



**LEBANON CITY COUNCIL
MAY 21, 2025 - 7:00 PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 977 764 637#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

1. Call to Order

2. Pledge of Allegiance

3. Public Forum Announcement by the Mayor

Any member of the public who desires to speak on any item may do so when the item is taken up by the Council and will be allowed to speak on the subject for not more than three minutes. **Note: Speakers are asked to state their name, ward of residence, and to use the microphone provided.**

4. Open Council Discussion

5. Open to the Public

6. Recognitions

A. Resolution Honoring Shaun Mulholland

7. Approval of Minutes

A.

- April 22, 2025 (Work Session)
- April 24, 2025 (Work Session)
- May 7, 2025 (Regular Meeting)

8. Appointments

A.

- Library Board of Trustees, Leonee Derr (Reappointment as Alternate Library Trustee)
- Economic Development Commission, Brendan Callahan (Appointment as Regular Member)
- Economic Development Commission, Eric Stacy (Appointment as Regular Member)
- Pedestrian & Bicyclist Advisory Committee, Sean Dittrich (Reappointment as Regular Member)
- Arts & Culture Commission, Stevens Blanchard (Reappointment as Regular Member)
- Lebanon Energy Advisory Committee, Clifton Below (Appointment as City Council Representative)

9. Public Hearing Items

A. Proposed Amendments to the Lebanon Zoning Ordinance

A public hearing for the purpose of receiving public input and taking action to amend the Lebanon Zoning Ordinance to add “Care and Treatment of Animals” as a Use Allowed by Conditional Use Permit in the Residential-Office One (RO-1) District

- i. Presentation:
- ii. Opening of the Public Hearing:
- iii. Questions & Comments by the Public:
- iv. Closing of the Public Hearing:
- v. Council Deliberation & Action:

10. Old Business

A. Sewer Rates for the Town of Enfield

Presentation and Discussion Regarding the Proposed Methodology for Calculating Sewer Rates for the Town of Enfield

11. New Business

A. Black Magic Mexican - Alcohol Exemption Request

Request from Black Magic Mexican for an Exemption (per §14-5) of City Code Chapter 14, Alcoholic Beverages, to permit the serving of alcoholic beverages on City property

B. Designation of Interim City Manager

Designation of Jack Wozmak as Interim City Manager, Effective June 1, 2025

C. Public Health Needs Assessment Presentation from the Public Health Council of the Upper Valley

D. Review and Discussion of Proposed Fiscal Note Policy, CC-110

12. City Manager Report

13. Non-Public Session: None

14. Adjournment

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

Any person with a disability who wishes to attend this public meeting and needs additional accommodations, please contact the ADA coordinator at City Hall by calling 603-448-4220 at least 72 hours in advance so that the City can make any necessary arrangements.

Future Board/Committee/Commission Appointments

Board/Committee: Pedestrian & Bicycle Advisory Committee

Position: Alternate Member

Applicant: A. Schnur

City Councilor: G. Sykes

Assigned Date: 4/7/2025

Board/Committee: West Lebanon Revitalization Advisory Committee

Position: Regular Member

Applicant: S. Pagan-Hilton

City Councilor: G. Sykes

Lebanon City Council Agenda
May 21, 2025

Assigned Date: 3/31/2025

Board/Committee: West Lebanon Revitalization Advisory Committee
Position: Regular Member
Applicant: S. Roberts
City Councilor: L. Stavis
Assigned Date: 4/7/2025

Proposed Future Agenda Items: Dates may be tentative, and this list is not considered all-inclusive.

June 4, 2025

New Business:

- A. Review and Discussion of 2024 4th Quarter Budget Report
- B. Review and Discussion of 2025 1st Quarter Budget Report
- C. Dog Licensing Civil Forfeiture
- D. Discussion and Set Public Hearing for June 18, 2025: Ordinance #2025-XX, to Amend City Code Chapter 97, Landfill Regulations, Appendix A, Fee Schedule
- E. Presentation of Pyrolysis Pilot Project
- F. Discussion Regarding Future of Downtown Lebanon Tax Increment Finance (TIF) District
- G. Discussion and Set Public Hearing for June 18, 2025: Proposed Amendments to the Lebanon Zoning Ordinance

June 18, 2025

Old Business:

- A. Presentation of Second Reading: Amendments to Ordinance #18, Salary Plan, to retitle, reclassify, and add positions to the existing salary plan.



Resolution

Honoring Shaun Mulholland

WHEREAS, Shaun W. Mulholland has served as City Manager for the City of Lebanon since January 22, 2018, becoming the longest serving City Manager, providing steadfast leadership and dedicated service to the community; and

WHEREAS, during his time as City Manager, Mr. Mulholland has been instrumental in strategic and capital planning, emergency management, and community-based advocacy at regional, state, and federal levels; and

WHEREAS, during the COVID-19 pandemic, Mr. Mulholland provided steady leadership and effective coordination of city operations, ensuring the continuity of essential services, supporting public health efforts, and keeping the community informed through clear and consistent communication; and

WHEREAS, during his tenure, Mr. Mulholland championed innovative approaches to some of the City's most pressing challenges, leading efforts to expand access to childcare, improve the availability and affordability of housing, and modernize local government systems through the thoughtful use of technology—all with a focus on strengthening the quality of life for residents and fostering long-term community resilience; and

WHEREAS, in recognition of his exemplary leadership and service as a veteran in public administration, Mr. Mulholland received the 2024 International City/County Management Association Veterans Recognition Award, honoring his ethical conduct, commitment to mentoring future leaders, and proactive efforts to solve complex municipal issues through collaboration, innovation, and advocacy within the profession; and

WHEREAS, he has accepted the position of Town Manager in Londonderry, New Hampshire, with an effective start date of June 1, 2025; and

WHEREAS, the Lebanon City Council wishes to acknowledge and express appreciation for Mr. Mulholland's years of service, leadership, and commitment to the City of Lebanon and its residents.

NOW THEREFORE BE IT RESOLVED, that the Lebanon City Council, on behalf of the City of Lebanon, extends its sincere appreciation to Shaun Mulholland for his dedicated service and contributions to the community.

Dated this 21st day of May 2025 at Lebanon, New Hampshire.

Douglas Whittlesey, Mayor
On Behalf of the Lebanon City Council

**Agenda
Lebanon City Council
May 21, 2025**

7. Acceptance Of Minutes:

Minutes To Be Accepted

- April 22, 2025 (Work Session)
- April 24, 2025 (Work Session)
- May 7, 2025 (Regular Meeting)

MOVED, to approve the minutes as presented in the May 21, 2025 agenda packet.

DRAFT

**LEBANON CITY COUNCIL
WORK SESSION MINUTES
Tuesday, April 22, 2025, 5:30PM
Council Chambers
Remote Via Microsoft Teams: LebanonNH.gov/Live**

MEMBERS PRESENT: Mayor Douglas Whittlesey, Assistant Mayor Devin Wilkie, Erling Heistad, Nicole Ford Burley, Laurel Stavis, Christian Simon, George Sykes, and Karen Zook

MEMBERS ABSENT: Timothy McNamara

STAFF PRESENT: City Manager Shaun Mulholland, Deputy City Manager David Brooks, Interim City Manager Jack Wozmak, Public Works Director Jay Cairelli, Lebanon Deputy Police Chief Alan Lowe, Finance Director Vicki Lee, Deputy Finance Director Alesia Williams

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

- City Manager Mulholland reviewed the meeting criteria for attendees.
- No comments from the public took place during this meeting but they can email their Councilors. The purpose of this meeting is to review the draft with the Council and make any changes they would like to see. Approval of the Draft Strategic Plan is set to take place on May 14, 2025.

2. Annual Work Session:

Presentation of Draft Strategic Plan Objectives

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

The Strategic Plan was presented to the Council in two forms: 1) As presented in the Council's agenda packet, and 2) A Replit form, which is an online/active form that can be used to make changes from the Miro board to the Replit software Strategic Plan Objectives as suggested by the Council. This can be done by going into the overall Strategic Plan/individual area/the individual initiatives and KPIs underneath each initiative. There is a link on the City Website under Strategic Planning.

Deputy City Manager Brooks noted this is the first of two work sessions for the Strategic Plan for 2026 through 2029. The Strategic Plan details the Council's goals and priorities and complements the City's long-range Master Plan by concentrating on operational aspects of the City Governance and specific objectives and actions beyond the Master Plan scope. More importantly, the Strategic Plan informs the City's budgeting process by ensuring the financial resources are allocated in alignment with the City's Strategic Objectives. After the Council adopts the updated Strategic Plan, the City Manager will issue guidance to City departments about preparing their operational budgets for the 2026 fiscal year. The Strategic Plan covers a three (3) year period. There have been a number of public engagement and listening sessions since January/February (2025) and some of the comments and recommendations that

1 have been received through those sessions have been brought to the Councils attention at recent Council
2 meetings.

3
4 – **High Performing Government** (NOTE: The Strategic Plan Objectives can be
5 found on pages 3-12, Council agenda packet)
6

7 **Deliver a responsive and effective city government that prioritizes transparency, ethical conduct,**
8 **efficient services, and community engagement while fostering continuous improvement,**
9 **teamwork, innovation, and partnerships to meet resident needs and enhance the quality of life.**
10

11 Deputy City Manager Brooks reviewed the materials from the Council's agenda packet and City
12 Manager Mulholland displayed the live Replit pages, which is more up-to-date than what was in the
13 packet.
14

15 Vision Statement

16
17 The city government has to be responsive to the needs of its residents, businesses and partners. The
18 delivery and/or the facilitation of the delivery of services is one of the cornerstones of effective local
19 government. A responsive and effective city government does the following:

- 20 • Transparency- the decision making processes must be open and as accessible as possible to allow
21 the public to participate. Government records need to be available, easily accessible and in a timely
22 manner.
- 23 • Ethics- City officials and staff meet public expectations of very high ethical standards while
24 representing the City. Ethical expectations directly relate to the credibility of the City and view
25 that people have of it. City officials comply with statutory and regulatory requirements.
- 26 • Problem Solving- the expectation is that the City government is an organization that functions to
27 identify and develop solutions to address problems and the needs of the community. Data driven
28 decision making is operationalized when and where appropriate.
- 29 • Teamwork- highly effective organizations are those that can bring together the players to achieve
30 the mission. Our team consists of elected officials, appointed officials, staff, volunteers, service
31 providers and our partners who work together to drive and achieve success.
- 32 • Communication- an effective City government utilizes multiple modes of communication to
33 inform residents including emergency messaging, how to information, education materials,
34 opportunities and the activities of the organization. This must be timely, accurate, accessible and
35 sufficient to keep the public informed.
- 36 • Engagement- the City takes proactive steps to engage the general public and key stakeholders in
37 the development of public policy.
- 38 • Efficiency- the City utilizes management practices and process review procedures such as LEAN
39 to reduce wasted time and money while at the same time enhancing the quality of city services.
40 City officials and staff operate in a culture of continuous quality improvement.
- 41 • Technology- the City utilizes technology to enhance the quality, accessibility, timeliness and
42 efficiency of City services.
- 43 • Innovation- the City uses or develops innovative approaches to problem-solving and service
44 delivery.
- 45 • Human Capital (Newly added)- the quality, skill base, experience and emotional intelligence of

City officials is of very high quality. The City invests in training and staff development constantly enhancing the effectiveness of City staff. The City is “growing” leaders from within its ranks to perform higher level and leadership roles in the organization. The retention of qualified personnel is a key objective for City leaders.

- Partnership (**Newly added**)- City leaders value the importance of partnerships with other municipalities, the school district, the housing authority and the other levels of government. Working with the business community, non-profit entities and neighborhood groups is highly valued in solving problems and providing services to the community.
- Leadership (**Newly added**)- the City values and understands its leadership role in the Upper Valley and the State of New Hampshire from a political, economic and social perspective. It actively advocates and exercises that leadership role in service to the people of the City and the Upper Valley.

The Strategic Objectives for this item are mostly the same as the prior year and Mr. Brooks highlighted and explained what was new or updated as listed below:

Action 1.1.2 (page 3, Council agenda packet): **Added** and relates to the Open Gov. permitting and licensing software system.

Chief Innovation & AI Officer Melanie McDonough has done a major amount of work with the OpenGov permitting system across multiple departments. She and Beth Beraldi have done a lot to get the City Manager’s permits online. Vender permits and the 79-E forms are the latest that have been updated. Ms. McDonough has worked closely with Planning on their permitting processes and all the different aspects of the building applications are now available through the OpenGov system. The DPW permits are being worked on and should be done by the end of this year.

Action 1.3.8: (page 7, Council agenda packet): **Added.** Conduct initial assessment regarding feasibility of achieving accreditation status. Assistant Mayor Wilkie was concerned about the word “feasibility” and asked if the word “viability” or “value” or some other word could be used to ensure that there is an actual benefit to achieving accreditation. City Manager Mullholland explained the reason why feasibility is used, noting this has to be completed first and explained his reasoning. For clarification, Councilor Simon noted it would be helpful to see where accreditation has had a tangible benefit as opposed to just accreditation.

Council/Staff Discussions:

In response to Mayor Whittlesey’s question regarding the plan, from a budget prospective, for 2026, Mr. Brooks noted that to the extent this information will be reflected on and acted on in 2026 should remain in the Strategic Plan. We can certainly make sure to add things that will be reflective of the actions that we want to take beginning in 2026 for budgetary purposes, etc. City Manager Mulholland noted what this does is show the expenditures already made and that we are achieving those objectives. It also shows whether the objectives and KPI’s are in progress, completed, or are stalled. In order to achieve the transparency, the initiatives show what the City will actually be able to do, not the what the City would like to do.

City Manager Mulholland explained the use of AI (Artificial Intelligence) and ChatGPT, noting these are tools the City can use to simplify complex internal data processes.

Suggested Changes to the High Performing Government Section:

Add new subsection 1.2.4: Add a clarifier to state a new “internal” process in the budget that includes time and cost. Mayor Whittlesey wanted to avoid some of the potential complications that have occurred

1 in neighboring cities/towns when onboarding a new manager after a long-term manager has moved on
2 and suggested this needs to be reflected in the budget.

3
4 Vision Statement: Mayor Whittlesey requested adding after the phrase “The city government has to be
5 responsive to the needs of its residents, businesses and partners” add “while also adapting to change in
6 local conditions” and explained his reasons why the City needs to be flexible to act quickly. City
7 Mulholland suggested adding “in a changing environment” instead.

8
9 Councilor Stavis requested incorporating “in a changing environment” at the end of the Leadership as
10 well.

11
12 Under Ethics: Add “volunteers” between City officials and staff.

13
14 Under Partnership: At the end of the 1st sentence add: “to address the needs of the City and its residence.”

15
16 Deputy City Manager Brooks noted that any changes should be emailed to him.

- 17
18 – **Housing and Neighborhoods** (NOTE: [The Strategic Plan Objectives can be](#)
19 [found on pages 13-20, Council agenda packet](#))

20
21 **This theme focuses on improving the quality of housing and neighborhoods in our community.**

22
23 Deputy City Manager Brooks reviewed the Vision Statement and the Strategic Plan Objectives for
24 Housing and Neighborhoods.

25 **Vision Statement**

26
27 The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for
28 current and prospective residents, and will strive to promote the development of diverse, sustainable
29 neighborhoods that reflect Lebanon’s “small-town” character and distinctiveness. The City of Lebanon
30 shall encourage a range of housing options for all segments of the population. New housing
31 development should contribute positively to existing neighborhoods and create safe and desirable new
32 neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan. An
33 inclusive community has a range of housing types to meet the needs of a diverse population. Those
34 housing types include:

- 35 • Single Family
- 36 • Multi-Family (spanning duplexes to large apartment buildings)
- 37 • Elderly Housing
- 38 • Accessory Dwelling Units
- 39 • Manufactured Housing
- 40 • Temporary Housing - Homeless Shelters and Transitional Housing Units

41
42 The housing inventory of the City must include a mix to meet the affordability needs of its residents
43 such that no more than 30% of combined household income is committed to housing. That mix of
44 housing affordability includes:

- 45 • Market Rate Housing
- 46 • Workforce Housing
- 47 • Low Income Housing

48 Chapter 7 of the City’s Master Plan is incorporated into this Strategic Plan. Access to safe shelter is a

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

7
8 **Newly Added to this section:**

9 Action 2.2.6: a. Housing Chapter Master Plan update beginning in late summer and fall 2024 and any
10 required zoning changes to facilitate development of homeless shelters and services

11
12 **Suggested Changes to Housing and neighborhoods:**

13 Action 2.1.4: Add “benefits”

14
15 Action 2.6.2: Mayor Whittlesey requested a separate KPI specific to what the City is trying to accomplish
16 for the next steps on Barrows Street, noting the end goal is to sell the properties so that there is a zero cost to
17 the City. Mr. Brooks noted that the City has spent zero dollars on this project to date for the planning, design
18 and permitting. This is all from grant funds from the Investment NH Program.

19
20 **Council/Staff Discussions:**

21
22 Assistant Mayor Wilkie spoke about Action 2.2.3 and wondered if this is duplicative of 2.4.1. He also
23 shared a question from Councilor McNamara asking if it would make sense to mention the “missing
24 middle” in the Vision Statement. City Manager Mulholland noted there is not a definitive definition for the
25 “missing middle,” noting he has heard different versions of what people think that is (i.e., single family;
26 multiple family; elderly housing; separate dwelling units; manufactured housing; temporary housing;
27 market-rate housing; workforce housing; and, low income housing). This needs to be defined. Mr. Brooks
28 felt this definition was for duplexes, triplexes, etc., things that are single family in scale but had multiple
29 units in them. Councilor Stavis felt that increasing the variety of available housing takes care of what is
30 called “the missing middle.”

31
32 – **Financial Stability and Efficiency** (NOTE: [The Strategic Plan Objectives can](#)
33 [be found on pages 21-25, Council agenda packet](#))

34
35 **Diversify revenue streams to reduce reliance on property taxes for general government operations.**
36 **Ensure user fees reflect the actual cost of services and use fund balances strategically to minimize**
37 **rate fluctuations.**

38
39 City Manager Mulholland reviewed the Vision Statement and explained the Strategic Plan Objectives for
40 Financial Stability and Efficiency, noting there were not a lot of changes in this section. The City is in
41 compliance with its Debt Management Plan.

42
43 **Vision Statement**

44
45 The City strives to diversify its revenue streams to reduce the reliance upon the property tax as the
46 primary source of revenue for general government operations. User fees have a direct relationship to
47 the services provided and are commensurate with the actual cost of the services provided. The use of
48 Unassigned Fund Balances in the General Fund as well as the enterprise funds is a strategy to minimize
49 tax and fee rate spikes. The Unassigned Fund Balance in the General Fund is healthy when it:

- is within a range of 15% to 19% of the current General Fund expenditure budget;
- provides a cash reserve to address emergencies;
- provides sufficient cash flow between semi-annual tax billings.

Financial planning is based on a long-term strategy to mitigate tax and user fee rate increases. When possible, planning for capital projects in the six-year Capital Improvements Plan allows a more even spread of debt service payments. The City's debt load is maintained within the statutory requirements and the City Council's Debt Management policy for all funds. The City utilizes federal, state, and private grant funding to offset the cost of capital and operating expenses. Additionally, the City advocates in partnership with other municipalities and the New Hampshire Municipal Association for more state funding to offset the impact to local property taxes. The City takes active steps to transition education funding from the statewide and local property tax to a more equitable cost share with other revenue sources.

Council/Staff Discussions:

Mayor Whittlesey would like to see a new KPI Section, similar to the Fiscal Policy, that addresses an enhanced explanation regarding communications around the City's budget and what it covers (i.e., the cost of staff time, etc.)

Assistant Mayor Wilkie proposed an addition to Objective 3.2 ([page 22, Council agenda packet](#)), similar to the Fiscal Policy, another area that covers user fees, including a full user fee review in 3rd Quarter of each year.

- **Social Health & Justice** (NOTE: [The Strategic Plan Objectives can be found on pages 26-32, Council agenda packet](#))

Promote social equity and community wellbeing.

Deputy City Manager Brooks reviewed the Vision Statement and the Strategic Plan Objectives for Social Health & Justice, which is also being worked on by the DEI (Diversity, Equity & Inclusion) Commission. If funds cannot be found to cover this item, then the work will be done in-house.

Vision Statement

The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for current and prospective residents, and will strive to promote the development of diverse, sustainable neighborhoods that reflect Lebanon's "small-town" character and distinctiveness. The City of Lebanon shall encourage a range of housing options for all segments of the population. New housing development should contribute positively to existing neighborhoods and create safe and desirable new neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan. An inclusive community has a range of housing types to meet the needs of a diverse population. Those housing types include:

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

The housing inventory of the City must include a mix to meet the affordability needs of its residents

1 such that no more than 30% of combined household income is committed to housing. That mix of
2 housing affordability includes:

- 3 • Market Rate Housing
- 4 • Workforce Housing
- 5 • Low Income Housing

6 Chapter 7 of the City's Master Plan is incorporated into this Strategic Plan, access to safe shelter is a
7 basic necessity for all people, the absence of which can result in severe health, social, and economic
8 harms to both individuals and communities. The City of Lebanon shall seek to support its residents who
9 have been afflicted by homelessness by establishing and facilitating the means by which the people of
10 the City can prevent or overcome homelessness. The goal of the City is to ensure all residents have
11 access to permanent, secure housing, and temporary housing is for many people a necessary step towards
12 permanent housing and therefore a component of this goal.

13 14 **Council/Staff Discussions:**

15 City Manager Mulholland noted that under Action 9.3.3: Update procurement policies (page 28, Council
16 agenda packet), the City may not be able to have those policies and will have to look at these very carefully
17 to see what we can/cannot do, it all depends on what the final language is from the State/Federal
18 governments.

19
20 Assistant Mayor Wilkie requested the Strategic Plan be reviewed to remove non-essential mobility language
21 in job descriptions because he felt this puts barriers to applicants where it is not necessary. City Manager
22 Mulholland noted this is already in the Strategic Plan because all of those require ADA compliance.
23 Reasonable accommodations need to be made for anyone applying for those jobs. Mayor Whittlesey would
24 like to see any psychology/actual barriers be removed from applications because the City may discourage a
25 well-qualified candidate from applying for a position unintentionally.

- 26
27 – **Recreation, Arts & Parks** (NOTE: [The Strategic Plan Objectives can be found on](#)
28 [page 33-45, Council agenda packet](#))

29 30 **Enhance community recreation facilities and programs while promoting arts and cultural activities.**

31
32 Deputy City Manager Brooks reviewed the Vision Statement and the Strategic Plan Objectives for the
33 Recreation, Arts, & Parks Department.

34 35 **Vision Statement**

36
37 **Recreation:** The City has a wide array of recreational opportunities available to its residents. Some
38 programs are operated by the City while others are provided by not-for-profit entities and for-profit
39 entities. A robust range of recreational opportunities has a positive impact on the physical and
40 emotional health of our residents. The City's vision for Recreation is further outlined in Chapter 10:
41 Recreation of the Master Plan.

42
43 **Arts, Culture, and the Humanities:** The City celebrates the arts, culture and the humanities in its
44 various modalities. The City's recently created Arts and Culture Commission is the primary City body to
45 advocate and advance the arts in the community. The City supports a vibrant partnership with a growing
46 arts community to enhance opportunities for equitable participation and inclusion. The City continues to
47 enhance opportunities for displays of art in public places to create a livelier living environment. The
48 City's vision is further outlined in Chapter 12: Community Design and Civic Art of the Master Plan.

1 **Parks:** The City maintains parks in various parts of the City to enhance neighborhood environments
2 and provide outdoor spaces for its residents to enjoy the outdoor world. Everything from athletic fields,
3 the Storrs Hill Ski Area, the Mascoma River Greenway, the Northern Rail Trail and various nature trails
4 and conservation areas provide a variety of opportunities to exercise and enjoy nature.
5

6 **Libraries:** Our vision is to be the hub of the community, a place where individuals of all ages and
7 backgrounds can find the resources, technology, and support they need to achieve their goals and
8 realize their full potential. We strive to create a dynamic and innovative library system that reflects the
9 diverse needs and interests of our community and empowers everyone to lead fulfilling and meaningful
10 lives.
11

12 **Newly Added** to this section:

13 Action 4.2.9: Review and Update the Community Facilities and Services Chapter of the Master Plan
14 (pages 39, Council agenda packet).
15

16 **Council/Staff Discussions:**

17 City Manager Mulholland spoke about the City's cemeteries, noting we are falling behind and explained the
18 history of the Cemetery Board of Trustees. We have cut the funding for cemeteries because there are
19 insufficient resources to keep them in the condition that most people would like them to be.
20

21 Suggested Changes to this section:

22 Action 4.4.2: Councilor Ford Burley suggested keeping this item but rephrasing it because the Heritage
23 Commission has applied for a grant to do rehabilitation on the building and are currently putting out a
24 request for proposals.
25

26 Action 4.2.5: Mayor Whittlesey suggested not including this item in the Strategic Plan at this point.
27

28 Assistant Mayor Wilkie suggested adding the phrase: "explore future possibilities for Westboro Park and
29 Trails" because we do not want it to fall completely off the City's radar until we can consider what the
30 future of that space would look like. He also suggested asking the West Lebanon Revitalization Advisory
31 Committee to explore and propose alternative plans for that space (i.e., what is the task/alternative
32 proposals; time by which they could get this done).
33

34 Councilor Simon suggested adding a statement that says: "If and until a no-risk/no cost option is brought
35 forward, there will be no effort brought forth by the City to acquire the property."
36

37 Conclusion: City Manager Mulholland will write proposed language for this item before May 14, 2025 or
38 will suggest complete removal of this item.
39

40 Action 4.2.1: Mayor Whittlesey suggested adding a KPI for Food Trucks that includes fees, functions, a
41 policy, pool parking lot, etc.).
42

43 **3. ADJOURNMENT:**

44 **The meeting was adjourned at 7:24 PM.**
45

46 Respectfully submitted,

47 Dona E. Gibson

48 Recording Secretary

DRAFT

**LEBANON CITY COUNCIL
WORK SESSION MINUTES
Thursday, April 24, 2025, 5:30PM
Council Chambers
Remote Via Microsoft Teams: LebanonNH.gov/Live**

MEMBERS PRESENT: Assistant Mayor Devin Wilkie, Erling Heistad, Nicole Ford Burley, Timothy McNamara, and Christian Simon

MEMBERS ABSENT: Mayor Douglas Whittlesey, Laurel Stavis, George Sykes, and Karen Zook

STAFF PRESENT: City Manager Shaun Mulholland, Deputy City Manager David Brooks, Airport Manager Carol Gross

-
- 1
 - 2 **1. CALL TO ORDER:** Assistant Mayor Wilkie called the meeting to order at 5:30 p.m.
 - 3 • City Manager Mulholland reviewed the meeting criteria for attendees.
 - 4 .
 - 5 **2. Annual Work Session:**
 - 6 Included in the Agenda Packet:
 - 7 1. Presentation of Draft Strategic Plan Objectives
 - 8 • City of Lebanon DRAFT Strategic Plan in its entirety is available at
 - 9 LebanonNH.gov/StrategicPlanBoard
 - 10 • Strategic Plan information is available at LebanonNH.gov/StrategicPlan
 - 11
 - 12 • **ECONOMIC VITALITY** (NOTE: [The Strategic Plan Objectives and other supportive documents can](#)
 - 13 [be found on pages 2-8, Council agenda packet](#))
 - 14

Deputy City Manager Brooks reviewed the Economic Vitality functional area. Economic vitality is to foster economic growth and business development. The Strategic Plan details the Council's goals and priorities and complements the long range Master Plan by concentrating on operational aspects of the City governance and specific objectives beyond the Master Plan scope. There have been numerous public engagement listening sessions since January and February.

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.

1 The region has the highest average salaries in the State.

2 The Upper Valley economy is vibrant and resilient when it has the following:

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

13
14 The City's Master Plan addresses the larger vision statement relative to Economic Development
15 located in Chapter 6.

16 17 **Council/Staff Discussions:**

18
19 There was discussion regarding Action Item 8.2.2. It was noted that there should be consideration
20 regarding a second option for the \$1.6M grant raised from Congresswoman Kuster's office in terms of
21 repurposing it for a childcare supporting initiative, if the facility does not move forward at this time. The
22 language for action item 8.2.2. may need to be shifted.

23
24 Assistant Mayor Wilkie stated that the language for the Strategic Action Plan 4.2.5. for Westboro no
25 longer applies in economic vitality and should be removed from the chapter.

- 26
27 • **ENVIRONMENT & SUSTAINABILITY** (NOTE: [The Strategic Plan Objectives and other](#)
28 [supportive documents can be found on pages 9--20, Council agenda packet](#))

29
30 Deputy City Manager Brooks reviewed the Environment & Sustainability Chapter. This theme focuses on
31 environmental quality and sustainable practices in our community. He noted that the Vision Statement
32 requires some improvements and reformatting.

33 34 **VISION STATEMENT**

35
36 The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus
37 on seven principles. Principle #3 is Environmental Responsibility and Energy Efficiency. **Principle #3 –**
38 **Environmental Responsibility and Energy Efficiency** Does the action. . . A. Sustain and enhance a
39 healthy natural environment: air, water, soil, and ecosystems. Promote and reinforce a network ("green
40 infrastructure") of protected open space and natural areas. Improve energy efficiency and reduce the City's
41 carbon footprint? D. Engage the Lebanon community to conserve energy and adopt more sustainable
42 technologies for heating, cooling, lighting, transportation, and so forth? The functions of the City
43 government will achieve the objective of reducing its greenhouse gas emission 80% below 1990 levels by
44 2050. The City supports the Paris Climate Accords and the implementation of the goals of the Paris Climate
45 Agreement. **Waste Management** The goal is to achieve zero waste. The City manages a number of waste
46 materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where
47 possible or dispose of the materials in an environmentally safe fashion that does not impair the public health.
48 As technological solutions become available the City implements them to achieve the ultimate goal of
49 eliminating waste. **Energy** The City's Master Plan outlines the City's policies regarding Energy in [Chapter](#)
50 [13](#). The City implements a number of strategies to reduce the amount of energy used in the community with

1 a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric
2 powered vehicles and electric powered building heating sources. The City shifts to energy produced by
3 solar, landfill gas and other renewable sources. **Conservation and Natural Resources** The City's Master
4 Plan outlines the City's policies regarding Natural Resources in [Chapter 5](#). The City has considerable
5 conservation and natural resource assets that it continues to maintain and protect. **Sustainable Development**
6 The City continues to take initiatives through collaboration with the community and its land use regulations,
7 planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly
8 sustainable in terms of the health of our environment and economy and the livability and affordability of our
9 neighborhoods and community.

11 **Council/Staff Discussions:**

13 Assistant Mayor Wilkie stated that he believes it is worth continuing to pursue these goals, noting that an
14 immediate transition to non-fossil fuel vehicles is not proposed, but rather there is a goal to develop a plan
15 in order for the City to be prepared when they are available and financially feasible.

17 Assistant Mayor Wilkie asked for more information on the doe harvest item in 5.6.3. City Manager
18 Mulholland explained that there is an abundance of deer which are eating all of the middle growth. This
19 State program is to reduce the number of deer.

- 21 • **PUBLIC SAFETY** (NOTE: [The Strategic Plan Objectives and other supportive documents can be](#)
22 [found on pages 21-30, Council agenda packet](#))

24 City Manager Mullholland reviewed the Public Safety Chapter which looks to ensure community safety
25 through effective police and emergency services.

27 **VISION STATEMENT**

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

36 Our vision of the City involves the following aspects.

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

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

48 **Code Enforcement:** The City has adequate life safety codes that reduce the risk of injury or death and
49 protect property. The City effectively educates the public regarding these regulations and takes proactive
50 steps to address violations.

1
2 **Crime Prevention and Response:** The City takes proactive steps to reduce the amount of, severity of, and
3 the impacts of, crime. Residents and visitors in the City have a quality of life and can pursue and obtain the
4 fullest benefits from their domestic, social, and economic lives without fear or hindrance from crime and
5 disorder. The City is able to respond to criminal incidents proactively, quickly and effectively. The City is
6 able to respond to hate crimes proactively, quickly, and effectively in coordination with the NH Department
7 of Justice.

8
9 **Domestic and Sexual Violence:** The City in partnership with other entities leads efforts to protect and assist
10 victims of sexual, domestic and gender based violence.

11
12 **Cyber Security:** The City's cyber infrastructure and protected information are secure from hacking,
13 damage, or destruction, and other disruptions.

14
15 **Traffic Safety:** The City takes a multi-pronged approach to addressing safety on City streets, sidewalks,
16 greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents and accidents
17 involving bicycles and other wheeled vehicles. A number of strategies are used to enhance pedestrian safety,
18 with the goal of zero pedestrian accidents.

19
20 **Fire Prevention and Suppression:** The City implements strategies to prevent death, injuries and damage to
21 property from the impacts of fire. The fire department has adequate resources and strategies to respond to
22 fires to save lives and minimize damage to property

23
24 **Council/Staff Discussions: NONE**

- 25
26 • **TRANSPORTATION** (NOTE: [The Strategic Plan Objectives and other supportive documents can be](#)
27 [found on pages 31--40, Council agenda packet](#))

28
29 Deputy City Manager Brooks reviewed the Transportation Chapter, which is to develop and maintain
30 efficient transportation systems.

