



**LEBANON CITY COUNCIL  
WEDNESDAY, MAY 10, 2023 - 5:30 PM  
SPECIAL MEETING  
COUNCIL CHAMBERS, CITY HALL OR  
REMOTE VIA VIRTUAL PLATFORM  
LEBANONNH.GOV/LIVE**

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**1. Call to Order**

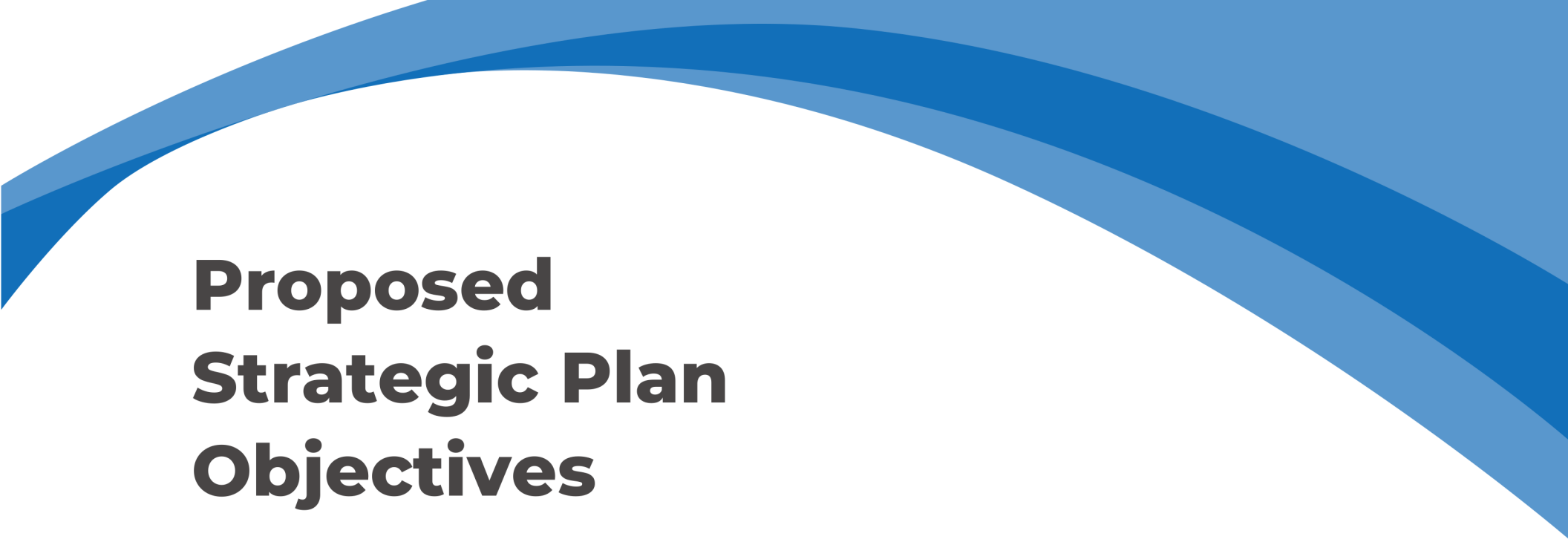
To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 671 162 913#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

**2. Special Meeting**

- A. Review and vote to approve the Strategic Plan
- B. Presentation of 2024 Financial Outlook
- C. Input from City Council: 2024 Budget Process

**3. Adjournment**

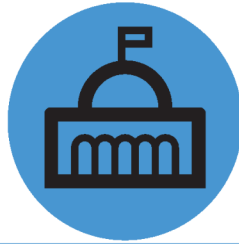
Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](#) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.



# **Proposed Strategic Plan Objectives**

- High Performing Government
- Housing and Neighborhood
- Financial Stability and Efficiency
- Recreation, Arts, and Parks
- Environment and Sustainability
- Public Safety
- Transportation
- Economic Vitality
- Social Health and Justice
- Public Health

**[LebanonNH.gov/StrategicPlan](http://LebanonNH.gov/StrategicPlan)**



## High Performing Government



### Summary of Strategic Objectives

- 1.1** Operate City government at a very high level of Transparency. To the extent possible government documents are available in digital formats through the City's website minimizing the need to make requests to staff.
- 1.2** Recruit, Develop, and Retain trained and qualified City staff.
- 1.3** Enhance process innovation using technology, data, and key performance objectives.
- 1.4** Advocate at the Regional, State, and Federal level.
- 1.5** Enhance the credibility of the City's government.
- 1.6** Enhance community engagement.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

City Clerk City Manager Cyber Services HR Library Planning

#### Boards and Committees

City Council DEI

#### Partners

Hypertherm

### Vision Statement

The city government has to be responsive to the needs of its residents, businesses and partners. The delivery and/or the facilitation of the delivery of services is one of the cornerstones of effective local government. A responsive and effective city government does the following:

- **Transparency-** the decision making processes must be open and as accessible as possible to allow the public to participate. Government records need to be available, easily accessible and in a timely manner.
- **Ethics-** City officials and staff meet public expectations of very high ethical standards while representing the City. Ethical expectations directly relate to the credibility of the City and view that people have of it. City officials comply with statutory and regulatory requirements.
- **Problem Solving-** the expectation is that the City government is an organization that functions to identify and develop solutions to address problems and the needs of the community. Data driven decision making is operationalized when and where appropriate.
- **Teamwork-** highly effective organizations are those that can bring together the players to achieve the mission. Our team consists of elected officials, appointed officials, staff, volunteers, service providers and our partners who work together to drive and achieve success.
- **Communication-** an effective City government utilizes multiple modes of communication to inform residents including emergency messaging, how to information, education materials, opportunities and the activities of the organization. This must be timely, accurate, accessible and sufficient to keep the public informed.
- **Engaging-** the City takes proactive steps to engage the general public and key stakeholders in the development of public policy.
- **Efficiency-** the City utilizes management practices and process review procedures such as LEAN to reduce wasted time and money while at the same time enhance the quality of city services. City officials and staff operate in a culture of continuous quality improvement.
- **Technology-** the City utilizes technology to enhance the quality, accessibility, timeliness and efficiency of City services.
- **Innovation-** the City uses or develops innovative approaches to problem-solving and service delivery.
- **Human Capital-** the quality, skill base, experience and emotional intelligence of City officials is of very high quality. The City invests in training and staff development constantly enhancing the effectiveness of City staff. The City is "growing" leaders from within its ranks to perform higher level and leadership roles in the organization. The retention of qualified personnel is a key objective for City leaders.
- **Partnership-** City leaders value the importance of partnerships with other municipalities, the school district, the housing authority and the other levels of government. Working with the business community, non-profit entities and neighborhood groups is highly valued in solving problems and providing services to the community.
- **Leadership-** the City values and understands its leadership role in the Upper Valley and the State of New Hampshire from a political, economic and social perspective. It actively advocates and exercises that leadership role in service to the people of the City and the Upper Valley.



## Housing and Neighborhoods



### Summary of Strategic Objectives

- 2.1 Facilitate the healthy continuum of Development/Redevelopment of Housing.
- 2.2 Work cooperatively to address Homelessness.
- 2.3 Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.
- 2.4 Development of a comprehensive Citywide housing strategy.
- 2.5 Development of policies and a plan to move new residential construction toward being zero carbon ready, being mindful of how collaboration with other stakeholders, planning regulations, zoning, and building codes might best support and encourage sustainable and affordable development such as through creative infill and construction of high-performance energy efficient buildings that can be run on renewable or zero-carbon energy.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

City Manager Human Services Library Planning

#### Boards and Committees

DEI Downtown TIF EDC Heritage Commission Planning Board

#### Partners

Housing Authority LISTEN The Haven Tri-County CAP Twin Pines Housing

### Vision Statement

The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for current and prospective residents, and will strive to promote the development of diverse, sustainable neighborhoods that reflect Lebanon's "small-town" character and distinctiveness.

The City of Lebanon shall encourage a range of housing options for all segments of the population. New housing development should contribute positively to existing neighborhoods and create safe and desirable new neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan.

An inclusive community has a range of housing types to meet the needs of a diverse population. Those housing types include;

- Single Family
- Multi-Family (spanning duplexes to large apartment buildings)
- Elderly Housing
- Accessory Dwelling Units
- Manufactured Housing
- Temporary Housing - Homeless Shelters and Transitional Housing Units

The housing inventory of the City must include a mix to meet the affordability needs of its residents such that no more than 30% of combined household income is committed to housing. That mix of housing affordability includes;

- Market Rate Housing
- Workforce Housing
- Low Income Housing

[Chapter 7 of the City's Master Plan](#) is incorporated into this Strategic Plan.

Access to safe shelter is a basic necessity for all people, the absence of which can result in severe health, social, and economic harms to both individuals and communities. The City of Lebanon shall seek to support its residents who have been afflicted by homelessness by establishing and facilitating the means by which the people of the City can prevent or overcome homelessness. The goal of the City is to ensure all residents have access to permanent, secure housing, and temporary housing is for many people a necessary step towards permanent housing and therefore a component of this goal.





