

FINAL

**LEBANON CITY COUNCIL
WORK SESSION MINUTES
Thursday, April 25, 2024 5:30 p.m.
Council Chambers**

Remote Via Microsoft Teams: LebanonNH.gov/Live

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

MEMBERS ABSENT: Karen Zook

STAFF PRESENT: City Manager Shaun Mulholland, Deputy City Manager David Brooks, Public Works Director Jay Cairelli, Cyber Services Director Perry Eaton, Lebanon Libraries Director Sean Fleming, Human Services Director Lynne Goodwin, GIS Coordinator Mark Goodwin, Public Works Assistant Director Christopher Kilmer, Finance Director Vicki Lee, Deputy Finance Director Alesia Williams, Fire Chief/Emergency Management Director Jim Wheatley, Assistant Fire Chief Jeff Libbey, Chief Innovation Officer Melanie McDonough, Energy & Facilities Manager Tad Montgomery, Chief of Police Phillip Roberts

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

- City Manager Shaun Mulholland announced the meeting criteria for the public.

2. ANNUAL WORK SESSION (2): PRESENTATION OF DRAFT STRATEGIC PLAN OBJECTIVES

- **ECONOMIC VITALITY: (NOTE: Please refer to the detailed information regarding the Strategic Objectives and Action Plans which can be found on [pages 2-11](#), Council agenda packet.)**

Deputy City Manager David Brooks reviewed the Strategic Objectives and the Action Plans for Economic Vitality of the City and explained what was happening in the City to achieve these goals and Action Plans. There are no new objectives from last year and the Vision Statement is the same.

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

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

Council Comments:

Mayor McNamara noted he did not see specific language for the acquisition of the properties on Main Street or the issuance of the RFPs. Director Reichert explained some of the items that Planning was overseeing did not get updated in time to make it into the packet.

Councilor Liot Hill noted the DEI Commission would like to recommend another Strategic Objective (8.6) be added to include Housing, since that is a primary related issue. While we do have an entire section in Housing and Neighborhoods, adding this in parentheses (See Housing & Neighborhood Section of Strategic Plan) would let people know where to look in the Strategic Plan.

Councilor Whittlesey suggested adding to this: Innovative approaches to housing and explained his reasoning.

- **ENVIRONMENT & SUSTAINABILITY (NOTE: Please refer to the detailed information regarding the Strategic Objectives and Action Plans which can be found on [pages 12-26](#), Council agenda packet.)**

Jay Cairelli (Director Public Works), Tad Montgomery ((Energy & Facilities Manager), and Mark Goodwin (GIS Coordinator and staffs the Conservation Commission) reviewed the Strategic Objectives and Action Items for Environment & Sustainability and explained what was happening in the City to achieve the goals and Action Plans under their purview.

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.



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

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.

At the request of City Manager Mulholland, Mark Goodwin and Tad Montgomery came forth to give the following presentation (not included in Council's agenda packet) regarding the City's Greenhouse Gas Report.

City of Lebanon Green House Gas Reduction Initiatives

Annual Update
Presented to the City
Council
April 25th, 2024



History of City of Lebanon Policy Commitments and Associated Targets

• 2017 – In Support of the Paris Climate Agreement



- City Council Policy Adoption
- NH Climate Action Plan: **80% reduction of GHG emissions by 2050**

**** Ongoing interest to revisit and recalibrate targets and goals**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LEBANON, NEW HAMPSHIRE
IN SUPPORT OF THE PARIS CLIMATE AGREEMENT

WHEREAS, consensus exists among the world's leading climate scientists that global warming caused by emissions of greenhouse gases from human activities is among the most significant problems facing the world today; and

WHEREAS, documented impacts of global warming include but are not limited to increased occurrences of extreme weather events (e.g. droughts and floods), adverse impacts on ecosystems, demographic patterns and economic value chains; and

WHEREAS, the State of New Hampshire through its Climate Action Plan developed under the auspices of the Department of Environmental Services has called for a statewide **reduction of GHG emissions by 80% below 1990 levels by 2050**; and

