



TOWN OF DURHAM  
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**2020-2021 Council Goals\* ADOPTED – 4/20/20**  
**Quarterly Update – July 30, 2020**

*Note: These goals are intended to convey a 1-3 year time horizon.*

**Core Values**

- Embrace openness in the transaction of public business while conducting Town affairs in a manner that is just and best demonstrates a genuine respect for different ideas, opinions, and perspectives.
  1. Inform Councilors of Right to Know Law rules regarding email use and electronic communications shortly following March election. **COMPLETE**
  2. Hold orientation for incoming Councilors following 2nd Tuesday in March. **COMPLETE**
  3. Hold orientation for new board chairs/officers/interested members on RSA 91-A and good board practices. Due to Covid-19 and limited turnover in Chairmanship positions, opted to defer until 2021. **CONSIDERED COMPLETE**
  4. Hold orientation session for public and staff on Right to Know Law annually. This session was last held on 1/15/19 but due to the pandemic and related complications around virtual meetings, opted to defer until 2021 when hopefully conditions return to normal. Both DCAT, TA Office, and Planning Office have stepped up support during Covid scenarios. **CONSIDERED COMPLETE**
  5. Production of weekly “Friday Updates” & use of various forms of social media (Facebook/Twitter) to communicate effectively with public. We now have 3,378 active subscribers and on July 17<sup>th</sup>, for example, 4,576 people opened the broadcast including social media, web site, etc. It was noted in the DPD community survey as the most common way residents obtain information about Durham. **ONGOING**
  6. Air public meetings & events on DCAT as widely as possible during the pandemic. DCAT staff really stepped up here and has provided state of the art technology utilizing Zoom for 100% virtual, partially virtual, or in-person public and staff meetings. **Ongoing.**
  7. Share Council goals with all boards and commissions, the public via the “Friday Updates,” and post in Council chambers. **COMPLETE**
  8. Councilors assigned to boards provide update at each Council/board meeting as needs require. **Ongoing.**
  9. Publish quarterly updates on fire department response and inspection activities in Friday Updates and on the fire department web site. This was initiated in July 2019 and continues to present. Staffing changes at the DFD have complicated this reporting yet we have continued to push out stats on a quarterly basis. **ONGOING**
  10. Durham facilitated/supported two Black Lives Matter vigils (downtown (6/4/20) and then on campus/march to football stadium (6/7/20)). The Town Council approved (8-1) a Black Lives Matter resolution on 7/6/20. DPD staff have revisited policies (deadly force, choke holds, etc.) to reflect lessons learned from George Floyd tragedy in Minneapolis, undertaken de-escalation training with UNH PD, and we’ve stepped up education of public in Durham concerning policing policies and stats here. **Ongoing.**

11. Participating in Municipal Equity Index once again sponsored by Human Rights Campaign. **Ongoing.**
  12. Actively pursuing abatement appeals with utilities (Fairpoint, Unitil, Eversource) to ensure equity in assessments – Durham has prevailed in several major appeals before the BTLA. **Ongoing.**
  13. Durham delayed interest accrual for June tax bill due to pandemic impacts. **COMPLETE.**
- Honesty and integrity.
  - Excellence in all endeavors.
    1. Successfully transitioned to new leadership at DPW upon retirement of long-time Director Mike Lynch in June 2020 – Richard Reine. **COMPLETE.**
    2. Successfully transitioned to new leadership at DPD upon retirement of long-time Police Chief David Kurz in July 2020 – Rene Kelley. **COMPLETE.**
    3. DFD has instituted a new Cancer Risk Reduction initiative to protect staff after a fire. **Ongoing.**
    4. DFD actively updating the department’s strategic plan. **Ongoing.**
    5. Staff are doing their best to maintain operations despite many staffing challenges, such as the following examples: 4 police officer vacancies at the end of this week (out of 21 total officers); deputy chief and fire inspector vacancies in the Fire Prevention Bureau at DFD; the need for a training/safety officer at DFD (not budgeted) and additional staffing coverage for the Captains; transition in the part-time electrical inspection position within the Building Dept.; vacant GIS position through fall as cost savings measure; the need for a second IT staffer (not budgeted) to keep up with ongoing requests for service across all departments; the need for a second engineer at DPW (not budgeted); staff overstretched at DPW; ongoing Covid-related staff quarantines due to potential exposure contacts. **Ongoing.**
    6. Development of GIS tax map base layer and orthographic imagery in Assessing Office using contractor Cartographic Associates is in process over several years. **Ongoing.**

### ***Standards of Performance***

**Take steps as needed locally to respond to the COVID-19 pandemic**, including a multitude of potential impacts to include as public health, social economic, budgetary, personnel, and more.

