has increased 20.4% over the past five years.

Postsecondary Education

- Lebanon Valley College offers 28 undergraduate/ baccalaureate programs, 4 graduate programs, and special programs in bio-medical, engineering and military sciences. The largest institution of higher education in the county, Lebanon Valley College had a Fall 2006 student population of 1,804 undergraduates and 157 part-time graduate students. Few other small colleges have received more Fulbright awards than Lebanon Valley College – thirteen awards in the past thirty-four years – with mathematics majors receiving five during that period. U.S. News &



World Report's 16th annual "America's Best Colleges" issue and guidebook ranked LVC among the top tier of colleges and universities in the category of "Best Universities Master's in the North". Poised for growth, the school has constructed a new residence hall/quad and a new student center in 2002, a new gymnasium in 2003, and the Garber Science Center in 2006. In addition, the conversion of Lynch Memorial Hall to an academic building was completed in 2004.

- The Lebanon Campus of the Harrisburg Area Community College (HACC) offers 2 and 4 year degrees and workforce training. The campus enrolled over 1,100 students and has experienced double-digit percentage increases in enrollment since Spring 1998. Approximately 60% of students are adults attending classes after work. The Lebanon Campus operates at near capacity. The college plans to expand its operation by locating additional satellite facilities throughout the county, particularly in the northern region. Initiatives planned for the Lebanon Campus include the Small Business Development Center, which will offer free business and market planning services, and a geospatial technology center, which will offer students skills in information management, marketing, and planning. The college has also received a capital donation—an existing building in downtown Lebanon—for the development of a technology training center. HACC is seeking public and private funds to renovate the building and establish its new function.
- The Evangelical Theological Seminary offers courses in biblical study and counseling. Evangelical is the smallest of the three postsecondary schools, yet its student body has grown by 10% over the past 5 years to just over 175 graduate students.
- Lebanon County Career School, Inc., a professional truck driving school, and the Central PA Carpenters Joint Apprenticeship & Training Committee are the two postsecondary trade schools in the county.

Library Facilities and Services

- There are 6 independent libraries in the Lebanon County Library System:
 1. Annville Free Library
 2. Lebanon Community Library
 3. Matthews Public Library
 4. Myerstown Community Library
 5. Palmyra Public Library
 6. Richland Community Library
- In general, the libraries offer traditional book collections and reading programs as well as computer centers for public access to the Internet. While these six facilities operate independently, they do participate in an interlibrary loan program, which enables residents to access almost all materials in these libraries. The facilities are typically operated by small paid staffs extensively supplemented with volunteers.
- The county provides annual funding to the library system. The Palmyra Public Library is the only library that receives municipal funds toward its operation. Others



raise funds through charitable giving and special events. The Palmyra Public Library is also the only library with a strategic plan. Its 2006 plan, *A Bright Future*, recommended enhancement and expansion of the facility and its services, diversity in its funding and fundraising programs, and strengthening its relationships with the school district, community partners and the public at large.

Public Safety

Police Services

- Police protection in Lebanon County is provided by the Pennsylvania State Police, the County Sheriff's office, and municipal police departments.
- The Pennsylvania State Police's Troop L operates a station in Jonestown. State Police respond to calls where local police services are not available, i.e. in municipalities without local police forces and in municipalities with off-duty part-time police forces. State Police will also respond to emergency calls received by the State Police directly from the caller or when assistance is requested by local forces. In addition to responsive police services, the state police organization provides many other training, technical and analytical services through its various bureaus and offices. Municipalities in the Northern Lebanon School District rely entirely on the State Police. The adequacy of this service to meet local needs has been questioned as a local community concern.
- The Lebanon County Sheriff's office is involved in the civil and criminal work of county government.
- Lebanon County has 16 municipal police departments. Forces are typically small with less than 10 officers; the City of Lebanon has a force of 47 officers.
- Local police service is adequate per the public and officials' surveys conducted for this plan. The cost of local police services, however, is a concern. Police service is typically the largest single expense in a municipal budget. The total cost of staff, insurance, health care, equipment, training and facilities consumes upwards of 30% of the budget of some municipalities.
- In response to an increased perception of crime in the City of Lebanon, the Lebanon Crime Commission report analyzed and identified crime as a symptom of other causes and recommended a five-sided strategy to reduce crime: 1) outreach/prevention; 2) economic revitalization; 3) neighborhood revitalization; 4) juvenile justice; and 5) reduced recidivism. The Lebanon Police Department has instituted a community policing program to bring police officers together with the community to solve problems.



Fire Protection Services

- There are 44 fire departments or companies serving the county, or 39.2 firefighting organizations per 100,000 residents. The distribution of companies provides good coverage across the county. The number of organizations per 100,000 residents is more than double any of the adjacent counties and nearly double the state figure.
- Most are organizations ranging in size from 15 to 35 volunteers. The City of Lebanon employs 21 paid staff supplemented by more than 50 volunteers. Fire departments were highly rated by public and officials' surveys. The public has expressed some interest in further cooperation or consolidation of fire protection organizations.
- The Lebanon County Firefighter's Association supports local fire companies with training services, fire prevention education assistance and service recognition for firefighters, officers and volunteers. The County of Lebanon owns and the Association operates a training facility in Avon.
- Lebanon County is participating in the Pennsylvania Fire Information Reporting System, a statewide fire information reporting system, through the Lebanon County Emergency Management Agency (LEMA) and support from the Lebanon County Firefighter's Association.
- The operation of volunteer fire companies has become more challenging as operational costs increase, equipment becomes outdated, and volunteerism declines.



Medical Facilities and Emergency Services

- The Good Samaritan Health System, Lebanon Veterans Affairs (VA) Medical Center, New Perspectives at White Deer Run, and Philhaven Behavioral Healthcare Services are the four major medical institutions in the county. Residents have good access to these facilities. Good Samaritan Hospital, the VA and White Deer Run are centrally located in the city or on its outskirts, offering convenient access to the majority of the population. Philhaven is located in West Cornwall Township. Residents in the western portion of the county also have easy access to the Penn State Hershey Medical Center. Five drug and alcohol treatment centers are also located in the county.



- There are 18 emergency medical service organizations in the county, providing emergency and routine ambulatory response and transportation. These organizations are primarily run by volunteers and have reported that there are an insufficient number of responders/providers for the call volume received in the county.
- There are 12 nursing homes in the county: 1 county-owned (Cedar Haven), 3 for profit, and 8 non-profit homes. Most of these facilities are located in communities along the Route 322 and 422 corridors. All 12 facilities compared favorably to the statewide average on inspection criteria for similarly sized facilities.
- The 24 personal care homes, also known as "assisted living residences", "retirement homes" or "boarding homes," have a collective capacity for 853 residents. State licensing regulations enforced by the Department of Public Welfare apply to personal care homes to protect the health, safety and well-being of the residents.
- Six senior centers provide meeting places for social interaction, games, fitness, bus trips, and meals.

