



MUNICIPALITY OF MT. LEBANON

2019 Project Prioritization and Implementation Plan

FINAL REPORT - April 2, 2019

Introduction

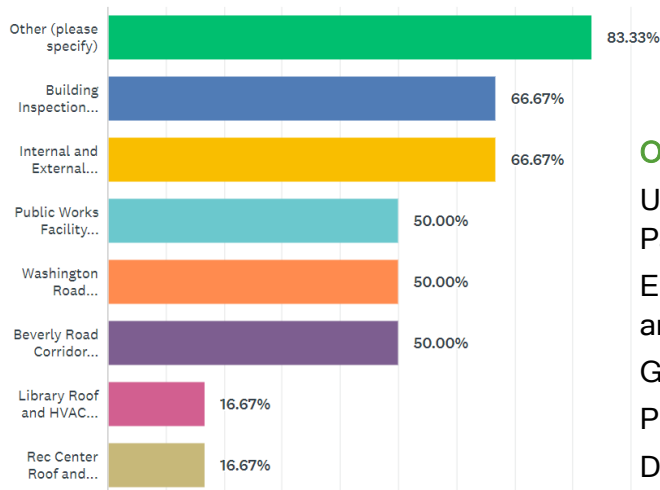
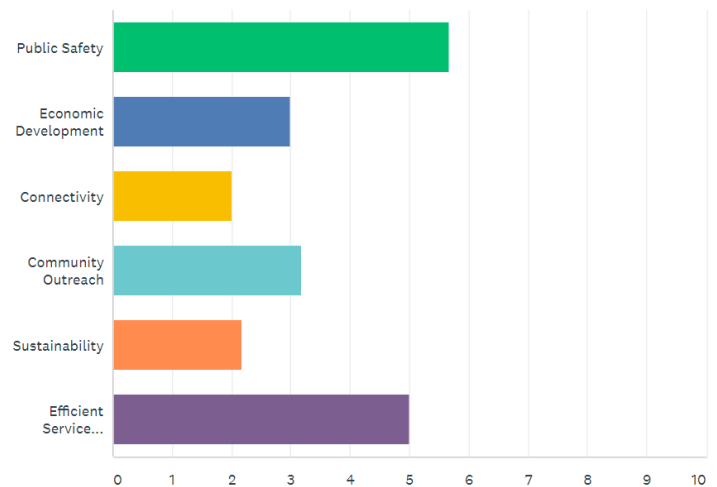
In February 2019, the Mt. Lebanon Commissioners embarked on a project prioritization process that will focus the efficient use of the municipality's resources on five high priority projects for 2019.

Components of that process include background research into the community's Comprehensive Plan and existing project plans, a planning retreat with the Commissioners and leadership staff, a priority project list, an implementation plan, and a report of findings. The process also included an online survey completed by the Commissioners, Manager, and Assistant Manager.

Survey Summary

- 1** Mt. Lebanon's Comprehensive Plan outlines five main and overarching goals for the community - Cooperation, Vitality, Connectivity, Systems, and Resources.

Please rank the following in order of importance for your community, with #1 being the most important and #7 being not as important:



- 2** From the list below, please select your preferred five projects for completion in 2019.

Other:

Uptown revitalization - Washington Road Streetscape, Parse Way and public art.

Enhance decision-making tools - measuring macro trends and indicators of activity

Glass recycling

Public Information Office Revision/Improvement

Develop a process by which we can identify and measure and report on the goals and productivity of each department

Communications strategy

Comprehensive stormwater and sanitary plan

Technology strategy

Training program for new Commissioners

3

Are there projects not included on the list above but should be?

Comprehensive Stormwater and Sanitary Plan

Uptown Public Space Improvements

Technology Strategy

Decision-Making Tools

Commissioner Training Program

Glass Recycling

Municipal Salaries Survey

Public Information Office Enhancements

Authorities and Boards Review

Department Goals—Measurement and Tracking

4

What challenges do you think we will face in implementing the projects you identified as top priorities?

Other on-going projects; **pressure** to complete non-priority projects; **emergencies** that require attention; staff engagement; coordination of boards; **support** for bond issue for uptown.

Funding - large infrastructure projects (Washington Rd Public Space Improvement, Roof and HVAC replacements) will require debt service to finance.

I don't believe we will face challenges once priorities and plan are identified and clearly articulated.

