



**LEBANON CITY COUNCIL
APRIL 24, 2025 - 5:30 PM
WORK SESSION
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

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1. Annual Work Session

A. Presentation of DRAFT Strategic Plan Objectives

- [Economic Vitality](#)
- [Environment & Sustainability](#)
- [Public Safety](#)
- [Transportation](#)
- [Public Health](#)

The City of Lebanon **DRAFT Strategic Plan** in its entirety is available at LebanonNH.gov/StrategicPlanBoard
Strategic Plan information is available at LebanonNH.gov/StrategicPlan

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

Economic Vitality

Foster economic growth and business development.

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.

Strategic Objectives

Objective 8.1: Facilitate a Vibrant, Sustainable and Resilient Economy that provides a high quality of life.

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

a. 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.

- Status: In Progress
- Updates: Planning Board is currently reviewing application procedures. The goal is to clarify submission requirements and expectations for applicants that will yield complete applications, streamline process procedures and generate a higher level of regulatory certainty for the Board and Applicants.

- Tags: Planning and Development
- Due Date: N/A

Action 8.1.2: Work with property owners and developers to facilitate projects that enhance the City's Master Plan and Strategic Objectives.

a. 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.

- Status: In Progress
- Updates: 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 11-year period with condition related to Declaration of Outdoor Recreational Activity. Council re-affirmed 11-years of 79-E tax relief in January 2025. In October 2023, City Council agreed to conditionally accept River Park Drive as a public street. A TIF District has been considered for West Lebanon Main Street area, but there is no defined public improvement to be undertaken at present. Discussions with Jay Campion regarding the Signal Park site to include recreational facilities to creating a Signal Park TIF district. Seek to implement the approved Pattern Zones policy updates. Seek to implement the 120 Corridor Study recommendations for Zoning Map and Text Amendments.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, West Lebanon Revitalization Commission, Downtown TIF
- Due Date: N/A

Action 8.1.3: Update the Economic Development Chapter of the Master Plan

a. EDC works to develop their update process with guidance of City Staff

- Status: Completed
- Updates: Complete chapter update process; Planning Board adopted chapter in March 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development
- Due Date: N/A

Objective 8.2: Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.

Action 8.2.1: Provide key leadership role in the UV/State Childcare Initiatives (CM)

a. Continue to serve on the Vital Communities Steering Committee regarding the Childcare initiative which began in 2021–2026.

- Status: Completed
- Updates: The City Manager began serving on the Vital Communities Steering Committee in August 2021. The three-year initiative was completed in 2024 with several successful outcomes while challenges still remain.
- Tags: City Manager, Vital Communities
- Due Date: 2024-12-12

Action 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 and Girls

Club of Central NH.

a. 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.

- Status: Stalled
- Updates: Project development team creating the conceptual plan started in February of 2023. Proposal approved by the City Council in December of 2023. The City received a Congressionally Directed Spending Grant from Congresswoman Kuster's office in the amount of just over \$1.6 million. Today the remaining funds needed to construct the facility have not materialized from donations. CDBG and CDFA Tax Credits can only be applied for when the donated funds are committed. There still remains a gap of \$19 million needed for the project.
- Tags: City Manager, Planning and Development, Boys and Girls Club, UV EECA
- Due Date: 2032-03-12

Action 8.2.3: Support in-home childcare providers in the Grafton/Sullivan County Region with EECA by serving as the fiscal agent for the provider support network grant.

a. The City serves as the fiscal agent in 2023–2025.

- Status: In Progress
- Updates: The City served as the fiscal agent in 2022 for the pilot grant. Will continue to serve as the fiscal agent in 2023–2025.
- Tags: Finance, UV EECA
- Due Date: N/A

Action 8.2.4: Provide fingerprinting services to childcare care provider applicants for the region to expedite the approval process for new childcare workers.

a. 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.

- Status: In Progress
- Updates: 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.
- Tags: Police
- Due Date: N/A

Objective 8.3: Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.

Action 8.3.1: Work with Grafton County Regional Development to work on ADU financing opportunities

a. Available lending programs for those wishing to build an ADU

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development
- Due Date: N/A

Action 8.3.2: Work collaboratively with UVBA, the Corporate Council and others to enhance the business climate.

a. Provide microgrants to UVBA to market the region.

- Status: Completed
- Updates: 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 a \$5,000 in ARPA funds to create the Local UV phone app in 2021.
- Tags: UV Business Alliance
- Due Date: N/A

Action 8.3.3: Program to assist minority, LGBTQ+ and woman businesses (DEI)

a. DEI has a program operational by the end of 2024.

- Status: Stalled
- Updates: DEI has begun discussions on the development of a program however no definitive plans have been developed yet.
- Tags: Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 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.

a. Minimize adverse legal appeals of any Board or Commission decision.

- Status: In Progress
- Updates: Work and education sessions are provided to board members. Process measures are under review.
- Tags: Planning Board, Conservation Commission, Heritage Commission, Planning and Development, Zoning Board of Adjustment
- Due Date: N/A

Action 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

a. Increase collection materials and programming that support small businesses in Lebanon

- Status: In Progress
- Updates: We're expanding our resources and connections
- Tags: Library, Economic Development Commission, UV Business Alliance
- Due Date: N/A

b. Collaborate with organizations such as the SBA, non profits, and local small business to assess and provide supportive materials and programming

- Status: In Progress
- Updates: EDC hosted a Small Business Workshop in October 2024 with representatives from Grafton RDC, Small Business Admin, and SCORE mentor program.
- Tags: City Manager, Economic Development Commission, UV Business Alliance
- Due Date: N/A

Action 8.3.6: Work collaboratively with UVBA and others to identify gaps in community and regional needs for potential recruitment and retention efforts.

a. Partner with UVBA to execute a regional Gap Analysis

- Status: In Progress
- Updates: Discussions under way at EDC on the need for GAP study.
- Tags: Economic Development Commission, UV Business Alliance
- Due Date: N/A

Objective 8.4: Coordinate regionally to enhance tourism opportunities in the Upper Valley

Action 8.4.1: Partner with UVBA to promote tourism in the UV

a. Provide microgrants to UVBA to promote tourism in the UV.

- Status: In Progress
- Updates: CM has provided microgrants to UVBA to create tourism opportunities tourism in the UV. The City funded the startup costs for the UV Local app with ARPA funds.
- Tags: City Manager, Economic Development Commission, UV Business Alliance
- Due Date: N/A

Action 8.4.2: Enhance tourism relative to the City's historic sites, online map, photos, videos, and on site signage

a. 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.

- Status: In Progress
- Updates: CM has provided funding (2022) to HC to create a video documentary of the history of the native populations in the City. HC developing historic signage for the NRT. This project will be grant ready in March 2025 (2025 Status Update). HC developing a story board map about the Historic Mills of downtown Lebanon.
- Tags: Heritage Commission, Planning and Development, UV Business Alliance
- Due Date: N/A

Objective 8.5: Implement opportunities for redevelopment in the four core business districts of the City.

Action 8.5.1: Implement West Lebanon Charrette Studies (PLN)

a. West Lebanon Main St. Improvements and roundabout completed NLT 2026

- Status: In Progress
- Updates: Final design underway; complete design in 2025, bid in winter 2025, begin construction in spring 2025. PLN: Environmental review complete, action plan submitted, authorization for funding from HUD (AUGR) obtained. Continued grant advancement.
- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

b. Acquisition, demolition and redevelopment of the properties located at 14, 28 and 30 Main St.

- Status: In Progress
- Updates: Property acquisition negotiated, closing completed May 2023. RFP for Main Street parcels issued March 2024 for potential redevelopment proposals. No viable responses were

received. The City is now initiating direct discussions with area firms to consider redevelopment projects.

- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

c. Support Lebanon-Hanover partnership for multimodal connectivity in Route 10 corridor, e.g., WAHG path initiative.

