

FINAL

**LEBANON CITY COUNCIL
ANNUAL WORK SESSION MINUTES
Thursday, April 27, 2023, 5:30 p.m.
Council Chambers**

Remote Via Microsoft Teams: LebanonNH.gov/Live

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

MEMBERS ABSENT:

STAFF PRESENT: City Manager Shaun Mulholland, Deputy City Manager David Brooks, Director of Planning & Development Nathan Reichert, Chief of Police Phillip Roberts, Fire Chief & Emergency Management Director Jim Wheatley, Deputy Finance Director Alesia Williams, Chief Innovation Officer Melanie McDonough, Cyber Services Director Perry Eaton Recreation, Arts & Parks Director Paul Coats, Recreation Coordinator Meagan Henry, Libraries Deputy Director Amy Lappin

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

- City Manager Shaun Mulholland announced the meeting criteria for the public, noting there will be another opportunity for public comments at the May 3, 2023 City Council Meeting.
- Councilor Liot Hill noted she was participating remotely in order to supervise homework.

2. PLEDGE OF ALLEGIANCE: Mayor McNamara led the Council in the Pledge.

3. ANNUAL WORK SESSION: Presentation of Draft Strategic Plan Objectives ([Pages 2-4, City Council agenda packet](#))

As a review for those Councilors who were absent at the April 25, 2023, City Council Work Session, City Manager Mulholland reviewed the background/history for the City's new Strategic Plan process; how it would be used in the budget process; and it will work in concert with the City's Master Plan. The focus of the Master Plan is on land use, while the Strategic Plan will focus on the operational issues of the City, as well as other issues outside of the scope of the Master Plan. The genesis of the Strategic Plan comes from the annual Outcomes & Work Plan (OWP), which is department-focused and developed by staff on an annual basis. The Strategic Plan will focus on key functional areas of the City government. The City of Lebanon is building its Strategic Plan using Miro, a popular collaborative whiteboard tool, which will allow the City to work through its strategic planning process in an open, transparent, collaborative environment.

The objective is to have the Council be the driving force with this new process. This process will also include input from the City Boards/Commissions/Committees, City Staff, and the public. Comments will be presented to the Council so they can determine which direction the City should be going in and is a more formal way for the Council to approve the objectives of the City.

More information will be provided as it becomes available, but the most recent additions to the Lebanon Strategic Plan can always be viewed by visiting the City's website: LebanonNH.gov/StrategicPlanBoard.

Council members have already submitted some proposed changes to the City Manager. At this meeting, the Council will also propose changes, or the rephrasing of language, in either the Summary of Strategic Objectives or the Vision Statements in the areas below and discuss their reasons for changes. Any suggested changes will be sent to the City Manager for his review and incorporation into the Strategic Plan. It is hoped that once all changes have been made to the proposed City's Strategic Plan, the Council will be able to review and approve the Strategic Plan at their meeting on May 10, 2023. It is also hoped the Council will be able to approve the Action Items by the end of July. (**Note: Action Items were not included in this presentation.**)

(Please note: In order to increase the readability of the Strategic Plan, the Strategic Objectives and Vision Statement items below have been reformatted and do not include all the information, graphics, etc. as depicted on the City's website.)

- **RECREATION, ARTS & PARKS:** City Manager; Recreation, Arts, and Parks; Library; Planning and Development

Summary of Strategic Objectives

- 4.1** Provide a wide array of recreational programming in conjunction with other entities in the Upper Valley.
- 4.2** Maintain and expand recreation infrastructure in the City to include parks, athletic facilities, trails, and greenways.
- 4.3** Enhance the vitality of Arts & Culture in the City in cooperation with 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 enhancing the public's awareness of its history through multiple modalities.
- 4.5** Celebrate the City's diverse cultural makeup by providing opportunities allow the public to experience the diverse cultures in the Upper Valley.