WHEREAS, the City of Lebanon, New Hampshire, has adopted an Energy Chapter to its Master Plan as official City policy that calls for the City to be an innovative leader in energy efficiency and reliance on renewable energy; and **compliance with the goal of the New Hampshire Climate Action Plan to reduce GHG emissions by 80% below 1990 levels by 2050**;

WHEREAS, responding to climate change provides communities an opportunity to access first mover advantage in the range of products, services and know-how that transitioning to a climate-compatible future brings; and

WHEREAS, the Paris Agreement resulted in a commitment from almost every nation to take action and enact programs to limit global temperature increase to less than 2 degrees Celsius, with an expectation that this goal would be reduced to 1.5 degrees in the future;

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY OF LEBANON:

Indicates its continuing commitment to reducing GHG emissions through its implementation of its Master Plan; and

Joins other US cities and municipalities in the *Climate Mayors network* and otherwise in adopting and supporting the goals of the Paris Agreement; and

Commits to exploring the potential benefits and costs of adopting policies and programs that promote the long-term goal of GHG emissions reduction while maximizing economic and social co-benefits of such action; and

Stands ready to work with other communities and towns across the state, to provide the leadership and resources at the local level that will reduce greenhouse gas emissions, protect our most vulnerable residents from the impacts of climate change, and reap the benefits of the transition to a clean energy economy.

GHG Emissions

Scope 1

1. Stationary Combustion of Fossil Fuels ☆
2. Mobile Combustion of Fossil Fuels (Fleet) ☆
3. Solid Waste Disposal ☆
4. Wastewater Treatment ★

Scope 2

5. Building/Facility Electricity Consumption - Location-based ☆
6. Building/Facility Electricity Consumption - Market-based (optional)★

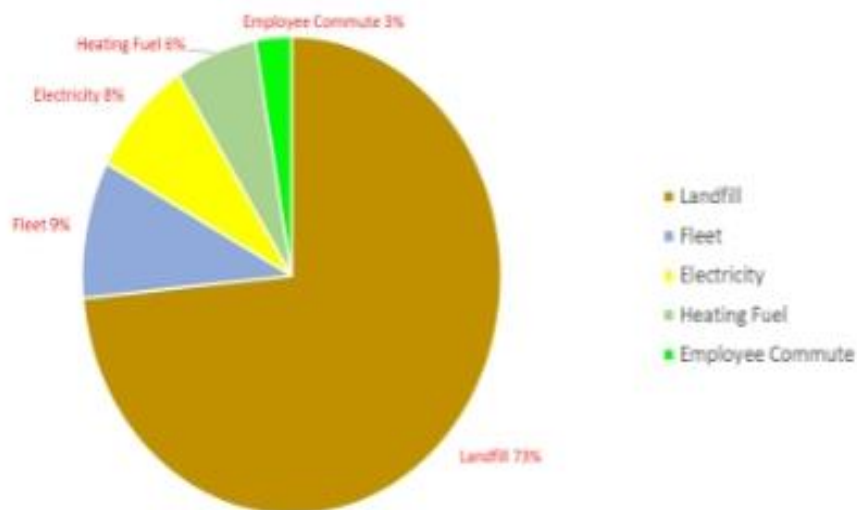
Scope 3

7. Employee Commutes ☆
8. Water Consumption in City Facilities
9. Agriculture & Land Management
10. Urban Forestry
11. Waste Generation
- + Other Additional Emission Sources (optional)

☆ Included in the Lebanon GHG inventory

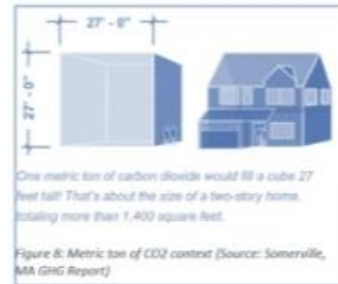
★ Potential additions to the 2024yr data assessment

2023 Emissions by Source



2015 – 2023 Comparison Local Gov. Operations (LGO)