## Economic Vitality



### Summary of Strategic Objectives

- 8.1** Facilitate a Vibrant, Sustainable and Resilient Economy that supports a high quality of life.
- 8.2** Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.
- 8.3** Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.
- 8.4** Coordinate regionally to enhance tourism opportunities in the Upper Valley
- 8.5** Implement opportunities for redevelopment in the four core business districts of the City.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

City Manager Planning

#### Boards and Committees

Downtown TIF EDC Planning Board WLRC

#### Partners

UV Business Alliance UV Public Health Network Vital Communities

### Vision Statement

The City is the economic hub of the Upper Valley. Most of the jobs in the region are located here in the City. The City is the host of a diversified and resilient economy. Traditionally the impacts of worldwide and national economic downturns impact the region to a lesser extent. The predominance of the medical sector, with Dartmouth Health being the largest employer in the region and the largest employer in the State, results in considerable supplemental and complimentary economic activity. The area has over 120 high-tech businesses, many of which are medtech and biotech companies. Many of these companies have a direct relationship or lineage from Dartmouth College and Dartmouth Health.

The region has the highest average salaries in the State. The Upper Valley economy is vibrant and resilient when it has the following:

- A trained workforce adequate to meet the needs of all employers;
- An innovative, creative, and entrepreneurial culture that drives and develops new ideas;
- A diversified commercial/industrial sector that includes small, medium, and large businesses that pay a living wage;
- High quality housing to meet the needs of the workforce needed for the economy;
- High quality childcare and early childcare development to allow parents to work in the economy;
- High quality public education and postsecondary education to develop and maintain a skilled workforce; and
- Vibrant and diversified retail, food, and general service sectors that meet the supporting needs of the Upper Valley.

The City's Master Plan addresses the larger vision statement relative to [Economic Development](#) located in Chapter 6.



## Recreation, Arts, and Parks



### Summary of Strategic Objectives

- 4.1** Provide a wide array of cultural and recreational opportunities for residents across age and demographics groups in the City and in partnership with other entities in the Upper Valley.
- 4.2** Maintain and expand recreation infrastructure in the City including parks, athletic facilities, trails, and greenways.
- 4.3** Enhance the vitality of Arts & Culture in the City in cooperation with the arts community in the Upper Valley. This includes energizing the arts economy as well as opportunities for public art.
- 4.4** Celebrate the City's rich history and enhance the public's awareness of its history through multiple modalities.
- 4.5** Celebrate the City's diverse cultural makeup and vitality by providing/supporting opportunities allow the public to experience the diverse cultures in the Upper Valley.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

City Manager Library Planning RAP

#### Boards and Committees

Arts & Culture Commission Conservation Commission DEI Downtown TIF EDC  
Heritage Commission WLRC

#### Partners

AVA Art Gallery CCBA Lebanon Historical Society Lebanon Opera House  
Lebanon Outing Club Lebanon Youth Baseball UV Hockey Assoc. UV Music Center

### Vision Statement

#### Recreation

The City has a wide array of recreational opportunities available to its residents. Some programs are operated by the City while others are provided by not-for-profit entities and for-profit entities. A robust range of recreational opportunities has a positive impact on the physical and emotional health of our residents. The City's vision for Recreation is further outlined in [Chapter 10: Recreation](#) of the Master Plan.

#### Arts, Culture, and the Humanities

The City celebrates the arts, culture and the humanities in its various modalities. The City's created Arts and Culture Commission is the primary City body to advocate and advance the arts in the community. The City supports a vibrant partnership with a growing arts community to enhance opportunities for equitable participation and inclusion. The City continues to enhance opportunities for displays of art in public places to create a livelier living environment. The City's vision is further outlined in [Chapter 12: Community Design and Civic Art](#) of the Master Plan.

#### Parks

The City maintains parks in various parts of the City to enhance neighborhood environments and provide outdoor spaces for its residents to enjoy the outdoor world. Everything from athletic fields, the Storrs Hill Ski Area, the Mascoma River Greenway, the Northern Rail Trail and various nature trails and conservation areas provide a variety of opportunities to exercise and enjoy nature.

#### Libraries

Our vision is to be the hub of the community, a place where individuals of all ages and backgrounds can find the resources, technology, and support they need to achieve their goals and realize their full potential. We strive to create a dynamic and innovative library system that reflects the diverse needs and interests of our community and empowers everyone to lead fulfilling and meaningful lives.



## Environment and Sustainability



### Summary of Strategic Objectives

#### Waste Management

- 5.1 Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewal material.
- 5.2 Managing solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life and minimizing the impact on the environment.
- 5.3 Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.

#### Energy

- 5.4 Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy or zero-carbon sources by 2050.
- 5.5 Encourage and support communitywide initiatives to transition the community to 100% renewable energy or zero-carbon sources by 2050 in alignment with the Energy Chapter of the City's Master Plan.

#### Conservation & Natural Resources

- 5.6 Enhance, support and implement measures to sustain the City's public and private forests. Implement urban forest management programs to address urban heat zones and aesthetics.
- 5.7 Maintain and highlight the City's conservation resources.
- 5.8 Protect the water resources within the City.
- 5.9 Protect the wildlife, aquatic organisms and plants from the impacts of human activity and climate change.

**Timeline:** 2024-2026

### Responsible Groups

|                                                                                                 |                                        |
|-------------------------------------------------------------------------------------------------|----------------------------------------|
| <b>City Departments</b><br>DRW Planning RAP                                                     | <b>Partners</b><br>Sustainable Lebanon |
| <b>Boards and Committees</b><br>Conservation Commission LEAC Planning Board Tree Advisory Board |                                        |

### Vision Statement

The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus on seven principles. Principle #3 is Environmental Responsibility and Energy Efficiency.

#### Principle #3 – Environmental Responsibility and Energy Efficiency

Does the action. . .

- A. Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems?
- B. Promote and reinforce a network ("green infrastructure") of protected open space and natural areas?
- C. Improve energy efficiency and reduce the City's carbon footprint?
- D. Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth?

The functions of the City government will achieve the objective of reducing its greenhouse gas emission 80% below 1990 levels by 2050. The City supports the Paris Climate Accords and the implementation of the goals of the Paris Climate Agreement.

#### Waste Management

The goal is to achieve zero waste. The City manages a number of waste materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where possible or dispose of the materials in an environmentally safe fashion that does not impair the public health. As technological solutions become available the City implements them to achieve the ultimate goal of eliminating waste.

#### Energy

The City's Master Plan outlines the City's policies regarding Energy in [Chapter 13](#). The City implements a number of strategies to reduce the amount of energy used in the community with a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric powered vehicles and electric powered building heating sources. The shift to energy produced by solar, landfill gas and other renewable sources.

#### Conservation and Natural Resources

The City's Master Plan outlines the City's policies regarding Natural Resources in [Chapter 5](#). The City has considerable conservation and natural resource assets that it continues to maintain and protect.

#### Sustainable Development

The City continues to take initiatives through collaboration with the community and its land use regulations, planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly sustainable in terms of the health of our environment and economy and the livability and affordability of our neighborhoods and community.





## Public Safety

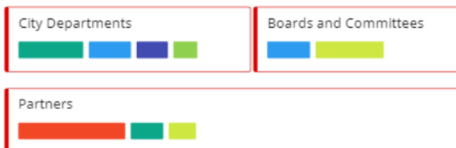


### Summary of Strategic Objectives

- 6.1** Enhance Emergency Management capability regarding Planning for, Preparing for, Responding to, Recovery from and Mitigation of Disasters.
- 6.2** Enhance Code Enforcement efforts.
- 6.3** Maintain a proactive Traffic Safety Program.
- 6.4** Maintain a proactive Crime Prevention and Response Program.
- 6.5** Maintain an effective Fire Prevention effort and Fire Suppression capability.
- 6.6** Enhance multi-modal transportation safety through prevention, education, enforcement and infrastructure improvements
- 6.7** Enhance the City government's cyber security posture to minimize impact on city services. Enhance the police department's ability to prevent, investigate and prosecute cybercrimes that impact businesses and residents.

**Timeline:** 2024-2026

### Responsible Groups



### Vision Statement

Perceptions of public safety, whether they are real or perceived, impact the way people feel and interact in the community. Public safety is not just about injury prevention and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy a sustained quality of life, participation in work, leisure, social, cultural, artistic and educational activities, and preservation of income and assets. A safe community embraces a methodology and infrastructure where all sectors of the community work together collaboratively to safeguard citizens' well-being and property. Our vision of the City involves the following aspects.

**Emergency Management:** The City has a robust emergency management capability that adequately:

- foresees and plans for natural and human made disasters;
- prepares for these events and provides advanced warning and guidance to residents, businesses and other partners. This also includes training for, and having the necessary equipment facilities, supplies and partnerships available to respond to disasters;
- responds to disasters to effectively reduce the risk to life and property;
- Facilitates recovery from disasters such that the community is able to return to normal as soon as possible. This includes psychological recovery from the impacts of disasters;
- mitigation steps are taken in advance of and during disasters to reduce the impacts of known or disasters that are likely to impact the City.

**Code Enforcement:** The City has adequate life safety codes that reduce the risk of injury or death as well as the protection of property. The City effectively educates the public regarding these regulations. The City takes a proactive step to address violations.

**Crime Prevention and Response:** The City takes proactive steps to reduce the amount of, severity of and the impacts of crime. Residents and visitors in the City have a quality of life and are able to pursue and obtain the fullest benefits from their domestic, social and economic lives without fear or hindrance from crime and disorder. The City is able to respond to criminal incidents proactively, quickly and effectively. The City is able to respond to hate crimes proactively, quickly and effectively in coordination with the NH Department of Justice.

