

Shaun Mulholland
Town Manager

Kellie Caron
Deputy Town Manager



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

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

Londonderry Town Council Meeting
Monday, May 18, 2026, 7 p.m., Moose Hill Council Chambers

A. CALL TO ORDER

B. PUBLIC COMMENT

C. BOARD APPOINTMENTS & REAPPOINTMENTS

1. Interviews and appointment for Budget Committee

Documents:

[2026-05-18 BUDGET COMMITTEE APPLICANT PACKET.PDF](#)

2. Appointments to the Capital Improvements Program (CIP) Committee.

Documents:

[AGENDA ITEM COVER SHEET_CIP_05.18.26.PDF](#)

3. Appointment of Planning Board's nominees to the Southern New Hampshire Planning Commission.

Documents:

[2026-05-18 SNHPC NOMINATIONS.PDF](#)

4. Resignation of Steven Bickford from the Planning Board

Documents:

[2026-05-03 BICKFORD RESIGNATION PB_REDACTED.PDF](#)

D. PUBLIC HEARING

1. Receive public input, discuss, and act upon regarding a zoning amendment – Planned Unit Development Ordinance LZO Section 5.2.

- a. **Presentation:** *Kellie Caron, Deputy Town Manager*
- b. **Opening of the Public Hearing**
- c. **Questions & Comments by the Public**
 - o Residents who are unable to attend the public hearing may submit written comments to the Town Council by email using the link: [SUBMIT PUBLIC COMMENT ONLINE](#)
- d. **Closing of the Public Hearing**
- e. **Council Deliberation & Action**

Documents:

[2026-05-18 COVER SHEET_PUD PH.PDF](#)
[1. SUMMARYMEMO_LZO5.2PUD_10.08.25.PDF](#)
[2. LZO5.2_PUD AMD_DRAFT TC SR_04.20.26.PDF](#)
[3. CURRENT_LZO_PUDSECTION5.2.PDF](#)
[4. LONDONDERRY PLANNING BOARD DRAFT MINUTES 3-23-26.PDF](#)
[5. ORDINANCE 2026-06_LZO 5.2 PUD ORDINANCE.PDF](#)
[2026-04-20 - COUNCILOR PAUL COMMENTS.PDF](#)
[2026-05-08 BOB LEBREUX EMAIL_REDACTED.PDF](#)

E. NEW BUSINESS

1. **Discussion regarding a resident request, sponsored by Chairman Dunn, for the Town Council to direct Town Staff to explore applying for Community Development Block Grants through NH CDFA for housing rehabilitation and accessibility improvements benefiting low- and moderate-income residents.**

(Moirra Ryan, Resident)

Documents:

[2026-05-18 COVER SHEET_CDBG.PDF](#)
[2026-04-20 MOIRA RYAN CDBG_REDACTED.PDF](#)
[NH_CDBG_CDFA_OVERVIEW.PDF](#)

2. **Discuss the request from the Library Board of Trustees for additional funding for repairs to the library building envelope and the phase 2 HVAC replacement project costs.**

(Donna Plante, Acting Library Director)

Documents:

[2026-05-18 COVER SHEET_LIBRARY UPDATE.PDF](#)
[LIBRARY PHASE 2 PART A - ADD ALTERNATES REV 2 05-12-2026.PDF](#)
[LIBRARY PHASE 2 PART A - ALTERNATES DETAIL 05-06-2026.PDF](#)
[LEACH LIBRARY HEATING SYSTEM FLUSH AND GLYCOL ADD PROPOSAL.PDF](#)
[LEACH LIBRARY BLDG ENCLOSURE REPORT 2-26-26.PDF](#)
[LEACH LIBRARY BLDG ENCLOSURE REPORT 4-1-26.PDF](#)
[LEACH LIBRARY BLDG ENCLOSURE REPORT 4-15-26.PDF](#)
[LIBRARY PHASE 2 PART B ALTERNATES SUMMARY 05-11-2026.PDF](#)
[LIBRARY PHASE 2 PART B - ALTERNATES DETAIL 05-11-2026.PDF](#)

3. **Discuss and provide guidance to the Town Manager for the development of the FY 2028 Budget.**

Documents:

[2026-05-18 COVER SHEET_FY2028 BUDGET GUIDANCE.PDF](#)
[CONSUMER PRICE INDEX NORTHEAST REGION-MARCH 2026.PDF](#)
[TC-901 FINANCIAL MANAGEMENT POLICY.PDF](#)

F. OLD BUSINESS

1. **Review and discussion of the proposed draft Strategic Plan for refinement.**

Documents:

[2026-05-18 STRATEGIC PLAN DISCUSSION COVER SHEET.PDF](#)
[2026-05-18 STRATEGIC PLAN PROPOSED CHANGES.PDF](#)
[2026-05-04 STRAT PLAN DRAFT FOR MAY 4 DISCUSSION.PDF](#)
[2026-04-13 STRATEGIC PLAN WORKSHOP NOTES.PDF](#)
[2026-04-22 STRATEGIC PLAN WORKSHOP NOTES.PDF](#)
[2025-07-21 STRATEGIC PLANNING MEMORANDUM.PDF](#)
[2026-04-13 STRATEGIC PLANNING COVER SHEET.PDF](#)

G. APPROVAL OF CONSENT ITEMS

1. **Town Council Meeting minutes from May 4, 2026**

Documents:

[TC-MINUTES-2026-05-04_APPENDED.PDF](#)

2. **Payroll Change Form for Town Clerk**

Documents:

[SHERRY FARRELL SALARY INCREASE PCF \(2\) 7.1.26.PDF](#)

3. **Order 2026-10: an expenditure from the Master Plan Capital Reserve Fund**

Documents:

[2026-05-18 COVER SHEET_MP CRF.PDF](#)
[ORDER 2026-10 - MP CRF.PDF](#)

4. **2026-05-04 Sewer Warrant**

Documents:

5. 2026-05-04 Supplemental Sewer Warrant

Documents:

2026 05-04 SUPPLEMENTAL SEWER WARRANT_WOODMONT APTS.PDF

H. OTHER BUSINESS

1. Liaison Reports

2. Town Manager Report

I. PUBLIC COMMENT

J. ADJOURNMENT

K. MEETING SCHEDULE

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

a. June 1, 2026; Moose Hill Council Chambers; 7 p.m.

- Receive an update on the Londonderry Child Passenger Safety Program Celebrating 25 Years of Community Service
- Receive presentation from the Traffic Management Working Group (TMWG) regarding the strategy and plan to address traffic safety and traffic congestion in the community
- Discuss, review and consider the request for re-licensing Murray's Auto and Recycling, Inc., located at 55 Hall Road, Londonderry, pursuant to RSA 236:121
- Discuss and schedule a public hearing for June 15, 2026 regarding the proposed revision to the Municipal Code, repealing Chapters I & II of Title V, and adopting Chapter 4 Administrative Departments
- Discuss and schedule a public hearing for June 15, 2026 regarding a proposed revision to the Municipal Code, repealing Chapter III of Title V, and adopting Chapter 10 Boards, Committees, and Commissions
- Discuss and schedule a public hearing for June 15, 2026 regarding the Water Special Assessment District
- Discuss and act upon options for the Perry House wood as discussed at the February 2, 2026 Town Council meeting
- The Town Manager will present his memorandum regarding what the options are regarding the future of the Reverend Morrison Meeting House (Lions Hall)
- Review and Discussion of the proposed draft Strategic Plan for Refinement

b. June 15, 2026; Moose Hill Council Chambers; 7 p.m.

- **Public Hearing:** Receive public input, discuss, and act upon the proposed revision to the Municipal Code, repealing Chapters I & II of Title V, and adopting Chapter 4 Administrative Departments
- **Public Hearing:** Receive public input, discuss, and act upon the proposed revision to the Municipal Code, repealing Chapter III of Title V, and adopting Chapter 10 Boards, Committees, and Commissions
- **Public Hearing:** Receive public input, discuss and act upon the Water Special Assessment District
- **Public Hearing:** Receive public input, discuss, and act upon approving the 2027-2029 Strategic Plan.
- Discuss the request from a resident, sponsored by Councilor Bouchard to develop a policy for communication with legal counsel.
- Discuss and schedule a public hearing for July 6, 2026 to adopt TC-100 Cash Management and Investment Policy
- Discuss and schedule a public hearing for July 6, 2026 regarding a revision to the Municipal Code, by adopting Chapter 15 Fees

In addition to the items listed on the agenda the Town Council may consider other matters not on the posted agenda and may enter a



*non-public session or convene in a non-meeting in accordance with RSA 91-A if the need arises.
most recent Town Council agenda online.*

View the



BUDGET COMMITTEE

Open Positions:

One (1) Interim Position (exp. 3/9/27)

Applicants:

- Isaac Fernandez
- Kevin Koehler

Appointments:

Interim Member (exp 3/9/27): _____

Print

2026 Town of Londonderry Board Talent Bank Form (April Openings) - Submission #669

Date Submitted: 4/24/2026

Thank you for your interest in joining a Town of Londonderry volunteer board.
Please fill out this webform in its entirety. All applications are due no later than **Friday, May 8, 2026.**

Applicants for Southern New Hampshire Planning Commission (SNHPC) should be prepared to attend an upcoming Planning Board meeting (held on the first and second Wednesdays of the month at 7 p.m. in the Moose Hill Council Chambers at Town Hall) to interview. Applicants for all other positions should be prepared to attend the Town Council meeting on **Monday, May 18, 2026 at 7 p.m.** for an interview. Town Council meetings are held in the Moose Hill Council Chambers at the Londonderry Town Hall, 268B Mammoth Road, Londonderry.

SNHPC terms begin July 1, 2026. All other terms begin immediately upon appointment and taking the oath of office.