Vision Statement

Recreation

The City has a wide array of recreational opportunities available to its residents. The 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 people. 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 recently 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 facility, the Mascoma Greenway, the Northern Rail Trail and various nature trails and conservation areas provide 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.

Paul Coats (Director of Recreation, Arts & Parks) and Meagan Henry (Recreation Coordinator) reviewed their Summary of the Strategic Objectives and their Vision Statement (as listed above) and explained what they are doing to meet those objectives/visions. The wide array of recreational opportunities available in the City is not only offered by the City, but through non-profit/for-profit agencies. These activities include things like athletic fields, the Lebanon Storrs Hill Ski area, Mascoma Greenway, rail trails, and conservation lands trails.

Amy Lappin, Deputy Lebanon Libraries Director, spoke about the libraries vision, which is to be the hub of the community. We are able to meet the needs of our citizens (residents) in a flexible manner, whether that is providing them with technology, programs on topical issues, and providing materials/resources that people need. For example: We have 23 garden beds (and will be creating an Abenaki Heritage Garden) and an Art Gallery at the Kilton Library. We are there for the public, whether it is informational, educational, entertainment, etc. She spoke about the free programs offered to teens (i.e., Art programs, Dungeon & Dragons, free musical experiences) who may not have the funds to attend. They are looking into digitizing their records and preserving their oral history. She also spoke about the Talking Bridge Program at Kilton Library, which is a program that welcomes people who are not native English speakers to the community, and the Walking Bridge Program.

Meagan Henry reviewed the Recreation, Arts & Parks' Strategic Objectives, noting they plan to partner with citizen action groups and others and plan to enhance their current and future offerings. This can be done through the Lebanon School District by offering shared facilities with them. We contract programming with other organizations and plan to incorporate diversity in the programming by developing videos; removing barriers for participation in order to attract a wide demographic area in our community through sponsorships; keeping our fees low; working with schools and counselors to identify youth who are at risk; providing a scholarship program; adding interpretative and way finding signage throughout the City; developing current events that celebrate the cultural makeup of the Upper Valley; and installing public art that represents the cultural diversity of the Upper Valley.

Director Coats noted 95% of their time is spent on having parks and spaces that are inviting and welcoming for people to enjoy. Hopefully, this will include building a future Community Center; building additional athletic fields in West Lebanon; adding public Wi-Fi to our existing parks; updating/adding ADA compliance to all of the facilities; examining future development opportunities in West Lebanon (i.e., Westboro Park and associated trail); and extending the Mascoma River Greenway.

Council Discussions/Recommendations:

In response to Councilor Sykes' question regarding what is being done for young people who feel there is "no life" in Lebanon, Director Coats explained that young professional (20's to 30's) is a demographic that is the least represented. We are trying to do some things that are attractive to people who want to live an active lifestyle. In the past we have offered YOLO (You Only Live Once) trips, the Food Truck Festival; Cornhole Tournament; live music, etc. This conversation should take place at the level of the Upper Valley Business Alliance and people who are collaborating with young professionals on a regular basis (i.e., DHMC). He also noted that Lebanon is not Boston, nor should it be.

The City Manager spoke about the Local Upper Valley app that was developed during COVID, and contains activities that people can participate in.

The Council continued to discuss: What is being done by the Economic Development Commission (EDC) to alleviate this gap; how Lebanon cannot deliver some things that are typical in an urban environment (i.e., bars, etc.); what the Upper Valley Young Professional Group Programs are providing (i.e., Mountain Biking Program, etc.); how the Heritage Commission will be doing digital videos depicting Lebanon's history and oral history; and, the need for more advertising of programs.

Councilor Liot Hill noted that since this issue has come up so frequently, she would like to:

- 1) See Young Professional Activities added to either the Vision Statement or Strategic Objectives for this topic, and
- 2) Explore the idea of having a Focus Group to look into this issue for 20–40-year-olds.