	2015yr	2018yr	2021yr	2022yr	2023yr	% change 2015- 2023
Landfill	12,712	7,169	5,986	6,466	9,063	-28.7%
Fleet	1,067	1,169	1,117	1,087	1,146	7.4%
Heating Fuel	1,022	1,038	909	874	781	-23.6%
Electricity*	1,284	1,054	827	827	998	-22.3%
Employee Commute ^	420	429	344	344	344	-18.1%
Total MTCO₂e	16,522	10,871	9,195	9,603	12,332	-28.7%



LGO Reduction Goal Status

	2015	2018	2021	2022	2023
Total MTCO₂e	16,522	10,871	9,195	9,603	12,332

- The 80% reduction equates to CoL LGO emissions of 3,301 in 2050yr
- Requires a baseline reduction of 13,204 MTCO₂
- **4,190** MTCO₂ have been eliminated as of 2023yr; a **25%** reduction
- To hit the 80% target, an additional **9,014** MTCO₂ need to be eliminated – **how to achieve that goal?**

Landfill Data & Notes

	2015	2018	2021	2022	2023
(MTCO ₂)	12,712	7,169	5,986	6,466	9,063

Biogenic Emissions

The combustion of landfill gas, a biomass-based fuel, produces CO₂. These emissions are not included in the inventory because according to the current protocol, they are considered biogenic. Unlike the carbon in fossil fuels, biogenic carbon was recently contained in living organic matter and is included the carbon cycle.

Fugitive CH₄ emissions released from solid waste = emissions not collected & the small percent collected but not destroyed

- 40% increase from the previous year – *Why?*

Looking over the 2022 and 2023 USEPA GHG reports, the main differences are:

- An increase in the LFG collection for 2023 (from around 310 scfm to around 380 scfm); and
- An increase in downtime for 2023 (from around 70 hours to around 220 hours).

The downtime counts against the collection efficiency. The EPA calculations assume any gas that would have been collected during the downtime goes to the atmosphere.

I do not think there is an upward trend. With less downtime during 2024 (assuming a relatively steady flow rate), I would expect the GHG emissions estimate to go down (e.g., to somewhere between the estimate for 2022 and 2023).

Fleet Data & Notes

	2015	2018	2021	2022	2023	% Change 2015-2023
MTCO ₂	1,067	1,169	1,117	1,087	1,146	7.04%

Fleet Fuel: Fuel purchased at Evans (Miracle Mile), Fuel deliveries (DPW wastewater, Airport, and Landfill), and Personal Vehicle Use Reimbursement

Misc. Notes:

- Top 10 gasoline consumers include 9 police cars, and the gas consumed by building inspectors as #1 ** noting 3 cars are combined as 1
- 3 DPW O&M vehicles averaging approximately 20k+ miles a year
- Delivered diesel to the Landfill largest diesel consumption by far (assumed heavy equipment use). Delivery to Airport approximately 1/3 of the landfill but by far 2nd biggest volume
- Ambulances and Fire Engine #9 the biggest single vehicle consumers of diesel. Then a bunch of O&M vehicles, a Wastewater, and a Water vehicle

Summary Points:

- Emissions – Increased Trend
- Current COL EV Use
 - Nissan Leaf – ~4,500/yr
 - Ford F150 Lightning: ~3,507/yr
- EV Fleet offers reduction opportunities!



Heating Data & Notes

MTCO ₂	2015	2018	2021	2022	2023	% Change 2015-2023
Heating Fuel	1,022	1,038	909	874	781	-14.48%

• Random Observations:

