

FINAL

**LEBANON CITY COUNCIL
ANNUAL WORK SESSION
OUTCOMES/WORK PLAN
MINUTES**

Thursday, April 28, 2022, 5:30 p.m.

Remote Via Microsoft Teams: [LebanonNH.gov/Live](https://lebanonnh.gov/Live)

MEMBERS PRESENT: Mayor Tim McNamara, Assistant Mayor Clifton Below, Erling Heistad, Karen Liot Hill, Christian Simon, Douglas Whittlesey, Devin Wilkie, and Karen Zook

MEMBERS ABSENT: George Sykes

STAFF PRESENT: City Manager Shaun Mulholland, Cyber Services Director Perry Eaton, Library Director Sean Fleming, Lebanon Police Chief Phillip Roberts, Deputy Chief of Police Matthew Isham, Solid Waste Manager Marc Morgan, Airport Director Carl Gross, Assistant Public Work Directors Everett Hammond & Jay Cairelli, Department of Public Works Brian Vincent, Recreation, Arts & Parks Director Paul Coats, Finance Director Vicki Lee, Deputy Finance Director Alesia Williams

1. CALL TO ORDER: Mayor McNamara called the meeting to order at 5:30 p.m.

This was the second session of the annual presentation of the Draft Outcomes & Work Plans for the City in 2022. It is similar to a strategic plan but contains more of the detailed functions of what the departments are going to accomplish in the ensuing year.

2. ANNUAL WORK SESSION:

Presentation of Draft Outcomes & Work Plans

On pages 3-79 in the City Council's agenda packet is the comprehensive report that covers the Strategies; the 2021 Accomplishments; the 2022 Outcomes Measures; and Looking ahead (2023-2024) for Cyber Services, Lebanon Libraries, the Lebanon Police Department, the Lebanon Airport, the Department of Public Works, and the Recreation, Arts & Parks Department.

- **CYBER SERVICES - Perry Eaton, Director**

Complete report can be found on [Pages 3-8, in the City Council's April 28, 2022 agenda packet.](#)

The responsibility of Cyber Services is to ensure that we have mechanisms in place to help prevent a successful cyber-attack. We also support the IT infrastructure and City Staff throughout the City. Over the past year, the Cyber Services Team has provided support on approximately 2,200 help desk cases and assisted with various software and hardware implementations throughout the City.

Director Eaton reviewed and discussed the highlights of Cyber Security's 2021 Accomplishments; their 2022 Outcome Measures, and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Focus on Enhancing Cyber Security Posture,
2. Maintain and Improve Cyber Services Infrastructure with Emphasis on Data Security, and
3. Effectively and Efficiently Supporting the Technology Needs of the City.

The Council and Director Eaton discussed Cyber Services asset management; the opportunity of making documents available to both those in/outside of the City on their own time; how One Drive vs. SharePoint would be used due to the overlap in functionality (One Drive would be personal, while SharePoint would be used by groups); how the City is doing in terms of overall investments in Cyber Services compared to other areas in the State (doing very well because of all the changes made over the last couple of years, especially having funds to put cyber security and other measures into place); and, the use of multifactor authentication.

City Manager Mulholland noted the City had serious vulnerabilities that were corrected (i.e., water and treatment facilities, etc.)

- **LIBRARY – Sean Fleming, Director**

Complete report can be found on [Pages 9-13, in the City Council's April 28, 2022 agenda packet.](#)

Director Fleming thanked the Council, the City Manager, and the community for the Lebanon Library renovation project which helped them to exceed their fundraising goal of \$300K. He highlighted one gift given by Tom Cormen in memory of his late wife. The highlights of this renovation included: Making it a safer facility; added ADA accessibility; and reduced the carbon footprint of the building.

Director Fleming reviewed and discussed the highlights of the Lebanon Libraries 2021 Accomplishments; their 2022 Outcome Measures, and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Improving our Library Facilities,
2. Maintaining the Lebanon Public Libraries Role as the Information “Center of Community,”
3. Continue to Provide Programs and Services to Library Users, and
4. Increase Library Funds In Order To Provide the Best Service to Patrons.

