LEBANON CITY COUNCIL
APRIL 25, 2024 - 5:30 PM
WORK SESSION
COUNCIL CHAMBERS, CITY HALL OR REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE

1. Meeting Access

A. To participate in this meeting, please join live via Microsoft Teams or call 929-229-5356 (access code: 713 995 898#). If you have trouble accessing this meeting, please email Shaun Mulholland.

2. Annual Work Session

A. Presentation of Draft Strategic Plan Objectives

- Economic Vitality
- Environment & Sustainability
- Public Safety
- Transportation
- Public Health

Meetings are open for in-person and remote attendance. Members of the public who wish to attend remotely may do so by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting. Please note: Should technical difficulties occur during the meeting that disrupt virtual or phone connection(s), the meeting will continue without remote access capabilities.

Economic Vitality

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.

Responsible Groups

Departments

- City Manager
- Planning and Development

Boards and Committees

- Downtown TIF
- Economic Development Committee (EDC)
- Planning Board
- West Lebanon Revitalization Committee (WLRC)

Partners

- UV Business Alliance
- UV Public Health Network
- Vital Communities

Economic Vitality

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.

Photo by James Lemire

Strategic Objective 8.1

Facilitate a Vibrant, Sustainable and Resilient Economy that provides a high quality of life.

Action Plan 8.1.1: Work with City Council, Boards and Commissions to develop a regulatory environment that reflects the community's priorities, while allowing efficient consideration and permitting of projects. [Planning]

- KPI 8.1.1: Develop a KPI which measures permitting time, % complete applications, and seeks to inform applicants of best practices, which lead to successful project permitting and implementation. [Planning]
    - 2023 Status: Project not started yet. [Planning]
    - 2024 Status: N/A

Action Plan 8.1.2: Work with property owners and developers to facilitate projects that enhance the City's Master Plan and Strategic Objectives. [City Manager][Planning][EDC][Planning Board][Downtown TIF][WLRC]

- KPI 8.1.2: Develop working relationships with property owners/developers to assist them in moving their projects forward. Inform property owners of the tax incentive measures and other programs that are available. [City Manager][Planning][EDC][Planning Board][Downtown TIF][WLRC]
    - 2023 Status: Working with LWM Inc. to partner on the public plaza concept using TIF funds and acquisition of the island in the river. The City is the applicant for State housing funds for a grant for demolition of parts of the Kleen Laundry building. Application for 79-E tax exemption anticipated. Discussions with Lyme Properties regarding the River Park site have been under discussions since 2011 relative to TIF, public use conservation areas, etc. Discussions with Jay Campion regarding the Signal Park site to include recreational facilities to creating a Signal Park TIF district. [City Manager][Planning][EDC][Planning Board][Downtown TIF][WLRC][Conservation Commission][RAP]

- 2024 Status:
    - City successfully partnered with LWM to obtain InvestNH grant funds for demolition of parts of redevelopment site. In December 2023, City Council granted 79-E tax relief for an 11-year period with conditions related to Declaration of Outdoor Recreational Activity. [City Manager][Planning][EDC][Planning Board][Downtown TIF]
    - In October 2023, City Council agreed to conditionally accept River Park Drive as a public street. A TIF District is currently under consideration in West Lebanon. [City Manager][Planning][EDC][Planning Board][WLRC]
    - Zoning map and text amendments adopted in January 2024 to enable development proposal to move forward to review. [City Manager][Planning][RAP][Planning Board]

Strategic Objective 8.2

Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.

Action Plan 8.2.1: Provide key leadership role in the UV/State Childcare Initiatives (CM). [City Manager][Vital Communities]

- KPI 8.2.1: Continue to serve on the Vital Communities Steering Committee regarding the Childcare initiative which began in 2021-2026. [City Manager]
    - 2023 Status: The City Manager began serving on the Vital Communities Steering Committee in August 2021. He continues to serve in that capacity as well as co-chair of Retention & Recruitment/Facilities & Program Models working group. [City Manager]
    - 2024 Status: N/A

Action Plan 8.2.2: Continue the development of the Lebanon Early Childhood Education Facility to provide services to the region. Focus on low/mod income parents, non-traditional hours, competitive wages and benefits for childcare workers, teaching facility for staff, focus on infant care with the Boys & Girls Club of Central NH. [City Manager][Boys & Girls Club]

- KPI 8.2.2: Develop CIP project for 2024 with the goal of construction of a new facility by the end of 2026. The goal of 200 childcare slots. [City Manager][Boys & Girls Club]
    - 2023 Status: Project development team creating the conceptual plan started in February of 2023. Proposal approved by the City Council in December of 2023. [City Manager][Planning][Airport][Boys & Girls Club][UV ECEA]
    - 2024 Status: US House of Representatives approved a CDS grant in the amount of $1,616,279 for this project. [City Manager][Planning][Airport][Boys & Girls Club][UV ECEA]

Action Plan 8.2.3: Support in-home childcare providers in the Grafton/Sullivan County Region with ECEA by serving as the fiscal agent for the provider support network grant. [City Manager][UV ECEA]

- KPI 8.2.3: The City serves as the fiscal agent in 2023-2025. [City Manager][Finance][UV ECEA]
    - 2023 Status: The City served as the fiscal agent in 2022 for the pilot grant. Will continue to serve as the fiscal agent in 2023-2025. [City Manager][Finance][UV ECEA]
    - 2024 Status: N/A

Action Plan 8.2.4: Provide fingerprinting services to childcare provider applicants for the region to expedite the approval process for new childcare workers. [Police]

- KPI 8.2.4: Reduce or eliminate wait times for childcare provider applicants to be fingerprinted. Provider applicants are approved more quickly for work in the profession on a regional/UV basis. [Police]
    - 2023 Status: In 2022 the Police Department initiated livescan fingerprinting services outside of its normal service hours two days a week to basically 24 hours on demand for not just employers and applicants in the City but for any childcare worker applicant. Service to continue as long as needed. [Police]
    - 2024 Status: N/A

Strategic Objective 8.3

Work cooperatively with UVBA, the Corporate Council, and others to enhance the business climate in the region.

Action Plan 8.3.1: Provide reliable and affordable high-speed internet (PLN). [Planning]

- KPI 8.3.1: All residential properties in the City have access to high-speed internet. Support efforts by other companies to provide competitive HSI capability in the City. [Planning]
    - 2023 Status: Comcast extended service to the remaining 142 homes in the City without broadband service in November of 2022. The City contributed $60,000 in ARPA funds matched with just over $600,000 in funding from Comcast. [Planning]
    - 2024 Status: This Action is Complete [Planning]

Action Plan 8.3.2: Work collaboratively with UVBA, the Corporate Council, and others to enhance the business climate. [City Manager][EDC]

- KPI 8.3.2: Provide microgrants to UVBA to market the region. [City Manager]
    - 2023 Status: The City provided a $10,000 grant to UVBA to create video segments to promote the UV for tourism in 2022. The City provided UVBA with $5,000 in ARPA funds to create the Local UV phone app in 2021. [City Manager][UV Business Alliance]
    - 2024 Status: N/A

Action Plan 8.3.3: Program to assist minority, LGBTQ+ and woman businesses (DEI). [DEI][EDC]

- KPI 8.3.3: DEI has a program operational by the end of 2024. [City Manager][DEI]
    - 2023 Status: DEI has begun discussions on the development of a program; however, no definitive plans have been developed yet. [City Manager][DEI]
    - 2024 Status: N/A

Action Plan 8.3.4: Work with Boards and Commissions on a regulation-based, evidence-supported, legally defensible decision process that generates regulatory certainty for all applicants. [Planning][Planning Board]

- KPI 8.3.4: Minimize adverse legal appeals of any Board or Commission decision. [Planning][Heritage Commission][Planning Board][Conservation Commission][ZBA]
    - 2023 Status: Work and education sessions are provided to board members. Process measures are under review. [Planning][Heritage Commission][Planning Board][Conservation Commission][ZBA]
    - 2024 Status: N/A

Action Plan 8.3.5: Provide small business resources at the Libraries by having programming, databases, and other resources available to people who own or are developing new businesses. [Library][EDC][UV Business Alliance]

- KPI 8.3.5A: Increase collection materials and programming that support small businesses in Lebanon. [Library][EDC][UV Business Alliance]
    - 2023 Status: We're expanding our resources and connections. [Library]
    - 2024 Status: Focus on collaborations with local institutions. [Library]
- KPI 8.3.5B: Collaborate with organizations such as the SBA, nonprofits, and local small business to assess and provide supportive materials and programming. [Library][EDC][UV Business Alliance]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 8.3.6: Work collaboratively with UVBA and others to identify gaps and community and regional needs for potential recruitment and retention efforts. [City Manager][EDC][UV Business Alliance]

- KPI 8.3.6: Partner with UVBA to execute a regional Gap Analysis. [City Manager][EDC][UV Business Alliance]
    - 2023 Status: Discussions underway at EDC on the need for this study. [City Manager][EDC][UV Business Alliance]
    - 2024 Status: N/A

Strategic Objective 8.4

Coordinate regionally to enhance tourism opportunities in the Upper Valley.

Action Plan 8.4.1: Partner with UVBA to promote tourism in the UV. [City Manager][Planning][EDC][UV Business Alliance]

- KPI 8.4.1: Provide microgrants to UVBA to promote tourism in the UV. [City Manager][Planning][EDC][UV Business Alliance]
  - 2023 Status: CM has provided microgrants to UVBA to create tourism opportunities in the UV. The City funded the startup costs for the UV Local app with ARPA funds. [City Manager][UV Business Alliance]
  - 2024 Status: N/A

Action Plan 8.4.2: Enhance tourism relative to the City's historic sites, online map, photos, videos, and on-site signage. [Planning][EDC][Heritage Commission][UV Business Alliance]

- KPI 8.4.2: HC develops maps, photos, videos, and site signage on the City's website and partners with UVBA to enhance public awareness of the City's history to attract tourism. [Planning][Heritage Commission][UV Business Alliance]
  - 2023 Status: CM has provided funding (2022) to HC to create a video documentary of the history of the native populations in the City. [City Manager][Heritage Commission][JAM]
  - 2024 Status: N/A

Strategic Objective 8.5

Implement opportunities for redevelopment in the four core business districts of the City.