If you have questions about this application or the process, please reach out to [Administrative Services Director Kirsten Hildonen](#) (603-432-1100 ext. 153).

Acknowledgement*

I have read and understood the above information.

Contact Information

Name*

Isaac Fernandez

Email Address*

Address*

Phone Number*

Availability

Many of the committees / boards / commissions meet one to two times per month and may meet more often during certain projects or busy seasons. Most meetings are in the evening.

Please check below the time you have available for meetings and indicate any limitations you have on your time commitment.

Please indicate your availability:*

- One meeting per month Two meetings per month Three or more meetings per month

Please indicate any restrictions on your time, if any.

Background

Areas of Interest or Education*

Bachelors of science in business finance with a minor in economics from the University of Maine
Masters in business administration with a concentration in finance from University of Connecticut

Skills and Experience*

I have 10 years experience working in private equity. I have underwritten dozens of private equity funds, drilling into the details of investments. I am skilled at manipulating data in excel and understanding what it is saying.

I also have 15 years of sales experience. I have knocked on thousands of doors and cold called just as many people. The intersection of finance and people is an area I can bring considerable value.

I understand it is important that volunteers are able to meet the time commitments of their roles. I have filled many volunteer roles over the years including being a big brother for BBBS which was a 10 year commitment and took significant time. I will invest the time needed to get up to speed and fulfill the role.

Boards / Commissions / Committee Openings

The following Boards / Commissions / Committees have openings. Please click on the name of the Board to learn more about it.

Full members are voting members of the Board. Alternates may be appointed by the Chair to vote at a meeting in the absence of a full member. Other than voting, alternates have all the same privileges and duties of full members of a Board.

DUE MAY 9: <ul style="list-style-type: none">• Budget Committee• Heritage Commission• Southern New Hampshire Planning Commission	OPEN UNTIL FILLED: <ul style="list-style-type: none">• Pettengill Road TIF Advisory Board• Beautify Londonderry• Old Home Day Committee Board of Directors• Old Home Day Committee Volunteers
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Please check ALL of the following that are of interest to you:*

- | | |
|--|---|
| <input checked="" type="checkbox"/> Budget Committee - Full Member (interim), expires March 2027 | <input type="checkbox"/> Beautify Londonderry - Alternate, Ad Hoc |
| <input type="checkbox"/> Heritage Commission - Alternate, One-Year Term | <input type="checkbox"/> Old Home Day Committee - Director, Two-Year Term |
| <input type="checkbox"/> SNHPC - Full Member, Four-Year Term | <input type="checkbox"/> Old Home Day Committee - Volunteer, Ad Hoc |
| <input type="checkbox"/> SNHPC - Alternate, One-Year Term | <input type="checkbox"/> Pettengill Road TIF Advisory Board - Full Member |

If you selected more than one board, please indicate your order of preference below:

Conflict of Interest

Please provide your current employer and title.*

N/A

Do you currently serve on any other Town or School board or committee?*

- Yes
- No

Which one(s)?*

Print

2026 Town of Londonderry Board Talent Bank Form (April Openings) - Submission #686

Date Submitted: 5/8/2026

Thank you for your interest in joining a Town of Londonderry volunteer board.
Please fill out this webform in its entirety. All applications are due no later than *Friday, May 8, 2026*.

Applicants for Southern New Hampshire Planning Commission (SNHPC) should be prepared to attend an upcoming Planning Board meeting (held on the first and second Wednesdays of the month at 7 p.m. in the Moose Hill Council Chambers at Town Hall) to interview. Applicants for all other positions should be prepared to attend the Town Council meeting on **Monday, May 18, 2026 at 7 p.m.** for an interview. Town Council meetings are held in the Moose Hill Council Chambers at the Londonderry Town Hall, 268B Mammoth Road, Londonderry.

SNHPC terms begin July 1, 2026. All other terms begin immediately upon appointment and taking the oath of office.

If you have questions about this application or the process, please reach out to [Administrative Services Director Kirsten Hildonen](#) (603-432-1100 ext. 153).

Acknowledgement*

I have read and understood the above information.

Contact Information

Name*

KEVIN KOEHLER

Email Address*

Address*

Phone Number*

Availability

Many of the committees / boards / commissions meet one to two times per month and may meet more often during certain projects or busy seasons. Most meetings are in the evening.

Please check below the time you have available for meetings and indicate any limitations you have on your time commitment.

Please indicate your availability:*

One meeting per month Two meetings per month Three or more meetings per month

Please indicate any restrictions on your time, if any.

WEEKDAY MORNINGS & AFTERNOONS CAN BE DIFFICULT

Background

Areas of Interest or Education*

Bachelor's of Science

20 yrs experience bidding commercial construction, working w/ subcontractors & general contractors keeping projects in budget & tracking cost.

Skills and Experience*

VP of Sales for commercial steel fabrication company proficient in excel spreadsheets & budgeting projects.

Boards / Commissions / Committee Openings

The following Boards / Commissions / Committees have openings. Please click on the name of the Board to learn more about it.

Full members are voting members of the Board. Alternates may be appointed by the Chair to vote at a meeting in the absence of a full member. Other than voting, alternates have all the same privileges and duties of full members of a Board.

<p>DUE MAY 9:</p> <ul style="list-style-type: none">• Budget Committee• Heritage Commission• Southern New Hampshire Planning Commission	<p>OPEN UNTIL FILLED:</p> <ul style="list-style-type: none">• Pettengill Road TIF Advisory Board• Beautify Londonderry• Old Home Day Committee Board of Directors• Old Home Day Committee Volunteers
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Please check ALL of the following that are of interest to you:*

- | | |
|--|--|
| <input checked="" type="checkbox"/> Budget Committee - Full Member (interim), expires March 2027 | <input checked="" type="checkbox"/> Beautify Londonderry - Alternate, Ad Hoc |
| <input type="checkbox"/> Heritage Commission - Alternate, One-Year Term | <input type="checkbox"/> Old Home Day Committee - Director, Two-Year Term |
| <input type="checkbox"/> SNHPC - Full Member, Four-Year Term | <input type="checkbox"/> Old Home Day Committee - Volunteer, Ad Hoc |
| <input type="checkbox"/> SNHPC - Alternate, One-Year Term | <input type="checkbox"/> Pettengill Road TIF Advisory Board - Full Member |

If you selected more than one board, please indicate your order of preference below:

BUDGET COMMITTEE, BEAUTIFY LONDONDERRY

Conflict of Interest

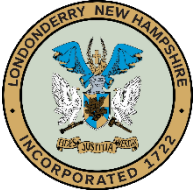
Please provide your current employer and title.*

NEW HAMPSHIRE STEEL FABRICATORS LLC/ VICE PRESIDENT OF ESTIMATING

Do you currently serve on any other Town or School board or committee?*

- Yes
 No

Which one(s)?*



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

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026

Submitted By: Kellie Caron, DTM

Department: Planning & Economic Development

Contact Information: kcaron@londonderrynh.gov

Estimated Discussion Time: 5 minutes

Agenda Item Number: TC OFFICE USE

Agenda Item Title: Appointments to the 2028-2033 Capital Improvements Program (CIP) Committee

Background and Purpose: In accordance with Section 5.5 of the Town Charter and RSA 674:5, the Town Council is required to appoint members to the Capital Improvements Program (CIP) Committee. The Committee is responsible for preparing and submitting a proposed Capital Improvements Plan to the Planning Board for review, public hearing, and adoption prior to forwarding recommendations to the Town Council and School Board.

Per the Town Charter, the CIP Committee is comprised of one (1) member of the Town Council, one (1) member of the School Board, one (1) member of the Budget Committee, and two (2) members of the Planning Board.

The following individuals have been recommended for appointment to the 2028-2033 CIP Committee:

- Town Council Representative – Deb Paul
- School Board Representative – Kevin Gray
- Budget Committee Representative – Kate Burbidge
- Planning Board Representatives – Jeff Penta & Giovanni Verani

Action: Appoint the recommended representatives to the 2028-2033 Capital Improvements Program Committee.

Proposed Motion: *MOVED, that the Londonderry Town Council hereby appoint the recommended representatives to serve on the 2028-2033 Capital Improvements Program (CIP) Committee as presented.*

Attachments: none



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

Meeting Date: 5/18/2026
Submitted By: Kirsten Hildonen
Department: Town Manager's Office

Contact Information: khildonen@londonderrynh.gov
Estimated Discussion Time: 3 minutes
TC OFFICE USE

Agenda Item Title: Appointment of Planning Board's Nominees to the Southern New Hampshire Planning Commission

Background and Purpose: Pursuant to NH RSA 36:46, members of regional planning commissions are nominated by a municipality's Planning Board and then appointed by the municipal officers. Appointees serve for a term of four (4) years. The Planning Board has nominated Arthur Rugg and Deb Lievens to be reappointed to the Southern New Hampshire Planning Commission for a term beginning on July 1, 2026 and ending on June 30, 2030. The recommendation was made at the May 6, 2026 Planning Board meeting and passed with a vote of 7-0-0.

Action: Appoint Arthur Rugg and Deb Lievens to the Southern New Hampshire Planning Commission.

Proposed Motion: *Moved, that the Londonderry Town Council hereby reappoints Arthur Rugg and Deb Lievens to the Southern Hampshire Planning Commission for a four-year term beginning on July 1, 2026.*

Attachments: n/a

From: Steven Bickford <sbickford@tolboards.org>

Sent: Sunday, May 3, 2026 5:19 PM

To: Jake Butler <jwbutler@tolboards.org>

Subject: Stepping down

Hi Jake,

Before I get to the point, I wanted to tell you how much I admire you and what you bring to the board. It's clear you love this town and its people. Watching you make decisions based off what was best for a town and not a personal relationship was nice to see.