**Domestic and Sexual Violence:** The City in partnership with other entities leads efforts to protect and assist victims of sexual, domestic and gender based violence.

**Cyber Security:** The City's cyber infrastructure and protected information are secure from hacking, damage, or destruction and other disruptions.

**Traffic Safety:** The City has a multi-pronged approach to addressing safety on City streets, sidewalks, greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents as well as accidents involving bicycles and other wheeled vehicles. A number of strategies are used to enhance pedestrian safety with the goal of zero pedestrian accidents.

**Fire Prevention and Suppression:** The City implements strategies to prevent death, injuries and damage to property from the impacts of fire. The fire department has adequate resources and strategies to respond to fires to save lives and minimize damage to property.



## Transportation

### Summary of Strategic Objectives

#### Public Transit

- 7.1 Support the maintenance & expansion of public transportation availability and use in the Upper Valley.

#### Airport

- 7.2 Support efforts to maintain Essential Air Service
- 7.3 Support efforts to maintain general aviation.

#### Pedestrian & Bicycle Infrastructure

- 7.4 Maintain, enhance and expand the Mascoma Greenway, Northern Rail Trail and new connector segments to strengthen the multi-use recreational/transportation network.
- 7.5 Maintain, enhance and expand the City's sidewalk network connecting the segments to create a comprehensive network. Expand and maintain the links between interconnection points of transportation modes (sidewalks, trails, bus stops, etc...) to facilitate safe movement by users.

#### Roadway Infrastructure

- 7.6 Enhance the City's roadway infrastructure maintenance plan.
- 7.7 Enhance the City's roadway system to adequately manage present and projected traffic volumes.
- 7.8 Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

Airport DPW Planning RAP

#### Boards and Committees | Partners

Advance Transit Ped/Bike Planning Board

TAC



### Vision Statement

The City operates a multi-modal transportation system and partners with other entities to meet the transportation needs of the City within the context of the larger transportation network in the Upper Valley. The City's Master Plan further delineates the larger transportation goals located in [Chapter 9](#).

The City will continue to use innovative technologies and make infrastructure investments to ensure those systems are adequately maintained to ensure they function effectively and safely. The focus will be on the lifecycle maintenance of infrastructure and properly tracking the infrastructure through a fixed asset management system.

The City will continue with its Complete Streets strategy when reconstructing a street to include upgrading all of the assets within the street where appropriate.



## Financial Stability and Efficiency



### Summary of Strategic Objectives

- 3.1** Maintain a responsible debt management plan.
- 3.2** Maintain a long term strategy to stabilize the tax rate and user fees to avoid spikes in the rates
- 3.3** Advocate and seek funding at the State and Federal level to reduce the impact on property taxes and user fees.
- 3.4** Maintain adequate cash reserves to ensure cash flow, the ability to respond to emergencies and the resources to take advantage of opportunities.

**Timeline:** 2024-2026

### Responsible Groups

City Departments

City Manager Finance Library

Boards and Committees

City Council

Partners

### Vision Statement

The City strives to diversify its revenue streams to reduce the reliance upon the property tax as the primary source of revenue for general government operations. User fees have a direct relationship to the services provided and are commensurate with the actual cost of the services provided. The use of Unassigned Fund Balances in the General Fund as well as the enterprise funds is a strategy to minimize tax and fee rate spikes.

The Unassigned Fund Balance in the General Fund is healthy when it:

- is within a range of 19% to 24% of the current General Fund expenditure budget;
- provides a cash reserve to address emergencies;
- provides sufficient cash flow between semi-annual tax billings.

Financial planning is based on a long-term strategy to stabilize tax and user fee rates to minimize rate hikes. Planning for capital projects in the six-year Capital Improvements Plan that allows a more even spread of debt service payments where possible is utilized.

The City's debt load is maintained within the statutory requirements and the City Council's Debt Management policy for all funds.

The City utilizes federal, state, and private grant funding to offset the cost of capital and operating expenses. Additionally, the City advocates in partnership with other municipalities and the New Hampshire Municipal Association for more state funding to offset the impact to local property taxes. The City takes active steps to transition education funding from the statewide and local property tax to a more equitable cost share with other revenue sources.





## Social Health and Justice



### Summary of Strategic Objectives

- 9.1** Develop and implement a citywide Equity Plan.
- 9.2** Maintain the City's ADA Transition Plan.
- 9.3** Implement equity in all policies, codes, charter and in the delivery of City services.
- 9.4** Build a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.
- 9.5** Develop the concept of Environmental Justice throughout the organization and the community.
- 9.6** Enhance connections and community well being.

**Timeline:** 2024-2026

### Responsible Groups

#### City Departments

City Manager HR Human Services  
Library Planning

#### Partners

Dartmouth Health SAU88  
Sustainable Lebanon UV Business Alliance

#### Boards and Committees

City Council Conservation Commission DEI LEAC Planning Board Tree Advisory Board

### Vision Statement

The City supports and upholds the federal and state constitutions.

The City resolves the following:

- Preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- A diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City's Sustainability Principles.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.
- The City demonstrates its commitment to protecting its residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, transphobia and homophobia, and condemns activities that promote these ideologies regardless of the targeted group.
- The City is committed to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.



## Public Health



### Summary of Strategic Objectives

- 10.1** Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.
- 10.2** Provide effective Mobile Integrated Health Care.
- 10.3** Provide high quality Emergency Medical response capability.
- 10.4** Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.
- 10.5** Continue partnerships to provide Medical and Dental Care for those who cannot afford it.
- 10.6** Enhance community engagement.
- 10.7** Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

**Timeline:** 2024-2026

### Responsible Groups

| City Departments |                |
|------------------|----------------|
| City Manager     | DPW/SLW        |
| Fire             | Human Services |
| Planning         | Police         |

| Boards and Committees |  |
|-----------------------|--|
| Joint Loss            |  |

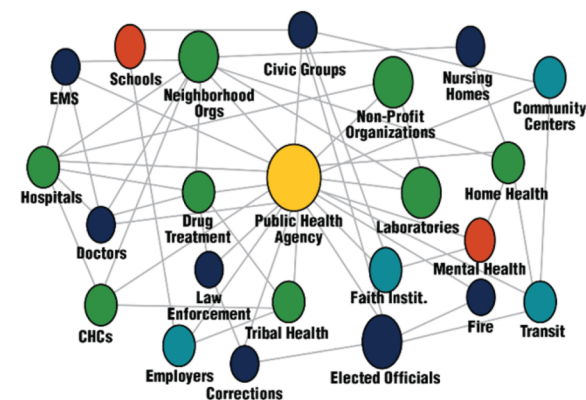
  

| Partners                 |                             |
|--------------------------|-----------------------------|
| Dartmouth Health         | Good Neighbor Health Clinic |
| HIV HCV Resource Center  | Headrest                    |
| UV Public Health Network | Visiting Nurse NH & VT      |
| WCBH                     | WISE                        |

### Vision Statement

The goal of public health is to preserve the physical and mental health of those who reside in the City and those who visit it. Eliminating or minimizing the risk of disease and injury as well as responding to and providing care to those who need it are primary objectives of municipal governments. The City works in partnership with an array of state and federal agencies along with not for profit entities to meet the objectives of the Ten Essential Public Health Services as determined by the NH Dept. of Health and Human Services:

- Monitor Health
- Diagnose and Investigate
- Inform, Educate, and Empower
- Mobilize Community Partnerships
- Develop Policies
- Enforce Laws
- Link to Services
- Assure Competent Workforce
- Evaluate