Solid Waste Management

- The Greater Lebanon Refuse Authority (GLRA) is responsible for managing a comprehensive solid waste disposal system for Lebanon County.
- The GLRA owns a total of 412 acres in North Annville, Swatara, and North Lebanon Townships, with active land filling taking place in North Lebanon Township.
- All Lebanon County-generated municipal waste is directed to the GLRA landfill. Standards are imposed on waste haulers to manage the amount of waste deposited at the landfill each day.
- The Greater Lebanon Refuse Authority has become a model landfill for its innovative use of a natural wetland treatment system for treating leachate, its methane recovery program, and its walking trail that passes through forest and farmland and by three locks of the historic Union Canal.
- Trends analyzed for the 2000 Lebanon County Solid Waste Management Plan indicated that solid waste generation is increasing faster than residential and employment growth. Projected volumes indicate that the current landfill will not reach capacity before 2016. The solid waste management plan makes four major recommendations: 1) increase recycling to reduce demand for waste disposal; 2) continue methane recovery; 3) continue public education; and 4) increase emergency response planning.



Aerial Photo of GLRA Landfill

- The county's 2006 recycling rate was 28%, showing progress toward the state target of 35%. The solid waste management plan states that more types of materials could be recycled. Recyclable materials are currently limited to glass, plastics, magazines and hazardous household waste.

Utility Systems

Public Water

- The City of Lebanon, the boroughs and the first class townships are each fully or nearly fully served by public water systems. Several villages and mobile home communities as well as the Fort Indiantown Gap Military Reservation are also served by public or community water systems. These areas total more than 26,000 acres. Water service is planned or anticipated for nearly 6,000 additional acres, for a total of 13.7% of the county served or planned for water service by 2020.
- The City of Lebanon Authority (CoLA) provides public water service to about 57,000 people in the central and eastern urbanized areas of the county, particularly along the Route 422 corridor. The plant has a treatment capacity of 10 million gallons per day (mgd) and an average rate of 7.7 mgd. With some modifications and improvements, the plant rating could increase to 20 mgd. With this current excess capacity, extensions of the water system could be made by municipalities to address failing wells; by developers for new construction; or by CoLA to create loops that eliminate dead ends and to balance system flow and pressure. The authority's distribution and transmission system is in fair to good condition for its age.
- A study from October 2000 indicates that the current average daily source water demands exceed the safe yield of the existing sources of supply, i.e. the Swatara Creek and Siegrist Reservoir, under drought conditions. CoLA plans to address the issue of limited water supply in the coming 5-10 years. Previous plans considered construction of a dam and reservoir at Swatara State Park; however, the approved master plan for the park does not include a dam or reservoir. CoLA has considered this decision final and expects to pursue investigation of groundwater sources for additional supply.
- PA American Water serves the western portion of the county. PA American Water has interest in expanding its service along Rt. 934 across from the Annville-Cleona High School, and to fringe areas north of the existing Annville and Palmyra service areas. Municipal planning in these areas indicates a need for expanded water service
- There are more than 25 small water systems operating in the county. A mid-1990s study, done by the U. S. Army Corps of Engineers, identified potential interconnections and improved inspection and maintenance options to ensure water supply and improve compliance with state regulations. The first phase of the study was completed and made recommendations for each system; the second phase of the study was not completed. Further investigation of the feasibility of system interconnection is needed to ensure a safe water supply for current customers and potential community and economic growth.

Public Sewer

- Six regional systems and several municipal and small systems serve the urban, suburban and village areas of Lebanon County. These areas total almost 27,000 acres or 11.5% of the county. Sewer service is planned for another 6.0% of the county by 2020.
- Municipal authorities are expanding sewer service to solve problems and serve areas planned for future service. There is minimal advance expansion to attract development.
- With the exception of the wastewater treatment plant in Fredericksburg, systems are operating under capacity. Projections of planned service areas suggest that additional capacity will be needed in the Myerstown and Palmyra regions, and the design of new facilities for these regions is underway. Collection systems are generally in fair to good condition.
- Twenty municipal sewage facilities plans are more than 10 years old.
- The Lebanon County Planning Department conducts permitting and inspection of on-lot sewage disposal systems.
- Six municipalities have sewage management programs requiring regular pumping of on-lot disposal systems. These programs provide means to monitor the systems for problems before they become severe.
- Sewage facilities plans note the presence of nitrates in groundwater and the need for on-lot sewage management programs. Hydrogeological studies are also noted as ways for municipalities to manage land suitability for development.
- The Pennsylvania Chesapeake Bay Strategy has established nutrient and sediment limits for wastewater treatment plants. Five of the six plants in the county now have fixed annual limits for nitrogen and phosphorus; the smaller Mt. Gretna plant is not currently affected by these limits. In order to achieve the level of treatment required by 2010, as required by the state, wastewater treatment plants would need to build new or modified processing equipment to remove the excess nutrients. The cost of such upgraded treatment will be substantial and could vary from plant to plant, depending on how much construction is needed. Purchasing nutrient trading credits could be an alternative to plant modification.



Private Utility Services

- Natural gas, electric, and telecommunications services are made available by private companies.
- Several natural gas and crude oil pipelines traverse Lebanon County.

Hazard Mitigation

- The Lebanon County Emergency Management Agency (EMA) is responsible for training, education, coordination, and assistance relating to natural disasters, hazards and other emergencies
- The office is interested in acquiring digital mapping to improve its ability to respond to emergencies.
- Requirements for county EMA offices continue to evolve in light of technological advances in communications and the ever-present threat of terrorism.
- The Lebanon County EMA provides a 24-hour Pennsylvania state-certified Hazardous Materials Response Team to handle chemical spills and biohazards
- The South Central Regional Counter-Terrorism Task Force serves Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry, and York Counties. Funding for Task Force projects and initiatives has been available from the federal government; however, the expenditures have been limited to equipment, facilities, and other investments to harden physical infrastructure.



Other Public Facilities

Federal Facilities


- More than 12,000 acres of the Fort Indiantown Gap Military Reservation are located in Lebanon County. Only a small portion of the reservation is developed; the remainder of the reservation consists of forest and other natural land covers. The Pennsylvania National Guard manages the facility on a day-to-day basis but the Gap is also home of the Pennsylvania Department of Military and Veterans Affairs, which oversees both the Army and Air National Guard and the state's programs for serving the needs of Pennsylvania's 1.3 million veterans. On average, more than 100,000 students and trainees rotate through the installation every year. Full-time employment tops 1,200 making Fort Indiantown Gap the largest employer in Lebanon County. Its annual economic impact to the county exceeds \$100 million.
- Other military facilities include the Indiantown Gap National Cemetery and the Pennsylvania Army National Guard Armory.



