

**Shaun Mulholland**  
Town Manager

**Kellie Caron**  
Deputy Town Manager



**Town Council**  
Ron Dunn, Chair  
Shawn Faber, Vice-Chair  
Ted Combes  
Dan Bouchard  
Deb Paul

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**Town of Londonderry • 268B Mammoth Road • Londonderry, NH 03053**

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**Londonderry Town Council Strategic Plan Workshop**  
Monday, April 13, 2026, 6:30 to 8:30 p.m., Moose Hill Council Chambers

**A. OVERVIEW OF STRATEGIC PLANS**

Documents:

[2026-04-13 STRATEGIC PLANNING COVER SHEET.PDF](#)  
[2025-07-21 STRATEGIC PLANNING MEMORANDUM.PDF](#)

**B. REVIEW OF PROCESS**

**C. TIMELINE REVIEW**

**D. WORKSHOP FORMAT & ROLES**

**E. OVERVIEW OF THE FUNCTIONAL AREAS**

Documents:

[FUNCTIONAL AREAS AND OBJECTIVES \(PDF\).PDF](#)

**F. PRESENTATION OF OBJECTIVES, ACTION ITEMS, AND KPIS (PART 1)**

This will cover the first three functional areas:

- Government Excellence, Digital Services & Fiscal Stewardship
- Communications, Civic Trust & Community Engagement
- Growth, Land Use, Housing & Economic Vitality

Town Manager's office staff will present the objectives to the Council, after which the Council will be able to discuss each objective with relevant staff and board members.

Documents:

[2026-04-13 STRATEGIC PLAN PRESENTATION DRAFT PART 1 \(PDF\).PDF](#)

*Additional documents, including all the individual contribution and public input provided throughout the strategic plan creation process, can be found on the [Strategic Plan page of the Town website](#).*

*View the most recent Town Council agenda online.*





**Town of Londonderry, New Hampshire**  
**268B Mammoth Road • Londonderry, NH 03053**  
**(603) 432-1100 • londonderrynh.gov**

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**Town Council Workshop – Agenda Item Coversheet**

**Meeting Date:** 4/13/2026

**Submitted By:** Shaun Mulholland

**Department:** Town Manager

**Contact Information:**

smulholland@londonderrynh.gov

**Estimated Discussion Time:** Minutes

**Agenda Item Number:** TC OFFICE USE

**Agenda Item Title:** Workshop 1 to improve the draft Strategic Plan

**Background and Purpose:** On July 21, 2025 the Town Council directed the Town Manager to initiate the development of a comprehensive Strategic Plan for the Town of Londonderry. The plan was to align with and complement the updated Master Plan, providing an operational framework to guide municipal services, budgeting, and performance management.

While the Master Plan outlines Londonderry's long-term vision for land use and development, a Strategic Plan complements the Master Plan with a focus on core operations that will translate this vision into actionable objectives across all municipal functions. This dual-framework approach ensures that strategic priorities are effectively implemented, resources are optimally allocated, and progress is measurable.

Other municipalities have successfully employed similar strategies:

- **City of Germantown, TN:** Implemented "Germantown Forward 2035," a resident-driven strategic plan focusing on key performance areas such as public safety, natural resources, and fiscal responsibility. The plan is supported by an online performance dashboard and individual employee development plans, fostering a culture of continuous improvement. ([Germantown Dashboard | Germantown TN Community Dashboard](#))
- **City of Fort Collins, CO:** Adopted a biennially updated Strategic Plan that integrates community input to set short- and mid-term objectives. This plan directly informs the city's budgeting process, ensuring alignment between strategic goals and resource allocation. ([2024 Strategic Plan - City of Fort Collins](#))
- **City of Lebanon, NH:** Developed a Strategic Plan that complements its Master Plan by focusing on operational improvements and community priorities. The plan includes a Strategic Plan Portal for real-time progress tracking and annual updates to maintain relevance and accountability. ([Lebanon Strategic Plan \(2026-2029\) | Lebanon, NH](#))
- **Fairfax County, VA:** Adopted its first-ever Countywide Strategic Plan in 2021, setting a community-driven vision for the next 10–20 years. The plan focuses on 10 community outcome areas and emphasizes equity, data integration, and inclusive engagement. ([Countywide Strategic Plan | Strategic Plan](#))
- **San Diego County, CA:** Implemented a Strategic Plan that serves as a roadmap for the county's operations, focusing on sustainability, equity, and economic development. The plan includes measurable goals and spans the entire organization to ensure coordinated efforts across departments. ([StratPlan\\_03.22](#))
- **Union City, CA:** Launched a Five-Year Strategic Plan to guide decision-making and resource allocation through 2025. The plan emphasizes financial stability, governance effectiveness, and community

development, ensuring that city government remains accountable to meeting community needs. ([City Council Strategic Plan | Union City, CA](#))

Strategic Plans can be updated on an annual basis or every two years. The focus of a Strategic Plan is the ensuing year with a forward look to the next two subsequent years.