Action Plan 8.5.1: Implement West Lebanon Charrette Studies (PLN). [City Manager][Planning][RAP][EDC][DPW][WLRC]

- KPI 8.5.1: Acquisition & development of the Westboro Yard recreational area. [City Manager][RAP]

    - 2023 Status: Discussion with NH DOT to acquire portions of the Westboro Railyard have been underway since at least 1999. The City advocated and provided a $287,000 in-kind contribution for the demolition of the decrepit railyard buildings which occurred in 2022. Negotiations continue with NH DOT to acquire a portion of the railyard and develop it into a recreational area. [City Manager][RAP]
    - 2024 Status: Negotiations continue with NH DOT to acquire a portion of the railyard and develop it into a recreational area. NHDOT has conceptually approved the design for a multi-use path along the CT riverfront. [City Manager][RAP]

Action Plan 8.5.2: Downtown Redevelopment - 20 Spencer, Village Mkt, Kleen, Parking Lots (PLN). [City Manager][Planning][EDC][Downtown TIF]

- KPI 8.5.2: Redevelopment of 20 Spencer St. for workforce housing. [City Manager]
    - 2023 Status: Initial agreement with the Braverman Co. to redevelop expired in January of 2023. EDC provided a recommendation to the City Council regarding redevelopment. [EDC]
    - 2024 Status: The Muse Lebanon/Tamposi selected in March 2024 as the preferred developer of 20 Spencer St based on revised RFP. [City Manager]
- KPI 8.5.2a: Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space. [City Manager][Planning][EDC][Downtown TIF]
    - 2023 Status: RFI issued in 2022 with 3 proposers. EDC and Downtown TIF began work on developing the options and plan and then suspended that work to focus on 20 Spencer St. [City Manager][Planning][EDC][Downtown TIF]
    - 2024 Status: City to engage planning consultant to study and address potential issues and questions associated with redevelopment of parking lots. EDC and Downtown TIF to coordinate with consultants and help lead public engagement processes. [City Manager][Planning][EDC][Downtown TIF]

- KPI 8.5.2b: Partner with developer to develop the Village Market property. [Planning]
    - 2023 Status: RECREO purchased the property and received approval from the Planning Board for site plan approval with conditions. City sold portion of 12 So. Park Street to help facilitate the project. [City Manager][Planning]
    - 2024 Status: N/A
- KPI 8.5.2c: Partner with developer to develop the mill property at the former Kleen Laundry site. [City Manager][Downtown TIF]
    - 2023 Status: LWM Inc. has purchased the Kleen Laundry site and began the environmental clean. Discussions are underway to develop a public plaza on the site and other recreational amenities. Planning Board approved the development project with conditions. [City Manager][Planning][Planning Board][Downtown TIF]
    - 2024 Status: City successfully partnered with LWM to obtain InvestNH grant funds for demolition of parts of the redevelopment site. In December 2023, City Council granted 79-E tax relief for an 11-year period with a condition related to the Declaration of Outdoor Recreational Activity. [City Manager][Downtown TIF]

Environment and Sustainability

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 Manage solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life, and minimize the impact on the environment.

5.3 Ensure 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 and 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.

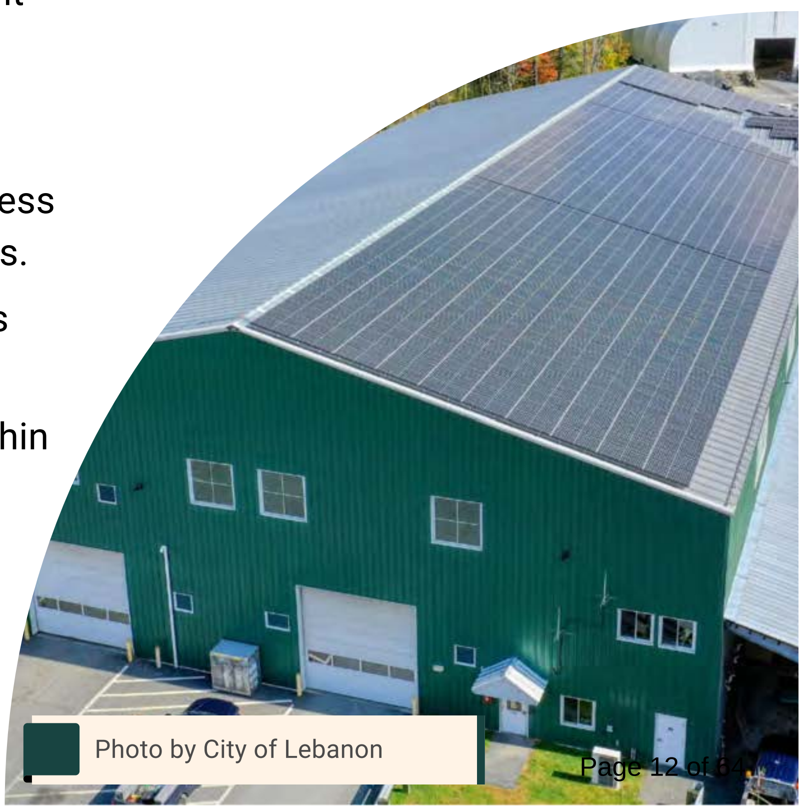


Photo by City of Lebanon

Environment and Sustainability

Responsible Groups

Departments

- Planning and Development
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Conservation Commission
- Lebanon Energy Advisory Committee
- Planning Board
- Tree Advisory Board

Partners

- Sustainable Lebanon

Photo by David Bagley

Environment and Sustainability

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:

- Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems?
- Promote and reinforce a network ("green infrastructure") of protected open space and natural areas?
- Improve energy efficiency and reduce the City's carbon footprint?
- 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 emissions 80% below 1990 levels by 2050. The City supports the Paris Climate Accord 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 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 City shifts 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 maintains and protects.

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.

Strategic Objective 5.1

Waste Management: Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewable material.

Action Plan 5.1.1: Implement pay-as-you throw program. [DPW/SLW]

- KPI 5.1.1a: Incentivize recycling and food scrap collection through Implementation of phase 1 of pay-as-you throw program. Increase residential recycling and food scrap collection by 10% [DPW/SLW]
    - 2023 Status: Implementation began in August of 2023 [DPW/SLW]
    - 2024 Status: Transition to purple bags for participating communities effective January 1, 2024, to encourage recycling. A RFID chip reader to be online by end of quarter 1 for 2024. Researching local food scrap producers to increase composting opportunities. [DPW/SLW]
- KPI 5.1.1b: Incentivize recycling and food scrap collection through Implementation of phase 2 of pay-as-you throw program. [DPW/SLW]
    - 2023 Status: Planned for 2024 [DPW/SLW]
    - 2024 Status: Implemented Plastic Film Recycling. [DPW/SLW]

Action Plan 5.1.2: Implement a clothing recycling program. [DPW/SLW]

- KPI 5.1.2: Implement program in 2023 [DPW/SLW]
    - 2023 Status: 26.77 tons of clothing recycled in 2023 [DPW/SLW]
    - 2024 Status: This is complete [DPW/SLW]
- KPI 5.1.2B: Loads taken per year will to measure programs success [DPW/SLW]
    - 2023 Status: Initial program implemented in April 2023 [DPW/SLW]
    - 2024 Status: 26.77 tons of clothing recycled in 2023 [DPW/SLW]

Action Plan 5.1.3: Determine feasibility of mandatory recycling for commercial and dropped off MSW [DPW/SLW]

- KPI 5.1.3: Conduct a study to determine feasibility of mandatory recycling for commercial and dropped off MSW [DPW/SLW]
    - 2023 Status: Planned for 2024 [DPW/SLW]
    - 2024 Status: Recycling Study is out to bid in first quarter 2024 [DPW/SLW]

Strategic Objective 5.2

Waste Management: 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.

Action Plan 5.2.1: Manage PFAS/PFOA and other emerging contaminants to ensure public health and minimize impacts on the environment. [DPW]

- KPI 5.2.1: Monitor bi-annually concentration of PFAS/PFOA and other contaminants as they are identified [DPW]
    - 2023 Status: Analysis for PFAS/PFOA began in 2019 and will continue on a bi-annual basis. Testing has occurred in wastewater and landfill effluent indicating various levels. EPA and NHDES have only set PFAS levels/advisories for drinking water. At present, there are no standards for wastewater, landfill effluent, air, soil, or wastewater sludge/effluent. [DPW]
    - 2024 Status: Testing schedule has been maintained and no new regulations have come out. A PFAS Planning study with 100% loan forgiveness has been applied for. This will be used to assess the feasibility of treatment of the landfill leachate [DPW]

Action Plan 5.2.2: Ensure waste water is effectively treated to prevent negative environmental and public health impacts [DPW]

- KPI 5.2.2: Treat wastewater in compliance with all State and EPA standards. [DPW]
    - 2023 Status: The Wastewater Treatment Facility/Infrastructure is in compliance with all federal and state requirements [DPW]

- 2024 Status: The Wastewater Treatment Facility/Infrastructure has continued to be in compliance with all federal and state requirements [DPW]

Action Plan 5.2.3: Enhance odor control efforts in the Riverdale neighborhood. [DPW]

- KPI 5.2.3: Installation of a treatment filter NLT the end of 2024. [DPW]
    - 2023 Status: Designed by DPW engineering staff. [DPW]
    - 2024 Status: Parts and materials to be ordered. [DPW]

Strategic Objective 5.3

Waste Management: Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.

Action Plan 5.3.1: Permit Phase 3 and 4 of the Solid Waste Facility [DPW]

- KPI 5.3.1: Complete Permitting of Phase 3 and 4 of the Solid Waste Facility. Begin in 2023 and complete by 2025 [DPW]
    - 2023 Status: Preliminary phase. It is in CIP with a schedule for ongoing work through 2025 [DPW]
    - 2024 Status: Preliminary phase. It is in CIP with a schedule for ongoing work through 2025 [DPW]

Action Plan 5.3.2: Install gas wells to support future gas generation for LFGTE for future years [DPW]

- KPI 5.3.2: Maintain a gas flow of 350 cubic feet per minute [DPW]
    - 2023 Status: The gas flow rate is currently achieved. The LFGTE is under construction. Five new gas wells were installed in 2023 [DPW]
    - 2024 Status: The gas flow rate is currently achieved. The LFGTE is under construction. Five new gas wells were installed in 2024 [DPW]

Action Plan 5.3.3: Ensure solid waste is effectively disposed of to prevent negative environmental and public health impacts [DPW]

- KPI 5.3.3: Number of violations per year [DPW]

        - 2023 Status: Remediation for violations identified in 2023 have been completed [DPW]
        - 2024 Status: No violations have been identified [DPW]

Action Plan 5.3.4: Complete transfer station facility study for future back-up facility [DPW]

- KPI 5.3.4: Complete transfer station study [DPW]
    - 2023 Status: Planned for 2025 [DPW]
    - 2024 Status: Planned for 2025 [DPW]

Strategic Objective 5.4

Energy: Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy sources by 2050.