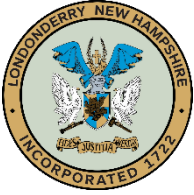
I've taken on a promotion at work at the same time [REDACTED] My wife (Chikita) will be taking summer off to [REDACTED] and that means I'll be working 12 hr days until [REDACTED]

I hate giving up on something I signed on to do but I'm in a position where I can't give it the attention it deserves.

Thank you from the bottom of my heart for your unwavering dedication to this town. As an outsider it was nice to witness firsthand.

Steven Bickford

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

Meeting Date: 5/18/2026

Submitted By: Kellie Caron, DTM

Department: Planning & Economic Development

Contact Information: kcaron@londonderrynh.gov

Estimated Discussion Time: 20-30 minutes

Agenda Item Number: TC OFFICE USE

Agenda Item Title: Public Hearing: Zoning Ordinance Amendment – Planned Unit Development Ordinance LZO Section 5.2

Background and Purpose: On July 7, 2025, the Town Council directed the Town Manager to prepare amendments to Section 5.2 of the Londonderry Zoning Ordinance (Planned Unit Development).

In response to this directive, staff completed a comprehensive review of the PUD ordinance using American Planning Association (APA) guidance, New Hampshire statutory authority (RSA 674:21), and comparable ordinances from peer communities.

The proposed amendments modernize the Town's PUD framework and incorporate contemporary best practices in land use regulation. Key updates include:

- Clarification of the purpose and objectives to support housing diversity, mixed-use development, infrastructure efficiency, environmental protection, and economic vitality
- Updated definitions consistent with current planning standards
- A structured review process including pre-application consultation, conceptual review, and enhanced public participation
- Comprehensive PUD Master Plan submission requirements with measurable development standards
- Clear eligibility criteria and permitted uses, including support for appropriate mixed-use development
- Establishment of a density bonus framework tied to public benefits such as affordable housing, open space preservation, and infrastructure improvements
- Expanded Planning Board review criteria, including fiscal impacts, infrastructure capacity, and preservation of natural and cultural resources
- Clarification of ordinance interpretation and application, including designation of the PUD Master Plan as the controlling document and establishment of fee authority

The Planning Board has reviewed the amendments through three work sessions and a public hearing in accordance with LZO Section 8.6 and applicable NHRSA. The Planning Board voted on March 23, 2026, following a public hearing, to recommend the ordinance to the Town Council for their review and adoption.

Action: Hold a public hearing regarding the proposed amendment,

Proposed Motion: *MOVED that the Londonderry Town Council adopt Ordinance 2026-06, amendments to the Londonderry Zoning Ordinance Section 5.2 Planned Unit Development Ordinance.*

Attachments: 10/8/25 Summary Memo; Draft PUD Ordinance; Current PUD Ordinance Section LZO 5.2; 03/23/26 Planning Board Minutes; Ordinance 2026-06

Town of Londonderry, New Hampshire



Planning & Economic Development Department
268B Mammoth Road
Town Hall – 2nd Floor

603-432-1100
603-432-1128

www.londonderrynh.org

Planning – Zoning – Economic Development – Conservation

MEMORANDUM

TO: Planning Board

FROM: Kellie Caron, Deputy Town Manager & Director of Economic Development

DATE: October 8, 2025

RE: Summary of Amendments – LZO Section 5.2 Planned Unit Development (PUD)

Background

On **July 7, 2025**, the Town Council adopted the following motion:

Motion 2: Direct Town Manager to Draft Amendments

I move that the Town Council direct the Town Manager to prepare draft amendments to the Planned Unit Development ordinance and proceed in accordance with the process outlined in Section 8.6 of the Londonderry Zoning Ordinance. The proposed amendments should address the following: Clarify the purpose and objectives of the ordinance to support housing diversity, infrastructure efficiency, and environmental protection; Amend the review process to include enhanced public participation through multiple public meetings and hearings; Establish clear, measurable development standards for open space, affordable housing, mixed-use development, and environmental protections; and Strengthen the criteria and justification required for any modifications or waivers to ordinance standards.

Pursuant to this directive, staff conducted a comprehensive review of Section 5.2 (Planned Unit Development) using **APA (American Planning Association) guidance, New Hampshire statutory authority (RSA 674:21), and ordinances from peer New Hampshire municipalities.** The attached amended draft reflects both the Council's directive and contemporary best practices in land use regulation.

Summary of Changes

The amended ordinance includes the following substantive updates:

1. Purpose & Objectives (Sec. 5.2.2)

- Clarifies PUD objectives consistent with the Council's July 2025 motion.
- Expands focus on **housing diversity, mixed-use opportunities, infrastructure efficiency, environmental protection, and economic vitality.**

2. Definitions (Sec. 5.2.3)

- Revised to align with APA and NH community standards.
- Clarifies key terms including **Planned Unit Development, Density Bonus, and Open Space.**

3. Administration & Review Process (Sec. 5.2.4)

- Incorporates **pre-application consultations, conceptual Planning Board discussions, and community input sessions.**
- Requires structured public hearings and written findings.
- Implements Council directive for **enhanced public participation.**

4. PUD Master Plan & Submission Requirements (Secs. 5.2.5 & 5.2.9)

- Requires comprehensive **Master Plan submission** supported by a **checklist adopted by the Planning Board.**
- Establishes measurable standards for **land use, density, open space, housing, and environmental protections.**

5. Eligibility & Permitted Uses (Secs. 5.2.6 & 5.2.7)

- Establishes tract size thresholds
- Clarifies permitted/prohibited uses and expressly support **mixed-use development** where appropriate.

6. Standards of Development (Sec. 5.2.8)

- Introduces a **Density Bonus Framework** (up to 25% above baseline) linked to community benefits: affordable housing, open space preservation, sustainable design, public amenities, and mixed-use integration.
- Adds measurable criteria for building height, parking, setbacks, and buffers.
- Requires covenants and easements to be recorded with municipal enforcement provisions.

7. **Planning Board Review Criteria (Sec. 5.2.8)**

- Expands evaluation to include fiscal impacts, infrastructure adequacy, preservation of natural and cultural resources, and public benefits.
- Strengthens standards for **harmonious mix of uses** and **sustainable design**.

8. **Interpretation, Application, and Fees (Secs. 5.2.10–5.2.12)**

- Clarifies the **PUD Master Plan as the controlling document**.
- Establishes fee-setting authority under the **Town Council Land Use Fee Schedule**.

References Used

- **Town Council Motion 2, July 2025** – directing amendments to Section 5.2.
- **APA Planning Advisory Service Reports:**
 - PAS Report 545, *The Principles of Planned Unit Development* (APA, 2006).
 - PAS Report 556, *Innovative Tools for Zoning and Subdivision* (APA, 2007).
 - PAS QuickNotes No. 12, *Planned Unit Developments*.
- **New Hampshire Statutes:**
 - RSA 674:21, *Innovative Land Use Controls*.
 - RSA 676:4, *Planning Board Procedures on Subdivision and Site Plans*.
 - RSA 677:15, *Appeals of Planning Board Decisions*.
- **Municipal Ordinances Reviewed:** Amherst, Bedford, Durham, Exeter, NH.

Conclusion & Next Steps

The revised Planned Unit Development (PUD) ordinance implements the Town Council's July 2025 directive, incorporates APA best practices, and strengthens Londonderry's regulatory framework for innovative, mixed-use, and sustainable development.

The Planning Board's task is to review the draft, provide feedback, and participate in work sessions to refine the language prior to public hearing and Town Council consideration.

Tentative Timeline

Planning Board (PB)

- October 8, 2025 – Introduction & Work Session: Presentation of initial amendments; Board discussion and feedback.
- November 12, 2025 – Work Session: Incorporation of revisions based on October session; further refinement.
- December 2025 (Date TBD) – Public Hearing: Formal public hearing on the proposed amendments, consistent with the Londonderry Zoning Ordinance.

Town Council (TC)

- January 5, 2026 – First Reading: Council consideration of Planning Board recommendations following work sessions and hearing.
- January 19, 2026 – Public Hearing & Adoption: Final Council review and vote on ordinance amendments.

Section 5.2 – Planned Unit Development (PUD)

5.2.1 Authority

This Section is enacted pursuant to RSA 674:21, Innovative Land Use Controls, which provides statutory authority for the Town of Londonderry to adopt and administer a Planned Unit Development (PUD) ordinance.

5.2.2 Purpose & Objectives

A. A Planned Unit Development (PUD) allows a landowner to propose a development project with flexibility from the standard land use regulations that would otherwise apply to the property. A PUD Master Plan functions similarly to a special zoning designation for a specific tract of land, establishing permitted uses, dimensional requirements, and development standards. (Note: In this ordinance, all references to a “Master Plan” mean the PUD Master Plan, unless specifically stated as the Town of Londonderry Master Plan.)

B. The purpose of this ordinance is to encourage innovative, high-quality development that provides a balanced mix of housing types, preserves open space and environmental resources, and promotes efficient land use and infrastructure investment. The PUD process is intended to:

1. Foster creative design that enhances community character and livability.
2. Support housing opportunities that meet the needs of a diverse population.
3. Ensure coordinated development that integrates with the Town’s long-range planning goals.
4. Provide flexibility from conventional zoning standards where such flexibility results in a higher-quality, more sustainable outcome.

PUDs are intended to offer flexibility from conventional zoning standards only when such flexibility yields higher-quality, sustainable land use, and measurable community benefit, and where the development demonstrates clear consistency with Londonderry’s Comprehensive Master Plan.

C. The objectives of this Planned Unit Development ordinance are as follows:

1. **Housing Diversity.** To encourage a variety of housing types, including single-family, multi-family, affordable, and workforce housing, in accordance with state law and the Town’s Comprehensive Master Plan.
2. **Mixed-Use Development.** To provide opportunities for the integration of residential, commercial, civic, and recreational uses in cohesive, walkable neighborhoods.
3. **Sustainable Land Use.** To promote compact development patterns that make efficient use of land and infrastructure, minimize sprawl, and preserve open space, agricultural land, natural resources, and environmentally sensitive areas.