### **Benefits to Londonderry**

Developing a Strategic Plan will offer several advantages:

- **Enhanced Alignment:** Ensures that departmental goals and initiatives are in sync with the overarching Master Plan.
- **Performance Measurement:** Establishes clear metrics to assess progress and effectiveness of municipal services.
- **Resource Optimization:** Facilitates data-driven budgeting and resource allocation, enhancing fiscal responsibility.
- **Community Engagement:** Encourages resident participation in setting priorities, fostering transparency and trust.
- **Operational Efficiency:** Promotes a culture of continuous improvement through regular reviews and updates.
- **Provides Direction:** Directs the Town Manager and staff to achieve the objectives the Town Council has decided to focus on.
- **Department Business Plans:** The Strategic Plan creates the direction and framework for departments to create specific business plans for the department's operations and future planning.

### **Action Steps Taken to Date:**

1. **Goal Setting:** Defining clear, measurable objectives that complement the Master Plan.
2. **Implementation Framework:** Establishing timelines, responsibilities, and performance indicators. The plan must be actionable and realistically obtainable with a focus on the actions items to achieve short/long term objectives starting in the ensuing year and forecasting the two subsequent years.
3. **Monitoring and Evaluation:** Developing mechanisms for regular progress reviews and plan updates.
4. **Staff Input:** The staff of the departments of the Town provided objectives and action items for consideration in the Strategic Plan.
5. **Board/Committee/Commission:** Several of the boards of the Town provided objectives and action items for consideration in the plan.
6. **Community Engagement:** We conducted community engagement sessions on 12/18/25 focused on economic development/business sector, 1/31/26 public and 4/1/26 at The Baldwins. We also received feedback through our online portal located on our website and directly through email.

The second workshop, Workshop 2, will be held on 4/22/26. During both workshops the Town Council will participate in a facilitated workshop along with staff and members of participating boards/committees/commissions to further develop the draft Strategic Plan. The public is welcome to observe the process to better understand the strategic plan as it is developed. The public is encouraged to provide feedback to their Town Councilors via email or other interpersonal interactions. There will be a public hearing on the finalized draft of the Strategic Plan on 5/18/26 at which time the Town Council will receive feedback from the public and if deemed ready, approve the Strategic Plan for the ensuing year.

This is an iterative process that will occur on an annual basis to update the plan. Adjustments may be made during the year if deemed appropriate.

**Attachments:** Click or tap here to enter text.

**SUBJECT:** Proposal to Develop a Strategic Plan Aligned with the Town's Master Plan

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## Purpose

This memorandum proposes the initiation of a comprehensive Strategic Plan for the Town of Londonderry. The plan will align with and complement the existing Master Plan, providing an operational framework to guide municipal services, budgeting, and performance management.

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## Background and Rationale

While the Master Plan outlines Londonderry's long-term vision for land use and development, a Strategic Plan complements the Master Plan with a focus on core operations that will translate this vision into actionable objectives across all municipal functions. This dual-framework approach ensures that strategic priorities are effectively implemented, resources are optimally allocated, and progress is measurable.

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Developing a Strategic Plan will offer several advantages:

- **Enhanced Alignment:** Ensures that departmental goals and initiatives are in sync with the overarching Master Plan.
  - **Performance Measurement:** Establishes clear metrics to assess progress and effectiveness of municipal services.
  - **Resource Optimization:** Facilitates data-driven budgeting and resource allocation, enhancing fiscal responsibility.
  - **Community Engagement:** Encourages resident participation in setting priorities, fostering transparency and trust.
  - **Operational Efficiency:** Promotes a culture of continuous improvement through regular reviews and updates.
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## Recommendation

It is recommended that the Town Council authorize the initiation of a Strategic Planning process. This process will involve:

1. **Stakeholder Engagement:** Involving residents, businesses, the boards/committees/commissions of the Town and municipal staff to gather diverse perspectives.
2. **Goal Setting:** Defining clear, measurable objectives that complement the Master Plan.
3. **Implementation Framework:** Establishing timelines, responsibilities, and performance indicators. The plan must be actionable and realistically obtainable with a focus on the actions items to achieve short/long term objectives starting in the ensuing year and forecasting the two subsequent years.
4. **Monitoring and Evaluation:** Developing mechanisms for regular progress reviews and plan updates.

By developing and adopting a Strategic Plan, Londonderry will be better positioned to achieve its long-term vision through deliberate, coordinated actions that reflect the community's values and priorities.