1. The pandemic has become ***the primary*** focus of Durham municipal operations since March 2020. Efforts have been allocated toward: A) Continuity of operations & ongoing operational modifications during ebb and flow pandemic; B) Safety/health of staff; C) Safety/well-being of community members; D) Financial impacts; E) Coordination with State/Federal Ops/Governor’s Office; F) Communication with community; G) Pandemic impact on downtown businesses and associated business practice modifications to support them; H) June tax bill payment (delay on interest accrued) for property taxpayers; I) UNH Reopening Efforts; J) Remaining up to date on latest information/science/practices; K) Public meeting continuity (Zoom); L) Facial coverings ordinance development; M) September/November elections preparedness; N) Supporting UNH to host NH House of Representatives at Whittemore Center. **Ongoing.**

### **Continue to Update Durham’s Emergency Management Plan (EMP) and the Continuity of Operations Plan (COOP)**

1. Despite the pandemic and associated delays, planning/development continues with lengthy staff meetings facilitated by June Garneau of MAPS, our consultant. We have to date already

offset the municipal match intended to cover our portion of the \$10,500 grant secured for this purpose from NH HSEM. **Ongoing.**

**Pursue long-term economic and environmental sustainability and resiliency**, anticipating the community's and the region's future needs by considering multiple elements including society, ecology, economics, transportation, agriculture, food and drinking water, and energy resources, specifically taking into account existing and predicted impacts of climate change.

1. Grant application via SRPC to fund/develop a Climate Change chapter of the Master Plan secured. Kickoff meeting complete in June, consultants begin to work with Durham Leadership Team and other identified board reps. this summer/fall. **Ongoing**
  2. Work with scientific partners at UNH and staff at SRPC on \$75,000 principal forgiveness loan Durham has secured from state to evaluate impact of sea level rise on fresh water resources along coastal areas within the community. **Ongoing.**
  3. Secured/hosting UNH Sustainability Fellow summer/fall 2020 to evaluate Durham's Greenhouse Gas Inventory (Carbon/Nitrogen) impact. **Ongoing.**
  4. Work to promote additional housing options for Durham's aging population as opportunities become available. EDC has established a Housing Subcommittee, where productive work can occur on this topic. Bagdad Woods has received approval from the Planning Board for a sizeable addition. **Ongoing.**
  5. Ordinance sponsored by Councilor Carden Welsh concerning regulating Air B&B's was adopted 2/3/20 in order to address community concerns and potential neighborhood impacts. **COMPLETE**
  6. DPMMA (Durham Professional Middle Manager Agreement) and AFSCME contract negotiations for a successor bargaining agreements. AFSCME ratified in early 2020. DPMMA negotiations under way. DPFFA negotiations to commence this fall. The Town team met to obtain direction from the Council on November 4<sup>th</sup>. **Ongoing.**
  7. Continue with Traffic Safety Committee involvement on matters concerning residents' questions, problems perceived and/or anticipated with recommendation to the Administrator. **Ongoing.**
  8. We closed on the Orchard Drive Woods/Stevens Woods parcel with the ORCSD in October 2019. We closed in December 2019 on extinguishing the ghost easement by working with Stevens family heirs/assigns. We secured an \$80,000 Recreation Trails Grant through the assistance of resident Dennis Meadows, which runs through 12/31/20. Pedestrian Bridge over Oyster River at Thompson Lane now being bid for abutments and span, walking trail plan, parking area on Orchard Drive; fencing by neighbors at proposed footbridge over Oyster River, engineering/permitting complete. Additional fund raising needed to finalize project. Hoping to move to construction of abutments in fall 2020 with proposal moving to Council in September 2020. **Ongoing.**
  9. DPW competed a major tree trimming around Churchill Rink to address shading issues at the 99kW solar array. **COMPLETE.**
  10. A solar ordinance to more strictly regulate the placement of solar panels due to aesthetic concerns is currently tabled before the Town Council. **Ongoing.**
  11. Development of a new "Standard" for tree trimming on Scenic Roads developed. **COMPLETE**
- Evaluate how to market the historical, agricultural, and academic nature of the community to encourage Durham as a destination. While we made some limited inroads here in 2019, efforts have been limited in 2020 with the pandemic. **Ongoing.**