Hiring the "right" PIO Director.
Consultant/**costs** for Inspections Dept. evaluation.

1. **Resources** and staff time
2. Commission **consensus**

Funding. Finding **qualified individuals** (Building Inspections)

5

What will be the benefits of implementing those projects be?

An improvement to the Washington Rd streetscape keeps a **fresh face** on the Business District which is the center of the town and provides for a **well-lit and safely walkable** area with new sidewalks and lighting. Roof and HVAC replacements at municipal buildings enable us to **continue the high level of service delivery** our residents expect.

Reinvestment into infrastructure and facilities. The Washington Road streetscape project will be visible to residents, visitors and people driving through our community and will reinforce the **vitality** and **strength** of the Central Business District and the community.

The public will be **more safe**, we will be able to more **efficiently deliver our services**, we will **have better outreach** in our community, we will be **more sustainable, better connected** and **economically viable**.

Long tenured Directors of PIO and Inspections are retiring as well as three of the five Commissioners.

Enhanced property values, economic vitality, and improved resident **awareness and engagement**.

Enhanced public safety and **efficient delivery of services**.

Comprehensive Plan

Mt. Lebanon's Comprehensive Plan was developed through the expression of the desires and goals that the community holds for its future. The prioritization of the community's desired qualities enabled the goals and objectives of the plan to be developed. The goals identified were general statements of a future condition that is considered optimal for the community. Goals, objectives, and actions were created to help bring the Comprehensive Plan to life and provide a successful outcome of the public participation and planning processes. The goals, objectives and actions are related to the elements that make up the Comprehensive Plan - **Cooperation**, **Vitality**, **Connectivity**, **Systems**, and **Resources**. These goals provide an important framework for the identification of Mt. Lebanon's priority projects each year.

Cooperation

Elevate Mt. Lebanon through outreach to citizens, municipal departments/agencies and outside governments/agencies. Focus locally but think regionally.

Vitality

Maintain Mt. Lebanon's character while accommodating new growth, redevelopment and evolving housing needs.

Connectivity

Provide a safe, efficient and complete transportation system for the residents and businesses of Mt. Lebanon.

Systems

Continue providing high quality public services with greater efficiencies and prioritized upgrades.

Resources

Enhance the Municipality's provision of natural and civic amenities for those of all abilities and ages.

Preliminary Priority Project List

In February 2019, Mt. Lebanon's elected officials, management staff, and board and authority members submitted their priority projects to create a Master List of potential projects for completion in 2019. That initial list included nearly 50 entries. Research and observations from the community's Comprehensive Plan and Capital Budget, as well as dialogue with management staff narrowed the list to 28 options. Those 28 projects were then included in the online survey and voted upon for preference by management staff and the five Commissioners. The results and corresponding comments led to the creation of the list of 17 Priority Projects below.

Municipality of Mt. Lebanon 2019 Project Priorities								
Project Name		Description	Cost Estimate	Comprehensive Plan Goals				
				Cooperation	Vitality	Connectivity	Systems	Resources
1	Building Inspection Department Staffing	Analyze the current distribution of work and personnel in the Building Inspection Department and restructure as needed.					X	
2	PW Facility Renovation		\$675,000				X	
3	Communications Plan	Development of a communications plan (internal and external) and development of a related metric to measure the effectiveness of the plan. <i>Also mentioned in Survey comments.</i>		X				
4	Washington Road Streetscape	Lighting and sidewalk improvements.	\$1,655,200		X	X		
5	Library Roof and HVAC Replacement		\$691,575				X	
6	Rec Center Roof and Concrete Replacement		\$1,125,010				X	
7	Uptown Public Space Improvements	Sidewalks and lighting, Parse Way, Public Art - <i>From Survey Comments</i>			X	X		
8	Beverly Road Corridor Parking Study	Beverly Road corridor parking study and implementation.			X	X		
9	Decision-Making Tools	Measuring macro trends and indicators of activity - <i>From Survey Comments</i>					X	
10	Glass Recycling	<i>From Survey Comments</i>						X
11	Public Information Office Enhancements	Revisions and improvement to Public Information Office - <i>From Survey Comments</i>		X			X	
12	Department Goals - Measurement and Tracking	Develop a process by which we can identify and measure and report on the goals and productivity of each department - <i>From Survey Comments</i>					X	
13	Comprehensive Stormwater and Sanitary Plan	<i>From Survey Comments</i>					X	X
14	Technology Strategy	<i>From Survey Comments</i>		X			X	
15	Commissioner Training Program	<i>From Survey Comments</i>		X	X	X	X	X
16	Municipal Salary Survey	Included in the 2019 Budget and will inform salary structure moving forward as retirements of staff occur (significant turnover is expected in the next 10-15 years) - <i>From Survey Comments</i>					X	
17	Authorities and Boards Review	Review need for and operations of Authorities and Boards - <i>From Survey Comments</i>					X	