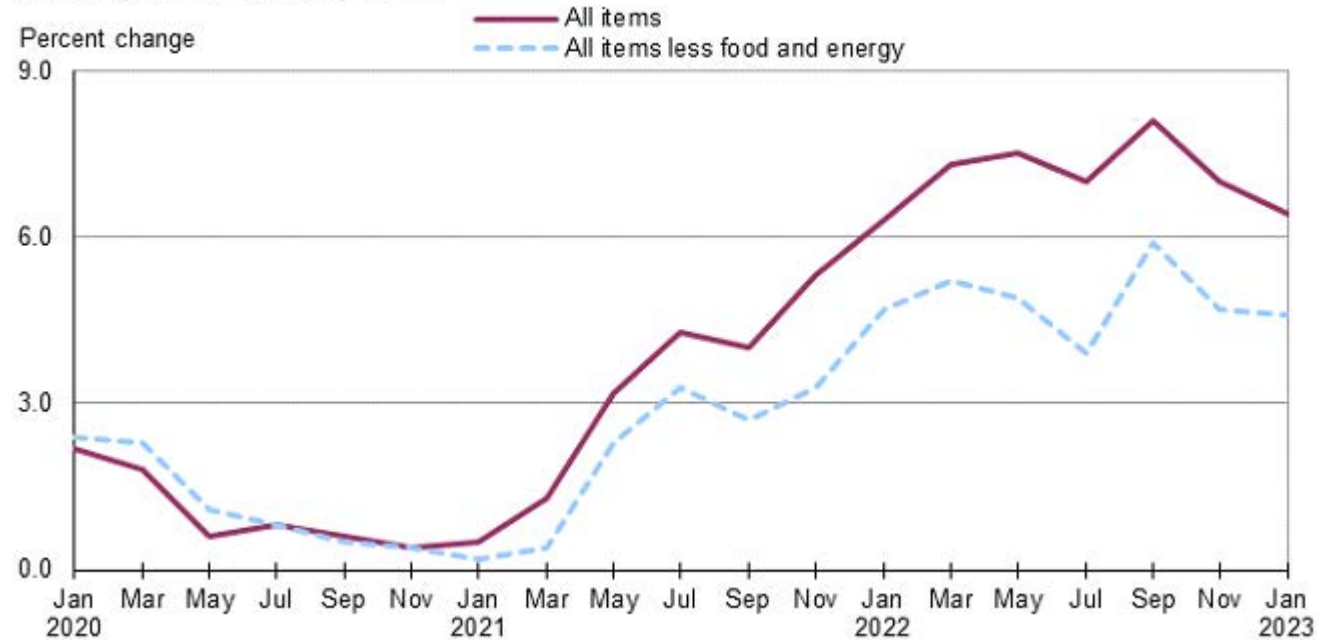


# 2024 Financial Outlook

CITY OF LEBANON, NH

# Consumer Price Index

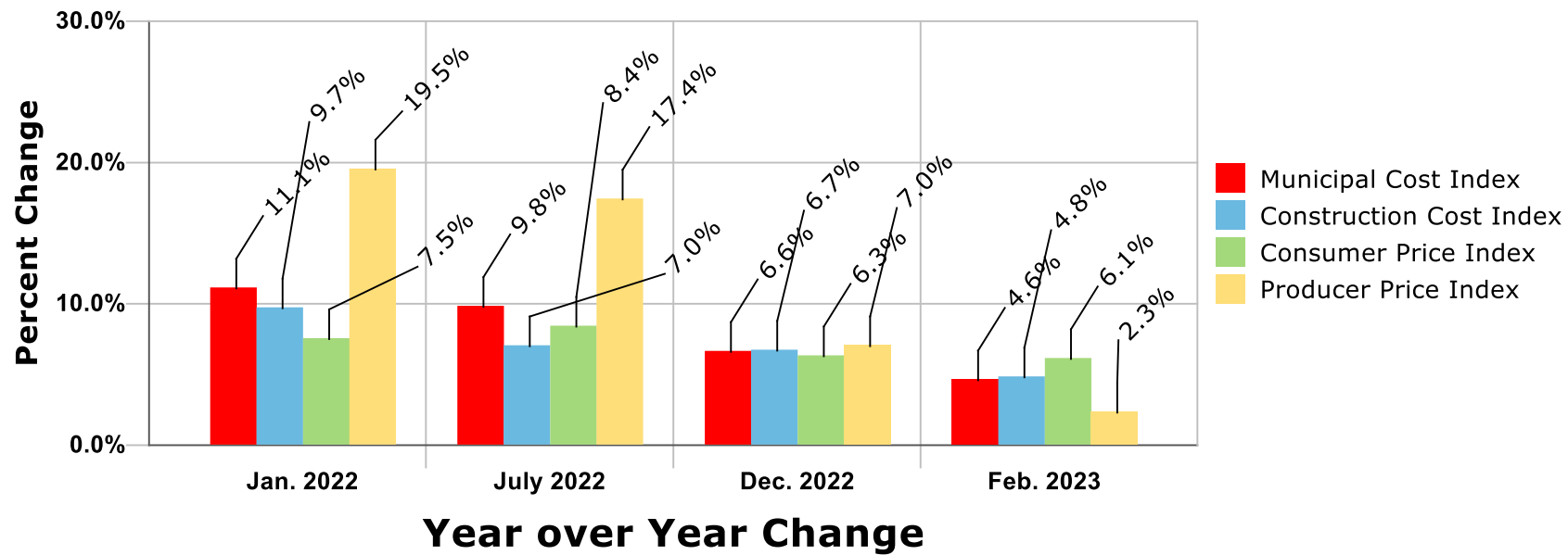
**Chart 1. Over-the-year percent change in CPI-U, Boston-Cambridge-Newton, MA-NH, January 2020–January 2023**



Source: U.S. Bureau of Labor Statistics.



# Municipal Cost Index



NOTE: The consumer and producer price indexes are published monthly by the U.S. Department of Labor's Bureau of Labor Statistics. The PPI figure used is the number for all commodities. The municipal cost index incorporates the construction cost index, the consumer price index and the production price index.

# City Revenue Impacts Vary by Source

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Property Tax



MV Registration  
Fees



Rooms & Meals Tax



Development Fees



Utility Users Tax,  
Franchise Payments



Recreation and Fee  
Programs



# State Revenue Impacts

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No funding this year to offset retirement system

Municipal Bridge Aid & Highway Block Grant funding

Grants relative to Housing

Rooms & Meals Tax Distribution

# Challenges

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CIP Projects stacking up = Debt Service spike scenarios

Return of Airport Fund subsidy = draw on the general fund

Unassigned Fund Balance diminishing = Reduces ability to hedge the tax rate

Competitive Labor Markets = Upward pressure on salaries

Tax base growth slowing as construction slows = limits spread of cost on tax base

Roadway/Infrastructure maintenance backlog growing worse



# PLANNED TAX RATE INCREASES

Tax rate increases were planned in conjunction with the use of fund balance to reduce tax rate spikes and allow for adequate service delivery.