- Find a pathway to provide Celebrate Durham's long-term sustainability as a community promotional entity. How can we best ensure the values Celebrate Durham has worked for can stay alive and relevant going forward? Celebrate Durham has remained an active non-governmental effort with the volunteer activity of Councilors Al Howland and Sally Tobias and attendance at meetings by Economic Development Director Christine Soutter (and by Mr. Selig as time allows). Meanwhile, Mr. Selig serves an Ex Officio member of the Durham Business Association Board of Directors representing the Town. **Ongoing.**
- Support the new Work Force Housing subcommittee to investigate opportunities, challenges and options for affordable quality housing in Durham.
  1. The subcommittee has begun to meet in 2020. The Planning Board approved a significant addition/expansion at Bagdad Woods. **Ongoing.**
  2. Working to update Payment of Lieu of Tax agreements with non-profit entities in town. **Ongoing.**
- Take steps as appropriate to promote the long-term health of Great Bay.
  1. DPW/UNH have remained active in engaging with the EPA in evaluating the best path forward toward implementation/compliance with new MS-4 and WWTP point source discharge Federal EPA requirements. Durham/UNH submitted detailed feedback to EPA on the draft EPA General Permit. **Ongoing.**
  2. Mr. Selig serves as a member of the Piscataqua Region Estuaries Partnership's (PREP) Management Committee. **Ongoing.**
  3. We worked with The Nature Conservancy to establish an Oyster Garden public project at Durham's Old Landing. Training was undertaken in August 2019. Cages put in place. Interpretive signage was fabricated/installed in spring 2020 to explain the project and the benefits of oysters to the Estuary. Due to pandemic, no oyster cages in 2020. **COMPLETE.**
- Monitor construction of the Eversource Seacoast Reliability Project to ensure local infrastructure, environmental, scenic, cultural, and historic resources are protected consistent with appropriate conditions of approval from the NH Site Evaluation Committee and relevant agreements with the Town of Durham. Construction oversight and citizen follow up has been a significant undertaking for staff. Punch list items **Ongoing.**
- Review zoning for West-end Research Park initiative, the downtown core, and other areas of the community, as appropriate, and consider modifications as deemed necessary. On August 14, 2019, Town Planner Michael Behrendt gave a presentation to the Planning Board about the PUD. We currently await further word from UNH before proceeding with PUD planning, as time/resources allow. In the meantime, Mr. Behrendt is developing a draft PUD ordinance for consideration when the time is right. **Ongoing.**
- The realization that within our community we have a significant amount of town-owned lands and other lands held in conservation and easement with nonprofit organizations; and with the recognition that these lands need to be managed in ways that preserve and protect their environmental well-being while at the same time improving public access and use of those lands, we should continue current land stewardship activities.
  1. Land Stewardship Coordinator Ellen Snyder continues to do yeoman's work on a variety of initiatives that are aligned with this goal. **Ongoing.**

2. UNH Sustainability fellow is evaluating the impact of carbon sequestration effectuated by Town-owned lands/easements. This data will inform our sustainability efforts. **Ongoing.**