- Fuel Oil - consumption decreases continue to be the trend

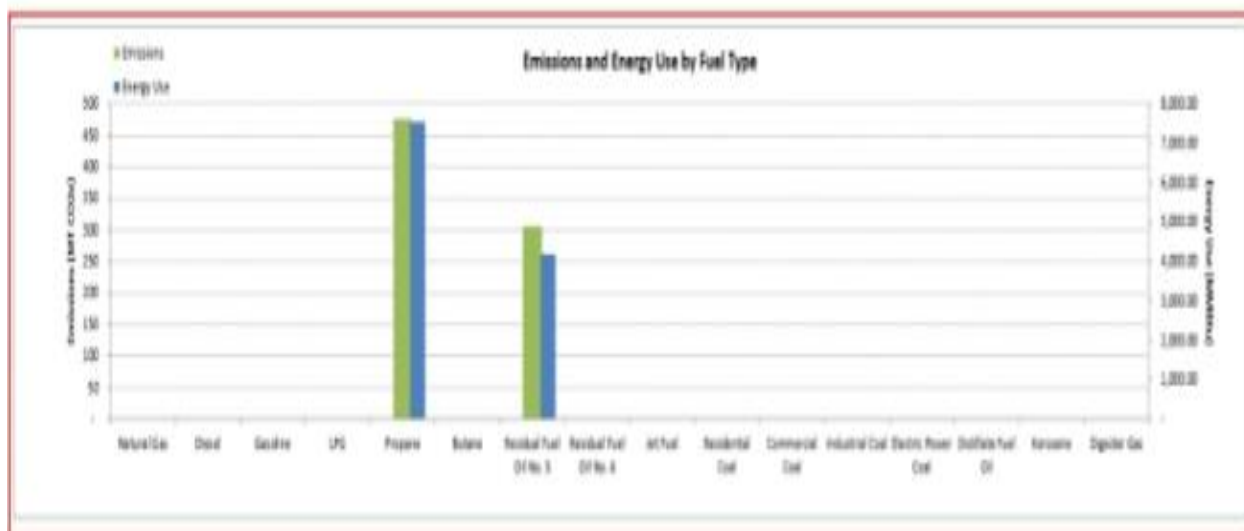
- 29,000 gallons annually = no small amount of "dirty" fuel being consumed – transition to "clean" fuel sources. Opportunities?

- Police and DPW Garage – notable decrease. Anomaly or Trend?

- Kilton- significant increase. Anomaly or Trend? ** electricity is down but propane consumption up - any correlation?

Department	Total 2015 yr	Total 2018 yr	Total 2021 yr	Total 2022 yr	Total 2023 yr	5 yr Average	2023yr %change from 5yr Avg
Airport	121	129	125	143	123	128	-4.0%
Civic-General	313	309	140	133	131	205	-36.1%
Recreation	1	1	1	5	4	3	59.2%
DPW-O&M	142	154	153	142	105	139	-24.5%
DPW-SolidWaste	68	72	75	77	73	73	0.0%
DPW-Water	52	62	53	47	44	52	-14.7%
DPW-Wastewater	105	113	148	141	128	127	0.9%
Fire	98	109	114	100	102	105	-2.8%
Library	28	32	19	11	18	22	-17.0%
Police	95	58	80	76	53	72	-26.8%
Total Stationary Combustion Emissions	1,022	1,038	909	874	781	925	-8.5%

Heating Notes – Propane & Heating Fuel Status



Fuel Type	Fuel Used	Energy Use (MMBtu)
Natural Gas	0 mcf	-
Coal	0 gal	-
Gasoline	0 gal	-
LPG	0 gal	-
Propane	81,600 gal	7,516.45
Octane	0 gal	-
Residual Fuel Oil No. 2	29,915 gal	4,308.11
Residual Fuel Oil No. 6	0 gal	-
Jet Fuel	0 gal	-
Residential Coal	0 tons	-
Commercial Coal	0 tons	-
Industrial Coal	0 tons	-
Electric Power	0 tons	-
Distillate Fuel Oil	0 gal	-
Kerosene	0 gal	-
Superior Gas	0 mcf	-
Total Stationary Fuel Consumed		11,706.56

Heating Fuel converted to Propane or different fuel source?