4. **Quality and Transparency.** To establish clear, predictable, and measurable development standards, and to ensure transparency and accountability in the review process through meaningful public participation.
5. **Economic Vitality.** To support the Town’s long-term fiscal stability by encouraging development patterns that broaden the tax base, foster local business opportunities, and contribute to sustainable economic growth.

5.2.3 Definitions

Planned Unit Development (PUD): A form of development, generally under unified ownership or control, that permits flexibility in the application of conventional zoning and subdivision standards in order to encourage innovative design, a mix of land uses, efficient infrastructure, and the preservation of open space, consistent with the purposes and objectives of this ordinance.

Density Bonus: An allowance for additional dwelling units or floor area above the maximum otherwise permitted by the underlying zoning district, granted by the Planning Board upon a finding that the development provides specified community benefits, such as affordable housing, enhanced open space, environmental protection, or community amenities.

Open Space: Land within a PUD that is permanently set aside and legally protected for conservation, recreation, agriculture, or similar purposes. Open space shall not be occupied by residential, commercial, or industrial structures, but may include accessory facilities for recreation, stormwater management, or utilities that are compatible with the open space purpose.

Public Amenities and Public Infrastructure Improvements: Facilities, improvements, or investments provided as part of a Planned Unit Development that are accessible to and benefit the general public, and that exceed what would otherwise be required under conventional zoning or site plan regulations. Public amenities and infrastructure improvements may be on-site or off-site, provided there is a clear and direct relationship to the impacts of the development.

Community Benefit: A measurable, tangible improvement or contribution provided as part of a Planned Unit Development that serves the public interest, addresses impacts created by the development, and provides value beyond what would otherwise be required under conventional zoning, site plan, or subdivision regulations.

5.2.4 Administration and Review Process

The process for reviewing and administering a Planned Unit Development (PUD) shall be as follows:

A. Pre-Application Consultation.

1. Due to the complexity of PUDs, applicants are strongly encouraged to meet with the Planning & Economic Development Department staff prior to preparing a formal

application to discuss the concept, applicable regulations, and submission requirements.

2. Applicants are further required to hold a conceptual consultation with the Planning Board in accordance with RSA 676:4, II(a), to receive non-binding feedback on the general concept, density, mix of uses, and consistency with Town objectives.
3. The Planning Board may also request that the applicant hold an informational community input session to solicit early feedback from residents and abutters prior to submitting a formal application.

B. Formal Application.

1. A PUD application (referred to as the PUD Master Plan) and checklist shall be submitted in accordance with the requirements of this ordinance and the Planning Board's regulations.
2. The PUD Master Plan shall include proposed land uses, density, circulation, open space, utilities, phasing (including the sequencing of residential and non-residential development), and any requested modifications or waivers from zoning, site plan, or subdivision standards.

C. Public Hearing and Completeness Review.

1. The Planning Board shall hold at least one public hearing on the PUD Master Plan, properly noticed in accordance with RSA 676:4.
2. At the public hearing, the Board shall determine whether the application is complete. Upon a finding of completeness, the statutory review period under RSA 676:4 shall begin.

D. Planning Board Review and Action.

1. The Planning Board may conduct **work sessions or additional hearings** as necessary to evaluate the proposal, including referral to third-party peer review for technical matters (traffic, fiscal, utilities, environmental impacts, etc.).
2. The Planning Board shall approve, approve with conditions, or deny the PUD Master Plan within statutory deadlines.
3. In rendering its decision, the Planning Board shall make specific written findings regarding:
 - a. Consistency with the purpose and objectives of this ordinance;
 - b. Compliance with the Town's Master Plan;
 - c. Adequacy of open space, infrastructure, and environmental protections; and
 - d. Justification for any modifications or waivers granted including documentation of any substantial community benefit relied upon to approve flexibility or density bonuses.

E. Appeals.

Any appeal of a Planning Board decision on a PUD application shall proceed in accordance with RSA 677:15.

F. Recordation.

1. The Planning & Economic Development Department shall maintain a permanent record of all approved PUD Master Plans.
2. Each approved PUD shall be identified on the Official Zoning Map as an overlay, labeled sequentially as PUD-1, PUD-2, etc.

G. Subsequent Approvals.

1. Following approval of a PUD Master Plan, the applicant shall submit **site plan and/or subdivision applications** for specific phases or components of the project.
2. In the event of a conflict between the approved Master Plan and the Subdivision or Site Plan Regulations, the terms of the approved Master Plan shall control.

H. Compliance and Expiration.

1. All development shall be consistent with the approved Master Plan as determined by the Planning Board.
2. The PUD Master Plan shall include a phasing plan that clearly identifies the sequence of residential and non-residential development. Unless otherwise approved by the Planning Board based on specific findings, a substantial portion of the approved commercial component shall reach “active and substantial development” prior to the start of the residential development.
3. For purposes of this Section, “active and substantial development” shall have the meaning established in the Londonderry Site Plan Regulations (currently defined to include, at a minimum:
 - i. Construction and/or installation of basic infrastructure to support the development, including foundation walls and footings for proposed buildings; roadways, accessways, and parking lots to at least a gravel base; and utilities placed in underground conduit ready for connection to proposed buildings/structures;
 - ii. Construction and completion of drainage improvements to service the development, including detention/retention basins, treatment swales, pipes, underdrains, catch basins, and related improvements;
 - iii. Installation and maintenance of all erosion control measures specified on the approved plans; and
 - iv. Review and approval of items i-iii by the Department of Public Works and Engineering or its designee), consistent with RSA 674:39.
4. If active and substantial development has not begun within **two (2) years** of approval, or within another timeframe specified in the approval, the PUD approval shall expire and the underlying zoning shall control.
5. Extensions may be granted by the Planning Board for good cause shown.

I. Amendments and Extinguishment.

1. Amendments to an approved PUD shall follow the same review and hearing process as the original approval.
2. A landowner may extinguish a PUD by notifying the Planning Board in writing of the intent not to develop under the approved PUD.

5.2.5 PUD Master Plan

- A. In preparing a Planned Unit Development (PUD) Master Plan, applicants may request flexibility from certain dimensional and design standards otherwise required by the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations, pursuant to the Town's authority under RSA 674:21 (Innovative Land Use Controls). Such flexibility may include, but is not limited to, permitted land uses, density, setbacks, buffers, building height, lot size and dimensions, parking, and other site design elements. Flexibility shall only be granted where the proposed plan demonstrates compliance with the purposes and objectives of this ordinance and results in equal or greater community benefit than would be achieved under conventional development standards.
- B. The PUD Master Plan shall consist of all documents, plans, and materials submitted by the applicant that collectively describe the proposed development. At minimum, submissions shall include those items outlined in the *PUD Master Plan Submission Checklist* adopted by the Planning Board, which includes but is not limited to:
1. A land use plan, including maps and drawings.
 2. A land use summary table identifying acreage, proposed uses, densities, and development standards.
 3. A completed PUD application form.
 4. A written narrative describing the overall development concept, consistency with the Town's Master Plan, and justification for requested flexibility and any proposed density bonuses, including demonstration of substantial community benefit where applicable.
 5. Architectural, landscape, and site design guidelines, where applicable.
 6. A proposed phasing plan, including the timing of infrastructure and public amenities.
 7. Any additional development guidelines, conditions, or requirements imposed or accepted by the Planning Board as part of its approval.
- C. The land use plan shall clearly delineate one or more land use areas within the PUD. For each area, the accompanying land use summary shall specify approximate acreage, proposed uses, density, and any special development standards applicable to that area.

D. PUD Master Plan Submission Checklist.

The Planning Board shall adopt and maintain a *PUD Master Plan Submission Checklist* that sets forth the detailed submittal requirements for PUD applications. The checklist shall include, at a minimum, the items specified in subsection B above and may be updated periodically by the Planning Board to reflect changes in best practices, state law, or local needs. Use of the checklist shall be mandatory for all applicants, and no application shall be deemed complete until the requirements of the checklist are satisfied to the satisfaction of the Planning Board.

5.2.6 Basic Eligibility Requirements

The following criteria shall apply to all Planned Unit Developments (PUDs):

A. Location.

PUDs may be proposed in any zoning district, subject to the purposes and objectives of this ordinance, provided they comply with the review standards set forth herein.

B. Tract Size.

The minimum tract size for a Planned Unit Development (PUD) shall be one hundred (100) contiguous acres. Parcels separated by a road, right-of-way, utility corridor, waterway, or similar feature shall be considered contiguous unless the Planning Board determines the separation prevents the tract from functioning as a unified PUD.

Previously developed land may be included within a PUD only where the PUD Master Plan proposes substantial redevelopment that improves aesthetics, architectural design, connectivity, and overall site integration, resulting in a cohesive and unified development consistent with the purposes of this ordinance.

C. Ownership.

“All Planned Unit Developments (PUDs) shall be subject to a binding development agreement requiring compliance with the approved PUD Master Plan. The PUD may be under unified ownership or multiple ownership at the time of application; however, all property owners shall be parties to the development agreement. Following approval, parcels may be subdivided or transferred, provided the overall PUD remains consistent with the approved Master Plan.”

D. Utilities.

All PUDs shall be served by public water and public sewer systems. Service shall be determined to be reasonably consistent with the Town's Sewer Facilities Master Plan, as determined by the Planning Board.

5.2.7 Permitted Uses

A. General Rule.

Uses permitted within a PUD shall be those specifically approved by the Planning Board as part of the PUD Master Plan. No use shall be permitted unless expressly authorized through the master plan approval process.

