



Town of Londonderry, New Hampshire
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Town Council Meeting – Agenda Item Coversheet

Meeting Date: 10/6/2025
Submitted By: Town Manager Shaun Mulholland
Department: Town Manager

Contact Information: Email or Telephone
Estimated Discussion Time: 10 Minutes
Agenda Item Number: H.2.a

Agenda Item Title: Town Manager's first 90 days observation of Town Government Strengths, Weaknesses, Opportunities and Challenges (SWOC) report.

Background and Purpose: This SWOC analysis is part of the Town Manager's first 90 days on the job assessment of the status of the Town government.

Action: No action required

Proposed Motion: No action required

Attachments: SWOC Analysis Report

Town of Londonderry – 90 Day Departmental SWOC & Goals (FY 2026– 2027)

1. Town Manager's Office

SWOC

- **Strengths:** Experienced staff, opportunity for reset in community trust, strong relationships with regional/state peers. Strong ASC & ATA staff in the TM Office.
- **Weaknesses:** Limited institutional memory (TM & EA); need to earn trust of staff and boards.
- **Opportunities:** Build culture of transparency & public engagement; expand intergovernmental collaboration.
- **Challenges:** Navigating political expectations, competing polarized factions and expectations of the role of the Town Manager.

Goals

- **FY 2026 (Short-term):**
 - Implement transparency initiatives and public engagement initiatives, establish regular communication channels with residents (newsletter, forums).
 - Develop 3-year strategic operating and 6-year capital improvements plans.
 - Begin processes to update the Charter, Municipal Code, Council and Administrative Policies.
 - Improve the website to provide more information.
 - **FY 2027 (Long-term):**
 - Institutionalize performance measurement and reporting across departments.
 - Digitization of most of the Town's operations.
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2. Finance Department

SWOC

- **Strengths:** Experienced finance staff, strong financial management.
- **Weaknesses:** Potential reliance on legacy processes and software; limited long-term forecasting.
- **Opportunities:** Digital modernization of finance systems; expand long-term forecasting.

- **Challenges:** Rising costs of public safety and infrastructure; tax rate pressure.

Goals

- **FY 2026:**
 - Build 3-5-year financial forecast.
 - Enhance capital reserve policies.
 - Implement initial short-term annual budget process reforms.
 - Budget Development 101 course for key leaders
 - **FY 2027:**
 - Implement modern cloud-based financial reporting system.
 - Fully implement long-term financial forecasting.
 - Reform the annual budget process to incorporate the strategic plan
 - Reform the CIP process for the next 6-year plan.
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3. Public Works (Highways, Facilities, Engineering)

SWOC

- **Strengths:** Skilled staff with operational experience; ongoing road program.
- **Weaknesses:** No asset management software or plan. No comprehensive transportation system plan to address congestion and traffic safety issues.
- **Opportunities:** State/federal infrastructure funds; reorganization of department including inclusion of the Engineering Department. Plans need to be developed to expand the water systems in the Town to address contamination issues.
- **Challenges:** Rising construction costs; limited staffing for large capital project planning.

Goals

- **FY 2026:**
 - Complete pavement condition index survey.
 - Develop facilities maintenance/replacement schedule.
 - Begin implementation of the OpenGov Asset Management software.
 - Reorganization of the department by combining the DPW and the Engineering Dept.
 - **FY 2027:**
 - Develop a 5-year pavement management plan.
 - Develop a 5-year roadway improvements plan to address traffic congestion and traffic safety issues.
 - Implement plan to replace the existing DPW Facility.
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4. Police Department

SWOC

- **Strengths:** Community-oriented policing; stable leadership, low crime rate, CALEA Accreditation.
- **Weaknesses:** Staffing challenges; traffic enforcement efforts.
- **Opportunities:** Expand community-police partnerships; use data to tailor traffic enforcement efforts and respond to and prevent criminal activity. Build out Cyber Crime capability/capacity to respond to rapidly growing area of cyber crimes.
- **Challenges:** Recruiting/retaining officers; balancing service demand with staffing.

Goals

- **FY 2026:**
 - Increase officer recruitment pipeline; retention of existing staff.
 - Pilot body-worn camera implementation.
 - **FY 2027:**
 - Focus staffing resources using data to high priority, high payoff areas.
 - Expand behavioral health and co-response partnerships.
 - Develop a cyber crimes unit with the resources to address this growing threat.
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5. Fire Department / EMS

SWOC

- **Strengths:** Service respected by residents.
- **Weaknesses:** Aging facilities; overtime reliance. Staff development and succession planning. Communications Center staffing operations are stretched thin.
- **Opportunities:** Grant funding for equipment/facilities. Succession planning and staff development of a young and motivated team.
- **Challenges:** Rising call volumes with growth; long-term capital costs. Response time to Auburn Rd. area especially with proposed development in that area.