State Facilities

- Pennsylvania facilities include a PennDOT-operated Photo and Exam Center and six magisterial district judge offices, as well as two state parks, six state game lands, and a portion of the Middle Creek Wildlife Management Area.

County Administration and Facilities

- Lebanon County's legislative and executive government is led by the three-member Board of Commissioners. The Board directs 14 departments, predominantly located at the County-City Municipal Building. Eight offices are led by county officials elected by the public. Six offices are associated with the local justice system and lead by elected officials and hired staff.
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- The county's facilities include the Municipal Building, Cedar Haven Nursing Home, the Lebanon County Correctional Facility, the Renova Center for intermediate care of severely or profoundly mentally retarded individuals, and the Agricultural Center, which houses the Conservation District offices. The county also operates satellite sites for other county offices, including the Area Agency on Aging, the Mental Health/Mental Retardation Program, the Drug and Alcohol Program, the Juvenile and Adult Probation Services, and the Community Action Partnership. The county also has full ownership or partial interest in four memorial, recreation and conservation sites: Monument Park, Union Canal Tunnel Park, Lebanon Valley Rail Trail corridor, and the Clarence Schock Memorial Park at Governor Dick.
 - There are twenty five municipal offices in Lebanon County – one for each local government except Cold Spring Township, where no governing body exists – as well as additional municipal facilities for storage, maintenance, and recreation.

Measures of Service Guidelines for Community Services

The quality of life that Lebanon County offers is one of its most significant assets. A large portion of that quality of life is attributable to the quality of its community services. As the population grows and services expand to meet increased demands, the quality of those services will need to be carefully protected.

One way to measure and compare the quality of community services over time and through change is through community indicators. Community indicators are numeric measures of specified aspects of community life including community services but also the economy and the environment. Individually and collectively, they tell in what direction the community is moving – moving forward or backward, or maintaining the status quo



in relation to established goals. They help identify issues and set priorities within the often wide path of progress toward community goals. They are based on a vision for the future, available data (or willingness to collect it) and what is proposed to be reported to the community in order to demonstrate linkages and inspire action. It is essential to note that indicators are not a substitute for action, but rather a measure of the effectiveness of actions.¹

Increasingly, counties are using community indicators as a means to measure and report progress on the community goals established in their comprehensive plans. Mercer County first used indicators in its 1996 comprehensive plan. Lancaster County followed in step a few years later. The Lancaster Community Indicators Project, an independent statistical and analytical collaborative effort of service, civic, governmental, and educational organizations, has developed its community indicators report called *Measure Up, Lancaster!* Project partners and other organizations throughout the county use the indicators to measure and report the effectiveness of their services. In addition, organizations use the indicators to see where further work needs to be done or a change in direction is required.²

The background studies for the Lebanon County Comprehensive Plan have already documented several measures of service. Monitoring of these measures through plan updates or other publications will serve to show positive and successful implementation of the Community Facilities and Utilities Plan. In addition to those already inventoried, several other potential measures have been listed in Figure 7-1 for consideration as indicators. Further expansion and selection of these measures, as well as responsibilities for monitoring and reporting, are needed before calling them indicators for Lebanon County.

¹ *Measure Up, Lancaster!*, Volume 3, 2006.

² *Ibid.*

Figure 7-1 Potential Indicators

Education and Cultural Enrichment

1. Percentage of 5th, 8th and 11th graders scoring "below basic" proficiency on state mandated standardized tests.
2. Percentage of residents, 18 years and older who read below a 9th grade level.
3. Absentee rates by school district.
4. Adults with at least high school diploma
5. Adults with at least a bachelor's degree
6. Library books & other cataloged items per capita
7. Population with library cards
8. Per capita spending/support for library services compared regionally
9. Number of public access computer terminals in public libraries
10. Total number of venues (art galleries, museums, live productions, theatres) for artistic enjoyment, enhancement, and expression
11. Annual attendance at arts and cultural venues
12. Percentage of high school graduates who pursue postsecondary education
13. Percentage of high school graduates who achieve gainful employment within one year of graduation

Public Safety and Emergency Services

14. Percentage of persons who feel safe walking at night in their neighborhood.
15. Violent crime statistics per 100,000 residents for adult and juvenile offenders.
16. Full-Time Law Enforcement Officers per 1,000 residents
17. Firefighting organizations per 100,000 residents
18. Emergency Medical Technicians per 1,000 residents
19. First Responders per 1,000 residents
20. Advanced Life Support (ALS) Professionals per 1,000 residents
21. Average emergency call response time (in minutes)
22. Public safety expenditures as percentage of general expenditures or per capita cost of local police departments

Medical Facilities and Emergency Services

23. Infant mortality rate
24. Physician rate per 10,000 residents
25. Beds set up & staffed per 1,000 residents
26. Admissions per hospital bed
27. Nursing home beds per 1,000 residents
28. Child abuse and neglect rate
29. Teen pregnancy rate per 1,000
30. Nursing hours per resident of nursing homes
31. Percentage of middle and high-school aged youth who have admitted using 1) alcohol, 2) tobacco, or 3) an illegal drug or other controlled substance within the past thirty days
32. Percentage of adults reporting health insurance, dental vision care, mental health and/or substance abuse benefits
33. Percentage of population that feels less able to cope with the routine demands of life than one year ago
34. Percentage of youth reporting symptoms of depression

Solid Waste Management

35. Pounds of trash per capita deposited at the Greater Lebanon Refuse Authority Landfill
36. Average household/municipal recycling rate

Public Water

37. Average number of gallons water used per day per household
38. Available capacity for water treatment
39. Available capacity for sewer treatment
40. Number of municipalities that permit private on-lot wells but do not require regular testing.

Private Utility Services

- 41. Frequency of service interruptions
- 42. Duration of service interruptions

County Administration and Facilities

- 43. Percentage of residents who do volunteer work.
- 44. Courts expenditures as percentage of general expenditures
- 45. Number of clients served by county human service programs
- 46. Number of clients per caseworker in county human service programs
- 47. Occupancy rate at Cedar Haven
- 48. Per diem cost of housing.
- 49. Staff retention rate and/or turnover rate.
- 50. Arrests per 100,000 juveniles for felony or misdemeanor offenses
- 51. Percentage of juvenile re-offenders
- 52. Number of grievances regarding the county prison or operations.
- 53. Costs saved by volunteer and existing community services

Shared and Coordinated Services

Current Shared and Coordinated Services

County and local governments have numerous and diverse public service responsibilities. The level of service, i.e. service types, quality, consistency, and responsiveness to emergencies, varies widely from one municipality to another. This variation is due to local preference and the availability of financial and staff resources, though minimum standards for some services are defined by state law.