The Council and Director Fleming discussed: The need to pursue expansion of the parking for Kilton, as approved by the Library Board of Trustees, because they anticipate that groups will start meeting again in person which will strain their ability to provide adequate parking; plans to relocate the Advance Transit hub from Main Street in West Lebanon by Kilton to the planned River Park with Director Fleming noting his reasons why the City is well-served by having bus stops by the Lebanon Libraries; issues with people congregating behind the bus stop(s); drug overdoses at the bus stop(s); Narcan’s availability at Kilton Library and its use; and, the placement of Sharps boxes in the bathrooms of the Kilton Library for the public to help keep library staff safe.

- **POLICE – Chief Phillip (Phil) Roberts and Deputy Chief Matthew Isham**

Complete report can be found on [pages 13-43, in the City Council's April 28, 2022 agenda packet.](#)

Lebanon Police Chief Phillip Roberts reviewed and discussed the highlights of the Lebanon Police

Department's 2021 Accomplishments; their 2022 Outcome Measures; and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Sense of Security-Effective and Efficient Allocation of Personnel,
2. Sense of Place & Security-Desirable, Safe, Livable Neighborhoods,
3. Increased Technology Use for Enhanced Citizen Access to Information,
4. (NOTE: The Lebanon Police Departments 2020-2024 Strategic Plan was included in the agenda packet.)

Chief Roberts was happy to report they have hired seven (7) police officers in the last 12 months, leaving them with just two vacancies. They have worked hard over the last year to recruit quality people and get them trained. He spoke about the completion of the impound yard security enhancements, which was mostly fencing; the parking lot expansion project with an emphasis on EV infrastructure for the future; monitoring the Problem Oriented Policing Plan to assess opportunities to make improvements to the process and look for opportunities to improve the quality of life in the City; continuing foot patrol and mountain bike patrols by officers in areas requiring high visibility to promote not only safety and security, but positive community interactions, noting that Kilton Library and Tri-County CAP were a couple of the problem areas; LPD's collaboration with West Central Behavioral Health to implement the Mobile Crisis Unit, noting that in 2021 there were 758 crisis calls (most likely due to the COVID pandemic) and as of April 2022 they have had 118 crisis calls; and, exploring having a full-time officer assigned to traffic enforcement and safety.

The Council, City Manager Mulholland, and Chief Roberts discussed the reasons why Tri-County CAP's placement of people into motels is putting a drain on Lebanon's Police Department (i.e., 6-7 days/week they receive calls for drug/alcohol abuse from shelters/motels who rent rooms to Tri-County CAP recipients); and, why motels that serve the homeless population are not being staffed by Tri-County staff (i.e., inability to recruit professional trained staff due to pay, shortages in the profession, etc.).

Chief Roberts also spoke about the LPD successfully passing their first CALEA Law Enforcement Accreditation review in December 2021 with zero deficiencies. They also wrapped up their Citizen Survey and collected 214 responses that addressed drugs, traffic issues, and the homelessness.

The Council and Chief Roberts also discussed the School Board's vote regarding the retention of School Resource Officer (contract extended through 2024), and the LPD's strategic initiatives regarding retention of LPD officers.

- **AIRPORT – Carl Gross, Director**

Complete report can be found on [pages 44-45, in the City Council's April 28, 2022 agenda packet.](#)

Airport Director Gross reviewed and discussed the highlights of the Lebanon Airport's 2021 Accomplishments; their 2022 Outcome Measures; and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Financially Stable and Self-Supporting Airport

Director Gross noted they are currently working their way through an Airport Coronavirus Relief Grant

Program worth \$1M that will be used for helping with operating expenses and debt service. There are some possibilities with a new airline out of White Plains, NY and he has been talking to Cape Air about this. The Airport is a recipient of a 5-year bi-partisan infrastructure grant, noting that during the first two years of the grant they will receive approximately \$1M for additional infrastructure programs. This is a matching grant program where 95% of the grant will come from federal funds, 5% will come from the State, and 5% will come from local funds. The Airport has also applied for a grant to design the relocation of their navigation aids related to the Runway Safety Projects. He also noted that last week the first electric powered aircraft landed at the Airport and spoke about Cape Air's initiatives for a 9-C electric powered aircraft that will be replacing their fuel-powered aircraft over the coming years.