Action Plan 5.4.1: Craft, implement, and follow the City's ADM-149 Electric Vehicle and Equipment Procurement Policy. [DPW]

- KPI 5.4.1A: Complete fleet transition plan for transition to electric vehicles. [DPW]
    - 2023 Status: Fire and DPW heavy equipment and current police cruisers do not have field tested vehicles that meet mission requirements at this time. [Police][Fire][DPW]
    - 2024 Status: A grant for two electric street sweepers and a DC fast charger, and Level 2 charger has been applied for and is pending final approval. [Fire][DPW]
- **KPI 5.4.1B**: Develop an EV charging infrastructure plan for placement of charging stations at City facilities and in public areas to encourage EV adoption by employees and residents, in accordance with Lebanon's ADM-149 Electric Vehicle and Equipment Procurement Policy. [Planning][DPW]
    - 2023 Status: DPW and Planning are monitoring for and writing grants when opportunities are available. Grant submitted by LEAC to public charging station infrastructure. [Planning][LEAC][DPW]

    - 2024 Status: Proposal for EVCE in downtown TIF District: RFP by Q2, 2024 with locations, budget, proposed ownership structure. Proposal to City Manager and Council Q2 or Q3. Installations to start by Q4, 2024. [LEAC][DPW]

Action Plan 5.4.2: Reduce energy use and transition building to non-fossil fuel sources. [DPW]

- KPI 5.4.2A: Implement recommendations from energy audits [DPW]
    - 2023 Status: Implementation is ongoing [DPW]
    - 2024 Status: LED lighting was added to the DPW highway garage in 2024 and is being explored for conversion/installation at other city buildings. [DPW]
- KPI 5.4.2B: Phase III solar projects operational by the end of 2024. [DPW]
    - 2023 Status: Phase I&II solar projects became operational in 2021. Phase III solar projects are in the conceptual stage. [DPW]
    - 2024 Status: Phase III solar RFP is being developed with assistance through the Harvard Kennedy School, Q2. [DPW]

Action Plan 5.4.3: Annual Monitoring of GHG emissions & Proposals for additional efforts to reduce emissions [Planning][DPW]

- KPI 5.4.3A: Provide annual report to City Council [Planning][DPW]
- KPI 5.4.3B: Quantify COL GHG emissions and proposed reductions from pending efforts in the context of the 80% reduction goal [Planning]
    - 2023 Status: Annual report has been done each year [Planning][DPW]
    - 2024 Status: Annual GHG & renewable energy presentation to City Council. April, 2024. [Planning][DPW]

Strategic Objective 5.5

Energy: 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.

Action Plan 5.5.1: Reduce electric use and fossil fuels. [DPW][Citywide]

- KPI 5.5.1A: Measure percentage of buildings in city that are 100% renewable or transitioning. [Planning][LEAC][DPW]
    - 2023 Status: City Government is at 100% by purchasing power from LCP/CPCNH through the Clean 100 program or on-site alternative energy generation mostly by solar. 23% of city power comes from onsite generated solar [DPW]
    - 2024 Status: UNH Intern hired summer 2024 to document multi-unit buildings in City and their energy use. [Planning][LEAC]

Action Plan 5.5.2: Through collection development and programming we increase awareness and access to renewable energy resources and information [Library][LEAC][Sustainable Lebanon][DPW]

- KPI 5.5.2a: Development of mobile e-bike lending program [Library]
    - 2023 Status: We work with Vital Communities to provide a rotating ebike collection that services the Upper Valley. We also acquired three ebikes for lending through our Kilton collection. [Library]
    - 2024 Status: We will be working with ebike and renewable transportation experts to provide programming and community trainings. [Library]

Action Plan 5.5.3: Transition Lebanon Electricity Supply to Renewable and Local. Make cost-effective local renewable electricity available to Lebanon residents, organizations, and businesses. Seek ways to encourage ratepayers to opt-up to greener power. [LEAC][Sustainable Lebanon][DPW][CPCNH]

- KPI 5.5.3A: Make local or regional renewable electricity the cheapest and therefore default option for CPCNH/LCP. [DPW][CPCNH]
    - 2023 Status: Lebanon Community Power initiated service in April 2023 offering opt-up renewable energy options, Clean 50 and Clean 100. LEAC and Sustainable Lebanon launched a public information campaign to encourage opt-up to renewable energy options. [LEAC][Sustainable Lebanon][DPW]
    - 2024 Status: Negotiate with Great River Hydro and Green Mountain Power for the purchase of local hydropower for the community by Q4, 2024. Offer electricity from the LFGTE to Lebanon government and

non-profit organizations, contingent on net metering legislation and PUC rules. Have agreements in place by Q4, 2024. [DPW][CPCNH]

Action Plan 5.5.4: Explore the feasibility of an EV carshare program in Lebanon with a particular focus on equity and environmental justice and seek community partners to implement.

- KPI 5.5.4: Measure the number of carshare programs contacted and proposals received by potential vendors. [LEAC][DPW]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 5.5.5: Support existing multi-unit housing developments to install EV charging stations. [LEAC][DPW]

- KPI 5.5.5: Talk with landowners about potential siting of public EVCE on their properties. Measure the number of education events held and number of EV chargers installed. [LEAC][DPW]
    - 2023 Status: N/A
    - 2024 Status: Earth Day EV Expo; Upper Valley EV Expo in fall, 2024. [LEAC][DPW]

Action Plan 5.5.6: Explore and support the installation of public e-bike charging stations where reasonable. [Library][Planning][DPW]

- KPI 5.5.6: Develop a proposal for solar-powered ebike charging stations. [Library][Planning][DPW]
    - 2023 Status: N/A
    - 2024 Status: Meet with relevant stakeholders to develop design for solar ebike charging stations in West Lebanon (Kilton Library) and downtown Lebanon. Proposal with cost estimates to be ready by end of Q4, 2024. [Library][LEAC][Vital Communities][DPW]

Action Plan 5.5.7: Explore the possibility of waiving permit fees or property taxes related to the value of the EVSE being installed. [Library][Planning][DPW]

- KPI 5.5.7: Submit a request to the City Council that they request our State Legislators propose legislation that would allow the City to reduce or eliminate EV-related permit fees and property tax. [Library][Planning][DPW]
    - 2023 Status: N/A
    - 2024 Status: Legislation filing date is in September. City legal team (Christine Filmore Johnson) can help draft language and perhaps seek municipal co-signers. [Planning][LEAC][DPW]

Action Plan 5.5.8: Seeks strategies to develop community-wide baseline greenhouse gas inventory numbers. [Library][Planning][DPW]

- KPI 5.5.8: Research the efforts of other municipalities to develop community-wide GHG inventories and compile five robust examples by end of Q4, 2024. Present a proposal and budget to City Manager. [Library][Planning][DPW]
    - 2023 Status: N/A
    - 2024 Status: Researching other cities' building decarbonization plans. [Planning][LEAC][DPW]

Strategic Objective 5.6

Conservation and Natural Resources: 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.

Action Plan 5.6.1: Collaborate with the Nature Conservancy on the elm tree restoration project [Planning][Tree Advisory Board]

- KPI 5.6.1: Site inspections and monitoring reports [Planning]
    - 2023 Status: Project underway [Planning]
    - 2024 Status: N/A

Action Plan 5.6.2: Work with the Upper Valley Land Trust regarding permanently protecting Baker's Crossing [Planning]

- KPI 5.6.2: Conservation Easement executed and recorded [Planning]
    - 2023 Status: Project underway [Planning]

        - 2024 Status: N/A

Action Plan 5.6.3: Research and evaluate Lebanon participation in the NH F&W doe harvest program [Planning]

- KPI 5.6.3: Summary findings generated by the Lebanon ConCom and presented to the CM/CC [Planning]
    - 2023 Status: Project underway [Planning]
    - 2024 Status: N/A

Action Plan 5.6.4: Promote tree health and vibrancy, and provide tree shade along documented heat island areas. [RAP][Tree Advisory Board][DPW]

- KPI 5.6.4a: Conduct citywide urban tree inventory [Tree Advisory Board][Conservation Commission][DPW]
    - 2023 Status: Initial strategy discussed. Full plan to be developed and implemented. [Tree Advisory Board][Conservation Commission][DPW]
    - 2024 Status: N/A
- KPI 5.6.4b: Complete Heat Island Project and create Master Plan for Tree Plantings and Maintenance. [Tree Advisory Board]
    - 2023 Status: Grant application submitted to implement an Urban Forestry Program addressing heat islands. [Tree Advisory Board]
    - 2024 Status: N/A
- KPI 5.6.4c: Hire tree warden/arborist [DPW]
    - 2023 Status: Interviews were conducted in July. Tree Warden was hired in August of 2023. [DPW]
    - 2024 Status: The Tree Warden job posting has been re-advertised [DPW]

Strategic Objective 5.7

Conservation and Natural Resources: Maintain and highlight the City's conservation resources.

Action Plan 5.7.1: Host Wild About Lebanon program events. [Planning]

- KPI 5.7.1: Four events held annually. [Planning]
    - 2023 Status: Project underway [Planning]
    - 2024 Status: N/A

Action Plan 5.7.2: Update and Improve City Conservation Property Signage (e.g. kiosks, trail signs, etc.) [Planning]

- KPI 5.7.2: Two new Property Kiosks; 25 new trail signs. [Planning]
    - 2023 Status: Project underway [Planning]
    - 2024 Status: N/A

Action Plan 5.7.3: Repair and replace trail infrastructure, e.g. Goodwin Bridge, vernal pool bridge, and various bog bridges. [Planning]

- KPI 5.7.3: Three infrastructure enhancement projects. [Planning]
    - 2023 Status: Project underway [Planning]
    - 2024 Status: N/A

Action Plan 5.7.4: Conduct citywide tree inventory [Tree Advisory Board]

- KPI 5.7.4: Implement a version of the NH Big Tree Program by Fall 2024. [Tree Advisory Board]
    - 2023 Status: Project has not started at this time. [Tree Advisory Board]
    - 2024 Status: This project is scheduled for 2024. Training for tree identification needs to be completed in the spring. [Tree Advisory Board]

Strategic Objective 5.8

Conservation and Natural Resources: Protect the water resources within the City.