- Status: In Progress
- Updates: City to apply for grant-funded technical assistance to support WAHG feasibility study.
- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

d. Acquisition and development of the Westboro Yard recreational area

- Status: In Progress
- Updates: Discussion with NH DOT to acquire portions of the Westboro Railyard have been underway since at least 1999. The City 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.
- Tags: N/A
- Due Date: N/A

Action 8.5.2: Downtown Redevelopment – 20 Spencer; Village Mkt, Kleen, Parking Lots (PLN)

a. Redevelopment of 20 Spencer St. for workforce housing

- Status: In Progress
- Updates: Initial agreement with the Braverman Co. to redevelop expired in January of 2023. EDC has provided a recommendation to the CC regarding redevelopment. RF issued in 2022 with 3 respondents. EDC and Downtown TIF began work on developing the options and plan and then suspended that work to focus on 20 Spencer St. The Muse Lebanon/Tamposi selected in March 2024 as the preferred developer of 20 Spencer St based on revised RFP. Site Plan Review approval for 80-unit affordable housing project obtained from Planning Board in Sept. 2024.
- Tags: City Manager
- Due Date: N/A

b. Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space.

- Status: In Progress
- Updates: City engaged multi-disciplinary consultant team to study and assess potential issues and questions associated with redevelopment of parking lots. EDC and Downtown TIF participated with consultants and helped lead public engagement processes. Community meetings held in Sep 2024 and Feb 2025; final presentation and report anticipated in May 2025.
- Tags: City Manager, Economic Development Commission, Planning and Development, Downtown TIF
- Due Date: N/A

c. Partner with developer to develop the Village Market property.

- Status: In Progress
- Updates: City engineer evaluating developer proposal for left-turn access into Village Market property; Developer has obtained extensions of time from Planning Board.
- Tags: City Manager, Economic Development Commission, Planning and Development, Downtown TIF

- Due Date: N/A

d. Partner with developer to develop the mill property at the former Kleen Laundry site.

- Status: In Progress
- Updates: 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 11-year period with condition related to Declaration of Outdoor Recreational Activity. Council re-affirmed 11 years of 79-E tax relief in January 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, Downtown TIF
- Due Date: N/A

Action 8.5.3: Update Economic Development, Lebanon CBD, and West Leb CBD Chapters of the Master Plan

a. Boards and Commissions partner to make necessary updates to individual chapters relating to their goals.

- Status: Completed
- Updates: EDC completed update process for Chapter 6 (Economic Development) in Jan. 2025; Planning Board adopted updated Chapter as part of Master Plan in March 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

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Environment and Sustainability

This theme focuses on environmental quality and sustainable practices in our community.

Vision Statement

The City is proactive in sustainable environmental stewardship. Lebanon's Principles of Sustainability focus on seven principles. Principle #3 is Environmental Responsibility and Energy Efficiency. **Principle #3 – Environmental Responsibility and Energy Efficiency** Does the action. . . A. Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems? B. Promote and reinforce a network ("green infrastructure") of protected open space and natural areas? C. Improve energy efficiency and reduce the City's carbon footprint? D. Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth? The functions of the City government will achieve the objective of reducing its greenhouse gas emission 80% below 1990 levels by 2050. The City supports the Paris Climate Accords and the implementation of the goals of the Paris Climate Agreement. **Waste Management** The goal is to achieve zero waste. The City manages a number of waste materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where possible or dispose of the materials in an environmentally safe fashion that does not impair the public health. As technological solutions become available the City implements them to achieve the ultimate goal of eliminating waste. **Energy** The City's Master Plan outlines the City's policies regarding Energy in Chapter 13. The City implements a number of strategies to reduce the amount of energy used in the community with a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric powered vehicles and electric powered building heating sources. The 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 continues to maintain and protect. **Sustainable Development** The City continues to take initiatives through collaboration with the community and its land use regulations, planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly sustainable in terms of the health of our environment and economy and the livability and affordability of our neighborhoods and community.

Strategic Objectives

Objective 5.1: Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewable material.

Action 5.1.1: Implement pay-as-you-throw program.

a. 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%

- Status: In Progress
- Updates: Transition to purple bags for participating communities is complete, to encourage recycling. A RFID chip reader in place and improving operational practices. Anticipating an increase from local food scrap producers, quantity is unknown.
- Tags: Public Works
- Due Date: N/A

b. Incentivize recycling and food scrap collection through implementation of phase 2 of pay-as-you-throw program.

- Status: In Progress
- Updates: Implemented Plastic Film Recycling. One bale recycled in 2024.
- Tags: Public Works
- Due Date: N/A

Action 5.1.2: Implement a clothing recycling program.

a. Implement program in 2023

- Status: In Progress
- Updates: This is complete. 26.77 tons of clothing recycled in 2023. 17.05 tons recycled in 2024.
- Tags: Public Works
- Due Date: N/A

Action 5.1.3: Determine feasibility of mandatory recycling for commercial and dropped off MSW

a. Conduct a study to determine feasibility of mandatory recycling for commercial and dropped off MSW

- Status: In Progress
- Updates: Recycling Study is underway results due Q2 2025.
- Tags: Public Works
- Due Date: N/A

Action 5.1.4: Implement a Recycling Public Education Program

In cooperation with Vital Communities and curbside waste collection companies implement an enhanced public education program to increase the volume of recycling and reducing the quantity of waste disposed of in the landfill.

Objective 5.2: Managing solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life and minimizing the impact on the environment.

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

a. Monitor bi-annually concentration of PFAS/PFOA and other contaminants as they are identified

- Status: In Progress
- Updates: Testing schedule has been maintained and no new regulations have come out. A PFAS Planning study with 100% loan forgiveness has been applied for, and started. Anticipated Q3 2025 results. This will be used to assess the feasibility of treatment of the landfill leachate. The DPW is working with Fast Forward Energy to explore the possibility of a pilot project to dispose of waste using pyrolysis technology.
- Tags: Public Works
- Due Date: N/A

Action 5.2.2: Ensure wastewater is effectively treated to prevent negative environmental and public health impacts

a. Treat wastewater in compliance with all State and EPA standards.

- Status: In Progress
- Updates: The Wastewater Treatment Facility/Infrastructure has continued to be in compliance with all federal and state requirements. We received a new draft NPDES permit from USEPA which includes additional wastewater analysis.
- Tags: Public Works
- Due Date: N/A

Action 5.2.3: Enhance odor control efforts in the Riverdale neighborhood.

a. Installation of a treatment filter NLT the end of 2024.

- Status: In Progress
- Updates: Deployed in Q3 and is functioning as designed
- Tags: Public Works
- Due Date: N/A

Objective 5.3: Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.

Action 5.3.1: Permit Phase 3 and 4 of the Solid Waste Facility

a. Complete Permitting of Phase 3 and 4 of the Solid Waste Facility. Begin in 2023 and complete by 2025

- Status: In Progress
- Updates: Preliminary phase. It is in CIP with a schedule for ongoing work through 2025. Phase 3 final design underway. Phase 4 permitting application to begin Q3 2025
- Tags: Public Works
- Due Date: N/A

Action 5.3.2: Install gas wells to support future gas generation for LFGTE for future years

a. Maintain a gas flow of 350 cubic feet per minute

- Status: In Progress
- Updates: The gas flow rate is currently achieved. The LFGTE is under construction. 10 Wells planned for 2025 in conjunction with a Gas System Operation Plan being created. LFGTE plant commissioned in December 2024.
- Tags: Public Works
- Due Date: N/A

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

a. Number of violations per year

- Status: In Progress
- Updates: Remediation for 2024 violations has been completed with ongoing follow up groundwater and soil testing. The capping project is in discussion with NHDES and in CIP.
- Tags: Public Works
- Due Date: N/A

Action 5.3.4: Complete transfer station facility study for future back-up facility

a. Complete transfer station study

- Status: In Progress
- Updates: Delayed Phase 3 design approval will determine need
- Tags: Public Works
- Due Date: N/A

Objective 5.4: Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy sources by 2050.

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

a. Train City Staff in EV procurement practices.