Goals

- **FY 2026:**
 - Hire a new Fire Chief and implement organizational assessment report recommendations.
 - Conduct analysis and develop short-term solutions to the issues in the communications center.
 - Conduct analysis and develop plans for the administrative support needs of the department.

- **FY 2027:**
 - o Begin construction/renovation of critical fire facilities (Station #2 renovations).
 - o Develop and implement a comprehensive staff development plan.
 - o Implement long-term solutions for the communications center.
 - o Implement long-term solutions for the administrative needs of the department.
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6. Planning & Economic Development

SWOC

- **Strengths:** Strong tax base; strategic location near airport/highways.
- **Weaknesses:** Zoning inconsistencies; staff stretched across multiple priorities.
- **Opportunities:** Master Plan update; Exit 4A industrial development.
- **Challenges:** Balancing growth with preservation; housing affordability.

Goals

- **FY 2026:**
 - o Adopt updated Master Plan.
 - o Consolidation of the Building Dept. into the Planning Dept. as a division.
 - o Update PUD ordinance.
 - o Begin transition to OpenGov permitting software to streamline our permitting processes from paper to a digital system.
 - **FY 2027:**
 - o Conduct a LEAN event(s) for the permitting process(es).
 - o Add GIS layers for water systems, floodplain, accident/traffic data, etc...
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7. Recreation & Senior Services

SWOC

- **Strengths:** Popular community programs; active groups of volunteers.
- **Weaknesses:** Ageing facilities; high demand strains limited staff capacity.
- **Opportunities:** Partnerships with schools, nonprofits, and regional sports programs.
- **Challenges:** Rising demand for youth/senior services; facility upgrades.

Goals

- **FY 2026:**
 - o Maintain senior programming.
 - o Continue public-non profit partnership for recreational facility improvements.

- **FY 2027:**
 - Develop a comprehensive recreation facilities renovation/construction plan in the CIP.
 - Develop a recreation master plan to determine future service needs and programming as well as the resources to meet those demands.
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8. IT (Cyber Services)

SWOC

- **Strengths:** Some basic infrastructure is in place.
- **Weaknesses:** Operations are paper centric, staff training is inadequate to address cyber threats, cyber security audits have not been conducted, cyber attack response plans need work.
- **Opportunities:** Acquisition and implementation of integrated software.
- **Challenges:** Limited staffing to adequately carry out this function.

Goals

- **FY 2026:**
 - Implement the KnowBeFor cyber security training program for all staff.
 - Implement the Sharepoint system to municipal records
 - Implement various software programs to include OpenGov Permitting & Licensing and OpenGov Asset Management and Guardian Tracking software.
 - Conduct initial assessment of OpenGov Finance, Budget and Payroll software
 - **FY 2027:**
 - Initiate and implement OpenGov Finance, Budget and Payroll software if appropriate.
 - Coordinate for conducting a cyber security audit.
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9. Human Resources

SWOC

- **Strengths:** Stable workforce; competitive benefits.
- **Weaknesses:** Recruiting challenges; aging workforce, no HR software programs; lack of staff to conduct background investigations, internal investigations, reform HR processes, conduct/coordinate training and develop wage classification studies
- **Opportunities:** Workforce development programs; succession planning, implement HR functions that are presently not being conducted or are being conducted on a limited basis.

- **Challenges:** Rising healthcare and retirement costs, very thin HR staff to manage the many functions of HR.

Goals

- **FY 2026:**
 - Update personnel policies and procedures.
 - Launch professional development program for supervisors.
 - Develop a wage classification system scoring all job descriptions.
 - Address issues in the present collective bargaining agreements.
 - **FY 2027:**
 - Implement succession planning framework for departments.
 - Modernize HR software for applicant tracking and performance reviews.
 - Develop new personnel evaluation processes.
 - Develop and implement background investigations for applicants
 - Add staffing to address benefit program support and background investigations as well as internal investigations.
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Cross-Cutting Townwide Goals

FY 2026 (Short-Term)

- Build public trust through transparency initiatives and communication.
- Create integrated 6-year capital and 1-3 year strategic operating plans.
- Improve digital services and accessibility for residents.
- Expand community engagement and participation.
- Begin process to update the Charter, Municipal Code, Council and Administrative Policies.

FY 2027 (Long-Term)

- Manage growth with balanced zoning and housing strategies.
- Modernize town facilities and infrastructure.
- Fully implement digital process and build out the paperless initiative.
- Institutionalize performance management and continuous improvement culture.
- Create and allow for virtual participation in public meetings.