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Objective ID	Functional Area	Objective Title	SMART Objective
A1	Government Excellence, Digital Services & Fiscal Stewardship	<b>Digitize high-volume municipal services and records</b>	By June 30, 2029, implement or fully deploy priority digital service platforms for permitting, records, public access, mapping, budgeting, and internal collaboration so that every high-volume resident transaction identified in FY27 has a digital access path, and all newly created priority records are managed in a standardized digital workflow.
A2	Government Excellence, Digital Services & Fiscal Stewardship	<b>Standardize workflows, training, and service continuity</b>	By June 30, 2029, document and maintain standard operating procedures for all mission-critical municipal functions, cross-train backup staff for each function, and complete at least one workflow redesign in every operating department represented in the source materials.
A3	Government Excellence, Digital Services & Fiscal Stewardship	<b>Improve long-range financial planning and budget transparency</b>	By June 30, 2028, implement a multi-year strategic budgeting framework that links departmental strategic priorities, capital reserves, fund balance policy, and interactive resident-facing budget tools, with annual public budget education materials published for every budget cycle.
A4	Government Excellence, Digital Services & Fiscal Stewardship	<b>Implement staff development and retention plans</b>	By June 30, 2029, implement department-level staff development and retention plans for 100% of municipal departments, ensure that at least 90% of full-time employees receive an annual development plan or documented career-path discussion, reduce voluntary turnover in hard-to-fill positions by 15% from the FY26 baseline, and maintain current succession plans for all department-head and other mission-critical roles.
B1	Communications, Civic Trust & Community Engagement	<b>Build a coordinated multichannel municipal communications program</b>	By June 30, 2028, adopt and begin executing a townwide communications framework that requires each priority initiative to have a communication plan, annual content calendar, accessible public information materials, and coordinated use of website, public access, social media, video, and in-person outreach channels.
B2	Communications, Civic Trust & Community Engagement	<b>Expand civic participation, election readiness, and public trust</b>	By June 30, 2029, increase meaningful resident participation in budget, election, and strategic planning processes by expanding hybrid access, targeted engagement, and plain-language civic information, while maintaining or improving election service standards and public response times.
C1	Growth, Land Use, Housing & Economic Vitality	<b>Improve predictability, speed, and coordination in development review</b>	By June 30, 2029, establish a more predictable development review process in which 95% of complete land-use and building permit applications are assigned review deadlines within 48 hours of intake and all applicable projects follow a documented interdepartmental review path that includes advisory-board coordination and assessing notification triggers.
C2	Growth, Land Use, Housing & Economic Vitality	<b>Align zoning, housing, and growth management with infrastructure capacity and community character</b>	By June 30, 2029, complete a coordinated package of zoning, land-use, and growth-management updates that addresses housing choice, density impacts, infrastructure capacity, transportation effects, sustainability, and heritage character in priority growth areas.
C3	Growth, Land Use, Housing & Economic Vitality	<b>Enhance economic development opportunities and strengthen Londonderry's economic identity</b>	By June 30, 2029, launch a proactive economic vitality and place-branding program that targets business growth in appropriate commercial and industrial areas, supports local destination businesses, and produces a measurable pipeline of business attraction and retention activity linked to reduced reliance on residential property taxes over time.
D1	Infrastructure, Transportation & Asset Management	<b>Create an integrated asset management and facilities planning system</b>	By June 30, 2029, inventory all major municipal asset classes represented in the source materials, assign lifecycle or replacement plans to each class, and adopt a rolling facilities and capital improvement framework that prioritizes safety, service continuity, and long-term cost control.
D2	Infrastructure, Transportation & Asset Management	<b>Improve infrastructure, asset maintenance, and related operations</b>	By June 30, 2029, strengthen municipal maintenance and field operations by implementing consistent service standards, improving winter service readiness, completing at least 90% of scheduled routine maintenance annually, and reducing overdue high-priority maintenance work orders by 20% from the FY26 baseline.