Cooperation - Elevate Mt. Lebanon through outreach to citizens, municipal departments/agencies and outside governments/agencies. Focus locally but think regionally.

Vitality - Maintain Mt. Lebanon's character while accommodating new growth, redevelopment and evolving housing needs.

Connectivity - Provide a safe, efficient and complete transportation system for the residents and businesses of Mt. Lebanon.

Systems - Continue providing high quality public services with greater efficiencies and prioritized upgrades.

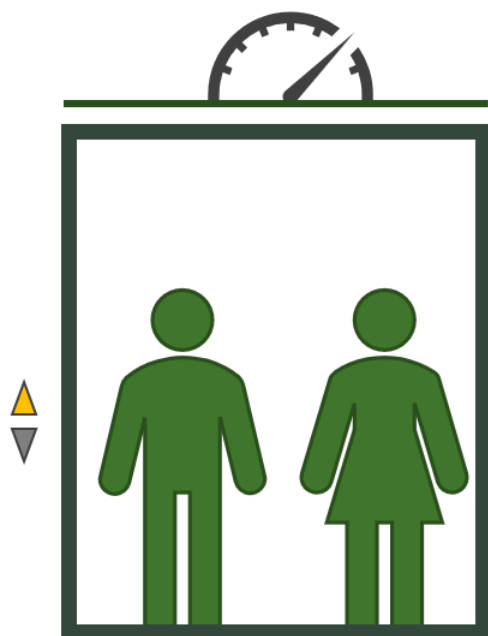
Resources - Enhance the Municipality's provision of natural and civic amenities for those of all abilities and ages.

The Retreat

On March 9, 2019, Mt. Lebanon's Commissioners and management staff took part in a planning retreat to select the top five priority projects for the Municipality in 2019. Over the course of the four-hour work session, Commissioners and staff discussed specific projects, including their scopes, timelines, cost estimates, and consistency with the goals outlined in the community's Comprehensive Plan. The session was engaging and productive, involving participants in several exercises to effectively prioritize the Municipality's robust project queue and to outline key next steps. Consensus on the top five priority projects was reached and those are highlighted in this report.

Elevator Pitches

To begin the retreat, Commissioners and leadership staff (6 participants) were tasked with giving an "Elevator Pitch" in support of their highest priority project.



The six participants were given two minutes each to "make the case" for their priority projects. Projects discussed included -

- Salary Survey.
- Dashboard to evaluate performance and trend data.
- Uptown Streetscape and Revitalization.
- Public Information Office Enhancements & Communications Plan.
- Building Inspection Department Staffing.

The projects mentioned through this exercise corroborated the results shared in the online survey portion of this prioritization effort, enabling certain trends to make their way to the top of the list. Additional details about each project were also identified during the pitches.

WHAT ELSE?

Participants highlighted their preferred projects during their Elevator Pitches, but what about other projects that would be impactful to the community?

Efforts such as the Department of Public Works facility renovation, evaluation of authorities and boards, glass recycling, Beverly Road parking study, new Commissioner training, a technology update plan, and a comprehensive stormwater/sewer system plan were also put on the table as being important for consideration for 2019 and beyond, as they would have lasting, long-term benefits for the community.

Project Selection

Following the Elevator Pitch exercise and a review of the online survey results, retreat participants set out to accomplish the major task at hand - narrowing down the preliminary list of 17 projects to five.

After much discussion, four projects were selected: 1) Building Inspection Department Staffing; 2) Public Information Office Enhancements & Communications Plan; 3) Washington Road/Uptown Improvements; and 4) Beverly Road Corridor Parking Study. The Commissioners agreed that these four initiatives were of primary importance. With one priority spot remaining, the group identified four possible projects as final candidates - 16. Salary Survey, 14. Technology Assessment, 9. Dashboard, and 12. Department Performance Evaluation and Goal-setting. Technology Assessment was eliminated, and after much discussion, it was agreed that the remaining three projects could be combined into one project that would be a priority multi-year effort beginning 2019.