The Council and Director Gross discussed the enplanement requirements in order to receive Lebanon's essential service federal grants, with Director Gross noting that the numbers will go back to normal in FYI 2024; how the Airport's NY service provides about 33% of the flights and 40% of the passengers; and, the potential co-sharing partnership with the White Plains, NY provider (Breeze Airline) and explained how this would work.

- **PUBLIC WORKS – Solid Waste Manager Marc Morgan, Assistant Directors Jay Cairelli & Everett Hammond; City Engineer Brian Vincent**

Complete report can be found on [pages 46-68, in the City Council's April 28, 2022 agenda packet.](#)

Mr. Cairelli, Mr. Hammond, and Mr. Vincent reviewed and discussed only the highlights of the extensive Lebanon Department of Public Works' 2021 Accomplishments; their 2022 Outcome Measures; and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Responsible and Sustainable Solid Waste Resource Management (Mark Morgan),
2. Safe Drinking Water (Jay Cairelli),
3. Safely Treated Wastewater (Jay Cairelli),
4. Reducing Energy Consumption in All Public Facilities (Everett Hammond),
5. Coordinated Energy & Facility Management (Everett Hammond),
6. Strategic Public Works and Pavement Management Plan (Everett Hammond), and
7. Providing Quality Engineering Management (Brian Vincent).

Mr. Morgan noted that for the landfill, one of their primary objectives is to manage landfill disposal capacity efficiency for the City and towns we serve. Currently we have nine (9) years of capacity left in our existing cell and the next cell we are planning to construct will house approximately ten (10) years of disposal capacity. We are looking to finalize a very long-term (70 years) disposal capacity plan. One of our silos is increasing diversion through food scrap composting, which allows homeowners to drop off food scraps. Moving forward, we will be looking at diverting mattresses, which consumes a lot of space in the landfill. He also spoke about the Landfill Gas to Energy Project, which should be online in 2023; how the landfill is directly impacting the environment (i.e., PFAs and future emerging contaminants); placing a greenhouse on the property; and, improving customers interactions through a recycling app.

In response to Councilor Liot-Hill's question regarding construction/demolition debris, Mr. Morgan noted the landfill saw an increase in residential drop-offs during COVID, but the change has not impacted our tonnage and has had a positive impact on revenues due to increased fees.

Mr. Cairelli spoke about the new water source study, noting they have identified a new location in West Lebanon near the confluence of the Connecticut and Mascoma Rivers. The need for this really became evident during the drought last year, and while we were able to maintain the Mascoma Lake itself, the tributaries outside of this were very short in water supplies. He also spoke about grant funding and what these funds would be used for; the Miracle Mile water main replacement project and implementing a 20-year plan as their debt policy allows.

City Manager Mulholland noted that finding an alternate water source will be a very critical issue for the City and spoke about the high construction costs involved with this project, noting that at the same time we will be trying to deal with the collection system, which has increased in cost over what was initially anticipated. This is one of those critical functional areas we are going to have to work hard on to solve this issue because if we do not deal with these droughts, the City could reach a critical point, in the future, where water cannot be provided. This project will take multiple years to solve.

Mayor McNamara questioned if a thorough hydrogeologic analysis has been done throughout the City to see if there is another site closer to the storage tank(s), which may be more expensive to develop initially but does not require the extensive pipe replacements. Mr. Cairelli noted the study on this project started 20-years ago, and while there are other sites within the City, some of them are not located near the current system. The ones that DPW has identified, all combined, does not look like they will be enough to replace the current plant we have.