<b>D3</b>	Infrastructure, Transportation & Asset Management	<b>Improve traffic safety and address traffic congestion</b>	By June 30, 2029, identify Londonderry's highest-risk and highest-delay traffic corridors and intersections, implement targeted enforcement, engineering, operations, and public education strategies in at least 12 priority locations, reduce reportable crashes in targeted high-risk locations, and complete a data-informed congestion mitigation and roadway safety action plan that is updated annually and used to guide capital, operational, and interagency decisions.
<b>D4</b>	Infrastructure, Transportation & Asset Management	<b>Develop a coordinated utilities, waste, and energy resilience strategy</b>	By June 30, 2029, complete a coordinated planning program for wastewater, septic risk, solid waste reduction, drop-off center service levels, and emerging energy needs so that the Town can make phased policy and capital decisions grounded in data rather than improvisation.
<b>E1</b>	Environment, Water & Conservation	<b>Protect water quality through monitoring, education, and source identification</b>	By June 30, 2029, establish a townwide water-quality action program that expands private-well testing, provides routine public reporting, investigates contamination sources and supplier conditions, and delivers recurring public education on PFAS, septic maintenance, and safe drinking water practices.
<b>E2</b>	Environment, Water & Conservation	<b>Conserve priority land and expand public stewardship of natural resources</b>	By December 31, 2030, advance the Conservation Commission goal of protecting 30% of Londonderry's land area by sustaining annual progress of at least 100 acres or equivalent opportunity capture, while updating the Open Space Plan and broadening public understanding and use of conserved land.
<b>E3</b>	Environment, Water & Conservation	<b>Integrate sustainability and environmental compliance into municipal operations</b>	By June 30, 2029, incorporate sustainability, regulatory compliance, and resilience criteria into priority capital, transportation, facilities, stormwater, and development-review decisions, with annual reporting on implementation status.
<b>F1</b>	Public Safety, Emergency Preparedness & Municipal Resilience	<b>Improve emergency communications and fire response readiness</b>	By June 30, 2029, develop, adopt, and maintain standardized emergency response expectations and pre-incident plans for priority risks, critical sites, and high-impact events to improve coordination, reduce response gaps, and support the preservation of life and property.
<b>F2</b>	Public Safety, Emergency Preparedness & Municipal Resilience	<b>Strengthen emergency preparedness, continuity, and critical records protection</b>	By June 30, 2029, update all major municipal emergency, continuity, and critical-records plans.
<b>G1</b>	Community Character, Recreation, Arts & Culture	<b>Expand inclusive recreation, arts, and community programming</b>	By June 30, 2029, increase participation in recreation, arts, and community programming by broadening year-round offerings, adding programs for underserved age groups and interests, and building stronger school and community partnerships.
<b>G2</b>	Community Character, Recreation, Arts & Culture	<b>Improve recreation facilities, policies, and user experience</b>	By June 30, 2029, adopt a long-range recreation facilities plan, complete annual safety/accessibility audits for managed spaces, and update user policies, reservation systems, and fee/insurance guidance so that residents experience more reliable, open access to Town recreational assets.
<b>G3</b>	Community Character, Recreation, Arts & Culture	<b>Preserve heritage, strengthen placemaking, and clarify town design identity</b>	By June 30, 2029, create and begin implementing a heritage and placemaking framework that includes a heritage aesthetic/lookbook, historic resource inventory priorities, grant strategy, and design-review guidance for locations where community character is a material concern.



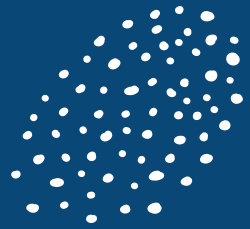
# Town of Londonderry **STRATEGIC PLAN**

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FY 2027 to FY 2029

As presented April 13, 2026

# FUNCTIONAL AREAS



*The proposed strategic framework for Londonderry organizes a wide range of input from municipal departments, boards, committees, and residents into seven functional areas. Together, these areas create a practical structure for turning many separate ideas into a single plan with clear priorities, measurable goals, and shared responsibility. The framework is designed to balance efficient town operations with long-term planning, fiscal discipline, infrastructure needs, public trust, and preservation of community character.*

## **Government Excellence, Digital Services & Fiscal Stewardship**

This area represents the Town's capacity to operate effectively, efficiently, and responsibly. When internal systems are strong and well managed, every public-facing service benefits. Its importance lies in improving service delivery, strengthening accountability, supporting sound financial decisions, and ensuring that Town government remains capable and adaptable as operational demands evolve.

## **Communications, Civic Trust & Community Engagement**

This area focuses on the relationship between Town government and the people it serves. Clear communication and meaningful engagement help residents better understand municipal priorities, decisions, and services. The impact of this work is significant: it supports transparency, encourages informed participation, and strengthens public confidence in local government.

## **Growth, Land Use, Housing & Economic Vitality**

This area shapes how Londonderry plans for the future and responds to change. It is important because it guides development in a way that supports economic strength, reflects community values, and aligns with available infrastructure and services. When managed well, it can help the Town expand opportunity, protect quality of life, and create a more sustainable and balanced pattern of growth.

## **Infrastructure, Transportation & Asset Management**

Residents may not think about drainage, road conditions, or fleet replacement every day, but they feel the consequences when those systems fall behind. This area is important because it deals with the physical backbone of the Town and the reliability of everyday services. Impact is practical and immediate: safer travel, fewer service disruptions, smarter capital spending, and infrastructure that keeps pace with community needs.

## **Environment, Water & Conservation**

This area speaks to the long-term health of the community, not just its appearance. Water quality, water supply, natural resource protection, and environmental stewardship all affect public health, future development choices, and the Town's resilience over time. The value here is not abstract. It is seen in the protection of essential resources, reduced environmental risk, and preservation of the natural features valued by residents.

## **Public Safety, Emergency Preparedness & Municipal Resilience**

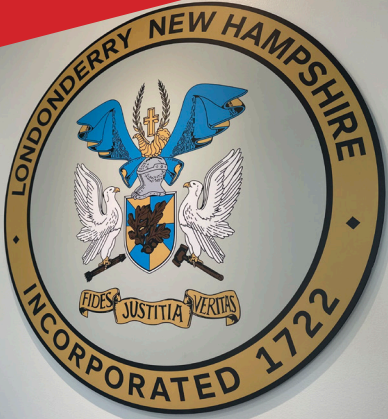
At its core, this area is about readiness. It covers the Town's ability to protect people, maintain essential services, and respond effectively when conditions become unstable, whether the problem is a storm, an infrastructure failure, or a broader emergency. Its importance lies in both prevention and recovery, because a resilient municipality is not one that avoids disruption entirely but one that can absorb it, respond competently, and keep functioning.