SMART GOALS

SMART Principles were applied to help narrow down the list of 17 projects. The projects received a closer look by considering if they were:

Specific
Measurable
Achievable
Relevant
Timely

Municipality of Mt. Lebanon 2019 Project Priorities										
Project Name	Description	Comprehensive Plan Goals					Project Champion(s)	Commission Champion	NEXT STEPS/BENCHMARKS	Deadline
		Cooperation	Vitality	Connectivity	Systems	Resources				
1 Building Inspection Department Staffing	Analyze the current distribution of work and personnel in the Building Inspection Department and restructure as needed.				X		Joe Berkley Rodney Sarver	McLean / Silverman	1. Overview of dept functions/roles 2. Identify Challenges (internal and external) 3. Update Job Descriptions	Complete by September 30
2 Communications Plan	Development of a communications plan (internal and external) and development of a related metric to measure the effectiveness of the plan.	X					Laura Pace Lilley Ian McMeans	Fraasch / Grella	1. Issue RFQ/Select Consultant 2. Review and cost out recommendations and timeline (prior to or concurrent with budget process) 3. Update job descriptions and staff roles/responsibilities 4. Consultant Report 5. Commission sets priority implementation strategies 6. PIO Implementation Strategies (from staff)	Consultant report by August 31
Public Information Office Enhancements	Revisions and improvement to Public Information Office -	X			X					
3 Uptown Public Space Improvements	Sidewalks and lighting, Parse Way, Public Art -		X	X			Ian McMeans Eric Milliron	Bendel / Fraasch	1. ID core stakeholder team - for implementation (EDC rep, partnership, biz owners on Wash Rd) - need to define the plan (holistic plan with phases) for the corridor. Plan complete by 2019. 2. Engage Port Authority, State, County regarding potential funding sources 3. Commission decision on municipal funds allocated to the project (e.g. potential part of bond issue) 4. Explore alternative funding options for the public spaces/art components of the project	Bond Issue Decision - August/September (3 month lead time) Corridor Plan - End of 2019 Phase 1 (sidewalk and lighting) - 2020 (Funding gap will need to be 2020 budget discussion)
Washington Road Streetscape	Lighting and sidewalk improvements.		X	X						
4 Beverly Road Corridor Parking Study	Beverly Road corridor parking study and implementation.		X	X			Eric Milliron Rudy Sukal	Bendel/McLean	1. Convene residents and biz owners to get input on impelmentation 2. Review preferred options with Traffic and Parking Boards 3. Commission - identify preferred option and allocate funding	Funding Allocation in 2019 Budget Implementation/Constru ction in 2020
5 DASHBOARD Department Goals - Measurement and Tracking	Develop a process by which we can identify and measure and report on the goals and productivity of each department				X		Bonnie Cross Ian McMeans	Grella/Silverman	1. Salary Survey - June report delivery 2. Set Dept. Goals & Metrics/Outcomes - Manager and Dept. Directors 3. Identify available data to feed into the dashboard to track work against goals/metrics 4. Commission identifies implementation as part of 2021 budget process	Salary Survey Report - June 2019
Municipal Salary Survey	Included in the 2019 Budget and will inform salary structure moving forward as retirements of staff occur (significant turnover is expected in the next 10-15 years)				X					Commission Update and Approval of Plan - Spring 2020
Decision-Making Tools	Measuring macro trends and indicators of activity				X					Funding Allocation for Software Enhancements - 2021 Budget Process

Project Spotlight:

Building Inspection Department Staffing

Analyze the current distribution of work and personnel in the Building Inspection Department and restructure as needed.

Comprehensive Plan Goal: Systems

Objective 1: Continue to maintain a high level of municipal services, infrastructure and public safety protection.

Objective 2: Ensure that infrastructure demands of proposed development and redevelopment are balanced with services available within the community.



Estimated Cost: TBD

Funding Source: General Fund Operating Budget

“Currently, operations are more reactive than proactive, which they used to be when staffing and workload would allow.”