Planned tax rate increases

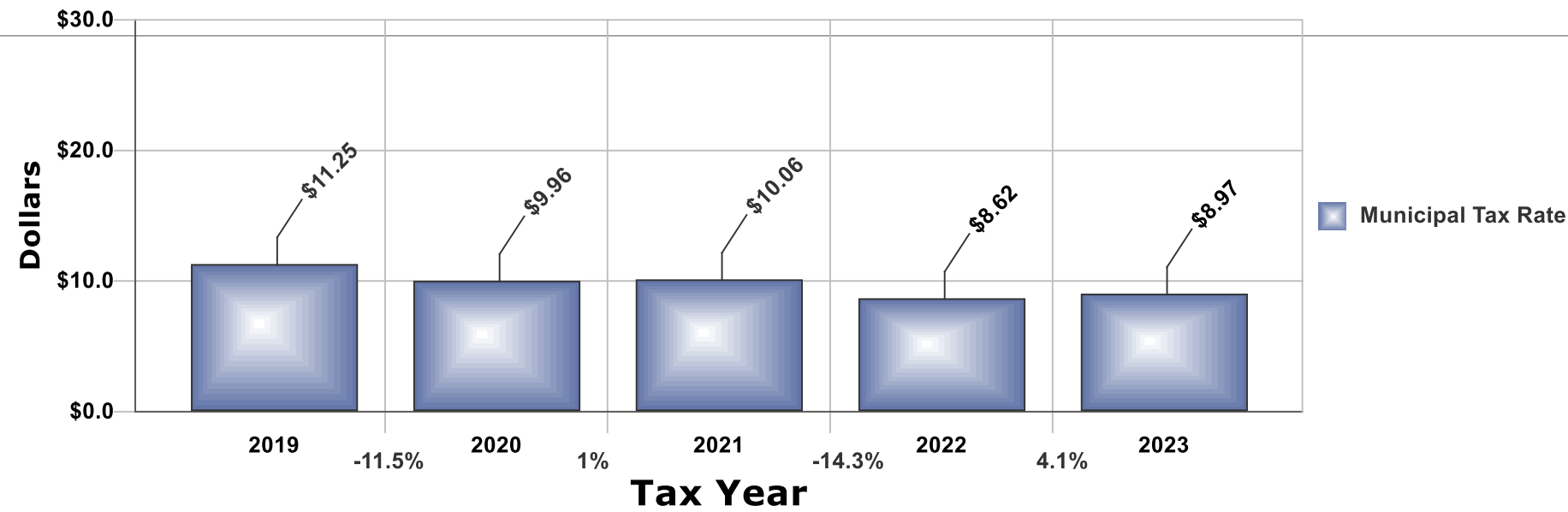
2023- 4%



Projected tax rate increases for 2024-2026

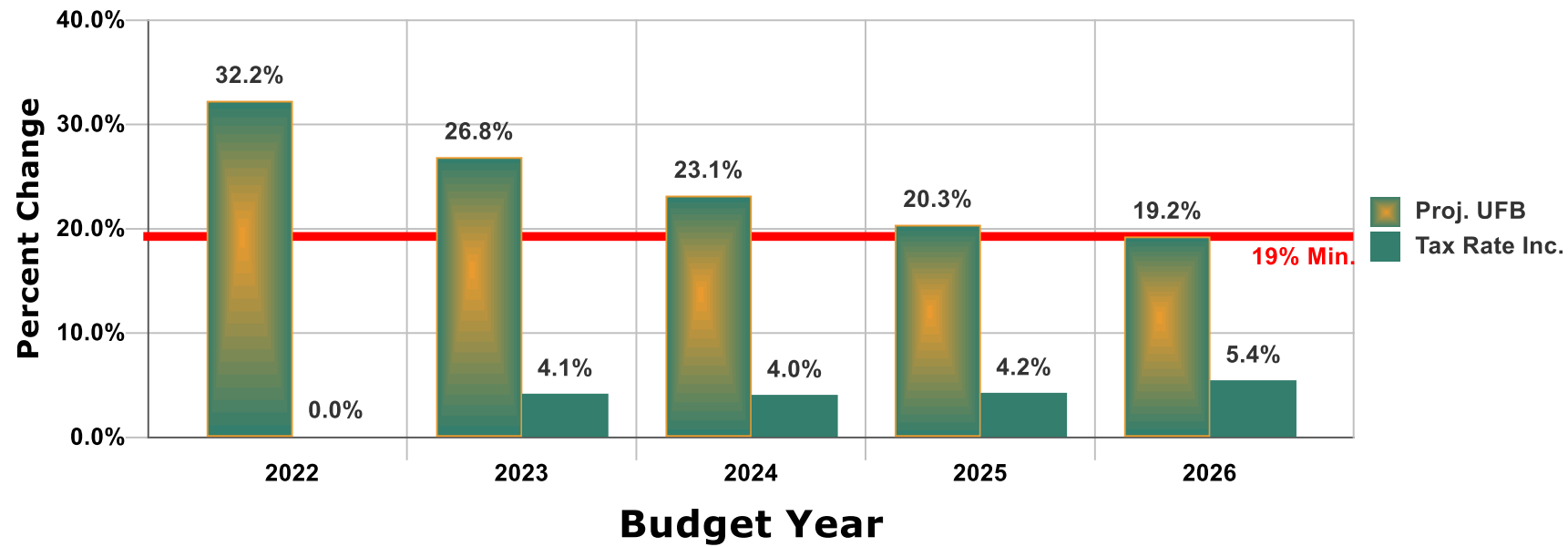
4-5% each year

# Change in Municipal Tax Rate



NOTE: The tax rate for 2023 is projected based on a set of variable assumptions. The actual rate will be set in the fall of 2023.

## Unassigned Fund Balance Change



**NOTE:** Assumes 3-4% increase in expenditures year over year and a 2% increase in revenues other than property taxes  
Other caveats such as Overlay projections which change at different rates and new property tax inventory growth estimated .5% year over year.

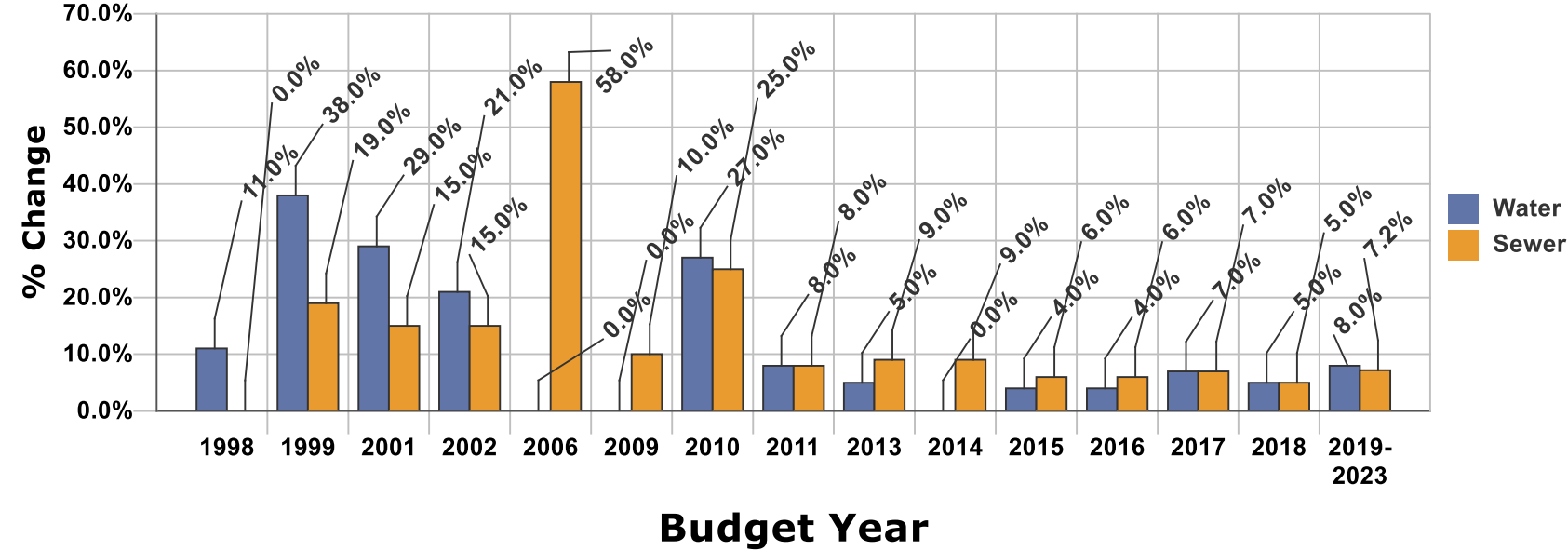
# Payment In Lieu of Taxes (PILOT)

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Alice Peck Day Hospital  
owes approximately  
\$856,096 in property  
taxes

PILOT agreement  
presently under  
negotiation

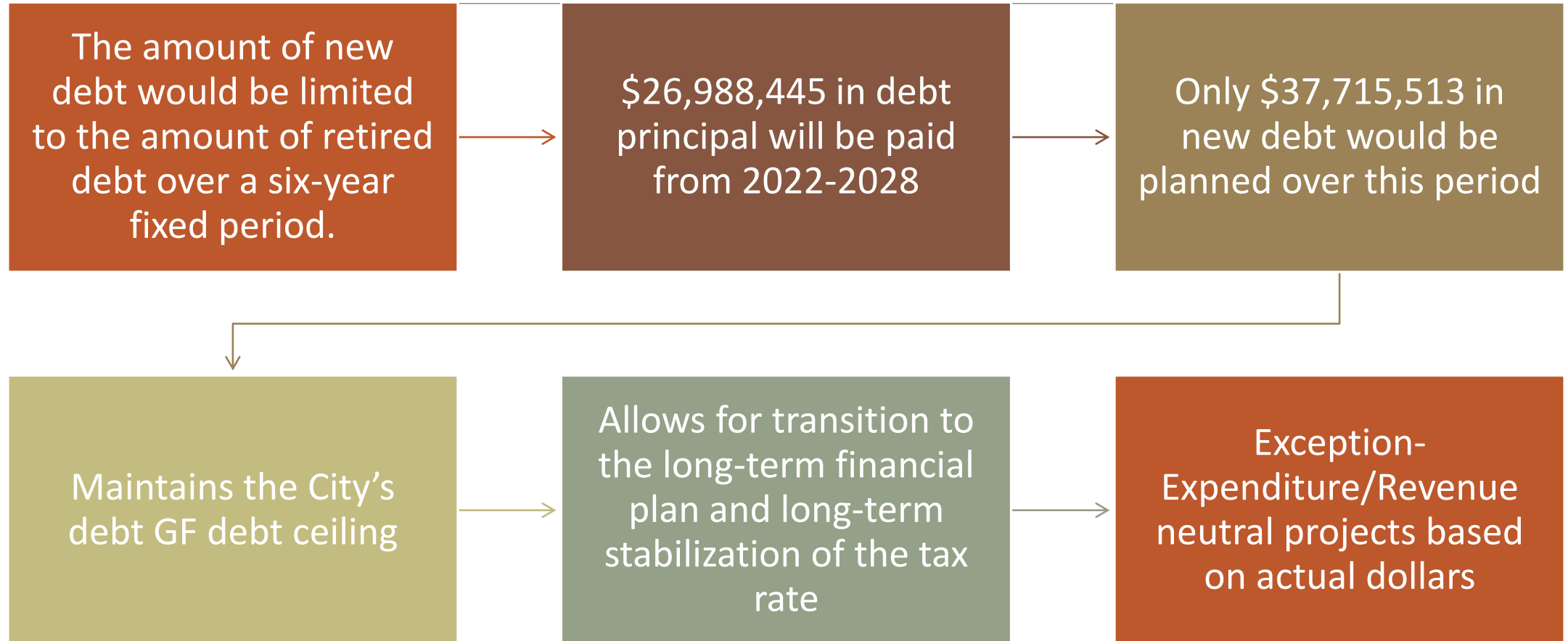
# Water & Sewer Rate Increases



\* 2019-2023 8% and 7.2% actual or planned for each year



# Limitation of Future Capital Projects General Fund



# Impacts on CIP

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Projects have been backed up due to the impact of the CSO

Failure to address known issues may result in cascading impacts

- Facilities
- Transportation Infrastructure
- Equipment and Vehicles

Could result in higher long-term costs and negative service delivery impacts





Policy requires fund balance to be between 19% and 24% of Revenues or Expenditures for any budget year



Present fund balance is 32.2% (2022 Unaudited)