B. Eligible Uses.

1. Any use listed as permitted, special exception, or conditional use in the underlying zoning district may be proposed within a PUD.
2. In addition, mixed uses — including residential, commercial, civic, and recreational uses — may be combined within a PUD where consistent with the purposes of this ordinance and the Town's Master Plan.

C. Prohibited Uses.

1. Uses prohibited in the underlying zoning district remain prohibited in a PUD, unless specifically authorized as part of the PUD ordinance.
2. Residential uses shall not be permitted within a PUD located in the Gateway Business District.

D. Planning Board Discretion.

The Planning Board may approve, conditionally approve, or deny proposed uses based on consistency with the objectives of this ordinance, the Town's Master Plan, and the design standards set forth in Section 5.2.

5.2.8 Standards of Development

The following standards shall apply to all Planned Unit Developments (PUDs):

A. Parking and Loading.

1. Off-street parking and loading shall generally comply with Section 3.09 of the Site Plan Regulations for each proposed use.
2. The Planning Board may approve shared parking, reduced ratios, or other flexible arrangements where supported by a parking analysis, provided such waivers remain consistent with the design, purposes, and objectives of the PUD.

B. Building Height.

1. Except for non-occupiable structures (e.g., chimneys, water towers, steeples), no building shall exceed 50 feet in height unless otherwise authorized by the Planning Board through the Master Plan process.

2. All structures shall also comply with Federal Aviation Administration (FAA) requirements and the limitations of the Airport Approach Height Overlay (Section 3.7.4).

C. Residential Density.

1. The maximum residential density for a PUD shall be six (6) dwelling units per gross acre, except where density bonuses are approved in accordance with Section 5.2.7.C.3 (Density Bonuses). The Planning Board may grant such bonuses where the applicant demonstrates provision of significant community benefits, as defined in the density bonus table. In no case shall the total density exceed 25% above the baseline density. In reviewing proposed densities, the Planning Board shall evaluate:
 - a. The amount of buildable land (exclusive of wetlands, steep slopes, and other constrained areas).
 - b. The adequacy of public water and sewer to serve the proposed development.
 - c. Compatibility of the proposed residential density with adjoining land uses and the Town's Comprehensive Master Plan.
2. Non-residential uses may be located in a flexible pattern provided they are compatible with residential components and contribute to the overall design and objectives of the PUD.
3. Density Bonus Framework for PUDs
 - a. Baseline Density: Maximum of 6 dwelling units per gross acre (unless otherwise specified in the underlying zoning).
 - b. Eligible Density Bonuses:

The Planning Board may grant additional density, up to a maximum of 25% above baseline, where the applicant demonstrates substantial community benefit in one or more of the following categories:

Community Benefit	Bonus Allowed	Criteria / Standards
Affordable	+10–15%	At least 15% of total units deed-restricted for households earning ≤80% AMI; minimum 30-year affordability period.
Open Space & Environmental Protection	+5–10%	Preservation of ≥50% of tract as permanent open space, with enhanced protection of wetlands, floodplains, or wildlife corridors beyond ordinance minimum.
Sustainability / Green Building	+5%	Certification under LEED, Passive House, or equivalent green building program; significant stormwater management improvements.
Mixed-Use Integration	+5–10%	Inclusion of commercial, civic, or institutional uses that create a walkable, integrated environment consistent with the Master Plan.

Cap on Density Increases:

No PUD shall exceed 25% above baseline density (i.e., maximum of 7.5 dwelling units per acre where baseline is 6 du/acre), unless specifically authorized by the Planning Board after public hearing.

D. Compliance with Other Regulations.

1. Unless waived or modified as part of the PUD Master Plan approval, all PUDs shall comply with applicable provisions of the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations.
2. All PUDs must comply with applicable local, state, and federal requirements relating to public health and safety, building codes, stormwater, and environmental protection. These requirements shall not be waived.

E. Setbacks and Buffers.

1. All roads and principal structures shall be set back a minimum of fifty (50) feet from the external boundaries of a PUD tract where it abuts existing residential uses, unless a reduced setback is approved by the Planning Board to facilitate access or integration of compatible uses.
2. Landscaping, open space, and screening shall be used to provide a reasonable buffer between the PUD and adjoining properties, except where adjoining uses are compatible or integration is desirable.

F. Covenants, Restrictions, and Easements.

1. Any proposed covenants, restrictions, or easements shall be reviewed and approved by the Planning Board prior to recording.
2. All such documents shall provide for enforcement by the Town, at its option and at the developer's expense, under appropriate circumstances.
3. Covenants, restrictions, and easements shall be recorded with the Rockingham County Registry of Deeds.

G. Phasing and Substantial Completion.

1. The PUD Master Plan shall identify phases, including the timing and triggers for residential, commercial, civic, and infrastructure components.
2. The Planning Board may require, as a condition of approval, that certain public infrastructure and/or a defined portion of the commercial component reach active and substantial development or substantial completion (as defined in the Site Plan Regulations and applied under RSA 674:39) before commencement of specified non-residential phases, to ensure that infrastructure and community benefit keep pace with development.

5.2.9 Planning Board Review Criteria

The following criteria shall guide the Planning Board in determining appropriate land uses, densities, and development standards for any PUD. Final determination of whether a proposal meets the purposes and objectives of this ordinance rests with the Planning Board in its reasonable discretion.

A. General Considerations.

In reviewing a PUD application, the Planning Board shall consider:

1. Compliance with the provisions of the Londonderry Zoning Ordinance, Site Plan Regulations, Subdivision Regulations, and all applicable state and federal laws, unless such provisions are expressly waived or modified through PUD approval.
2. Consistency with the Londonderry Master Plan and related plans or studies formally adopted by the Town.
3. Conformance with the purposes and objectives of this Section.
4. Adequacy of public infrastructure and services to accommodate the proposed development, including water, sewer, roads, drainage, emergency services, and schools.
5. Fiscal and economic impacts of the PUD on the Town, including both municipal revenues and costs of services.
6. The extent to which the proposal provides substantial community benefit, including but not limited to public infrastructure, amenities, and housing that would not reasonably be expected under conventional development.

B. Specific Objectives.

Every PUD shall incorporate a combination of the following elements, which distinguish it from conventional zoning and justify departures from otherwise applicable standards:

1. Harmonious Mix of Uses. A PUD shall provide a compatible and integrated mix of residential, commercial, civic, and/or recreational uses, designed in a manner that:
 - a. Creates walkable, connected neighborhoods or districts;
 - b. Provides daily services, amenities, or employment opportunities in proximity to housing;

- c. Ensures transitions in building scale, intensity, and design to minimize conflicts between differing land uses;
 - d. Balances private development with public spaces and community benefits; and
 - e. Supports the goals of the Londonderry Master Plan for mixed-use centers and sustainable growth.
2. High-quality architectural and site design, with placement of structures that respects natural topography, soils, vegetation, slopes, and drainage patterns.
3. Preservation of meaningful open space and natural resources, including wetlands, wildlife corridors, agricultural land, and scenic viewsheds.
4. Protection of cultural and historic resources, including stone walls, farmsteads, and archaeological features.
5. Provision of active and passive recreational opportunities integrated into the development.
6. Attractive and functional landscaping, pedestrian amenities, and integration of sidewalks, bikeways, and multi-use paths.
7. Transportation improvements, including traffic mitigation, traffic calming, or transportation demand management measures to reduce reliance on single-occupancy vehicles.
8. Design strategies that minimize the visual impact of parking, such as rear-lot placement, structured parking, or significant landscaping and screening.
9. Incorporation of sustainable development practices, including energy efficiency, renewable energy systems, low-impact stormwater management, and green building design.
10. Provision of additional community benefits, such as civic space, childcare facilities, community centers, or other amenities accessible to the public.
11. Demonstrated substantial community benefit in the provision of public infrastructure and amenities, including but not limited to civic space, trails, transit facilities, or off-site infrastructure improvements that provide a clear, quantifiable benefit to the community beyond that required solely to serve the development.

5.2.10 Submission Requirements

A. General.

An application for a Planned Unit Development shall include a complete PUD Master Plan Submission Package, prepared in accordance with the requirements of this Section and the PUD Master Plan Checklist maintained by the Planning and Economic Development Department. The format, number, and method of submission shall be determined by the Department.

B. Required Materials.

The submission package shall include, at a minimum:

1. Completed PUD application form and application fee.

2. Abutters list prepared in accordance with RSA 676:4(I)(d) and Town of Londonderry ordinances.
3. Narrative statement describing:
 - a. The purpose of the PUD;
 - b. How the proposal advances the objectives of Section 5.2;
 - c. Anticipated community benefits and community impacts.
4. Proposed PUD Master Land Use Plan, including maps, plans, and supporting schedules.
5. Development phasing schedule, bonding/security provisions, and anticipated build-out timeline.
6. Proposed covenants, restrictions, easements, and ownership/management arrangements for common areas.

C. Required Information.

The PUD Master Plan shall include sufficient information to enable the Planning Board to evaluate compliance with this Section and other applicable regulations. Items may be preliminary in nature but must be of sufficient detail to convey the overall concept. Required information includes:

1. Existing Conditions

- a. Underlying zoning classification and zoning of adjoining lots.
- b. Total tract acreage.
- c. General topography, soils, wetlands, surface waters, slopes, ridgelines, cultural and historic features, and other natural resources (overview format acceptable).

2. Proposed Development Program

- a. Land use plan and land use list, delineating areas by type, acreage, density, and intended use(s).
- b. Estimated number of dwelling units and overall density, with reference to density bonus provisions (if applicable).
- c. Location, type, and scale of proposed non-residential uses.
- d. Location and acreage of proposed open space and resource protection areas.