Municipal governments have the authority to share or coordinate services across municipal boundaries. Such sharing and coordination can range from service planning to decision-making and investment to administrative responsibilities. Working together in one or more of these aspects can make services more cost-effective for municipal government and its supporting taxpayers, meaning citizens receive the same level of service at a lesser cost, or receive a higher level of service at the same cost.

Service sharing and coordination among county and local government is widespread and long-standing in Lebanon County. The Palmyra Area Recreation and Park Commission was established more than 30 years ago to provide recreation programs throughout the school district. Palmyra, North Londonderry and South Londonderry Townships, and the school district each make a per capita contribution to the commission's fund and have representation on the board of directors to ensure that services meet local needs and are provided equitably. Numerous municipalities have working relationships with adjacent municipalities for the operation of water distribution and sewage collection systems, as well as mutual aid agreements for police and fire response in times of need. The Emergency 911 dispatch service provided by the Lebanon County Emergency Management Agency is one of several county services that coordinate municipal response to local needs. The zoning, code, and sewage enforcement services provided by the Lebanon County Planning Department are another, supplying contract services in the spirit of cost-effective and consistent code administration. Additional discussion of service sharing and coordination has occurred and continues today, through municipal gatherings such as the monthly meetings of municipal managers

and the quarterly dinner and discussion meetings of the Northern Lebanon School District and its member municipalities.

All of the various municipal units of Pennsylvania share the same basic responsibilities with respect to the provision of public services at the local level and have similar statutory powers. Although cities have more specifically enumerated powers than boroughs or townships, many of those powers may also be exercised by boroughs and townships under general grants of power.

The main areas of local (government) services include police and fire protection, maintenance of local roads and streets, water supply, sewage collection and treatment, parking and traffic control, local planning and zoning, parks and recreation, garbage collection, health services, libraries, licensing of businesses and code enforcement.

The Pennsylvania Manual, Vol. 117, Section 6, Pennsylvania Local Government

Further Opportunities for Shared and Coordinated Services

As Lebanon County's population grows, its need for public services will also increase. This may mean extending services into newly developed areas, hiring additional staff, and adding new facilities, as well as more diverse services to meet changing needs. As municipalities consider and plan for future growth and its impacts through updated comprehensive plans, they may want to review the organization of their public services and explore options for service sharing and coordination.

Police Service

As one of the most costly public services, police services are one of the more commonly shared services in Pennsylvania. A study prepared by the South Central Assembly for Effective Governance in 2000 examined the methods of providing police services across the eight-county study area.

Policing in the South Central Region (2000) found that local police services are



still the predominant type of police service in south central Pennsylvania though regional police forces are used in Adams, Cumberland, Lancaster, and York Counties. The study looked in detail at the financing of police services and found wide-ranging costs per capita for both municipal police departments and regional police departments, suggesting that the level of service, such as number of officers, hours of service, etc. also varies from one department to another. This underscores the need to consider the level of service in relation to department costs when comparing service types. Figure 7-2 lists the benefits of regional policing, as presented in *Policing in the South Central Region*.

Figure 7-2 Benefits of Regional Policing

Benefits of Regional Policing

- ◆ Regional departments allow the sharing of administrative staffing, supervision and overhead, thereby reducing costs over time.
- ◆ Regional departments permit a community to pay for and support only the amount of police services it needs based upon workload. It is not necessary to pay for and provide a full-time department just to have requests for services responded to on a 24-hour basis.
- ◆ Regional departments allow communities to develop more uniform law and police enforcement policies and permit a more effective response time to area-wide crime and law enforcement problems.
- ◆ By becoming larger in numbers, regional police departments allow communities to use their officers more effectively by assigning them to working shifts when the work is there to do, rather than when the officers are available, or to be there to respond to a call in the event an officer is needed.
- ◆ Communities policed by regional departments get a better accounting for their financial contributions as well as the activities and enforcement efforts of the police because of the accounting and accountability methods established in regional departments.
- ◆ Police officers in regional police departments are more able to receive training because of their larger size, thereby improving the efficiency of the police.
- ◆ Police officers are further removed from local government politics in regional departments, permitting a more professional application of law enforcement and police services.
- ◆ Because of the larger size, police officers on regional departments receive more opportunities for training, specialization and advancement, thereby improving their career opportunities.

*Policing in the South Central Region,
A Regional Police Study by the South Central Assembly for Effective Governance*

Fire Protection

While fire protection services are by and large provided by volunteer organizations in Lebanon County, citizens feel the burden of their operational costs. Citizens attending the summer 2005 *Forums for Our Future* specifically inquired about the abundance of fire companies and opportunities to coordinate administrative requirements, equipment needs and overall services.



In 2003, the Pennsylvania House of Representatives directed the Legislative Budget and Finance Committee to explore the feasibility of restructuring Pennsylvania’s volunteer fire companies through regionalization or other methods and to present a plan for such regionalization. This directive was completed in 2005. *The Feasibility of Regionalizing Pennsylvania’s Volunteer Fire Companies* explored the topic in five ways:

1. An overview of volunteer fire services, which includes the history and tradition of volunteer companies, the number of volunteer companies, the range of services provided, the value of those services to the public, and the funding sources available to companies;

2. An analysis of the challenges to volunteer companies, including declining volunteerism, rising costs and demands, and resource limitations;
3. A cost-benefit analysis of regionalization;
4. An analysis of various regionalization applications (programs, case studies, and lessons learned) in Pennsylvania; and
5. A presentation of the perspectives of state level officials on regionalization methods for volunteer fire companies.

The study concluded that “various forms of fire services regionalization, including consolidations and mergers, are feasible and represent a logical approach to addressing many of the challenges currently facing the Commonwealth’s 2,354 volunteer fire companies,” and made four major recommendations to the General Assembly and the State Fire Commissioner to enable, initiate, and lead the restructuring of fire services. While these recommendations focused on state level changes, the decision to explore restructuring would still lie with the fire companies. Interested fire companies, however, will have guidance from this study.

Public Utilities

As noted above, municipalities already have strong working relationships with one another in regard to the municipal public water and sewer systems in the county. Further opportunities for utility coordination exist in the Army Corps of Engineers’ recommendations to interconnect small water systems to ensure adequate supply during peak, drought and emergency conditions and to have certified inspections of treatment facilities. There may also be an opportunity to gain a more thorough understanding of regional sewer systems through comprehensive system planning. Systemwide service area and collection facilities mapping would give decision-makers access to the same information when considering extensions, particularly across drainage divides. Such an approach could also strengthen coordination with land use planning. In both cases, implementation responsibilities would most likely remain at the municipal level.

Other Public Services

Library and emergency medical services, like fire protection services, are largely provided by volunteers in the county. Volunteer services are a fiscally responsible means to meeting local needs with limited resources, particularly when supplemented with municipal support insurance, utility and other administrative costs. Reliance on volunteer services is increasingly difficult, as citizens are spending less time in volunteer organizations. Meeting these kinds of local needs in the future may require dedicated municipal services.

