

# Budget Committee Agenda

April 16, 2026; 7 p.m.; Sunnycrest Conference Room  
Londonderry Town Hall, 268B Mammoth Road, Londonderry, NH 03053

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Public Comment**
4. **New Committee Business**
  - a. **Resignation of Board Member; timeline to appoint new member & call for volunteers**
  - b. **Discussion on 1st meeting of Strategic Plan on April 13th - what impacts the Budget Committee, ideas, and thoughts**

Documents:

[2026-04-13 Strategic Plan Presentation Draft Part 1 \(PDF\).pdf](#)

- c. **Discussion on creation of by-laws/rules of procedure; Roles & Responsibilities for positions, responsibilities to the town, and any other discussion points**
  - d. **Brainstorm ideas for FY2028 Budget Season; meeting to review with Town Leaders on May 15th**
  - e. **Liaison Reports**
    - School Board
    - Town Council
    - Town Hall
    - DPW
    - CIP
    - Fire
    - Police - will need new member assigned to this role
    - Planning Board
    - Library
5. **Old Committee Business**
    - a. **Department Tours - Police Station; May 21st**
    - b. **Goals for FY 2028 Budget Season**
  6. **Approval of Minutes**

a. **March 19, 2026 Budget Committee Meeting Minutes**

Documents:

[BC-minutes-2026-03-19.pdf](#)

7. **Meeting Schedule**

a. **May 21, 2026**

b. **June 18, 2026**

8. **Public Comment**

9. **Adjournment**



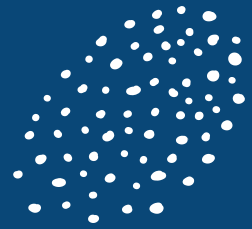
# Town of Londonderry **STRATEGIC PLAN**

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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.

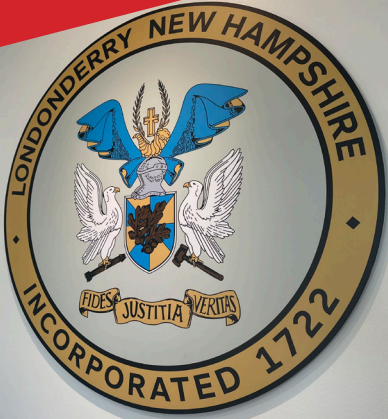
## **Community Character, Recreation, Arts & Culture**

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

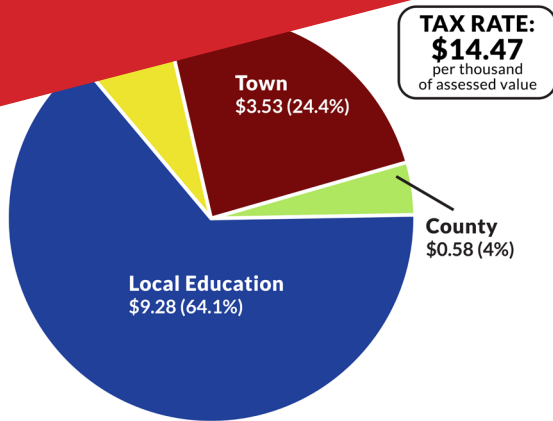
### FY 27 Key Performance Indicators

- » 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

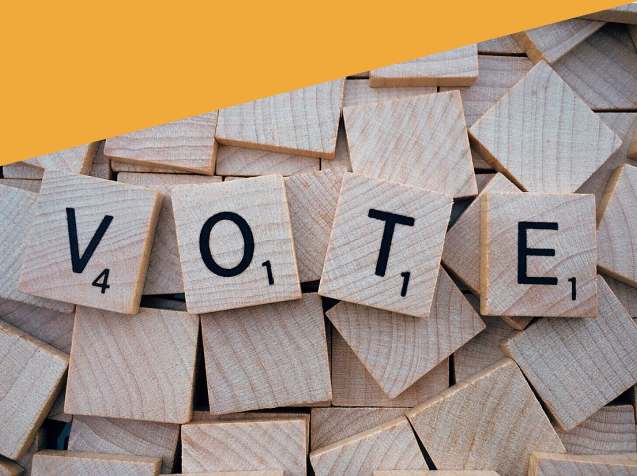
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Cable Services  
Senior Affairs