Councilors Simon and Whittlesey encouraged the Council to remember West Lebanon (i.e., smaller scale Farmers' Market, or smaller scale Food Truck Fest, and parks), and suggested that West Lebanon should specifically be included under the Strategic Objectives (for Recreation, Arts & Parks). The City Manager wanted to note a word of caution: Lebanon has multiple neighborhoods in the City and we need to be consistent across the entire City.

City Manager Mulholland passed around a document to the Council from Claremont depicting their initiatives.

- **ENVIRONMENT & SUSTAINABILITY:** Public Works; Recreation, Arts, and Parks; Planning and Development

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.

Energy

- 5.3** Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.
- 5.4** Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy sources by 2050.
- 5.5** Encourage and support communitywide initiatives to transition the community to 100% renewable energy 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.

Vision Statement

The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus on seven principles. Principal #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

Nik Coates, Deputy City Manager –Public Services noted the Department of Public Works (DPW) serves as a support network and has a support function for many of the departments in the City. We talk about economic development, which is closely tied to the City's infrastructure and our environment, especially in New Hampshire where clean water is critical to having good tourism and its economy. We want to be good environmental stewards and leaders in the City where people can enjoy the natural resources that we have (i.e., enhancing our water resources by protecting our water; handling PFAS and other emerging environmental challenges; and reducing our greenhouse gas to conserve energy and be more energy efficient). We also want to reduce what is going into our landfill and support the highly impactful work of Lebanon Community Power.

Councilor Whittlesey would like to add "maximizing the life of the landfill".

Mr. Coates then reviewed the Strategic Objectives and the Vision Statement and explained what DPW will be doing to achieve their goals. Specific things they will be focusing on is looking at our streams and how trash/recycling is disposed; optimizing our space through compaction; reducing the soil needed for daily cover; and looking at how to enhance the food scrap program.

Mr. Coates also noted that PFAS is the next big thing when it comes to water/wastewater/landfill contamination. DPW is starting to figure this out, but there are many things we have not been able to work out yet. A Focus Group was created to look at emerging technologies that could potentially be put into place to deal with those contaminations.

The City Manager spoke about a pilot project which, hopefully, would be funded by the state or federal government. Since we know the City has PFAS in our landfill, we are paying very close attention to this. Fortunately, we do not have PFAS in our drinking water, but the present EPA standard is about to go to parts per quadrillion (ppq), which we cannot test for right now, but the change is expected to be coming out within the next +/- five (5) years.

Councilor Sykes spoke about his concerns regarding the changes coming to the standard for PFAS and hoped the City would not be investing too much money now and then find out what we invested in was pointless because of the new standards. The City Manager noted this is a legitimate worry because PFAS is everywhere, and it is called the forever chemical for a reason. This is why he provided the caveat, noting that what we do know is the EPA will be putting into place a requirement for drinking water of parts per trillion in at least four (4) of the 12K PFAS compounds. He cannot guarantee the City will not have PFAS at the parts per quadrillion (ppq) level but the ability to evaluate for that level is very questionable at the present time.

Mr. Coates noted that for water/wastewater treatment, we want to maintain the standards that the EPA sets and want to exceed those standards.

Councilor Heistad questioned if we knew how long it would take PFAS to reach the well we are drilling. City Manager Mulholland noted this well has 150' of sand, which is a pretty good filtering system, noting Lebanon has one of the best situations in New England in terms of the aquifer that will be created. However, those particulates in PFAS are exceptionally small. Eventually, people are going to have to filter their water and the City will need to have treatment technology to be able to do that. The question is: Can we filter out parts per quadrillion (ppq)? This is why the EPA is taking their time putting this requirement into their standards, especially if the requirement cannot be achieved.

Assistant Mayor Below spoke about the references to the 100% renewable energy (5.4 & 5.5) and felt it might be better to say: "100% renewable, or carbon free, energy" and explained his reasoning.