3. Site Design and Infrastructure

- a. General layout of streets, sidewalks, bikeways, and multi-use paths.
- b. Location and size of parking areas and loading facilities.
- c. Conceptual water supply, sewer/septic, stormwater management, and utility systems.
- d. Proposed fire protection and emergency access strategies.
- e. Landscaping and buffering plan.

4. Design Guidelines

- a. Architectural standards or guidelines addressing building form, scale, and materials.
- b. Signage plan, including standards for size, placement, and design consistency.
- c. Lighting plan, if applicable.

5. Impact Analysis

- a. Preliminary traffic impact assessment (trip generation, distribution, and potential off-site improvements).
- b. Fiscal impact statement, including projected municipal service costs and revenues.
- c. Environmental impact summary, addressing resource areas to be preserved or mitigated.

6. Governance and Implementation

- a. Ownership/management structure for common areas (e.g., condominium, homeowners' association, master association).
- b. Articles of incorporation and bylaws for any association or entity responsible for ongoing management.
- c. Phasing schedule and bonding/security provisions to ensure timely completion of infrastructure and amenities.

D. Additional Information.

The Planning Board may require the submission of additional information, studies, or legal documentation reasonably necessary to evaluate the design, operation, or maintenance of the proposed PUD.

5.2.11 Interpretation and Application

- A. The approved PUD Master Plan shall serve as the controlling land use document for the subject tract. The Planning Board shall review subsequent site plan and subdivision applications for conformity with the approved Master Plan. In the event of a conflict, the provisions of the approved Master Plan shall govern.
- B. Elements of the Master Plan may be presented in conceptual or generalized form and refined through subsequent site plan or subdivision applications. Such elements may include lot layout, road alignment, parking configuration, utilities, landscaping, and architectural details. Modifications shall be permitted at the site plan or subdivision stage provided they remain consistent with the intent and objectives of the approved Master Plan.
- C. Where the Master Plan does not specify a particular development standard (e.g., dimensional requirement, setback, or performance standard), the applicable provisions of the Zoning Ordinance, Site Plan Regulations, or Subdivision Regulations shall apply, as determined by the Planning Board.

5.2.12 Fees

- A. Application fees for PUDs shall be established by the Town Council as part of the Town's official Land Use Fee Schedule.
- B. In addition to application fees, applicants shall be responsible for costs of abutter notification, legal notices, and any third-party technical review, consistent with the Town's Subdivision and Site Plan Regulations.

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- F. For other residential development proposed to be serviced with public water and public sewer, and proposing no dwelling structures within 200 feet of a street other than one created by that development: twenty (20) dwelling units per year from the date of final approval.
- G. For all other residential development: fifteen (15) dwelling units per year from the date of final approval.

5.2 Planned Unit Development

5.2.1 Authority

The Section is enacted in pursuant to [RSA 674:21](#), innovative land use controls, which provides the statutory authority for the Town of Londonderry to allow for the development of a Planned Unit Development ordinance.

5.2.2 Purpose

- A. A Planned Unit Development (PUD) allows a landowner to propose his/her own development project largely independent from current land use regulations otherwise applicable to that property. A PUD master plan is akin to a special zoning district designation for a particular tract of land in terms of uses, dimensions, and other development standards. (Note: every reference to a master plan in this PUD ordinance refers to the PUD Master Plan rather than the Town of Londonderry Master Plan, except where the latter is specifically referred to as such.)
- B. The purpose of this ordinance is to promote flexibility in large scale development by considering project proposals based upon a comprehensive, integrated and detailed plan rather than the specific constraints applicable to piecemeal lot-by-lot development under conventional zoning. A PUD should improve the quality of new development by encouraging aesthetically attractive features and promoting quality site and architectural design. The Planning Board will use the 2004 Londonderry Master Plan and/or successor plans, 2009 Londonderry Small Area Master Plan and/or successor plans, 2003 Londonderry Design Charrette and/or successor plans (if applicable) and any other long range planning document as guidance in the land use development aspect of the PUD master planning process.

5.2.3 Process

The process for administering a Planned Unit Development is as follows:

- A. Due to the complexity inherent in PUD's, prior to developing a detailed PUD proposal or submitting an application, applicants are strongly encouraged to:
 - 1. Meet with the Community Development Department to discuss their ideas; and
 - 2. Hold a conceptual discussion with the Planning Board.
- B. The applicant submits a formal PUD application (also known as the proposed PUD master plan) as specified elsewhere in this section.
- C. The Planning Board holds a public hearing on the PUD application and determines whether or not it is complete, in accordance with this ordinance. The board must take final action on the application within 65 days of a finding of completeness.
- D. The Planning Board approves, denies, or approves with conditions the PUD application. An applicant may appeal any such decision of the Planning Board in the same manner specified for appeals for site plan determinations and subdivision determinations ([RSA 677:15](#)).

- E. The Community Development Department maintains a record of all approved PUD master plans. The PUD is demarcated on the Zoning Map of the Town (over the underlying zoning district) and labeled based on the order in which the master plan was approved (as PUD-1, PUD-2, etc.).
- F. Subsequent to the PUD approval, the applicant submits a separate site plan application and/or subdivision application for development of the tract in accordance with the master plan. In the event of a conflict between the terms of the approved master plan and the terms of the site plan regulations or subdivision regulations, the terms of the approved master plan shall control.
- G. Any development on the subject property must be consistent with the approved master plan as determined by the Planning Board. While it is the master plan, rather than the underlying zoning district, that regulates development of the subject tract, there shall remain an underlying zoning designation for the tract at all times.
- H. In the event active and substantial development or building has not begun on the site by the owner or the owner's successor-in-interest in accordance with the approved master plan within four years after the date of approval, or in accordance with other specific terms of the approval, then the master plan shall be deemed to have expired and the underlying zoning shall then control development of the land. Landowners may apply to the Planning Board for extensions of this time period for good cause shown.
- I. Landowners may apply to amend all or a portion of an approved PUD following the same process applicable to the establishment of a PUD. A landowner may extinguish a PUD by notifying the Planning Board in writing that he/she does not intend to utilize the PUD.

5.2.4 PUD Master Plan

- A. In devising the PUD master plan, subject to specific limitations, guidelines, and objectives stated elsewhere in this ordinance, there is flexibility in the selection of land uses, density, setbacks, buffers, building heights, lot sizes, lot dimensions, parking requirements, and most site design and development standards contained in the Zoning Ordinance, Site Plan Regulations, Subdivision Regulations.
- B. The master plan is composed of all of the elements submitted by the applicant which describe the project including:
 - 1. A land use plan (drawing),
 - 2. Land use list,
 - 3. PUD application,
 - 4. Narrative,
 - 5. Architectural guidelines (if applicable),
 - 6. Any other development guidelines
 - 7. Any additions, deletions, modifications, and/or clarifications stipulated by the Planning Board in its approval.
- C. The land plan delineates one or more land use areas. An accompanying land use list gives a designation for each land use area specifying approximate acreage, types of uses, density and any other development standards peculiar to that area.

5.2.5 Basic Requirements

The following requirements apply:

- A. **Location.** PUD's are permitted in any zoning district on one or more lots, or portions of lots, of land provided they meet all other criteria outlined in this Section.
- B. **Tract size.** The minimum area required for a PUD shall be one hundred (100) contiguous acres of land. Where portions of the tract are separated by a road, road right-of-way, utility, waterway, or another like element, the land shall be deemed contiguous unless the intervening feature is of such a nature that the Planning Board determines that the land could not function effectively as a PUD.
 - 1. A PUD may include land which has been previously developed under the requirements of the underlying zoning only when, as part of the PUD Master Plan, the previously developed portion of land is substantially redeveloped in a manner which is consistent with the spirit of the PUD ordinance and which proposes improvements to such items as the aesthetics, architectural design, connectivity with the undeveloped part of the PUD and which creates a unified concept and design for the entire parcel.
- C. **Ownership.** The PUD shall either be under unified ownership or be a collection of lots under separate ownership with a development agreement stipulating all owners are subject to the requirements of any PUD Master Plan approval by the Planning Board at the time of application. However, the tract may be subsequently subdivided consistent with the terms and conditions of the approved master plan. Multiple parties may own, manage, and/or develop various components of the PUD provided that the overall PUD remains integrated.
- D. **Water and Sewer.** Only those tracts which contain buildings that will be serviced by water (Manchester Water Works, Derry Municipal Water, or Pennichuck Water) and municipal sewer systems (and determined to be reasonably consistent with the Town's Sewer Facilities Master Plan as determined by the Planning Board) are permitted to be included in a PUD.

5.2.6 Permitted Uses

- A. The uses listed in the PUD column of the Table of Uses (Section 4.1) may be proposed for inclusion in a PUD. However, no use is permitted in a PUD unless specifically approved by the Planning Board as part of the PUD Master Plan.
 - 1. Due to the unique characteristics of the Gateway Business District, Residential uses otherwise permitted in a PUD shall not be permitted in a PUD Master Plan for any lot with Gateway Business District as the underlying zoning district.
- B. Any uses that are permitted in the underlying zoning district, either by right, special exception or conditional use permit (at such time as this procedure may be established) shall be considered permitted uses in a PUD.