Heating Notes – Residual Fuel Oil Consumers

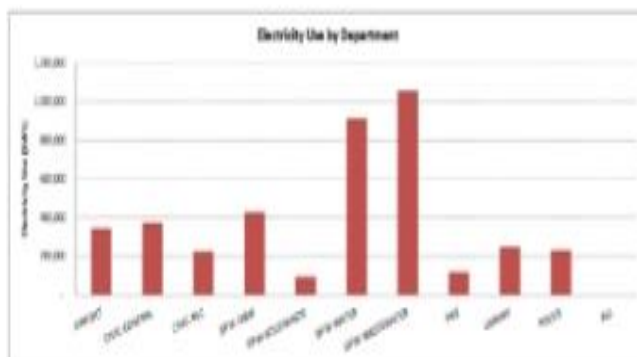
FACILITY	GALLONS
AIRPORT TERMINAL	5,712
14 NORTH MAIN ST	558
FIRE STATION 2	4,766
GAR BLDG	1,193
LANDFILL	5,807
LEBANON LIBRARY	531
WASTE WATER PLANT	11,350
Grand Total	29,916

Electricity Data & Notes

Department (kWh)	2015	2018	2021	2022	2023	% Chg 22yr-23yr
Airport	386,049	328,888	309,822	367,065	344,795	-6%
Civic - General	489,101	437,597	284,711	310,247	376,201	21%
Civic - Recreation	4,681	9,573	7,938	7,938	226,282	2751%
DPW - O&M	628,084	594,689	385,597	385,597	427,844	11%
DPW - Solid Waste	100,762	99,660	98,599	98,599	94,367	-4%
DPW - Water	1,276,063	1,041,618	854,863	897,238	914,612	2%
DPW - Wastewater	1,305,076	1,181,198	983,216	964,113	1,050,690	10%
Fire	132,230	132,172	125,945	123,998	120,329	-3%
Library	338,058	293,163	260,008	309,699	252,194	-18%
Police	301,969	306,399	339,731	272,119	233,679	-14%
Sum Total	4,962,073	4,424,957	3,690,430	3,736,613	4,049,016	8%

Misc. Data Notes

- 2023 Civic - Rec includes Storrs Hill and the Memorial Pool, prior years did not. With the omission of Storrs Hill and the Memorial Pool, there remains a notable increase (7,938 kWh 2022; 46,659 kWh 2023). Expanded facilities?



Electricity Notes

- Kilton Library 26% decrease – why? Police 15% decrease – why? Airport Terminal Building 15% decrease – why?
- Wastewater 8% increase (of a large number) – why?
- O&M Streetlight consumption decreased – more LED conversion?
- Civic General increase likely attributable to acquisition of new buildings, e.g. Winter Shelter & West Lebanon
- City Hall 10% increase – why? Increased post Covid activity?
- Pump Stations – significant fluctuations in energy consumption from year to year
- Altaria Pump Station approximately double the consumption of Cyber Services building
- LED Streetlight Conversion fully completed for non-metered streetlights

Employee Commute Notes

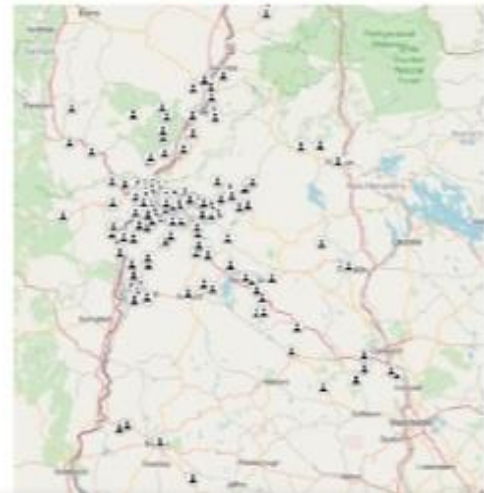
	2015	2018	2021*	2022*	2023	% Change 2018-2021
Employee Commute (MTCO _{2e})	420	429	344	344	xxx	-22.09%

* 4 Day work week Model

- Model Variables

- 12.6 mile average commute
- Approximately 227 employees
- Workdays per year for 5 day work week = 240
- Workdays per year for 4 day work week = 192

20% Reduction in MTCO_{2e} emissions per employee associated with a change to a 4 day work week