- Status: In Progress
- Updates: DRVO tool linked to ADM 149
- Tags: Police, Public Works
- Due Date: N/A

b. Develop an Environmental Procurement Manual to accompany ADM-110 Procurement Policy by Q3, 2024 and train representatives of each City department to use it by Q4, 2024.

- Status: In Progress
- Updates: This has not been completed. EFM was eliminated prior to completion
- Tags: Public Works
- Due Date: N/A

c. 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.

- Status: In Progress
- Updates: 2025: City is sub-grantee to NHDES ETC EVCS grant currently under federal funding. Would support multiple public EVCSs in Lebanon. Workplace charger now available to City employees.
- Tags: Public Works, Planning and Development
- Due Date: N/A

d. Complete fleet transition plan for transition to electric vehicles. Note this is duplicate of 5.4.1C - implement City procurement policy transitioning to clean fuel vehicles/equip.

- Status: In Progress
- Updates: Insert fleet transition plan - prepare to apply for DERFA funds and/or direct pay 2026? 2025 status: DWP 2024: Two hybrid F-150s were added in 2024. No other changes.
- Tags: Public Works
- Due Date: N/A

e. Develop and maintain policy for staff use of municipal EV charging stations by Q2, 2024.

- Status: In Progress
- Updates: Policy ADM 151.1 EV Workplace Charging developed and implemented.
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

Action 5.4.2: Reduce energy use and transition buildings and fleet to non-fossil fuel sources.

a. Utilize Grants and IRS Direct Pay Tax Credits to subsidize solar, EV, EVCS, biogas (LFGTE) projects.

- Status: In Progress
- Updates: Seeking funds through NH Climate Action Plan, Climate Pollution Reduction Grants, Direct/Elective Pay, Energy Efficiency and Conservation Block Grants, and others. Researching other cities' building decarbonization plans. Note: federal funding much currently frozen, expect direct pay.
- Tags: Public Works, Planning and Development
- Due Date: N/A

b. Implement recommendations from energy audits

- Status: In Progress
- Updates: LED lighting was added to the DPW highway garage. DPW admin in 2024 and is being scoped/converted/retrofitted at other city buildings. Kilton Library, water and wastewater are scheduled for 2025.
- Tags: Public Works
- Due Date: N/A

c. Phase III solar projects operational by the end of 2024.

- Status: Stalled
- Updates: This project is presently on hold due to the uncertainty of federal funding and tax credits at this time.
- Tags: Public Works
- Due Date: N/A

Action 5.4.3: Monitoring of GHG emissions & Proposals for additional efforts to reduce emissions

a. Provide periodic report to City Council (PLN suggested edit - combine this with the following KPI)

- Status: In Progress
- Updates: Landfill is the biggest producer of GHG due to operation. Lebanon waste accounts for 50% of the materials processed, the participating 22 communities add to GHG emissions.
- Tags: Planning and Development
- Due Date: N/A

b. Quantify COL GHG emissions and proposed reductions from pending efforts in the context of the 80% reduction goal

- Status: In Progress
- Updates: 2025: Finalize and implement grant agreement with NHDES for Municipal Solar grant (\$107,000 for Lebanon Fire Station 1 grant (currently frozen)). 2026: Prepare Direct Pay registration for Winter 2027 tax filing.
- Tags: Public Works, Planning and Development
- Due Date: N/A

Objective 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.

Action 5.5.1: Reduce electric use and fossil fuels.

a. Measure percentage of buildings on their way to 100% renewable or transitioning.

- Status: In Progress
- Updates: UNH Intern hired summer 2024 to document multi-unit buildings in City and their energy use. LEAC, Planning Office. Project is concluded. Project yielded significant increase in housing GIS data.
- Tags: Planning and Development
- Due Date: N/A

b. Seek funding for a weatherization/insulation, heat pump program for multi-unit housing.

- Status: In Progress
- Updates: CPRG grant application submitted. Assist with multi-unit energy transition. Grant was not awarded due to high demand.
- Tags: Planning and Development
- Due Date: N/A

Action 5.5.2: Through collection development and programming, increase awareness and access to renewable energy resources and information

a. Development of mobile e-bike lending program

- Status: In Progress
- Updates: N/A
- Tags: Library, Sustainable Lebanon
- Due Date: N/A

b. Seek out and promote renewable energy experts

- Status: In Progress
- Updates: N/A
- Tags: Library, Sustainable Lebanon
- Due Date: N/A

c. Increase the libraries' collection of resources on renewable energy

- Status: In Progress
- Updates: N/A
- Tags: Library
- Due Date: N/A

Action 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.

a. Make local or regional renewable electricity the cheapest and therefore default option for PCNH/CLP.

- Status: In Progress
- Updates: 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.
- Tags: PCNH
- Due Date: N/A

b. Encourage and measure the number of electric customers who have opted to choose greener power through CPNH.

- Status: In Progress
- Updates: As of the end of 2024, ___% of Lebanon electric customers have opted up to greener electricity through CPNH.
- Tags: PCNH
- Due Date: N/A

Action 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.

a. Measure the number of carshare programs contacted and proposals received by potential implementers.

- Status: In Progress
- Updates: N/A
- Tags: Electric Vehicle Subcommittee
- Due Date: N/A

b. Talk with landowners about potential to host a public EVCE on their properties. Measure the number of education events held and number of EV chargers installed.

- Status: In Progress
- Updates: N/A
- Tags: Electric Vehicle Subcommittee
- Due Date: N/A

Action 5.5.5: Support existing multi-unit housing developments to install EV charging stations.

a. Develop a proposal for solar-powered electric charging stations.

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development
- Due Date: N/A

Action 5.5.6: Explore and support the installation of public electric charging stations where reasonable.

a. Submit a request to the City Council for Municipal EVCS zoning legislation. Legislation proposal/legislation that would allow the City to reduce or eliminate EVCE project risk to property owner. Lead: Deputy City Manager, LEAC, DPW

- Status: In Progress
- Updates: Legislation filing date is in September. City legal team can help craft language and perhaps seek municipal co-sponsors.
- Tags: Planning and Development
- Due Date: N/A

b. Research the efforts of other municipalities with GHG inventories and compile their robust examples by end of Q4 2024. Present a proposal and budget to City Manager.

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development

- Due Date: N/A

Action 5.5.8: Update the Energy Chapter of the Master Plan

a. Develop a Chapter 13, Master Plan update process with LEAC with support from Planning & DPW staff.

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development
- Due Date: N/A

Action 5.5.9: Update the Community Facilities and Services Chapter of the Master Plan

a. Develop a Chapter update process with a Citywide working group with support from Planning, Library Board, DPW staff

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development, Library Board
- Due Date: N/A

Action 5.5.10: Promote benchmarking of annual consumption of energy for commercial and multi-family residential properties

a. Identify and educate property owners on the DOE benchmarking manager software

- Status: Planned
- Updates:
- Tags: Lebanon Energy Advisory Committee
- Due Date: N/A

Objective 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.

Action 5.6.1: Work with the Upper Valley Land Trust to expand the Signal Hill Conservation Property Boundary

a. Existing Conservation Easement extended to annexed property

- Status: In Progress
- Updates: UVLT to work with Planning to present proposal and facilitate transaction, including ConCom
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

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

a. Conservation Easement executed and recorded

- Status: In Progress

- Updates: Dialogue established with UVLT. Evaluation to be conducted, including cost proposal
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.6.3: Research and evaluate Lebanon participation in the NH F&W; doe harvest program

a. Summary findings generated by the Lebanon ConCom and presented to the CM/CC

- Status: In Progress
- Updates: Hanover Forest Health Program Launched. Deer browse and solutions to be assessed
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.6.4: Promote tree health and vibrancy, and provide tree shade along documented heat island areas.

a. Conduct citywide urban tree inventory

- Status: In Progress
- Updates: A computer application has been created and several identification seminars have been conducted. 2025– A tree inventory app has been produced and continues to be developed using newly available resources
- Tags: Public Works, Conservation Commission
- Due Date: N/A

b. Complete Heat Island Project and create Master Plan for Tree Plantings and Maintenance.