Interrelationship of Community Facilities to other Elements of the Comprehensive Plan

Land Use and Housing

Land use implies a demand for community services in all but the most remote areas of the community. Housing is indeed the most expensive use to serve; however, each type of development, regardless of location or intensity, places some level of demand for public safety and emergency response, access to medical facilities, clean water, and access to waste disposal facilities on community service providers. The land use plan outlines a growth management strategy that focuses development in existing and adjacent planned service areas to aid community service providers in maintaining efficient, cost-effective systems and services.

Recreation

Recreation, open space and greenways are integral to overall community services. They help to improve the quality of life by reducing anti-social behavior, building strong family bonds, creating a sense of community and contributing to human development and good health. By providing positive experiences throughout a lifetime, recreation helps to deter the associated costs of the justice system, incarceration, counseling, youth and family services and so on. Parks and recreation help to keep citizens fit and healthy. The U.S. Surgeon General has named municipal parks and recreation as a powerful weapon in the fight against obesity and the lack of physical activity, the number one public health issue in America today. Open space, greenways and recreation contribute to mental health by reducing stress, isolation and loneliness. They are often the catalysts for building strong self-sufficient communities where trail groups, art guilds, sports and fitness leagues, volunteer organizations, and park stewards are a part of the fabric of community life. In terms of infrastructure, utility rights-of-way can offer connecting corridors for a network of countywide recreational trails.

Natural Resource

The most significant relationship between community services and natural resources is water. Every community activity requires water and generates some form of wastewater or excess flow as part of the comprehensive water cycle. Whether planning for adequate water supplies, potable water quality, sewage treatment or stormwater management, the availability and quality of water to downstream or groundwater resources remains paramount to stewardship of water resources.



Transportation and Energy Conservation

The location and design of various community facilities and utilities has an impact on energy use. Encouraging schools and recreational facilities, religious centers, and other community facilities and utilities to locate new facilities near residential neighborhoods encourages people to walk or bike to these destinations, rather than driving fuel-driven vehicles. Compact forms of development also reduce the distance that public safety and emergency personnel have to travel to reach someone in need. In addition, the condition of water and sewer infrastructure also influences energy demand for these utilities. Inefficiencies in treatment equipment and collection and transmission pipes can lead to higher operational costs for authorities, companies and ultimately consumers.

Action Plan

The Community Facilities and Utilities Action Plan outlines recommended actions to sustain and improve the vast array of services provided by county and other public agencies as well as the private for-profit and non-profit sectors. The Action Plan recognizes the importance of these services to the quality of life residents and businesses find in Lebanon County. The Action Plan begins with an overview of the vision for effective, efficient and coordinated services throughout the county, followed by the recommended actions. For each action, an intended outcome, a proposed time horizon, lead and support partners, and funding sources are included.



Vision, Goals and Objectives

Vision

Provide or coordinate adequate, cost effective public services in the areas of education, health, safety, and utility services.

Goals and Objectives

- 1. Provide access to educational services and support programs for cultural enrichment.**
 - A. Maintain adequate capacity for planned growth in educational and library facilities.
 - B. Provide educational and enrichment opportunities for all ages.
 - C. Promote programs and events that foster a greater understanding and appreciation of the arts.

- 2. Provide public safety services that meet local needs and reflect national and statewide standards.**
 - A. Provide training opportunities, modern facilities, and equipment for public safety staff and volunteers.
 - B. Encourage efficient public safety services.
 - C. Coordinate response to known hazards
 - D. Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current datasets.

- 3. Encourage the planning and development of a modern, secure health care system.**
 - A. Guide the development of modern, secure facilities consistent with service and programming needs.
 - B. Support the expansion of preventative and treatment health and wellness programs.

- 4. Provide an adequate solid waste collection and disposal system.**
 - A. Promote proper handling and disposal of hazardous materials and solid waste.
 - B. Support the continuation and expansion of recycling programs
 - C. Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current datasets.

- 5. Ensure a clean, adequate water supply and sewage disposal systems.**
 - A. Ensure sound water and sewer infrastructure planning that is consistent with standards, conforms to land use plans and adequately meets needs.
 - B. Maintain water and wastewater treatment facilities that provide adequate capacity for planned development and that meet water quality standards.
 - C. Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current datasets.

- 6. Facilitate private utilities planning in support of planned growth.**
 - A. Identify existing and emerging telecommunications infrastructure, particularly that which is crucial for retaining and attracting businesses.
 - B. Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current datasets.

- 7. Provide adequate facilities for county and local government administration and affiliated service agencies.**
 - A. Provide modern, secure facilities for government and affiliated social service agencies consistent with service and programming needs.
 - B. Maintain services and programs that meet local needs.

Recommendations

Goal 1:	Provide access to educational services and support programs for cultural enrichment.
Objective 1A:	Maintain adequate capacity for planned growth in educational and library facilities.
Action 1A1:	Periodically update total population and student enrollment projections based on enrollment trends and local knowledge of planned development.
Intended Outcome:	Relevant and accurate student population projections.
Time Horizon:	2008-2009 to determine frequency of updates; ongoing updates as determined
Lead Partners:	School Districts; Municipalities; Lebanon County Planning Department
Support Partners:	PA Department of Education
Funding Sources:	Municipalities
Action 1A2:	Support planned modernization and expansion of educational facilities. Program facility renovation and/or expansion, replacement, or additions based on current projections. Develop siting criteria for new facilities that require land acquisition. Strive to site facilities in designated growth areas to maximize pedestrian access. Continue to renovate facilities for energy efficiency.
Intended Outcome:	Cost-effective facility expansion.
Time Horizon:	Ongoing
Lead Partners:	School Districts; Postsecondary Schools
Support Partners:	Municipalities; Lebanon County Planning Department
Funding Sources:	Pennsylvania Department of Community and Economic Development (DCED) Community Development Block Grant (CDBG); Pennsylvania Department of Environmental Protection (DEP) Energy Harvest Program; United States Department of Energy (DOE) Rebuild America Program; DCED Weatherization Program; Pennsylvania Energy Development Authority Grants (PEDA); Governor's Green Government Council Green Schools Planning Grants; Pennsylvania Department of Education Early Childhood Capital Investment Fund (loan program); Pennsylvania's State Public School Building Authority and Pennsylvania Higher Educational Facilities Authority financing programs