## **Community Character, Recreation, Arts & Culture**

This area recognizes the role that shared spaces, programs, and traditions play in shaping community life. Recreation, arts, culture, and preservation of local character all contribute to a stronger sense of identity and belonging. Its impact can be seen in quality of life, civic pride, and the Town's ability to grow in ways that continue to reflect what residents value most about Londonderry.

# GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP

Objective A1



## Digitize high-volume municipal services and records

By June 30, 2029, implement or fully deploy priority digital service platforms for permitting, records, public access, mapping, budgeting, and internal collaboration so that every high-volume resident transaction identified in FY27 has a digital access path, and all newly created priority records are managed in a standardized digital workflow.

### FY 27 Priority Action Items

- Complete OpenGov permitting rollout and integrate it into Planning and Building department workflows and standard operating procedures.
- Create a records retention policy and expand digital records management for vital and registration records.
- Expand townwide use of M365, digital records storage, and collaboration tools; phase out paper-based processes where legally permissible.
- Create an address-based SharePoint system to centralize property-specific records.
- Convert public-facing mapping from MapGeo to ArcGIS Online and standardize access to parcel, permitting, and infrastructure information.
- Develop a phased digitization roadmap for finance, recreation and facility reservations, assessments, and other resident-facing services.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Cyber Services  
Finance & Assessing  
Recreation

### BOARDS

Planning Board  
Town Council  
Recreation Commission

### FY 27 Key Performance Indicators

- » Complete the initial five permit types in OpenGov by 9/30/2026.
- » Increase use of online Town Clerk & Tax Collector services by 15% over FY26.
- » 80% of site plan and subdivision applications assigned review deadlines within 3 business days of intake by 9/30/2027.
- » Provide initial response to 80% of all permit applications within 2 business days for residential and 4 business days for commercial by 6/30/2026.
- » Complete the records retention policy by 12/31/2026.
- » End contract with MapGeo by end of FY27.
- » Transition one paper-based resident service to digital each quarter.
- » SharePoint and Teams used by 100% of Town departments by 6/30/2027.
- » 100% of new Assessing documents stored in SharePoint address files by 12/31/2026.
- » Digitization roadmap completed by 3/31/2027.
- » Assess error rate and causation for permits and applications by 6/30/2027.

# GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP



Objective A2

## Standardize workflows, training, and service continuity

By June 30, 2029, document and maintain standard operating procedures for all mission-critical municipal functions, cross-train backup staff for each function, and complete at least one workflow redesign in every operating department.



### FY 27 Priority Action Items

- Identify mission-critical processes in each department and create documented SOPs.
- Conduct workflow analyses for permitting, election administration, taxation, dispatch, inspections, accounts payable, and other high-volume processes.
- Create department cross-training plans with named backups for critical roles and annual refresh requirements.
- Develop onboarding and role-based training plans for new staff, including cybersecurity and technology use.
- Review staffing capacity where departments explicitly identified cycle-time or workload constraints.
- Apply LEAN principles across departments to revise processes and improve efficiency.
- Create continuity of operations plans for each department.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Cyber Services  
Finance & Assessing  
Recreation  
Public Works  
Human Resources  
Fire Department  
Police Department  
Cable Services  
Senior Affairs

### FY 27 Key Performance Indicators

- » 100% of departments have a list of mission-critical processes by 12/31/2026.
- » 100% of departments have a minimum of one reviewed, updated, and documented SOP or workflow by 6/30/2027.
- » Department heads review 100% of job descriptions to identify cross-training needs by 3/31/2027.
- » 25% of cross-training needs have a plan by 6/30/2027.
- » Onboarding and offboarding checklists completed by 6/30/2027.
- » 100% of departments who identify staffing limitations at the end of FY26 have a staffing plan complete by 12/31/2026.
- » Run one LEAN workshop by 6/30/2027.
- » Send 4 additional staff to LEAN Yellow Belt training and 4 staff to LEAN Green Belt training by 6/30/2027.
- » Police, Fire, Finance, Town Clerk / Tax Collector, Town Manager, Cyber Services, and Public Works have created or reviewed and finalized a continuity of operations plan by 6/30/2027.

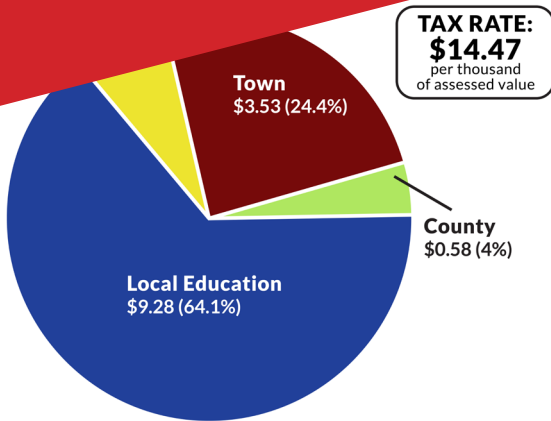
# GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP



Objective A3

## Improve long-range financial planning and budget transparency

By June 30, 2028, implement a multi-year strategic budgeting framework that links departmental strategic priorities, capital reserves, fund balance policy, and interactive resident-facing budget tools, with annual public budget education materials published for every budget cycle.