- Status: In Progress
- Updates: New heat island mapping resources have become available. These can be utilized to create an updated map. 2025: Heat Island map has been produced and in progress as tree planting/purchasing progresses. A Master Tree Plan is in progress
- Tags: Public Works
- Due Date: N/A

c. Hire tree warden/arborist

- Status: In Progress
- Updates: The Tree Warden vacancy has been filled
- Tags: Public Works
- Due Date: N/A

d. Complete annual tree planting throughout Lebanon. Goal of 25 planted in spring and 25 in fall

- Status: In Progress
- Updates: 2025– A Tree Management Plan was passed in 2024. Planted 42 trees throughout Lebanon in 2024.
- Tags: Public Works
- Due Date: N/A

Objective 5.7: Maintain and highlight the City's conservation resources.

Action 5.7.1: Host Wild About Lebanon program events.

a. Four events held annually.

- Status: In Progress
- Updates: March 1 First WAL Event scheduled (Signal Hill)
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

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

a. Two new Property Kiosks; 25 new trail signs.

- Status: In Progress
- Updates: Next phase of trail signage to be installed during the seasonal period when the Conservation Ranger is employed. Ranger to coordinate with DPW on the installation of the signs currently in inventory and needing installation.
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

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

a. Three infrastructure enhancement projects.

- Status: In Progress
- Updates: Next phase of trail bridges to be installed during the seasonal period when the Conservation Ranger is employed. Goodwin Bridge is on-hold awaiting design and possible resubmission to the NH Trails Grant Program
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.7.4: Conduct citywide tree inventory

a. Implement a version of the NH Big Tree Program by Fall 2025.

- Status: In Progress
- Updates: This project was scheduled for 2024 and now is scheduled for 2025. Several new trees have been identified. Training for tree identification needs to be completed in the spring.
- Tags: N/A
- Due Date: N/A

Objective 5.8: Protect the water resources within the City.

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

a. Track number of dissemination efforts and estimate number of residents receiving such; provide report to the Conservation Commission

- Status: In Progress
- Updates: Mascoma Watershed Project initiated with public communication strategies to be included
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.8.2: Innovative stormwater regulations existing in the Site Plan Review Regulations to be migrated to the Subdivision Regulations as appropriate

a. Stormwater section added to Subdivision Regulations

- Status: In Progress
- Updates: Draft regulations in progress - includes updates to site plan stormwater regulations adopted and last amended in 2016; findings to be presented to Planning Board by end of 2025
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.8.3: Host bi-annual Mascoma River clean-up

a. Event held between June and August

- Status: In Progress
- Updates: Scheduled for July(?) 2026 with Lebanon Rotary.
- Tags: Conservation Commission, Planning and Development, Lebanon Rotary
- Due Date: N/A

Objective 5.9: Protect the wildlife, aquatic organisms and plants from the impacts of human activity and climate change.

Action 5.9.1: Conduct review of existing steep slope regulations

a. Evaluate desirability of amending/expanding Zoning Ordinance Steep Slope regulations; present summary findings to the Lebanon Planning Board and Conservation Commission

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

b. Adopt amended/expanded steep slope zoning regulations in 2025

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.9.2: Examine the applicability of a Vernal Pool overlay district

a. Evaluate desirability of adopting Zoning Ordinance vernal pool regulations; present summary findings to the Lebanon Planning Board and Conservation Commission

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

b. Adopt vernal pool zoning regulations in 2025

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.9.3: Implement recommendations from the wildlife corridor plans

a. fence sections on Mt Support road removed

- Status: In Progress
- Updates: Request to be forwarded to CM(?) or DPW(?)
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

b. Pursue wildlife underpass design and funding on Route 120

- Status: In Progress
- Updates: 4/2024 communication with UVLSRPC to share the concept / opportunities, with the RPC who are likely to be exposed to funding and/or scheduled construction opportunities, i.e. future partnering for implementation
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

c. Amend Site Plan Review Regulations to add protections for wildlife corridors

- Status: In Progress
- Updates: drafting underway; proposed edits to Site Plan Review Regs to be presented to Planning Board mid summer
- Tags: Planning Board, Planning and Development
- Due Date: N/A

Action 5.9.4: Host Amphibian Crossing Program

a. # of volunteers that participate in amphibian Big Nights

- Status: In Progress
- Updates: 2025 Big Night Alerts broadcast; materials hosted on ConCom web page
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Public Safety

Ensure community safety through effective police and emergency services.

Vision Statement

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

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

Code Enforcement: The City has adequate life safety codes that reduce the risk of injury or death and protect property. The City effectively educates the public regarding these regulations and takes proactive steps to address violations. **Crime Prevention and Response:** The City takes proactive steps to reduce the amount of, severity of, and the impacts of crime. Residents and visitors in the City have a quality of life and can pursue and obtain the fullest benefits from their domestic, social, and economic lives without fear or hindrance from crime and disorder. The City is able to respond to criminal incidents proactively, quickly and effectively. The City is able to respond to hate crimes proactively, quickly, and effectively in coordination with the NH Department of Justice. **Domestic and Sexual Violence:** The City in partnership with other entities leads efforts to protect and assist victims of sexual, domestic and gender based violence. **Cyber Security:** The City's cyber infrastructure and protected information are secure from hacking, damage, or destruction, and other disruptions. **Traffic Safety:** The City takes a multi-pronged approach to addressing safety on City streets, sidewalks, greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents and 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.

Strategic Objectives

Objective 6.1: Enhance Emergency Management capability regarding Planning for, Preparing for, Responding to, Recovery from and Mitigation of Disasters.

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

a. 100% of all employees have received ICS 100, 200 and 700 training.

- Status: In Progress
- Updates: As new employees are hired in the city each department coordinates necessary ICS training. The Lebanon SAU is also maintaining basic ICS training for most employees.
- Tags: Fire
- Due Date: N/A

b. 100% of division leaders and managers receive ICS 300 training.

- Status: In Progress
- Updates: We are working to obtain the train the trainer to be able to deliver ICS 300 training in house. Upon completion of that we will offer ICS 300 training to any current or new division leaders who need it. Currently 90% of all division leaders have ICS 300 training.
- Tags: Fire
- Due Date: N/A

Action 6.1.2: Develop and facilitate annual city-wide training for emergency management including annual drills that effectively exercise all Emergency Staff Functions (ESFs) of the Emergency Operations Center.

a. Conduct one citywide emergency management drill annually.

- Status: In Progress
- Updates: Shelter Manager training was completed in the winter of 2024. A walk through of the Shelter (Lebanon High School) was completed in the summer of 2024. We are currently working with the SAU to schedule a setup of the shelter during the summer of 2025.
- Tags: Fire, Police, SAU88
- Due Date: N/A

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

a. Develop a self-sustainable shelter plan to include a deployable shelter trailer and MOU's with external assets for resource allocation during disaster response.

- Status: In Progress
- Updates: The City has secured a grant from HSEM for the purchase of a shelter trailer to more rapidly set up the emergency shelter. In addition, we have secured funds for a pet shelter for those individuals with pets that are forced to evacuate their homes.
- Tags: Fire
- Due Date: N/A

b. Develop a Continuity of Operations/Government Plan to ensure government operations in the event of a catastrophe.

- Status: In Progress
- Updates: The Fire Department is determining the cost of contracting with a consultant to develop both plans. The FD will submit an application by the end of Q4 2025 through the Emergency Management Planning Grant program administered by NH HSEM.
- Tags: Fire
- Due Date: N/A

Action 6.1.4: Review and update the Community Facilities and Services chapter of the Master Plan.

a. Develop a Chapter update process with a City wide working group with support from Planning and DPW staff

- Status: In Progress
- Updates:
- Tags: Fire, Public Works, Lebanon Energy Advisory Committee, Police, Recreation, Arts, and Parks, Planning Board, Planning and Development
- Due Date: 2027-12-31

Objective 6.2: Enhance Code Enforcement efforts.