31 32 **VISION STATEMENT**

33
34 The City operates a multi-modal transportation system and partners with other entities to meet the
35 transportation needs of the City within the context of the larger transportation network in the Upper Valley.
36 The City's Master Plan further delineates the larger transportation goals located in Chapter 9. The City will
37 continue to use innovative technologies and make infrastructure investments to ensure those systems are
38 adequately maintained to ensure they function effectively and safely. The focus will be on the lifecycle
39 maintenance of infrastructure and properly tracking the infrastructure through a fixed asset management
40 system.

41
42 The City will continue with its Complete Streets strategy when reconstructing a street to include upgrading
43 all of the assets within the street where appropriate.

44
45 **Council/Staff Discussions:**

46
47 Airport Manager Carl Gross explained that Cape Air intends to procure an electric aircraft. The
48 manufacturer is seeking additional financing at this time. Deputy City Manager Brooks explained that the
49 City has grant applications ready for the necessary infrastructure changes if this moves forward.

Assistant Mayor Wilkie asked about the City falling behind regarding its maintenance road work. He stated that he would like to make sure items 7.7 and 7.8 be interpreted to manage the existing surface areas of pavement instead of adding new surface areas.

- **PUBLIC HEALTH** (NOTE: The Strategic Plan Objectives and other supportive documents can be found on pages 41--46, Council agenda packet)

Deputy City Manager Brooks reviewed with Public Health chapter.

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

Council/Staff Discussions:

Regarding Item 10.3.5, there was discussion to consider changing the language to reflect that the 90% goal may not be achievable at this time and that an alternative goal may be better suited.

Councilor McNamara asked that each section of the Strategic Plan speak to possible funding sources involved.

Assistant Mayor Wilkie noted that, under item 1.6.6., he requested more community engagement from the Council. The May 14th Council meeting on the Strategic Plan will likely be moved to the 16th due to quorum concerns.

3. ADJOURNMENT:

The meeting was adjourned at 6:50 PM.

Respectfully submitted,

Kristan Patenaude

Recording Secretary

DRAFT

**LEBANON CITY COUNCIL
REGULAR SESSION MINUTES
Wednesday, May 7, 2025, 6:30 p.m.
Council Chambers**

Remote Via Microsoft Teams: LebanonNH.gov/Live

MEMBERS PRESENT: Mayor Douglas Whittlesey, Assistant Mayor Devin Wilkie, Erling Heistad, Nicole Ford Burley, Timothy McNamara, Laurel Stavis, Christian Simon, George Sykes

MEMBERS ABSENT: Karen Zook

STAFF PRESENT: City Manager Shaun Mulholland, Interim City Manager Jack Wozmak, Deputy City Manager David Brooks, Chief Building Inspector & Health Officer Leigh Hayes, Planning Administrative Assistant Crystal Tamplin,

1. CALL TO ORDER: Mayor Whittlesey called the meeting to order at 6:30 p.m.

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

2. PLEDGE OF ALLEGIANCE: Councilor Sykes led the Council in the Pledge.

3. PUBLIC FORUM: Mayor Whittlesey made the Public Forum announcement.

4. OPEN COUNCIL DISCUSSION:

- Assistant Mayor Wilkie spoke about a meeting with the Lebanon Boy Scouts that he and Councilor Sykes attended. The Boy Scouts were concerned about the speed of E-Bikes on the Hanover Street Bridge. He suggested signage may be a potential solution.

5. OPEN TO PUBLIC: NO ONE CAME FORTH

6. RECOGNITIONS:

A. PROCLAMATION FOR APRAXIA AWARENESS DAY

Whereas, May 14, 2025, marks Childhood Apraxia of Speech Day during which awareness will be raised throughout Lebanon, New Hampshire about childhood apraxia of speech, an extremely challenging speech disorder that affects 1-in-1,000 children; and

Whereas, childhood apraxia of speech (CAS) causes children to have significant difficulty learning to speak and is among the most severe speech deficits in children, and

Whereas, the act of learning to speak comes effortlessly to most children, those with apraxia require early, appropriate, and intensive speech therapy, often for many years to learn to speak; and

Whereas, without appropriate speech therapy intervention, children with apraxia will have diminished communication skills, but are also placed at high risk for secondary impacts in reading, writing, spelling, and other school- related skills; and

1 **Whereas**, that such primary and secondary impacts diminish future independence and employment
2 opportunities and challenge the ability to become productive, contributing citizens if not resolved or
3 improved; and

4 **Whereas**, public awareness about childhood apraxia of speech in Lebanon, New Hampshire is essential for
5 families of children with this neurological disorder and the professionals who support them to achieve the
6 needed services for those learning to use their own voice; and

7 **Whereas**, our highest respect goes to these children, as well as their families, for their effort, determination,
8 and resilience in the face of such obstacles.

9 **Now, Therefore, Be It Resolved**, that the City of Lebanon hereby proclaims that May 14, 2025, is “Apraxia
10 Awareness Day” and citizens of Lebanon, New Hampshire and surrounds are encouraged to work within
11 their communities to increase awareness and understanding of childhood apraxia of speech.
12

13 Proclaimed this 7th day of May in the year Two-Thousand Twenty-five.
14

15 _____
16 Douglas Whittlesey Mayor, City of Lebanon

17 **7. ACCEPTANCE OF MINUTES:** April 16, 2025 (Regular Meeting)

18 Amendments:

19 Page 23, Lines 23-27, should read as follows:

20 Councilor McNamara felt it was important to put this in context, noting this started off many years ago as
21 a simple discussion regarding the potential for the City obtaining a long-term lease on the Westboro Yard
22 for an undetermined potential development. Following initial discussions contamination was discovered
23 on the site, complicating negotiations and discussions with the prior NH DOT Commissioner, which
24 resulted in the State declining to lease the property but offering to sell it...etc.
25

26 *Councilor McNamara MOVED to approve the April 16, 2025 minutes as amended and presented in the*
27 *May 7, 2025 City Council agenda packet.*

28 *Seconded by Councilor Heistad.*
29

30 **The Vote on the Motion was approved by members present (8-0)*
31

32 **8. APPOINTMENTS: NONE**
33

34 **9. PUBLIC HEARING ITEMS:**

35 **A. Ordinance #2025-06**

36 A public hearing for the purpose of receiving public input and taking action to adopt a new
37 City Code Chapter 85, Housing Standards, Minimum
38

39 Included in the agenda packet: (All supportive documents and detailed information can be found on pages
40 30-50, Council agenda packet)

- 41 1. Proposed Ordinance #2025-06
- 42 2. Letter of Support from the Lebanon Housing Task Force
- 43 3. April 9, 2025 Legal Opinion from Attorney Michael J. Malaguti
- 44 4. NH RSA 48-A, Housing Standards
45

1
2 Mr. Nathan Reichert (Director of Planning & Development) and Mr. Leigh Hayes (Chief Building
3 Inspector and Health Officer) came forth to review the background and the changes to proposed
4 Ordinance # 2025-06 to adopt a new City Code Chapter 85, Housing Standards, Minimum. Director
5 Reichert noted that the Ordinance they brought forward is an important tool to use at the local level to
6 bring housing units into compliance with what is required, already, in the State Code.

7
8 Mr. Leigh Hayes reiterated the Ordinance would assist in some of the enforcement and confirmed with
9 City Manager Mulholland that the mechanisms for enforcement were rather difficult for them to do so
10 these provisions would allow the City to do a more streamlined enforcement effort.

11 12 **BACKGROUND**

13 Over the course of the past year, the City has received numerous complaints concerning housing. Through
14 the course of investigating, verifying, and working with the property owners to bring their properties into
15 compliance with the State's minimum housing standards, as set forth in NH RSA 48-A, it has become
16 apparent that relying solely on the State RSA for enforcement is difficult and labor intensive. For example,
17 in order to enforce the statutory provisions, the Planning and Development Department has to involve the
18 City's Prosecutor and charge the property owner criminally for violations of the statute.

19 However, NH RSA 48-A grants local municipalities the power to adopt their own minimum housing
20 standards ordinance. The enforcement of a local ordinance is less involved and labor intensive and allows
21 the use of a local citation process to achieve compliance, instead of criminal prosecution.

22 The proposed City Code Chapter 85 substantially mirrors the state minimum housing standards and
23 enforcement procedure, with a few proposed additions under Section 85-5.J, General Occupancy
24 Standards, to help ensure safe residences for all of Lebanon's citizens. The proposed ordinance has been
25 reviewed by the City's legal counsel to ensure compliance with all relevant state laws.

26 Chief Building Official and Health Officer Leigh Hays has prepared the proposed City Code language and
27 will provide an overview of the proposal to the City Council.

28 **Mayor Whittlesey opened the Public Hearing, and the following came forth to give testimony:**

- 29 • **Mr. Clifton Below (Ward-3):** He spoke about his concerns regarding Section J (General
30 Occupancy Standards) item 6 and questioned if this was intended to only apply if there is a boiler
31 room or if it was intended to apply for any dwelling unit that has a boiler/furnace or does it imply
32 there needs to be such a room, noting that a single family home simply has a boiler in the
33 basement.

34
35 Mr. Hayes stated this would only apply to rental housing and rental properties and does not apply
36 to owner-occupied single family homes.

37
38 At the request of Mr. Below, Mayor Whittlesey read Section J, item # 6 as follows: Boiler and
39 heater rooms shall be protected with a one-hour fire resistive assembly including a self-closing
40 fire door, or such an area shall be equipped with an automatic extinguishing system. He also read
41 **J. General Occupancy Standards.** No person shall occupy an owner-occupant or shall let to
42 another for occupancy any dwelling, rooming house, dwelling unit, or rooming unit which does
43 not comply with the following minimum standards for ventilation, light and heating.

1 Mr. Below was concerned about the wording, noting that some people may rent a room in their
2 house or apartment and if that house is a typical single-family house they would not have a
3 separate boiler room, just the boiler in the basement. That part of the new requirements is not in
4 the Statute and requested this part to be clarified (i.e., where a boiler room is otherwise provided
5 or required (by the building code). Mr. Hayes noted this stems from a similar requirement in PA
6 101, noting this would only come up if there is a minimum standard question at the time where it
7 may be questioned.

8
9 Discussions continued about the requirement (Section J, item #6) with Councilor McNamara
10 noting the exemptions should be specifically referenced in the Ordinance.

11
12 **Hearing no further comments from the public, the Public Hearing was closed.**

13
14 **Council/Staff Comments:**

15 Councilor McNamara reiterated, again, that this Ordinance needs to be really clear about what is exempt
16 and what is not exempt, noting we do not want to go beyond the State Regulations. The way it is worded
17 now will put a lot of places out of compliance. He also felt this was a great policy because this allows the
18 City to issue Civil Penalties as opposed to Criminal Penalties and will make things much easier to enforce
19 and make rental housing safer. The only other correction was on Page 34, C3, second line: Change the
20 word “he” to “they” may appeal...

21
22 Councilor Stavis noted that under Section J. General Occupancy Standards: “No person shall occupy an
23 owner-occupant or shall let it to another” it seemed clear to her that if someone owns a single-family
24 home and they live in it, they are subject to this (part of the Ordinance).

25
26 Director Reichert stated he did not believe this was the intent, noting that an individual living in their own
27 single-family home is generally exempt from many of the standards that apply. He felt this could be
28 clarified.

29
30 In response to Councilor Stavis’ question regarding whether this Ordinance will require that the City have
31 a registry of homes to be inspected, Mr. Hayes stated no, this Ordinance would not require any
32 registration or anything for short-term rentals. This is typically complaint-driven (i.e., rats in the
33 apartment; the heating hasn’t worked in my apartment for the past two weeks; working smoke detectors,
34 etc.). During a complaint-driven inspection, this provides a way where they (inspectors) might notice and
35 investigate other life/safety hazards during an inspection. The only way they will know if there are (other
36 violations) is if they receive a complaint.

37
38 Mayor Whittlesey clarified that when a complaint is received this would address the City’s ability to go in
39 and inspect for known/unknown issues and where there may be known variances from the minimum
40 housing standards and enforce them in a way that is non-criminal.

41
42 Councilor Stavis requested specific language in the Ordinance that would clarify this issue.

43
44 Director Reichert noted that the City is not proactively seeking violations as a matter of course. If they do
45 discover something while investigating a complaint, they will look into it.

The Council felt the language clarifications should be changed in the proposed Ordinance and should be brought back to them for review before this item is put before the public.

ACTION: NO ACTION TAKEN BY COUNCIL. Language clarifications needed in Section J. Will be re-reviewed by Council at a later date.

10. OLD BUSINESS: NONE

11. NEW BUSINESS

A. Request from Lebanon Village Pizza for an Exemption (per §14-5) of City Code Chapter 14, Alcoholic Beverages, to Permit the Serving of Alcoholic Beverages on City Property

Included in the agenda packet: *(All supportive documents and information can be found on pages 51-52 Council agenda packet)*

1. Location Map of Outdoor Seating Area for Lebanon Village Pizza

Mr. David Brooks (Deputy City Manager) reviewed the background behind this request.

BACKGROUND

Michael Drake, owner of Lebanon Village Pizza, LLC, is requesting an expanded outdoor seating area within the pedestrian mall adjacent to his business.

The City Administration has no objection to the seating within the pedestrian mall.

City Code Chapter 14, Alcoholic Beverages, §14-5, Exemption, states that, “Any person, publicly recognized organization, organized group, family group or business may be exempted from the provisions of this article for a short period of time not exceeding 12 hours, upon first obtaining permission from the City Manager after consultation with and approval by the Chief of Police. For a period of time exceeding 12 hours but not exceeding one year, permission must first be obtained from the Lebanon City Council and reviewed on an annual basis.” Whereas the current request is for an alcohol exemption/permit to cover the remainder of the current year through December, Council approval is required pursuant to §14-5 above.

ACTION:

Assistant Mayor Wilkie MOVED, that the Lebanon City Council hereby grants an exemption to Lebanon Village Pizza, LLC pursuant to §14-5 of City Code Chapter 14, Alcoholic Beverages, to permit the service of alcoholic beverages on the Lebanon Pedestrian Mall as shown on the map included in the May 7, 2025 City Council Agenda Packet. The exemption shall be valid beginning May 8, 2025 and shall expire on December 31, 2025.

Seconded by Councilor Simon.

Councilor Simon reminded the Council that they need to have a discussion in the future regarding fees to generate revenue for the City when restaurants are occupying additional space on City property.

**The Vote on the Motion was approved by members present (8-0).*

B. Public Input and City Council Discussion of Strategic Plan and Budget Guidance

Included in the agenda packet: (All supportive documents and detailed information, which include the Vision Statements and all the Objectives and Action Plans for each department, can be found on pages 53-142, Council agenda packet)

1. 2025-2028 Lebanon Strategic Plan Draft Update

City of Lebanon DRAFT Strategic Plan is available at: LebanonNH.gov/StrategicPlanBoard
Strategic Plan information is available at: LebanonNH.gov/StrategicPlan

The Vision Statements, the Strategic Objectives and Action Plans for Lebanon's Strategic Plan includes the following:

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

BACKGROUND

The public was invited to provide input to the City Council and members of City staff on the proposed Lebanon Strategic Plan.

Mayor Whittlesey opened up the discussion to the public and noted the Public Hearing on the overall Strategic Plan will be held on Wednesday, May 14, 2025. Tonight's purpose is targeted at specific changes in (that the public would like to see) the Strategic Plan ahead of the Council's Special Meeting on the 14th.

No one from the Public came forth to speak.

Council/Staff Comments:

Assistant Mayor Wilkie spoke about the Replit app on the City's website, noting this has the most up-to-date changes to the Strategic Plans. There is a new Environmental Task Force Department and the DEI (Diversity, Equity & Inclusion) Commission, the Tree Advisory Board, the Conservation Commission, and Sustainable Lebanon have provided a few recommendations. He felt that many of their recommendations will help to save the City some money and improve Lebanon's quality of life.

Recommendations added included the use of leaf blowers among City Operations; transitioning from internal combustion engines in the City's maintenance equipment; limitations against idling in the City's departments and holding a public service campaign to reduce idling of vehicles for the City's residents; and, adding shade trees along pedestrian routes and in heat islands.

Mayor Whittlesey spoke about the advantages of switching from internal combustion engines to electrical equipment for the City and its residents.

1 Councilor McNamara reiterated that it is important to provide a funding source that includes line items.
2 He also requested if there are line items that have been completed they should be listed as complete.

3
4 City Manager Mulholland spoke about the reasons why the completed items will take a while to update.

5
6 Mayor Whittlesey spoke about why this is a highly uncertain year for the budget and will continue to be
7 uncertain due to items in the budget that are out of the City's control. He thought it made the most sense
8 for the Council to request that City Staff prepare a range of options.

- 9
10 1. For the high side- the level services budget and what it would cost us to maintain our current level
11 of services right now).
12 2. On the low side it would be the CPI budget relative to our budget from last year and previous
13 years.
14 3. The CPI at a 3% increase would be at the low end.
15 4. Including language about housing that falls in the middle cost category.

16
17 In response to Councilor McNamara's question regarding whether or not it might make sense to take a
18 look at a level-funded budget (CPI), Mayor Whittlesey spoke about a 0% increase, noting the City has
19 other Debt Service and other things coming down the line and felt this was not doable. The cuts to get the
20 CPI to 3% last year were drastic: no pool; cutting the Fire and Police budgets; deep cuts to Recreation and
21 Library; and systematically deeper cuts across the board, which, to him, was untenable and unattainable.

22
23 In response to Councilor Stavis' question regarding what would be untenable and unattainable, Mayor
24 Whittlesey stated that if we were to have a budget that was limited to a 3% increase, that would be
25 untenable and he would not support that because of the amount of cuts the Council would have to make.
26 The City would have to cut two patrol officers; no increases to the Fire Department FTE's and probably a
27 reduction there as well; the pool would be closed; other cuts to the Lebanon Libraries service; cuts to
28 maintenance at the Recreation Department; DPW would have cuts, etc.

29
30 **ACTION: No Action required by the Council. This item was for informational purposes only.**

31
32 **C. Presentation of Downtown Parking Lot Redevelopment Study Final Report**

33
34 Included in the agenda packet: ([All supportive documents and information can be found on pages 143-](#)
35 [189, Council agenda packet](#))

- 36 1. Downtown Parking Lots Redevelopment Study, City Council Presentation – May 7, 2025

37
38 Not Included In This Section, but Available Online:

- 39 1. [Downtown Parking Lots Redevelopment Study Final Report \(April 25, 2025\)](#)
40 2. [Downtown Parking Lots Redevelopment Study Final Report – Appendix \(April 25, 2025\)](#)

41
42 Deputy City Manager David Brooks reviewed the background behind the Downtown Parking Lots
43 Redevelopment Study.

44
45 **BACKGROUND**

46 In the 2016 Lebanon Downtown Vision Plan and Tunnel Assessment report, the surface parking areas
47 located between City Hall and the Mascoma River were identified as one of several potential opportunity sites

for the City to pursue redevelopment or other improvements to invigorate and enliven the downtown. The City Council's adopted Strategic Plan includes specific actions and key performance indicators related to evaluating options for the downtown parking lots, including Action 8.5.2 "Downtown Redevelopment – 20 Spencer, Village Mkt, Kleen, Parking Lots", and KPI

8.5.2a "Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space."

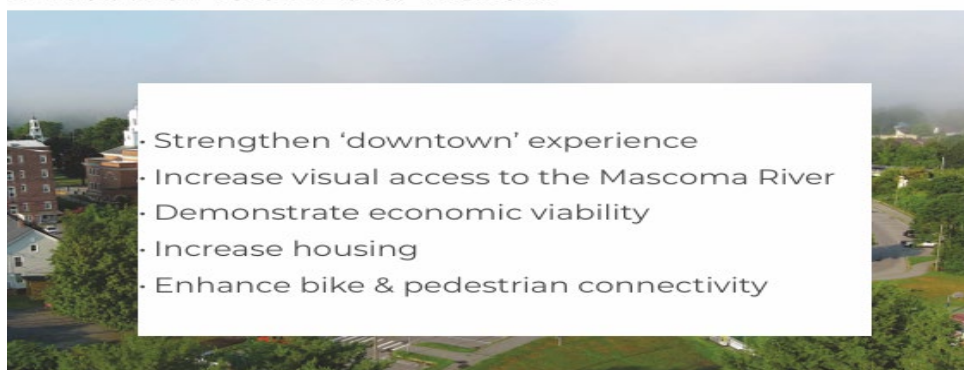
In August of 2022, the City issued a Request for Expressions of Interest (RFI) to solicit redevelopment ideas and strategies for the parking areas, which would advance the City's goals and objectives, including enhanced visibility and access to the Mascoma River; improved connectivity between the Northern Rail Trail and the Mascoma River Greenway via the downtown tunnel; and economic development opportunities to further enhance vitality in the downtown core. However, after reviewing the RFI responses by the Economic Development Commission (EDC) and Downtown TIF Advisory Board (TIF), it was apparent that further analysis was needed to ascertain what type and scale of development was possible in and around the downtown parking lots. In February 2024, the City Council approved a proposal from the City Manager to engage a consultant to determine and evaluate options for redeveloping the downtown parking lots.

Subsequently, the City engaged Placework to lead a multi-disciplinary consultant team to help address and resolve some of the outstanding questions and issues that affect what can or should be accomplished in the downtown parking lots, including: a comprehensive study of parking and traffic needs, consideration of environmental and floodplain issues, structural and geotechnical questions, economic development potential, and other factors. The preliminary results of these inquiries were used to create a set of guiding principles and potential development scenarios for the community's consideration. Over the course of the study, the consultants used EDC and the Downtown TIF Board as project advisory committees and conducted several rounds of community engagement and outreach.

Following the final Community Conversation event on February 12th, the consultant team prepared the final report and presentation for the City Council.

Mr. Josh Lacasse (Consultant from Placework) gave a final slide presentation of the Downtown Parking Lot Redevelopment study results and their recommendations to the City Council. Below are only a few highlights from the presentation. (The presentation, in its entirety, can be found on pages 145-189, Council agenda packet.)

PROJECT GOALS & VISION



PLANNING SCENARIOS

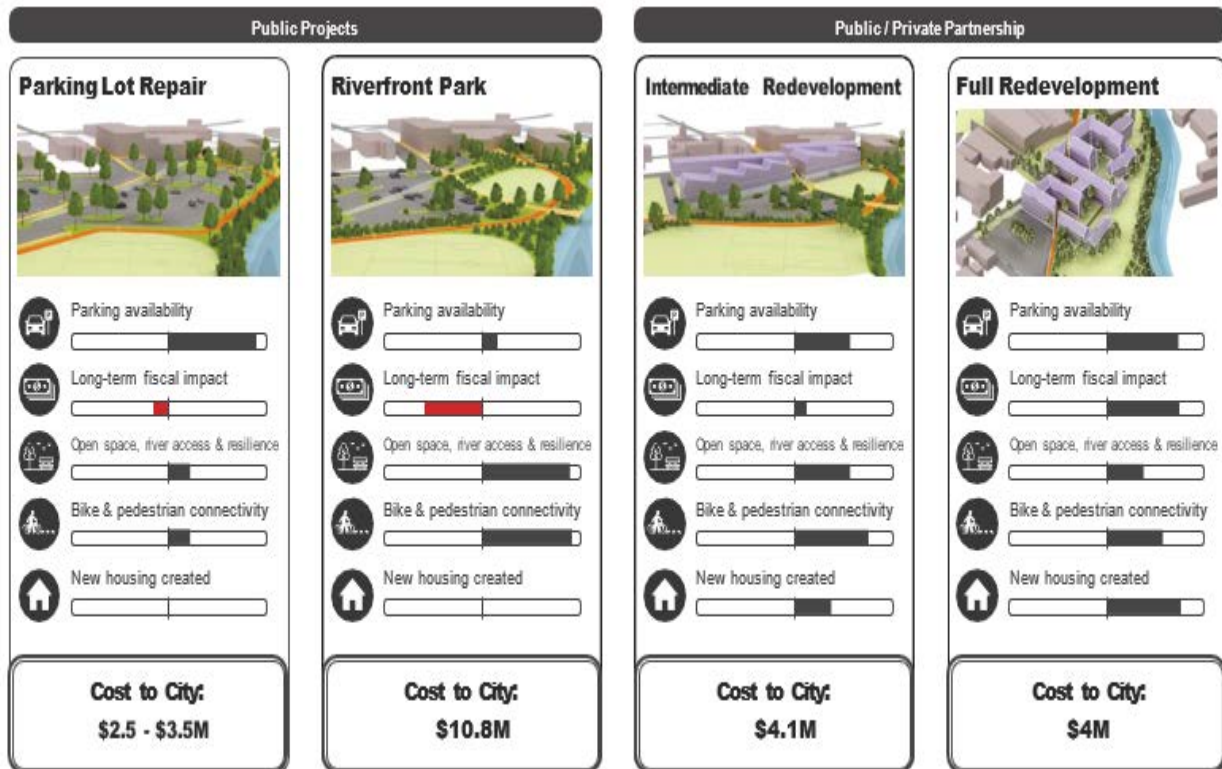


LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

Agency
Landscape + Planning

Placework
ARCHITECTURE + PLANNING

SCENARIO COMPARISON



LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
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Placework
ARCHITECTURE + PLANNING

These costs were estimated at present day current rate (over the winter of 2024/2025-). They used a unicast base. Typically, they would apply an escalation factor on costs, but because they did not know the City's timeline they did not apply this to the costs. Deputy City Manager Brooks noted that the more in-depth engineering analysis is underway, and the results of their evaluation should be ready for an upcoming discussion by the Council. The hope is that it will provide more information about when certain things need to be done and what the costs would be.

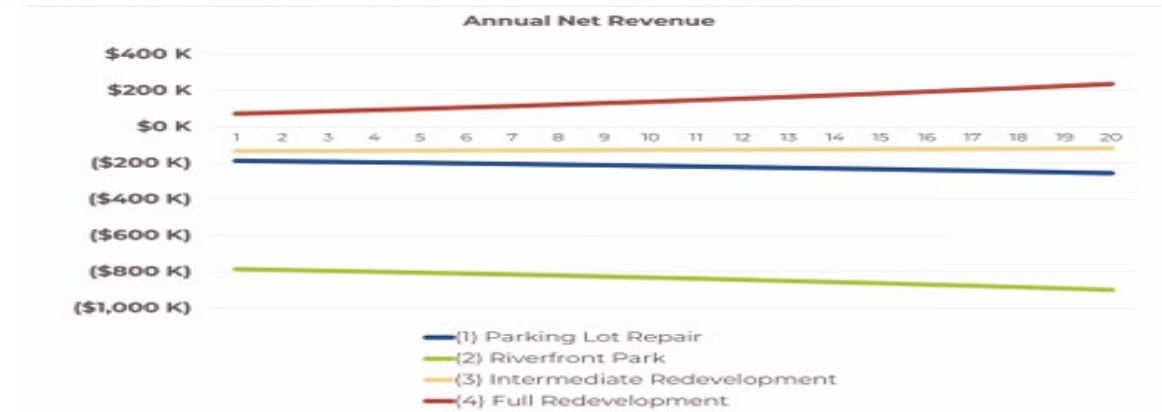
SCENARIO COMPARISON OVER TIME



LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

LW LANDWISE **Placework**
ARCHITECTURE • PLANNING

LONG-TERM FISCAL IMPACT



*Assumes 3% annual inflation on revenue/expenses & financing costs

RANGE OF POTENTIAL FUNDING SOURCES

PUBLIC PROJECTS

VALUE CAPTURE	Downtown Lebanon Tax Increment Financing (TIF) District (~\$2M available)
PUBLIC FUNDS	City General Fund Bond Issuance
CONTRIBUTED INCOME	Corporate Sponsorship Philanthropic Sponsorship Grants 'Friends' Groups
EARNED INCOME	Concession Sales Rental Fees Parking Fees Event Fees

LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
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LW LANDWISE **Placework**
ARCHITECTURE • PLANNING

EXPECTED ECONOMIC IMPACTS

"Trust for Public Land research shows that returns from conservation of open space range between \$4 and \$11 for every dollar invested."²

"Proximity to parks increases property value which increases revenue from property taxes. Research of property values shows that property values for houses within 500 feet of a park increased between 5-15% annually."¹

All Projects:

- Increased property values
- Increased sales tax revenues
- Improved attractiveness of Lebanon to homebuyers and employers
- Increased visitors who bring spending power and support for local businesses
- Decreased stormwater treatment costs
- Decreased medical costs and improved public health through increased opportunities to exercise

Public-Private Projects Additional Impacts

- Property tax revenues
- Increased downtown residents who bring spending power and support for local businesses
- Partial funding for desired public improvements

Source: Economic Benefits of Parks - [We Conserve PA](#), [Trust for Public Land](#)¹

LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

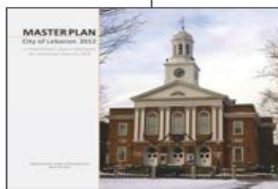
LANDWISE **Placework**
ARCHITECTURE • PLANNING

NEXT STEPS

2016: Downtown
Vision Plan and Tunnel
Assessment



2024: Downtown Parking
Lot Redevelopment Study



2012: Master Plan Revision



2022:
Downtown Request
for Expressions of
Interest

FUTURE:
Detailed Assessment
Future of TIF District
Master Plan Update?
Other Initiatives?

LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

Placework
ARCHITECTURE • PLANNING

Council/Staff Comments:

In response to Councilor McNamara's question regarding the engineering assessment of the existing parking lot costs (+/- \$2.5M for renovations), Deputy City Manager Brooks hoped there will be a discussion on this item at the Council's meeting on May 21, 2025, which will have more detailed information regarding the costs and what is going to be required in the back parking lot.

Mayor Whittlesey noted the Council needs to consider this holistically by evaluating these projects against all the other projects that need to be done in the City and not just look at the TIF District, as it stands now, but as a separate pot of money. If we do not pull funds from the TIF District, as part of the budget process, it will need to be covered by tax revenues.

1 Mr. Barry Schuster (Ward-3 & Chair of the Downtown TIF Advisory Board) spoke about how the
2 Downtown TIF Advisory Committee started their review of this project with great enthusiasm, and what
3 they would like to see. However, they know about the budget constraints the City is in right now and felt
4 it would be advisable to keep this on the front shelf for a year or two. He also spoke about the takeaways
5 from the Downtown TIF, which included the river (if you build it they will come); the many comments
6 from people about how the river can be used not just for recreation but for education; how the
7 connectivity of the Rail Trail brings in a great deal of economic activity; and the uncertainty about where
8 parking will be 25 years from now.

9
10 Ms. Victoria Smith (Ward-3 & DT TIF Advisory Board): She stated the Downtown TIF voted not to
11 make any advisory recommendations to the Council because of the City's budget constraints and also
12 because of the budget discussions taking place right now at the State level. With those things in mind,
13 now is not the time to make any commitments that will bring a burden to the City. The only thing the DT
14 TIF will consider is if the engineering studies come back and say that part of the parking lot is
15 questionable, then they would look at using TIF funds to see what can be done to remediate (the parking
16 lot).

17
18 Assistant Mayor Wilkie questioned how urgent the repairs are (for the parking lot) as compared to other
19 roadway repairs that are not being done. He wanted to make sure the Council is not moving this project's
20 repairs ahead of equally pressing repairs on the City's thru ways.

21
22 Deputy City Manager Brooks noted the engineering evaluation is going to look specifically at the
23 retaining wall, the guard rails, the sidewalks, and some of the draining and erosion issues along the river.

24
25 Mayor Whittlesey knows the retaining walls need to be addressed. If we do not do the redevelopment, we
26 would still have to address the retaining wall and spoke about his reasoning. He also spoke about the
27 Rode Proposal and the KaTo proposal noting that the EDC, at that time, did not feel any proposal fully
28 met what the City was looking for except the THI proposal.



Rode Proposal
- 210 units
- 215 Parking Spaces



KaTo Proposal
- 105-140 units
- 500 Parking Spaces



THI Proposal
- 60-74 units
- ~217 Parking Spaces

30
31
32 Deputy City Manager Brooks noted this project presentation was informational only. There will be other
33 conversations the Council will have with respect to the TIF District, the engineering study, etc., as we
34 move into the budget, which will determine how and when we move in any of these directions or begin
35 seeking additional information about any of these possible scenarios.

36
37 **ACTION: NO ACTION TAKEN BY THE COUNCIL**

38
39 **D. Presentation and Discussion on the Status of Barrows Street Cottage Development and**

1 **Authorization to Proceed with Project**

2
3 Included in the agenda packet: (All supportive documents and information can be found on pages 190-
4 214, 194, Council agenda packet)

- 5 1. Excerpts of Planning Board approved Site Plan, Pages L5.0, L2.1, and A2

6 Deputy City Manager Brooks reviewed the background behind the Barrows Street Cottage Development
7 Project. (**NOTE:** The detailed topographical map can be found on page 192, Council agenda packet.)
8

9 **BACKGROUND**

10 On April 21, 2022, the City Council unanimously adopted a “Resolution on Housing” directing the City
11 Manager to take steps to enable, incentivize, and partner in addressing housing needs not currently being
12 addressed by the market. Among the actions outlined in the Resolution is to “partner with the Lebanon
13 Housing Authority and other residential developers to utilize city-owned properties for the development of
14 new housing units, including the possibility of a ‘demonstration project’ on a city-owned parcel with high
15 visibility and an opportunity for a reasonable number of units to help overcome barriers to affordability.”