### FY 27 Priority Action Items

- Roadmap replacement of the Town ERP.
- Modernize chart of accounts to comply with NH DRA administrative rules.
- Update and maintain the fund balance and debt management policies and align capital reserve funding with the master plan and departmental strategic plans.
- Create resident-facing budget tools such as a glossary, budget simulator, educational content, and short budget briefings.
- Train departments, Budget Committee, and Town Council to build multi-year budget requests using data, performance indicators, and capital planning assumptions.
- Explore strategic / priority-based budgeting model.

### DEPARTMENTS

Town Manager's Office  
 Planning & Building  
 Town Clerk / Tax Collector  
 Cyber Services  
 Finance & Assessing  
 Recreation  
 Public Works  
 Human Resources  
 Fire Department  
 Police Department  
 Cable Services  
 Senior Affairs

### BOARDS

Town Council  
 Budget Committee  
 CIP Committee

### FY 27 Key Performance Indicators

- » Complete roadmap for replacement of Town ERP by 9/30/2026.
- » Complete analysis of conversion from current chart of accounts to modernized chart of accounts by 6/30/2027.
- » Updated fund balance and debt management policies completed and approved by 12/31/2026.
- » 100% of known capital projects submitted for consideration on the CIP by 6/30/2027.
- » Public-facing budget education program in place by 9/30/2027.
- » Increase deliberative session attendance by 15% over five-year average by 2/28/2027.
- » Hold at least three strategic budgeting workshops and trainings by 6/30/2027.

# GOVERNMENT EXCELLENCE, DIGITAL SERVICES & FISCAL STEWARDSHIP



Objective A4



## Implement staff development and retention plans

By June 30, 2029, implement department-level staff development and retention plans for 100% of municipal departments, ensure that at least 90% of full-time employees receive an annual development plan or documented career-path discussion, reduce voluntary turnover, and maintain current succession plans for all department-head and other mission-critical roles.

### FY 27 Priority Action Items

- Complete wage classification study and implement salary adjustments to align Town salaries to the 60<sup>th</sup> percentile of comparative wages.
- Conduct a townwide workforce risk assessment to identify hard-to-fill positions, retirement-vulnerable roles, and departments with recurring turnover or recruitment delays.
- Establish succession plans for department heads and other mission-critical technical or customer-facing roles.
- Standardize annual employee development planning expectations by department, including role-based training, supervisory coaching, and documented career-path conversations.
- Integrate wellness supports into retention planning for high-stress roles.
- Increase staff awareness of training opportunities and employee benefits.

### FY 27 Key Performance Indicators

- » Implement the wage classification study recommendations for two groups by 7/1/2028.
- » Calculate the FY26 baseline turnover by 9/30/2026.
- » Risk assessment report complete by 3/31/2027.
- » 25% of mission-critical roles have established succession plans by 6/30/2027.
- » 25% of municipal departments have development & retention plans by 6/30/2027.
- » 25% of full-time employees receive a documented career path discussion by 6/30/2027.
- » 95% of all employees compliant with KnowBe4 cybersecurity training by 12/31/2026.
- » Annual LPD wellness survey participation above 80% by 6/30/2027.
- » Develop and implement mental health awareness program for LPD and LFD by 6/30/2027.
- » 75% of department heads attend a leadership or supervisory training by 6/30/2027.
- » 75% of employees attend at least one position-specific training (in-person or virtual) by 6/30/2027.
- » 10% increase in attendance at the annual benefits fair in FY27.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Cyber Services  
Finance & Assessing  
Recreation  
Public Works  
Human Resources  
Fire Department  
Police Department  
Cable Services  
Senior Affairs

### BOARDS

Town Council  
Budget Committee

# COMMUNICATIONS, CIVIC TRUST & COMMUNITY ENGAGEMENT

Objective B1

## Build a coordinated multichannel municipal communications program

By June 30, 2028, adopt and begin executing a townwide communications framework that requires each priority initiative to have a communication plan, annual content calendar, accessible public information materials, and coordinated use of website, public access, social media, video, and in-person outreach channels.



### FY 27 Priority Action Items

- Create a municipal communications calendar that coordinates Town Hall content, cable programming, social media, public notices, and initiative-specific outreach.
- Produce evergreen explainer content for recurring service topics such as assessments, elections, water, permitting, budget, and recreation offerings.
- Increase professionally produced local programming and partnership content through the Access Center and community organizations.
- Use in-person outreach with seniors, veterans, youth, neighborhood groups, and civic organizations for major initiatives.
- Develop initiative-specific communication plans for water expansion, solid waste/septic education, master plan implementation and strategic plan implementation.