- Elevator Pitches

Project Champions:

Joe Berkley, Rodney Sarver

Commission Advocates:

Stephen McLean, Steve Silverman

NEXT STEPS

- 1 Overview of Department Functions and Roles.
- 2 Identify Challenges (internal and external).
- 3 Update Job Descriptions.

Timeline

April 2019

September 30, 2019

Project Spotlight:

Public Information Office Enhancements

Evaluation of and enhancements to the Public Information Office, including the development of a communications plan (internal and external) and creation of a related metric to measure the effectiveness of the plan.

Comprehensive Plan Goal: Cooperation

Objective 2: Promote community spirit, participation, unity and diversity through a variety of municipal experiences and opportunities.

Objective 3: Further optimize Municipal operational efficiencies including participating in regional responses as appropriate to address the common needs and challenges.



Estimated Cost: \$10,000 in 2019 Budget for Consultant; Next Step - TBD

Funding Source: General Fund Operating Budget

"Information types require different communication methods. How can we do better?"

- Elevator Pitches

Project Champions:

Laura Pace Lilley, Ian McMeans

Commission Advocates:

Kelly Fraasch, Craig Grella

NEXT STEPS

- 1 Issue RFQ/Select Consultant
- 2 Review and cost out recommendations and timeline (prior to or concurrent with budget process)
- 3 Update job descriptions and staff roles/responsibilities
- 4 Consultant Report
- 5 Commission sets priority implementation strategies
- 6 PIO Implementation Strategies (from staff)

Timeline

April 2019

Consultant Report -
August 31, 2019

Project Spotlight:

Washington Road Streetscape and Uptown Public Space Improvements

Lighting and sidewalk improvements along Washington Road and enhancements to Uptown's public spaces including public art installation.

Comprehensive Plan Goals: Vitality and Connectivity

Vitality Objective 1: Maintain and enhance the appearance and integrity of the community's built environment.

Vitality Objective 3: Encourage strengthened vitality of the community and business districts.

Connectivity Objective 1: Ensure that pedestrians and cyclists have safe and efficient routes throughout the municipality. Maintain and upgrade the pedestrian experience in the Washington Road business district, focusing on connections with transit options and safe movement within the district.

Connectivity Objective 3: Using the concept of Complete Streets, improve the safety, security and appearance of the public realm in the commercial districts and adjoining neighborhoods.



Estimated Cost: \$1.8-\$2mm for Washington Road;
Public Art and Parse Way - TBD

Funding Source: General Fund, Debt Issuance and Grants

"Uptown is a distinctive asset for the community and a destination for the South Hills."

- Elevator Pitches

Project Champions:

Ian McMeans, Eric Milliron

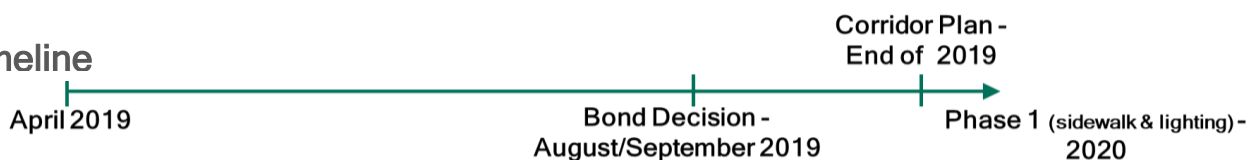
Commission Advocates:

John Bendel, Kelly Fraasch

NEXT STEPS

- 1 ID core stakeholder team - for implementation (EDC rep, partnership, biz owners on Wash Rd)- need to define the plan (holistic plan with phases) for the corridor.
- 2 Engage Port Authority, State, County regarding potential funding sources.
- 3 Commission decision on municipal funds allocated to the project (e.g. potential bond issue).
- 4 Explore alternative funding options for the public spaces/art components of the project.

Timeline



Project Spotlight:

Beverly Road Corridor Parking Study

Implement the parking study for the Beverly Road Corridor.

Comprehensive Plan Goals: Vitality

Objective 1: Maintain and enhance the appearance and integrity of the community's built environment.

Objective 3: Encourage strengthened vitality of the community and business districts.