Action 1A3:	Share successful, innovative funding strategies for capital investments with other educational institutions.
Intended Outcome:	Application of best practices and effective funding strategies.
Time Horizon:	Ongoing
Lead Partners:	School Districts
Support Partners:	Municipalities; Lebanon County Planning Department; Pennsylvania Department of Education; Pennsylvania's State Public School Building Authority and Pennsylvania Higher Educational Facilities Authority financing programs
Funding Sources:	Municipalities; PA DCED (technical assistance/grants); Foundations
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Objective 1B:	Provide educational and enrichment opportunities for all ages.
Action 1B1:	Identify needs for educational programming, including expansion of programs for the growing Hispanic population.
Intended Outcome:	Public and non-public educational programs that prepare students and workers for community life and first-time employment.
Time Horizon:	Ongoing
Lead Partners:	Public Schools, including the Lebanon County CTC; Postsecondary Schools; Local Libraries
Support Partners:	IU 13; Chamber of Commerce
Funding Sources:	Pennsylvania Department of Education NETShare competitive grant program, Regional Summer Schools of Excellence program, and Community Education Council Grant program; Foundations
Action 1B2:	Support efforts to expand advanced college credit programs and distance learning capabilities for online, correspondence or other off-site instruction at existing educational institutions.
Intended Outcome:	Expand diversity of learning opportunities, particularly those that lead students to local institutions of higher learning.
Time Horizon:	Ongoing
Lead Partners:	Public Schools, including the Lebanon County CTC; Postsecondary Schools; Local Libraries
Support Partners:	IU 13; Pennsylvania Department of Education ABLE Distance Learning Project
Funding Sources:	Pennsylvania Department of Education Enhancing Education Through Technology (EETT) Wave 2 program

Action 1B3:	Support strategic planning and implementation for the library system and its independent libraries.
Intended Outcome:	Sustain and improve the level of service provided by local libraries.
Time Horizon:	Ongoing with emphasis in 2010-2011 as comprehensive planning is updated
Lead Partners:	County Commissioners; Municipalities
Support Partners:	Local Libraries; Public Schools
Funding Sources:	Pennsylvania Department of Education Keystone Recreation; Park and Conservation Funds Public Library Facilities Grant Program (Public Libraries Division); Foundations

Objective 1C: Promote programs and events that foster a greater understanding and appreciation of culture and the arts.

Action 1C1: Support special programs and events that celebrate the history and varied cultures of the county.

Intended Outcome:	Increase understanding and appreciation of the county’s diverse past and present.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Historical Society; Local Historical Organizations; Latino American Association Center
Support Partners:	County Commissioners; Municipalities
Funding Sources:	Municipalities

Action 1C2: Coordinate and expand arts programming such as performances, readings, and displays by local musicians, authors and artists in schools, libraries, community centers, parks and other public facilities as well as at special events.

Intended Outcome:	Increase understanding and appreciation of the county’s diverse past and present artisans.
Time Horizon:	Ongoing
Lead Partners:	Public Schools; Local Libraries; Recreation Organizations
Support Partners:	County Commissioners; Municipalities
Funding Sources:	Pennsylvania Department of Education 21st Century Community Learning Centers program; Foundations

Goal 2:	Provide public safety services that meet local needs and reflect national and statewide standards.
Objective 2A:	Provide training opportunities, modern facilities, and equipment for public safety staff and volunteers.
Action 2A1:	Periodically benchmark the basic configuration and performance of public safety agencies, i.e. number of organizations, staff, volunteers; response time; etc. Compare these figures to statewide and national standards. Evaluate performance based on local resources and identify areas in need of improvement. Work with the relevant agencies and departments.
Intended Outcome:	Cost-effective services that meet local needs.
Time Horizon:	Annually, or as determined by partners
Lead Partners:	Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies
Support Partners:	Municipalities
Funding Sources:	Municipalities
Action 2A2:	Encourage sharing of training resources, equipment and facilities among organizations.
Intended Outcome:	Improve efficiency of equipment investments and expand experience level of users.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies
Support Partners:	Municipalities
Funding Sources:	Fire companies; Firefighters; Community Colleges
Action 2A3:	Continue to evaluate and refine the countywide emergency communications system.
Intended Outcome:	Reliable, real-time emergency communications among county, municipal and first responders.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies
Support Partners:	Municipalities
Funding Sources:	Municipalities; Public Safety Interoperable Communication (PSIC) Grant Program

Objective 2B: Encourage efficient public safety services.

Action 2B1: Review and evaluate how public safety services are currently provided in the county and identify possible overlaps in service areas and duplication of equipment. Assist agencies in exploring alternatives. Work with the relevant agencies and departments.

Intended Outcome: Cost-effective services.

Time Horizon: 2012-2013

Lead Partners: Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies

Support Partners: Lebanon County Planning Department; Lebanon City/County GIS Department

Funding Sources: Pennsylvania Department of Community and Economic Development (DCED) Regional Police Assistance Grant Program and Shared Municipal Services program

Action 2B2: Encourage organizations to adopt mutual aid agreements with neighboring communities.

Intended Outcome: Cooperate in delivering public safety services.

Time Horizon: 2008-2009 and ongoing

Lead Partners: Municipalities; Local Police; Fire Companies

Support Partners: Lebanon County Emergency Management Agency; Lebanon County Firefighters Association

Funding Sources: N/A

Action 2B3: Investigate multi-jurisdictional police and fire protection services. Coordinate or consolidate services based upon service and fiscal efficiency.

Intended Outcome: Cost-effective services.

Time Horizon: 2012-2013

Lead Partners: Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies

Support Partners: Lebanon County Planning Department; Lebanon City/County GIS Department; Municipalities

Funding Sources: Pennsylvania Department of Community and Economic Development (DCED) Regional Police Assistance Grant Program and Shared Municipal Services program; In-Synch Systems Small Agency Justice Grants (for record keeping and reporting)

Action 2B4: Explore innovative methods for funding capital investments and operational improvements and retaining and expanding the volunteer base.	
Intended Outcome:	Cost-effective, adequately staffed services.
Time Horizon:	Ongoing
Lead Partners:	Municipalities; Lebanon County Firefighters Association; Local Police; Fire Companies
Support Partners:	Lebanon County Planning Department
Funding Sources:	Municipalities; PEMA; FEMA
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Objective 2C: Coordinate response to known hazards.	
Action 2C1: Complete and implement a countywide hazard mitigation plan.	
Intended Outcome:	Complete planning and establish protocols and processes for hazard response.
Time Horizon:	Plan completion anticipated in 2007; 2008-2009 for implementation; ongoing for implementation, as needed
Lead Partners:	Lebanon County Emergency Management Agency; Lebanon County Firefighters Association; State and Local Police; Fire Companies
Support Partners:	Lebanon County Planning Department; Lebanon City/County GIS Department
Funding Sources:	Pennsylvania Emergency Management Agency Hazard Mitigation Grant Program
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Objective 2D: Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.	
Action 2D1: Compile data on the location of fire hydrants and other water sources.	
Intended Outcome:	A state-of-the-art GIS capable of providing data analysis and mapping for county and municipal planning activities and coordinating emergency response.
Time Horizon:	2008-2009 and in conjunction with ongoing planning studies
Lead Partners:	Lebanon City/County GIS Department
Support Partners:	Lebanon County Emergency Management Agency; Municipalities; Municipal Authorities
Funding Sources:	Municipalities

Goal 3: Encourage the planning and development of a modern, secure health care system.