### FY 27 Key Performance Indicators

- » CY2027 calendar created by 12/31/2026 and 90% of planned activities executed by 6/30/2027.
- » Create six evergreen content videos across six departments by 6/30/2027.
- » Create at least two video features for community or nonprofit organizations by 6/30/2027.
- » Increase engagement on Facebook by 10% by 12/31/2026.
- » Hold at least four new public outreach or engagement events in the community by 12/31/2027.
- » 50% of new projects have a communications plan developed at the project's inception by 6/30/2027.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Cyber Services  
Finance & Assessing  
Recreation  
Public Works  
Fire Department  
Police Department  
Cable Services  
Senior Affairs

### BOARDS

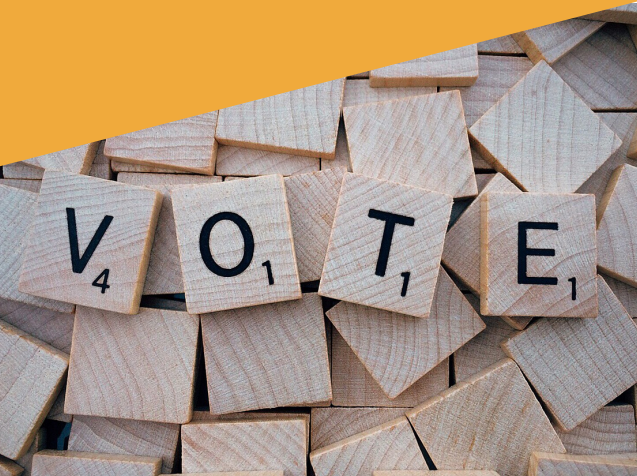
Town Council  
Arts Council  
Budget Committee  
Conservation Commission  
Recreation Commission  
Utilities Committee  
Beautify Londonderry  
Master Plan Committee  
Senior Resources Committee

# COMMUNICATIONS, CIVIC TRUST & COMMUNITY ENGAGEMENT

Objective B2

## Expand civic participation, election readiness, and public trust

By June 30, 2029, increase meaningful resident participation in budget, election, and strategic planning processes by expanding hybrid access, targeted engagement, and plain-language civic information, while maintaining or improving election service standards and public response times.



### FY 27 Priority Action Items

- Develop explainer text synopses for warrant articles, including issue education materials where legally appropriate.
- Expand hybrid or virtual meeting participation where feasible and publish participation policies and workflow standards.
- Create targeted engagement modalities for seniors, youth, schools, PTAs, and civic groups, including internship/ELO opportunities where appropriate.
- Host recurring public forums, office open houses, coffee chats, and strategic-plan progress sessions.
- Publish annual and periodic public safety and Town Clerk / Tax Collector performance reports.
- Expand youth engagement and school-based outreach initiatives.
- Begin tracking response times to resident issues from initial contact to resolution.
- Write a policy on how to handle complaints against board members and elected officials.

### FY 27 Key Performance Indicators

- » 100% of warrant articles have explainer text accompanying them by 1/31/2027.
- » 50% of board and commission meeting held with hybrid Teams participation available to the public by 6/30/2027.
- » Host six open house or drop in events for the public by 6/30/2027.
- » Publish quarterly statistical reports from LPD, LFD, and the Town Clerk on a centralized location on the Town website by 9/30/2026.
- » 100% of departments tracking response times to priority resident interactions by 6/30/2027.
- » Two boards incorporate a youth member / liaison from Londonderry High School by 6/30/2027.
- » Board and appointed member complaint policy approved by 12/31/2026.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Finance & Assessing  
Recreation  
Public Works  
Fire Department  
Police Department  
Cable Services  
Senior Affairs

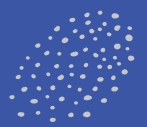
### BOARDS

Town Council  
Budget Committee  
Recreation Commission  
Utilities Committee  
Beautify Londonderry  
Senior Resources Committee  
Arts Council  
Board of Elections

### POTENTIAL PARTNERS

Londonderry School District  
Londonderry Historical Society  
Rotary Club of Londonderry  
Londonderry School PTAs  
Senior Living Communities  
Local Religious Organizations

# GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY



Objective C1

## Improve predictability, speed, and coordination in development review

By June 30, 2029, establish a more predictable development review process in which 95% of complete land-use and building permit applications are assigned review deadlines within 48 hours of intake and all applicable projects follow a documented interdepartmental review path that includes advisory-board coordination and assessing notification triggers.