Estimated Cost: \$20,000

Funding Source: Parking Fund

"This effort may attract new businesses."
- Elevator Pitches

Project Champions:

Eric Milliron, Rudy Sukal

Commission Advocates:

John Bendel, Stephen McLean

NEXT STEPS

- 1 Convene residents and business owners to get input on implementation.
- 2 Review preferred options with Traffic and Parking Boards.
- 3 Commission - identify preferred option and allocate funding.

Timeline

Funding Allocated in 2019 Budget



Project Spotlight:

Operational Initiatives

Develop a DASHBOARD tool to develop a process by which municipal officials can identify and measure and report on the goals and productivity of each department. Conduct a Municipal Salary Survey to inform salary structure moving forward as retirements of staff occur with significant turnover expected in the next 10-15 years.

Comprehensive Plan Goals: Systems

Objective 1: Continue to maintain a high level of municipal services, infrastructure and public safety protection.



Estimated Cost: Salary Survey: \$15,000; Other Initiatives - TBD

Funding Source: General Fund Operating Budget

"Tracking progress on projects helps us to understand issues and be more proactive."
- Elevator Pitches

Project Champions:

Bonnie Cross, Ian McMeans

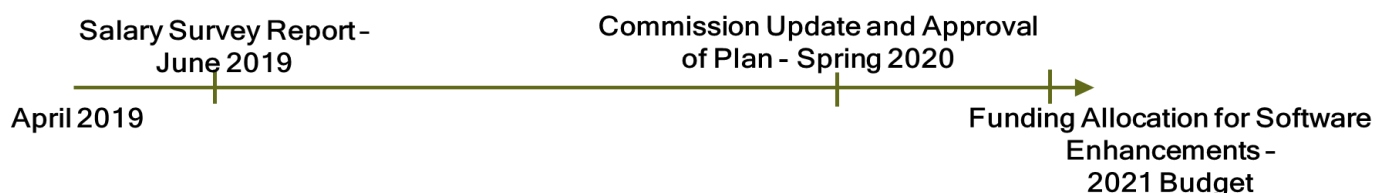
Commission Advocates:

Craig Grella, Steve Silverman

NEXT STEPS

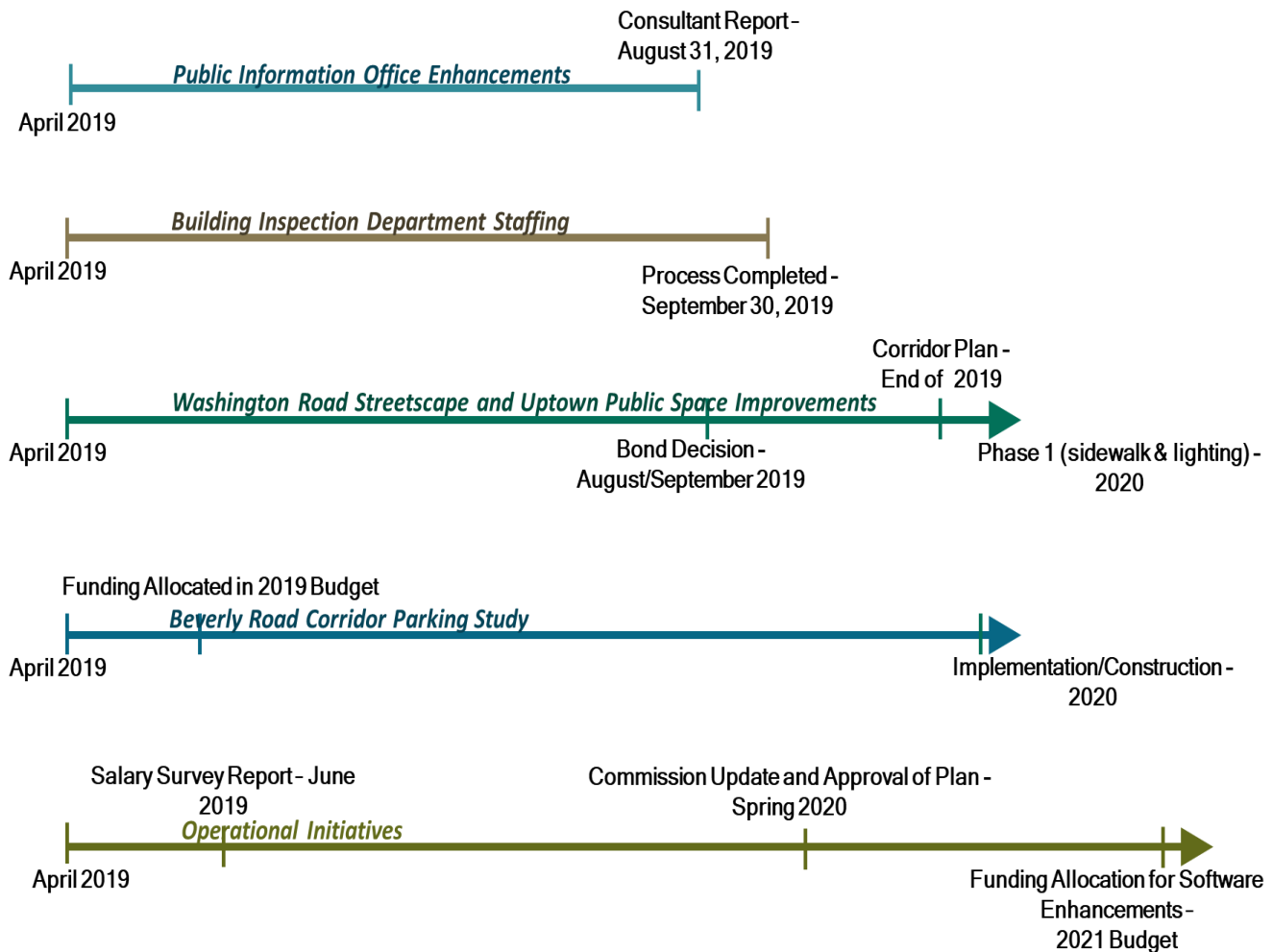
- 1 Salary Survey - June report delivery.
- 2 Set Department Goals & Metrics/Outcomes - Manager and Department Directors.
- 3 Identify available data to feed into the dashboard to track work against goals/metrics.
- 4 Commission identifies implementation as part of 2021 budget process.