Mayor McNamara wanted to make sure the City takes another look at all the existing geologic/technology studies to determine whether or not there is potentially another site and suggested the area around the 2 million gallon storage tank at DHMC might have some potential. He also questioned if the City could get by for some period of time with partial redundancy in our agreements with Hanover, NH/Hartford, VT to provide the makeup water. He wanted to make sure we have looked at every possible opportunity (for a replacement water supply) and noted this is a subject for more extensive discussions in the future.

Mr. Cairelli noted the original plant itself was built around 1890, and at some point in the future it will need to be replaced.

The Council discussed the potential for moving the pool; keeping the wetlands feeding the aquifers safe; why the Boston Lot is not up for discussion as a possible alternative; and the reliance on surface water issues during droughts vs. underground aquifers.

Mr. Cairelli reviewed the wastewater collection system; the sewer interceptor rehab projects; and completions of any necessary capital projects, including the new WWTP sludge dewatering equipment.

Mr. Everett Hammond spoke about the highlights to reducing energy consumption in all public facilities, the City's highways; the City's cemeteries; exploring federal funding opportunities; investigating ways to transition the City's vehicle fleet to EVs; renewable energy; development of the City's Solar Projects (i.e., City Hall/Airport); City sidewalks and adding an additional sidewalk machine; roadway projects for 2023-2024 and beyond; the need for annual roadway paving/preservation in order to maintain the

roadway conditions of City roads at 70 or above according to the PCI; replacement of a 6-wheel dump truck with plow/wing/sander, replacement of 2013 F250 pickup, and replacement of the 2002 John Deere 120C Excavator; the completion of CSO #13 and CSO#12; the sign of e 12A/So. Main St. “Dry” bridge project; cleanup of 20 Spencer St.; and road work construction for 2023-2024.

- **RECREATION, ARTS & PARKS – Paul Coats, Director**

Complete report can be found on [pages 69-79, in the City Council’s April 28, 2022 agenda packet.](#)

Mr. Coats reviewed and discussed only the highlights of the Recreation, Arts & Parks Department’s 2021 Accomplishments; their 2022 Outcome Measures; and what they expect to do looking ahead to 2023-2024 for the following topics:

1. Mascoma River Greenway Expanded to West Lebanon Central Business District (CBD),
2. Adequate Athletic Field Space Availability City-Wide,
3. The Diverse number of programs and Special Events,
4. Accessible Walkable Park Lands,
5. “Friends of Lebanon Recreation & Parks,” and,
6. Arts & Culture

Mr. Coats reviewed and explained the Mascoma River Greenway expansion to the CBD; the opening of the tunnel and other improvement/access point projects; athletic field space(s), noting the need to keep people active, learning new skills, and providing places for families to go; the needs that Westboro Yard can provide; their Outdoor Adventure Programs; the positive educational benefits the Tree Advisory Board can provide; the benefits the Rusty Berring Skatepark is providing; expanding composting and recycling services at special events; the LWCF grant funds to restore activity at Storrs Hill; the new Civic Park Maintenance Garage; the Rail Trail improvements; short-term accomplishment plans (i.e., solar lighting at the Civic Park parking area/Maple St. Playground); lights at the Lebanon Memorial Pool; pickleball lines and movable nets at Civic Park; and, the need for a new public park in the North Lebanon area around DHMC.

Mr. Coats noted that the Arts and Culture Committee has become a part of Lebanon’s identity and thanked Kristine Flythe for all her hard work. He spoke about their Sidewalk Poetry Program; the “Art Walk Tour” that includes Soofa signs; the Little Craft Library; numerous Art installations throughout the City; building a Master Plan on how Art happens within the City; and, the Farmers’ Market opportunities to offer signature events that highlight Lebanon ArtWays work.

3. ADJOURNMENT:

The meeting was adjourned at 8:00 PM.

Respectfully submitted,
Dona E. Gibson, Recording Secretary