16 In February 2024, the City Council determined, in accordance with City Council Policy, CC-102, Real
17 Property Transactions, that several city-owned parcels have redevelopment potential, including two located
18 along Barrows Street (Tax Parcels 77-106 and 77-107). In May 2024, the Council discontinued a portion of
19 Barrows Street, which separated the two city-owned properties, allowing them to be merged into a single
20 2.09-acre parcel.

21 In August 2024, the Lebanon Planning Board granted Site Plan Review approval allowing the City to
22 complete preliminary site work including clearing, grading, and filling for a proposed future residential
23 development. Later in August, the NH Department of Environmental Services (NHDES) issued a Wetlands
24 and Non-Site Specific Permit to authorize impacts to a small (<950 sq. ft.), isolated wetland in the south-
25 central portion of the property. Work authorized by the Planning Board and NHDES approvals was
26 completed by early December 2024, and the site was stabilized until further development is approved.

27 In December 2024, the City submitted a final application to the Planning Board for Site Plan Review,
28 Subdivision Review, and Conditional Use Permit approval for the development of the Barrows Street
29 property. The application and development layout were in compliance with the adopted Cottage
30 Development regulations set forth in Section 509 of the Zoning Ordinance. The layout consists of five, one-
31 story, detached residential units surrounding a central courtyard, each with approximately 930 square feet of
32 gross living area, plus a full basement for additional storage or living space. On January 27, 2025, the
33 Planning Board granted conditional approval for the project, and the City is currently working to satisfy the
34 Planning Board’s conditions of approval.

35 In January 2024, the City received \$440,000 from the State’s InvestNH grant program. The grant funds were
36 connected to the Lebanon Housing Authority’s construction of 44 new housing units at 258 Heater Road
37 (Heater Landing). The InvestNH Municipal Per Unit grant program allowed the City to receive \$10,000 for
38 each new unit of affordable housing constructed within the City. In February 2024, the City Council
39 authorized the placement of the \$440,000 InvestNH grant funds into a Redevelopment Properties Revolving
40 Fund “to facilitate the planning, design, permitting, construction, and disposition of residential units on
41 City-owned properties included in the fund.”

To date, the City has expended \$146,410.65 of the InvestNH **grant funds** (not taxpayer funds) for planning, design, permitting, and the preliminary site work for the project. **No general funds or tax dollars have been used for this project.**

On April 15, 2025, the NH Department of Business and Economic Affairs (NHBEA) notified the City that Lebanon's Housing Infrastructure Municipal Grant application through the Housing Champions program was being recommended for approval. This grant will provide an additional

\$158,805 to pay for 75% of anticipated infrastructure improvements associated with the Barrows Street project. A 25% local match is required from the City.

Based on the approved project layout, the Engineer's Opinion of Probable Costs for site work is approximately \$586,000, which includes a 20% contingency. The City also has communicated with a local modular building company to obtain rough pricing to fabricate, deliver, and set the cottage units. The City is still in the process of obtaining information on projected costs to finish the cottage units.

The City proposes to engage a developer/builder through a Request for Proposals (RFP) process to complete the cottage housing units and other site improvements. The City also proposes to partner with a local lending institution, again through an RFP process, for construction funding and to try to establish favorable lending terms for prospective purchasers. Following completion, the City envisions that the finished units will be made available for owner-occupancy by employees of the City, the Lebanon School District, or the Lebanon Housing Authority. The units will be sold at cost through a lottery of pre-qualified candidates and will include covenants and deed restrictions in an effort to maintain long-term affordability.

At the end of the project, it is expected that the proceeds from the sale of the cottage units will repay any construction funds borrowed by the City and will leave the City with the original \$440,000 of InvestNH grant funds for potential use on other City-owned properties. The finished development will be owned and managed by a homeowner's association through a condominium form of ownership and will add new taxable value to the City's tax rolls. Because the City already owned the land and is not seeking to profit from the development project, it is expected that the cottage units can be developed and sold more affordably by the City (in perpetuity) than would be the case with a private developer.

Deputy City Manager Brooks noted the City Engineer has put together an opinion on probable costs for the site work. We have worked with some local partners to get some conceptual cost numbers for the cottage units themselves, as well as all the other sites and fit up work that would have to go into making this come to reality. We are roughly in the order of +/- \$420K/per unit, which is higher than we want to be, but we do not think there is an easy way to get more refined numbers until we go through the actual bid (RFB) process.

Council/Staff Comments:

Mayor McNamara noted this has become, for him, an all-consuming project over the last year or so. We have a couple of local builders who very graciously have helped us with the conceptual pricing, in the absence of any guarantee that the project will ever happen. The most recent price that we have, as of last week, is north of \$420K/unit, which is not going to work. We think we need to get (these units) down to the \$350-\$375 range to make this project viable. These (costs per unit) are very preliminary numbers, and we certainly do not feel comfortable moving forward with a project until we actually go out to bid. Looking at the limitations of various builders, he did not think this is a 2025 project and suggested that we work for the next several months to put this out to bid (in fall) and to look for final pricing from various bidders after the first of the year (2026). If the pricing is right, the project could begin in the spring of 2026. This would also give him some time to put the prices together. This is a multi-step

1 process: 1) we move forward by putting the packages together; 2) we get bids in by the first of the year
2 and look at those bids (all of the bidders understand that if we do not hit a certain price point, this is non-
3 starter) and, 3) we come back to the Council after the first of the year with a project or a non-project. The
4 alternatives are:

- 5 • The City could hold onto this property (the property has not generated tax revenue since the
6 1940s), or
- 7 • We could put the property up for sale

8 We have learned a lot during this process (i.e., learned a lot about our own Cottage Ordinance; we made
9 changes based on our own experience here, etc.) The goals here are two-fold:

- 10 1) Provide a relatively small number of housing units that are affordable for someone to
11 purchase in the \$300-\$375 range. These are roughly 900 sq. ft. units; two bedrooms; 1
12 bathroom; kitchen/living room/dining room and an unfinished basement.
- 13 2) Have a good demonstration project to show commercial developers what the potential is.

14
15 Councilor McNamara also felt that trying to increase the stock of affordable owner-occupied housing will
16 be really important in the future. Maine, New Hampshire and Vermont are the oldest states in the
17 country, and we are aging. Our workforce is aging out. He was very concerned that 10 years from now,
18 people who have retired now will be in their 70s and 80s and he just did not see young people coming to
19 replace us, largely because of housing. If we do not have the ability to keep our young people here,
20 and/or to have young people come from other parts of the country to live here and fill those vacant
21 positions, he was very concerned about the economy of the City and the region. He requested the Council
22 give them (he and City staff) the ability to continue with what they are doing.

23
24 Deputy City Manager Brooks reiterated that this project will not involve taxpayer dollars. Whatever the
25 City borrows for construction lending would be paid back when these units are sold. We, as a City, are
26 not trying to make a profit. We already own the land and think we have the ability to develop these units
27 more cost effectively than any private developer could. The expectation is that units would be sold by
28 whatever it costs the City to build them, which would allow us to pay back whatever funds have been
29 borrowed and will leave us with the same \$440K grant (received from InvestNH), to be used on the next
30 project.

31
32 Councilor McNamara added that the intention here is to have perpetual affordability with Cap-repurchase
33 options so that people cannot just buy (these units) and three years later sell them to make a profit. This
34 would be done through an agreement made with the purchasers and would be (perpetually) extended to
35 the new owners of each unit.

36
37 Councilor Stavis also added she felt very proud of this project, and it serves as the inspiration for a State
38 Bill to take this concept State-wide. That bill has passed both houses (House & Senate) and is now
39 included in the Governor's budget. She sees the build out of Barrows Street as the proof of concept, not
40 just for Lebanon but state-wide. Since New Hampshire is an aging State, she thought Lebanon could play
41 an incredibly important role in providing that example to the State.

42
43 In response to Mayor Whittlesey's question regarding how this concept would be disseminated, City
44 Manager Mulholland stated the exact cost of the project would be disseminated so developers could
45 replicate it. Building Designs and all the information on how to do this project will be made available on
46 the City's website for folks/developers to use.

Councilor Sykes looked at this project as the creation of a small neighborhood and explained his reasons about why he felt this would be good for the City.

ACTION:

Councilor Sykes MOVED, that the Lebanon City Council hereby authorizes the City Manager to take necessary and appropriate steps to continue the development of 0 Barrows Street, Tax Map 77, Lot 106, as approved by the Lebanon Planning Board on January 27, 2025, as a City-sponsored residential development project.
Seconded by Councilor Heistad.

****The Vote on the Motion was approved by members present (8-0).***

E. Presentation and Discussion of Potential Signal Hill TIF District

Included in the agenda packet: (All supportive documents, maps, and detailed information can be found on pages 195- Council agenda packet)

1. Draft Site Masterplan, Signal Park, October 2023
2. Signal Park Conceptual Estimate Totals
3. Draft Lebanon Signal Park TIF District Development Program

Mr. Jay Champion, owner of Choice Storage, LLC, described the proposed Signal Park Development Project and discussed how the establishment of a TIF District could help facilitate the construction and installation of public recreational facilities through a public-private partnership.

BACKGROUND

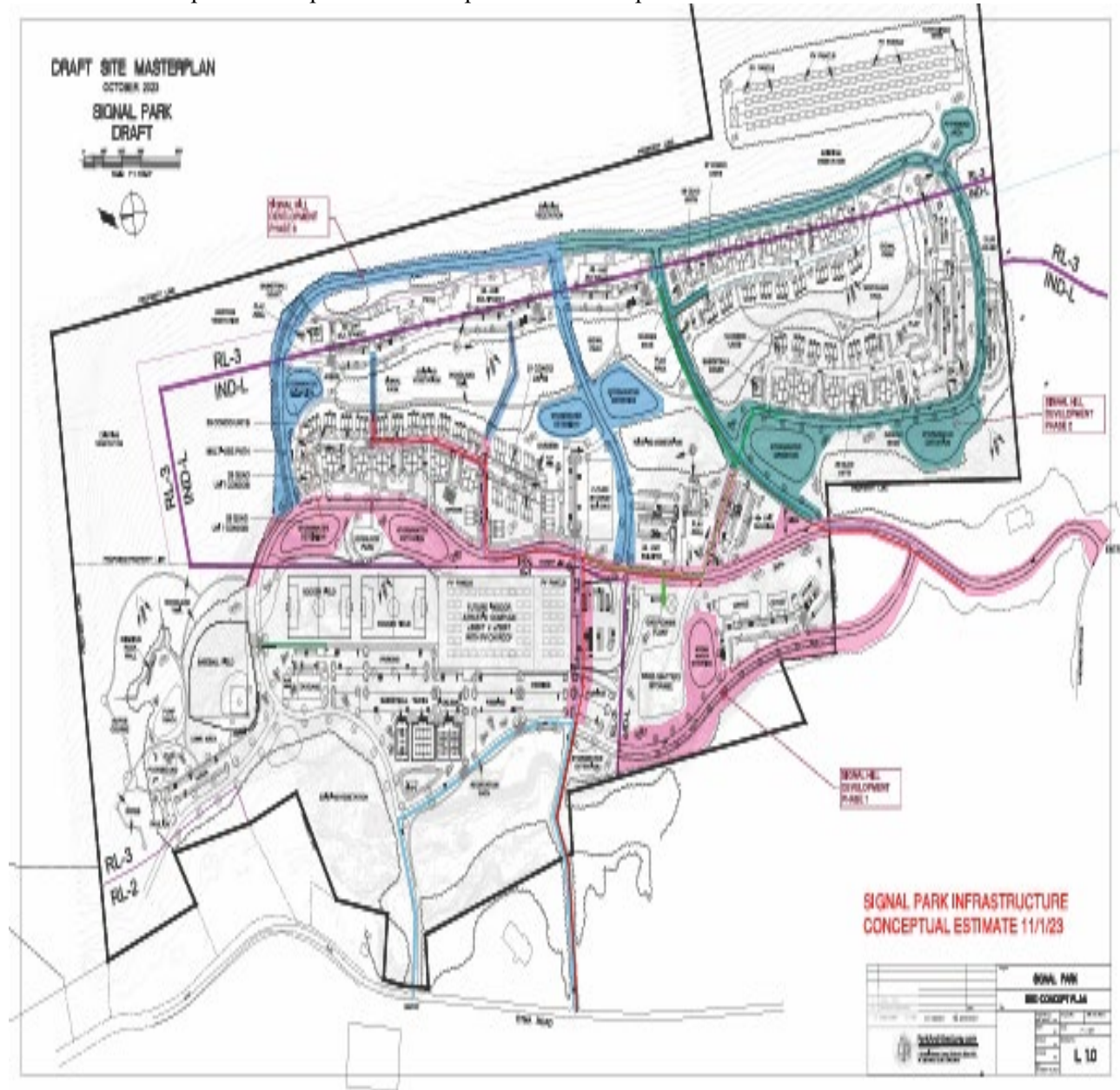
Choice Storage, LLC/Jay Champion is the owner of properties located along Etna Road, Tax Map 26, Lots 16 & 17, in Lebanon. Choice Storage has been communicating with the Planning & Development and Recreation, Arts & Parks Departments on a development project titled “Signal Park”, which would include residential, office, and commercial uses. Enclosed with the agenda materials is a Draft Site Master Plan for the Signal Park project, dated October 2023.

As part of the overall Signal Park development, Choice Storage is proposing to convey (to the City) a parcel of land to the City for the creation of public recreational facilities, potentially including playing fields, sports courts, playgrounds, and the associated access, parking, and infrastructure improvements. The Recreation, Arts & Parks Department has documented a longstanding need for additional recreational facilities, especially playing fields, due to high participation rates in adult and youth sports programs.

In connection with the Signal Park development, Choice Storage would like to discuss the potential establishment of a (***privately funded***) Tax Increment Finance (TIF) District to cover the development site as well as several surrounding parcels. As proposed by Choice Storage, if a TIF District were established, the developer would secure the private funding necessary to construct the public recreational facilities in exchange for being reimbursed for those costs from the TIF District once the increment begins to be generated by the taxable portions of the overall Signal Park development. Through such an arrangement, the City could potentially obtain needed public recreational facilities without having to incur the upfront costs for the improvements.

Mr. Jay Champion (Choice Storage, LLC and owner of the properties located along Etna Road in Lebanon, NH) came forth to describe his plan and how the project would work. He noted this is a project that he thought represented another valuable asset to the City in order to address multiple issues: the need for

1 housing (workforce) and the need for recreation (facilities and fields) in the City and Upper Valley region.
2 What he proposed is not a conventional municipal TIF, but rather a privately funded TIF where the City is
3 not responsible for borrowing funds – the borrowing would be privately funded, so it is not a liability the
4 City would be taking on. This does allow recreation fields to be built using TIF Funds from newly developed
5 real estate. He explained the planned development on the map included below.



6
7
8 Mr. Campion spoke about how the infrastructure (sewer/water, roads, etc.) would be extended to
9 accommodate the housing/recreation areas and gave a history of how he has developed this land to date.
10 He is prepared to donate this property (30-40 acres of land as shown on the map above) to the City. He
11 noted he is at a point now where he needs to know if the City wants this to happen and would support this
12 project because he would not give the land (to the City) unless it would have recreational fields and
13 further explained his reasoning.
14

1 **Council/Staff Comments:**

2 The Council discussed and Mr. Campion explained how the decisions for these properties would be
3 made; what the process would be for making decisions; what the formation and structure would be for the
4 creation of a private TIF District; what the next round of negotiations would be for tax revenues (to pay
5 Mr. Campion back); and, what the mechanism might be to pay for the costs of maintenance/upkeep of the
6 project in the future for the City.

7
8 **ACTION:**

9 *Councilor McNamara MOVED that the Lebanon City Council hereby requests the City Manager to*
10 *continue to negotiate with Choice Storage, LLC on the potential creation of a Signal Park Tax*
11 *Increment Finance (TIF) District and associated public-private partnership agreements, and to present*
12 *the details of such a TIF District and development agreement(s) at a future City Council meeting for*
13 *further review and discussion.*

14 *Seconded by Councilor Simon.*

15
16 **The Vote on the Motion was approved by members present (8-0).*
17

18 **F. Discussion and Set Public Hearing for May 21, 2025: Proposed Amendments to the Lebanon**
19 **Zoning Ordinance as follows:**

- 20 1. To add new Section 615, Mobile Food Service Vending; to Allow
21 Mobile Food Service Vending in the Central Business (CB), Lebanon
22 Downtown (LD), General Commercial (GC), General Commercial One
23 (GC-1), Light Industrial (IND-L), Medical Center (MC), and Medical
24 Center Two (MC-2) zoning districts; to add various definitions to
25 Appendix A ([NOTE: Will be brought back at a future Council](#)
26 [Meeting with corrected edits.](#))
27 2. To add “Care and Treatment of Animals” as a Use Allowed by
28 Conditional Use Permit in the Residential Office One (RO-1) District
29

30 Included in the agenda packet: ([All supportive documents and detailed information, including Legal](#)
31 [opinion, can be found on pages 215-243, Council agenda packet](#))

- 32 1. April 24, 2025 Memorandum from Planning & Development Department RE:
33 Proposed Zoning Ordinance Amendment, New Section 615 - Mobile Food Service
34 2. April 22, 2025 Memorandum from Planning & Development Department RE:
35 Proposed Zoning Amendment: Care & Treatment of Animals
36

37 Director Reichert reviewed the background and history behind the proposed amendments to the Zoning
38 Ordinance. He discussed some of the feedback that came from the Boards and legal counsel related to the
39 mobile food service and the care and treatment of animals. He focused mainly on the Mobile Food
40 Trucks, noting that legal counsel brought forth some specific edits to the language as it was originally
41 proposed. (Attorney Decker, City’s Legal Counsel, letter dated April 4, 2025, can be found on pages 223-
42 225, Council agenda packet.).

- 43 1. We do not have permitted months or hours of operation articulated in the zoning ordinance.
44 2. Barriers, caution codes, that shall be provided
45 3. Establishing standards for hazardous or unsafe travel conditions
46

47 Director Reichert and Attorney Decker wanted to have some clarification language because if the zoning
48 official makes a determination, the only means by which this could be changed is an appeal it to the

1 Zoning Board for their input and approval and further explained his reasoning. He also spoke about
2 creating language for exemptions on these City properties (i.e., the pool, baseball fields, etc.) and writing
3 these into the Ordinance.

4 5 **BACKGROUND**

6 On March 5, 2025, the City Council initiated the zoning amendment process to consider allowing food truck
7 vendors on individual properties regulated by the Zoning Ordinance as recommended by the Food Truck
8 Task Force. As a reminder, the Task Force also recommended changes to City Code Chapter 179, regulating
9 vendors within the general area of Colburn Park, the Lebanon Mall, and the area of Hanover Street formerly
10 known as "Hough Square", which were adopted on April 2, 2025.

11 As proposed, a new Section 615, Mobile Food Service, would be created to identify permitting requirements
12 and performance standards for "mobile food service vending" and "stand vending" uses. In addition, mobile
13 food service vending, stand vending, and other terms would be defined in Appendix A, and would be added
14 as permitted uses in numerous non-residential districts, including Central Business (CB), Lebanon
15 Downtown (LO), General Commercial (GC), General Commercial One (GC-1), Light Industrial (IND-L),
16 Medical Center (MC), and Medical Center Two (MC-2) districts.

17 On March 19, 2025, the City Council initiated a separate zoning amendment process at the request of Dan
18 Nash on behalf of one of his clients. The amendment, submitted on behalf of Evans Drive SPE,
19 LLC/Johanna Cicotte, requested that "Care and Treatment of Animals" be added to Section 311A.2, Table
20 of Uses, as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) zoning district.

21 Although the above referenced zoning amendments were "kicked-off" separately, the proposed review
22 schedule by legal counsel and the land use boards largely overlapped and the review of each proposed
23 amendment is complete and ready for Council discussion and the scheduling of a public hearing.

24 **Council/Staff Comments- Mobile Food Service:**

25 Councilor Simon spoke about his reasons why he felt the Mobile Food Service section of the Ordinance
26 should be brought back to the Council, with edits, so they make an educated decision. Mayor Whittlesey
27 concurred that a full revision version of this ordinance be brought back to the Council for their review
28 before scheduling a Public Hearing.

29 30 **Care and Treatment of Animals expansion of use:**

31 Director Reichert noted that the Planning Board suggested that Mr. Nash and his clients limit their use to
32 only a Veterinary establishment and omit a riding school or kennels as part of the expansion of use in the
33 Ordinance.

34
35 Mr. Nash came forth and presented a history of the uses of this property (conforming and non-conforming
36 uses). His letter dated January 29, 2025 can be found on page 230, Council agenda packet.

37 38 **Council/Staff Comments-Care and Treatment of Animals:**

39 Councilor McNamara noted the Council would be making a decision on a very small zoning district and
40 he highly doubted that granting this request now would suddenly result in a riding center or kennel in that
41 area. If the Council wants to further define the usage to exclude those two uses in this zone, or another
42 zone in the future, we can take it up in a separate matter and further explain his reasoning. What the
43 Veterinarian Clinic really wants to do is add seven (7) parking spaces and suggested bifurcating this

Ordinance by moving forward with scheduling the Public Hearing for the Care and Treatment of Animals request and eliminating the Mobile Food Service request (in the motion).

ACTION:

Councilor McNamara MOVED, that the Lebanon City Council hereby schedules a public hearing for Wednesday, May 21, 2025, beginning at 7:00pm, in Council Chambers, City Hall, and Remote via the City's Virtual Platform, for the purpose of receiving public input and taking action on an amendments to the Lebanon Zoning Ordinance as follows:

*1. To add "Care and Treatment of Animals" as a use allowed by Conditional Use Permit in the Residential-Office One (R0-1) district.
Seconded by Councilor Simon.*

**The Vote on the Motion was approved by members present (8-0).*

12. City Manager Report:

City Manager Mulholland updated the Council on the following:

- HB 707 (landfill bill) sent to Senate
- SB 297 (Health Trust)
- HB 511
- SB 62
- HB 316 (Ambulance Billing)
- State-Wide Zoning Regulations
- Rail Trail: He has received no response from NH DOT. If they do not respond soon, the City will lose their grant.

13. NON-PUBLIC SESSION

- A. RSA 91-A:3, II(a) – “The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her...”

Assistant Mayor Wilkie MOVED to go into Non-Public Session for the purpose of discussing RSA 91-A:3, II(a) – “The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her...”

Seconded by Councilor McNamara.

Roll Call Vote:

Assistant Mayor Wilkie and Councilors Heistad, N. Ford Burley, McNamara, Stavis, Simon, Sykes, and Mayor Whittlesey all voting Yea.

None voted Nay.

Absent from vote: Councilor Zook

**The Vote on the Motion was approved by members present (8-0)*

The Council went into Non-Public Session at 9:18 PM

Councilor McNamara MOVED to come out of Non-Public Session.

Seconded by Councilor Simon.

Roll Call Vote:

Assistant Mayor Wilkie and Councilors Heistad, N. Ford Burley, McNamara, Stavis, Simon, Sykes, and Mayor Whittlesey all voting Yea.

None voted Nay.

Absent from vote: Councilor Zook

**The Vote on the Motion was approved by members present (8-0)*

The Council came out of Non-Public Session at 9:51 PM

The Council was back in the Public Session.

14. ADJOURNMENT:

Councilor McNamara MOVED for adjournment.

Seconded by Councilor Simon.

**The Vote on the MOTION was unanimously approved by members present (8-0)*

The meeting was adjourned at 9:52 PM.

Respectfully submitted,

Dona E. Gibson

Recording Secretary

Agenda
Lebanon City Council
May 21, 2025

8. Appointments:

Appointments

Board/Committee Appointments as presented by City Clerk/Tax Collector Jaseya Ewing

- Library Board of Trustees, Leonee Derr (Reappointment as Alternate Library Trustee)
- Economic Development Commission, Brendan Callahan (Appointment as Regular Member)
- Economic Development Commission, Eric Stacy (Appointment as Regular Member)
- Pedestrian & Bicyclist Advisory Committee, Sean Dittrich (Reappointment as Regular Member)
- Arts & Culture Commission, Stevens Blanchard (Reappointment as Regular Member)
- Lebanon Energy Advisory Committee, Clifton Below (Appointment as City Council Representative)

Included in this Section:

1. Memo from City Clerk/Tax Collector Jaseya Ewing dated May 21, 2025



Office of the City Clerk & Tax Collector
51 N. Park Street
Lebanon, NH 03766

MEMORANDUM

DATE: May 21, 2025
TO: The Honorable Mayor & City Council
FROM: Jaseya Ewing, City Clerk & Tax Collector
RE: **Appointments Proposed for Council Discussion/Action:**

If the Council wishes to proceed with action on the appointments below, a nomination should be made and voted on for each appointment.

Note: nominations do not need to be seconded.

Library Board of Trustees

- **Leonee Derr** – Reappointment as an Alternate Library Trustee for a one-year term.

Term: 5/2025-5/2026

Recommended By: Library Trustee Chair, Francis Oscadal

Economic Development Commission

- **Brendan Callahan** – Appointment as a Citizen Representative for a two-year term.

Term: 5/2025-5/2027

Interviewed By: City Councilor Chris Simon

- **Eric Stacy** – Appointment as a Citizen Representative for a two-year term.

Term: 5/2025-5/2027

Interviewed By: City Councilor Nicole Ford Burley

Pedestrian & Bicyclist Advisory Committee

- **Sean Dittrich** – Reappointment as a Citizen Member for a three-year term.

Term: 5/2025-5/2028

Recommended By: Catheryn Hembree

Arts & Culture Commission

- **Stevens Blanchard** – Reappointment as a Citizen Representative for a two-year term.

Term: 5/2025-5/2027

Recommended By: Recreation Program Coordinator Kristine Flythe

Lebanon Energy Advisory Committee

- **Clifton Below** – Appointment as a City Councilor Appointed Representative for a two-year term.

Term: 5/2025-5/2027

Recommended By: Mayor Douglas Whittlesey



CLBD-25-5

Board Member

Application

Status: Active

Submitted On: 5/8/2025

Primary Location

No location

Owner

No owner information



Applicant Information

First Name*

Leonee

Last Name*

Derr

Contact Phone Number*



Contact Email*



Mailing Street Address*



Mailing City, State, Zip*

Lebanon, NH 03766

How long have you resided in Lebanon?

0-1 Year

☐

2-5 years

☒

6-15 years

☐

15 or more years

☐

Board/Committee/Commission Information

Is this application for a reappointment?

Yes, this is for reappointment.

☒

No, this is not for a reappointment.

☐

For which board, committee, or commission are you applying?

Please note that City Council positions are elected positions. **Those interested in serving on the City Council must file with the City Clerk's office during the designated filing period prior to the March election of each year.** The filing period information will be listed on the Elected Position Filing Information page.

Arts & Culture Commission

☐

Board of Cemetery Trustees

☐

Class VI Roads Advisory Committee

☐

Conservation Commission

☐

Diversity, Equity, and Inclusion Commission

☐

Economic Development Commission

☐

Downtown Lebanon TIF Advisory Board

☐

Heritage Commission

☐

Lebanon Airport-Tech Park TIF Advisory Board

☐

Lebanon Energy Advisory Committee

☐

Library Board of Trustees

☒

Pedestrian & Bicyclist Advisory Committee

☐

Planning Board

☐

Tree Advisory Board

☐

West Lebanon Revitalization Advisory Committee

☐

Zoning Board of Adjustment

☐

Interest to Volunteer

Briefly describe your qualifications and your reasons for seeking an appointment to this board/committee/commission*

My interest in serving as an alternate and participating in the Library Board is to remain a part of a community that values an institution that has (and continues to have) a central role in a community's economic, social, and cultural well-being. And by proxy, impacting individual well-being. Public libraries have been on the front line of early literacy support, early childhood development, being a 'third place' for marginalized and under-served community members (young people, the elderly, the houseless, newly arrived, etc), and so much more.

Philosophically, what I bring are perspectives that expand from the following:

*Libraries as 'third space'

*Libraries for every body

*stewarding collections and resources that deepen knowledge and understanding of the world across a person's lifetime

*offering programming, services, spaces, and materials that encourage curiosity – whether serendipitous discovery or intentional seeking

*public library work as community engagement and building, working with and on behalf of communities

Policy Acknowledgement

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-108, Ethics and Conflict-of-Interest for Elected and Appointed Officials. *

✓ Leonee Ariel Derr
May 8, 2025

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-104 and City Code Chapter 185, Welcoming Lebanon.*

✓ Leonee Ariel Derr
May 8, 2025

Signature

Basic Requirements to Volunteer on a Board/Committee/Commission:

- Lebanon/West Lebanon resident (except for those boards/committees/commissions whose membership makeup includes non-resident)
- Willingness to learn
- Commitment to attend meetings
- Treat people fairly
- Consider the best interest of the community as a whole when making decisions
- Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board

I hereby certify that I meet the basic requirements for applying to a City of Lebanon board/committee/commission.

Signature*

✓ Leonee Ariel Derr
May 8, 2025

From: [Kara Tracy](#)
To: [Jaseya Ewing](#)
Subject: FW: [EXTERNAL] Re: Library Board reappointment
Date: Monday, May 12, 2025 3:32:28 PM

From: Francis Oscadal [REDACTED]
Sent: Thursday, May 8, 2025 12:52 PM
To: Kara Tracy <Kara.Tracy@lebanonnh.gov>
Subject: [EXTERNAL] Re: Library Board reappointment

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi Kara,

Yes, we are very supportive of Leonee's reappointment.

Thanks!

Fran

On Thu, May 8, 2025 at 10:13 AM Kara Tracy <Kara.Tracy@lebanonnh.gov> wrote:

Hi Fran,

Leonee Derr submitted an application for reappointment to the board as an alternate member. I just wanted to confirm with you that they are recommended to be added to the next city council agenda?

Best regards,

Kara Tracy
Deputy City Clerk – City of Lebanon
[51 North Park Street](#)
[Lebanon NH 03766](#)
(603)448-3054

This email has been scanned for spam and viruses by Proofpoint Essentials. Click [here](#) to report this email as spam.



CLBD-25-1

Board Member

Application

Status: Active

Submitted On: 4/13/2025

Primary Location

No location

Owner

No owner information



Applicant Information

First Name*

Brendan

Last Name*

Callahan

Contact Phone Number*



Contact Email*



Mailing Street Address*



Mailing City, State, Zip*

Lebanon, NH, 03766

How long have you resided in Lebanon?

0-1 Year

☐

2-5 years

☐

6-15 years

☒

15 or more years

☐

Board/Committee/Commission Information

Is this application for a reappointment?

Yes, this is for reappointment.

☐

No, this is not for a reappointment.

☒

For which board, committee, or commission are you applying?

Please note that City Council positions are elected positions. **Those interested in serving on the City Council must file with the City Clerk's office during the designated filing period prior to the March election of each year.** The filing period information will be listed on the Elected Position Filing Information page.

Arts & Culture Commission

☐

Board of Cemetery Trustees

☐

Class VI Roads Advisory Committee

☐

Conservation Commission

☐

Diversity, Equity, and Inclusion Commission

☐

Economic Development Commission

☒

Downtown Lebanon TIF Advisory Board

☐

Heritage Commission

☐

Lebanon Airport-Tech Park TIF Advisory Board

☐

Lebanon Energy Advisory Committee

☐

Library Board of Trustees

☐

Pedestrian & Bicyclist Advisory Committee

☐

Planning Board

☐

Tree Advisory Board

☐

West Lebanon Revitalization Advisory Committee

☐

Zoning Board of Adjustment

☐

Interest to Volunteer

Briefly describe your qualifications and your reasons for seeking an appointment to this board/committee/commission*

I'm seeking appointment to the Economic Development Commission because I want to contribute to a town that has given me and my two boys 12 and 9 so much. Dean Cashman at Mascoma Bank, who knows me both professionally and personally, recommended I consider this role. Based on his knowledge of my skills, work ethic, and community focus, he felt I'd be a strong fit. I'd be honored to serve and bring my experience to the table to help support long-term success in Lebanon.

As a resident of Lebanon and a full-time realtor and real estate investor, I'm deeply invested in the future of this community—both personally and professionally. Since 2020, I've been actively involved in helping families find homes, revitalizing properties, and supporting smart, sustainable growth in the Upper Valley. Through this work, I've gained firsthand insight into the housing market, development challenges, and the opportunities that come with thoughtful economic planning.

Policy Acknowledgement

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-108, Ethics and Conflict-of-Interest for Elected and Appointed Officials. *

✓ Brendan Callahan
Apr 13, 2025

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-104 and City Code Chapter 185, Welcoming Lebanon.*

✓ Brendan Callahan
Apr 13, 2025

Signature

Basic Requirements to Volunteer on a Board/Committee/Commission:

- Lebanon/West Lebanon resident (except for those boards/committees/commissions whose membership makeup includes non-resident)
- Willingness to learn
- Commitment to attend meetings
- Treat people fairly
- Consider the best interest of the community as a whole when making decisions
- Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board

I hereby certify that I meet the basic requirements for applying to a City of Lebanon board/committee/commission.