5.2.7 Standards of Development

The following standards shall apply to all PUD's:

- A. Off street parking and loading shall comply with Section 3.09 of the Site Plan Regulations for each proposed use. However, the Planning Board may grant waivers for parking if the Board finds that waivers will be compatible with the design and purposes of the PUD.
- B. Except for structures not intended for human occupancy (chimney, water tower, etc.) height of buildings shall not exceed 50 feet, or as specified by the Federal Aviation Administration as part of their permitting process or by the limitations outlined in the Airport Approach Height Overlay (Section 3.7.4).
- C. In PUD's where residential uses are proposed, the overall residential density of a PUD may not exceed six (6) residential dwelling units (including single family homes) per gross acre of the PUD tract. In determining appropriate density, in addition to other criteria here, the Planning Board shall pay special attention to the amount of buildable land contained on the tract as determined or reasonably estimated in the submission materials. Permitted non-residential uses may be located in a flexible spatial environment, assuring compatibility with residential uses and with the overall development design.
- D. The PUD shall be in compliance with:
 1. All standards contained within the Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations unless waived or modified as part of the master plan; and
 2. All applicable local, state, and federal law relating to public health and safety, building construction, and drainage (these standards may not be waived or modified).
- E. All roads and structures shall be set back a minimum of fifty (50) feet from all exterior PUD tract boundaries which abut residential uses except where transportation or use linkages are desired. Landscaping and other screening devices shall be designed to provide a reasonable buffer between the PUD and adjoining property except where compatible uses adjoin one another.
- F. Any proposed covenants, restrictions, and easements must be approved by the Planning Board. A provision must be built into the documents providing for municipal enforcement of the covenants, restrictions, and easements at the Town's option and at the developer's expense under appropriate circumstances.
- G. In a PUD where ownership is subject to restrictions, covenants and other agreements, those documents shall be recorded in the Rockingham County Registry of Deeds.

5.2.8 Criteria for Review of PUD Proposals

The following criteria shall guide the Planning Board in determining appropriate land uses, densities, and other development standards for the PUD. It is emphasized that the determination of whether or not a proposal meets the intent and objectives of this ordinance is made by the Planning Board in its reasonable discretion.

- A. **General Considerations.** The Planning Board shall consider the following:
 1. Provisions of Town of Londonderry Zoning Ordinance, Site Plan Regulations, Subdivision Regulations, and other applicable town, state, and federal law, where appropriate.



2. Consistency with the Town of Londonderry Master Plan, and any related plans or studies (such as the Londonderry Business Park Design Charrette, Northwest Small Area Master Plan, etc.)
 3. Conformance with the intent and objectives of this Section.
 4. Infrastructure capacity and the effect of the PUD upon public services and public safety.
 5. Prospective fiscal impact upon the Town of Londonderry.
- B. **Specific objectives.** Every PUD shall incorporate a number of the following elements. Their usage defines a planned unit development and justifies departures from standards otherwise applicable under conventional zoning (introduction of new uses, more intensive land uses, higher density, novel design approaches, etc.).
1. Inclusion of a harmonious mix of uses.
 2. Provisions for quality architectural design.
 3. Placement of structures on most suitable sites with consideration of topography, soils, vegetation, slope, etc.
 4. Preservation of open space.
 5. Preservation of natural vegetation and other important natural features.
 6. Preservation of important cultural resources such as stone walls and other archaeological sites.
 7. Development of active or passive recreational areas.
 8. Quality landscaping.
 9. Use of sidewalks, bikeways, and other multi-use paths.
 10. Use of traffic mitigation, traffic calming, or Transportation Demand Management measures.
 11. Significant screening of, or rear placement of, parking areas.
 12. Sustainable design and construction practices promoting energy conservation.
 13. Other public benefits such as provision of a community center or day care center.
 14. Public access to community facilities in PUD.

5.2.9 Submission Requirements

- A. **Materials.** The applicant for a PUD shall provide the following materials (in format and number as reasonably determined by the Community Development Department):
1. Completed PUD application
 2. Narrative, including a statement of purpose for the PUD and how it meets the goals of this Section
 3. Proposed land plan
 4. Proposed land use list
 5. Completed abutters list
 6. PUD application fee
- B. **Information.** The applicant for a PUD shall provide the following information. Given the amount of information needed it is recommended that the plan be developed and refined through several conceptual/preliminary iterations with the staff and Planning Board. Many of

these items may be presented as approximations or preliminary estimates subject to change, where appropriate.

1. Present underlying zoning classification and zoning classification of all adjoining lots.
2. Topographic information on the tract including soil types, wetlands, surface water, land contours, natural and cultural resources, ridges and knolls, rock outcrops, steep slopes, etc. This information may be presented in an overview format, in less detail than would be required of a site plan or subdivision application provided that a clear sense of the tract is conveyed sufficient to evaluate the PUD proposal (for example, wetlands need not be professionally delineated if potentially wet low lying areas are roughly indicated).
3. Total acreage of the tract; rough delineation of each land use area with approximate acreage,
4. Proposed uses for each land use area, preferably given with some specificity.
5. Proposed total number of dwelling units and overall residential density for the tract (if applicable).
6. Proposed general estimates of location, size, use(s) for each structure.
7. Proposed general estimates of location, width, and materials of all streets, drives, sidewalks, and paths.
8. Proposed general estimates of location and number of spaces for each parking area.
9. Summary of proposed traffic impact, including preliminary estimates of trip generation, trip distribution, and potential areas of off-site transportation improvements.
10. Proposed open space areas.
11. Natural and cultural resources proposed to be preserved.
12. Proposed buffers, if appropriate, to adjoining property.
13. Sketch/plan of proposed landscaping.
14. Brief explanation or sketch of proposed water and sewer/septic systems.
15. Brief explanation or sketch of proposed stormwater management plan.
16. Brief explanation or sketch of other proposed utilities.
17. Brief explanation or sketch of proposed firefighting strategy.
18. Proposed architectural standards or guidelines or brief explanation/sketch of architectural treatment.
19. A "Signage Plan" shall be submitted. This document shall establish guidelines regulating and coordinating all signage within the PUD including general representations of tenant signage, development signage, directional signage, and vehicular and pedestrian traffic circulation signage. Specific criteria for design, size, proposed sign types (wall, free standing, etc.), materials, heights, colors, set-backs, projections and contextual issues shall be established. Any other sign design information as required by the Town shall also be provided.
20. Proposed time schedule for completion of the project, phasing schedule (if applicable depending on scale and type of PUD), plans for bonding if applicable, and well thought out plan to ensure that the amenities will be completed as proposed and in a timely manner.
21. Proposed covenants, restrictions and easements and how they will be monitored and enforced, if applicable.

22. Proposed ownership arrangement of each section of the PUD whether to be subdivided, held in fee simple, owned under a condominium arrangement, etc.
23. Proposed articles of incorporation and bylaws of any corporation and/or association to be formed.
24. *Miscellaneous Studies and Documents* - The Planning Board shall have the authority to require the submittal of any additional information, studies, documents, etc., relative to the design, operation, or maintenance of the proposed project.
25. Any other information that the Planning Board or the Town Attorney may deem reasonably necessary.

5.2.10 Interpretation/application of PUD master plan

The Planning Board shall review any site plan or subdivision application for its conformity with the approved PUD master plan; however, the PUD will have control over site review and subdivision regulations. The Board may use its discretion in determining if particular items are consistent with the intent of the plan.

- A. Many items in the PUD Master Plan will be presented and construed to be in preliminary sketch form subject to preparation of detailed, engineering analysis and some modification at the site plan/subdivision application stage consistent with the master plan. These items include exact lot locations and layouts, exact locations of roads and paths, size and configuration of parking lots, utility information, water and sewer/septic, drainage, landscaping, and architectural renderings. (For example, the land plan may show numerous trees to be planted. The applicant would be able to significantly modify the locations and types of planting at the site plan stage provided the intent of the landscaping element as presented in the land plan is met.)
- B. All development standards must ultimately be determinable for each land use area. Where specific development standards are neither stated nor implied in the PUD master plan, the most appropriate standards otherwise applicable (from the Zoning Ordinance, Site Plan Regulations, and/or Subdivision Regulations) shall apply as determined by the Planning Board. (For example, an area designated for a particular use in the PUD master plan does not specify front setbacks. The front setbacks contained in the appropriate underlying zoning district would then apply.)

5.2.11 Fees

The application fees for a PUD are as follows:

- A. \$20.00 per gross acre of the tract not to exceed \$5,000
- B. Legal notice and abutter notification fees shall be as determined in the latest version of the Town's Subdivision and Site Plan Regulations.

5.3 Conservation Subdivisions

5.3.1 Purposes

1
2
3 **LONDONDERRY, NH PLANNING BOARD**
4 **MINUTES OF THE MEETING OF MARCH 23, 2026**
5 **AT THE MOOSE HILL COUNCIL CHAMBERS**

6 Meeting Link: <http://173.166.17.35/internetchannel/show/14198?channel=4>

7
8 **Members Present:** Art Rugg, Secretary; Tony DeFrancesco, Member; Ann
9 Chiampa, Member; Shawn Faber, Town Council Ex-Officio; Jonathan Cruz, Ex-
10 Officio (left at 7:03 p.m.); Ryan Ouellette, Alternate

11
12 **Members Absent:** Jake Butler, Chair; Jeff Penta, Vice Chair; John Farrell, Member;
13 Giovanni Verani, Ex-Officio; Jason Knights, Alternate; Steven Bickford, Alternate

14
15 **Also Present:** Kellie Caron, Deputy Town Manager & Director of Economic
16 Development; Kristan Farr, Town Planner; John Trottier, Director of Engineering
17 and Environmental Services

18
19
20 **I. CALL TO ORDER**

21 A. Rugg called the meeting to order at 6:00 p.m. and led the Pledge of
22 Allegiance. He appointed Ryan Ouellette to vote for John Farrell.

23
24 **II. PUBLIC HEARING**

25 *Pursuant to RSA 675:2, RSA 675:6, and RSA 675:7, and the Town of*
26 *Londonderry Zoning Ordinance Section 8.6, the Londonderry Planning Board*
27 *will hold a public hearing to consider proposed amendments to the Town of*
28 *Londonderry Zoning Ordinance, Section 5.2 – Planned Unit Development*
29 *(PUD), adopted under the authority of RSA 674:21 (Innovative Land Use*
30 *Controls). The proposed amendments include a comprehensive update to*
31 *Section 5.2, establishing revised standards, definitions, and review*
32 *procedures for Planned Unit Developments.*

33
34 K. Caron explained the Town Council directed the Planning Board to amend
35 this ordinance. She reviewed the work done up until this point to achieve this
36 goal. As a result of this meeting, the Board will make a recommendation
37 whether or not to move this issue to the Town Council for action. Any
38 substantive changes suggested at this meeting would need to go through the
39 public hearing process again.