### 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

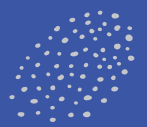
### BOARDS

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

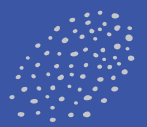
### BOARDS

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

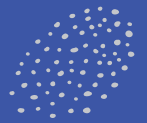
### BOARDS

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

**LONDONDERRY BUDGET COMMITTEE**  
**Minutes for March 19, 2026**

Sunnycrest Conference Room, 268B Mammoth Road, Londonderry, NH 03053

**Present (new roles are voted at this meeting and J. Gagnon is excused):** Joseph Gagnon - Chair, Kate Burbidge – Vice Chair, Nicole Dery – Secretary, Rebecca Roe - Member at large, Matt Tapley - Member at large, Andria Hansen - Member at large, Jeff Penta - Member at large)

**Absent:** Patrick El Azem- Member at large

1. **CALL TO ORDER:** The meeting was called to order at 7:00pm by J. Gagnon.
2. **PLEDGE OF ALLEGIANCE:** J. Gagnon led the Pledge of Allegiance
3. **PUBLIC COMMENT:**
  - a. Motion to open K. Burbidge, second N Dery
  - b. no public members present
  - c. Motion to open K. Burbidge, second R Roe
4. **ELECTION OF OFFICERS:** The Committee held elections for the leadership roles for the upcoming term
  - a. **Chair:** Kate Burbidge was nominated and elected unanimously.
  - b. **Vice Chair:** Nicole Dery was nominated and elected unanimously.
  - c. **Secretary:** Matt Tapley was nominated and elected unanimously. (Noted: 91A requirements state minutes must be posted within 5 business days).
5. **LIAISON ASSIGNMENTS:** Members were assigned to various town boards and departments to monitor budget-related developments (e.g., unexpected expenses, warrant articles):
  - a. **School Board:** Jeff Penta
  - b. **Town Council:** Andria Hansen
  - c. **Town Hall (Finance/Town Manager):** Andria Hansen
  - d. **DPW & Capital Improvement Plan:** Kate Burbidge
  - e. **Police:** Patrick El-Azem (confirmed in absentia)
  - f. **Fire:** Rebecca Roe
  - g. **Planning Board:** Matt Tapley
  - h. **Library:** Nicole Dery
6. **DEPARTMENT TOURS:** The Committee discussed the importance of tours for the four new members to understand department operations.
  - a. **Plan:** Tours will be spread out, starting with the **Police Department** in April or May.
  - b. **Summer Break:** Tours will likely pause during the summer months and resume in the fall (DPW, Fire, and Library—pending mold remediation).

7. **GOALS AND STRATEGY FOR UPCOMING FISCAL YEAR** – The Committee discussed moving toward **Strategic Budgeting** to align with the Town's Strategic Plan.
- a. **Independent Meetings:** A proposal was made to separate Budget Committee hearings from Town Council meetings to allow for more focused, efficient presentations (targeting 20-30 minutes per department).
  - b. **Early Start:** The goal is to begin the process earlier (September/October) rather than waiting until November.
  - c. **Proactive Liaison Work:** Liaisons are encouraged to meet with department heads *during* the budget-building phase to understand their logic and advocate for strategic priorities (e.g., long-term savings like EVs vs. gas vehicles).
8. **ADMINISTRATIVE UPDATES** (Kirsten Hildonen):
- a. **Staff Support:** Tanya Pinter (Executive Assistant) will now provide staff support, including agenda preparation and document hosting.
  - b. **Strategic Plan:** A draft is being sent to departments for feedback on KPIs.
    - **Workshops:** April 13th and April 22nd at 6:30 PM.
    - **Public Hearing:** May 18th.
  - c. **Training:** A 91A (Right to Know) workshop is scheduled for Wednesday, March 25th at 6:30 PM.
  - d. **Logins:** Members will receive NHMA (NH Municipal Association) logins for access to training materials.

## 7. OTHER BUSINESS & ADJOURNMENT

- **Bylaws:** The Committee will add a discussion regarding the creation of bylaws/rules of procedure to next month's agenda.
- **Next Meeting:** Scheduled for **April 16th** at 7:00 PM.
- **Action Item:** Liaisons should introduce themselves to their respective department heads via email before the next meeting.
- **Adjournment:** Motion to adjourn R. Roe, second J Penta (passed at 7:38 PM)