Signature*

✓ Brendan Callahan
Apr 13, 2025

Councilor Interview Report Form

Councilor Name: Chris Simon

Date of Interview: 5/5/25

Applicant Name: Brendan Callahan

Board(s) to Which Applied: EDC

☒ Regular Seat ☐ Alternate Seat

Has Applicant Attended Meeting of Board to Which Applying? ☐ Yes ☒ No

(If yes, indicate date of meeting.) Date: _____

Recommend Appointment: ☒ Yes ☐ No

☒ Regular Seat ☐ Alternate Seat

General Comments:

Brendan will be an excellent addition
to the commission.

(PLEASE NOTE: THIS FORM WILL BE INCLUDED IN THE AGENDA MATERIALS WHEN APPLICANT IS SCHEDULED TO APPEAR BEFORE THE CITY COUNCIL.)

Standard Questions for All Applicants:

1) What do you believe is the purpose of this Board/Committee?

Advise, promote, guide the city council in economic growth
in a responsible & sustainable manner.

2) Are you familiar with the meeting dates and time commitments of this Board/Committee?
Would you be available for additional meetings, site visits, or other official events when necessary?

Yes Brendan has talked with other members about the
position.

3) Do you have any previous experience working with this type of Board/Committee, or in a related field, in this community or any other community?

Yes time allowing.

- 4) Do you have any interest in attending educational presentations and seminars in order to further educate yourself relative to the work of this Board/Committee?

Yes.

- 5) Do you anticipate that you would have to recuse yourself from more than an occasional meeting due to a conflict of interest (perceived or real) relating to your past or present employment, organizational membership, real estate holdings, family ties, or other reasons?

No.

- 6) What do you think are the key challenges for this Board/Committee?

Willing to listen & learn before making any decisions.

- 7) What do you think are the key opportunities for this Board/Committee?

Continue working together w/ all to move forward & positively

- 8) What would you like to see this Board/Committee accomplish in the next year?

Same as 6, 7.

Specific Questions for Applicants to Land-Use Boards:

Zoning Board of Adjustment:

- 1) Have you ever appeared before a zoning board, personally or through a representative?

- 2) Do you have any personal or professional knowledge or background in the area of zoning law?

From: [Kara Tracy](#)
To: [Kara Tracy](#)
Subject: FW: [EXTERNAL] Online Form Submission #11634 for Board Member Application
Date: Monday, March 31, 2025 1:03:43 PM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Board Member Application

Application Process

After submitting this application, you will be contacted and interviewed by one of our City Councilors. Your application will then go before the full Council at one of their regular meetings for consideration of appointment. If you have questions, please contact the City Clerk's Office at 603-448-3054 or cityclerk@lebanonnh.gov.

Basic Requirements

- *Lebanon/West Lebanon resident (except for those boards whose membership makeup includes non-resident)*
- *Willingness to learn*
- *Commitment to attend meetings*
- *Treat people fairly*
- *Consider the best interest of the community as a whole when making decisions*
- *Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board.*

(Section Break)

First Name	Eric
------------	------

Last Name	Stacy
-----------	-------

Physical Address	
------------------	--

City	Lebanon
------	---------

	NH
--	----

State	
Zip Code	03766
Is this your mailing address?	Yes
Home Phone Number	
Work Number	Field not completed.
Email Address	
How long have you resided in Lebanon?	3 Years
(Section Break)	
Is this an application for re-appointment?	This application is not for re-appointment.
For which board, committee, or commission are you applying?	Economic Development Commission
Other Committee	Field not completed.
Why would you like to serve?	If it is not economically sustainable, it's not sustainable. I believe keeping the balance sheet in mind is one of the most important civic functions.
State a few of what you feel your qualifications are or why you wish to be appointed to this board / committee.	I'm already on the Planning Board and believe that more collaboration is beneficial to all and educational for me.
Certification	I hereby certify that I meet the basic requirements for applying to a Lebanon board / committee.

Email not displaying correctly? [View it in your browser.](#)

Councilor Interview Report Form

Councilor Name: Nicole Ford Burley Date of Interview: 5/5/2025

Applicant Name: Eric Stacy

Board(s) to Which Applied: Economic Development Commission

☒ Regular Seat ☐ Alternate Seat

Has Applicant Attended Meeting of Board to Which Applying? ☒ Yes ☐ No

(If yes, indicate date of meeting.) Date: 4/28/2025

Recommend Appointment: ☒ Yes ☐ No

☒ Regular Seat ☐ Alternate Seat

General Comments:

Mr. Stacy already serves on Lebanon's Planning Board and is interested in expanding his work to the EDC

(PLEASE NOTE: THIS FORM WILL BE INCLUDED IN THE AGENDA MATERIALS WHEN APPLICANT IS SCHEDULED TO APPEAR BEFORE THE CITY COUNCIL.)

Standard Questions for All Applicants:

1) What do you believe is the purpose of this Board/Committee?

To promote new industry in Lebanon, to attract the kind of industry that we want, and to stabilize and enhance existing industry.

2) Are you familiar with the meeting dates and time commitments of this Board/Committee?
Would you be available for additional meetings, site visits, or other official events when necessary?

Yes. He attended 4/28 meeting, and can regularly attend EDC meetings.

3) Do you have any previous experience working with this type of Board/Committee, or in a related field, in this community or any other community?

Mr. Stacy currently serves on the Lebanon Planning Board. He was not really involved in city boards before that. He does have experience in economic areas, however, including though the 1980-90s Savings and Loan crisis and bailout, from which he has a banking/regulatory perspective.

4) Do you have any interest in attending educational presentations and seminars in order to further educate yourself relative to the work of this Board/Committee?

Yes, he'd be interested in that. He will be attending the upcoming Planning conference as part of his work on the Planning Board.

5) Do you anticipate that you would have to recuse yourself from more than an occasional meeting due to a conflict of interest (perceived or real) relating to your past or present employment, organizational membership, real estate holdings, family ties, or other reasons?

No, not likely.

6) What do you think are the key challenges for this Board/Committee?

A challenge may be that EDC has no real authority, though he recognizes that may or not be an issue. Another large challenge is housing. Finding a way for Lebanon to be more business-friendly is the primary challenge.

7) What do you think are the key opportunities for this Board/Committee?

If EDC can inform other city processes, it has potential to improve efficiency across the city. There may be opportunities to promote tourism in Lebanon and attract businesses in that vein. There are also opportunities to flesh out the Master Plan regarding economic development and build better goals.

8) What would you like to see this Board/Committee accomplish in the next year?

He would like to see an emphasis on housing. The major challenge is the lack of workforce housing, which is difficult to make happen. We may have limited influence, but he'd like to see EDC advise on issues at the state level, including increasing the cost of construction and hidden costs.

Specific Questions for Applicants to Land-Use Boards:

Zoning Board of Adjustment:

1) Have you ever appeared before a zoning board, personally or through a representative?

2) Do you have any personal or professional knowledge or background in the area of zoning law?

3) Do you believe you can set aside your personal opinions and make impartial decisions based on the City's adopted Zoning Ordinance?

4) Zoning Board decisions can be controversial. The Board is bound by law to work within the current zoning regulations. Do you believe you can tolerate possible criticism from your friends and neighbors as a result of how you may have voted?

Planning Board:

1) Have you ever appeared before a planning board, personally or through a representative?

2) Do you have any personal or professional knowledge or background in the area of planning law?

3) Do you believe you can set aside your personal opinions and make impartial decisions based on the City's adopted site plan and subdivision regulations, as well as the Zoning Ordinance?

4) Planning Board decisions can be controversial. The Board is bound by law to work within the current site plan and subdivision regulations. Do you believe you can tolerate possible criticism from your friends and neighbors as a result of how you may have voted?

Conservation Commission:

- 1) Have you ever appeared before a conservation commission, personally or through a representative?

- 2) The Conservation Commission's advisory role in New Hampshire environmental permitting can be controversial. Do you believe you can tolerate possible criticism from your friends and neighbors as a result of how you may have voted?



CLBD-25-4

Board Member

Application

Status: Active

Submitted On: 5/8/2025

Primary Location

No location

Owner

No owner information



Applicant Information

First Name*

Sean

Last Name*

Dittrich

Contact Phone Number*



Contact Email*



Mailing Street Address*



Mailing City, State, Zip*

Lebanon, NH, 03766

How long have you resided in Lebanon?

0-1 Year

☐

2-5 years

☒

6-15 years

☐

15 or more years

☐

Board/Committee/Commission Information

Is this application for a reappointment?

Yes, this is for reappointment.

☒

No, this is not for a reappointment.

☐

For which board, committee, or commission are you applying?

Please note that City Council positions are elected positions. **Those interested in serving on the City Council must file with the City Clerk's office during the designated filing period prior to the March election of each year.** The filing period information will be listed on the Elected Position Filing Information page.

Arts & Culture Commission

☐

Board of Cemetery Trustees

☐

Class VI Roads Advisory Committee

☐

Conservation Commission

☐

Diversity, Equity, and Inclusion Commission

☐

Economic Development Commission

☐

Downtown Lebanon TIF Advisory Board

☐

Heritage Commission

☐

Lebanon Airport-Tech Park TIF Advisory Board

☐

Lebanon Energy Advisory Committee

☐

Library Board of Trustees

☐

Pedestrian & Bicyclist Advisory Committee

☒

Planning Board

☐

Tree Advisory Board

☐

West Lebanon Revitalization Advisory Committee

☐

Zoning Board of Adjustment

☐

Interest to Volunteer

Briefly describe your qualifications and your reasons for seeking an appointment to this board/committee/commission*

I have been on the Oed Bike committee for the past 3 years, and have contributed a good deal. I am also currently the vice chair of the committee!

Policy Acknowledgement

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-108, Ethics and Conflict-of-Interest for Elected and Appointed Officials. *

✓ Sean Dittrich
May 8, 2025

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-104 and City Code Chapter 185, Welcoming Lebanon.*

✓ Sean Dittrich
May 8, 2025

Signature

Basic Requirements to Volunteer on a Board/Committee/Commission:

- Lebanon/West Lebanon resident (except for those boards/committees/commissions whose membership makeup includes non-resident)
- Willingness to learn
- Commitment to attend meetings
- Treat people fairly
- Consider the best interest of the community as a whole when making decisions
- Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board

I hereby certify that I meet the basic requirements for applying to a City of Lebanon board/committee/commission.

Signature*

✓ Sean Dittrich
May 8, 2025

From: [Catheryn Hembree](#)
To: [Kara Tracy](#); [Crystal Taplin](#)
Cc: [Jaseya Ewing](#)
Subject: RE: Sean Dittrich Reappointment
Date: Tuesday, May 13, 2025 8:11:28 AM

Sean is a great member! We'd love to have him return for another term.

Catheryn

From: Kara Tracy <Kara.Tracy@lebanonnh.gov>
Sent: Monday, May 12, 2025 4:16 PM
To: Crystal Taplin <Crystal.Taplin@lebanonnh.gov>; Catheryn Hembree <Catheryn.Hembree@lebanonnh.gov>
Cc: Jaseya Ewing <Jaseya.Ewing@lebanonnh.gov>
Subject: Sean Dittrich Reappointment

Good afternoon,

Sean reapplied to continue serving on the Ped Bike Advisory Committee. Would you be in agreeance with his reappointment? If not, or if there is anyone else who should be included in his recommendation, please let us know.

Thank you!

Kara Tracy
Deputy City Clerk – City of Lebanon
51 North Park Street
Lebanon NH 03766
(603)448-3054

CLBD-25-6

Submitted On: May 8, 2025



Applicant Information

First Name

stevens

Last Name

blanchard

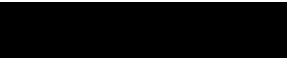
Contact Phone Number



Contact Email



Mailing Street Address



Mailing City, State, Zip

West Lebanon, NH 03784

How long have you resided in Lebanon?

0-1 Year

--

2-5 years

6-15 years

--

true

15 or more years

--

Board/Committee/Commission Information

Is this application for a reappointment?

Yes, this is for reappointment.

true

No, this is not for a reappointment.

For which board, committee, or commission are you applying?

Please note that City Council positions are elected positions. Those interested in serving on the City Council must file with the City Clerk’s office during the designated filing period prior to the March election of each year. The filing period information will be listed on the Elected Position Filing Information (<https://lebanonnh.gov/1835/Elected-Position-Filing-General-Informat>) page.

Arts & Culture Commission

Board of Cemetery Trustees

true

--

Class VI Roads Advisory Committee

Conservation Commission

--

--

Diversity, Equity, and Inclusion Commission

Economic Development Commission

--

--

Downtown Lebanon TIF Advisory Board

Heritage Commission

--

--

Lebanon Airport-Tech Park TIF Advisory Board

Lebanon Energy Advisory Committee

--

--

Library Board of Trustees

Pedestrian & Bicyclist Advisory Committee

--

--

Planning Board

Tree Advisory Board

--

--

West Lebanon Revitalization Advisory Committee

Zoning Board of Adjustment

--

--

Interest to Volunteer

Briefly describe your qualifications and your reasons for seeking an appointment to this board/committee/commission

I'm super cool.

Policy Acknowledgement

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-108, Ethics and Conflict-of-Interest for Elected and Appointed Officials.

true

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-104 and City Code Chapter 185, Welcoming Lebanon.

true

Signature

Basic Requirements to Volunteer on a Board/Committee/Commission:

Lebanon/West Lebanon resident (except for those boards/committees/commissions whose membership makeup includes non-resident)

Willingness to learn

Commitment to attend meetings

Treat people fairly

Consider the best interest of the community as a whole when making decisions

Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board

I hereby certify that I meet the basic requirements for applying to a City of Lebanon board/committee/commission.

Signature

true

From: [Kristine Flythe](#)
To: [Jaseya Ewing](#)
Subject: Roster & Support
Date: Monday, May 12, 2025 4:30:15 PM
Attachments: [ROSTER-Arts and Culture Commission.docx](#)

Hi Josie,

Yes happy to have Stevens continue if he would like to.

Also did Ben Van Vliet renew?

Here's my latest roster,

Kristine

Kristine Flythe (She/Her), CPRP
Recreation Program Coordinator
Phone: 603-448-5121
E-mail: kristine.flythe@LebanonNH.gov

Mailing Address: Lebanon Recreation & Parks 51 North Park Street Lebanon, NH 03766	Office Address: Inside River Valley College 15 Hanover Street Lebanon, NH 03766 Hours: M-F 8:30am-4:30pm
---	--

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CLBD-25-3

Board Member

Application

Status: Active

Submitted On: 5/6/2025

Primary Location

No location

Owner

No owner information



Applicant Information

First Name*

Clifton

Last Name*

Below

Contact Phone Number*



Contact Email*



Mailing Street Address*



Mailing City, State, Zip*

Lebanon, NH 03766-1816

How long have you resided in Lebanon?

0-1 Year

☐

2-5 years

☐

6-15 years

☐

15 or more years

☒

Board/Committee/Commission Information

Is this application for a reappointment?

Yes, this is for reappointment.

☐

No, this is not for a reappointment.

☒

For which board, committee, or commission are you applying?

Please note that City Council positions are elected positions. **Those interested in serving on the City Council must file with the City Clerk's office during the designated filing period prior to the March election of each year.** The filing period information will be listed on the Elected Position Filing Information page.

Arts & Culture Commission

☐

Board of Cemetery Trustees

☐

Class VI Roads Advisory Committee

☐

Conservation Commission

☐

Diversity, Equity, and Inclusion Commission

☐

Economic Development Commission

☐

Downtown Lebanon TIF Advisory Board

☐

Heritage Commission

☐

Lebanon Airport-Tech Park TIF Advisory Board

☐

Lebanon Energy Advisory Committee

☒

Library Board of Trustees

☐

Pedestrian & Bicyclist Advisory Committee

☐

Planning Board

☐

Tree Advisory Board

☐

West Lebanon Revitalization Advisory Committee

☐

Zoning Board of Adjustment

☐

Interest to Volunteer

Briefly describe your qualifications and your reasons for seeking an appointment to this board/committee/commission*

I served on LEAC for a decade from 3/15 to 3/25 as a City Council representative, including as Chair from 2017-2022. I also served on the City's Energy Commission from 1980 to 1983. In between those times I served six years each as a State Representative, State Senator, and NH Public Utilities Commissioner. I recently completed 6 years as Assistant Mayor and 3 years as Chair of Community Power Coalition of NH. I'd like to continue to help advance sustainable energy policy as part of LEAC and share my institutional knowledge and experience.

Policy Acknowledgement

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-108, Ethics and Conflict-of-Interest for Elected and Appointed Officials. *

✓ Clifton Cross Below
May 6, 2025

If appointed as a member of a City of Lebanon Board, Committee or Commission, I acknowledge I have read and understand City Council Policy, CC-104 and City Code Chapter 185, Welcoming Lebanon.*

✓ Clifton Cross Below
May 6, 2025

Signature

Basic Requirements to Volunteer on a Board/Committee/Commission:

- Lebanon/West Lebanon resident (except for those boards/committees/commissions whose membership makeup includes non-resident)
- Willingness to learn
- Commitment to attend meetings
- Treat people fairly
- Consider the best interest of the community as a whole when making decisions
- Must have attended one meeting of the board that you wish to apply to within the last six months to observe the process and function of the board

I hereby certify that I meet the basic requirements for applying to a City of Lebanon board/committee/commission.

Signature*

✓ Clifton Cross Below
May 6, 2025

From: [Doug Whittlesey](#)
To: [Kara Tracy](#)
Cc: [Shaun Mulholland](#); [Jack Wozmak](#)
Subject: Fw: [EXTERNAL] FW: Message received about CLBD-25-3
Date: Monday, May 12, 2025 6:27:46 PM

Hi Kara -

Can you please get Clif set up on the next available agenda for Council decision? I am going to nominate him to hold the seat normally reserved for a City Councilor, pursuant to the ordinance 2025-05, which we just passed for LEAC. Thank you!

Kind regards,
Doug

Get [Outlook for iOS](#)

From: [REDACTED]
Sent: Monday, May 12, 2025 4:11:46 PM
To: Doug Whittlesey <Doug.Whittlesey@lebanonnh.gov>
Cc: 'Henry Bromberg' [REDACTED]
Subject: [EXTERNAL] FW: Message received about CLBD-25-3

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

FYI

Clifton Below ❖ [REDACTED]
[REDACTED] ❖ [REDACTED]
[REDACTED]

From: City of Lebanon, NH <noreply@opengov.com>
Sent: Monday, May 12, 2025 4:01 PM
To: Clifton Below <clifton.below@gmail.com>
Subject: Message received about CLBD-25-3



City of Lebanon, NH

Josie Ewing commented on Application Confirmation:

"

Good Afternoon Clifton,

I hope this message finds you well.

Message: At this time, the Lebanon Energy Advisory Committee (LEAC) does not have any available openings. However, our office has been notified of an anticipated change to the board's current membership. As a result, we will place your application in pending status until a vacancy arises.

Rest assured, when a position becomes available, we will reach out to schedule an interview and include your appointment on the City Council's agenda.

Thank you for your willingness to continue serving your community!

"

Type: Board Member Application

Number: CLBD-25-3

[View Details](#)



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**Agenda
Lebanon City Council
May 21, 2025**

9. Public Hearing Items:

9.A – Proposed Amendment to the Zoning Ordinance

A public hearing for the purpose of receiving public input and taking action to amend the Lebanon Zoning Ordinance to add “Care and Treatment of Animals” as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) District.

The City Council scheduled this public hearing at its May 7, 2025 regular meeting. The public hearing was properly noticed in the *Valley News* on May 10, 2025 in accordance with City Code and State Law.

Background

On March 19, 2025, the City Council initiated the zoning amendment process at the request of Dan Nash on behalf of one of his clients. The amendment, submitted on behalf of Evans Drive SPE, LLC/Johanna Cicotte, requested that “Care and Treatment of Animals” be added to Section 311A.2, Table of Uses, as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) zoning district.

The review of the proposed amendment by legal counsel and the land use boards is complete and is summarized in the attached Planning Department memorandum.

Action:

If the Council decides to move forward with the proposed amendment, the following motion is offered for consideration:

MOVED, that the Lebanon City Council hereby approves an amendment to the Lebanon Zoning Ordinance to add “Care and Treatment of Animals” as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) zoning district, as presented in the May 21, 2025 City Council Agenda Packet.

Included in this Section:

1. April 22, 2025 Memorandum from Planning & Development Department RE: Proposed Zoning Amendment: Care & Treatment of Animals
2. Notice of Public Hearing as Published in the May 10, 2025 edition of the *Valley News*



CITY OF LEBANON PLANNING & DEVELOPMENT

MEMORANDUM

TO: Lebanon City Council

FROM: Planning and Development Department Staff

RE: Proposed Zoning Amendments: Care & Treatment of Animals

DATE: April 22, 2025

A public request has been made by Dan Nash, PE, on behalf of Evans Drive SPE, LLC/Johanna Cicotte to amend Section 311A.2 to include “Care and Treatment of Animals” as a Conditional Use Permit in the RO-1 District. The request has been made pursuant to Section 1000.2.C of the Zoning Ordinance which provides that amendments to the Zoning Ordinance may be proposed “by petition of any number of voters....”. The basis for the petitioner’s request is set forth in the attached letter dated January 29, 2025, from Mr. Nash.

“Care and Treatment of Animals” is defined in Appendix A of the Zoning Ordinance as “[a] veterinary establishment, riding school, or kennels” and is currently not allowed in the RO-1 zoning district. It is allowed in the following districts:

- By Conditional Use Permit in the GC Districts
- By Special Exception in the RL-1, RL-2, and Ind-L Districts

The City Council moved to continue with the schedule shown below. This allows for the City’s Land Use Boards and the public to provide feedback on the proposed amendment.

Following the public hearing, the amendment to Section 311A.2 may be adopted by the City Council per Section 1000.3.D of the Zoning Ordinance.

City Council decision to proceed:	March 19, 2025
Legal review:	by March 31, 2025
Zoning Board of Adjustment:	April 7, 2025
Conservation Commission:	April 10, 2025
Planning Board:	April 28, 2025
City Council setting public hearing:	May 7, 2025
City Council public hearing:	May 21, 2025

The amendment has been reviewed by the Zoning Board of Adjustment, the Planning Board, and the Conservation Commission. At the time this memo was written, the draft conservation commission minutes from their April meeting, where they discussed the amendments, were not available. Their comments recommendations are as follows:

BOARD COMMENTS:

Zoning Board of Adjustment: The members did not have an issue with the amendment.

Conservation Commission:

The Conservation Commission is neither in favor nor opposed to the proposed Amendments, as the proposed use change does not have any impacts on natural resources.

Planning Board: The Lebanon Planning Board is reviewing on Monday, April 28th. An updated memo will be provided, and Staff will be presenting comments at the Council meeting.

ATTACHMENTS

1. Petitioned Zoning Amendment Request Letter
2. Legal Opinion Letter
3. Minutes from the April 7, 2025 Zoning Board of Adjustment Meeting.



29 January 2025

Honorable Mayor and City Council
City of Lebanon
51 North Park Street
Lebanon, NH 03766

Re: Request for Zoning Change, Lot 78-40-1

Dear Mayor and Councilors:

On behalf of Evans Drive SPE, LLC/Johanna Cicotte this letter is being written to request a zoning change to be part of the city's North Lebanon zoning review.

Request #1. Amend Table 311A.2 to include "Care and Treatment of Animals" as a Use permitted by Conditional Use Permit.

This parcel was zoned GC until about 2004 when the zoning was changed to RO-1. The change of use does not allow Care and treatment of animals. The SAVES facility got zoning permission in 2010 to establish and animal hospital by converting one non-conforming use to another.

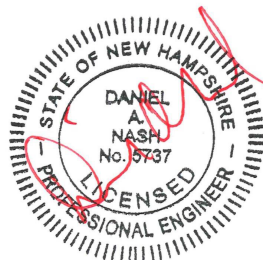
This facility has been an integral part of our community. They often provide critical care for dear family pets. They do well at their job and have seen some growth. Occasionally, they have a need for additional parking. In 2024, we sought a permit to expand the parking. We were informed by staff that the Proposed action would require a variance(see attached email). Since variances are not a sure thing, the owner opted to put off the application process.

Since the city is undergoing changes in the North Lebanon area, it makes sense to clear up this unfortunate effect of changed zoning. The Care and Treatment of animals was previously allowed on this site and should be now. I have attached the GC table of uses that applied prior to the zone change to RO-1 and a recommended Table for the Council's consideration.

Please let me know if you have any questions regarding this request.

Sincerely,

Daniel A. Nash, PE
Principal



City Council
Request for Zoning Changes
29Jan2025

Attachments:

- GC table of uses
- RO-1 table of uses
- email Nate Reichert

CC: Johanna Cicotte, Cicotte Properties

M:\2023_projects\23-004\zoning\zoning_change_animalcare_Jan25\letter_col_animcare_29Jan2025.docx

SECTION 305 GENERAL COMMERCIAL DISTRICT (GC).

305.1 Purpose.

The purpose of the GC District is to provide ample land with good highway access for the location of commercial development serving the regional and local markets.

305.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> Dwelling unit(s) above first floor Multi-family dwelling (see Section 305.5)	<u>Commercial/Non-Residential</u> Alternative treatment center per Section 613 Bus terminal Educational facility, college/university Essential service Truck terminal
<u>Commercial/Non-Residential</u> Amusements (indoor) - Car wash Community center Drive-in restaurant, refreshment stand Drive-through facility - Drycleaning pick-up station Financial institution - Funeral home Group day care facility per Section 604 Health club Hotel - House of worship - Laundromat Local government use Membership club Motel - Movie theater Office Personal service - Publishing/printing - Radio or TV studio Recreational facility, indoor	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Commercial/Non-Residential</u> Care and treatment of animals Contractor's yard Craftsman's shop - Plumbing, electrical or carpentry shop Produce stand Recreational facility, outdoor Warehouse - Wholesale sales

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
25. Renewable energy system per Section 612 26. Restaurant , sandwich shop 27. Retail product pickup 28. Retail store 29. Service station 30. Vehicular repair 31. Vehicular sales <u>Planned Developments</u> 32. Commercial PUD per Section 501	

305.3 Table of Area, Dimension and Coverage.

Minimum Lot Requirements					Maximum Limitations	
Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Height
50,000 square feet	150'	40'	20'	20'	30%	45' See Section 305.4

305.4 Special Height Restriction.

On **parcels** adjacent to residential districts the height limitation of the adjacent residential district shall apply; but, on such **parcels**, **building height** may be increased above the residential limitation by one (1) foot for each two (2) feet that the **building** is set back from the required set back line(s) on sides of the **lot** adjacent to the residential district. However, in no case shall the height exceed 45 feet.

305.5 Dwelling Unit Density.

Density determinations for **multi-family dwellings** and **mixed use buildings** shall be made by the Planning Board during the course of site review based on site specific conditions and factors such as the availability of parking and/or the ability to provide required parking, the availability of adequate water and sewer, and the ability to provide required site improvements and to meet all other requirements of the Site Plan Review Regulations and all other applicable City regulations.

SECTION 311A RESIDENTIAL-OFFICE-ONE DISTRICT (R-O-1).

311A.1 Purpose.

The purpose of the R-O-1 district is to provide for well-planned neighborhoods of **offices** and higher density housing by carefully guiding the integration of multi-residential housing and **office** uses. The district balances the goals of: (1) preserving the economic viability of older, large **dwelling**s modified to accommodate multiple residential units or **office** space or both; (2) providing for attractive locations for small **offices**; and (3) providing for new **office** buildings compatible with surroundings.

311A.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Two-family dwelling Multi-family dwelling (4 dwelling units or less) per Section 601 Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> - Construction of new office building (3,000 sq. ft. or less) per Section 601 - Conversion of a dwelling to office use per Section 601 Financial institution Home business per Section 600 - House of worship Personal service Renewable energy system per Section 612 <u>Planned Developments</u> - PURD per Section 501	<u>Residential</u> Multi-family dwelling (5 dwelling units or more) per Section 601 Senior housing complex <u>Commercial/Non-Residential</u> - Construction of new office building (3,001 sq. ft. – 6,000 sq. ft.) per Section 601 Educational facility, college/university Educational facility, primary/secondary Essential service - Funeral home Group day care facility per Section 604 Group residence Health club Hospice Lodging house Public safety facility Recreational facility, indoor Recreational facility, outdoor Tourist home (or bed and breakfast facility)

Add: Uses by Conditional Use Permit
1. Care and Treatment of Animals

311A.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45'
2	15,000 sq.ft.	75'	5,000 sq.ft.	45'
3	40,000 sq.ft.	100'	15,000 sq.ft.	45'

Minimum Yard

Class	Front	Side	Rear	Maximum <i>Building Coverage</i>
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

Dan Nash

From: Nathan Reichert <Nathan.Reichert@lebanonnh.gov>
Sent: Monday, March 18, 2024 12:49 PM
To: Dan Nash; Tim Corwin
Cc: 'Johanna Cicotte'; 'Keith Higgs'
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

The 2010 ZBA decision is rather clear as to what was approved in 2010. It is clearly a non-conforming use being exchanged for another non-conforming use.

Unfortunately, additional relief is needed from the Zoning Board to create an expansion.
Nate

-----Original Message-----

From: Dan Nash <advancedgeomatrics@comcast.net>
Sent: Monday, March 18, 2024 12:11 PM
To: Tim Corwin <Tim.Corwin@lebanonnh.gov>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <Nathan.Reichert@lebanonnh.gov>; 'Keith Higgs' <khiggs@volvovolkswagen.com>
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Tim,

Thank you for the zoning decision. I think this use can be classified as an "office" use, which is allowed. The operation is essentially a veterinary office.

Dan Nash
Advanced Geomatics and Design
105 Bank Street
Lebanon, NH 03766
603-448-6295
802-356-4928 mobile
Advancedgeomatrics@comcast.net
https://urldefense.proofpoint.com/v2/url?u=http-3A__www.advancedgeomatrics.org&d=DwICAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeEiVDaFy5X_5jjcYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=JaCE0V9u5hKOJhW7_4xfNLSzTrXOdCeAW8bfHqWnF70&e=

-----Original Message-----

From: Tim Corwin <https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwICAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeEiVDaFy5X_5jjcYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=N4abSWXfgjtovHQRZzJcJq1M6AEGnaKa4CrlqfRyjek&e=>
Sent: Monday, March 18, 2024 12:02 PM

To: Dan Nash <advancedgeomatrics@comcast.net>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAG&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_Cdp gnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINC PK3lvJgqbcSwq2Mhsf&s=J1vtlf_nW6lp1ObgCvDCAkGlzndFP1Dhs2mYvzcq2J0&e=>>
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

The use received a Special Exception in 2010 to convert an existing non-conforming use to a "care and treatment of animals" non-conforming use (please see attached Notice of Decision).

-----Original Message-----

From: Dan Nash <advancedgeomatrics@comcast.net>
Sent: Monday, March 18, 2024 11:14 AM
To: Tim Corwin <https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwlCAG&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_Cdp gnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINC PK3lvJgqbcSwq2Mhsf&s=N4abSWXfgjtovHQRZzJcJq1M6AEGnaKa4CrlqfRyjek&e=>>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAG&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_Cdp gnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINC PK3lvJgqbcSwq2Mhsf&s=J1vtlf_nW6lp1ObgCvDCAkGlzndFP1Dhs2mYvzcq2J0&e=>>
Subject: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Nate,

I believe this is a conforming office use or a personal service use (veterinary office).

Can you please confirm so we can continue with the meeting at 2pm today.

Dan Nash
Advanced Geomatics and Design
105 Bank Street
Lebanon, NH 03766
603-448-6295
802-356-4928 mobile
Advancedgeomatrics@comcast.net
https://urldefense.proofpoint.com/v2/url?u=http-3A__www.advancedgeomatrics.org&d=DwlCAG&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_Cdp gnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVKNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=Up6bOxvS-iDLh0qAWrEY24Psx4_G4kJBdobBBYu0Fjg&e=>

-----Original Message-----

From: Tim Corwin
<https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwlCAG&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_Cdp gnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVKNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=KnRLbbKONxV5JIRMVyg b4tbQOkvRBMs7BEGRNxCQJiM&e=>>

Sent: Monday, March 18, 2024 10:53 AM

To: Dan Nash <advancedgeomatrics@comcast.net>

Cc: Johanna Cicotte <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVkNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=Pq-LfTt2FPagXze48Cnt0MoKY3yM3UK-00EOz4youmw&e=>>
Subject: 63 Evans Dr_Non-Conforming Use

Dan -

Regarding the site plan application you submitted for 63 Evans Drive, it appears the proposed parking lot constitutes an expansion of a non-conforming use which is prohibited per Section 702.5.D of the Zoning Ordinance. This was the same determination that was made in the case of the parking lot expansions at 175 Heater Road and 51 Evans Drive for the non-conforming vehicular sales uses located on those lots (175 Heater Road obtained a Variance from Section 702.5.D and, with respect to 51 Evans Drive, the Zoning Ordinance was amended making the 702.5.D violation in that case moot). If you believe that the 63 Evans Drive parking lot expansion does not constitute an expansion of a non-conforming use, please explain why so that Nate Reichert, the Zoning Administrator, can make a determination.