Planning & Development Director Reichert spoke about how they will be trying to transition homes and businesses over to renewable energy. As we move forward year-by-year, you will see more focus on energy policy initiatives (i.e., EVs, etc.) and continued to explain what DPW will be doing for Conservation and Natural Resources in order to achieve their goals, noting Lebanon has a very active Conservation Commission who has been working on many conservation issues (i.e. amphibian crossings; water resources, preservation of conservation lands; public rights of ways preservation, park ranger work, etc.).

City Manager Mulholland reminded the Council about the problems Lebanon had with the Mascoma River last year and suspects it will continue this year, noting we have been working closely with our partners in Enfield for a long-term strategy.

Further suggested recommendations by the Council:

- Under Responsible Groups Add: LEAC; Lebanon Community Power Coalition; West Lebanon Revitalization Advisory Committee (WLRAC)

Councilor Whittlesey: Under Energy, suggested adding a new 5.6 that says: "Develop zoning and other incentives to support infill and redevelopment to minimize environmental impact and population growth" and explained his reasoning. Councilors Simon and Wilkie concurred that this should be a Strategic

Objective.

Assistant Mayor Below will work rephrasing the language and potentially where it should be added.

- **PUBLIC SAFETY**: Cyber Public Works; Recreation, Arts, and Parks; Planning and Development

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.

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, 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;
- 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.

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

Police Chief Phillip Roberts and Fire Chief Jim Wheatley came forth representing this topic.

Chief Wheatley noted they want to make sure we have a vital community where everyone feels safe when they are traveling, and make sure Lebanon's residents feel safe.

For Emergency Management, the Lebanon Fire Department (LFD) recently developed a Hazard Mitigation Plan. They are looking to expand and make a more robust Emergency Management Plan to develop the infrastructure within the City. For Code Enforcement, they have been working closely with the Codes Department to make sure buildings/life safety is robust and will be expanding their outreach programs.

Director of Planning & Development Nathan Reichert explained that when it comes to Code Enforcement it is really a team effort between Zoning and Fire. When you look at resourcing within this area it has been rather thin in recent times and Code Enforcement has been a significant concern with the increase in building permits/development within the City. It is very complex and often very expensive to do Code Enforcement when you have a non-compliant person, especially if cases come before the court. We need to make sure that people have safe, inspected housing that meets the Fire Code and Zoning Ordinance. He also spoke about not having the focus needed in these areas as they pull together their budget requests. This will be an area we want to address.

Councilor Sykes spoke about his reasons and concerns regarding the need to have a City Public Health Officer. It was his firm belief that we do not make a big enough effort in this regard and felt it should be part of the Vision Statement for Public Health.

City Manager Mulholland noted the City continues to expand local government because other government entities are not necessarily taking care of some of these functions to the extent, we would like them to. The City certainly has the authority to develop its own Health Code; to hire adequate staff, but noted, we are already struggling to do things we have traditionally done. Larger cities do have a Health Code and a Health Department, but we have to remember that at the end of the day, the Strategic Objectives are the tasks we are going to carry into "Action Items" to get those things done. We need to be realistic because the City's tax rate will be 4% this year instead of the 2.5% as originally proposed. On May 10th, 2023, the financial outlook moving forward will be presented, and this will be a departure from where we were. Ultimately, the decisions (made on the budget) will be the City Council's. However, he requested the Council to keep in mind how more Action Items will be funded.

Councilors Liot Hill, Wilkie, Heistad, Sykes, and Mayor McNamara spoke about their reasons either for or against a Public Health Officer and suggested creating a Task Force to study what a comprehensive public health plan would be for the City.

City Manager Mulholland will draft language that can be placed under Public Health as a new Strategic Objective Item.

Lebanon Police Department (LPD) Chief Roberts spoke about the Traffic Program and explained what the LPD is doing to resolve problem issues, noting the #1 cause of injury to Lebanon residents is due to traffic accidents. He also spoke about Crime Prevention and the Domestic Sexual Violence Programs. Moving forward, the LPD will continue to utilize best practices and will continue to evaluate those on a regular basis.