Objective 3A: Guide the development of modern, secure facilities consistent with service and programming needs.

Action 3A1: Work with health care providers to establish and regularly update benchmarks for health care facilities in the county, based on standards, guidelines or community needs (e.g., hospital beds per 1,000 people, doctors/nurses per 1,000 people, availability of medical technology, etc.).

Intended Outcome: Comparable measures of access to health care.

Time Horizon: Every two years, or as agreed by partners

Lead Partners: Health Care Organizations; United Way or other data collection and reporting agency; Health Care Cost Containment Council (PA Department of Health)

Support Partners: Chamber of Commerce; Lebanon County Planning Department

Funding Sources: County budget (for staff assistance)

Action 3A2: Support health care providers in efforts to expand or add facilities or improve access.

Intended Outcome: Convenient location of and access to health care.

Time Horizon: Ongoing

Lead Partners: Municipalities; Emergency Service Providers

Support Partners: LEBCO MPO; Lebanon County Emergency Management Agency; Lebanon City/County GIS Department

Funding Sources: Private sponsors

Objective 3B: Support the expansion of preventative and treatment health and wellness programs.

Action 3B1: Monitor community wellness issues that arise and respond with appropriate intervention actions.

Intended Outcome: Responsive health and human service programs.

Time Horizon: Ongoing

Lead Partners: Health Care Organizations; United Way; Lebanon County Medical Society

Support Partners: Public Schools; Chamber of Commerce

Funding Sources: Municipalities; Foundations

Action 3B2:	Continue to update and distribute the walking trails guide.
Intended Outcome:	Widespread awareness of safe locations to walk for health and wellness.
Time Horizon:	Every two years, or as agreed by partners
Lead Partners:	Health Care Organizations
Support Partners:	Chamber of Commerce; Lebanon City/County GIS Department
Funding Sources:	Municipalities; Foundations

Goal 4:	Provide an adequate solid waste collection and disposal system.
Objective 4A:	Promote proper handling and disposal of hazardous materials and solid waste.
Action 4A1:	Continue public education programs to promote waste reduction and recycling, proper disposal of hazardous materials and municipal education regarding enforcement of waste management ordinances.
Intended Outcome:	Reduce per capita rate of solid waste disposal.
Time Horizon:	Ongoing
Lead Partners:	Greater Lebanon Refuse Authority
Support Partners:	Municipalities; Public Schools; Other Public Agencies
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 190 Household Hazardous Waste Collection Grant
Action 4A2:	Update the Greater Lebanon Refuse Authority's Municipal Waste Management Plan.
Intended Outcome:	Maintain assessment of solid waste generation rates, landfill capacity, recycling rates.
Time Horizon:	2008-2009
Lead Partners:	Greater Lebanon Refuse Authority
Support Partners:	Municipalities; Commercial Waste Generators (Business and Industry stakeholders)
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 101, Section 901 County Planning Grants

Objective 4B:	Support the continuation and expansion of recycling programs.
Action 4B1:	Investigate the feasibility of expanding the number and types of materials being recycled.
Intended Outcome:	Increase municipal recycling rates.
Time Horizon:	Ongoing with emphasis during solid waste planning and implementation
Lead Partners:	Greater Lebanon Refuse Authority
Support Partners:	Municipalities; Public Schools; Other Public Agencies
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 101, Section 902/903/904 Recycling Grants
Action 4B2:	Increase recycling marketing and public education efforts.
Intended Outcome:	Increase municipal recycling rates.
Time Horizon:	Ongoing
Lead Partners:	Greater Lebanon Refuse Authority
Support Partners:	Municipalities; Public Schools; Other Public Agencies; Chamber of Commerce
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 101, Section 902/903/904 Recycling Grants
Action 4B3:	Review ordinances to identify existing provisions that may hinder recycling efforts.
Intended Outcome:	Increase municipal recycling rates.
Time Horizon:	Ongoing
Lead Partners:	Greater Lebanon Refuse Authority; Lebanon County Planning Department
Support Partners:	Municipalities; Chamber of Commerce
Funding Sources:	Municipalities; Pennsylvania Department of Environmental Protection (DEP) Act 101, Section 901 County Planning Grants

Action 4B4:	Develop and distribute a model recycling ordinance for municipalities that currently do not practice recycling.
Intended Outcome:	Increase municipal recycling rates.
Time Horizon:	2010-2011 as implementation of updated (2010) solid waste plan
Lead Partners:	Lebanon County Planning Department; Greater Lebanon Refuse Authority
Support Partners:	Municipalities; Chamber of Commerce
Funding Sources:	Municipalities

Objective 4C:	Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current datasets.
Action 4C1:	Where helpful to municipalities and the Greater Lebanon Refuse Authority, develop datasets for landfill and recycling locations, etc.
Intended Outcome:	A state-of-the-art GIS capable of providing data analysis and mapping for county and municipal planning activities.
Time Horizon:	2008-2009 in conjunction with the updated (2010) solid waste plan
Lead Partners:	Greater Lebanon Refuse Authority; Lebanon City/County GIS Department
Support Partners:	Municipalities
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 101, Section 901 County Planning Grants

Goal 5:	Ensure a clean, adequate water supply and adequate sewage disposal systems.
Objective 5A:	Ensure sound water and sewer infrastructure planning that is consistent with standards, conforms to land use plans and adequately meets needs.
Action 5A1:	Establish a maintenance-first philosophy to sustain existing infrastructure (treatment plants, pump stations, distribution/collection lines) through its useful life cycle.
Intended Outcome:	Prioritize system maintenance.
Time Horizon:	2008-2009
Lead Partners:	Municipal Authorities
Support Partners:	Private Water Companies
Funding Sources:	N/A
Action 5A2:	Update of water and sewer planning at the system or local level, specifically completion of water supply studies, small system regionalization, and updates to Act 537 sewage facilities plans.
Intended Outcome:	Updated, effective, consistent water and sewer planning.
Time Horizon:	2008-2009 and ongoing, with emphasis prior to municipal utility plan updates
Lead Partners:	Municipal Authorities; Watershed Organizations; Lebanon County Planning Department
Support Partners:	Private Water Companies; Lebanon City/County GIS Department
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Act 537 Sewage Facilities; Growing Greener II
Action 5A3:	Expand water distribution and sewage collection service areas throughout designated growth areas and minimize extensions into designated open space areas except in the case of threats to public health.
Intended Outcome:	Target growth to planned growth areas.
Time Horizon:	2008-2009 and ongoing, with emphasis after municipal comprehensive plan updates
Lead Partners:	Municipal Authorities; Lebanon County Planning Department
Support Partners:	Private Water Companies
Funding Sources:	Pennsylvania Infrastructure Investment Authority (PENNVEST) (loans and grants); Pennsylvania Department of Environmental Protection (DEP) Growing Greener II