Per Section 4.4 of the Site Plan Review Regulations, the site plan application cannot be accepted as complete until such time as the zoning matter is resolved. -Tim

Tim Corwin, AICP

Deputy Planning and Development Director City of Lebanon

(603) 448-1524 (Office)

(603) 442-6127 (Direct)

Tim.Corwin@LebanonNH.gov<<mailto:Tim.Corwin@LebanonNH.gov>>

Book a time to meet with

me<https://urldefense.proofpoint.com/v2/url?u=https-3A__outlook.office365.com_owa_calendar_PlanningandDevelopment1-40lebanonnh.gov_bookings_&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVkNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=XbCt1c6WYjsAvBuUJMMcgFOdEq57-Udq3WBAPgEgHEs&e=>>

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Petition for Zoning Change to Allow "Care and Treatment of Animals" as a Conditional Use in the RO-1 Zone

(Lot 78-40-1, Evans Drive)

29 January 2025

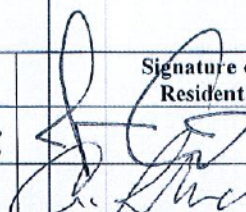
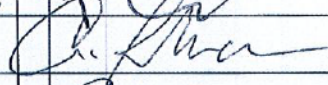
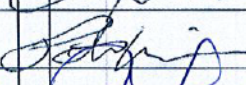
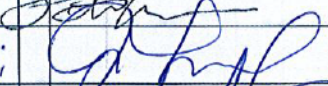
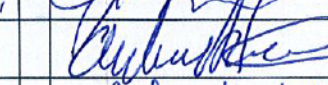
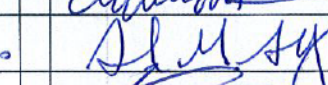
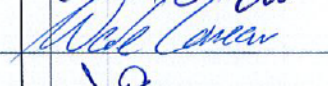
Members of the Lebanon City Council,

As voters of the City of Lebanon, we petition you to make changes to the zoning ordinance.

-Our request is under the provisions of the Zoning Ordinance, Section 1002.2.C..

-Our request is outlined in AGD letter to the City Council regarding Section 305.2 dated 29Jan2025.

We, the voters, call on the City of Lebanon to make these changes to establish fair and just zoning for this property.

Name of Resident	Signature of Resident	Address and Phone	Date Signed
JOHANNA CICOTTE		47 APPLE BLOSSOM LEBANON NH 03766	1/30/25
Glenn Fulcher		90 Mechanic St 603 664 Lebanon NH 03766	1/30/25
Pete Mancini		46 MAIN S LEBANON NH	1/30/25
Jaimie Lanfranco		337 Mt Support Rd Lebanon NH 03766	1/30/25
Andrew Rodimon		8 Light Street Lebanon NH 03766	1-30-25
David M. Griffans		Lebanon NH 03766 22 School St Apt 7	1/30/25
KETH HIGGS		337 MOUNT SUPPORT LEBANON NH 03766	1-30-25
Camell Beckett		141 HANOVER ST. Lebanon N.H.	1/30/25
Wade Comeau		16 Memorial Dr. Lebanon N.H.	1/30/25
Justin Lanfranco		225 Bond St. EXT	1/30/25

March 31, 2025

Nathan Reichert, Director of Planning & Development
City of Lebanon
51 S. Park Street
Lebanon, NH 03766
nathan.reichert@lebanonnh.gov

**RE: Proposed Zoning Amendment –
Add “Care and Treatment of Animals” as Use by Conditional Use Permit
in R-O-1 District**

Mr. Reichert:

This is a preliminary legal opinion as required by Section 1000.3(B)(2) of the Lebanon Zoning Ordinance concerning a proposed amendment to the City’s zoning ordinance (“ZO”). I understand the City Council has approved a motion to begin the process of the City’s land use boards providing review and comment for adding “Care and Treatment of Animals” as a Use allowed by Conditional Use Permit (“CUP”) in the Residential Office One (R-O-1) zoning district.

I have reviewed the following documents in connection with this opinion:

- A January 29, 2025 Letter from Daniel A. Nash, Advanced Geomatics & Design, with attachments including a March 2024 email chain between Mr. Reichert and Mr. Nash concerning nonconforming uses at 63 Evans Drive
- A March 5, 2025 Planning and Development Department Staff Memo concerning the proposed zoning amendment;
- Video of the relevant portion of the City Council’s March 19, 2025 public meeting

The ZO requires this legal review to cover: (a) whether such amendment is within the authority delegated to the City under State law; (b) whether the form is appropriate; and (c) whether, from an administrative point of view, the amendment can be administered and enforced.

My answer to the three questions in Section 1000.2.B(2) is “yes” and, with the exception of my comment below, I discern no legal or administrative issues of concern with this proposed amendment.

As you know, a zoning regulation cannot be adopted in support of, or for the exclusive benefit of, any individual property. Doing so would constitute “spot zoning”. An area is spot zoned when it is singled out for treatment different from that of similar surrounding land which cannot be justified on the basis of health, safety, morals or general welfare of the community, and which is not in accordance with a comprehensive plan. E.g., Miller v. Town of Tilton, 139 N.H. 429, 432 (1995).

March 31, 2025

Page 2

Mr. Nash's letter of January 29, 2025 does not hide that the impetus behind the proposed zoning amendment is to benefit one particular lot/business, Lot 78-40-1, which houses the SAVES emergency care veterinary clinic. SAVES seeks to expand its parking area, which, as a nonconforming use, it is currently unable to do.

The proposed zoning amendment avoids a "spot zoning" concern by proposing not that the "care and treatment of animals" use be permitted solely at Lot 78-40-1, but instead that this use be permitted (by CUP) on all lots within the zoning district (R-O-1) in which the SAVES clinic is located.

Accordingly, in considering whether to allow the "care and treatment of animals" use by CUP in the City's R-O-1 district, the City boards and commissions reviewing this proposed amendment should avoid consideration of SAVES's specific need and instead consider whether and how adding this use to this zoning district would promote the health and general welfare of the City, as set forth in RSA 674:17, I (c).

Please do not hesitate to contact me with any questions or concerns about this opinion.

Sincerely,



Matthew C. Decker

6. The granting of the Special Exception will not result in undue municipal expense.
7. The proposed Special Exception will be developed in a manner compatible with the spirit and intent of the ordinance.
8. The general welfare of the City will be protected.

III. DECISION

Now therefore be it resolved, the Lebanon Zoning Board of Adjustment, on this 7th day of April, 2025 hereby **GRANTS** the requested Special Exception pursuant to Section 801.3 of the Zoning Ordinance to allow a portion of the basement level to be used as an indoor gymnastics recreation facility.

1. The applicant shall obtain a Planning Board, Building and Fire Permits for all uses and construction.
2. Any future Change of Use of this facility shall be permitted by amendment of this Special Exception of the Zoning Board.
3. A change of commercial occupancy requires a Change of Occupancy permit approved by the Zoning Official and possibly the Planning Board, Minor Site Plan Committee and Zoning Board of Review, depending upon the use and a certificate of occupancy to be issued by the Building Official prior to Occupancy pursuant to the Zoning, Planning, Fire Code and Building Codes in force at the time of the change.
4. Pursuant to the memo previously referenced in Finding of Fact #4, dated 7/25, the applicant shall within 60 days correct and address all of the issues raised in that memo. To the extent that review must be sought either by the Zoning Board or the Planning Board or any other boards in the City of Lebanon, application shall be made to the applicable board within 60 days.

Seconded by Mr. McDonough.

**The Vote on the Motion was (5-0).*

Mr. Katz returned to the meeting.

4. OTHER BUSINESS

The task is not to rule or discuss whether each is a good amendment. The question is, if it is added to the ordinance, does the Board have the ability to interpret the amendment.

A. Zoning Amendment review and discussion: Care & Treatment of Animals

The members did not have issue with the amendment.

B. Zoning Amendment review and discussion: Mobile Food Service

Chair Koppenheffer said in section 614 D, the number of mobile food service trucks is determined by lot size and available space. If used in parking areas, no more than 10% of the parking space can be used. For example regarding the food trucks around Colburn Park, is the parking just on South Park Street or is it all the streets around the green? The City has a specific ordinance regarding food trucks

1 on City land. This section of the ordinance only applies to uses on private land, and those on City
2 land are governed by the City ordinance addressing mobile food trucks.

3
4 The members would like the amendment to be clarified stating it only pertains to private property.

5
6 **C. Zoning Amendment review and discussion: Hotels in the GC-1 district**

7
8 No comments from the Board.

9
10 **5. STAFF COMMENTS**

11
12 All this discussion regarding zoning amendments will come to City Council on June 18.
13 There will not be a zoning amendments session next year.

14
15 **6. ADJOURNMENT**

16
17 ***Mr. Katz MOVED to adjourn the meeting at 8:32 PM.***

18 ***Seconded by Mr. Burtan.***

19 ****The Vote on the Motion was (5-0).***

20
21 Respectfully submitted,
22 Linda Billings, Recording Secretary



**LEBANON CITY COUNCIL
NOTICE OF PUBLIC HEARINGS
Wednesday, May 21, 2025 - 7:00pm
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM
LebanonNH.gov/LIVE**

The Lebanon City Council will hold public hearings on May 21, 2025, beginning at 7:00pm for the following:

A. Proposed Amendments to the Lebanon Zoning Ordinance:
A public hearing for the purpose of receiving public input and taking action to amend the Lebanon Zoning Ordinance as follows:

1. To add new Section 615, Mobile Food Service Vending; to Allow Mobile Food Service Vending in the Central Business (CB), Lebanon Downtown (LD), General Commercial (GC), General Commercial One (GC-1), Light Industrial (IND-L), Medical Center (MC), and Medical Center Two (MC-2) zoning districts; and to add various definitions to Appendix A
2. To add "Care and Treatment of Animals" as a Use Allowed by Conditional Use Permit in the Residential-Office One (RO-1) District

The May 21, 2025 City Council agenda packet and documents pertaining to the above-described public hearings will be available on the City's website beginning May 16, 2025: LebanonNH.gov/Agendas

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.

NE-488036

The foregoing notice was published in the *Valley News*, a newspaper of general circulation in the City of Lebanon, in accordance with the Code of the City of Lebanon on Saturday, May 10, 2025.

Jaseya Ewing

Jaseya Ewing, City Clerk

**Agenda
Lebanon City Council
May 21, 2025**

10. Old Business:

**10.A – Presentation and Discussion Regarding the Proposed Methodology
for Calculating Sewer Rates for the Town of Enfield**

Background

Last fall, during the rate setting hearing with the City Council, the sewer rate for the Town of Enfield, set forth in City Code Chapter 68-15.B(10), was a point of discussion. At that time, no adjustments to the Enfield sewer rate were made as it was noted that Enfield's current sewer rate was higher than that of Lebanon, prompting a need for further evaluation. The City Council agreed that the rate should be reviewed in detail before any adjustments were made.

In March 2025, the Department of Public Works presented the results of a comprehensive evaluation of the sewer rate charged to Enfield, including modeled sewer flows, debt service obligations, the transfer to capital reserves, and administrative overhead. Following the presentation and discussion, the Council asked the administration to further review and refine the rate structure methodology, which has now been completed.

When the issue was discussed in March, it was proposed that the City Council move forward with amending City Code Chapter 68, Fees, to reflect a revised sewer rate for Enfield even though the revised rate would not go into effect until January 2026 and would most likely be changed again before taking effect. Now, the City Manager is recommending that the Council simply agree to the methodology that will be used to calculate the Enfield sewer rate, but not take action at this time to amend Chapter 68 with the understanding that rate will be recalculated during the Fall based on updated data and information, and the applicable fee schedule in Chapter 68 will be updated at that time.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council hereby acknowledges and accepts the proposed methodology to be used to calculate the sewer rate charged to the Town of Enfield, set forth in City Code Chapter 68-15.B(10), as presented in the May 21, 2025 City Council Agenda Packet.

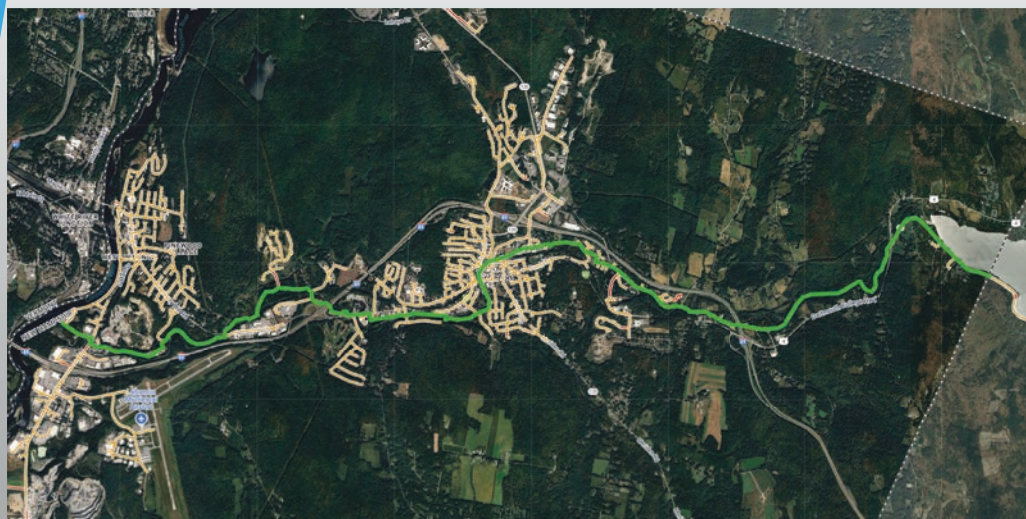
Included in this Section:

1. 2026 Enfield Sewer Rate Structure presentation prepared by the Department of Public Works

The image features a black and white aerial photograph of a baseball field, showing the bases and pitcher's mound. A large, stylized graphic overlay is positioned on the right side of the image. This graphic consists of several parallel diagonal lines in shades of blue and grey, creating a sense of depth and movement. The text "2026 Enfield Sewer Rate Structure" is centered within the light grey area of this graphic.

2026 Enfield Sewer Rate Structure

Enfield Sewer Use Area



Current
Volumetric
Rates
Lebanon
Charges

2025 Lebanon Rate - \$13.36
per 100 Cubic Feet

\$13.36

\$15.20

2025 Enfield Rate - \$15.20
per 100 Cubic Feet

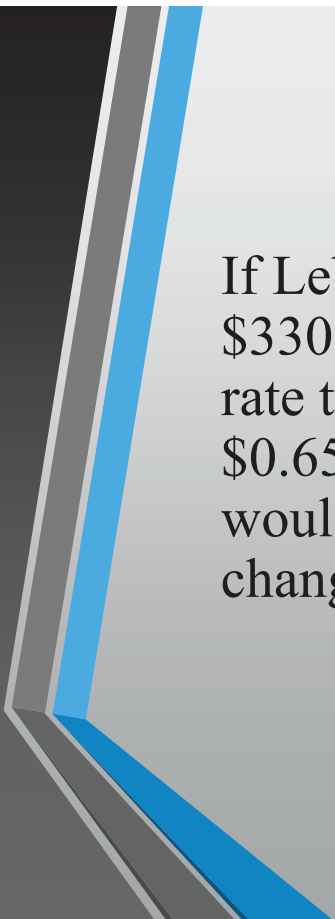
Current
Volumetric
Rates
Enfield
Charges

2025 Rate - \$24.53 per 100
Cubic Feet Lower Tier

\$24.53

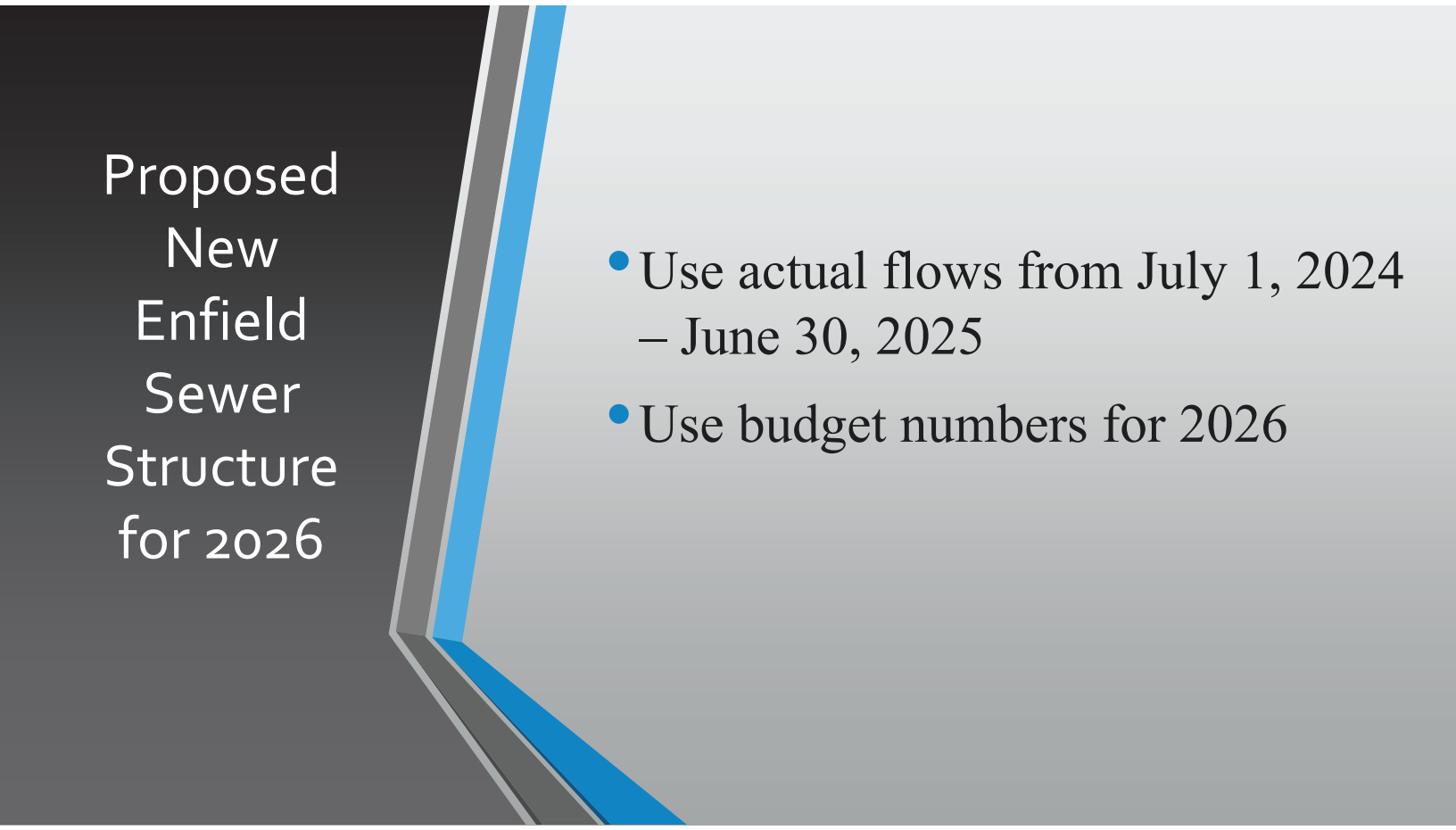
\$34.24

2025 Rate - \$34.24 per
100 Cubic Feet Higher
Tier



Impact of Rate Change if Applied to Volumetric Charge

If Lebanon rate payers had to absorb the \$330,109.12 from Enfield paying a lower rate the change in sewer rate would be \$0.65. The Lebanon volumetric rate would change \$13.36 to \$14.01. A change of 4.9%



Proposed New Enfield Sewer Structure for 2026

- Use actual flows from July 1, 2024 – June 30, 2025
- Use budget numbers for 2026

Wastewater Flows

Total Flow to WWTF-
1.694 Million Gallons
Per Day

Total Flow from Enfield
– 0.0817 Million
Gallons Per Day

Percentage flow from
Enfield – 4.82%

2025 User Fee Revenue Budget

Lebanon User Fees
- \$7,292,140

Based Primarily on
Water Usage

Enfield User Fees-
\$687,540

Based on Sewer
Flow Meters

Percentage User
Fees from Enfield
– 9.4%

Debt Service

2025 Total Debt Service -
\$2,887,950

Total From Project Enfield
Uses - \$965,038.42

Total From Projects Only
Lebanon Uses - \$1,922,911.58

Proposed New Enfield Sewer Rate:

4.82% Operating Budget - \$224,152.17

4.82% Applicable Debt Service - \$43,320.16

46.86% Sewer Interceptor Work Debt Service-
\$31,055.49

1% Admin Overhead 4.82% Transfer to Capital
Reserve- \$31,581.30

Total Enfield Annual Amount Due Based on
2025 Budget \$330,109.12

Rate Based on 2025 Budget



\$330,109.12 divided by
51,968 Hundred Cu/ft per year



\$8.28 per Hundred Cu/ft per
year



Questions?

**Agenda
Lebanon City Council
May 21, 2025**

11. New Business:

**11.A – Request from Black Magic Mexican for Exemption of City Code
Chapter 14, Alcoholic Beverages, To Permit the Serving
of Alcoholic Beverages on City Property**

Background

Black Magic Mexican restaurant is requesting an exemption to serve alcohol on City-owned property. City Administration has approved an outdoor seating area for Black Magic Mexican within the Lebanon Pedestrian Mall. As the restaurant serves alcoholic beverages as part of their dining menu, they would like to serve alcohol as part of their outdoor dining service.

City Code Chapter 14, Alcoholic Beverages, §14-5, Exemption, states that, “Any person, publicly recognized organization, organized group, family group or business may be exempted from the provisions of this article for a short period of time not exceeding 12 hours, upon first obtaining permission from the City Manager after consultation with and approval by the Chief of Police. For a period of time exceeding 12 hours but not exceeding one year, permission must first be obtained from the Lebanon City Council and reviewed on an annual basis.” Whereas the current request is for the alcohol exemption/permit to cover the entire year period from January through December, Council approval is required pursuant to §14-5 above.

Action

If the Council decides to grant the requested exemption, the following motion is offered for consideration:

MOVED, that the Lebanon City Council hereby grants an exemption to Black Magic Mexican restaurant pursuant to §14-5 of City Code Chapter 14, Alcoholic Beverages, to serve alcoholic beverages on the Lebanon Pedestrian Mall within the area shown on the maps included in the May 21, 2025 City Council Agenda Packet. The exemption shall be valid beginning May 22, 2025, and shall expire on December 31, 2025.

Included In This Section:

1. May 12, 2025 Request from Heath Gosselin, Black Magic Mexican
2. Map depicting outdoor seating area for Black Magic Mexican

**Black Magic Mexican
24 Hanover Street suite 5
Lebanon, NH 03766
603-306-6028**

May 12 2025

RE: License to serve food and alcohol on outdoor patio

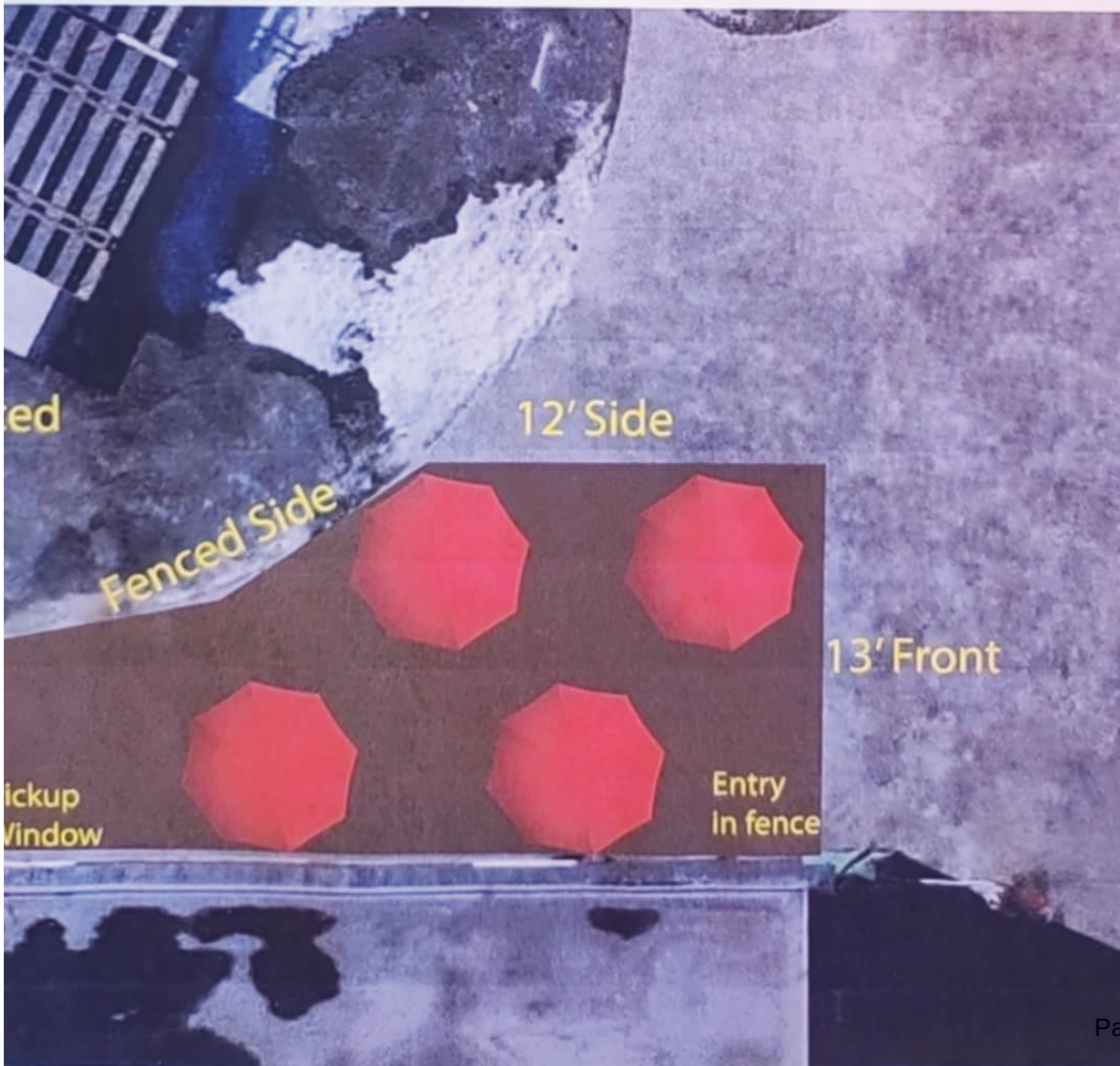
To whom it may concern,

We respectfully request that the City of Lebanon issue us a license to serve food and alcohol (NHSLC license # 1719003) in our proposed designated outdoor patio area (city property). Area on outside of 24 Hanover street not in the path of pedestrian traffic. See attached diagram.

Please let me know if you have any questions. Thank you for your time and consideration.

Sincerely,

**Heath Gosselin
Black Magic Mexican**



**Agenda
Lebanon City Council
May 21, 2025**

11. New Business:

**11.B – Designation of Jack Wozmak as Interim City Manager
Effective June 1, 2025**

Background

City Manager Shaun Mulholland will step down from his position as of May 31, 2025. Jack Wozmak, a senior consultant with Municipal Resources, Inc. (MRI), has been retained to serve as Interim City Manager pending the successful conclusion of the recruitment of Lebanon's next permanent City Manager.

Action

The Council will need to adopt the following motion to formally designate Mr. Wozmak as Lebanon's Interim City Manager.

MOVED, that the Lebanon City Council hereby appoints Jack Wozmak to serve as Interim Lebanon City Manager, effective June 1, 2025.

**Agenda
Lebanon City Council
May 21, 2025**

11. New Business:

**11.C – Public Health Needs Assessment Presentation
From the Public Health Council of the Upper Valley**

Background

In March 2024, the City engaged the Public Health Council of the Upper Valley to conduct a public health needs assessment that would identify the public health needs and functional areas for the City of Lebanon.

The purposes of the assessment were:

- 1) to determine what programs need to be created, enhanced or eliminated to improve the public health of those who reside, travel through, work in or conduct business in the City;
- 2) to determine what programs and policies will be put in place as well as what resources should be allocated to reach objectives; and
- 3) to form the basis of a Health Chapter in the next Lebanon Strategic Plan.

The public health needs assessment report addresses Strategic Plan Objective #10.6, which calls for the City to “conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the City or regional level.” Action items #10.6.1 and 10.6.2 call for a public health workgroup to be established to examine local level and regional level models of organizational structure and resources necessary to meet the identified needs.

Alice Ely, Executive Director of the Public Health Council of the Upper Valley will be in attendance to provide the presentation and answer any questions.

Action

No action is required by the City Council. This item is for informational purposes only.

Included In This Section:

1. “Lebanon Region Public Health Needs Assessment: 2025”, prepared by Public Health Council of the Upper Valley.

Lebanon Region Public Health Needs Assessment: 2025



Lebanon Region Public Health Needs Assessment

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Acknowledgements

Alice Ely, Executive Director of the Public Health Council of the Upper Valley, wishes to acknowledge the many contributions to this work of the Lebanon Public Health Needs Assessment Working Group Members: Shaun Mulholland, City Manager, Jeremy Thibeault, Lebanon Community Paramedic, and Barbara Farnsworth, Dartmouth Population Health. In addition, numerous stakeholders from within Lebanon City Government, local service providers, and community members contributed their experiences and expertise. Georgia Nourse provided valuable support collecting data used in this report.

Cover Photo Credit: "City Sign" by Andres Casado

Purpose

The Public Health Council of the Upper Valley has partnered with the City of Lebanon to conduct a Public Health Needs Assessment. This important initiative began in 2024 and is designed to identify the current and future public health needs of the community.

Purposes include:

1. Determine what programs need to be created, enhanced or eliminated to improve the public health of those who reside, travel through, work in or conduct business in the City;
2. To determine what programs and policies will be put in place as well as what resources should be allocated to reach objectives; and
3. Form the basis of a Health Chapter in the next Lebanon Strategic Plan.

Scope of Assessment

This assessment has been conducted for the City of Lebanon, New Hampshire. The Public Health Council and the Lebanon City Manager recognize that assuring the public's health and safety crosses municipal and state borders in the greater Upper Valley region, however you define it. Therefore, it is our hope the report can serve as a tool and a roadmap to:

1. Understand the scope of public health infrastructure needs in each of our towns;
2. Make plans to ensure our communities have what they need; and
3. Last but not least – promote further development of regional (collaborative) approaches to carrying out public health functions.

Process

Key activities in developing the Lebanon Region Public Health Needs Assessment included:

- Review of relevant State and Federal Public Health Law (Appendix A)
- Stakeholder engagement to assess strengths, gaps, and opportunities to improve public health functions
 - Community-based Service Providers
 - Municipal Personnel
 - Community Members
- Review of publicly available health and socio-economic data and relevant reports, including:
 - [Lebanon Community Resilience Building: Summary of Findings](#) (Jan 2024)
 - [Community Health Needs Assessment: FY 2025](#)
- Assessed existing resources
- Conducted a prioritization and feasibility assessment of potential strategies and interventions.

What Public Health Functions Are We Talking About?

For this assessment, we have examined public health functions as outlined in the following table. These correspond to a similar list from the US Centers for Disease Control and Prevention of the Ten Essential Services. The CDC list can be found in Table 2, page 51) of this report.

1	Disease Prevention and Control	Implementing programs to prevent the spread of communicable diseases, such as conducting vaccination drives, monitoring outbreaks, and providing education on disease prevention.
2	Environmental Health Services	Overseeing and regulating environmental factors that impact public health. This includes air and water quality management, waste disposal, and controlling pollution. Inspections and enforcement related to pestilence, food safety in restaurants and public eateries, lead, mold and other contaminants in residential and commercial buildings also fall under this category.
3	Health Education and Promotion	Developing and implementing campaigns and programs to educate the public about health issues and promote healthy lifestyles. This can include initiatives targeting smoking cessation, obesity prevention, nutritional education, and promotion of physical activity.
4	Community Health Services	Providing direct health services to the community, especially to underprivileged or vulnerable groups. This could include services like health screenings, maternal and child health programs, dental care, and mental health services.
5	Emergency Medical Services (EMS)	Offering rapid medical response services for emergencies, including ambulance services, paramedic services, and first responder training.
6	Public Health Surveillance and Reporting	Monitoring health trends within the community and reporting on health-related data. This involves collecting, analyzing, and disseminating information about health status, disease incidence, and risk factors within the community.
7	Regulatory Functions	Enforcing public health laws and regulations to protect community health. This includes licensing and inspection of facilities like nursing homes, childcare centers, and swimming pools.
8	Public Health Planning and Policy Development	Developing plans and policies to address current and future public health needs. This involves identifying health risks in the community, setting public health goals, and devising strategies to meet these goals.
9	Emergency Preparedness and Response	Preparing for and responding to public health emergencies, such as natural disasters, pandemics, or bioterrorism threats. This includes disaster planning, stockpiling necessary supplies, and coordinating response efforts with other agencies.
10	Mental Health and Substance misuse Services	Addressing mental health and substance misuse issues within the community through various programs and partnerships
11	Health Equity and Access Initiatives	Working to ensure that all community members have access to health services and that health disparities are addressed. This function could also include preventing discrimination, ensuring access to services that address SDOH, and addressing hate-based violence.