Action Plan 5.8.1: Develop and disseminate public education materials regarding the importance of protecting our water supply sources. [Planning]

- KPI 5.8.1: Track number of dissemination efforts and estimate number of residents receiving such; provide report to the Conservation Commission [Planning]

- 2023 Status: Project underway [Planning]
- 2024 Status: N/A

Action Plan 5.8.2: Innovative stormwater regulations existing in the Site Plan regulations to be migrated to the sub-division regulations as appropriate [Planning]

- KPI 5.8.2: Stormwater section added to sub-division regulations [Planning]
    - 2023 Status: Identified as potential deliverable [Planning]
    - 2024 Status: N/A

Action Plan 5.8.3: Host annual Mascoma River clean-up [Planning][Conservation Commission][Lebanon Rotary]

- KPI 5.8.3: Event held between June and August [Planning][Conservation Commission][Lebanon Rotary]
    - 2023 Status: Rescheduled from July to September 2023 with Lebanon Rotary. [Planning][Conservation Commission][Lebanon Rotary]
    - 2024 Status: N/A

Strategic Objective 5.9

Conservation and Natural Resources: Protect the wildlife, aquatic organisms, and plants from the impacts of human activity and climate change.

Action Plan 5.9.1: Conduct review of existing steep slope regulations [Planning]

- KPI 5.9.1: Summary findings presented to the Lebanon Planning Board [Planning]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 5.9.2: Examine the applicability of a Vernal Pool overlay district [Planning]

- KPI 5.9.2: Summary findings presented to the Lebanon Planning Board [Planning]
    - 2023 Status: N/A

        - 2024 Status: N/A

Action Plan 5.9.3: Implement recommendations from the wildlife corridor plans [Planning]

- KPI 5.9.3: Fence sections on Mt Support road removed [Planning]
    - 2023 Status: N/A
    - 2024 Status: N/A
- KPI 5.9.3: Pursue wildlife underpass design and funding on Route 120 [Planning]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 5.9.4: Host Amphibian Crossing Program [Planning]

- KPI 5.9.4: Number of volunteers that participate in amphibian Big Nights [Planning]
    - 2023 Status: N/A
    - 2024 Status: N/A

Public Safety

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.

Responsible Groups

Departments

- Cyber Services
- Fire and Police
- Planning and Development
- Recreation, Arts, and Parks

Boards and Committees

- Pedestrian and Bicyclist Advisory Committee
- Planning Board

Partners

- UV Public Health Network
- WCBH
- WISE

Photo by James Lemire

Public Safety

Vision Statement

Public safety perceptions, whether real or perceived, impact how people feel and interact in the community. Public safety is not just about injury and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy 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 community sectors collaborate 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 disaster recovery so the community can 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 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.

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.

Photo by City of Lebanon

Public Safety

Vision Statement (continued)

Crime Prevention and Response: The City takes proactive steps to reduce the amount of, severity of, and 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.

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.

Photo by Paul McDonough

Strategic Objective 6.1

Enhance Emergency Management capability regarding planning for, preparing for, responding to, recovery from, and mitigation of disasters.

Action Plan 6.1.1: Provide all City employees with ICS training which aligns with emergency support function (ESF) specific responsibilities. [Fire]

- KPI 6.1.1: 100% of all employees have received ICS 100, 200 and 700 training. [Fire]
    - 2023 Status: 100% of all required city employees have received ICS 100, 200 and 700 training. [Fire]
    - 2024 Status: Any new city employs hired after June of 2023 are being scheduled for ICS 100, ICS 200 and ICS 700 Training. [Fire]
- KPI 6.1.1: 100% of division leaders and managers receive ICS 300 training. [Fire]
    - 2023 Status: 85 % of division leaders and managers have received ICS 300 training. [Fire]
    - 2024 Status: Division leaders in need of ICS 300 training are being scheduled for training. [Fire]

Action Plan 6.1.2: Develop and facilitate annual city-wide training for emergency management including annual drills that effectively exercise all Emergency Staff Functions (ESF's) of the Emergency Operations Center. [Fire]

- KPI 6.1.2: Conduct one citywide emergency management drill annually. [Fire]
    - 2023 Status: City Administration participated in a Tabletop flood exercise on March 16, 2023. [Police][Fire]
    - 2024 Status: Upon the completion of Shelter manager training in the winter of 2024, a shelter leadership team walk through of Lebanon High School will be conducted in the summer of 2024. [Police][Fire]

Action Plan 6.1.3: Continuously review and update city-wide emergency operations plan and implement corrective actions where operational and preparedness gaps are identified. [Fire]

- KPI 6.1.3: Develop a self-sustainable shelter plan to include a deployable shelter trailer and MOU'S with external assets for resource allocation during disaster response. [Fire]
    - 2023 Status: American Red Cross shelter training completed for select city employees. Resources list developed for the shelter trailer. [Fire]
    - 2024 Status: American Red Cross Shelter Manager training was completed in January of 2024. Grant application for NHEMPG is being prepared for shelter trailer purchase. [Fire]
- KPI 6.1.3: Develop a Continuity of Operations/Government Plan to ensure government operations in the event of a catastrophe. [Fire]
    - 2023 Status: Not specified.
    - 2024 Status: Not specified.

Strategic Objective 6.2

Action Plan 6.2.1: Increase inspectional activities in common areas of multi-unit apartment buildings to ensure public safety. Occupancy selection will be identified through a risk analysis process. [Planning Board][Fire]

- KPI 6.2.1: 100% of inspections completed in high-life hazard multi-unit apartments. [Fire]
    - 2023 Status: Inspectional program was developed and 25% of identified occupancy inspections completed. [Fire]
    - 2024 Status: Continuing to complete inspections with new construction occupancies completed. [Fire]

Action Plan 6.2.2: Provide initial inspection and follow-up inspections for all places of assembly. [Fire]

- KPI 6.2.2: 100% of all places of assembly permits are inspected annually. [Fire]
    - 2023 Status:
        - 100% of all open inspection violations are closed. [Fire]
        - 100% of all places of assembly were completed in 2023. [Fire]

- 2024 Status:
  - 2024 place of assembly inspections are being completed. [Fire]
  - 2024 POA inspections are underway. [Fire]

Action Plan 6.2.3: Increase code enforcement efforts with a clear pathway to permitting with the adoption of OpenGov software. Develop the software tools to integrate interoperable code review and approval between applicable Departments. [City Manager][Planning][Fire]

- KPI 6.2.3: Lower the number of incomplete or late permit applications. [City Manager][Planning][Fire][DPW]

Action Plan 6.2.4: Staff code enforcement efforts with trained staff members. Enhance our interdepartmental cooperation with Planning, Fire, and Legal resources focused on compliance efforts. [City Manager][Planning][Fire]

- KPI 6.2.4: Bring compliance efforts to the forefront of support staff and inspector's duties. Raise the level of interdepartmental coordination on complex enforcement cases. [City Manager][Planning][Fire][DPW]
  - 2023 Status: N/A
  - 2024 Status: N/A

Strategic Objective 6.3

Maintain a proactive Traffic Safety Program.

Action Plan 6.3.1: Generate monthly hotspot reports on motor vehicle collisions and motor vehicle violations. [Police]

- KPI 6.3.1: Reduce traffic collisions by 5% per capita by using DDACTS and hotspot data to concentrate on problem areas, with the ultimate goal of declining the number of fatal and serious injury crashes. Utilize social media to educate and inform the public of unsafe driving habits. [Police]
  - 2023 Status: Currently, 286 MV collisions have occurred in the City, a 4.5% increase from this time last year. [Police]
  - 2024 Status: In 2023, a total of 747 MV Collisions occurred, compared to 764 in 2022. This is a 2.22% decrease. Total MV Collisions w/ Injury:

    - 2022: 83, 2023: 72. Total MV Collisions w/out Injury: 2022: 681, 2023: 675. [Police]

Action Plan 6.3.2: Employ interactive speed signs as a traffic calming measure. [Police]

- KPI 6.3.2: Deploy interactive speed signs to collect data for future analysis for traffic calming measures. [Police]
    - 2023 Status: Currently have two portable interactive speed signs to use as calming devices and data collection. [Police]
    - 2024 Status: In 2023, we conducted 19 traffic studies. These studies were used to assist LPD, DPW, and the Planning Dept. in determining traffic and pedestrian related issues. [Police]

Action Plan 6.3.3: Continue to utilize foot and mountain bike patrol initiatives to further enhance community engagement and traffic safety. [Police]

- KPI 6.3.3: Dedicate full-time traffic enforcement unit as staffing levels allow to concentrate on problem areas. Have designated assigned patrols during appropriate seasons to the rail trails, greenway, and other high traffic pedestrian areas. This will increase our patrols in those designated areas by 25%. [Police]
    - 2023 Status: Presently, all Patrol staff provide traffic enforcement across the entire City. Day and times vary, depending on call volume. Bike and foot patrols are completed as available by Patrol Units. [Police]
    - 2024 Status: As LPD staffing levels improve, we will evaluate dedicating a full-time Traffic Enforcement Officer. [Police]

Strategic Objective 6.4

Maintain a proactive Crime Prevention and Response Program.

Action Plan 6.4.1: Utilize Problem Oriented Policing (POP) to identify community problems and implement interventions designed to solve the problem and improve the quality of life for residents, community members, and other stakeholders. [Police]

- KPI 6.4.1a: Identify quality of life and other community problems utilizing the Problem Oriented Policing method. Devise strategies to solve or mitigate these problems. Maintain data points for measurement. [Police]
    - 2023 Status: P.O.P projects are identified on a case by case basis, based on repeated calls for service or on-line crime tips. These average approximately 3-4 per year. [Police]
    - 2024 Status: N/A
- KPI 6.4.1b: Have additional Officers in locations that are at risk for shoplifting and other retail crime by increasing our foot patrols of these areas by 5%. [Police]
    - 2023 Status: Presently, a reactive approach is taken with retail thefts. [Police]
    - 2024 Status: There have been significant increases in Foot Patrols in problem areas in the City, as well as an increase in patrols during the Holiday Season. [Police]

Action Plan 6.4.2: Continue to maintain anonymous reporting, such as phone and online. [Police]

Action Plan 6.4.3: Continue to engage area media outlets with press releases to inform the public and promote transparency. [Police]

- KPI 6.4.3: Explore citizen engagement software. Set up demonstrations for potential software purchases in the next year. [Police]
    - 2023 Status: Social media and on-line tip reporting is available for one-way citizen engagement. [Police]
    - 2024 Status: In 2024, will explore further in researching additional citizen engagement software. [Police]

Action Plan 6.4.4: Utilize the most advanced technology for crime prevention and detection. [Police]

- KPI 6.4.4a: Explore expanding City video surveillance systems on City-owned property. [Police]

        - 2023 Status: Currently have City Hall, Greenway Tunnel, Police Department, Landfill, and DPW Administration Building. [Police]
        - 2024 Status: The City received demonstrations on portable video surveillance equipment, but it was determined that it is not financially reasonable at this point in time. [Police]
- KPI 6.4.4b: Expand the use of the Drone Program by getting more Officers certified so that the drone is available on all shifts. [Police]
    - 2023 Status: Currently, 1 certified Officer. [Police]
    - 2024 Status: In 2023, an additional Licensed Pilot was added to the Drone Program. Currently, there are two Licensed Drone Pilots. [Police]

Strategic Objective 6.5

Maintain an effective Fire Prevention effort and Fire Suppression capability.