**Review, discuss, and develop a more sustainable solid waste and recycling management program for the community.**

- Develop a long-range plan for improvements to the Transfer Station to address effective and efficient handling of waste and recyclable materials.
  1. DPW is actively reviewing successor solid waste contract with Waste Management as well as other alternatives. **Ongoing.**
  2. Swap Shop closed due to pandemic concerns. **Ongoing.**
  3. Annual curbside bulky waste pickup postponed indefinitely due to pandemic. DPW arranged specific days for residents to bring materials to Transfer Station for processing. **COMPLETE.**
- Improve communications with residents, landlords, and students regarding additional waste reduction and current recycling to optimize the value of recyclables and reduce fees for solid waste. (In addition to Celebrate Durham, Friday Updates, Town website.) **Ongoing.**
- Support combined efforts of IWMAC, DPW, the Agriculture Commission, and ORCSD Sustainability committee in the development of a curbside composting initiative to reduce MSW landfill use. **Discussion taking place at IWMAC. Ongoing.**
- Evaluate interest by the Town Council on whether IWMAC should continue to consider PAYT. **The topic has been under active discussion by Integrated Waste Management Advisory Committee for many months. Three community forums were held this summer/fall, and the Council held a public hearing for November 4<sup>th</sup>, to hear from the public concerning PAYT and/or curbside composting to follow as part of the FY 2020 budget process for 2020 implementation. After much discussion, the Council asked the IWMAC to return to it with a firm proposal for action in 2020. Currently being considered amongst alternatives by the IWMAC. Ongoing.**

**Strengthen the community by supporting the needs of residents, families, and other stakeholders** by offering a wide array of active and passive recreational opportunities, celebrating Durham's history, and encouraging community walkability and bikeability.

1. Numerous activities, programs, and community opportunities have been offered by the Parks & Rec. Department to date over the last year and these have been well attended. Music on Main Street (2019), Summer Splash (2019), Halloween Bash (2019) took place, and the Durham/ORCSD Reach Camp was a real success last summer (and in modified format in 2020, now billed as Camp in a Box, as have been myriad other P&R initiatives. Until the pandemic broke, we were also looking at Churchill Rink improvements for FY 2020, with potential additional upgrades for FY 2021 and FY 2022, dependent on future rink financial performance. The pandemic has posed significant challenges for the department, with ever-changing Covid requirements, limited staffing, and the need for social distancing, Dir. Rachel Gasowski has undertaken yeoman's work and deserves our gratitude for her creativity, diligence, and grace under pressure while striving to meet the needs of the community. **Ongoing.**
2. Evaluate capital needs of Wagon Hill Farm farmhouse and Courthouse based on Sturgis report and integrate into 2021 CIP planning. **Ongoing.**

3. We continue to work on developing initiatives that promote public transportation options and ensure safe walking and biking. **Ongoing.**
4. Durham has engaged with NHDOT on taking steps to evaluate and improve the safety of the Route 4/Madbury Road intersection. The project is now in the NHDOT's hands in active design so I will list as **COMPLETE.**
5. DPW re-ditched Dame Road and undertook roadside trimming in spring 2020. Some residents desire the road to be paved, some do not. **COMPLETE.**
6. Development of a Microgrid PILOT project in conjunction with UNH and Eversource. This is a slow process and discussion/analysis continues. **Ongoing.**
7. Provide programming to coincide with Indigenous Peoples' Day in Oct. 2020. Must schedule as time permits. **Ongoing.**
8. Working with NHDOT to integrate new bike (3 foot rule) signage along Newmarket Road/NHDOT Rt. 108 between Durham and Newmarket. A question has arisen whether NHDOT has abandoned this new signage as non-MUTCD compliant. DPW is following up with NHDOT. **Ongoing.**
9. We continue to evaluate bicycle/pedestrian friendliness issues in Durham. Currently evaluating NHDOT Rt. 4/108 interchange project and making suggestions to improve bike markings and working with Riverwoods/NHDOT to extend sidewalk from Old Piscataqua Rd. to Stone Quarry Dr. Also working to facilitate crossing of Rt. 108 at Riverwoods to Canney Rd. to access Merrick Easement and neighborhoods there for new residents. **Ongoing.**
10. DPD has launched new parking software system in spring 2020 to improve efficiency for limited staffing there. **COMPLETE.**
11. Building Dept. and Fire Dept. evaluating new shared permitting software modules for purchase to increase efficiencies and streamline services for applicants. Currently evaluating People's Software at present following RFP process. **Ongoing.**
12. HUGE efforts to adjust Parks & Rec. programs for the community in light of pandemic. **Ongoing.**
13. Significant improvements taking place at Durham Public Library (COMPLETE):
  - Complete web redesign
  - New circulation policy
  - Updated technology in conjunction with IT Dept.
  - NY Times online via Hoopla
  - 3D printing available to residents
  - Refreshed periodicals collection
  - Very proud of outstanding work of DPL staff during pandemic!