Summary of Recommendations

Recommendations for action emerged from all stakeholder input sessions, data, and review of public health laws. These recommendations are presented in this report in three ways, to be used for general strategic planning and detailed implementation work:

1. Summarized recommendations organized by level of implementation: A) Municipal Capacity and Systems, B) Implementation Options with Regional, Municipal, and/or Community Partners, and C) Advocacy for Enhanced State Capacity and Support.
2. Summarized Recommendations Prioritized for Impact and Feasibility by Municipal and Community Stakeholders.
3. Detailed Recommendations provided with analysis of each Public Health Function.

Summarized Recommendations Organized By Level Of Implementation

Municipal Capacity and Systems

1. Public Health and Emergency Services

- Enhance Staffing and Training: Crosstrain EMS and Town Health Officer (THO) on reporting and response roles. Ensure adequate staffing for THO, Fire, Police, and EMS to meet emergency planning and response needs. Expand Lebanon Community Nursing and Community Paramedic programs based on demand.
- Mental Health and Social Services: Add a Police Social Worker to address moderate mental health crises and coordinate with state/local agencies. Continue Crisis Intervention Team training for police and municipal staff. Increase investments in mental health and substance misuse treatment.
- Inter-Departmental Coordination: Create a staffed inter-departmental team (including THO, Emergency Management Director, Fire/Police Chiefs, etc.) to improve public health collaboration and data sharing. Identify municipal data for periodic public health assessments.
- Health Codes and Oversight: Establish health codes granting THO independent enforcement authority. Review public health capacity every 3-5 years and set goals in the Strategic Plan. Integrate THO into public health emergency roles.

2. Infrastructure and Environmental Resilience

- Stormwater Management: Develop a comprehensive Stormwater Management Plan, including culvert assessments, transportation asset management, and innovations like permeable pavement and municipal rain gardens. Incorporate Mascoma watershed study recommendations into stormwater policies and water quality initiatives.
- Water Systems: Complete EPA-mandated lead pipe removal from municipal and private water lines. Assess private water/sewer systems for vulnerabilities and resident education

needs. Secure a second regional drinking water source to reduce reliance on Mascoma Lake.

- Building Codes and Ordinances: Update building codes to enhance resilience in new and redeveloped structures. Adopt ordinances for self-inspection of local restaurants/food establishments.
- Advocacy: Provide resources to support renters advocating with landlords for better housing conditions, especially as more apartments are being bought out by external investors.

3. Emergency Preparedness and Response

- Emergency Plans: Develop and maintain short- and long-term emergency response and recovery plans, including regional evacuation and sheltering (with pet accommodations). Conduct regular training, tabletop exercises, and drills, focusing on scenarios like power loss during extreme weather.
- Community Engagement: Explore establishing a Lebanon Community Emergency Response Team (CERT) to support professionals and build a workforce pipeline. Improve emergency communication reach to ensure all residents can receive critical updates.
- Regional Coordination: Enhance coordination with neighboring communities for watershed management, water sourcing, and emergency sheltering.

4. Equity and Community Services

- Environmental Justice and DEI: Support the Environmental Justice Task Force and Lebanon DEI Commission to advance equity through action plans and sustainable community initiatives. Maintain anti-discrimination policies and hold municipal employees accountable.
- Target Support for Vulnerable Residents: Analyze neighborhood demographics to identify pockets of vulnerable residents and how city infrastructure meets their needs in those neighborhoods.
- Housing and Homelessness: Enact zoning for supportive/transitional housing and emergency shelters near services. Include homelessness strategies in the 2024 Master Plan update and analyze policies to decriminalize homelessness.
- Access to Resources: Support micro-transit options to improve access. Attract additional grocery stores to decentralize food access, potentially through rezoning.

5. Community Needs and Resource Allocation

- Service Capacity: Assess changing demands for municipal and agency services through department reports and local assessments. Prioritize community needs to align investments in funded agencies.
- Health and Education Services: Support agencies providing health education, promotion, and care to underserved populations. Continue funding local agencies addressing public health and social services.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

1. Regional Coordination and Leadership

- Public Health Planning: Provide leadership in regional public health planning, policy development, and emergency preparedness, collaborating with the Public Health Council of the Upper Valley, Regional Public Health Emergency Preparedness Coordinator, and other municipal officials. Participate in regional training and drills.
- Regional Town Health Officer (THO): Support a study to design and pilot a shared Regional THO model, assessing whether it should replace or supplement local THO roles, and address implementation barriers.
- Periodic Reviews: Work with public health partners to conduct regional reviews, set priorities, and report progress periodically. Support regional analysis of THO annual reports.

2. Data Sharing and Resource Mapping

- Regional Data System: Build and maintain a regional data-sharing system to provide program, resource, public health function, and community health status data for municipal, regional, and program-level planning.
- Resource Mapping: Map community health, health education, and promotion resources to ensure all priority conditions (e.g., mental health, substance misuse, insect-borne diseases) are addressed. Develop and maintain resource guides and inter-agency communications.
- Advocacy: Advocate to Upper Valley municipalities for the value of a regional approach to supporting health education, promotion, and community health resources.

3. Health Education and Workforce Development

- Public Education: Increase public education on ticks, insect-borne diseases, and access to primary care for underserved populations, by leveraging local partners.
- Workforce Training: Facilitate THO training and regional coordination to enhance knowledge, skills, and awareness of referral sources. Design education/vocational programs to build the primary care services workforce.

4. Communicable Disease and Emergency Response

- Disease Control: Improve communication between the municipality and hospitals for identifying, tracking, and controlling communicable diseases. Develop and maintain a guide to prevention/mitigation strategies and responsible organizations.
- Vaccine Access: Maximize vaccine availability by coordinating with Upper Valley providers in NH and VT.
- EMS Capacity: Facilitate a regional review of EMS and public health emergency response systems to realign mutual aid and identify capacity-building needs.



Photo Credit: "Park" by Justin Creasy

5. Social Vulnerabilities and Substance misuse

- Social Vulnerabilities: Collaborate with partners (e.g., neighboring municipalities, state, regional planning commissions, private employers, social service providers) to study and address social vulnerabilities related to housing, poverty, and mental health through resource sharing and regional program co-development.
- Substance misuse Support: Maintain and expand substance misuse support networks and awareness initiatives based on community needs, including mapping resources, advocating for regional approaches, and supporting resource guides.

Advocate for Enhanced State Capacity and Support

1. Communication and Data Access

- Communicable Disease Protocols: Ensure clear protocols and routine information flow between state agencies and municipalities for identifying, tracking, and controlling communicable diseases. Maintain 3-deep contact lists at state and local levels for timely report transmission.
- Data Access: Improve routine access to essential public health function and health status data at the Regional Public Health Network level to support regional planning and response.

2. Resource and Program Support

- Vaccine and Infrastructure Funding: Advocate for continued state support for vaccine programs and investments to help municipalities develop or upgrade resilient public health infrastructure.
- Health Education and Promotion: Recommend that state-level health education and promotion programs prioritize resource allocation to Regional Public Health Networks for regional strategy implementation.
- Emergency Preparedness: Ensure adequate state resources and systems to support ongoing public health emergency planning and training.

3. Legislative Advocacy and Reporting

- Annual Reports: Support the provision of annual reports to legislators summarizing community and public health priorities, system capacity, cost barriers, and impacts on local health outcomes.
- Legislative Education: Provide periodic education to local legislators on the public health system's status and legislative barriers to addressing current needs.

4. System and Role Expansion

- Mental Health Services: Advocate for expanding the mental health system to address the needs of individuals relying on local police, EMS, and emergency departments due to insufficient care access.
- Town Health Officer (THO) Role: Advocate for clarification and potential expansion of the THO role at municipal and regional levels to enhance public health capacity.

Summarized Recommendations Prioritized for Impact and Feasibility

Level ¹	Summarized Recommendations	Impact	Feasibility
MCS	Mental Health and Social Services: Add a Police Social Worker to address moderate mental health crises and coordinate with state/local agencies. Continue Crisis Intervention Team training for police and municipal staff. Increase investments in mental health and substance misuse treatment.	1	Moderate
ADV	Mental Health Services: Advocate for expanding the mental health system to address the needs of individuals relying on local police, EMS, and emergency departments due to insufficient care access.	2	High
MCS	Enhance Staffing and Training: Crosstrain EMS and Town Health Officer (THO) on reporting and response roles. Ensure adequate staffing for THO, Fire, Police, and EMS to meet emergency planning and response needs. Expand Lebanon Community Nursing and Community Paramedic programs based on demand.	3	Moderate
REG	Substance Misuse Support: Maintain and expand substance misuse support networks and awareness initiatives based on community needs, including mapping resources, advocating for regional approaches, and supporting resource guides.	4	High
MCS	Emergency Plans: Develop and maintain short- and long-term emergency response and recovery plans, including regional evacuation and sheltering (with pet accommodations). Conduct regular training, tabletop exercises, and drills, focusing on scenarios like power loss during extreme weather.	5	High
REG	EMS Capacity: Facilitate a regional review of EMS and public health emergency response systems to realign mutual aid and identify capacity-building needs	6	High
MCS	Water Systems: Complete EPA-mandated lead pipe removal from municipal and private water lines. Assess private water/sewer systems for vulnerabilities and resident education needs. Secure a second regional drinking water source to reduce reliance on Mascoma Lake.	7	Low
MCS	Access to Resources: Support micro-transit options to improve access. Attract additional grocery stores to decentralize.	8	Low
REG	Vaccine Access: Maximize vaccine availability by coordinating with Upper Valley providers in NH and VT.	9	Moderate
MCS	Environmental Justice and DEI: Support the Environmental Justice Task Force and Lebanon DEI Commission to advance equity through action plans and sustainable community initiatives. Maintain anti-discrimination policies and hold municipal employees accountable.	10	High
MCS	Housing and Homelessness: Enact zoning for supportive/transitional housing and emergency shelters near services. Include homelessness strategies in the 2024 Master Plan update and analyze policies to decriminalize homelessness.	11	Moderate
MCS	Health and Education Services: Support agencies providing health education, promotion, and care to underserved populations. Continue funding local agencies addressing public health and social services.	12	Moderate

¹ Level of Implementation: MSC = Municipal Capacity and Systems, REG = Implementation Options with Regional, Municipal, and/or Community Partners, and ADV = Advocacy for Enhanced State Capacity and Support

Level ¹	Summarized Recommendations	Impact	Feasibility
REG	Social Vulnerabilities: Collaborate with partners (e.g., neighboring municipalities, state, regional planning commissions, private employers, social service providers) to study and address social vulnerabilities related to housing, poverty, and mental health through resource sharing and regional program co-development.	13	High
ADV	Vaccine and Infrastructure Funding: Advocate for continued state support for vaccine programs and investments to help municipalities develop or upgrade resilient public health infrastructure.	14	High
ADV	Health Education and Promotion: Recommend that state-level health education and promotion programs prioritize resource allocation to Regional Public Health Networks for regional strategy implementation.	15	High
ADV	Emergency Preparedness: Ensure adequate state resources and systems to support ongoing public health emergency planning and training.	16	Low
MCS	Service Capacity: Assess changing demands for municipal and agency services through department reports and local assessments. Prioritize community needs to align investments in funded agencies.	17	Moderate
REG	Public Health Planning: Provide leadership in regional public health planning, policy development, and emergency preparedness, collaborating with the Public Health Council of the Upper Valley, Regional Public Health Emergency Preparedness Coordinator, and other municipal officials. Participate in regional training and drills.	18	High
REG	Disease Control: Improve communication between the municipality and hospitals for identifying, tracking, and controlling communicable diseases. Develop and maintain a guide to prevention/mitigation strategies and responsible organizations.	19	High
ADV	Town Health Officer (THO) Role: Advocate for clarification and potential expansion of the THO role at municipal and regional levels to enhance public health capacity.	20	High
REG	Public Education: Increase public education on ticks, insect-borne diseases, and access to primary care for underserved populations, leveraging partners like the Dartmouth game lab.	21	High
ADV	Communicable Disease Protocols: Ensure clear protocols and routine information flow between state agencies and municipalities for identifying, tracking, and controlling communicable diseases. Maintain 3-deep contact lists at state and local levels for timely report transmission.	22	Moderate
ADV	Data Access: Improve routine access to essential public health function and health status data at the Regional Public Health Network level to support regional planning and response.	23	Moderate
ADV	Legislative Education: Provide periodic education to local legislators on the public health system's status and legislative barriers to addressing current needs.	24	High
REG	Advocacy: Advocate to Upper Valley municipalities for the value of a regional approach to supporting health education, promotion, and community health resources.	25	High
REG	Workforce Training: Facilitate THO training and regional coordination to enhance knowledge, skills, and awareness of referral sources. Design education/vocational programs to build the primary care services workforce.	26	Moderate
ADV	Annual Reports: Support the provision of annual reports to legislators summarizing community and public health priorities, system capacity, cost barriers, and impacts on local health outcomes.	27	Moderate

Level ¹	Summarized Recommendations	Impact	Feasibility
MCS	Regional Coordination: Enhance coordination with neighboring communities for watershed management, water sourcing, and emergency sheltering.	28	Moderate
REG	Regional Town Health Officer (THO): Support a study to design and pilot a shared Regional THO model, assessing whether it should replace or supplement local THO roles, and address implementation barriers.	29	Moderate
REG	Resource Mapping: Map community health, health education, and promotion resources to ensure all priority conditions (e.g., mental health, substance misuse, insect-borne diseases) are addressed. Develop and maintain resource guides and inter-agency communications.	30	Moderate
MCS	Health Codes and Oversight: Establish health codes granting THO independent enforcement authority. Review public health capacity every 3-5 years and set goals in the Strategic Plan. Integrate THO into public health emergency roles.	31	Moderate
MCS	Inf/Env Res: [Building Codes and Ordinances: Update building codes to enhance resilience in new and redeveloped structures. Adopt ordinances for self-inspection of local restaurants/food establishments]	32	Low
MCS	EP/Resp: [Community Engagement: Explore establishing a Lebanon Community Emergency Response Team (CERT) to support professionals and build a workforce pipeline. Improve emergency communication reach to ensure all residents can receive critical updates.]	33	Moderate
MCS	PH/ES: [Inter-Departmental Coordination: Create a staffed inter-departmental team (including THO, Emergency Management Director, Fire/Police Chiefs, etc.) to improve public health collaboration and data sharing. Identify municipal data for periodic public health assessments.]	34	High
REG	RegCoord/Lead: [Periodic Reviews: Work with public health partners to conduct regional reviews, set priorities, and report progress periodically. Support regional analysis of THO annual reports.]	35	High
MCS	Inf/Env Res: [Stormwater Management: Develop a comprehensive Stormwater Management Plan, including culvert assessments, transportation asset management, and innovations like permeable pavement and municipal rain gardens. Incorporate Mascoma watershed study recommendations into stormwater policies and water quality initiatives.]	36	Low
REG	RegStaf/Res: [Regional Data System: Build and maintain a regional data-sharing system to provide program, resource, public health function, and community health status data for municipal, regional, and program-level planning.]	37	Moderate

Public Health Functions Analysis

What follows is an assessment of each public health function that identifies:

- Corresponding CDC Essential Public Health Services²;
- What entities have responsibility, authority and resources for conducting the function;
- Stakeholder Input;
- Supporting Data Overview; and
- Recommendations.

Disease Prevention and Control

CDC Essential Public Health Services (2020) #2

Implementing programs to prevent the spread of communicable diseases, such as conducting vaccination drives, monitoring outbreaks, and providing education on disease prevention.

What entities have responsibility, authority and resources for conducting the function?

- STATE has responsibility and capacity to lead on this function/service.
- MUNICIPALITY(IES) play a role in reporting and response, though usually dependent upon State guidance, direction, and resources. Local EMDs (Emergency Management Directors) support preparedness for such events, along with RPHN's designated Public Health Emergency Preparedness Coordinator.
- COMMUNITY PARTNERS, including hospitals, healthcare providers, and social service organizations play ongoing roles in prevention and response.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** State monitors communicable diseases, and notifications go through the Health Alert Network (HAN). RPHNs receive vaccines early in outbreaks, and preventive care is provided for high-risk groups through organizations like Dartmouth Health and Community Paramedic. Lebanon uses "LebAlert" for public notifications.

² Three (3) CDC Essential Public Health Services not addressed in this report collectively reflect the purpose and scope of this needs assessment:

- #4: Strengthen, support, and mobilize communities and partnerships to improve health
- #9: Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
- #10: Build and maintain a strong organizational infrastructure for public health

2. **Weaknesses/Opportunities:** Lack of redundancy in state notification systems; need to advocate for 3-deep contacts³. Need for better coordination of communication tools across the region and better engagement with towns. Communications weaknesses exist post-identification of problems and with hospitals (needs to be bi-directional). Increased integration of Town Health Officers (THOs) into local response and communications could be beneficial.

Community Stakeholders and Lebanon residents are concerned that limited transportation options are a barrier for preventive health care (e.g. primary care, vaccines, and screenings) that could provide early detection and prevention of communicable diseases as well as other debilitating conditions.

Supporting Data Overview⁴

In our review of relevant secondary data relating to Communicable, Infectious, and Vector-Borne diseases, we found the following:

- Most data are available only at the state-level, so we are unable to determine whether Lebanon or the Upper Valley Region experience problematic levels of disease or significant differences from other regions. This was true for Hepatitis A and Chlamydia.
- Hepatitis A and Chlamydia rates between 2019 and 2021 show decreases for both New Hampshire and Vermont, reflecting the national trend.
- For the 2022-2023 flu season, both New Hampshire and Vermont had vaccination rates near or above US rates.
- Cases of Lyme Disease decreased significantly in both New Hampshire and Vermont between 2017 and 2021. While the number of ticks in the area has remained the same if not increased, it is possible we have gotten better at prevention and treatment.

Additional details for these indicators can be found in Appendix B.

³ According to Lebanon Fire Department and Community Paramedic, there are relatively few communicable disease reports from the State of NH to the City. There may be one or none in any given year. For this reason, a three-deep contact protocol is even more important to account for staff turnover and other system changes.

⁴ Data source references are provided as footnotes in Appendix B, if not noted on the relevant page.

Recommendations

Municipal Capacity and Systems

- Cross train EMS and Town Health Officer on roles relative to reporting, receiving reports from the state, and responding to reports.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Improve communication between municipality and hospitals relative to identification, tracking and control of communicable disease in the community.
- Develop and maintain a guide to prevention and mitigation strategies available in the community/region and a contact list for the organizations responsible.
- Maximize the availability of vaccines by facilitating coordination between providers in the Upper Valley of NH & Vt.
- Build and maintain a regional data sharing system that provides program/resource, public health function, and community health status data to support planning at the municipal, regional, and program levels.

Advocate for Enhanced State Capacity and Support

- Ensure clear understanding of protocols and the routine flow of information between state agencies and municipalities regarding the identification, tracking and control of communicable disease.
- Ensure protocols, and capacity, for reporting include 3-deep contact lists at the state and local levels to provide timely transmission and receipt of communicable disease reports.



Photo Credit: "Beautiful Mural on Pet Smart Building" by Sarah Stillson

Environmental Health Services

CDC Essential Public Health Services (2020) #2

Overseeing and regulating environmental factors that impact public health. This includes air and water quality management, waste disposal, and controlling pollution. Inspections and enforcement related to pestilence, food safety in restaurants and public eateries, lead, mold and other contaminants in residential and commercial buildings also fall under this category.

What entities have responsibility, authority and resources for conducting the function?

1. STATE has capacity, resources, and authority for any functions not delegated to municipalities. Key agencies are NH DHHS/DPHS Public Health Laboratory, Bureau of Public Health Protection, and Department of Environmental Services.
2. MUNICIPALITY(IES) have responsibility and capacity for monitoring and compliance with multiple federal and state regulations: Clean Air Act, US EPA, NH DES Regulations, Clean Water Act, Septic System Inspections/Enforcement.
3. COMMUNITY PARTNERS
 - Healthcare providers and systems are involved in screening, education, and treatment to address the impact of contaminants, vector borne diseases and climate change on human health.
 - Regional Planning Commissions and the Public Health Council may play a role in applying for grants for capacity building, assessment, and planning. These grants are generally issue-specific and do not sustain public health capacity.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** Local authority, particularly through Town Health Officers (THOs), manages public health concerns related to environmental exposures, air/water quality, and nuisances. Some local challenges related to housing and transportation.
2. **Weaknesses/Opportunities:** Positions are inadequate for the current workload. Need for a regional THO approach to ensure expertise and consistency but would need to address questions of authority. Local training and cooperation could improve THO effectiveness. Lack of authority in some areas: 1) City of Lebanon contracts for restaurant inspections but must report infractions to the State for enforcement; 2) City of Lebanon Code Enforcement personnel respond to complaints and provide guidance, despite not having authority for enforcement actions; and 3) air quality. Addressing housing conditions, especially in rental markets, remains challenging and enforcing

existing minimum housing standards (such as requiring landlords to provide heat in the winter) as a gap. THOs are not adequately integrated into emergency preparedness planning and communications and may not understand their potential roles.

Community Stakeholders had no comments or concerns about Environmental Health Services in our area. Lebanon residents expressed concern about rental housing conditions, especially as more properties are purchased by non-local investors. Lebanon residents also recommended a Regional THO approach.



Photo Credit: Boston Lot Lake by Sarah Wasserman

"Primary drinking water source is from Mascoma Lake which has experienced droughts in recent years resulting in growing concerns about the long-term reliability of the current resource for Lebanon."
Lebanon Community Resilience Report, Jan 2024

"Growing number of private water wells running dry during longer, more intense drought periods in the mid to late summer months."
Lebanon Community Resilience Report, Jan 2024

Supporting Data Overview

In our review of relevant secondary data relating to Environment Health, we found the following:

- Air quality in the Upper Valley is likely very good. In 2022 and the 5 years prior, Grafton County experienced zero "days with maximum 8-hour average ozone concentration; New Hampshire; Monitor and Modeled."
- Water Quality from community water systems is also likely good. Of the 37 Grafton County community water systems tested for arsenic in 2023, 28 had undetectable levels and 7 had levels less than or equal to MCL (maximum contaminant level); unfortunately,

the data does not identify which community water systems detected arsenic. Other contaminants detected at some level in Grafton County community water systems but within MCL limits: uranium and nitrates.

- Water quality in private wells is unknown as is the current health of private septic systems. According to data available at NH's Wisdom data dashboard, about 75 of Lebanon's private water systems were tested through the NH Department of Environmental Services between 2006 and 2022. Among results were 48% testing above guidance levels for radon (comparable to state), 26% high for sodium (state 36%), 22% high for iron (state 18%), and 14% high for (stagnant) lead (comparable to state). The total number of private wells and septic systems is unknown to the Town Health Officer, who would be responsible for responding to contamination and septic failures.
- Housing Quality and Risk of Harmful Exposures: In the DHMC-APD Service Area, 32% of housing units were built before 1960 (more than 65 years old) and 55% were built before 1980, meaning all these buildings likely have lead paint on exterior and interior surfaces. Other earlier building materials can be harmful, and older homes may have inadequate ventilation and structural issues. Also, in the DHMC-APD Service Area, 0.8% of occupied housing units lack complete plumbing and 1.1% lack complete kitchen facilities.
- Childhood lead exposure can be devastating to a young child's health and development. In 2023, 33 children screened in the UV Public Health Region (UVPHR)⁵ had a BLL of 3.5 µg/dL or higher⁶, in Lebanon, that number was 7 children. Between 2019 and 2023, 51 children in Lebanon have had new BLLs of 3.5 µg/dL or higher.

Additional details for these indicators can be found in Appendix B.

⁵ UV Public Health Region constitutes the municipalities of Canaan, Dorchester, Enfield, Grafton, Grantham, Hanover, Lebanon, Lyme, Orange, Orford, Piermont, and Plainfield.

⁶ The number 3.5 is significant in blood lead level screening because the Centers for Disease Control and Prevention (CDC) defines an elevated blood lead level (BLL) as 3.5 micrograms of lead per deciliter of blood (µg/dL) or higher, prompting public health action and further investigation.

Recommendations

Municipal Capacity and Systems

- Ensure adequate staff capacity for Town Health Officer roles.
- Work to update building codes that help to increase the overall resilience of redevelopment and new builds.⁷
- Adopt necessary ordinance changes to self-inspect local restaurants and food establishments.
- Help to advance equity within Lebanon and across the region through the work of the Environmental Justice Task Force that is in the process of defining what is needed and develop an action plan for a more equitable and sustainable community.
- The City is required by US EPA to remove the lead from drinking water pipes. The City is in the process of implementing a program to remove lead from the municipal drinking water pipes and, later, those water lines from the public system to the individual houses and commercial properties.
- Develop a comprehensive Stormwater Management Plan and any associated regulations and enforcement, to become more proactive and less reactionary around flood events. Include a full culvert assessment or management plan, consider a transportation asset management system, investigate an expansion of the stormwater drainage system. Consider innovations in water retention and road surfaces, such as grooving roads, permeable pavement, or municipal rain gardens.
- Incorporate recommendations from forthcoming Mascoma watershed study into stormwater quantity and water quality policies, practices, projects, and public education. This includes adequately resourcing the solutions, improving regional coordination with other communities in the watershed, conducting water testing to identify and fix the root causes of the harmful algal blooms in Lake Mascoma.
- Continue to explore options to secure a second regional water source (i.e., drinking water well) to help reduce dependence on a single source via the Mascoma Lake and expand

⁷ Recommendations in **Blue** text are drawn from the Lebanon Community Resilience Building report, January 2024, as they align with the concerns and opportunities explored in this report.

provisioning to additional municipalities such as Hanover and Hartford, as needed.

Communicate updates on these developments to the public.

- Assess the private water and sewer systems present in the City of Lebanon to determine needs for resident education, potential ordinance change, and potential vulnerabilities caused by failures (e.g. wastewater contamination, dry wells, etc.).

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Facilitate Town Health Officer (THO) training and regional coordination to ensure adequate knowledge and skills, awareness of regional trends, and knowledge of referral sources to help residents mitigate issues.
- Support study of a shared Regional Town Health Officer that determines the best model (e.g. replacing town level THO or supplementing/coordinating), assesses and addresses barriers to implementation, and designs a pilot test of the chosen model.
- Increase public education (e.g., Dartmouth game lab, etc.) on ticks and other insect borne diseases as well as access to primary care needs for those who cannot afford to visit a doctor immediately after getting bitten.
- Provide resources to support renters advocating with landlords for better housing conditions, especially as more apartments are being bought out by external investors.

Advocate for Enhanced State Capacity and Support

- Advocate for continued state support for vaccine programs and investment that allow municipalities to develop or upgrade resilient infrastructure.

Photo Credit: Pumping Station Dam by David Bagley



Health Education and Promotion

CDC Essential Public Health Services (2020) #3

Developing and implementing campaigns and programs to educate the public about health issues and promote healthy lifestyles. This can include initiatives targeting smoking cessation, obesity prevention, nutritional education, and promotion of physical activity.

What entities have responsibility, authority and resources for conducting the function?

- STATE hosts numerous programs of health education and health promotion, including in areas such as chronic disease prevention and management, substance misuse prevention (including tobacco), healthy homes, and physical activity. Key partners are programs within DHHS Division of Public Health Services, Division of Behavioral Health, and Division of Elderly and Adult Services.⁸
- MUNICIPALITY(IES) provides access to recreation programs, public parks and active transportation options. Local school districts provide health education and physical activity for students.
- COMMUNITY PARTNERS:
 - Healthcare providers and systems implement community health programs like chronic disease management, smoking cessation and food as medicine. They also support some broad public health campaigns.
 - Many local organizations are involved in providing public education, for example:
 - Mental Health First Aid and CONNECT Suicide Prevention Training
 - Media campaigns
 - School-based education and prevention programs

Stakeholder Input

- Stakeholders advocated for improvement to the health and healthcare navigation system in the region and for ensuring that health education and promotion are embedded within this system.
- Stakeholders also advocated for increased focus in health education and promotion geared to and for vulnerable populations, such as the elderly and others.
- Municipal Stakeholders did not review this function.
- Lebanon residents spoke up for preserving people's rights to protect their health by masking themselves when they believe it is beneficial. Some expressed concern about efforts in other communities to ban masking by individuals.

⁸ Support for these programs is overwhelmingly federal funds, and it is not common for the State to contract with local or regional entities for sustained and comprehensive programming.

Supporting Data Overview

Common health promotion and disease prevention programs use strategies such as screening and early detection, health communications, health education, and policy, systems, and environmental change. Levels of Prevention include:

- **Primary Prevention:** Focuses on preventing diseases from occurring in the first place.
 - Examples: Immunizations, tobacco cessation programs, needle exchange programs, promoting healthy diets and physical activity, and safe housing.
- **Secondary Prevention:** Emphasizes early disease detection and treatment to prevent complications.
 - Examples: Pap smears, mammograms, colonoscopies, and screenings for chronic diseases.
- **Tertiary Prevention:** Focuses on managing chronic diseases and preventing further complications.
 - Examples: Rehabilitation programs, medication management, and support groups for individuals with chronic conditions.

Many Upper Valley organizations provide health education and promotion strategies. Area hospitals and clinics provide their patients with smoking cessation; addiction prevention and treatment; chronic disease education, prevention, and management programs for conditions such as diabetes and hypertension. The All Together and Hartford Community Coalitions provide community education in substance misuse prevention and early intervention as well as mental health training. Other organizations provide valuable community education on topics such as gender-based violence, emergency preparedness, recovery friendly workplaces, and disability friendly workplaces, among others. What is clear is that we do not have a detailed understanding of how well priority health concerns in the region are covered, by what organizations, and how well coordinated and comprehensive our efforts are.

Table: Common Health Education and Promotion Programs by Local Providers

Common Programs:	Local Providers ⁹
Immunizations: Protecting against infectious diseases through vaccinations.	Health Care Providers, Dartmouth Health, Good Neighbor Health Clinic, Public Health Council
Nutrition and Physical Activity Promotion: Encouraging healthy eating habits and regular exercise.	Lebanon Parks & Recreation, CCBA, UV Trails Alliance, Co-op Food Stores, DH Aging Resource Center, Upper Valley Senior Center, Lebanon Farmers Market
Injury Prevention: Reducing the risk of injuries through education and interventions.	DH Injury Prevention Center
Mental Health Programs: Promoting mental well-being and addressing mental health conditions.	WCBH
Tobacco Cessation Programs: Helping people quit smoking and other forms of tobacco use.	DH Tobacco Treatment Program
Drug and Alcohol Abuse Prevention: Reducing the risk of substance misuse and its consequences.	All Together Coalition, TLC Recovery Center, Headrest
Sexual Health Promotion: Promoting responsible sexual behavior and preventing sexually transmitted infections.	WISE
HIV/AIDS Prevention: Reducing the risk of HIV transmission through education and prevention programs.	HIV/HCV Resource Center
Needle Exchange Programs: Reducing the risk of HIV and hepatitis C transmission among injection drug users.	HIV/HCV Resource Center
Community-Based Interventions: Addressing social determinants of health, such as poverty, lack of access to healthcare, and environmental hazards.	LISTEN Community Services, The UV Haven, Waypoint, School-based, Advance Transit

Recommendations

Municipal Capacity and Systems

- Continue to support the municipal and local agencies that provide services addressing this function.
- Assess the changing demands for these services and the resulting capacity impacts through reports from department heads, funded outside agencies, and other local assessments.
- Develop a proactive prioritization of community needs to align investments in funded outside agencies.

⁹ This list is illustrative of the organizations involved in providing Health Education and Promotion but is not exhaustive.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Map health education and health promotion resources to ensure all priority conditions are known and addressed.
- Use municipal communication platforms to share health education information, including posters in public places such as public pools and buildings.
- Advocate for the value of a regional approach to supporting health education and promotion resources to other Upper Valley municipalities.

Advocate for Enhanced State Capacity and Support

- Recommend that state-level health education and health promotion programs prioritize providing resources to Regional Public Health Networks to implement strategies on the regional level.



Photo Credit: "Enjoying the trails on a beautiful day!" by Hannah Brilling

Community Health Services

CDC Essential Public Health Services (2020) #7

Providing direct health services to the community, especially to underprivileged or vulnerable groups. This could include services like health screenings, maternal and child health programs, dental care, and mental health services.

What entities have responsibility, authority and resources for conducting the function?

- STATE supports this function primarily through Medicaid and support for safety net programs for behavioral health, community health centers, and family resource centers.
- MUNICIPALITY(IES) use local funds to support community-based organizations providing direct care to residents under state “welfare” requirements. The City of Lebanon has elected to support a Community Paramedicine Program and Community Nurses, as have numerous other towns in the region.
- COMMUNITY PARTNERS
 - Healthcare providers and systems (both public and private) provide health screenings, dental care, maternity and childcare programs. This includes hospitals, provider practices, visiting nurse programs and safety net programs like GNHC, Red Logan, and MCHC/Health First.
 - Other organizations that provide safety net programs, especially for vulnerable groups, include HIV/HCV Resource Center, LISTEN Community Services, WCBH, and Grafton County Senior Citizens, among others.

Stakeholder Input

- Many stakeholders noted a severe shortage of community mental health services. There are too few treatment options and existing options have waitlists.
- Dental care in our region is of great concern. Barriers include shortage of available providers, insurance coverage, and transportation.
- Another area of concern is childcare. The shortage of childcare options drives up the cost for existing programs, making it inaccessible to many.
- Stakeholders expressed concern for older adults, specifically isolation in this population and shortage of assisted living options.