Action Plan 6.5.1: Increase public education and fire safety programs for kindergarten through 2nd grade students. [Fire]

- KPI 6.5.1: 100% of all Kindergarten through 2nd grade students in Lebanon will receive fire safety education. [Fire]
    - 2023 Status: All Publics Kindergarten and First Grade Students received fire safety talks from the fire prevention division. [Fire]
    - 2024 Status: A formalized curriculum is being adopted for fire prevention delivery in kindergarten and first grade students. [Fire]

Action Plan 6.5.2: Increase reliability of the fire alarm and fiberoptic network. [Fire]

- KPI 6.5.2: Determine a funding plan to replace the current municipal fire alarm circuit with a radio box system. [Fire]
    - 2023 Status: Estimated cost to upgrade the municipal fire alarm circuit is over $1 million. LFD is continuing to explore external funding sources for this project. [Fire]
    - 2024 Status: Exploring external funding sources for municipal fire alarm upgrade. LFD is working with the Lebanon Cyber Services

division to develop a plan to increase the sustainability of our fiber network. [Fire]

Action Plan 6.5.3: Provide high quality accessible facilities for all employees and visitors with a capital budget to support a facilities improvement plan. [Fire]

- KPI 6.5.3: Increased space for equipment, apparatus storage, and additional employee workspace and separation of contaminated equipment storage and decontamination areas. [Fire]
    - 2023 Status: City Council approved the replacement plan of Lebanon Station1 in the 2024 budget. [Fire]
    - 2024 Status: The final design phase has begun with construction anticipated to begin 2024. [Fire]

Action Plan 6.5.4: Implement employee safety and wellness program. [Police][Fire]

- KPI 6.5.4: Develop a comprehensive psychological and physical wellness program for first responders. 100% of Fire Department employees participating in physical and mental wellness programs. [Fire]
    - 2023 Status: The Lebanon Police Department has implemented a Wellness Policy to include the creation of a peer support team and a contract with a Mental Health Agency to provide services to all Police Department staff. Program development under revision. [Police][Fire]
    - 2024 Status: Quarterly decompression meetings have been made available to all staff members as well as training with our mental health provider team. All employees are scheduled for annual NFPA 1582 physicals to include high risk cancer screenings. The Lebanon Fire Department has implemented a Wellness Policy to include the creation of a peer support team and a contract with a Mental Health Provider to provide services to all Fire Department staff. [Fire]

Action Plan 6.5.6: Increase staffing to meet community needs and national response standards. [Fire]

- KPI 6.5.6: Meet emergency response requirements based on National Standards. Arrival of a fire engine staffed with 4 personnel to all fire calls in less than 6 minutes from the time of call no less than 90% of the time. [Fire]

    - 2023 Status: City Council approved the grant application to obtain 8 additional firefighters to increase on-duty staffing. [Fire]
    - 2024 Status: Grant application will be submitted in March of 2024. [Fire]

Strategic Objective 6.6

Enhance multi-modal transportation safety through prevention, education, enforcement, and infrastructure improvements.

Action Plan 6.6.1: Rely on community-based crime prevention by utilizing education and a variety of other programs and partnerships that aren't solely focused on police patrols. [Police]

- KPI 6.6.1a: Have designated assigned patrols during appropriate seasons to the rail trails, greenway, and other high traffic pedestrian areas. This will increase our patrols in those designated areas by 25%. [Police]
    - 2023 Status: Bike and foot patrols are conducted as available by Patrol Units. These vary by days and times. [Police]
    - 2024 Status: In 2023, there was a total of 220 Bicycle Street Calls, while in 2022, there were a total of 198 Bicycle Street Calls. This is an 11.11% increase. [Police]
- KPI 6.6.1b: Maintain participation in the New Hampshire Highway Safety Traffic Grant Programs. [Police]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 6.6.2: Public education on pedestrian and bicycle safety. [Police][Ped/Bike]

- KPI 6.6.2a: Take part in Educational Programs such as Gear Shifters, Bike Rodeo, and Lighten Up Lebanon, as they are provided. [Police]
    - 2023 Status: Bike Rodeo is usually sponsored in conjunction with Pedestrian and Bike Committee. It has been cancelled this year due to low volunteer rate. We have participated in 1 Gear Shifters event this year. [Police]

    - 2024 Status: In 2024, we look to renew our involvement with the Bike Rodeo and Gear Shifters. [Police]
- KPI 6.6.2b: Take part in Walk and Bike to School Program in the Spring and Fall. [Police]
    - 2023 Status: Took part in the Walk and Bike to School events that were held in the spring, and will be part of the fall events when scheduled. [Police]
    - 2024 Status: In 2024, we will continue to participate in the Walk and Bike to School events. We also are planning to add a Crossing Guard at the Middle School for the upcoming school year. [Police]

Action Plan 6.6.3: Work toward a long-term goal of reaching zero roadway fatalities and serious injuries within Lebanon. Develop a Comprehensive Safety Action Plan with funding from the Federal Department of Transportation Safe Streets and Roads for all Planning and Demonstration Grant. Include within the scope of the Plan the development of an ADA action plan. [Planning][Ped/Bike][DPW]

- KPI 6.6.3: Develop scope and apply for a Safe Streets for All Planning and Demonstration grant during the 2024 funding cycle. [Planning][Police][Ped/Bike][DPW]
    - 2023 Status: Lebanon was deemed a Bronze Level BFC in 2017 and has not renewed or improved the designation. The Current status is as a Legacy BFC. [Planning][Police][Ped/Bike]
    - 2024 Status: N/A

Action Plan 6.6.4: Implement Complete streets policy through interdepartmental review and implementation in applicable city infrastructure projects. [Planning][Ped/Bike][DPW]

- KPI 6.7.4: N/A
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 6.6.5: Renew Lebanon's Bike friendly community designation. [Planning][Ped/Bike]

- KPI 6.7.5: N/A
    - 2023 Status: N/A
    - 2024 Status: N/A

Strategic Objective 6.7

Enhance the City government's cybersecurity posture to minimize impact on city services. Enhance the Police Department's ability to prevent, investigate, and prosecute cybercrimes that impact businesses and residents.

Action Plan 6.7.1: Enhance Cyber Crime Unit capabilities. [Police]

- KPI 6.7.1a: Continue to provide up-to-date training for Cyber Crimes Officers and by adding 2 additional Officers. [Police]
    - 2023 Status: Currently, have 4 trained Officers. [Police]
    - 2024 Status: In 2023, an additional 3 Officers were added to the CCU Program. These Officers will receive further training in 2024. In total, there are 7 Officers in the CCU Program. [Police]
- KPI 6.7.1b: Add a full-time computer forensic position. [Police]
    - 2023 Status: Currently, no full-time position exists. [Police]
    - 2024 Status: N/A

Action Plan 6.7.2: Conduct computer forensic analysis in accordance with industry best practices. [Police]

- KPI 6.7.2: Ensure the Police Department has the most up-to-date hardware and software needed to properly investigate cyber crimes. Will expand into cryptocurrency and vehicle technology. [Police]
    - 2023 Status: Currently have the most up-to-date computer and mobile forensic hardware/software. [Police]
    - 2024 Status: Continue to expand our software suites as cyberspace continues to evolve. [Police]

Action Plan 6.7.3: Conduct community engagement awareness to educate residents and businesses on cyber-related offenses. [Police]

- KPI 6.7.3: Develop and teach cyber safety programs in Lebanon Schools, senior citizen gathering places, and by holding quarterly forums. [Police]
    - 2023 Status: Currently host several safety presentations a year. [Police]
    - 2024 Status: We have several presentations scheduled for the first half of 2024. [Police]

Action Plan 6.7.4: Continue to enhance the city's Cyber Security Posture. [Cyber Services]

- KPI 6.7.4: Create a formal Cyber Security training program. [Cyber Services]
    - 2023 Status: Currently we provide online training and phishing tests. [Cyber Services]
    - 2024 Status: N/A
- KPI 6.7.4: Create a Cyber Security tabletop exercise for city departments. [Cyber Services]
    - 2023 Status: In process: Cyber Services has performed a tabletop exercise. [Cyber Services]
    - 2024 Status: N/A
- KPI 6.7.4: Continue 3rd party review of systems. [Cyber Services]
    - 2023 Status: Review of systems will happen 4th quarter of this year. [Cyber Services]
    - 2024 Status: N/A

Transportation

Strategic Objectives

Public Transit

7.1 Support the maintenance and 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 and 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.

Photo by City of Lebanon

Transportation

Responsible Groups

Departments

- Airport
- Planning and Dvelopment
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Planning Board
- Pedestrian and Bicyclist Advisory Board
- Tree Advisory Board