LFD Chief Wheatley spoke about Fire Prevention and Suppression, noting they are looking to expand their activities in a more proactive risk reduction model (i.e., formal school education program in fire

prevention and having adequate equipment to respond to emergencies).

LPD Chief Roberts spoke about how fortunate Lebanon is to have a Cyber Crimes unit. Their unit not only conducts investigations, but an important part of what they do is community outreach and education. It is critical that we, as a City, keep our unit up to date on the most current training available and provide them with the necessary equipment to conduct cyber-related investigations.

Perry Eaton (Cyber Services Director) spoke about the importance of enhancing the City government's Cyber Services Department's posture to minimize the impact on services. This is an ongoing process and they consistently mitigate any risks that might occur. One of the ways they can do this is through new technology in the future. They will also be continuing to improve cyber security training for City Staff; will use tabletop exercises regarding cyber incidents, and will continue to maintain/update security policies.

Council Suggestions/Recommendations:

Councilor Liot Hill would like language added referencing “maintaining the Commission on Accreditation for Law Enforcement (CALEA) Accreditation.” LPD Chief Roberts said he would add that to their Strategic Objectives.

Councilor Whittlesey would like “domestic/gender-based violence” added to their Vision Statement under the Domestic and Sexual Violence Section. The City Manager will work on the language.

Assistant Mayor Below would like this added to High Performing Government. The City Manager noted they could add a new 6.8 item.

➤ **TRANSPORTATION:** Public Works; Recreation, Arts and Parks; Airport

Summary of Strategic Objectives

Public Transit

- 7.1 Maintain & expand public transportation availability in the Upper Valley.

Airport

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

Multi-Modal Transportation

- 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.

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.

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.

City Manager Mulholland noted he made a change to 7.1 to say: Support the maintenance and expansion of public transportation availability in the Upper Valley.

Councilor Sykes questioned if Advance Transit would expand services to the Airport/Proposed Day Care (i.e., and night/weekend services). City Manager Mulholland spoke about the potential micro-bus services, which he felt would be appropriate for this area

The Council discussed Advance Transit fares and how keeping free transportation increases the utilization of ridership for Advance Transit.

Mr. Carl Gross (Airport Director) spoke about how the Airport is working with Cape Air to enhance marketing efforts; working with local TV stations to start an ad campaign; completing their renovations; making the Airport more energy efficient; how TSA is bringing in more screening equipment for passengers; rehabilitating one apron at the Airport; doing mid-life maintenance on another apron; looking at construction for additional hangars at the Airport through FDA funding; and, looking at adding solar power at the T-hangers.

Councilor Whittlesey would like to add under

- 7.2: at the end “minimum enplanement schedules”
- 7.3: After the word maintain: “enhance and grow general aviation”

The Council discussed how some residents in Lebanon do not approve of the growth of the Airport; having a future discussion to bring back the Airport Advisory Committee; and, whether or not 7.4 should remain here or moved over to Recreation, Arts, & Parks.

Deputy City Manager – Public Services Nik Coates reviewed the status of the city sidewalks and the road infrastructure. The goal is to create and maintain these networks where people can get around the city safely. For the sidewalks, this means identifying gaps (where there is nothing existing and where sidewalks are not functional). A lot of what we will be doing is data driven, finding where those gaps are, prioritizing them, and figuring out how to fund them. The same process will be used for roads.

City Manager Mulholland noted the City is behind in the sidewalks, but we made small progress last year on Mascoma Street and spoke about other areas in the City that have gaps.

Deputy City Manager David Brooks spoke about a project that will identify gaps in the network and potential grants that will help fund these projects.

Mr. Coates also noted that with the current operating budget being funded, we are only able to do one sidewalk a year. Funding for these projects (both sidewalks and roads) will be a big part of this year's budget request. For roads, a big part of this is having a solid plan for both preservation and larger scale work. What is being worked on now is determining what is an acceptable/unacceptable road conditions and project funding. Currently our funding rate for paving is about \$500K/yr. but the need is really about \$1.5M/yr.