Top Priorities from Upper Valley Community Health Needs Assessment 2024

- Access to Care
 - Availability of Primary & Specialty Care
 - Cost of Health Care Services
 - Access to Adult Dental Care
 - Availability of Mental Health Services
 - Health & Human Services Workforce Shortages
 - Navigating the Health Care System
- Basic & Social Needs
 - Affordable Housing
 - Transportation
 - Affordable Childcare
 - Food Access
- Support for Older Adults

Lebanon residents identified that the large aging population in downtown Lebanon may be increasingly housebound, and the poor condition of sidewalks affects walkability, especially for older adults, and exacerbates isolation.

- More older adults will need affordable assisted living options or services, ideally while still allowing them to stay connected to the community
- Supporting elders with dementia and their caregivers will be an increasing concern, and there are few resources available. This will also affect the workforce, as caregivers may not be able to leave the home for respite or to get their needs met.

Lebanon residents also expressed concern about potential cuts to Medicaid funding and the impact on health outcomes of vulnerable people.

"The workforce for public servants, the trades, and frontline jobs is depleted due to a lack of affordable housing, training programs, affordable daycare, and interest from young people in these types of jobs."

Supporting Data Overview

This function is about ensuring care and services are available for vulnerable members of the community. The question, then, is who are the vulnerable members of our community? To provide context for population and socio-demographic data presented in this report, Lebanon's total population in 2023 was estimated at 14,759 and the DH-APD hospital service areas had an estimated population of 72,736. Lebanon accounts for about 20% of the service area population.¹⁰ Additional age-related data is below.

Table: Age-Related Demographics

	Median Age	% Under 18 Years of Age	% 65+ Years of Age
Lebanon	39	14%	21%
DH-APD Service Area	42	17%	22%
New Hampshire	43	19%	19%
Vermont	43	18%	21%

Source: DH/APD Community Health Needs Assessment: Fiscal Year 2025

¹⁰ DH/APD Community Health Needs Assessment: Fiscal Year 2025

- In the Claremont-Lebanon micropolitan area approximately 22.7% of the population is 65+, and this percentage is expected to increase to 36% by 2040. Roughly 6% of the population in our area is 80+. In our micropolitan area children make up approximately 20% of the population.
- According to the recent Community Health Needs Assessment, about 11.6% of the residents in our region identify as non-white. This means approximately 11,000 people identify as something other than white or non-Hispanic in the Upper Valley, constituting a significant population of people.
- Disability: 12% of the people in the DH-APD Service Area and 13% of Lebanon residents identify as having a disability. This is comparable to rates for New Hampshire (13%) and Vermont (14%).
- In Lebanon, 9% of households have incomes under the federal poverty level. A relatively high percentage of households are headed by a single parent in Lebanon (31%, compared to 27% in New Hampshire and 32% in Vermont). In addition, in the DH-APD Service Area, 9.8% of people aged 65+ live in poverty, compared to 7.4% across New Hampshire and 8.2 across Vermont.
- Housing costs are unbearably high. In the DH-APD Service area, 24% of home owning households spend more than 30% of their income on housing costs. For renters, that percentage rises to nearly 48% percent spending more than 30% of their income on housing costs.
- Food Insecurity: About 11% of families in the DH-APD Service Area experience food insecurity as compared to 9.7% in New Hampshire and 11.7% in Vermont.¹¹
- Insurance Coverage: In the DH-APD Service Area, 4% of the population has no health insurance (almost 3,000 people), 23% have Medicare, 13% have Medicaid, and 3% have VA health care coverage. In the UVPH Region, 6% of people report not seeing a doctor when needed due to cost. This suggests that some people with health insurance forego care because insurance does not cover enough of the cost to make care affordable.

¹¹ Feeding America, Map the Meal Gap, 2022.

- **Transportation:** As a barrier to accessing needed services, it is notable that 5.6% of households in the Claremont-Lebanon Micro Area report having no vehicle available and 33.6% report one vehicle available. In a household where one or two adults are in the workforce having only one car can limit access to care and other services.
- **Emergency Medical Response:** Calls for EMS services can be a measure of vulnerability and unmet health care need in a community. Of about 3,723 EMS responses in 2024, 11 were Well Person Visits, 65 were triggered by medical alert systems, and 481 (13%) were for falls.

Additional details for these indicators can be found in Appendix B.

Status Review of Agencies Funded by City of Lebanon

The City of Lebanon provides financial support to several health and human services agencies that serve vulnerable Lebanon residents. The following snapshots of agencies' staffing capacity and client waitlists demonstrate most of managing to address critical needs in the community while balancing workforce and funding challenges. As we see in numerous local needs assessments, mental health and addiction treatment as well as dental care are the services experiencing the most stress.

Table: Staffing Snapshot: February 2025

Agency	Vacancy Rate	Staffing Trends	Challenges
Good Neighbor Health Clinic	.8 FTE short in medical clinic	Stable past 2 years after high turnover rates.	Rates of pay; attracting dental staff.
Headrest	High vacancy rate.	n/a	Need for 24/7 staff and compensation.
HIV/HCV Resource Center	No vacancies.	Stable: 5 FT, 1 PT	Finding candidates appropriate to provide direct service to clients.
LISTEN Community Services	Low vacancy rate: 1 FTE in Retail 1 FTE in Admin.	Able to fill positions quickly.	Finding experienced candidates and admin support.

Lebanon Region Public Health Needs Assessment

VNH	Home Health:13% Hospice: 0% MCH: 20%	Home Health: improving Hospice: stable MCH: stable	Not enough licensed clinicians to meet demand.
West Central Behavioral Health	30% clinical vacancy rate	Recent improvement in hiring/retention. Vacancy rate improving.	Compensation (and challenges in housing and childcare)

Table: Waiting List for Services Snapshot: February 2025

Agency	Waiting List	Wait Time	Trends
Good Neighbor Health Clinic	Dental: "profoundly long"	1 year (ideal is 3-months)	Consistently unable to meet dental care demand.
Headrest	Residential: 4-5 OP Treatment: none	OP Treatment: within 2-weeks	n/a
HIV/HCV Resource Center	No waiting list.	Syringe Services: 1 day HIV Case Mgmt: 1-2 weeks	Syringe program clients have increased as have basic needs of clients.
LISTEN Community Services	Waitlists only exist for Holiday Baskets. Heating and Housing Helpers often needs to prioritize applicants based on risk of utility shut off or homelessness.	Service Coordination: 1-2 days Community Case Mgmt: 2 weeks Heating and Housing Helpers:1-2 days Family Programs:1 week Holiday Baskets: na	Demand for all, including food pantry and community dinners, rising. Also, more demand for help with housing applications.
VNH	Home Health: none Hospice: none MCH: none	Home Health:3-7 days (ideal: 48 hours) Hospice: 24 hours (ideal) MCH: 48-72 hours (ideal)	Home health admissions have gone down over the past 3 years while Hospice has remained stable.
West Central Behavioral Health	Adults: 26 Children: 30	Adults: ~40 days Children: ~46 days Ideal would be within 10 days for routine care; 24 hours for urgent care.	Increased demand for child/family program and post-pandemic increase in services for anxiety, stress, depression. SDoH and workforce issues are equal challenges.

- Community Nursing: The City of Lebanon maintains a Community Nursing and Community Paramedicine Program within the Fire Department. In 2024, Community Nurses saw 144 unique Lebanon clients, provided 320 home visits and 494 telephone visits, and 677 instances of care coordination. Reported outcomes included, from most reported descending: reduced anxiety or worry for client or caregiver, reduced social isolation, improved understanding of medications, able to remain safely at home, prevented falls, and prevented hospital ED visits.
- Community Paramedic: In 2024, the Community Paramedic saw 83 unique Lebanon clients, provided 222 home visits and 93 telephone visits, and 194 instances of care coordination

Recommendations

Municipal Capacity and Systems

- Continue to support and expand Lebanon Community Nursing and Community Paramedic with periodic program adaptation based on demand for services.
- Continue to support the municipal and local agencies that provide services addressing this function.
- Assess the changing demands for these services and the resulting capacity impacts through reports from department heads, funded outside agencies, and other local assessments.
- Develop a proactive prioritization of community needs to align investments in funded outside agencies.
- Analyze neighborhood demographics to identify pockets of vulnerable residents and how city infrastructure meets their needs in those neighborhoods. For example, are there pockets of older adults in neighborhoods with poor sidewalk quality?

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Map community health resources to ensure all priority conditions are known and addressed.
- Advocate for the value of a regional approach to supporting community health resources to other Upper Valley municipalities.

- Support development of resource guides and inter-agency communications regarding resources.
- Build and maintain a regional data sharing system that provides program/resource, public health function, and community health status data to support planning at the municipal, regional, and program levels.
- Design and initiate education/vocational training programs to assist with the building of primary care services workforce.

Advocate for Enhanced State Capacity and Support

- Support the provision of annual reports to legislators that summarize community and public health priorities, system capacity, cost barriers, and impacts to local health outcomes.



Photo Credit: "Wildflowers on the Mascoma Greenway" by Corinne Ericksen

Emergency Medical Services (EMS)

CDC Essential Public Health Services (2020) #7

Offering rapid medical response services for emergencies, including ambulance services, paramedic services, and first responder training.

What entities have responsibility, authority and resources for conducting the function?

- STATE offers training, licensing, and data management for emergency services professionals through the NH Department of Safety (Fire Academy, Emergency Services and Communication).
- MUNICIPALITY(IES) provides ambulance and paramedic services in the city and the Towns of Enfield, Grantham and Plainfield. Lebanon also provides mutual aid assistance within the mutual aid compact that covers municipalities in NH and VT.
- COMMUNITY PARTNERS include hospital emergency departments that treat patients in emergencies; they participate in developing a network of EMS providers in the region and support training and systems improvement. WISE offers support to victims in ED.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** EMS services rely on mutual aid agreements, though there is an unofficial role in mental health support. Some preventive measures are integrated, such as 988 and community paramedics. RPHN has resources to support community education and notification. RPHN serves as a connection hub.
2. **Weaknesses/Opportunities:** EMS services are stretched thin and vulnerable during extended disasters. Other towns rely on Lebanon for mutual aid which may increase to the point of vulnerability (challenges with volunteer and private EMS services). Mental health resources are insufficient, and there is a need for broader support for people with mental illness. Opportunity to add a Police Social Worker. Proposals to increase EMS capacity and advocate for mental health system investment are needed.

Supporting Data Overview

- An important measure of the adequacy of emergency medical services is the average response time for calls. In Lebanon, average response time has increased from 5.10 minutes in 2017 to 6.18 minutes in 2024.

- EMS providers are concerned about calls to EMS for conditions best addressed through other systems (e.g., mental health or addiction treatment); in 2024, there were at least 275 calls related to psychiatric conditions or substance misuse.

Recommendations

Municipal Capacity and Systems

- Enhance capacity of Lebanon EMS services as indicated by local response time and call data.
- Add a Police Social Worker, or similar position, to address calls from people in moderate level mental health crises and refer to appropriate services (e.g., de-escalate and divert). This role should supplement and coordinate with state and local agency crisis response initiatives.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Facilitate a regional review of EMS and public health emergency response system capacity to realign mutual aid and determine capacity building needs.

Advocate for Enhanced State Capacity and Support

- Advocate for mental health system expansion to meet the needs of people who use local police, EMS, and emergency departments due to insufficient access to appropriate care.

Public Health Surveillance and Reporting

CDC Essential Public Health Services (2020) #1

Monitoring health trends within the community and reporting on health-related data. This involves collecting, analyzing, and disseminating information about health status, disease incidence, and risk factors within the community.

What entities have responsibility, authority and resources for conducting the function?

- STATE offers interactive data reports through the NHDHHS. Additional reports are available by program.
- MUNICIPALITY(IES) has no active role in this service area.
- COMMUNITY PARTNERS such as WCH, Headrest, and Listen collect client data including health status and SDoH risk factors. This data is not reported out to inform local needs.

Stakeholder Input

- Triennial hospital-led Community Health Needs Assessment provides valuable data for the community. However, a more systematic approach to, and capacity for, tracking key data indicators of health outcomes and drivers of health would be beneficial.
- Stakeholders indicated a need for data to be shared between existing organizations, and for data to be made easily accessible.

Supporting Data Overview

The data presented in this report, and the sources used, present a snapshot of our ability to monitor health related data. The greatest challenges to regional public health surveillance and reporting are as follows:

- Access to data at a local or regional level;
- Data that is comparable across state lines; and
- Staff capacity to create and maintain a local data dashboard that includes both high level health indicators of interest and program-level or performance measures.

Our goal was to collect data for the most local level possible. In some cases, we were able to gather data for our Claremont-Lebanon micropolitan area, but in other cases we were limited to state level data. Reporting data for our micropolitan area is useful because it includes towns in both New Hampshire and Vermont, which better reflects our bi-state region. Another challenge

in health data is there are differences in which diseases were reported by the state or how the data was reported, so it is not always possible to present side-by-side.

We are also aware that Town Health Officers, at least in New Hampshire, are required to provide annual reports of their activities to their towns. We believe that gaining access to these reports would provide valuable information and allow us to assess regional trends in areas covered by Town Health Officers: septic system health, contaminants, environmental exposures, and nuisance pest infestations.

Recommendations

Municipal Capacity and Systems

- Create and staff an inter-departmental team of municipal personnel whose roles touch on all public health functions to ensure appropriate collaboration, communication, and sharing of information. Team members should include, but not be limited to, Town Health Officer(s), person filling the role of Emergency Management Director, Fire and Police Chiefs, Human Services Administrator, Community Paramedic, Community Nurses, and City Planner.
- Identify data held within municipal departments that may contribute to periodic assessments of public health need and capacity (e.g., THO reports, EMS, Human Services, Police Department).

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Build and maintain a regional data sharing system that provides program/resource, public health function, and community health status data to support planning at the municipal, regional, and program levels.
- Support and advocate for regional analysis of THO annual reports.

Advocate for Enhanced State Capacity and Support

- Improve routine access to essential public health function and health status data at the Regional Public Health Network level.

Regulatory Functions

CDC Essential Public Health Services (2020) #6

Enforcing public health laws and regulations to protect community health. This includes licensing and inspection of facilities like nursing homes, childcare centers, and swimming pools.

What entities have responsibility, authority and resources for conducting the function?

- STATE is responsible for the Office of Legal and Regulatory Services, the Bureau of Elderly and Adult Services, and the Bureau of Public Health Protection. The Department of Education provides additional regulatory guidance to public and private schools.
- MUNICIPALITY(IES) conducts inspections of childcare facilities to enforce DHHS regulations and applicable life safety regulations.
- COMMUNITY PARTNERS are not involved in this area of public health promotion.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** State public health laws grant THOs authority to enforce and adopt local codes; however, enforcement often requires involvement of local police for violations without local ordinances.
2. **Weaknesses/Opportunities:** Opportunity to adopt local health codes, empowering THOs to act independently on violations. THOs are not adequately integrated into emergency preparedness planning and communications and may not understand their potential roles.

Community Stakeholders concerned about children's vulnerability noted there should be standards around education, environment, and nutrition for homeschooled children.

Supporting Data Overview

Nursing homes are inspected by the State. According to ProPublica, which reported a summary of nursing home inspection results in November 2024, Upper Valley facilities fair as follows:

Location	Total Deficiencies	Severe Deficiencies	Fines	Nurse Turnover Rate
Hanover, NH	14	3	>\$110K	50%
Lebanon, NH	31	0	\$0	38.5%
Windsor, VT	8	0	\$0	50%

Local authorities inspect childcare facilities. A review of Lebanon’s childcare facilities, which includes after school and preschool programs, revealed that the five (5) licensed facilities had been inspected between June and August 2024. Two of the facilities had no findings of deficiency; three of the facilities achieved between 94% and 99% satisfactory scores.

Recommendations

Municipal Capacity and Systems

- Establish health codes that give THO independent enforcement authority.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Support study of a shared Regional Town Health Officer that determines the best model (e.g. replacing town level THO or supplementing/coordinating), assesses and addresses barriers to implementation, and designs a pilot test of the chosen model.

Advocate for Enhanced State Capacity and Support

- Advocate for clarification and potential expansion of the THO role at the municipal and regional levels.

Public Health Planning and Policy Development

CDC Essential Public Health Services (2020) #5

Developing plans and policies to address current and future public health needs. This involves identifying health risks in the community, setting public health goals, and devising strategies to meet these goals.

What entities have responsibility, authority and resources for conducting the function?

- STATE is responsible for releasing State Health Improvement Plans.
- MUNICIPALITY(IES) implements Strategic Plans, and sets goals related to different public health services.
- COMMUNITY PARTNERS are part of a regional community health improvement plan that is completed every 3 years in collaboration with local hospital plans.

Stakeholder Input

As described by municipal stakeholders, the public health planning and policy development capacity in Lebanon demonstrates strengths in recognizing the need for regional coordination, leveraging mutual aid agreements, and using resources like the Regional Public Health Network (RPHN), Dartmouth Health, and tools such as Lebanon's "LebAlert" for public communication. There is also commitment to preventive care, surveillance for high-risk groups, and Crisis Intervention Team training for law enforcement, indicating a proactive approach to addressing public health emergencies, communicable diseases, and mental health challenges.

However, significant weaknesses hinder effective planning and response. These include a lack of shared regional plans and collaboration across state lines, as exposed during COVID, missing critical plans for short- and long-term recovery and emergency communications, and insufficient training and drills. Finite resources, such as personnel and supplies, risk depletion in sustained emergencies, while the state-driven communicable disease notification system lacks redundancy, relying on single points of contact. Additionally, overtaxed EMS services, inadequate mental health systems, and under-resourced environmental health functions, coupled with limited local authority and housing challenges, exacerbate vulnerabilities, necessitating improved coordination, local ordinances, and investment in mental health and housing infrastructure.

Supporting Data Overview

Municipal officials and local public health professionals in the Lebanon Region have resources, authority, and tools available to develop and implement public health plans and policy. Resources to support planning include:

- Municipal Master Plans and Strategic Plans
- Community Health Needs Assessments
- Community Health Improvement Plans
- Public Health Emergency Response Plans
- Reports from Regional Planning Commissions

Recommendations

Municipal Capacity and Systems

- Create and staff an inter-departmental team of municipal personnel whose roles touch on all public health functions to ensure appropriate collaboration, communication, and sharing of information. Team members should include, but not be limited to, Town Health Officer(s), person filling the role of Emergency Management Director, Fire and Police Chiefs, Human Services Administrator, Community Paramedic, Community Nurses, and City Planner.
- Review public health capacity to address municipal needs every 3 to 5 years.
- Set goals for public health capacity and community outcomes in Strategic Plan.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Work with public health partners to conduct a regional review, set priorities, and report progress on a periodic basis.
- Provide leadership on regional approaches to public health planning and policy development.

Advocate for Enhanced State Capacity and Support

- Provide education periodically to local legislators on the status of the public health system and legislative barriers to addressing current needs.

Emergency Preparedness and Response

CDC Essential Public Health Services (2020) #10

Preparing for and responding to public health emergencies, such as natural disasters, pandemics, or bioterrorism threats. This includes disaster planning, stockpiling necessary supplies, and coordinating response efforts with other agencies.

What entities have responsibility, authority and resources for conducting the function?

- STATE is responsible for the DHHS/DPHS Bureau of Emergency Preparedness, Response, and Recovery.
- MUNICIPALITY(IES) has emergency operations and a hazard mitigation plans. The municipality participates in regional public health network and MACE. The municipality is a fiscal sponsor for bi-state Medical Reserve Corps. The City does not have a disaster recovery plan, a continuity of government plan or a continuity of operations plan.
- COMMUNITY PARTNERS: The UV Public Health Network brings together regional partners to develop, update, and practice emergency response plans. The network also maintains stockpiles of supplies for sheltering, mass vaccination, and some medical supplies.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** Planning is integrated across municipal government, Regional Public Health Network (RPHN), and regional planning commission. Response resources exist locally and regionally. A recognition exists for regional planning due to the widespread nature of public health emergencies and reliance on mutual aid agreements.
2. **Weaknesses/Opportunities:** Coordination is inconsistent, with COVID highlighting gaps. Need planning groups within local government to include more multi-disciplinary and external partners to improve plan details and communications. Missing plans for short- and long-term recovery, emergency communications, and inadequate training/drills. Other plans need to be more robust and practiced. Would benefit from more Tabletop Exercises, Shelter Set-Up Drills, and practice dealing with pets (UVHS as possible consultant). Lebanon and Hanover are highly engaged in emergency planning, but

"City [of Lebanon] is not currently equipped to respond fully to major disasters that displace large numbers of residents as well as people from neighboring communities that look to Lebanon as a regional hub for public health, safety, and sheltering." Lebanon Community Resilience Building, Jan 2024

engagement with other towns is inconsistent. Resources (personnel, vehicles, supplies) are finite and can be exhausted quickly. More and more Fire Departments are experiencing staffing and budget shortages which may hinder their ability to participate in public health emergency planning and response.

Supporting Data Overview

We did not collect data relevant to this public health service.

Recommendations

Municipal Capacity and Systems

- Create and staff an inter-departmental team of municipal personnel whose roles touch on all public health functions to ensure appropriate collaboration, communication, and sharing of information. Team members should include, but not be limited to, Town Health Officer(s), person filling the role of Emergency Management Director, Fire and Police Chiefs, Human Services Administrator, Community Paramedic, Community Nurses, and City Planner.
- Integrate THO into public health emergency planning and response roles.
- Ensure adequate staffing of Fire and Police Departments and EMS to provide adequate capacity for emergency planning and response.
- Develop and maintain emergency response plans for short-term and long-term recovery, emergency communications, training and drills.
- Establish a regional evacuation plan complete with the establishment of a regional shelter capable of accommodating residents and their pets for longer durations beyond the ability of municipalities such as Lebanon.
- Continue to work to improve the reach and effectiveness of emergency communications so that every resident is given the opportunity to voluntarily receive critical information during major events.
- Continue to emphasize the importance of emergency management readiness via supportive exercises, training, and scenario drills that help to improve implementation of plans and responsiveness of staff.

- Includes Tabletop exercises, shelter set-up drills, pet sheltering, etc.
- Conduct emergency management planning exercises focused specifically on power loss during extreme heat and cold scenarios and concerns regarding isolated elderly residents.
- Explore the potential of setting up a Lebanon Community Emergency Response Team (CERT) to help extend the reach and support of the emergency management professionals during times of crises as well as help establish a workforce pipeline for community members looking to get into the field as a career.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Provide leadership to regional public health emergency planning and response, along with Regional Public Health Emergency Preparedness Coordinator and other municipal officials.
- Participate in regional training and drills.

Advocate for Enhanced State Capacity and Support

- Provide adequate resources and systems to support ongoing planning and training for public health emergencies.



Photo Credit: "Medical Reserve Corps and Geisel School of Medicine Volunteers Helps at PHC's Free Community Flu Vaccine Clinic" by Alex Dreihaus

Mental Health and Substance Misuse Services

CDC Essential Public Health Services (2020) #7

Addressing mental health and substance misuse issues within the community through various programs and partnerships.

What entities have responsibility, authority and resources for conducting the function?

- STATE is involved in this area through Medicaid and the Bureau of Behavioral Health Services. The state provides funding for organizations that provide safety net services like WCBH and Headrest.
- MUNICIPALITY(IES) provides services, though limited, in this area such as ambulance transport or transport for IEA (Involuntary Emergency Admission).
- COMMUNITY PARTNERS
 - Limited annual subsidy provided by the city for mental health and substance misuse services. Headrest provides suicide prevention and substance misuse services.; WCBH provides mental health services including 24/7 crisis services; WISE provides gender-based domestic abuse prevention and response services.
 - HIV/HCV Resource Center, TLC Recovery Center, Stepping Stones Peer Support are other services that provide direct service, training or other supports.

Stakeholder Input

Municipal stakeholders, including regional planners, identified the following:

1. **Strengths:** Efforts to address the downstream impacts of mental illness and substance misuse. Crisis Intervention Team (CIT) training for Lebanon Police helps with mental health crises. Advocacy for state mental health system improvements.
2. **Weaknesses/Opportunities:** Inadequate mental health system to meet needs, especially for mild-to-moderate cases. Opportunity to add a Police Social Worker. Housing and transportation are key barriers. Need for more transitional, recovery, and shelter beds. Encouraging development of specialized housing and micro-transit projects would help address housing needs. Need specialized training (CIT, MHFA) for people staffing emergency shelters that may include people experiencing mental health and/or substance misuse issues.

Many Community Stakeholders noted the shortage of mental health services in our area. There was a suggestion that the amount and quality of youth treatment services should be increased.

Lebanon residents also noted that limited transportation access remains a barrier.

Supporting Data Overview

As with much of the country, a good portion of the population in our area struggles with mental health. Some of this could be attributed to lasting effects and societal changes post-pandemic.

- In 2023, Windsor County (VT) had a significantly higher rate of depression than Grafton County (NH). Both rates pointed to depression affecting around 1/4 of the population. In the same year, for both New Hampshire on a statewide level and the Upper Valley, the rate of teens struggling with poor mental health was about 30%.

Fewer teens in the Upper Valley report emotional difficulties than their peers across New Hampshire:

- In 2023, 54% of teens in New Hampshire were unable to get help for emotional struggles, while 44% of teens in the Upper Valley struggled to get help.
- In 2023, teens in the Upper Valley experienced less bullying on social media than teens in New Hampshire as a whole. However, females experienced more social media bullying than males across the board.

Substance Misuse:

- 17% of adults in the UVPHR report binge drinking.
- Of high school students in the UVPHR, 21% report drinking alcohol in the past 30 days, 12% report binge drinking, and 30% report it is easy to get alcohol. Seventeen (17) percent report using marijuana in the past 30 days and 11% reported using vape products.

Local agency capacity and waitlist data, summarized on page X, confirm there are not sufficient mental health and addiction treatment resources to adequately meet local needs.

- As noted in the section on Emergency Medical Services, EMS providers are concerned about calls to EMS for conditions best addressed through other systems (e.g., mental health or addiction treatment); in 2024, there were at least 275 calls related to psychiatric conditions or substance misuse.

Recommendations

Municipal Capacity and Systems

- Continue to support Lebanon Community Nursing and Community Paramedic with periodic program adaptation based on demand for services.
- Continue to provide Crisis Intervention Team training for police officers and other municipal officials working with the public.
- Continue to support the municipal and local agencies that provide services addressing this function. [Increase investments in mental health treatment, substance misuse treatment, and other social services at the regional as well as local levels.](#)
- Assess the changing demands for these services and the resulting capacity impacts through reports from department heads, funded outside agencies, and other local assessments.
- Develop a proactive prioritization of community needs to align investments in funded outside agencies.
- Enact zoning regulations that allow for supportive and transitional housing as well as emergency sheltering near services and transportation.
- Support development of micro-transit options to address access barriers.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- [Work to ensure existing substance misuse support networks and awareness building are maintained and expanded as needed in response to ongoing community needs.](#)
 - Map community health resources to ensure all priority conditions are known and addressed.
 - Advocate for value of regional approach to supporting mental health and substance misuse resources to other Upper Valley municipalities.
 - Support development of resource guides and inter-agency communications regarding resources.
- Build and maintain a regional data sharing system that provides program/resource, public health function, and community health status data to support planning at the municipal, regional, and program levels.

Advocate for Enhanced State Capacity and Support

- Support the provision of annual reports to legislators that summarize community and public health priorities, system capacity, cost barriers, and impacts to local health outcomes.



Photo Credit: "Hanover Street in Fall" by David Bagley

Health Equity and Access Initiatives

CDC Essential Public Health Services (2020) #7

Working to ensure that all community members have access to health services and that health disparities are addressed. This function could also include preventing discrimination, ensuring access to services that address SDOH, and addressing hate-based violence.

What entities have responsibility, authority and resources for conducting the function?

- STATE contributes to this public health function through the NHDHHS/Office of Health Equity.
- MUNICIPALITY(IES) seeks to address healthy equity through its annual subsidy to various nonprofit service providers. This service area is largely defaulted to the State and Federal governments to endure health equity and access through the various programs including Medicaid and Medicare.
- COMMUNITY PARTNERS: Most Upper Valley health and human services organizations are committed to preventing discrimination and provide services to vulnerable and underrepresented groups. This includes addressing diversity based on race, ethnicity, gender, disability and more. Dartmouth Center for Advancing Rural Health Equity provides research & technical support to health equity initiatives. The Public Health Council is building a program to more completely engage members of underrepresented groups in addressing their health needs.

Stakeholder Input

Stakeholders express significant concern about the region's ability to ensure equitable access to health services and address health disparities, highlighting a critical shortage of services, including mental health care, dental care, homemaker services, and childcare, compounded by long waitlists, insufficient staffing, and funding shortages. Vulnerable populations, such as the elderly, children, BIPOC, LGBTQ+, New Americans, and those facing housing instability or mental health challenges, face pronounced barriers, including transportation limitations, lack of affordable housing, and inadequate support for social drivers of health (SDOH) like food security and childcare, which exacerbate disparities and increase risks of isolation and unsafe living conditions. There is also a noted lack of collaboration and data sharing among agencies, with no universal database or regional coordinating body, which hinders efforts to prevent discrimination and address hate-based violence effectively.

Despite these challenges, stakeholders identify opportunities to improve by building on existing resources, such as care navigators, peer support, school- and work-based services, and community collaboration to streamline communication and create accessible resource guides. Progress could be measured by increased housing stability for vulnerable groups, reduced waitlists, and improved health outcomes, such as fewer dental cavities or missed primary care appointments. Stakeholders emphasize the need for enhanced transportation, translation services, and health navigation systems to ensure sustainable access, alongside greater support for children, parents, and mental health treatment, indicating a community-driven commitment to addressing disparities through targeted resource development and inter-agency cooperation.

Supporting Data Overview

Regional demographics regarding vulnerable population in the Upper Valley and Lebanon Region are shared in the Community Health Services section of this report.

Health Equity approaches require us to consider not just which populations are vulnerable to poor health outcomes, but also to understand which groups are disproportionately affected by poor health outcomes or specific drivers of health.

- In the Claremont-Lebanon Micropolitan Region, the poverty rate among people who identify as white alone is 9.4%; however, people who identify as Black or African American have an 18.8% poverty rate and people who identify as being of two or more races have an 18.1% poverty rate.
- Nearly 10% of people in the Claremont-Lebanon Micropolitan Region speak a language other than English and may need translation service to ensure adequate health care and other services.
- 12% of the people in the DH-APD Service Area and 13% of Lebanon residents identify as having a disability. This is comparable to rates for New Hampshire (13%) and Vermont (14%).

Respondents to the DH-APD Community Health Needs Assessment reported the following significant barriers to people in their community receiving the health care services they need:

- Can't afford out-of-pocket expenses 61%
- Basic needs not met (food, shelter) 36%
- Experiences or fear of discrimination and unfair treatment 19%
- Cultural barriers 8%

People experiencing homelessness are also vulnerable to poor health outcomes in numerous ways. In Lower Grafton County during the January 2025 Point-In-Time Count of people who are unhoused during that 24-hour period, outreach personnel and volunteers counted 58 non-duplicated individuals over 38 households.

- Twenty-two (22%) of the individuals were in places not intended for human habitation (i.e., unsheltered, such as camping (5), in their vehicle (7), in a camper (9), or in a building not intended for habitation (1)).
- Forty-six (79%) of the individuals were in Lebanon or West Lebanon. Others were in Orford, Grafton, Hanover, and Enfield.
- Five of the households were families with children.
- Thirty-eight (over 65%) individuals self-reported at least one disabling condition/risk factor, of which mental health issues were the most common risk factor
- Sixteen (27%) individuals reported that they were experiencing homelessness for the first time, and twenty-three (40%) were experiencing chronic homelessness.

Recommendations

Municipal Capacity and Systems

- Continue to support the Lebanon DEI Commission and its initiatives.
- [Help to advance equity within Lebanon and across the region through the work of the Environmental Justice Task Force that is in the process of defining what is needed and develop an action plan for a more equitable and sustainable community.](#)
- Maintain policies against discrimination and hold municipal employees accountable for their treatment of residents and visitors.

- Continue to support those community agencies that provide health education, health promotion, and health care services to members of underserved populations.
- Explore ways to attract additional grocery stores to Lebanon to help further decentralize the location (i.e., “more in downtown area”) and provision of food and supplies for residents during times of crises. Explore possibility of re-zoning select locations to allow for the establishment of additional grocery stores in areas not in proximity of existing resources.
- Incorporate plans to address homelessness in the 2024 Master Plan update, which currently has no mention of this growing issue.
- Analyze any changes to current policies and practices to produce a decriminalizing effect on homelessness.

Explore Implementation Options with Regional, Municipal, and/or Community Partners

- Work with partners (e.g., neighboring municipalities, state of New Hampshire, Upper Valley Lake Sunapee Regional Planning Commission, private employers, developers, local social service providers, among others) to further study the region’s social vulnerabilities related to housing, poverty, and mental health and work together to find solutions that may involve resource sharing and regional programs co-development.

Advocate for Enhanced State Capacity and Support

No recommendations in the section.