Partners

- Advance Transit

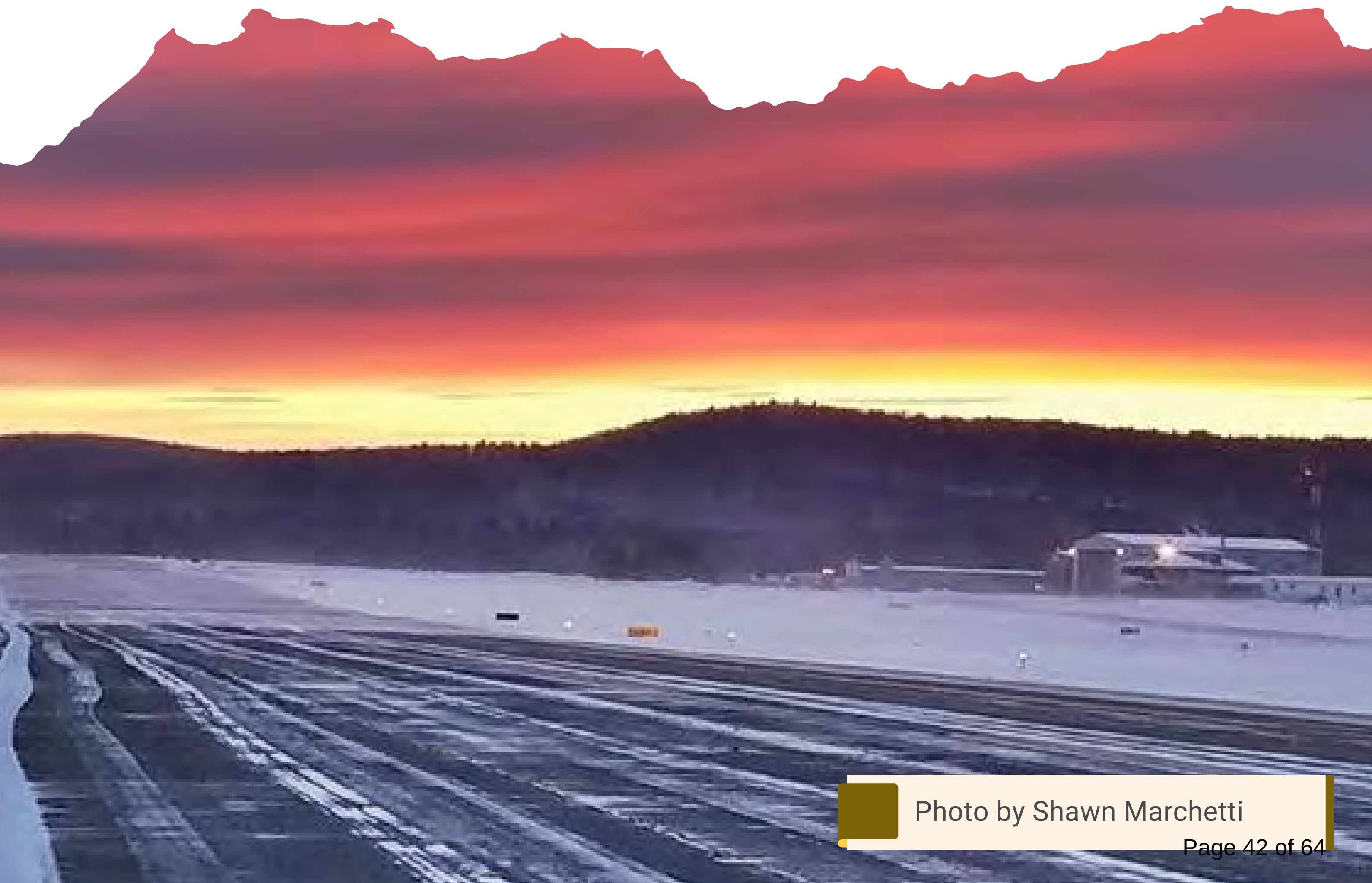


Photo by Shawn Marchetti

Transportation

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.

Photo by Jill Feen

Strategic Objective 7.1

Public Transit: Support the maintenance and expansion of public transportation availability and use in the Upper Valley.

Action Plan 7.1.1: Partner with Advance Transit to expand existing routes, add weekend service and micro-transit service. [City Manager][Advance Transit]

- KPI 7.1.1a: Expand service to the Rt. 12A area on Saturdays and into the evening hours during the week for shoppers and workers. [City Manager][Advance Transit]
    - 2023 Status: Pilot project planned for later 2023 or early 2024. [City Manager][Advance Transit]
    - 2024 Status: N/A
- KPI 7.1.1b: Conduct micro-transit pilot project to test feasibility. [City Manager][Advance Transit]
    - 2023 Status: Limited service presently provided by Uber, Lyft, and taxi services. AT reviewing the micro-transit concept and determining whether to conduct a pilot project. [City Manager][Advance Transit]
    - 2024 Status: N/A

Action Plan 7.1.2: Support the transition of public and semi-public fleets (including school buses, senior center buses, etc.) to EVs. [LEAC][DPW]

- KPI 7.1.2a: Reach out to School Board, SAU Staff, and Advance Transit to offer support and expertise to assist this transition and look for areas for mutual collaboration. [LEAC][DPW]
    - 2023 Status: N/A
    - 2024 Status: N/A
- KPI 7.1.2b: [__] education events conducted. [LEAC][DPW]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 7.1.3: Develop or recruit an EV car-share program. (See Action Plan 5.5.4 and KPI 5.5.4.) [LEAC][DPW]

- 2023 Status: N/A
- 2024 Status: N/A

Strategic Objective 7.2

Airport: Support efforts to maintain Essential Air Service.

Action Plan 7.2.1: Market local service availability. [Airport]

- KPI 7.2.1a: Work with Cape Air on TV and print campaign featuring new Tecnam and terminal renovations. [Airport]
    - 2023 Status: Advertise in/on local media during the period of the current EAS contract to promote airline services. [Airport]
    - 2024 Status: Contract for television media adjusted to provide better coverage during weekly programming. [Airport]
- KPI 7.2.1b: Advertise airport services in regional media. [Airport]
    - 2023 Status: Contract issued for weekly advertising in print and on visual media channels for spring, summer, and fall. [Airport]
    - 2024 Status: N/A

Action Plan 7.2.2: Work with consulting firm to plan electric aircraft charging stations. [Airport]

- KPI 7.2.2: Develop estimate of infrastructure needs. [Airport]
    - 2023 Status: Aircraft manufacturers are developing a common charging standard. Timeline 2024-2025 as charging and power needs are developed to meet the flight turnaround needs are established. [Airport]
    - 2024 Status: Manufacturers are releasing charging requirements. A consultant for the airport is working with Beta on their installations and will assist with the design needs for LEB. [Airport]

Action Plan 7.2.3: Install infrastructure needed for charging. [Airport]

- KPI 7.2.3: Design and installation of transformers and chargers. [Airport]
    - 2023 Status: Timeline 2025-2026. Once the power needs are determined, the design and installation will occur. [Airport]
    - 2024 Status: N/A

Action Plan 7.2.4: Air Service Market Study. [Airport]

- KPI 7.2.4a: Funding for study by FAA entered into airport CIP program. [Airport]
    - 2023 Status: Entered into airport CIP program for FY 2029. [Airport]
    - 2024 Status: Programmed for federal FY 2029. [Airport]
- KPI 7.2.4b: Apply data from study to drive an increase in passenger traffic. [Airport]
    - 2023 Status: N/A
    - 2024 Status: N/A

Strategic Objective 7.3

Airport: Support efforts to maintain general aviation.

Action Plan 7.3.1: Development of Plans to support infrastructure for electric powered aircraft. [Airport]

- KPI 7.3.1a: Determine power grid requirements for charging aircraft in design and testing phases. [Airport]
    - 2023 Status: Site visits with solar developers for parking lot and terminal area exit road. [Airport]
    - 2024 Status: N/A
- KPI 7.3.1b: Implement alternative energy generation at airport. [Airport]
    - 2023 Status: Additional outlets in hangars installed as aircraft arrive. [Airport]
    - 2024 Status: N/A
- KPI 7.3.1c: Install transformers needed to charge electric aircraft. [Airport]

- 2023 Status: N/A
- 2024 Status: N/A

Action Plan 7.3.2: Rehabilitate general aviation aprons. [Airport]

- KPI 7.3.2a: Rehabilitate South and Echo aprons. [Airport]
  - 2023 Status: South apron programmed for 2026. BIL funding. [Airport]
  - 2024 Status: Engage design consultant in 2025 to have plans and specifications ready for bid in early 2026. BIL funding. [Airport]
- KPI 7.3.2b: Rehabilitation of aprons programmed into NH DOT CIP for FY 2026-2027. Program may slip one or two years depending. [Airport]
  - 2023 Status: Echo apron programmed for 2027. BIL funding. [Airport]
  - 2024 Status: N/A

Action Plan 7.3.3: Enhance GA storage capacity based on need. [Airport]

- KPI 7.3.3a: BIL funding to construct additional 10 bay T-hangar. [Airport]
  - 2023 Status: NHDOT has concurred on use of BIL funds. FAA concurrence pending. [Airport]
  - 2024 Status: Estimated cost to construct hangar is between $1.5M and $1.6M. Engineering services will be engaged in summer 2024 to have RFB ready in Spring 2025. [Airport]
- KPI 7.3.3b: Install electric chargers based on need. [Airport]
  - 2023 Status: N/A
  - 2024 Status: N/A
- KPI 7.3.3c: Cape Air electric aircraft scheduled for service. [Airport]
  - 2023 Status: Work with Cape Air on power requirements as design progresses. [Airport]
  - 2024 Status: Estimated aircraft certification date is 2027. [Airport]

Action Plan 7.3.4: Market general aviation services. [Airport]

- KPI 7.4.1: Market airport's general aviation service. [Airport]
    - 2023 Status: Market airport's general aviation service in regional publications. [Airport]
    - 2024 Status: N/A

Strategic Objective 7.4

Pedestrian & Bicycle Infrastructure: Maintain, enhance and expand the Mascoma Greenway, Northern Rail Trail and new connector segments to strengthen the multi-use recreational/transportation network.

Action Plan 7.4.1: Develop a Trail Condition Index (TCI) and establish minimum standards. [RAP][DPW]

- KPI 7.4.1: Develop a maintenance needs assessment and maintenance plan for the Mascoma Greenway and Northern Rail Trail to include bridges, drainage, and slope maintenance. [RAP][DPW]
    - 2023 Status: Four of the bridges on the NRT have had decking and railing repairs in the last 2 years, partially funded by grants from the State, donations, and volunteer time. The NRT from Spencer St. to Bank St. extension was paved in 2022. DPW is working with RAP to assess other bridges in the system, drainage issues, and slope stabilization with inclusion in the fixed asset management system. [RAP][DPW]
    - 2024 Status: Master Plan will be developed for NRT long-term maintenance that will include condition assessments. The goal is to have this done in the fall of 2024. Grant funding application will be submitted in 2024 for the remaining three bridges. [RAP][DPW]

Action Plan 7.4.2: Develop a trail maintenance plan to ensure that TCI of MRG and NRT is maintained to the standard. [RAP][DPW]

- KPI 7.4.2: Finalize negotiations with NHDOT to discontinue the section of RR property from Glen Rd. to Riverside Park in 2023. Initiate proceedings with the Federal Surface Transportation Board to discontinue this section of RR in

2023. Complete the process with the STB by July of 2024. Execute an agreement with NH DOT to add this section to the rail trail agreement adding this section to the MRG NLT December 2024. [City Manager]

- 2023 Status: Attorney Barry Schuster submitting a petition to STB in June of 2023. Negotiations underway with NH DOT. [City Manager]
- 2024 Status: Master Plan will be developed for NRT long-term maintenance. The goal is to have this done in the fall of 2024. [RAP][DPW]

Action Plan 7.4.3: Enhance the present trail from Sachem Village to DHMC to a greenway. [Planning][RAP][Ped/Bike][Dartmouth Health][DPW][Dartmouth College]

- KPI 7.4.3: Initiate discussions with Dartmouth College and Dartmouth Health to enhance the present connector in 2023. **2024 Status:** Conceptual planning has continued to include a potential limited access roadway for buses and emergency vehicles. [Planning][RAP][Ped/Bike][DPW]

Action Plan 7.4.4: Seek funding for and develop a safe streets for all plans to interlink Lebanon's constituent neighborhoods to allow safe passage for pedestrian/bicycle traffic. [Planning][Ped/Bike][DPW]

- KPI 7.4.4: Apply for safe streets for all in the summer of 2023; complete study and implement recommendations. [Planning][Ped/Bike][DPW]
    - 2023 Status: N/A
    - 2024 Status: N/A
- [Planning][RAP][Ped/Bike][Dartmouth Health][DPW][Dartmouth College]
    - 2023 Status: Conceptual plan and estimated costs developed in 2022 by DPW, RAP, and Planning. [Planning][RAP][Ped/Bike][DPW]

Strategic Objective 7.5

Pedestrian & Bicycle Infrastructure: 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.