Action 5A4:	Coordinate right-of-way planning and construction to minimize land consumption and land use impacts. Permit the use of local utility rights-of-way for recreational trails, where feasible.
Intended Outcome:	Interconnected trail network.
Time Horizon:	Ongoing with emphasis in 2014-2015 or as implementation of utility and recreation plans
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Private Water Companies; Lebanon County Planning Department; Lebanon City/County GIS Department; LEBCO MPO
Funding Sources:	Pennsylvania Infrastructure Investment Authority (PENNVEST) (loans and grants); Pennsylvania Department of Environmental Protection (DEP) Growing Greener II
Objective 5B:	Maintain water and wastewater treatment facilities that provide adequate capacity for planned development and that meet water quality standards.
Action 5B1:	Support efforts to upgrade treatment capacity and treatment processes to meet established standards, particularly in instances of corrective action plans.
Intended Outcome:	Treatment capacity to accommodate planned growth and treatment quality that meets state and federal standards.
Time Horizon:	Ongoing
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Watershed Organizations; Pennsylvania Department of Environmental Protection
Funding Sources:	Pennsylvania Infrastructure Investment Authority (PENNVEST) (loans and grants); Pennsylvania Department of Environmental Protection (DEP) Growing Greener II
Action 5B2:	Develop an educational program to inform the public of the need for on-lot disposal system management programs to protect public health and prolong sewage system life.
Intended Outcome:	Increased public understanding of the relationship between on-lot disposal systems and groundwater resources.
Time Horizon:	2010-2011 in conjunction with municipal comprehensive plan implementation
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Municipal Authorities; Lebanon City/County GIS Department
Funding Sources:	Pennsylvania Department of Environmental Protection (DEP) Growing Greener II

Action 5B3:	Increase the use of on-lot disposal system management programs as a means to protect water quality and prevent malfunctions.
Intended Outcome:	Increased groundwater resource protection through improved on-lot system management.
Time Horizon:	2012-2013 in conjunction with municipal comprehensive plan implementation
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Lebanon County Planning Department
Funding Sources:	Municipalities
Action 5B4:	Provide model ordinance language to the county and municipal subdivision and land development ordinances to address recurring recommendations: <ol style="list-style-type: none">1. Preliminary hydrogeological analyses for subdivisions proposing OLDS.2. Denial of planning module waivers that create lots which do not have adequate area or conditions for a replacement OLDS.3. A capped sewer ordinance to require installation of capped sewers may be required by the municipality for land developments in areas which are proposed for public sewer service within five or ten years.
Intended Outcome:	Increased groundwater resource protection and strategic infrastructure system development
Time Horizon:	2012-2013 in conjunction with municipal comprehensive plan implementation
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Lebanon County Planning Department
Funding Sources:	Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Objective 5C:	Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.
Action 5C1:	Review and revise water and sewer service area datasets with local municipalities and authorities.
Intended Outcome:	A state-of-the-art GIS capable of providing data analysis and mapping for county and municipal planning activities.
Time Horizon:	2010-2011
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Lebanon City/County GIS Department
Funding Sources:	Municipalities
Action 5C2:	Update water and sewer service area datasets upon approval of comprehensive plans, sewage facilities plans, and private development plans.
Intended Outcome:	A state-of-the-art GIS capable of providing data analysis and mapping for county and municipal planning activities.
Time Horizon:	Ongoing
Lead Partners:	Municipalities; Municipal Authorities
Support Partners:	Lebanon City/County GIS Department; Lebanon County Planning Department
Funding Sources:	Municipalities

Goal 6:	Facilitate private utilities planning in support of planned growth.
Objective 6A:	Identify existing and emerging telecommunications infrastructure, particularly that which is crucial for retaining and attracting businesses.
Action 6A1:	Inventory existing service areas, identify areas of service need, quantify service demand, and conclude feasibility.
Intended Outcome:	Reliable, high speed access to the Internet.
Time Horizon:	2012-2013
Lead Partners:	Private utility service providers; Chamber of Commerce; Lebanon Valley Economic Development Corporation; Major Employers; Public Agencies
Support Partners:	Lebanon City/County GIS Department; Lebanon County Planning Department
Funding Sources:	Municipalities (technical assistance)
Objective 6B:	Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.
Action 6B1:	Develop datasets for natural gas service areas and high-speed telecommunications services, i.e. T-3, broadband, etc.
Intended Outcome:	A state-of-the-art GIS capable of providing data analysis and mapping for county and municipal planning activities.
Time Horizon:	2012-2013 concurrent with utility planning and ongoing
Lead Partners:	Private utility service providers; Chamber of Commerce; Lebanon Valley Economic Development Corporation; Major Employers; Public Agencies
Support Partners:	Lebanon City/County GIS Department; Lebanon County Planning Department
Funding Sources:	Municipalities (technical assistance)

Goal 7:	Provide adequate facilities for county and local government administration and affiliated service agencies.
Objective 7A:	Provide modern, secure facilities for government and affiliated social service agencies consistent with service and programming needs.
Action 7A1:	Evaluate the adequacy of existing facilities and identify deficiencies that need to be addressed.
Intended Outcome:	Modern, functional facilities for the administration of services.
Time Horizon:	2012-2013
Lead Partners:	County; Municipalities
Support Partners:	County Service Departments; Elected Offices
Funding Sources:	Municipalities; Foundations
Action 7A2:	Program investment to upgrade or place facilities, as needed.
Intended Outcome:	Modern, functional facilities for the administration of services.
Time Horizon:	2014-2015 and ongoing as financial resources are programmed and available
Lead Partners:	County; Municipalities
Support Partners:	County Service Departments; Elected Offices
Funding Sources:	Pennsylvania Department of Community and Economic Development (DCED) Shared Municipal Services program
Objective 7B:	Maintain services and programs that meet local needs.
Action 7B1:	Perform regular community assessments and surveys to identify community needs. Revise services and programs, as needed.
Intended Outcome:	Prioritized needs for community services.
Time Horizon:	Every four years, or as agreed by partners
Lead Partners:	Municipalities; Municipal Authorities; United Way
Support Partners:	Lebanon County Planning Department; Lebanon County Community Action Partnership
Funding Sources:	Municipalities; Foundations

Action 7B2: Consider publishing progress (or regress) in meeting community service needs in an indicators report.

Intended Outcome:	Reporting, prioritizing and motivating tool for community services.
Time Horizon:	Every two years or as agreed by partners
Lead Partners:	Municipalities; Municipal Authorities; United Way or other data collection/compilation partner
Support Partners:	Lebanon County Planning Department; Lebanon County Community Action Partnership
Funding Sources:	Municipalities; Foundations