**Continue cooperative and collaborative efforts with UNH** to enhance mutual intellectual, cultural, environmental, social, and economic benefits associated with hosting New Hampshire's flagship state university, including redevelopment of 66 Main St., Hetzel/Alexander Halls, and the creation of a West Edge Innovation District.

1. Durham/UNH continue to communicate and work toward the redevelopment of 66 Main St. (commercial/office/residential/public space). **Ongoing.**
2. The Water Works Road site is feasible and has been identified as the future Durham Fire Department location as part of a combined public safety complex potentially involving Durham Fire, UNH Police, and McGregor EMS. See below under Facilities goal for more information. With the pandemic, this item is dormant for the time being. **Ongoing.**
3. Construction of Dover Road Force Main sewer project under active construction. **Ongoing.**

4. Continuing to develop Lee Circle water line extension to bring potable water from Durham/UNH Water System to contaminated MTBE properties there in conjunction with NHDES and grant funds. **Ongoing.**
  5. Collaboration on UNH reopening plans in light of pandemic. **Ongoing**
  6. Collaboration with UNH on joint-messaging campaign (masks, social distancing, hand-washing, etc.) for both on campus and off. Signs are being rolled out at this time. **Ongoing.**
  7. Working with UNH and Landlords to coordinate housing and associated pandemic & health-related issues during entire summer planning for UNH reopening. **Ongoing.**
- Collaboration with faculty, staff, and students on mutually beneficial initiatives as needed/appropriate. We continue to seek opportunities to engage with UNH students in positive ways and identify potential research projects/opportunities that provide them with experience with the Town, a positive connection to Durham, and with scholarly input on topical items. UNH Sustainability Fellowship, WHF Living Shoreline Project, Mask Messaging group from UNH Paul School are all examples. **Ongoing.**

**Continue revitalizing Durham's commercial core and neighborhoods** in ways that enhance our sense of community; better provide for the needs of our residents and businesses, strengthen the fiscal health of the Town and University, and align with the Master Plan.

1. Code Officer Initiative focusing on trash/zoning. This has provided positive results preliminarily to date for downtown neighborhoods. Some court challenges have been decided in the Town's favor. **Ongoing.**
2. Mill Plaza redevelopment application. Colonial Durham is currently before the Planning Board to as part of the application process. **Ongoing.**
3. A great deal of time has been devoted to supporting downtown businesses through the efforts of the Economic Development Office and Celebrate Durham. An array of successful, community-oriented programming in conjunction with the Parks & Rec. Dept. have been held downtown. It's all on hold now for 2020 with the pandemic. **Ongoing.**
4. Durham was named the 10<sup>th</sup> safest college community in America on 8/7/19 by SafeWise, #67 safest community in USA in July 2020, and #23 best Hockey Town in July 2020 by SmartAsset. **COMPLETE.**
5. Implemented PILOT project at Newmarket Road (Town Hall) crosswalk using hand-held flags and signage to improve pedestrian visibility in summer 2019. So far it has proven a success and flags have NOT been stolen. Must re-evaluate in summer/fall 2020. **Ongoing.**
6. Planner Michael Behrendt and Zoning Officer Audrey Cline worked closely with the Planning Board to bring forward a zoning change to revamp/update the parking regulations across all zoning districts to address historical issues that have arisen. This proposal generated a lot of feedback and was adopted by the Council. **COMPLETE.**
7. Mill Plaza redevelopment project submitted by Colonial Durham before Planning Board generates significant public input and engagement. Contract planner Rick Taintor has been assigned to the application. **Ongoing.**
8. Gerrish Drive development project before the Planning Board has also generated significant public input and engagement, requiring considerable staffing resources. **Ongoing.**
9. Our Problem Oriented Policing (POP) Officer program continues to be a very successful effort to quickly and proactively address issues associated with students living within the downtown core. **Ongoing.**