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

a. 100% of inspections completed in high-life hazard multi-unit apartments.

- Status: In Progress
- Updates: We have launched an annual inspection program for all multi-unit apartment buildings in city. The inspections are coordinated with property owners and managers and designed to collectively identify life safety hazards with a collaborative plan for remediation.
- Tags: Fire, Planning and Development
- Due Date: N/A

Action 6.2.2: Provide initial inspection and follow up inspections for all place of assemblies.

a. 100% of all open inspection violations will be closed within 12 months of initial notice

- Status: In Progress
- Updates: N/A
- Tags: N/A
- Due Date: N/A

b. 100% of all places of assembly permits are inspected annually.

- Status: In Progress
- Updates: 2025 100% of place of assembly inspections are being completed.
- Tags: N/A
- Due Date: N/A

Action 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.

a. Lower the number of incomplete or late permit applications.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Planning and Development
- Due Date: N/A

Action 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.

a. Bring compliance efforts to the forefront of support staff and inspector's duties. Raise the level of interdepartmental coordination on complex Enforcement cases.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Planning and Development
- Due Date: N/A

Objective 6.3: Maintain a proactive Traffic Safety Program.

Action 6.3.1: Generate monthly hotspot reports on motor vehicle collisions and motor vehicle violations.

a. Reduce traffic collisions by another 1% 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.

- Status: In Progress
- Updates: In 2024, a total of 729 MV Collisions (Motor Vehicle) occurred, while in 2023, a total of 745 MV Collisions occurred. This is a 2.14% decrease. Along with 2023's 2.2% decrease, for a total of 4.36% decrease over the past two years. Total MV Collisions w/ Injury: 2022: 83 2023: 72 2024: 69 Total MV Collisions w/out Injury: 2022: 681 2023: 675 2024: 660
- Tags: Police
- Due Date: N/A

Action 6.3.2: Employ interactive speed signs as a traffic calming measure.

a. Continue to deploy interactive speed signs to collect data for future analysis for traffic calming measures and work with other City departments to identify safety concerns and solutions.

- Status: In Progress
- Updates: In 2024, we conducted 11 traffic studies. These studies were used to assist LPD, DPW, and the Planning Dept. in determining traffic and pedestrian related issues.
- Tags: Police
- Due Date: N/A

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

a. Due to staffing levels we have not been able to dedicate a full-time traffic enforcement unit. However, we will continue to utilize the resources that we currently have to address problem areas on the rail trails, greenway, and other high traffic pedestrian areas.

- Status: In Progress
- Updates: As LPD staffing levels improve, we will evaluate dedicating a full-time Traffic Enforcement Officer. Staffing levels have not allowed us to fill this position.
- Tags: Police
- Due Date: N/A

Objective 6.4: Maintain a proactive Crime Prevention and Response Program.

Action 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.

a. 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.

- Status: In Progress
- Updates: N/A
- Tags: Police
- Due Date: N/A

b. 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%. In 2024, foot patrols increased by 7.6%. In 2023, there were 710 foot patrols and in 2024, there were 764 foot patrols.

- Status: In Progress
- Updates: 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.
- Tags: Police
- Due Date: N/A

Action 6.4.2: Continue to maintain anonymous reporting, such as phone and online.

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

a. Continue to explore citizen engagement software. Set up demonstrations for potential software purchases in the next year.

- Status: In Progress
- Updates: In 2024, will explore further in researching additional citizen engagement software. Currently, we were unable to find software that fiscally responsible that met the City's needs.
- Tags: Police
- Due Date: N/A

Action 6.4.4: Utilize the most advanced technology for crime prevention and detection.

a. Continue to explore expanding City video surveillance systems on City owned property.

- Status: In Progress
- Updates: The City received demonstrations on portable video surveillance equipment, but it was determined that it is not financially reasonable at this point in time.
- Tags: Police
- Due Date: N/A

b. Continue to expand the use of the Drone Program by getting more Officers certified so that the drone is available on all shifts. In 2024, a second drone was added, which greatly increases our resources that are available for search and

rescue and public safety related matters.

- Status: In Progress
- Updates: In 2023, an additional Licensed Pilot was added to the Drone Program. Currently, there are two Licensed Drone Pilots. In 2025, we will be seeking to add one or two more pilots.
- Tags: Police
- Due Date: N/A

Objective 6.5: Maintain an effective Fire Prevention effort and Fire Suppression capability.

Action 6.5.1: Improve public education and fire safety programs for kindergarten through 2nd grade students.

a. 100% of all kindergarten through 2nd grade students in Lebanon will receive fire safety education.

- Status: In Progress
- Updates: A formalized curriculum is being adopted for fire prevention delivery in kindergarten and first grade students.
- Tags: Fire
- Due Date: N/A

Action 6.5.2: Increase security of fire alarm system through research.

a. Determine a funding plan to replace the current municipal fire alarm circuit with a radio box system.

- Status: In Progress
- Updates: LFD and the Lebanon Cyber Services Division have contracted with a fiber vendor to provide annual maintenance and evaluate current and anticipated capacity needs.
- Tags: Fire
- Due Date: N/A

Action 6.5.3: Provide high quality accessible facilities for employees, new station construction to support a full facility department plan.

a. Increased space for equipment, apparatus storage and additional employee workspace and separation of contaminated equipment storage and clean space.

- Status: In Progress
- Updates: Construction has started with an anticipated completion date of February of 2026.
- Tags: Fire
- Due Date: N/A

Action 6.5.4: Implement employee safety and wellness program.

a. Develop a comprehensive psychological and physical wellness program for first responders.

- Status: In Progress
- Updates: N/A
- Tags: Fire
- Due Date: N/A

b. 100% of Fire Department employees participating in physical and mental wellness programs.

- Status: In Progress
- Updates: All employees completed annual NFPA 1582 physicals to include high risk cancer screenings. All members attend annual mental health check-ins as well as quarterly training from our mental health team. We have an active peer support team who is available to all city departments.
- Tags: Fire
- Due Date: N/A

c. All Fire Department employees are undergoing annual occupational cancer screenings.

- Status: In Progress
- Updates: N/A
- Tags: Fire
- Due Date: N/A

Action 6.5.5: Hire new staffing to meet community needs and national response standards.

a. 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.

- Status: In Progress
- Updates: N/A
- Tags: Fire
- Due Date: N/A

Objective 6.6: Enhance multi-modal transportation safety through prevention, education, enforcement and infrastructure improvements.

Action 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.

a. Have designated assigned patrols during appropriate seasons to the rail trails, greenway, and other high traffic pedestrian areas.

- Status: In Progress
- Updates: In 2024, there was a total of 68 Bicycle Street Calls, while in 2023, there were a total of 220 Bicycle Street Calls. This is a 69.1% decrease. We saw a significant decrease based on demands being placed on our staff and other areas. We also had two certified bike Officers leave the Department, as well as several others were promoted through the ranks. In 2025, we are seeking to add a couple of more Officers to the Bicycle Unit.
- Tags: Police
- Due Date: N/A

b. Maintain participation in the New Hampshire Highway Safety Traffic Grant Programs.

- Status: In Progress
- Updates: In 2025, we will continue to look for new opportunities to engage our community.
- Tags: Police
- Due Date: N/A

c. Take part in Educational Programs as they are available.

- Status: In Progress
- Updates: In 2025, we will continue to participate in the Walk and Bike to School events. We will also continue to search for a Crossing Guard at the Middle School.
- Tags: Police
- Due Date: N/A

Action 6.6.2: Public education on pedestrian and bicycle safety.

a. Take part in Walk and Bike to School Program in the Spring and Fall.

- Status: In Progress
- Updates: In 2024, Ped-Bike will be hosting Ways to Go (Curb the car day), partaking in Bike to School events, and post educational flyers on trail bulletin boards, and educational articles on LebNews.
- Tags: Pedestrian and Bicyclist Advisory Committee
- Due Date: N/A

Action 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.

a. Develop scope and apply for a Safe Streets for All Planning and Demonstration grant during the 2024 funding cycle.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Police, Planning and Development
- Due Date: N/A

Action 6.6.4: Implement Complete Streets policy through interdepartmental review and implementation in applicable city infrastructure projects.

a. PBAC to update the Complete Streets Policy over the course of 2024.