Action Plan 7.5.1: Develop and implement a maintenance plan for the existing sidewalk network. [DPW]

- KPI 7.5.1: Maintenance plan developed in the fixed asset management system similar to the pavement maintenance plan for roadways NLT 2024. [DPW]
    - 2023 Status: Sidewalk replacement occurred in various locations as a result of the CSO projects. A section of sidewalk was reconstructed on Mascoma St. by APD in 2022. Project planned for 2023 on Evans Dr. Sidewalk on Kimball St. replaced in 2023. [DPW]
    - 2024 Status: Sidewalk mapping has been completed. Reconstruction on Mascoma Street and Evans Drive have contracts that have been awarded for 2024. [DPW]

Action Plan 7.5.2: Develop and implement projects for identified existing gaps and areas where sidewalks are needed. [DPW]

- KPI 7.5.2: Construct the section of sidewalk on the Miracle Mile from Price Chopper to Poverty Ln. in 2023. [DPW]
    - 2023 Status: Construction underway in 2023 with completion expected in 2024. [DPW]
    - 2024 Status: The sidewalk has been built. Finishing touches will occur in Spring of 2024. Sidewalk on Old Etna Road to Rt 120 is in design and planned to be constructed in 2025. A multi-use path is being constructed on Lahaye Drive between Mt Support and Route 120. [DPW]
- KPI 7.5.2a: Construct the section of sidewalk on Mechanic Street from the American Legion to Slaton Hill Rd. NLT the end of 2025. [DPW]
    - 2023 Status: CDS Grant received through Congresswoman Kuster's Office in 2022. Final design and permitting underway with construction completion anticipated by the end of 2025. [DPW]
    - 2024 Status: Preliminary design is in process. Construction is scheduled for spring/summer of 2025. [DPW]

Action Plan 7.5.3: Implement Complete streets policy through interdepartmental review and implementation in applicable city infrastructure projects. [Planning][Ped/Bike][DPW]

- 2023 Status: N/A
- 2024 Status: Applying for 2024 CDS grants to construct phase two and three of the mechanic street sidewalk project. Which will bridge the existing gaps in the sidewalk network. [Planning][DPW]

Strategic Objective 7.6

Roadway Infrastructure: Enhance the City's roadway infrastructure maintenance plan.

Action Plan 7.6.1: Develop a 10 Year Road Paving and Preservation Plan. [DPW]

- KPI 7.6.1a: Assess PCI (Pavement Condition Index) for all 99 miles of City roads. [DPW]
  - 2023 Status: A draft 10-year pavement plan has been completed. PCIs were updated in the fall. [DPW]
  - 2024 Status: N/A
- KPI 7.6.1b: Create paving and preservation strategy to be applied to roads depending on current condition level. Good, moderate, or poor. [DPW]
  - 2023 Status: The City initiated a pavement management strategy in 2019 which continues to be refined. A strategy for each road has been developed depending on the current PCI. This needs to be incorporated into the 10-year plan. [DPW]
  - 2024 Status: This will need to be evaluated once paving is completed in 2024. [DPW]
- KPI 7.6.1c: Maintain a minimum average PCI at 80 which allows us to be in preservation mode. [DPW]
  - 2023 Status: We were at a PCI of 72 in 2023. [DPW]
  - 2024 Status: N/A

Action Plan 7.6.2: Develop roadway infrastructure inspection program. [DPW]

- KPI 7.6.2a: Inspect 25% of all roadway infrastructure assets per year. [DPW]
    - 2023 Status: We inspected 100% of roadway infrastructure assets in 2023. [DPW]
    - 2024 Status: N/A
- KPI 7.6.2c: Create an asset list, inspection schedule, and standardized inspection forms. [DPW]
    - 2023 Status: Brightly asset management software was purchased to allow for a system to conduct and allow for inspections. [DPW]
    - 2024 Status: The inspection schedule will be put into our asset management software in 2024. [DPW]

Strategic Objective 7.7

Roadway Infrastructure: Enhance the City's roadway system to adequately manage present and projected traffic volumes.

Action Plan 7.7.1: Conduct Traffic Study in Areas of High Congestion As needed using traffic counts. [DPW]

- KPI 7.7.1A: Determine intersection LOS (Level of Service) and roadway improvements needed on all new CIP projects. [DPW]
    - 2023 Status: Lahaye Drive/Mt Support intersection and High Street Intersection traffic studies were completed. [DPW]
    - 2024 Status: N/A
- KPI 7.7.1B: Perform alternatives analysis on roads and intersections with failing LOS. [DPW]
    - 2023 Status: This is completed on all proposed CIP projects. This has been completed for High Street roundabout and Lahaye Drive/Mt Support. [DPW]
    - 2024 Status: N/A

Action Plan 7.7.2: Create a project schedule for all DOT related projects. [DPW]

- KPI 7.7.2: Submit for 10 year plan and CIP in identified problem areas. [DPW]
    - 2023 Status: This has been done for Trues Brook Road, Hanover Street and Route 12A Bridges. It also includes High Street and Slayton Hill Intersections, Mechanic Street Sidewalk, and Mount Support Multi-use path. Lahaye Drive/Mount Support intersection was designed and bid. [DPW]
    - 2024 Status: Lahaye Drive/Mount Support intersection is scheduled to be constructed in 2024. [DPW]

Strategic Objective 7.8

Roadway Infrastructure: Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.

Action Plan 7.8.1: Develop CIP Projects to complement DOT's improvements within the City. [DPW]

- KPI 7.8.1: Number of projects identified to continue improvements listed on the DOT 10-year plan. [DPW]
    - 2023 Status: There are currently 12 projects on the DOT 10-year plan. [DPW]
    - 2024 Status: N/A

Action Plan 7.8.2: Develop projects that will be submitted for the 10-year plan. [DPW]

- KPI 7.8.2: Submit projects within the timeframe established by NH DOT. [DPW]
    - 2023 Status: Received tentative approval for the CMAQ grant for the extension of the MRG from Glenn Road to Route 12A in West Lebanon. The Hanover Street intersection project previously removed from the DOT 10-year plan has been added back into the plan. [DPW]
    - 2024 Status: Waiting for final approval of the 10-year plan in July of 2024. [DPW]

Action Plan 7.8.3: Coordinate with NH DOT's efforts to enhance state transportation improvements in the City. Create a project schedule for all DOT-related projects. [DPW]

- KPI 7.7.2a: Submit and obtain approval for eligible projects in the DOT 10-year plan. [DPW]
    - 2023 Status: All eligible CIP projects have been submitted and have been included in the 10-year plan. [DPW]
    - 2024 Status: N/A

Public Health

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.

Responsible Groups

Departments

- City Manager
- Fire
- Human Services
- Planning and Development
- Police
- Public Works

Boards and Committees

- Joint Loss Committee

Partners

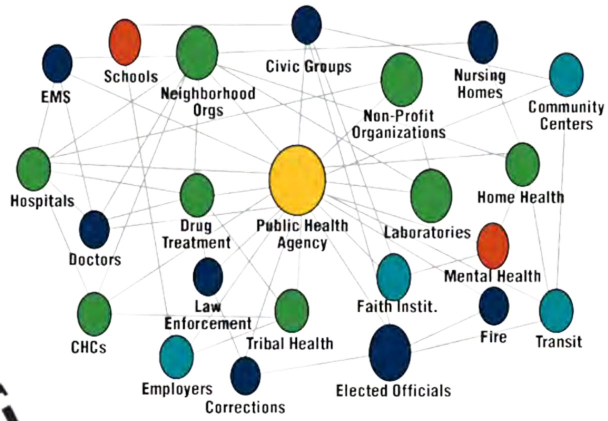
- Dartmouth Health
- Good Neighbor Health Clinic
- HIV HCV Resource Center
- Headrest
- UV Public Health Network
- Visiting Nurse NH and VT
- West Central Behavioral Health
- WISE

Public Health

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



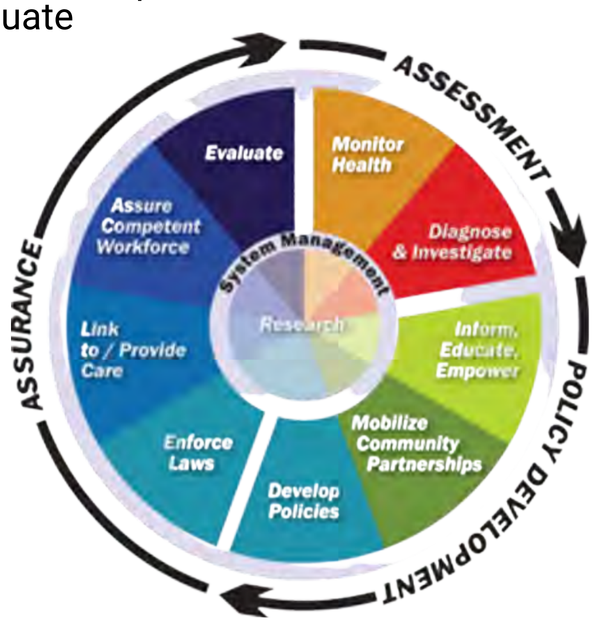


Photo by Peter Glenshaw

Strategic Objective 10.1

Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.