10. The Code Office has successfully concluded two court actions against landlords with zoning infractions through settlement agreements. Both were extraordinarily time consuming cases. **COMPLETE.**
  11. The playground at Jackson's Landing received a major face lift in early summer 2020. **COMPLETE.**
  12. NEW Ciao Italia restaurant now on line following many construction delays within this older structure. **COMPLETE**
  13. Harmony Homes staff housing project approved by Planning Board and Durham Business Park Design Guideline Committee. **COMPLETE**
  14. BAMEE outdoor porch is first application to proceed through streamlined minor site plan review process developed by staff. **COMPLETE**
  15. Unfortunately, approx. 7 businesses have closed during the pandemic, including Young's, Durham Book Exchange, Durham Copy, Mariner Realty, The Candy Bar, among others. Part-time Ec. Dev. Dir. Christine Soutter has been in touch with property owners to offer assistance as they solicit new tenants, which are evaluating the subject spaces. A new American Bistro has been announced for the former Young's space. A barber shop has relocated to the former The Candy Bar space. **Ongoing.**
- Continue the process of formulating a comprehensive evaluation of our Central Business District with the goal of further enhancement of this corridor in a manner that realizes the expectations of Durham residents while also respecting the needs of property owners and businesses. **Ongoing.**
  - Continue to pursue and reevaluate the development/redevelopment needs of the CBD and align our zoning to meet the requirements as needed. **The Admin. organized a working group and a proposal for several CBD zoning changes are currently before the Council scheduled for discussion on August 3, 2020. Ongoing.**
  - Continue to investigate the needs of the downtown business owners and the challenges they have to be successful in town and to develop strategies to help Durham be more business-friendly. **Part-time ED Director Soutter has conducted outreach with downtown business owners regarding their needs during the pandemic, having made contact with 113 businesses. We have about 150 businesses in Durham. She has shared all of the latest Federal, state, and municipal info. with them to assist with Covid assistance requests. We've administratively eased restrictions to facilitate sidewalk displays and sidewalk café's via Administrative Orders 4 (5/20/20) and 5 (5/20/20), respectively. Staff have investigated the ideas of making Jenkins Court pedestrian-only on two occasions this spring/early-summer, but this was not only not supported by all business owners, but a number in fact believed it would be counter to their interests. One property owner in particular strongly desires closing Jenkins Court to support their outdoor dining operations, so the Town is working with subject business to identify alternative solutions such as closing on-street parking in front of the business on Main St. Ongoing.**
  - Continue to pursue a relationship with the downtown property owners that provides open and informed communication. **Councilors Howland and Tobias, along with ED Director Soutter, attend Celebrate Durham weekly meetings on Wednesday mornings at the Town Hall. Admin. Selig is once again active on the board of the DBA as an Ex Officio. Ongoing.**



- Continue to investigate the parking needs of businesses and what the town can realistically do to help alleviate some of the challenges that employees face in finding parking. **In spring 2020 DPW has implemented a revised parking layout for the Sammy's Lot (adding a number of new spaces – I believe 7.). Ongoing.**
- Explore possible partnerships, whether private or with UNH and utilizing various funding sources at the Town's disposal, that will result in the construction of parking garage with sufficient spaces controlled by the Town of Durham. **Durham has initiated conversations with UNH concerning the Town purchasing 66 Main St. Ongoing.**

**Task the administrator with meeting the following budget goals for 2021.** Hold the municipal tax rate at the 2021 level or less. For the medium and long-term, the Town will continue to make an effort to control its spending and explore innovative ways to reduce the municipal tax rate. **FY 2021 budget development now under way by departments, which have been briefed on this goal and are cognizant of pandemic impacts. The Business Office continues to monitor pandemic impacts carefully on our financial operation. Ongoing.**

**Encourage residents to explore joining one of the Town's boards, committees or commissions.** **We continue to periodically publicize board/committee vacancy opportunities through the weekly "Friday Updates." Ongoing.**

**Encourage all Town boards, committees, and commissions to align their efforts with the Council goals** and the Master Plan, actively collaborate and communicate with each other, and communicate with the community at large.