Use fund balance at \$3.3 million for 2023 tax rate stabilization

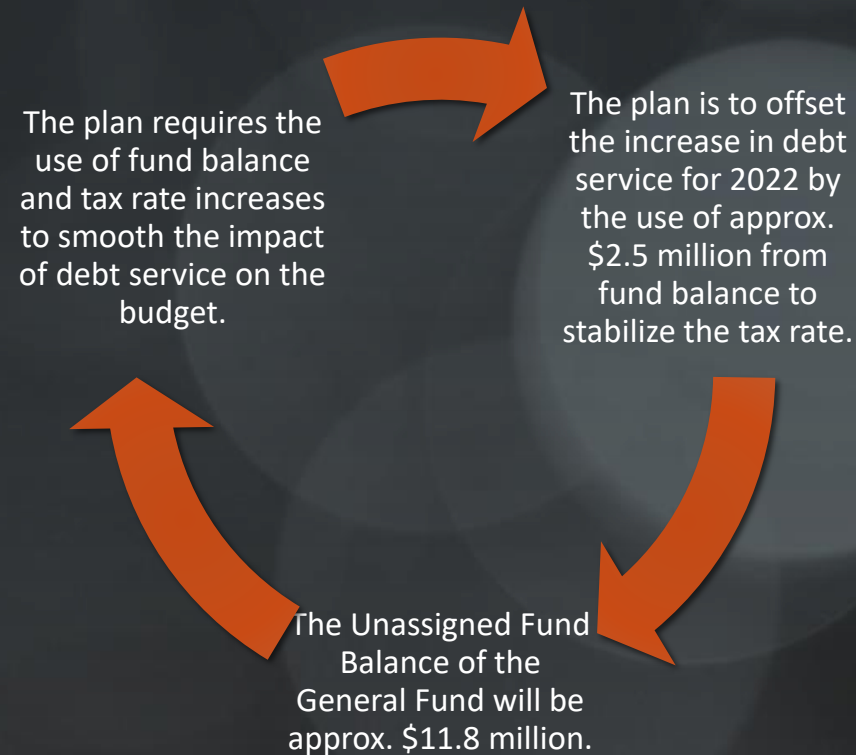


Utilize excess fund balance after debt smoothing to fund Capital Reserve Funds

# Unassigned Fund Balance Ratios

# Fund Balance Use to Offset Debt. Service

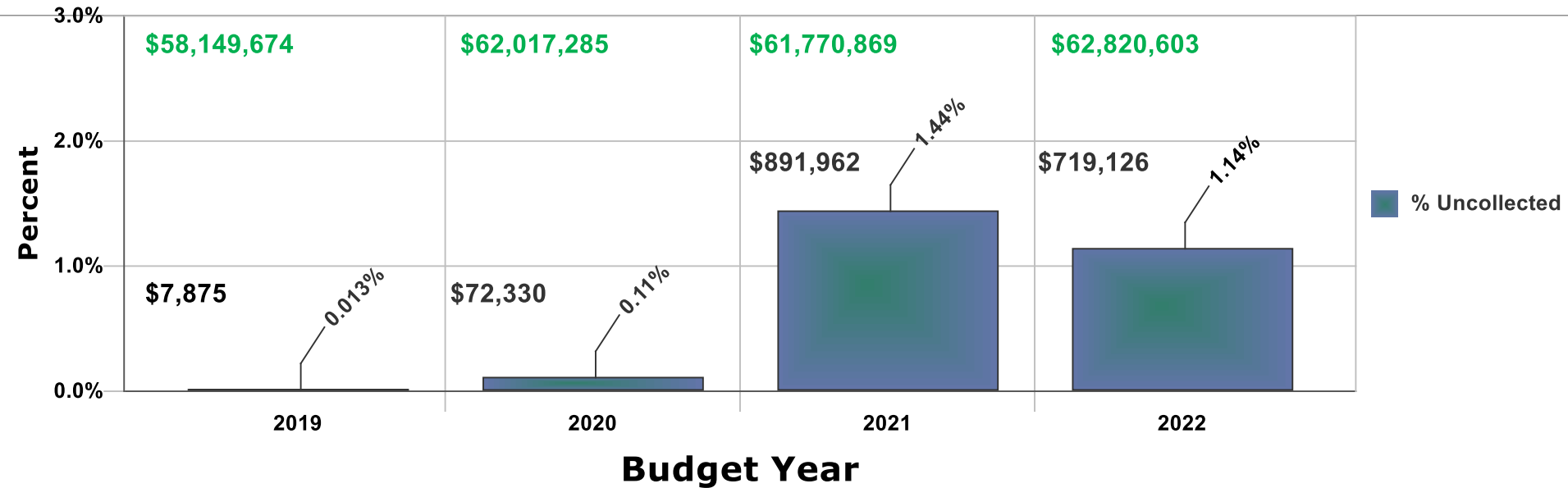
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# Long Term Financial Plan

|                     |                                                                                                                                                                                                                             |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reduce or eliminate | Reduce or eliminate the use of fund balance to offset the tax rate.                                                                                                                                                         |
| Utilize             | <p>Utilize the Unassigned Fund Balance to offset the cost of Capital Projects</p> <ul style="list-style-type: none"><li>• Pay as you go- using cash to pay for projects/equipment</li><li>• Capital Reserve Funds</li></ul> |
| Eliminate           | Eliminate the use of the UFB to subsidize the cost of operating expenses                                                                                                                                                    |

## Property Tax Uncollected



NOTE: 2021 Uncollected includes \$728,283 due from Alice Peck Day Hospital which is in negotiations relative to a PILOT agreement

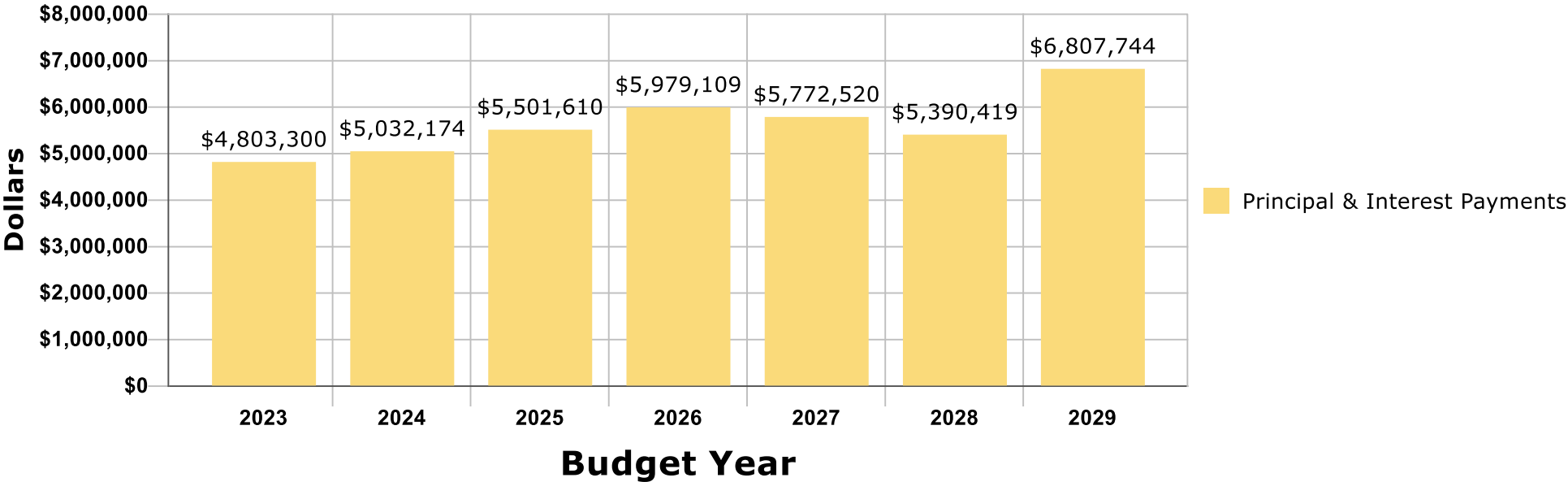
Total Amount of Property Tax Warrant



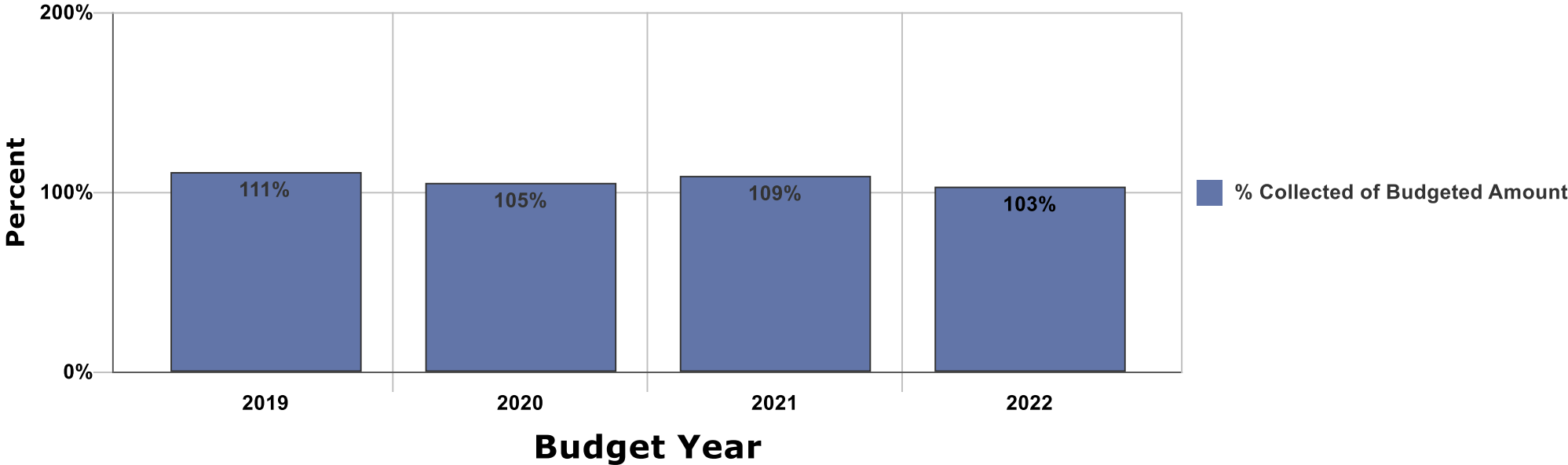
A close-up photograph of a pair of hands, likely belonging to an elderly person, holding a large number of small, round coins. The hands are cupped together, and the coins are piled in the center. The lighting is soft, highlighting the texture of the skin and the metallic sheen of the coins. The background is blurred, focusing attention on the hands and the coins.