- Status: In Progress
- Updates: PBAC presents updated Complete Streets Policy to Planning Board and Council by the end of 2025. (See 7.5.3) (2025 Status Update)
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Planning and Development
- Due Date: N/A

b. Amend Site Plan and Subdivision Regulations for consistency with updated Complete Streets Policy.

- Status: In Progress
- Updates: Once updated Complete Streets policy is adopted, evaluate Site Plan and Subdivision Regulations for consistency with Complete Streets policy and present findings to Planning Board (2025 Status update)
- Tags: Planning Board, Planning and Development
- Due Date: N/A

Action 6.6.5: Renew Lebanon's Bike friendly community designation.

a. Gather information needed for application from various departments.

- Status: In Progress
- Updates: N/A
- Tags: Pedestrian and Bicyclist Advisory Committee, Police, SAU88, Planning and Development
- Due Date: N/A

Objective 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.

Action 6.7.1: Enhance Cyber Crime Unit capabilities.

a. Add a full-time computer forensic position.

- Status: In Progress
- Updates: N/A
- Tags: Police
- Due Date: N/A

b. Continue to provide up-to-date training for Cyber Crimes Officers and by adding 2 additional Officers.

- Status: In Progress
- Updates: In 2023, an additional 3 Officers were added to the CCU Program. These Officers received further training that will continue into 2025. In total, there are 9 Officers in the CCU Program.
- Tags: Police
- Due Date: N/A

Action 6.7.2: Conduct computer forensic analysis in accordance with industry best practice.

a. Continue to ensure the Police Department has the most up to date hardware and software needed to properly investigate cyber crimes.

- Status: In Progress
- Updates: Continue to expand our software suites as cyberspace continues to evolve. Thus far in 2025, we have purchased a forensic suite that allows Officers to preview content as its being extracted, which will decrease the overall time to process cases. We have expanded into crypto currency blockchain software.
- Tags: Police
- Due Date: N/A

Action 6.7.3: Conduct community engagement awareness to educate residents and businesses on cyber related offenses.

a. Continue to develop and teach cyber safety programs in Lebanon Schools, senior citizen gathering places, and by holding quarterly forums.

- Status: In Progress
- Updates: We have exceeded the goals for 2024 by conducting 10 presentations. We have several presentations scheduled and we will continue towards that goal in 2025.
- Tags: Police
- Due Date: N/A

Action 6.7.4: Continue to enhance the city's Cyber Security Posture.

a. Create a formal Cyber Security training program.

- Status: In Progress
- Updates: Cyber Security Training was created March of 2024
- Tags: Cyber Services
- Due Date: N/A

b. Create a Cyber Security tabletop exercise for city departments

- Status: In Progress
- Updates: Cyber Security tabletop exercises were performed fall of 2023 and will continue each year.
- Tags: Cyber Services
- Due Date: N/A

c. Continue 3rd party review os systems

- Status: In Progress
- Updates: 3rd party review occurred in January 2024 and February 2025. We will continue to have periodic reviews.
- Tags: Cyber Services
- Due Date: N/A

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Transportation

Develop and maintain efficient transportation systems.

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.

Strategic Objectives

Objective 7.1: Public Transit: Support the maintenance and expansion of public transportation availability and use in the Upper Valley.

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

a. Advocate for Advance Transit to conduct micro-transit pilot project to test feasibility. Work with AT to obtain grant funding for the micro-transit feasibility project.

- Status: In Progress
- Updates: Limited service presently provided by Uber, Lyft and taxi services. AT reviewing the micro-transit concept and determining whether to conduct a pilot project.
- Tags: City Manager, Advance Transit
- Due Date: N/A

b. Support City representation on Advance Transit Board

- Status: In Progress
- Updates: Senior Planner Serving on Advance Transit Board 2018–present (2025)
- Tags: Advance Transit
- Due Date: N/A

c. Expand service to the Rt. 12A area on Saturdays and into the evening hours during the week for shoppers and workers.

- Status: Completed
- Updates: Night and weekend service Pilot project completed in 2024. Fully operational in 2025.
- Tags: Advance Transit
- Due Date: N/A

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

a. 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.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

b. ☐ education events conducted.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

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

Objective 7.2: Airport: Support efforts to maintain Essential Air Service

Action 7.2.1: Market local service availability.

a. Work with Cape Air on TV and print campaign the local region and activities therein.

- Status: In Progress
- Updates: Advertise in/on local media during the period of the current EAS contract to promote airline services. Contract issued for weekly advertising in print and on visual media channels for spring, summer, and fall. Contract for television media adjusted to provide better coverage during weekly programming.
- Tags: Airport
- Due Date: N/A

b. Advertise airport services in regional media.

- Status: In Progress
- Updates: Contract issued for weekly advertising in print and on visual media channels for spring, summer, and fall.
- Tags: Airport
- Due Date: N/A

Action 7.2.2: Work with consulting firm to plan electric aircraft charging stations.

a. Develop estimate of infrastructure needs.

- Status: In Progress
- Updates: Letter of interest submitted for the airport to participate in the revised Voluntary Airport Low Emissions program. A pre-application was filed with FAA to express interest in using VALE grant funding for electrical infrastructure under new funding rules passed by Congress.
- Tags: Airport
- Due Date: N/A

Action 7.2.3: Install infrastructure needed for charging.

a. Design and installation of transformers and chargers.

- Status: In Progress
- Updates: Timeline 2025–2026. Once the power needs are determined the design and installation will occur.
- Tags: Airport
- Due Date: N/A

Action 7.2.4: Air Service Market Study.

a. Funding for study by FAA entered into airport CIP program.

- Status: In Progress
- Updates: Entered into airport CIP program for FY 2029. Programmed for federal FY 2029.
- Tags: Airport
- Due Date: N/A

b. Apply data from study to drive an increase in passenger traffic.

- Status: In Progress
- Updates: The electric aircraft program the Cape Air is participating in has been delayed due to aircraft redesign.
- Tags: Airport
- Due Date: N/A

Objective 7.3: Airport: Support efforts to maintain general aviation.

Action 7.3.1: Development of Plans to support infrastructure for electric powered aircraft.

a. Determine power grid requirements for charging aircraft in design and testing phases.

- Status: In Progress
- Updates: A pre-application was filed with FAA to express interest in using VALE grant funding for electrical infrastructure under new funding rules passed by Congress.
- Tags: Airport
- Due Date: N/A

b. Implement alternative energy generation at airport.

- Status: In Progress
- Updates: N/A
- Tags: Airport
- Due Date: N/A

c. Install transformers needed to charge electric aircraft.

- Status: In Progress
- Updates: N/A
- Tags: Airport
- Due Date: N/A

d. Estimated aircraft certification date is 2028.

- Status: In Progress
- Updates: Estimated aircraft certification date is 2028.
- Tags: Airport
- Due Date: N/A

Action 7.3.2: Rehabilitate general aviation aprons

a. Rehabilitate South and Echo aprons

- Status: In Progress
- Updates: An airport consultant has inspected the apron and is developing costs estimates for the FAA. The goal is to have plans and specifications ready for bid in early 2026. BIL funding.
- Tags: Airport
- Due Date: N/A

b. Rehabilitate of aprons programmed into NH DOT CIP for FY 2026–2027. Program may slip one or two years depending.

- Status: In Progress
- Updates: N/A
- Tags: Airport
- Due Date: N/A

Action 7.3.3: Enhance GA storage capacity based on need

a. BIL funding to construct additional 10 bay T-hangar

- Status: In Progress
- Updates: Estimated cost to construct hangar is between \$3.1M and \$3.2M. Engineering services will be engaged in summer 2025 to have RFB ready in Spring 2026.
- Tags: Airport
- Due Date: N/A

b. Install electric chargers based on need.