Table 1: Public Health Functions by Role

	Function	Definition	State	Municipality	Agency
1	Disease Prevention and Control	Implementing programs to prevent the spread of communicable diseases, such as conducting vaccination drives, monitoring outbreaks, and providing education on disease prevention.	✓ ¹²	✓	✓
2	Environmental Health Services	Overseeing and regulating environmental factors that impact public health. This includes air and water quality management, waste disposal, and controlling pollution. Inspections and enforcement related to pestilence, food safety in restaurants and public eateries, lead, mold and other contaminants in residential and commercial buildings also fall under this category.	✓	✓	✓
3	Health Education and Promotion	Developing and implementing campaigns and programs to educate the public about health issues and promote healthy lifestyles. This can include initiatives targeting smoking cessation, obesity prevention, nutritional education, and promotion of physical activity.	✓	✓	✓
4	Community Health Services	Providing direct health services to the community, especially to underprivileged or vulnerable groups. This could include services like health screenings, maternal and child health programs, dental care, and mental health services.	✓	✓	✓
5	Emergency Medical Services (EMS)	Offering rapid medical response services for emergencies, including ambulance services, paramedic services, and first responder training.	✓	✓	✓
6	Public Health Surveillance and Reporting	Monitoring health trends within the community and reporting on health-related data. This involves collecting, analyzing, and disseminating information about health status, disease incidence, and risk factors within the community.	✓	✓	✓
7	Regulatory Functions	Enforcing public health laws and regulations to protect community health. This includes licensing and inspection of facilities like nursing homes, childcare centers, and swimming pools.	✓	✓	
8	Public Health Planning and Policy Development	Developing plans and policies to address current and future public health needs. This involves identifying health risks in the community, setting public health goals, and devising strategies to meet these goals.	✓	✓	✓
9	Emergency Preparedness and Response	Preparing for and responding to public health emergencies, such as natural disasters, pandemics, or bioterrorism threats. This includes disaster planning, stockpiling necessary supplies, and coordinating response efforts with other agencies.	✓	✓	✓
10	Mental Health and Substance Misuse Services	Addressing mental health and substance misuse issues within the community through various programs and partnerships	✓	✓	✓
11	Health Equity and Access Initiatives	Working to ensure that all community members have access to health services and that health disparities are addressed. This function could also include preventing discrimination, ensuring access to services that address SDOH, and addressing hate-based violence.	✓	✓	✓

¹² Size of check mark indicates relative responsibility of each entity level for the corresponding public health function.

Table 2: CDC Ten Essential Public Health Services (Revised, 2020)

1	Assess and monitor population health status, factors that influence health, and community needs and assets
2	Investigate, diagnose, and address health problems and hazards affecting the population
3	Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
4	Strengthen, support, and mobilize communities and partnerships to improve health
5	Create, champion, and implement policies, plans, and laws that impact health
6	Utilize legal and regulatory actions designed to improve and protect the public's health
7	Assure an effective system that enables equitable access to the individual services and care needed to be healthy
8	Build and support a diverse and skilled public health workforce
9	Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
10	Build and maintain a strong organizational infrastructure for public health

For more information about [CDC's 10 Essential Public Health Services](#).

Appendix A: Review of Relevant State and Federal Public Health Law

At the outset of this assessment, we reviewed the most relevant public health laws to understand what functions the City of Lebanon was obligated to provide and what opportunities were available.

NH State Statutes

NH RSA Chapter 128, Health Officers

The Town Health Officer (THO) is recommended by the Selectboard and appointed by the Commissioner of Health and Human Services. The Selectboard and THO constitute the local Board of Health (BOH). The THO shall meet annually to review local issues and concerns and report to DHHS on readiness to address public health threats.

- The THO shall:
 - Enforce public health laws and rules
 - Make sanitary investigations as directed by local BOH
 - Enter public property, with cause, but not private dwellings
- THO may appoint Deputies.
- THO must complete 3 hours of training. No further qualifications are stated.

NH RSA Chapter 127, District Departments of Health

Cities and Towns may create and participate in a joint "District Department of Health." Each town and city of 5,000 population or less gets 2 appointed representatives on joint departments. Towns and cities with more than 5,000 get 1 additional representative for each 5,000 population.

- These joint departments are expected to share costs apportioned by population.
- "The district health officer shall have a bachelor's or graduate degree in public health, medicine, sanitary engineering, environmental health, microbiology, or general sanitation and at least one year of work experience in the field of public health." Lists qualifications not found in RSA 128.
- Responsible for duties laid out in RSA 128.

NH RSA Chapter 147, Nuisances: Toilets; Drains; Expectoration; Rubbish and Waste

- THOs have the authority to make regulations when approved by Selectboard.
- THOs may address:
 - Removal or prevention of nuisances; and
 - Relative to sanitary and health conditions for issuing licenses for restaurants and food serving establishments.

NH RSA Chapter 47:12, Health (City's)

- City Councils have the same authority as town Boards of Health

NH RSA Chapter 155-B, Hazardous and Dilapidated Buildings

Provides the governing body of any city or town to order the owner of any hazardous building within the municipality to correct the hazardous condition of such building or to raze or remove the same. However, according to Lebanon City Manager, the bar for invoking this statute is very high.

NH Department of Environmental Services [Landfill Regulations](#) and [Air Quality Regulations](#).

Federal Statutes

US Environmental Protection Agency:

- Clean Air Act
- Clean Water Act
 - Monitor landfill effluent for PFAS and other contaminants.
 - Monitor and treat wastewater effluent for PFAS and other contaminants.
 - Monitor and treat drinking water for a range of contaminants.
 - US EPA and NH DES regulate all other sectors regarding water quality.

Appendix B: Relevant Data By Function

Appendix B contains additional details for data summarized in the main body of the report. PHC examined a wide range of data elements as part of this assessment process and have included information that helps illustrate both the strengths and challenges of the current system. We have generally not included data that shows no discernible difference between the Lebanon region and people across the states of New Hampshire and/or Vermont. We note that limitations of the data include:

- Few data indicators are available at a town level or at anything below a state level. We have used Regional Public Health Network (NH only) or Claremont-Lebanon micropolitan area when possible.
- The time frame for some indicators includes the period of 2020 to 2022 when the global pandemic disrupted normal patterns of behavior and health care visits, which may have artificially decreased communicable disease transmission, screening for illness, and increased the number of people seeking vaccines.

Disease Prevention and Control

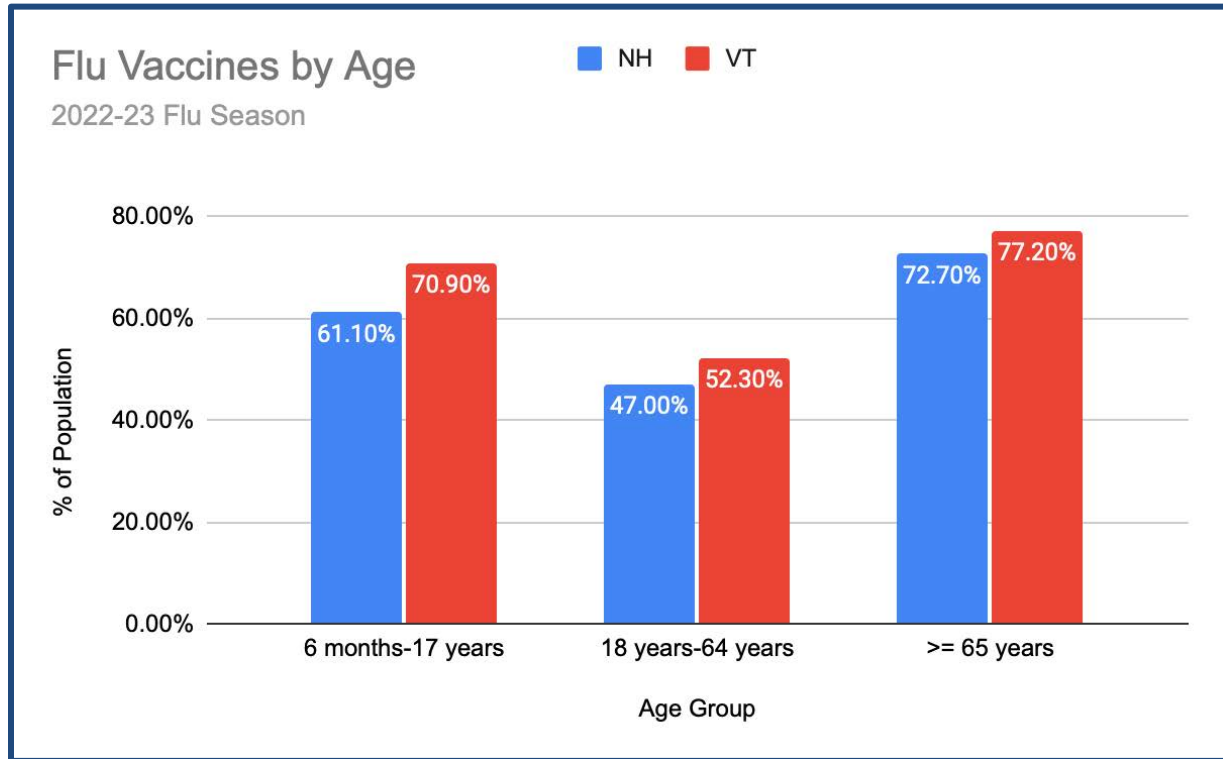
Communicable/Infectious Diseases: Data for such communicable diseases as Hepatitis A and Chlamydia are only available at state levels and reported rates between 2019 and 2021 show decreases for both New Hampshire and Vermont. These decreases reflect the national trend. The US saw a decrease in Chlamydia cases from 551.0 per 100,000 people in 2019 to 495.5 per 100,000 people in 2021¹³. Rates of Hepatitis A decreased from 5.7 per 100,000 people in 2019 to 1.7 per 100,000 people in 2021¹⁴.

For the 2022–2023 flu season, both New Hampshire and Vermont had vaccination rates near or above US rates. In 2022–2023, 50.5% of people in the US aged 6 months and over were

¹³ <https://www.cdc.gov/sti-statistics/data-vis/table-ct-state-abc.html>

¹⁴ <https://www.cdc.gov/hepatitis/statistics/2020surveillance/hepatitis-a/figure-1.2.htm>

vaccinated against seasonal influenza for the flu season. This includes 75.1% for people aged 65 and older and 43.3% of people aged 18 to 64¹⁵.



Source: [National Health Interview Survey \(NHIS\), CDC/NCHS](#)

Vector-Borne Disease: Cases of Lyme Disease decreased significantly in both New Hampshire and Vermont between 2017 and 2021¹⁶. Multiple sources suggest rates have climbed again since 2021, with climate change providing a longer and more hospitable tick season.

Environmental Health Issues

Air Quality: Air quality in the Upper Valley is likely very good. In 2022 and the 5 years prior, Grafton County experienced zero “days with maximum 8-hour average ozone concentration; New Hampshire; Monitor and Modeled.”¹⁷ Also, except for a marked spike in 2021 across all of

¹⁵ [National Health Interview Survey \(NHIS\), CDC/NCHS](#)

¹⁶ Nationally Notifiable Infectious Diseases and Conditions, United States: Annual Tables

¹⁷ [wisdom.dhhs.nh.gov](#)

New Hampshire, Grafton County has experienced zero “person-days with PM_{2.5} over the NAAQ Standard; New Hampshire; Year: 2022; Monitor and Modeled.” The 2021 data likely reflect the smoke impact of record-breaking fires in Quebec, Canada.

Water Quality: Of the 37 community water systems tested for arsenic in 2023, 28 had undetectable levels and 7 had levels less than or equal to MCL (maximum contaminant level)¹⁸; unfortunately, the data does not identify which community water systems detected arsenic. Other contaminants detected at some level in Grafton County community water systems but within MCL limits: uranium and nitrates.

Lead Poisoning: Childhood lead exposure can be devastating to a young child’s health and development. In 2023, 90% of 1-year-old children in the Upper Valley Public Health Region were screened for blood lead levels (BLL) and 74% of 2-year-olds were screened. In that year, 33 children screened in the UVPHR had a BLL of 3.5 µg/dL or higher, in Lebanon, that number was 7 children. Between 2019 and 2023, 51 children in Lebanon have had new BLLs of 3.5 µg/dL or higher¹⁹.

Health Education and Promotion

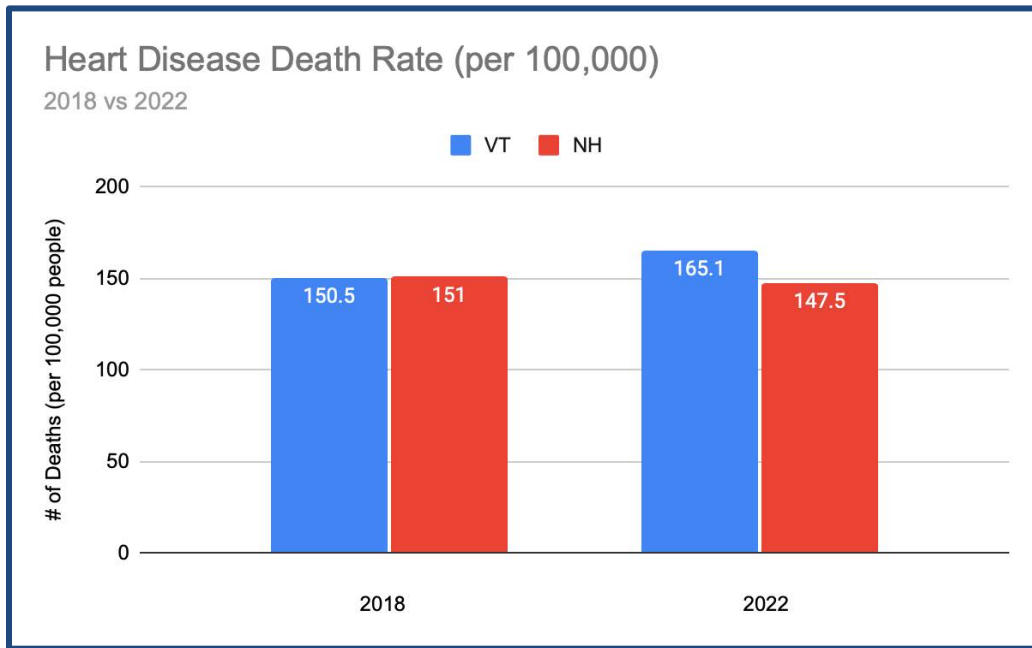
Much of the data in our review reflects health education and promotion efforts in our area. Some of the trends reflect those on a national level. We see this in the heart disease death rate from 2018 and 2022, as well as obesity rates in 2019 and 2023. While neither of the changes in these data are positive, they are in line with national trends.

- Heart disease death rates stayed relatively stable at ~150.0 per 100,000 people in New Hampshire between 2018 and 2022, while Vermont saw a slight increase. The national

¹⁸ wisdom.dhhs.nh.gov

¹⁹ Lead Exposure Data Brief: 2023 Upper Valley (<https://wisdom.dhhs.nh.gov/wisdom/topics.html?topic=childhood-lead-poisoning>)

heart disease death rate decreased very slightly between 2018 and 2022 from 217.1 per 100,000 people to 210 per 100,000 people²⁰²¹²².



Source: CDC WONDER Cause of Death 2018, CDC WONDER Cause of Death 2022

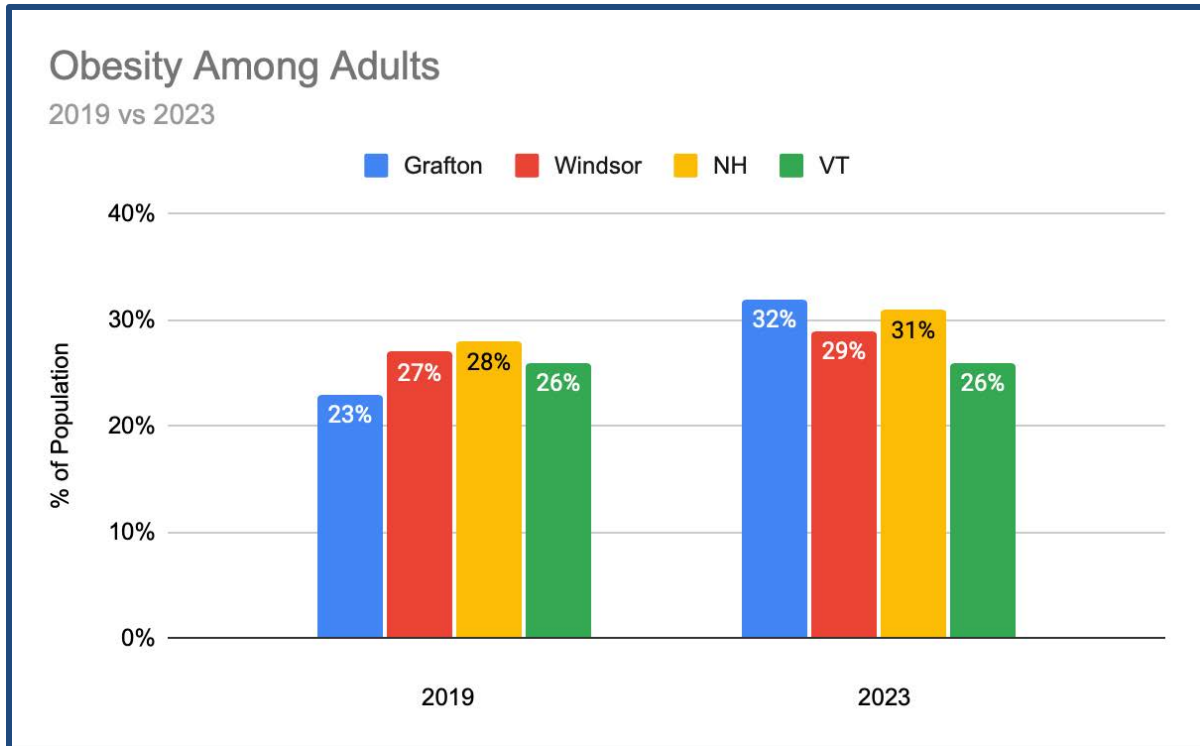
- Obesity rates in the Upper Valley rose nearly 10% between 2019 and 2023. Windsor County and New Hampshire on a statewide level both saw slight increases, while Vermont's rate stayed stable. This increase is likely partly attributable to the COVID19 Pandemic. National rates of obesity rose from 11% (men) and 15% (women) to 25.3% (men) and 42.4% (women) during the pandemic²³

²⁰ [Professional Heart Daily](#)

²¹ Nour, T.Y., ALTINTAŞ, K.H. [Effect of the COVID-19 pandemic on obesity and its risk factors: a systematic review](#). *BMC Public Health* **23**, 1018 (2023).

²² [CDC/National Center for Health Statistics](#)

²³ CDC BRFSS PLACES 2019 & CDC BRFSS PLACES 2023



Source: CDC BRFSS PLACES 2019, CDC BRFSS PLACES 2023

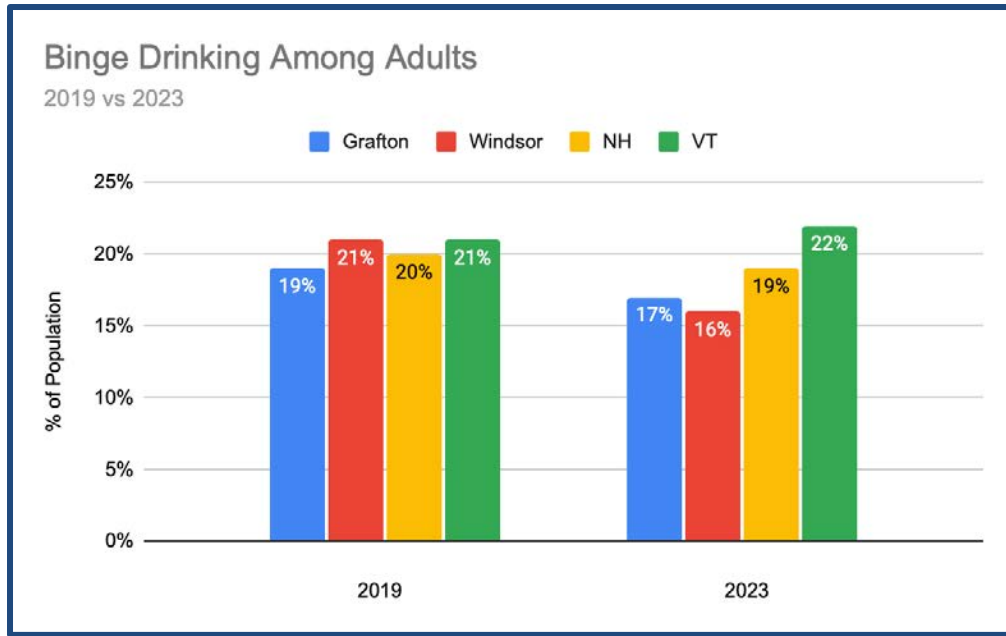
In some of the data in our review, we saw positive changes. Rates of binge drinking decreased in our areas of interest between 2019 and 2023. This trend is in line with a slight national decrease over the same period.

- Between 2019 and 2023, rates of binge drinking decreased in Grafton County, Windsor County, and New Hampshire on a statewide level. The national rate of binge drinking in 2019 was 47.1% and decreased to 45.6% in 2023²⁴²⁵²⁶

²⁴ [Key Substance Use and Mental Health Indicators in the United States: Results from the 2019 National Survey on Drug Use and Health](#)

²⁵ [Key Substance Use and Mental Health Indicators in the United States: Results from the 2023 National Survey on Drug Use and Health](#)

²⁶ CDC BRFSS PLACES 2019 & CDC BRFSS PLACES 2023



Source: CDC BRFSS PLACES 2019, CDC BRFSS PLACES 2023

Pandemic related increases likely played a part in some of the trends in the data we collected.

- In New Hampshire, 5% more teens seriously considered suicide in 2021 than in 2019.
- In 2021 in both New Hampshire and Vermont, upwards of 30% of teens had 5+ hours of screen time per day.

Data on pregnant people was only available at state-level. New Hampshire had better percentages for rates of smoking during pregnancy as well as Tdap shots received.

- In 2020, 2x more pregnant people smoked cigarettes during pregnancy in Vermont than in New Hampshire. Vermont's rate was about 11%.
- In 2020, both New Hampshire and Vermont had high rates of pregnant people getting the Tdap shot. New Hampshire's rate was 90% while Vermont's was 81%.

Children make up 20% of the population in our micropolitan area and most school-aged children attend one of our public schools. Other options include:

- Homeschooling – as many as 50 children in the UV RPHN are homeschooled, with a high of 22 children in the Mascoma Regional School District and 19 in the Lebanon School District to a low of zero in Plainfield.
- Private School – Our NH region includes four (4) private school options. Cardigan Mountain school is a private, boarding boys’ middle school (grades 6 to 9) with an enrollment of 238. Crossroads Academy serves K-8 with an enrollment of 123. The New England School of the Arts now serves 8 students in grades 7 to 11. Estabrook Christian School serves 7 children in grades 1 to 5.

Community Health Data:

To provide context for population and socio-demographic data presented in this report, Lebanon’s total population in 2023 was estimated at 14,759 and the DH-APD hospital service areas had an estimated population of 72,736. Lebanon accounts for about 20% of the service area population.²⁷ Additional age-related data is below.

	Median Age	% Under 18 Years of Age	% 65+ Years of Age
Lebanon	39	14%	21%
DH-APD Service Area	42	17%	22%
New Hampshire	43	19%	19%
Vermont	43	18%	21%

- In the Claremont-Lebanon micropolitan area approximately 22.7% of the population is 65+, and this percentage is expected to increase to 36% by 2040. Roughly 6% of the population in our area is 80+. In our micropolitan area children make up approximately 20% of the population²⁸.
- According to the recent Community Health Needs Assessment²⁹, about 11.6% of the residents in our region identify as non-white. This means approximately 11,000 people identify as something other than white or non-Hispanic in the Upper Valley, constituting a

²⁷ Community Health Needs Assessment: Fiscal Year 2025

²⁸ US Census Bureau ACS 5-Year 2018–2022

²⁹ Community Health Needs Assessment: Fiscal Year 2025

significant population of people. A more detailed racial distribution is shown in the Table below.

	Race							Ethnicity
	White	2 or more races	Asian	Black/African American	American Indian/Alaska Native	Native Hawaiian/Pacific Islander	Other Race	Hispanic or Latino
DHMC-APD Service Area	88.4%	5.0%	4.2%	1.2%	0.2%	<0.1%	1.0%	2.5%
NH	88.9%	5.5%	2.6%	1.5%	0.1%	<0.1%	1.3%	4.5%
VT	91.4%	4.8%	1.7%	1.2%	0.2%	<0.1%	0.7%	2.5%

Source: DH/APD Community Health Needs Assessment: Fiscal Year 2025

- Disability: 12% of the people in the DH-APD Service Area and 13% of Lebanon residents identify as having a disability. This is comparable to rates for New Hampshire (13%) and Vermont (14%)³⁰.
- Below are several indicators of socio-economic status in the region, along with state comparisons. In addition, in the DH-APD Service Area, 9.8% of people aged 65+ live in poverty, compared to 7.4% across New Hampshire and 8.2 across Vermont³¹.

	% with Income Under 100% FPL	% of Family Households Headed by a Single Parent	Housing Costs >30% Household Income	Rental Costs >30% Household Income
Lebanon	9%	31%		
DH-APD Service Area	8%	26%	24%	46.7%
New Hampshire	7%	27%	24.8%	47.6%
Vermont	10%	32%	24.6%	50.5%

Source: DH/APD Community Health Needs Assessment: Fiscal Year 2025

- Food Insecurity: About 11% of families in the DH-APD Service Area experience food insecurity as compared to 9.7% in New Hampshire and 11.7% in Vermont.³²

³⁰ Community Health Needs Assessment: Fiscal Year 2025

³¹ Community Health Needs Assessment: Fiscal Year 2025

³² Feeding America, Map the Meal Gap, 2022.

- Insurance Coverage: In the DH-APD Service Area, 4% of the population has no health insurance (almost 3,000 people), 23% have Medicare, 13% have Medicaid, and 3% have VA health care coverage. In the UVPH Region, 6% of people report not seeing a doctor when needed due to cost³³. This suggests that some people with health insurance forego care because insurance coverage does not cover enough of the cost to make care affordable.
- Transportation: As a barrier to accessing needed services, it is notable that 5.6% of households in the Claremont-Lebanon Micro Area report having no vehicle available and 33.6% report one vehicle available³⁴. In a household where one or two adults are in the workforce having only one car can limit access to care and other services.
- Emergency Medical Response: Calls for EMS services can be a measure of vulnerability and unmet health care need in a community. Of about 3,723 EMS responses in 2024, 11 were Well Person Visits, 65 were triggered by medical alert systems, and 481 (13%) were for falls³⁵.

³³ Community Health Needs Assessment: Fiscal Year 2025

³⁴ US Census Bureau ACS 5-Year 2018–2022

³⁵ 2024 Lebanon Fire Department Report from NH Bureau of Emergency Medical Services Research & Quality Management/TEMSIS Dataset, provided by J. Thibeault



Public Health Council of the Upper Valley
May 2025

**Agenda
Lebanon City Council
May 21, 2025**

11. New Business:

11.D – Review and Discussion of Proposed Fiscal Note Policy, CC-110

Background

As part of the Strategic Plan community engagement process, suggestions were made by members of the public for the City to consider implementing what is commonly referred to as a Fiscal Note Policy. State legislatures have fiscal notes on non-budgetary bills that have a financial impact on state and local governments. The New Hampshire Legislature has a fiscal note policy for this purpose. Research was conducted to determine if any municipalities had fiscal note policies. We were unable to locate any other municipalities that have a fiscal note policy. However, we located fiscal note policies similar to that of New Hampshire's from the states of Alaska, Washington and Colorado that were used to develop this draft policy.

The purpose of this policy is to establish a formal procedure for the preparation and inclusion of fiscal notes on City Council legislative actions that may impact revenues, expenditures, or financial liabilities of the City of Lebanon outside of the annual budget process. This policy would ensure transparency, accountability, and informed decision-making by providing objective estimates of fiscal impacts before legislative actions are taken.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council hereby adopts Council Policy #CC-110, Fiscal Note Policy, as presented in the May 21, 2025 City Council agenda packet, effective upon passage by the City Council.

Included In This Section:

1. Draft Council Policy #CC-110, Fiscal Notes



City of Lebanon
New Hampshire

COUNCIL POLICY

FISCAL NOTES

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-110			Page 1 of 4
<i>Approved by:</i>			

Section 1.0: Purpose

The purpose of this policy is to establish a formal procedure for the preparation and inclusion of fiscal notes on City Council legislative actions that may impact revenues, expenditures, or financial liabilities of the City of Lebanon. This policy ensures transparency, accountability, and informed decision-making by providing objective estimates of fiscal impacts before legislative actions are taken.

Section 2.0: Scope

This policy applies to all ordinances, resolutions, and other legislative actions considered by the City Council that may result in a fiscal impact exceeding \$10,000 per fiscal year.

Section 3.0: Definitions

- **Fiscal Note:** A document that sets forth the estimated financial impact of a legislative proposal, including changes in revenue, expenditures, and financial liabilities.
- **City Manager:** The official responsible for coordinating and ensuring compliance with this policy.
- **Financial Impact Threshold:** Any legislative action that results in an estimated financial impact of \$10,000 or more per fiscal year.
- **Legislative Action:** Includes ordinances, resolutions, contracts, tax abatements/exemptions, PILOT agreements and policy changes that may have financial implications.

Section 4.0: Policy Detail

4.1 Fiscal Note Requirement



City of Lebanon
New Hampshire

COUNCIL POLICY			
FISCAL NOTES			
<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-110			Page 2 of 4
<i>Approved by:</i>			

1. Any legislative action presented to the City Council that meets or exceeds the financial impact threshold shall be accompanied by a fiscal note. A proposal with a fiscal impact is one which would require the City to appropriate or expend funds or both; or which would change the taxable valuation of the City by creating, expanding, increasing or reducing tax exemptions; or which would otherwise change the revenues of the City.
2. Fiscal notes shall be prepared before the first reading of the legislative action and shall accompany the proposal throughout its review and approval process.
3. If an amendment significantly alters the fiscal impact, the fiscal note must be revised accordingly before final adoption.

4.2 Fiscal Note Preparation and Approval

1. The City Manager shall designate a responsible department or Finance to prepare fiscal notes.
2. The fiscal note shall include:
 - A clear estimate of anticipated revenues or expenditures.
 - Identification of funding sources.
 - Methodology and assumptions used for calculations.
 - Impact on debt service if applicable.
 - Impact on existing operations and staff time.
3. The City Manager shall review and approve all fiscal notes before submission to the City Council.

4.3 Exemptions

Legislative actions that **do not require a fiscal note** include:

- Appropriations for capital improvements.
- Annual budget appropriations and revenues.
- Tax burden shifts that do not impact total revenue to from one fund to another.

Section 5.0: Procedures

1. **Initial Determination:** The proposing department shall assess whether a legislative action meets the fiscal impact threshold.



City of Lebanon
New Hampshire

COUNCIL POLICY

FISCAL NOTES

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
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<i>Approved by:</i>			

- Fiscal Note Preparation:** If required, the designated official shall complete a fiscal note worksheet, using assumptions and methodologies based on best available data. The worksheet asks for specific information, including how City revenues and expenditures will be affected and how the department determined the effect. Explanatory language is included detailing the information that should be provided for each question. If the fiscal impact cannot be estimated, please attempt to provide a range of the potential impact on revenues and expenditures. We provide various ranges in the Fiscal note worksheet that can be used when the impact is indeterminable. If you are able to be more precise, please provide the more precise fiscal impact. When determining the fiscal impact, it may be helpful to consider the impact of a proposal on your department budget if it were to go into effect. If a proposal can be incorporated into the department's functions/duties by shifting existing resources, please clearly state it is a shifting of resources and what those resources would entail.
- Calculating the Cost of New Personnel:** New personnel must be calculated and itemized as described in the worksheet. Be sure to include the position title, wage classification, starting step, and position start date (and end date, if applicable). Components of the calculation include salary and benefits. Not all components will necessarily be included each time. Include costs such as current expenses, equipment, office space and in-state and out-of-state travel associated with a position, and to state if any of the calculation components constitute a one-time cost. Please consider the effective date of the proposal when performing calculations (i.e. – position may only become effective during the last half of a fiscal year).
- Review and Approval:** The City Manager shall review and finalize the fiscal note before it is included in the legislative package.
- Council Submission:** The fiscal note shall be submitted with the legislative action and included in all public records related to the action.
- Amendments:** If amendments alter the fiscal impact, a revised fiscal note must be prepared and reviewed before final approval.

Section 6.0: References (Charter/Code/State Statutes)

- **RSA 14:44** - Fiscal Notes Requirement
- **RSA 14:45** - Definition of Bills with Fiscal Impact
- **RSA 14:46** - Preparation of Fiscal Notes
- NH Legislature Guidelines for Fiscal Note Worksheets (Sept. 2024)
- Alaska Fiscal Note Template Guidelines



City of Lebanon
New Hampshire

COUNCIL POLICY			
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- Colorado Fiscal Note Guidelines
- Washington Fiscal Note Guidelines

Section 7.0: Policy & Procedure Revision History

	Section	Revisions	Date
Original Adoption			
Amendment			
Amendment			
Amendment			