City Manager Mulholland noted we need to be cautious because if we continue to spend \$500K/yr. on roads, we will continue to have major expenses in the future.

Councilor Liot Hill spoke about addressing the snowplowing issues of sidewalks in the Strategic Objectives in the Transportation Section and explained her reasons. The City Manager is trying to tackle this issue, noting this one of his major concerns because there are people walking in the street because they cannot walk on the sidewalk, which causes a safety issue. The Council, City Manager and Councilor Liot Hill had a lengthy discussion regarding this issue.

Councilor Wilkie spoke about 7.1 and requested the word “use” be added after availability. For 7.4, he requested that the word “use” be added. He will draft some proposed language.

Councilor Sykes suggested that the Upper Valley Lake Sunapee Regional Planning Commission be placed in the Transportation Department section.

- **PUBLIC HEALTH:** City Manager; Public Works; Human Services; Police; Fire; Planning and Development

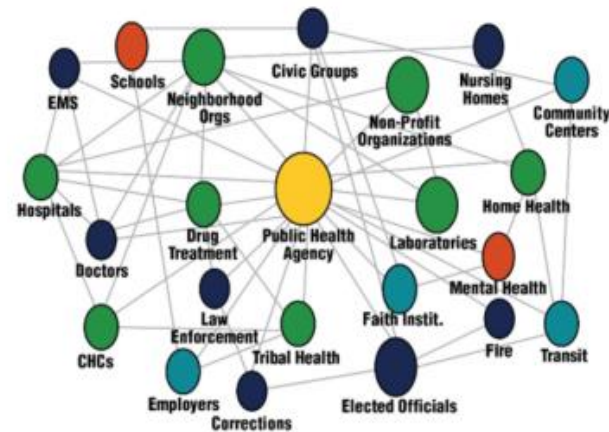
Summary of Strategic Objectives

- 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.

Vision Statement

The goal of public health is to preserve the medical 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:

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



LFD Chief Wheatley, LPD Chief Roberts and Human Resources Director Lynne Goodwin represented this topic and reviewed their portions of the Strategic Objectives and Vision Statement.

10.1: City Manager Mulholland spoke about the importance of continuing to partner with West Central Behavioral Health

10.2: LFD Chief Wheatley spoke about Mobile Integrated Health Care and the City's relationship to DHMC. They will be looking to expand this program and have also incorporated the Lebanon Community Nurses under this umbrella.

10.3: LFD Chief Wheatley noted Lebanon is the leader in the State of New Hampshire. We are typically on the leading edge for equipment, high level training, and are a high level interfacility transport from APD to DHMC for critically ill patients. As our service demands continue to increase, the number of patients are also increasing.

10.4: LFD Chief Wheatley spoke about the Upper Valley Public Health Network, which they have a good relationship with and are reaching out to engage them more in the Emergency Management Plan and are looking to broaden the resource pool between both.

10.5: Human Services Director Lynne Goodwin spoke about continuing the partnerships to provide

medical and dental care for those who cannot afford it. The City partners with the Good Neighbor Health Clinic to help fund them for some of the services for our Lebanon residents. We recently supported the Mascoma Health Clinic with their efforts to expand.

10.6: City Manager Mulholland noted the State of NH's model for local governments is a bigger picture issue. This does not have to be here, but he added it is because he is trying to follow what the state is trying to do. (See circle above)

Councilor Whittlesey suggested 10.6 should have more information as to who makes up these essential health services (i.e., the State of NH; CDC etc.). He suggested the language should read something like: "to meet the objectives of essential public health services as stated by the State of New Hampshire, etc." Or Adding a 10.7.

15. ADJOURNMENT: The meeting was adjourned at 8:48 PM.

Respectfully submitted,
Dona E. Gibson
Recording Secretary