1. We are actively working with ORCSD to facilitate the construction for the ORMS site. Admin. Selig has participated on the building committee bi-monthly conference calls all spring. Code, Fire, and DPW are all involved as well. **COMPLETE**
2. The Agricultural Commission submitted its extensive revisions to the Zoning Ordinance to provide for the wide range of agricultural activities as defined in RSA 21-34-a, as outlined in the Master Plan. The proposal is slowly working its way through the Planning Board. **Ongoing.**
3. Work at the IWMAC is focusing on improving our sustainability as a community by refining our solid waste and recycling collection system. They plan to include a "Did You Know?" series of interesting trash facts in weekly "Friday Updates" editions to educate the community and increase awareness and hopefully impact behavior. **Ongoing.**
4. Admin. Selig had hoped to spend more time here in 2020 but the pandemic has precluded this initiative. **Ongoing.**

**Refine plans for new or existing public facilities/infrastructure**, including, among others, downtown structured parking, a replacement building for the Fire Department, and public safety radio communication improvements, to meet the present and future needs of the community.

1. Although we had planned to build a new radio tower at Beech Hill in summer 2019 and then 2020, staffing time limitations (2019) followed by above anticipated bid results (\$100,000+ over estimates) have pushed this out to 2021. Conversations/coordination with Stafford County has been under way for months with the hope of the County

- providing funding support to supplement the project such that it also contains a County node. **Ongoing.**
2. In conjunction with UNH, we need to develop support over the long-term for funding a new fire station at the Water Works Road location. Capital funding limitations at UNH and the pandemic have hampered progress in 2019 and again in 2020. It's quite frustrating for the DFD but beyond their control. **Ongoing.**
  3. Phase I of the Wagon Hill Farm shoreline stabilization project utilizing a living shoreline approach was under active construction all season and is now complete. DPW is proceeding with design/grant application in conjunction with NHDES Coastal Program for successive phases of work. **Ongoing.**
  4. Support the work of the Land Stewardship Subcommittee to increase the utilization and responsible management of Durham Town lands by residents and visitors in a substantial and sustainable manner is actively under way. We have doubled down on this during the pandemic as a wonderful resource for citizens! A great success! **Ongoing.**
  5. Develop a plan for the Mill Pond area/Oyster River (Mill Pond) Dam that is cost-effective and environmentally sustainable. \$300,000 VHB feasibility study **Ongoing.**
  6. Acquire approximately 900 SF of additional space from UNH that is contiguous to the existing fire station to provide temporary relief to space constraints of the existing building. This was approved as part of FY 2019 budget -- a \$320,00, 5-yr. bond, after which new station would be constructed. Still under design/discussion with UNH and DFD. **Ongoing.**
  7. Evaluate new barn at Wagon Hill Farm to determine what improvements might be needed to more fully utilize the structure beyond dry storage. DPW had intended to install a new ADA ramp system and some fire protection to allow temporary occupancy/use of the structure. Our long-time tenant moved out of the farmhouse in 2018. This will be integrated into use of farmhouse as noted earlier in this report. **Ongoing.**
  8. Development of GIS Tax Map database and orthoimagery/planimetrics base layers for Town-wide long-term implementation/use. Contractor on board. Imagery undertaken. This is part of a 3-year process. The FY 2020 budget includes a full time staff person to take on this new initiative beginning in July 2020. Hiring was delayed due to pandemic but we have unfrozen hiring process looking to fall 2020 hiring. **Ongoing.**

**Staff and Legal Counsel conduct a review of the Town Charter** and bring forward recommendations, as needed, for alignment with current state laws and adjustments to address identified deficiencies over time. While numerous Charter amendments were approved by referendum in March 2020, we intend to revisit he/she/they reference issue in 2021. **Ongoing**

*\* Note that the order of the goals does not imply priority.*