# GENERAL FUND

# General Fund Debt Service

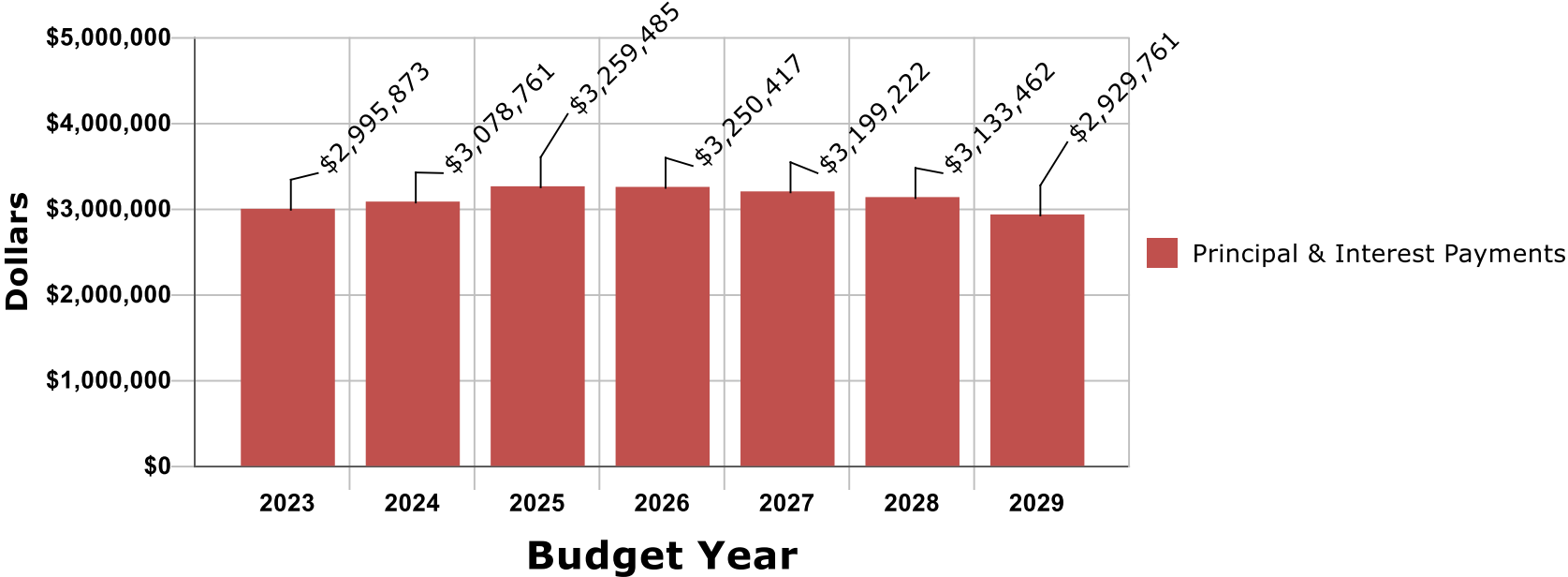


# MV Registration Collection Rates

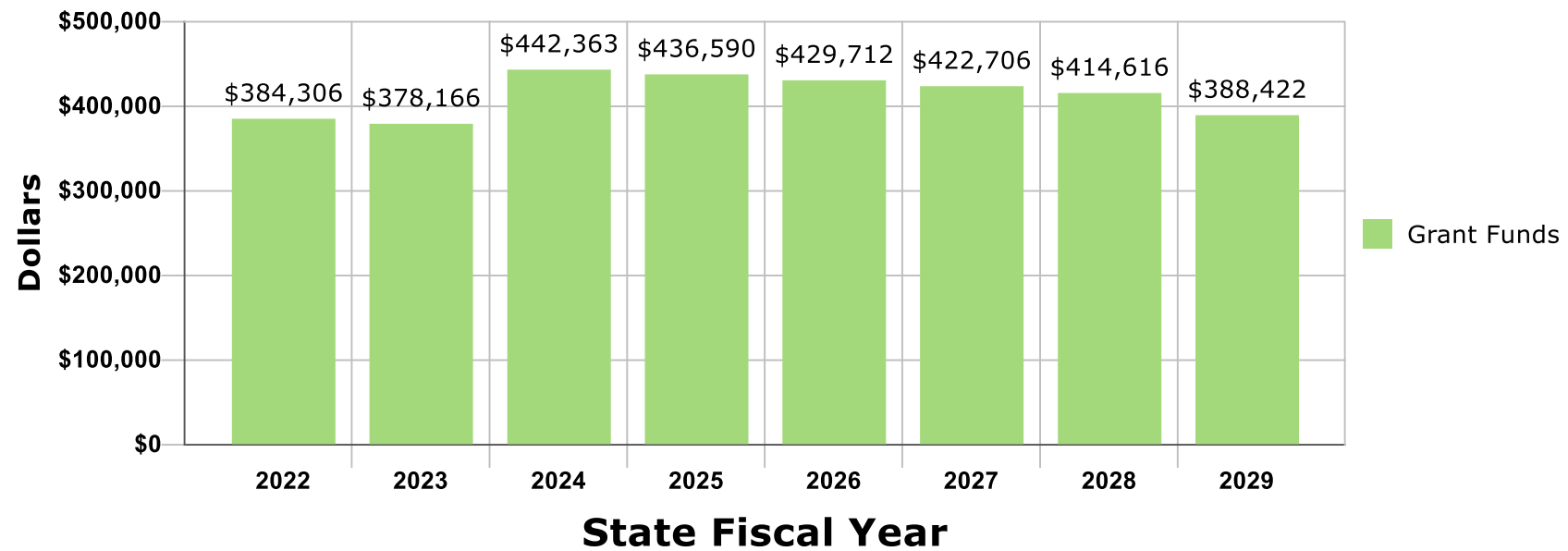


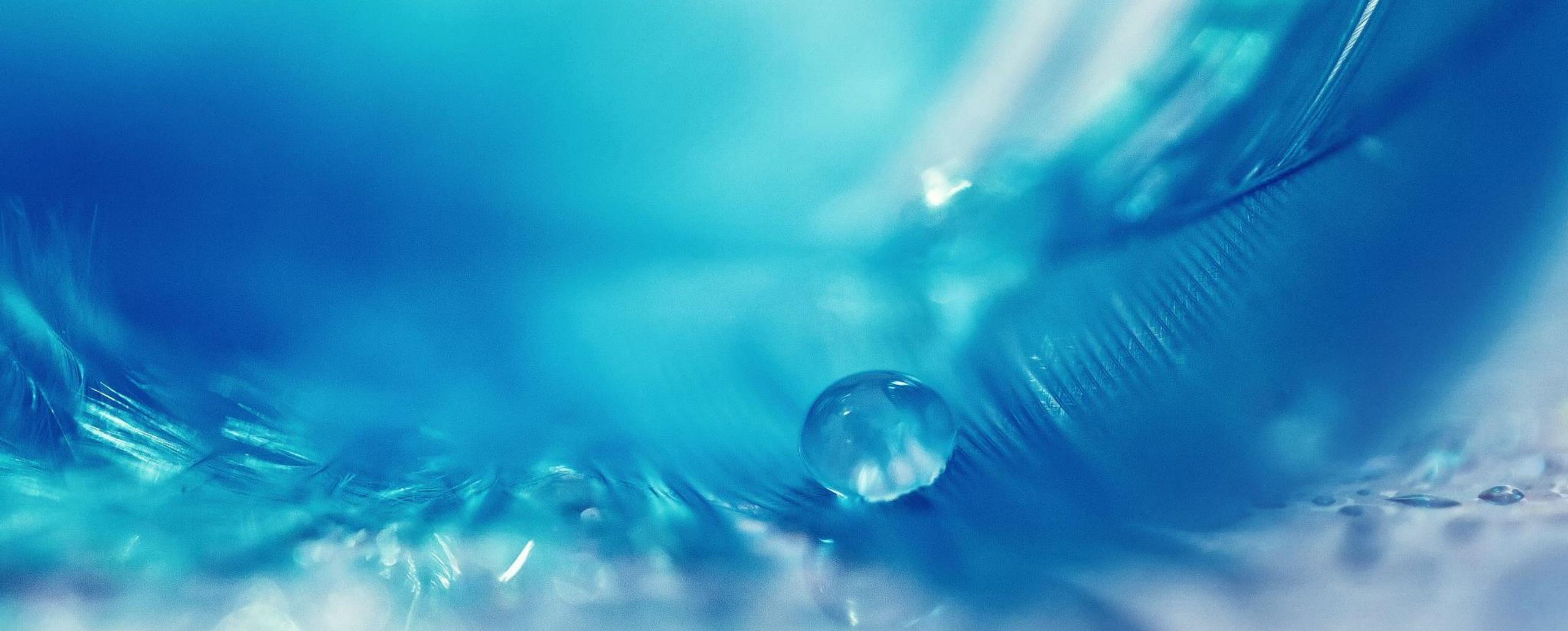
# SEWER FUND

# Sewer Fund Debt Service



## State Aid Grants-Wastewater Projects

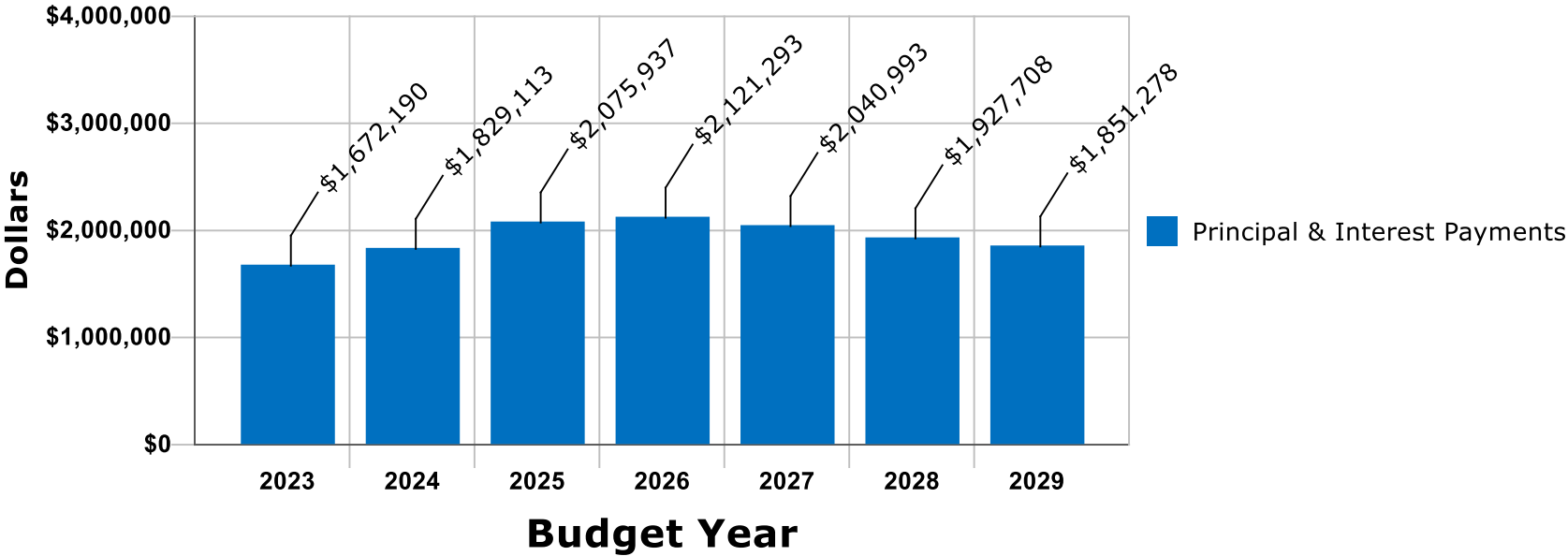




# WATER FUND



# Water Fund Debt Service

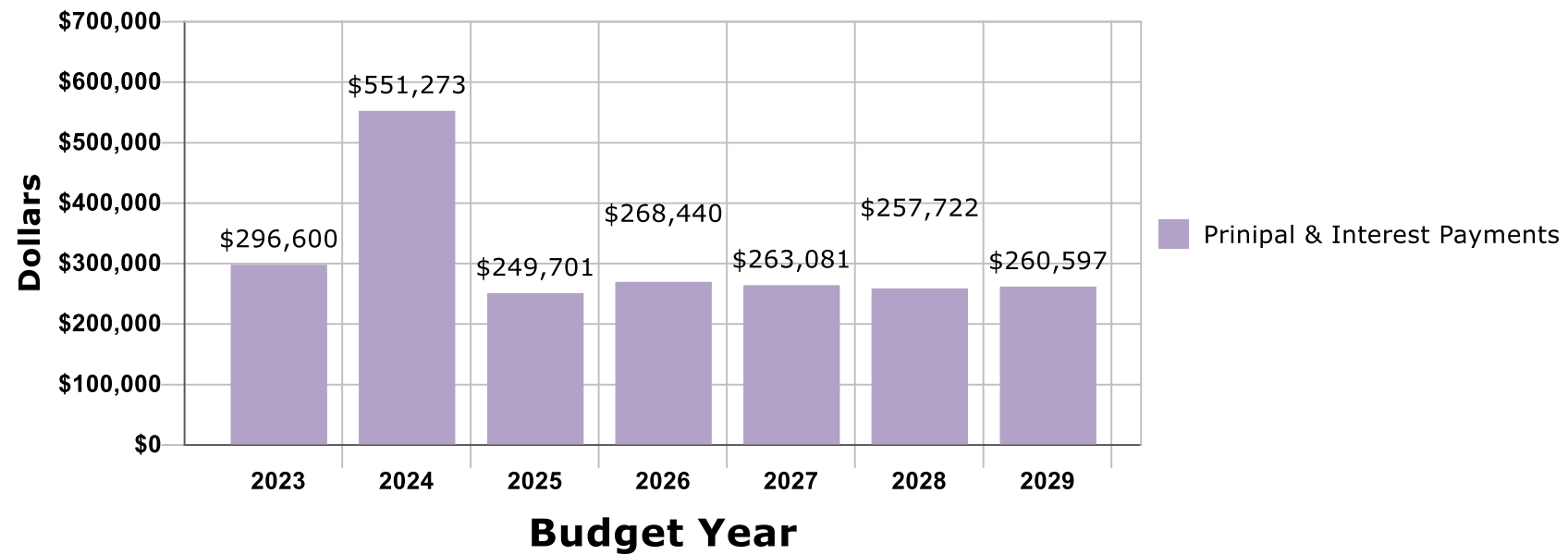




# SOLID WASTE FUND

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## Solid Waste Fund Debt Service





# AIRPORT

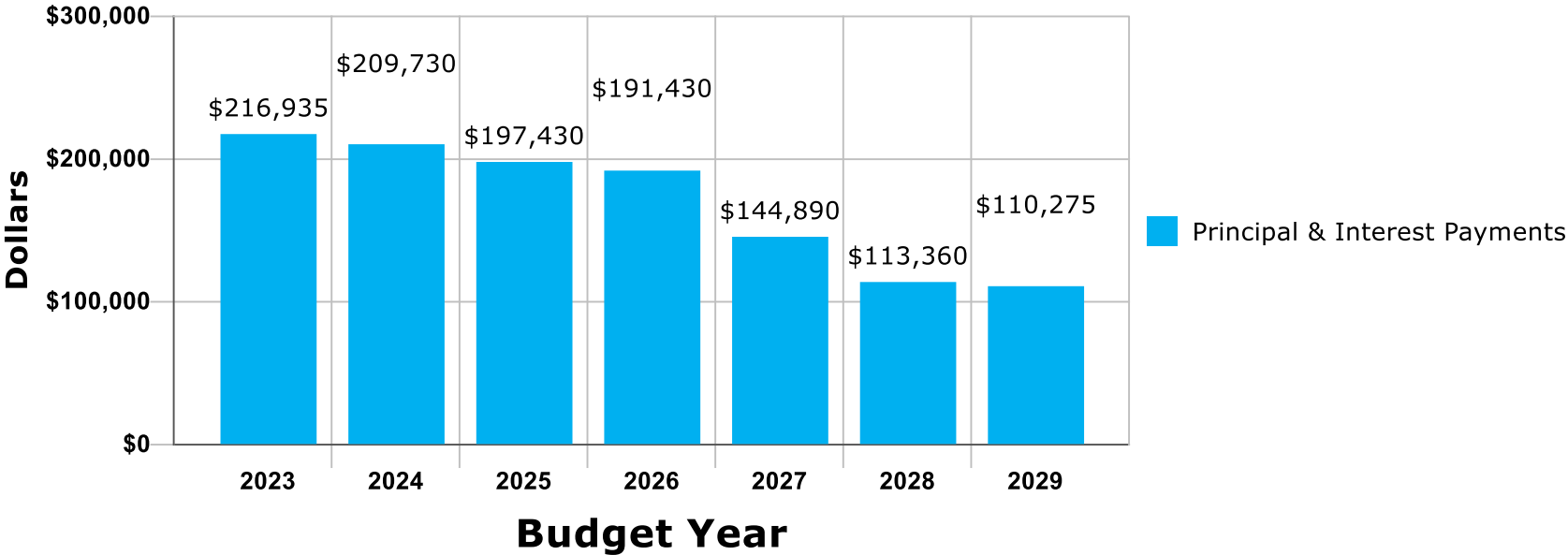
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# Airport COVID Related Grants

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| Grant Name                                         | Grant Number | Award Year | Amount      | Drawdown    | Remaining |
|----------------------------------------------------|--------------|------------|-------------|-------------|-----------|
| CARES Act                                          | 63           | 2020       | \$1,060,370 | \$1,060,370 | \$0       |
| ACRGP (Airport Coronavirus Response Grant Program) | 67           | 2021       | \$1,003,536 | \$1,003,536 | \$0       |
| ACRGP Concession Relief                            | 68           | 2021       | \$2,220     | \$2,220     | \$0       |
| ARPA (Airport Rescue Grant)                        | 69           | 2022       | \$1,051,081 | \$353,239   | \$697,842 |

# Airport Fund Debt Service



# General Fund Subsidy to the Airport Fund