Greenhouse Gas Reductions

NEW CITY GHG
REDUCTION PROJECTS

GOVERNMENT OPERATIONS

	Metric Tons of CO _{2e}
• 2023 – Lebanon Community Power – 1,440,000 kWh est. in 2023:	325
• 2024 – Additional GHG Reduction from Streetlight Conversion:	10
• 2025 – Annual GHG Reduction from LFGTE Electricity Production:	1,565
• 2025 – Phase 3 Solar – 1,200 kW:	247
• 2025 – Additional City EV Fleet Annual GHG Reduction – Street Sweepers:	10

OTHER COMMUNITY-WIDE GREENHOUSE GAS REDUCTION PROJECTS

• Lebanon Community Power – 3% of Default Svc. users opt for 50% Renewable Energy:	231
• Lebanon Community Power – 95% of Default Svc. users opt for 34% Renewable Energy:	1,465
• Lebanon Community Power – 100% of Default Svc. users opt for 100% Renewable Energy:	11,809

Opt-Up Status in Lebanon as of 3/28/2024: Granite Plus: 0.3%, Clean 50: 1.0%, Clean 100: 3.5%

Greenhouse Gas Reductions

NEW CITY GHG REDUCTION PROJECTS

	<u>Metric Tons of CO2e</u>
GOVERNMENT OPERATIONS	
• 2023 – Lebanon Community Power – 1,440,000 kWh est. in 2023:	325
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Greenhouse Gas Reductions

LONG-TERM PLANNING

Potential City Buildings to Transition Off Fossil Fuels

	<u>Metric Tons of CO2e</u>
• Fire Station #1 – Conversion to Heat Pumps That Are Run on Renewable Electricity:	26
• Fire Station #2 – Conversion to Heat Pumps That Are Run on Renewable Electricity:	27
• DPW Garage – 100% Conversion to Heat Pumps That Are Run on Renewable Electricity:	61
• Landfill Maintenance Garage – Conversion to Heat Pumps Run on Renewable Electricity:	26
ESTIMATED MAXIMUM TOTAL:	140
Transition All Buildings Off Fossil Fuels – Total Possible Reduction:	907

Transition City Fleet Off Fossil Fuels

DEPT.	YEAR MADE	MAKE/MODEL	REPLACE WITH	YEAR TO BE REPLACED	FUEL USED PER YEAR - GAL	GHG REDUCED - MTCO ₂ e
DPW	2019	SKID STEER/LOADER - diesel	SKID STEER W/ATTACHMENTS	2028	1,380	34.5
DPW	2018	FORD F-150 EXTENDED CAB	F250 QUAD CAB WITH PLOW	2029	251	2.2
DPW	2013	FORD F250 PICKUP TRUCK	3/4 TON PICKUP W/PLOW	2023	716	6.4
DPW	2017	FORD F-150 CREW CAB	F250 4WD CREW CAB PICKUP W/ PLOW	2027	606	5.4
DPW	2014	FORD F-250	QUAD CAB F250 3/4 TON PICKUP W/PLOW	2025	572	5.1
DPW	2019	TOYOTA HIGHLANDER	FULL SIZE CAR	2029	1,000	8.9
DPW	2009	FORD TAURUS	PASSENGER	2024	129	1.1
DPW	2014	FORD FUSION	PASSENGER	2024?	93	0.8
AIR	2012	CHEVY SILVERADO 2500	SIMILAR MAKE/MODEL	2026	270	2.4
AIR	2009	CHEVY SILVERADO 3500	SIMILAR MAKE/MODEL	2029	270	2.4
AIR	2011	FORD F350	SIMILAR MAKE/MODEL	2032	270	2.4
AIR	2001	CASE 821 FRONT END LOADER - diesel	SIMILAR MAKE/MODEL	2027	1,143	11.3
AIR	2009	NEW HOLLAND TRACTOR - TV6070 - diesel	SIMILAR MAKE/MODEL	2030	1,182	12.1
REC	2011	FORD F250	ONE TON DUMP WITH PLOW	2025	200	1.8
REC	2011	FORD RANGER	F150 LIGHTNING OR EQUIVALENT	2026	600	5.3
FIRE	2015	FORD EXPLORER: FD CAR 2	EQUIVALENT EV	2025	561	5.0
FIRE	2016	FORD EXPLORER: FD CAR 3	EQUIVALENT EV	2026	219	1.9
FIRE	2017	FORD EXPLORER: FD MIH	EQUIVALENT EV	2027	317	2.8
PD	2016	RAM 1500: PD-21	EQUIVALENT EV	?	183	1.6
PD	2017	FORD EXPLORER POLICE INTERCEPTOR: PD-25	EQUIVALENT EV	2024/5	897	8.0
PD	2014	FORD TAURUS POLICE INTERCEPTOR: PD-26	EQUIVALENT EV	2026	254	2.3
PD	2016	FORD EXPLORER: PD-27	EQUIVALENT EV	2025	415	3.7
TOTAL POTENTIAL GHG OFFSET:						128