Action Plan 10.1.1: Lebanon Police Department will continue to include and co-respond with West Central Behavioral Health on mental health calls when appropriate. [Police][WCBH]

- KPI 10.1.1a: Reduce frequent mental health calls by connecting them with the appropriate agency. [Police][WCBH]
    - 2023 Status: Utilize the Crisis Intervention Hotline to connect individuals with services. WCBH's ability to provide service to residents in the field has been severely hampered by the inability to hire clinical staff. [Police][WCBH]
    - 2024 Status: In 2023, there were 338 Mental Health Calls, while in 2022, there were 416 Mental Health Calls. In collaborating with WCBH, LPD has managed to successfully decrease this number by a -18.75% decrease. [Police][WCBH]
- KPI 10.1.1b: Ensure all Lebanon Police Officers are certified in the most up to date CIT Training. [Police]
    - 2023 Status: Presently, all Officers have attended the 40 hour CIT training. [Police]
    - 2024 Status: N/A

Strategic Objective 10.2

Provide effective Mobile Integrated Health Care.

Action Plan 10.2.1: Continue to provide the MIH paramedic service to Lebanon residents after the initial pilot project and expand service to other municipalities that we provide EMS to. [Dartmouth Health][Fire]

- KPI 10.2.1a: 80% reduction in hospital readmissions within 30 days of discharge to MIH enrolled patients. [Dartmouth Health][Fire]

    - 2023 Status: The City began to provide the MIH paramedic service to Lebanon residents as an initial pilot project funded by Dartmouth Health in 2021. The agreement and pilot have an end date of December 2023 with an option to renew. We are presently in discussions with DH to renew the program for another 3 years. The discussions also involve the possible expansion to other municipalities that we provide EMS to. [Dartmouth Health][Fire]
    - 2024 Status: The pilot program was renewed in December of 2023 for an additional 3 years. This included the option for the Community Paramedic to offer services to the Town of Enfield beginning in 2024. [Dartmouth Health][Fire]
- KPI 10.2.1b: Decrease the rate of 911 calls to MIH enrolled patients by 80%. [Dartmouth Health][Fire]
    - 2023 Status: N/A
    - 2024 Status: N/A

Action Plan 10.2.2: Expand available community nursing services. [Dartmouth Health][Fire][Town of Grantham][Town of Enfield]

- KPI 10.2.2: Increase available community nurse hours to 60 hours per week. [Fire]
    - 2023 Status: The proposed 2024 Budget contains the cost to expand the level of service by transitioning one of the part-time positions to full-time. This would allow expanded service into Enfield and Grantham, the cost of which will be covered by those municipalities. [Fire][Town of Grantham][Town of Enfield]
    - 2024 Status: One of the community nurses began full-time employment with the city and will also provide 15 hours a week to the Town of Grantham and 10 hours a week to the Town of Enfield. [Fire][Town of Grantham][Town of Enfield]
- KPI 10.2.2: Expand community outreach efforts. [Fire]
    - 2023 Status: N/A
    - 2024 Status: N/A

Strategic Objective 10.3

Provide high quality Emergency Medical response capability.

Action Plan 10.3.1: Maintain a highly trained and ready workforce. [Fire]

- KPI 10.3.1: 75% of staff will be certified at the Paramedic level. [Fire]
    - 2023 Status: Currently, 70% of staff is certified at the Paramedic Level. [Fire]
    - 2024 Status: Currently, 64% of staff is certified at the Paramedic Level. [Fire]

Action Plan 10.3.2: Utilize a robust Quality Assurance/Quality Insurance program to ensure best practice patient care. [Fire]

- KPI 10.3.2: Achieve national standards in regards to patient care benchmarks 100% of the time. [Fire]
    - 2023 Status: Matrix being developed to measure national standards in patient care. [Fire]
    - 2024 Status: LFD appointed a specific QA/QI officer to improve patient outcomes and response standards. [Fire]

Action Plan 10.3.3: Develop a response model that meets the needs and expectations of the community. [Fire]

- KPI 10.3.3: 100% of recertification and continuing education requirements provided to all staff members. [Fire]
    - 2023 Status: 100% of recertification and continuing education requirements have been obtained for the current recertification cycle. [Fire]
    - 2024 Status: 2024 Recertification training is planned and underway. [Fire]

Action Plan 10.3.4: Maintain a reliable, modern apparatus and ambulance fleet to meet response and personnel safety. [Fire]

- KPI 10.3.4: Sustain capital budget plan to replace outdated equipment. [Fire]
- KPI 10.3.4: Meet emergency response requirements 90% of the time. [Fire]

        - 2023 Status: A capital replacement plan has been approved that meets the needs of our current service delivery and supports the purchase of new ambulances on a regular schedule that reduces out of service time and high maintenance costs. The national response standard states an ambulance should arrive in less than 6 minutes from the time call for help no less than 90% of the time. Currently, we are only achieving this 40% of the time. Increased response times related to increased call volume in general and increased call volume in residential neighborhoods located in the northern part of the city which are out of the current response time capabilities. [Fire]
        - 2024 Status: Ambulance ordered in 2022 arrived in 2023. Additional ambulance ordered in 2023 and will arrive in 2025. Plans in place to keep a fourth ambulance available for expected call volume increases. Grant application approved for additional staffing which will reduce some delays in response times. Actively analyzing data for the potential addition of a third staffed fire station in the community. [Fire]

Action Plan 10.3.5: Meet emergency response requirements based on National Standards—Arrival of an ambulance to all EMS calls within 6 minutes of 911 call. [Fire]

- 2023 Status: N/A
- 2024 Status: N/A

Strategic Objective 10.4

Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.

Action Plan 10.4.1: Work with the Upper Valley Public Health to increase response capabilities to public health emergencies. [UV Public Health Network][Fire]

- KPI 10.4.1: 1 MACE activation drill annually. [UV Public Health Network][Fire]
    - 2023 Status: Working with new leadership through UVPH to develop annual training objectives. [UV Public Health Network][Fire]
    - 2024 Status: N/A

- KPI 10.4.1: Continue local partnerships to assist with vaccine and preventive health programs. [UV Public Health Network][Fire]
    - 2023 Status: Working with UVPH to assist with annual vaccine programs. [UV Public Health Network][Fire]
    - 2024 Status: Working with UVPH to maintain a public vaccination program. [UV Public Health Network][Fire]

Strategic Objective 10.5

Continue partnerships to provide Medical and Dental Care for those who cannot afford it.

Action Plan 10.5.1: Continue to provide supportive funding to the Good Neighbor Health Clinic and the Red Logan Dental Clinic to provide medical and dental care for those who cannot afford it. [Human Services][Good Neighbor Health Clinic]

- KPI 10.5.1: Provide services to low-income residents who are <250% of the federal poverty level. [Human Services][Good Neighbor Health Clinic]
    - 2023 Status: The City provided $11,040 in funding to GNHC in 2023. From July 1, 2022 to June 30, 2023, 125 Lebanon residents received medical care and 57 residents received dental care. The value of the dental care alone was more than $30,000 in FY 2023. [Human Services][Good Neighbor Health Clinic]
    - 2024 Status: The City provided $11,040 in funding to GNHC in 2024. [Human Services][Good Neighbor Health Clinic]

Action Plan 10.5.2: Continue payment in lieu of taxes agreement for property taxes with DHMC to provide medical care to the New England region for those who cannot afford it. [Dartmouth Health]

- KPI 10.5.2: Compliance with the present PILOT agreement in accordance with the provisions of state law relative to property taxes. [Finance][Dartmouth Health]
    - 2023 Status: Compliance with the present PILOT agreement in accordance with the provisions of state law relative to property taxes. The agreement took effect in 2021 with an end date in 2040. The PILOT

assesses an amount equal to approximately 10% of what would be the taxable portion of the property with an inflator of 2.5% each year and the addition of any new property to the base amount. The MIH and Community Nurse program are in addition to this amount. [Finance][Dartmouth Health]

    - 2024 Status: N/A

Action Plan 10.5.3: Develop a payment in lieu of taxes agreement for property taxes with DH regarding the Alice Peck Day Hospital and related facilities to provide medical care to the New England region for those who cannot afford it. [City Manager][Dartmouth Health]

- KPI 10.5.3: Negotiate and execute a payment in lieu of taxes agreement for property taxes with DH regarding the Alice Peck Day Hospital and related facilities by the end of 2023 for a 20-year period. [City Manager][Dartmouth Health]
    - 2023 Status: The City signed a PILOT agreement with APD/DH regarding a payment in lieu of taxes agreement for property taxes for the Alice Peck Day Hospital and related facilities in 2023 for a 20-year period. Prior to 2021, APD did not pay any property taxes. APD is now part of DH. Taxes have been assessed and paid (2022 and 2021). PILOT payment paid for 2023. [City Manager][Dartmouth Health]
    - 2024 Status: N/A

Strategic Objective 10.6

Enhance community engagement.

Action Plan 10.6.1: N/A

- KPI 10.6.1: N/A
    - 2023 Status: N/A
    - 2024 Status: N/A

Strategic Objective 10.7

Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

Action Plan 10.7.1: Create a workgroup to conduct a needs assessment regarding the broad range of public health needs in the City. Determine the feasibility and criticality of creating/expanding service levels at the local/regional level. [City Manager][Planning][City Council][UV Public Health Network][Public Health Council of the UV][Fire]

- KPI 10.7.1: Public Health Workgroup created by the end of the 1st Qtr. 2024. Needs assessment completed NLT the end of 2024. Present results to the City Council NLT the end of the 1st. Qtr. of 2025. [City Manager][Planning][City Council][UV Public Health Network][Public Health Council of the UV][Fire]
    - 2023 Status: The City does not have a Public Health Code nor does it operate a Public Health Department as is the case with the two largest cities in the State. The approach the City presently operates on is a conglomeration of services provided mostly by non-profit, state, and private entities. This model is consistent with most of the municipalities in the state. [City Manager][Planning][City Council][UV Public Health Network][Fire]
    - 2024 Status: PHW has been created along with the scope of the needed assessment. The first meeting occurred in Q1 2024. Draft contract with UV PHC to develop data, facilitate stakeholder sessions, and assist with writing the report. [City Manager][Planning][City Council][UV Public Health Network][Public Health Council of the UV][Fire]

Action Plan 10.7.2: Examine local level and regional level models to determine the organizational structure and resources needed to meet the needs identified from 10.7.1. Develop cost estimates for the delivery of those services. [City Manager][Planning][City Council][UV Public Health Network][Public Health Council of the UV][Fire]

- KPI 10.7.2: Public Health Workgroup conducts examination of local level and regional level models to determine the organizational structure and resources needed to meet the needs identified from 10.7.1. Develop cost estimates for delivery of those services NLT July 30, 2025. [City Manager][Planning][City Council][UV Public Health Network][Public Health Council of the UV][Fire]

- 2023 Status: N/A
- 2024 Status: N/A