### FY 27 Priority Action Items

- Complete permit portal configuration and standardize comment sheets, review deadlines, and intake requirements.
- Document pre-application guidance and business inquiry protocols for applicants and existing businesses.
- Strengthen coordination among all participants in Design Review.
- Integrate current-use / LUCT notifications into the development review process.
- Review enforcement and inspection coordination to reduce rework and inconsistent direction.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Finance & Assessing  
Public Works  
Fire Department  
Police Department

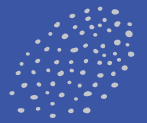
### BOARDS

Planning Board  
Conservation Commission  
Heritage Commission  
Zoning Board of Adjustment

### FY 27 Key Performance Indicators

- » Establish baseline average land-use application review time by 12/31/2026.
- » Establish baseline error rate in permits and applications by 6/30/2027.
- » Update web pages for the Planning Board, ZBA, Heritage Commission, Planning Department, and Building & Zoning to include workflows, FAQs, and updated checklists by 6/30/2027.
- » Hold an annual training session for board members on statutory roles, regulations, and design review by 3/31/2027.
- » Achieve 100% use of new Heritage review form for applicable cases by 12/31/2026.
- » Flow chart of design review process (to include notifying assessing of a qualifying LUCT event) by 12/31/2026.
- » Assistant Assessor trained in determining highest and best use of property by 6/30/2027.

# GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY



Objective C2



## Align zoning, housing, and growth management with infrastructure capacity and community character

By June 30, 2029, complete a coordinated package of zoning, land-use, and growth-management updates that addresses housing choice, density impacts, infrastructure capacity, transportation effects, sustainability, and heritage character in priority growth areas.

### FY 27 Priority Action Items

- Roadmap the needed updates for zoning ordinance, site plan regulations and subdivision regulations related to housing, use compatibility, design quality, and growth impacts as outlined in the Master Plan.
- Translate the Master Plan into an actionable implementation framework.
- Evaluate where higher-density or alternative housing types can be supported without unacceptable transportation or service impacts.
- Connect land-use decisions to transportation planning, sidewalk/bicycle connectivity, and infrastructure extension standards.
- Incorporate sustainability and design considerations into planning and review processes.
- Develop a heritage-informed design/lookbook toolkit for applicable projects.

### FY 27 Key Performance Indicators

- » Identify three to five priority zoning or land use topics for structured public discussion by 12/31/2026.
- » Complete a prioritized list of updates to the zoning ordinance, site plan regulations, and subdivision regulations by 6/30/2027.
- » Develop and publish a Master Plan implementation matrix and identify the first chapter to address by 3/31/2027.
- » Finalize the topics to be covered by a lookbook toolkit by 6/30/2027.
- » Hold two workshops to discuss integrating sustainability and walkability into design by 6/30/2027.
- » Create a comprehensive list and map of all existing traffic, utility, and land use studies by 6/30/2027.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Public Works  
Fire Department  
Police Department

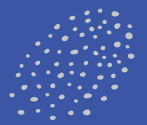
### BOARDS

Town Council  
Planning Board  
Zoning Board of Adjustment  
Heritage Commission  
Conservation Commission  
Beautify Londonderry  
Master Plan Committee

### POTENTIAL PARTNERS

Manchester-Boston Regional Airport  
Londonderry Trailways  
SNHPC

# GROWTH, LAND USE, HOUSING & ECONOMIC VITALITY



Objective C3



## Enhance economic development opportunities to strengthen Londonderry's economic identity

By June 30, 2029, launch a proactive economic vitality and place-branding program that targets business growth in appropriate commercial and industrial areas, supports local destination businesses, and produces a measurable pipeline of business attraction and retention activity linked to reduced reliance on residential property taxes over time.

### FY 27 Priority Action Items

- Define the Town's place-brand narrative and marketing message, including how heritage, recreation, arts, and business climate support Londonderry's identity.
- Develop targeted outreach materials for airport / industrial area, corridor, and neighborhood-serving commercial opportunities.
- Coordinate with the Chamber, local business community, and regional partners to market priority sites and track prospects.
- Explore strategies to reduce over-concentration of retail traffic on Route 102 by broadening appropriate commercial activity in other corridors.
- Link economic development messaging to revenue diversification and community quality-of-life assets.

### FY 27 Key Performance Indicators

- » Create a list of parcels in Town that are currently available for development or redevelopment by 3/31/2027.
- » Hold two public engagement sessions to discuss Londonderry's growth and needs by 6/30/2027.
- » Create a list of priority businesses and industries that would be attractive for and beneficial to the Town of Londonderry by 6/30/2027.
- » Complete a survey of other municipalities' place-brand efforts and create a roadmap for Londonderry's effort by 6/30/2027.
- » Establish a quarterly meeting schedule between Town leadership and the Greater Manchester Chamber and the Greater Derry Londonderry Chamber by 9/30/2026.
- » Create a Business Development Quick Guide summarizing zoning, permitting, incentives, and contacts by 6/30/2027.

### DEPARTMENTS

Town Manager's Office  
Planning & Building  
Town Clerk / Tax Collector  
Finance & Assessing  
Recreation  
Cable Services

### BOARDS

Town Council  
Budget Committee  
Arts Council  
Recreation Commission  
Planning Board  
Heritage Commission  
Conservation Commission  
Master Plan Committee  
Housing & Redevelopment Authority

### POTENTIAL PARTNERS

Manchester-Boston Regional Airport  
Londonderry Historical Society  
Chambers of Commerce  
SNHPC