Timeline



Implementation Timeline

A proactive community, Mt. Lebanon has established a robust timeline for completing 2019's five Priority Projects. A timeline for completion follows below. Noting that several of the projects require a completion window longer than this fiscal year, the results of the 2019 prioritization exercise will be observed for the next several years to come. The projects present a strong mix of low-hanging fruit, with relatively short turnaround times for implementation, to longer-range goals that will carry through 2020 and beyond.



First Next Steps

During the Commission's review of the final report and priority projects, the Commissioners agreed to add a "first" next step to each of the five priorities. The project leads (Commission and staff) for each project will identify a goal measurement that is unique to each project and SMART (as described on page 8 of this report). Each project will be evaluated against its goal measurement at the end of 2019, at regular intervals and/or at the completion of the project, depending on each project's schedule.

Conclusion

Planning is good but doing is better. After a successful Retreat, the exciting part - implementation - begins, and the results will be of strong benefit to the community.

Looking forward into 2020, participants discussed whether this strategic prioritization process would have value in future years. Yes, was the strong agreed upon answer. Consider this:

- In 2020, three new Commissioners will take office. There will be a need for Visioning session for the Commission to set goals, establish open communication, and to simply team-build with staff and among themselves.
- A second strategic session is proposed as a part of the 2020 budget process, with a similar approach and intended result as this prioritization Retreat.

The priority projects selected through this process align with the community's Comprehensive Plan, though it is important to note that just because a specific Comprehensive Plan goal is not directly addressed by one or more of the priority projects, that does not mean that the goal is not an ongoing priority. This prioritization effort was solely for 2019. Additionally, though safety was not directly addressed within the top five projects, there are safety components to the Building Inspection Department Staffing, Washington Road Streetscape and Uptown Public Space Improvements, and Public Information Office Enhancements initiatives. Safety remains one of top priorities for the community.

Our world and our community are dynamic and ever changing. This prioritization exercise was important in establishing clear direction for the municipality's efforts, and the projects and goals established here should be adhered to and implemented. However, planning for contingencies is always important, and flexibility is necessary should an emergency arise.

What About Projects 6-17?

They may not have been selected, but they certainly won't be forgotten. These projects will remain on the priority list for consideration in future years. In fact, the following projects were identified as being on the short-list of implementation projects for 2020 and 2021:

- Commissioner Training
- Glass Recycling
- Technology Assessment
- Public Works Facility Renovations
- Rec Center and Library Roof Replacement