- Status: In Progress
- Updates: N/A
- Tags: Airport
- Due Date: N/A

c. Cape Air electric aircraft scheduled for service

- Status: In Progress
- Updates: N/A
- Tags: Airport
- Due Date: N/A

Action 7.3.4: Market general aviation services

a. Market airport's general aviation service

- Status: In Progress
- Updates: Marketing budget has been reduced. Airport marketing will be targeted to local markets. New logo created in 2024 to be used in marketing. Web page redesign continuing in 2025. This will continue through 2026 based on the comments received as the redesign progresses.
- Tags: Airport
- Due Date: N/A

Objective 7.4: Pedestrian and 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 7.4.1: Develop a Trail Condition Index (TCI) and establish minimum standard

a. Develop a maintenance needs assessment and maintenance plan for the Mascoma Greenway and NRT to include bridges, drainage and slope maintenance.

- Status: In Progress
- Updates: Master Plan will be developed for NRT long term maintenance that will include condition assessments. Grant funding to redeck the remaining 3 bridges has preliminary approval for Fall 2025.
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.2: Develop a trail maintenance plan in order to ensure that TCI of MRG and NRT is maintained to the standard

a. 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 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.

- Status: In Progress
- Updates: NH DOT is still stalling on approving the Surface Transportation Board (STB) Abandonment filing. No design work begins until STB approval. Powerhouse Mall alignment design work began Winter 2025.
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.3: Maintain existing sections of the Mascoma Greenway and Northern Rail Trail

a. Repair of sections of the retaining wall on the NRT near Payne Rd.

- Status: Planned
- Updates: RAP will work to obtain grant funds or donations to make the repairs.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.4: Expand greenway system by developing new segments to the existing Mascoma Greenway and NRT in order to allow for end to end City access by alternative forms of transportation.

a. Construct extension of the MRG from Glenn Road to Route 12A.

- Status: In Progress
- Updates: Ped/Bike Education Initiative to host Bike and Learn on NRT and MRG
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

b. Develop concept and construct greenway within property to be acquired in the Westboro Rail Yard from Bridge St. to Rt 12A

- Status: Stalled
- Updates: This project is stalled as negotiations with the State of NH (DOT and DOJ) are at a standstill due to the inability to agree to language in the sales agreement relative to responsibility for environmental responsibility after the proposed sale to the City.

- Tags: Public Works, City Manager, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

Action 7.4.5: Enhance the present trail from Sachem Village to DHMC to a greenway.

a. Maintain present status of conceptual plans to expand a greenway to River Park and develop greenway extension from the MRG behind the cemetery to Mascoma St. connecting to the Dartmouth retail window.

- Status: In Progress
- Updates: Status has not changed since 2023.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

b. Initiate discussions with Dartmouth College and Dartmouth Health to enhance the present connector in 2023.

- Status: Stalled
- Updates: Conceptual planning was reinitiated to include a potential limited access roadway for buses and emergency vehicles. The concept is on indefinite hold at this time.
- Tags: Public Works, City Manager, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Dartmouth College, Planning and Development, Dartmouth Health
- Due Date: N/A

Action 7.4.6: Seek funding for and develop a safe streets for all plan to interlink Lebanon's constituent neighborhoods to allow safe passage for pedestrian/bicycle traffic

a. Apply for safe streets for all in the summer of 2025 for a safety action plan.

- Status: In Progress
- Updates: Refer to OS 6.4.3: Apply for funding August 2024, award Fall 2024, contract and implementation 2025–2026, apply for implementation funding 2026–2027. Put project into CIP.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

Objective 7.5: Pedestrian and 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 7.5.1: Develop and implement a maintenance plan for the existing sidewalk network

a. Maintenance plan developed in the fixed asset management system similar to the pavement maintenance plan for roadways NLT 2024.

- Status: In Progress

- Updates: Sidewalk mapping has been completed. Reconstruction on Mascoma Street and Evans Drive have contracts that have been awarded for 2024. These were completed. \$100,000 in the 2025 budget were planned for repairs of existing sidewalks. These funds were transferred to the Capital Budget to offset the cost overruns for the Mechanic St. sidewalk project by the American Legion section to Slayton Hill Rd. That project does have an existing appropriation with grant funds.
- Tags: Public Works
- Due Date: N/A

Action 7.5.2: Develop and implement projects for identified existing gaps and areas where sidewalks are needed

a. Construct the section of sidewalk on the Miracle Mile from Price Chopper to Poverty Ln. in 2023.

- Status: In Progress
- Updates: The sidewalk has been built. Finishing touches will occur in Spring of 2024. Sidewalk on Old Etna Road to Rt 120 is contracted to be constructed in 2025. A multi-use path was constructed on Lahaye Drive between Mt Support and Route 120 in 2024.
- Tags: Public Works
- Due Date: N/A

b. Construct the section of sidewalk on Mechanic Street from the American Legion to Slayton Hill Rd. NLT the end of 2025.

- Status: In Progress
- Updates: Preliminary design is in process. Construction is scheduled for spring/summer of 2025. Due to cost overruns funding from the general fund was necessary to complete the project which is presently out to bid.
- Tags: Public Works
- Due Date: N/A

c. Construct the section of sidewalk from Etna Road to Mount Support

- Status: Planned
- Updates:
- Tags: Public Works, Planning and Development
- Due Date: N/A

Action 7.5.3: Implement Complete streets policy through interdepartmental review and implementation in applicable city infrastructure projects.

Objective 7.6: Roadway Infrastructure: Enhance the City's roadway infrastructure maintenance plan.

Action 7.6.1: Develop a 10 Year Road Paving and Preservation Plan

a. Assess PCI for all 99 miles of City roads

- Status: In Progress
- Updates: 2025 The plan was updated in 2024 and will need further refinement every year
- Tags: Public Works
- Due Date: N/A

b. Create paving and preservation strategy to be applied to roads depending current condition level. Good, moderate or poor

- Status: In Progress

- Updates: A strategy for each road has been developed depending on the current PCI. This needs to be incorporated into the 10 year plan. 2025 – Strategies were incorporated into the 10 year plan
- Tags: Public Works
- Due Date: N/A

c. Maintain a minimum average PCI at 80 which allows us to be in preservation mode

- Status: In Progress
- Updates: This will need to be evaluated once paving is completed in 2024. 2025 – We have not been able to achieve a PCI of 80 due to lack of funding. More focus will be placed on maintenance work as allowed to stretch the life of roads. Chip sealing has been the main focus of this effort outside of downtown areas. Crack filling is also scheduled in 2025. This reduces the water damage on roads and can extend their useful life. A full assessment has not been completed since 2023. Our Street Scan Pavement Maintenance System indicates a slight decline since 2023 which is expected to continue with yearly deterioration accelerating
- Tags: Public Works
- Due Date: N/A

d. Implement complete streets policy while designing and building roadway improvements.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Planning Board, Planning and Development
- Due Date: N/A

Action 7.6.2: Develop roadway infrastructure inspection program

a. Inspect 25% of all roadway infrastructure assets per year

- Status: In Progress
- Updates: The inspection schedule will be put into our asset management software in 2024. 2025 The City was broken out into four quadrants for inspection purposes.
- Tags: Public Works
- Due Date: N/A

b. Create an asset list, inspection schedule and standardized inspection forms

- Status: In Progress
- Updates: 2025 – An assessment tool was purchased and is being used.
- Tags: Public Works
- Due Date: N/A

Objective 7.7: Roadway Infrastructure: Enhance the City's roadway system to adequately manage present and projected traffic volumes.

Action 7.7.1: Conduct Traffic Study in Areas of High Congestion As needed using traffic counts

a. Determine intersection LOS and roadway improvements needed on all new CIP projects

- Status: In Progress
- Updates: 2025 – Over the last year the Police Department has utilized its traffic counter 11 times in areas of concern.