- **PUBLIC SAFETY (NOTE: Please refer to the detailed information regarding the Strategic Objectives and Action Plans for Public Safety, which can be found on [pages 27-40](#), Council agenda packet.)**

James Wheatley (Fire Chief & Emergency Management Director), Jeff Libbey (Assistant Fire Chief), Phillip Roberts (Police Chief), Alan Lowe (Police Captain), and Perry Eaton (Cyber Services Director), came forth to review the Strategic Objectives and Action Items for Public Safety and each explained what was happening in the City to achieve the goals and Action Plans under their purview.

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



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.



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.



Council/Staff Comments:

Action Plan 6.2.3: Increase code enforcement efforts: City Manager Mulholland noted there will be a cultural change in how the City will be doing Code Enforcement within the City, noting a more proactive approach will be taken with these life/safety code situations to make sure we do not have a disastrous situation where people end up being killed because enforcement was not done. City Attorney Matt Decker has worked on a streamlined process to take Code Enforcement Action in the local District Court. A new Chief Code Enforcement Officer has been hired. The goal is to make sure that property owner's buildings are safe. For the few that refuse to do that, aggressive enforcement action will take place.

In response to Councilor Sykes' question about why people's pictures are published, Police Chief Roberts stated that everything the Police Department releases is public information and further explained.

In response to Councilor Liot Hill's question regarding the policy on how the use of drones would be used, Police Chief Roberts said the Lebanon Police Department has never used drones for surveillance purposes, which they avoid at all costs. The times they deployed them in the field were for missing persons, motor vehicle accidents, or a crime scene after the fact. City Manager Mulholland also noted they were used to determine data for a parking analysis.

– **TRANSPORTATION (NOTE: Please refer to the detailed information regarding the**

Strategic Objectives and Action Plans for Transportation, which can be found on [pages 41-54](#), Council agenda packet.)

City Manager Mulholland, Carl Gross (Airport Director), and Jay Cairelli (Public Works Director) came forth to review the Strategic Objectives and Action Items for Transportation and each explained what was happening in the City to achieve the goals and Action Plans under their purview.

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.



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

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.

- **PUBLIC HEALTH (NOTE: Please refer to the detailed information regarding the Strategic Objectives and Action Plans for Public Health, which can be found on [pages 55-64](#), Council agenda packet.)**

Alan Lowe (Police Captain), Jim Wheatley (Fire Chief), and City Manager Mulholland came forth to review the Strategic Objectives and Action Items for Public Health and each explained what was happening in the City to achieve the goals and Action Plans under their purview.

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

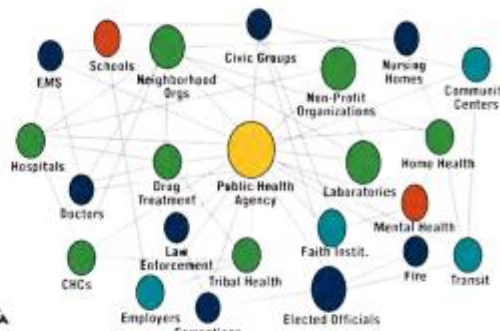
Partners

- 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

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



The meeting was adjourned at 8:11 PM.

Respectfully submitted,

Dona E. Gibson

Recording Secretary