- Tags: Public Works
- Due Date: N/A

b. Perform alternatives analysis on roads and intersections with failing LOS

- Status: In Progress
- Updates: 2025 – No new failing intersections have been identified that
- Tags: Public Works
- Due Date: N/A

Action 7.7.2: Create a project schedule for all DOT related Projects

a. Submit for 10 year plan and CIP in identified problem areas

- Status: In Progress
- Updates: 2025 – Trues Brook Road bridge is scheduled to start in 2025 completion in 2026. High Street intersection is scheduled to start in summer of 2025 and be completed in 2026. The Mechanic Street sidewalk from Slayton Hill to the American Legion scheduled for construction in the summer of 2025. Hanover Street Bridge is scheduled for 2026. Lahaye Drive/Mount Support intersection final pave is scheduled for 2025
- Tags: Public Works
- Due Date: N/A

Objective 7.8: Roadway Infrastructure: Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.

Action 7.8.1: Develop CIP Projects to compliment DOTs improvements within the City

a. Number of projects identified to continue improvements listed on the DOT 10 year plan.

- Status: In Progress
- Updates: 2025 – There are currently 12 projects on the DOT 10 year plan
- Tags: Public Works
- Due Date: N/A

Action 7.8.2: Develop projects that will be submitted for the 10 year plan

a. Submit projects within the timeframe established by NH DOT

- Status: In Progress
- Updates: 2025: Updated 10 year plan was received. CMAQ grant was approved. A link plan is here. Challenges with federal rail ROW approval process have occurred on the Route 12A Bridge project.
- Tags: Public Works
- Due Date: N/A

Action 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 Project

a. Submit and obtain approval for eligible projects in the DOT 10 year plan

- Status: In Progress
- Updates: 2025 – All eligible CIP projects have been submitted and have been included in the 10 year plan
- Tags: Public Works

- Due Date: N/A

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Public Health

Support community health initiatives and services.

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

Strategic Objectives

Objective 10.1: Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.

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

a. Reduce frequent mental health calls by connecting them with the appropriate agency.

- Status: In Progress
- Updates: 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.
- Tags: Police, West Central Behavioral Health
- Due Date: N/A

b. Ensure all Lebanon Police Officers are certified in the most up to date CIT Training.

- Status: In Progress
- Updates: Presently, all Officers have attended the 40 hour CIT training.
- Tags: Police

- Due Date: N/A

Objective 10.2: Provide effective Mobile Integrated Health Care.

Action 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.

a. 80% reduction in hospital readmissions within 30 days of discharge to MIH enrolled patients.

- Status: In Progress
- Updates: N/A
- Tags: Dartmouth Health
- Due Date: N/A

b. Decrease the rate of 911 calls to MIH enrolled patients by 80%

- Status: In Progress
- Updates: N/A
- Tags: Dartmouth Health
- Due Date: N/A

Action 10.2.2: Expand available community nursing services.

a. Increase available community nurse hours to 60 hours per week

- Status: In Progress
- Updates: N/A
- Tags: N/A
- Due Date: N/A

b. Expand community outreach efforts.

- Status: In Progress
- Updates: N/A
- Tags: N/A
- Due Date: N/A

Objective 10.3: Provide high quality Emergency Medical response capability.

Action 10.3.1: Maintain a highly trained and ready workforce.

a. 75% of staff will be certified at the Paramedic level.

- Status: In Progress
- Updates: Currently 64% of staff is certified at the Paramedic Level.
- Tags: N/A
- Due Date: N/A

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

a. Achieve national standards in regards to patient care benchmarks 100% of the time

- Status: In Progress
- Updates: LFD Appointed a specific QA/QI officer to improve patient outcomes and response standards.
- Tags: N/A
- Due Date: N/A

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

a. 100% of recertification and continuing education requirements provided to all staff members

- Status: In Progress
- Updates: 2024 Recertification training is planned and underway.
- Tags: N/A
- Due Date: N/A

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

a. Sustain capital budget plan replace outdated equipment.

- Status: In Progress
- Updates: Last on order ambulance arrived in March of 2025.
- Tags: N/A
- Due Date: N/A

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

a. Meet emergency response requirements 90% of the time

- Status: In Progress
- Updates: We are meeting the response benchmark 60% of the time. Some of this is related to the rural areas of our community and some is related to available staffing. We anticipate some improvement with the addition the 4 new firefighters in 2025.
- Tags: N/A
- Due Date: N/A

Objective 10.4: Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.

Action 10.4.1: Work with the Upper Valley Public Health to increase response capabilities to public health emergencies.

a. MACE activation drill annually

- Status: In Progress
- Updates: Working with new leadership through UVPH to develop annual training objectives.
- Tags: Upper Valley Public Health Network
- Due Date: N/A

b. Continue local partnerships to assist with vaccine and preventive health programs.

- Status: In Progress
- Updates: Working with UVPH to assist with annual vaccine programs.

- Tags: Upper Valley Public Health Network
- Due Date: N/A

Objective 10.5: Continue partnerships to provide Medical and Dental Care for those who cannot afford it.

Action 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.

a. Provide services to low income residents who are <250% of the federal poverty level.

- Status: In Progress
- Updates: The City has maintained funding levels for several public health agencies to provide critical medical, dental and mental health care for those who cannot afford.
- Tags: DHMC, Human Services, Dartmouth Health, West Central Behavioral Health, Upper Valley Public Health Network, Good Neighbor Health Clinic, Public Health Council of UV
- Due Date: N/A

Action 10.5.2: Continue payment in lieu of taxes agreement for property taxes with DHMC.

a. Compliance with the present PILOT agreement in accordance with the provisions of state law relative to property taxes.

- Status: In Progress
- Updates: 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 end date in 2040. The PILOT is approximately 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.
- Tags: Finance, Dartmouth Health
- Due Date: 2040-12-10

Action 10.5.3: Maintain a payment in lieu of taxes agreement for property taxes with DH regarding the Alice Peck Day Hospital and related facilities to provide medical transport to the DHMC.

a. 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.

- Status: In Progress
- Updates: 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 ending in 2042. Prior to 2021 APD did not pay any property taxes. APD is now part of DH. Taxes have been assessed and paid (2022 and 2023). PILOT payment paid through 2024. The City also entered into a Contributions Agreement starting January 1, 2025 and ending on January 1, 2032. This agreement will cover the cost of funding 1.75 firefighter positions to allow for the City to continue to provide emergency ambulance transport to DHMC from APD.
- Tags: Fire, Dartmouth Health
- Due Date: 2042-03-07

Objective 10.6: Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

Action 10.6.1: 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.

a. 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.

- Status: In Progress
- Updates: 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.
- Tags: City Council, Planning and Development, Public Health Council of UV, Upper Valley Public Health Network
- Due Date: N/A

Action 10.6.2: Examine local and regional level models to determine the organizational structure and resources needed to meet the needs identified from 10.6.1. Develop cost estimates for delivery of those services.

a. 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 10.6.1. Develop cost estimates for delivery of those services NLT July 30, 2025.

- Status: In Progress
- Updates: N/A
- Tags: City Council, Planning and Development, Public Health Council of UV, Upper Valley Public Health Network
- Due Date: N/A

Objective 10.7: Removal of Lead and Copper in the City's Water Distribution System

Action 10.7.1: Comply with new EPA Lead and Copper Rule established in October 2024

Begin the process to identify potential locations of Lead and Copper in the City's water distribution system. Obtain approval from the City Council to apply for the DWSRF loan forgiveness program.

a. Meet deadlines established in the Lead and Copper Rule.

- Status: In Progress
- Updates: Service line material type inventory was submitted and met the deadline on October 26, 2024. An application for further identification and service line replacement for a 71% principal forgiveness loan for the work is in process. City Council approved the \$2,316,000 loan on March 19, 2025. Identification scheduled for 2025 and replacement for 2026. There is a five year timeframe to expend the loan. The whole project must be completed by 2037.

- Tags: Public Works
- Due Date: N/A

Action 10.7.2: Identify water lines and household connections that have lead or copper in them

Apply for grant funds from the Drinking Water State Revolving Fund to identify and replace water lines belong to the City along with connector lines that belong to individual properties that contain lead or copper.

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