40
41 A. Rugg asked for Board comment.

42
43 T. DeFrancesco suggested edits to 5.2.4.H.2 to clarify that the commercial
44 part of a development should be substantially completed before the
45 residential phases begin.

47
48 A. Chiampa asked clarifying questions regarding setbacks to adjoining
49 properties and the responsibility of any additional costs of infrastructure. She
50 also asked about the ability of PUDs to amend existing plans, in light of
51 changes to the ordinance.
52

53 R. Ouellette asked clarifying questions regarding a PUD crossing into another
54 town. K. Caron explained any development must meet Londonderry's
55 requirements.
56

57 A. Rugg asked for public comment.
58

59 **Name:** Deb Paul

60 **Address:** 118 Hardy Road

61 D. Paul referred to suggested changes she emailed to the Board and Staff,
62 and asked that they be attached to the minutes.
63

64 **Name:** Ray Breslin

65 **Address:** 3 Gary Drive

66 R. Breslin asked about the benefit of PUDs to Londonderry. He asked if the
67 Board can take into account citizen input at public hearings. He asked what
68 changed from the original ordinance and T. DeFrancesco read the summary of
69 changes.
70

71 **Name:** Glenn Douglas

72 **Address:** 6 Overlook Avenue

73 G. Douglas asked if the Board read the current draft before this public
74 hearing. He asked if this meeting was being recorded. He spoke to the
75 difficulty he had finding the summary of changes. K. Caron explained the
76 Board did see this draft before this meeting; the meeting is being recorded
77 but is not being broadcast live; and pointed out the location of the summary
78 of changes online.
79

80 J. Cruz left the meeting.
81

82 **Name:** Dave Robbins

83 **Address:** 532 Mammoth Road

84 D. Robbins recommended defining "active and substantial development" in
85 5.2.4.H.4. K. Caron noted this is defined in the Town's site plan regulations,
86 and suggested adding the citation to the ordinance. D. Robbins asked about
87 "community benefit" and suggested ensuring developers understand the
88 definition. He suggested a phased approach in permitting would ensure a
89 balance between construction of commercial and residential components. K.
90 Caron explained this is addressed in the PUD Master Plan regulatory
91 documents; subsequent site plans would not be approved if the developer was
92 out of compliance.
93

94 **Name:** Marge Badois
95 **Address:** 189 Litchfield Road
96 M. Badois asked if the Conservation Overlay District is considered a buffer. K.
97 Caron said it is; the overlay district is discussed during presentation of a
98 proposed PUD. M. Badois noted the purpose of the overlay district is to
99 protect the water. She spoke to the impact of increased density and
100 suggested it be made more difficult not to respect the buffer. K. Caron noted
101 language has been added addressing justification for modifications/waivers
102 from zoning.
103

104 **Name:** Martha Smith
105 **Address:** 38 Chester Drive
106 M. Smith asked if a PUD ordinance is required by the state. K. Caron referred
107 to the innovative land use statute, which allows planning boards to adopt
108 more flexible provisions by way of zoning ordinance. M. Smith asked about
109 the benefit of a PUD to Londonderry. The Board explained it allows more
110 flexibility for planning and for the creation of a village district, and provides
111 the Board more control. M. Smith asked about the developer's need to
112 understand the Town's regulations when proposing a PUD. The Board
113 reviewed the process involved in considering and approving developments.
114

115 **Name:** Kristine Perez
116 **Address:** 5 Wesley Drive
117 K. Perez expressed concern over vague terms and requested criteria be put
118 around them. She asked clarifying questions about issues including the
119 relation of public amenities and public infrastructure; the timeframe of the
120 beginning of active and substantial development; the Board requiring a
121 community input session prior to an application being submitted; the zoning
122 districts where PUD can be proposed; who monitors compliance; and
123 protection of conservation buffers.
124

125 **Name:** Leo Lee
126 **Address:** 70 High Range Road
127 L. Lee suggested developers should pay for associated infrastructure
128 improvements.
129

130 **Name:** Gregory Carson
131 **Address:** 19 Tokanel Road
132 G. Carson address concern about issues including the definition of community
133 benefit, the density bonus structure, the two-year expiration period, the
134 phasing language, and the discretion of the Planning Board.
135

136 The Board questioned if changing the two-year timeframe in 5.2.4.H.4 would
137 be considered a substantive change. K. Caron said this change could be
138 made, as the section states "or within another timeframe."
139

140 **Name:** Ray Breslin
141 **Address:** 3 Gary Drive
142 R. Breslin asked if the PUD Master Plan is a legal and binding contract between
143 the Town and the developer and was told it was, once it is approved by the
144 Planning Board. It can be amended, if both parties agree and it goes through
145 the appropriate process. He expressed concern about the impact of
146 stormwater runoff and culvert replacement in PUDs.
147

148 **Name:** Deb Paul
149 **Address:** 118 Hardy Road
150 D. Paul asked how the responsibility for issues such as road plowing would be
151 decided between multiple owners, once a PUD is established. The Board
152 explained there would be an agreement between the original owner and
153 future property owners. D. Paul suggested all PUDs should be subject to a
154 development agreement. The Board agreed this would be a Town Council
155 decision.
156

157 **Name:** Gregory Carson
158 **Address:** 19 Tokanel Road
159 In response to D. Paul's comment, G. Carson explained that a PUD overlay
160 continues with the land, regardless of the number of subdivisions.
161

162 A. Rugg closed public comment.
163

164 The Board discussed whether to hold a workshop and another public hearing in
165 light of the public input around the ordinance, or whether to send it to the
166 Town Council to obtain their input and perspective.
167

168 **T. DeFrancesco made a motion to move this to the Town Council with**
169 **the change that the Board agreed to and the documentation from**
170 **public comment. R. Ouellette seconded the motion. The motion carried**
171 **4-1-0. Chair votes in the affirmative.**
172

173 **III. ADJOURNMENT**

174

175 **T. DeFrancesco moved to adjourn the meeting. S. Faber seconded the**
176 **motion. The motion carried 5-0-0. Chair votes in the affirmative.**
177

178 The meeting was adjourned at 8:50 p.m.
179

180 These minutes were prepared by Beth Hanggeli.
181

182 Respectfully submitted,
183

184 _____
185

186 **Name:** Arthur Rugg
187 **Title:** Secretary

188
189
190

These minutes were accepted and approved on _____ by a motion made by
_____ and seconded by _____.

Targeted Review of Proposed PUD Ordinance Amendments Town of Londonderry, NH

By Resident Gregory Carson

This memorandum addresses five substantive areas in the proposed Planned Unit Development (PUD) ordinance that warrant closer examination before adoption. The goal is not to oppose the ordinance's direction, which is generally sound, but to ensure it is administrable, internally consistent, and defensible if challenged.

1. Community Benefit: Sufficiency of Definition and Risk of Arbitrary Application

Standard

Under New Hampshire land use law, discretionary decisions must be guided by sufficiently clear standards to avoid arbitrary or capricious application. While planning boards are afforded broad discretion, that discretion must be anchored in objective or at least reasonably ascertainable criteria.

Application

The proposed ordinance conditions density bonuses and regulatory flexibility on the provision of "community benefit." The ordinance usefully provides examples, such as affordable housing, open space, infrastructure improvements, and public amenities. However, the term remains broadly framed and non-exhaustive, and the ordinance does not establish:

- A prioritization or weighting among benefits
- Minimum thresholds (except in limited cases such as affordability)
- A consistent method for evaluating equivalency between different types of benefits

As a result, two similarly situated applications could produce materially different outcomes depending on how the Planning Board values particular benefits in a given case.

Implications

This creates three practical risks:

First, inconsistent application across projects, which undermines predictability for applicants and the public.

Second, increased exposure to appeal based on claims of unequal or arbitrary treatment.

Third, difficulty for the Board in defending approvals or denials where the benefit determination is largely qualitative.

Recommendation

The ordinance would benefit from adding a structured framework, such as:

- A non-exclusive but ranked list of community benefits
- Minimum thresholds or benchmarks for certain categories
- A requirement that findings explicitly compare proposed benefits to baseline zoning outcomes

Even modest calibration, such as requiring the Board to identify the “primary” and

2. Density Bonus Framework: Calibration and Practical Effect

Standard

Density incentives must be rationally related to legitimate public purposes and structured in a way that is both achievable and proportional. If thresholds are too high, the incentive will not be used. If too low, the Town risks granting density without commensurate benefit.

Application

The proposed ordinance allows up to a 25 percent density increase above the six-unit-per-acre baseline, with eligibility tied to categories such as affordable housing, open space, sustainability, and mixed-use integration.

The affordable housing provision is the most clearly defined, requiring a minimum percentage of units at or below 80 percent of area median income with long-term restrictions. Other categories are less quantified.

Two calibration issues arise:

- It is unclear whether the economic value of the density bonus is sufficient to offset the cost of compliance, particularly for affordable housing components.
- The ordinance does not clearly state whether bonuses may be combined, capped per category, or subject to diminishing returns.

Implications

If the thresholds are too stringent relative to market conditions, applicants may simply default to the base density, rendering the incentive framework largely ineffective.

Conversely, if loosely administered, the Town risks granting additional density without receiving proportionate public benefit.

Recommendation

The Board should consider:

- Clarifying whether density bonuses are cumulative and, if so, how they are capped
- Providing at least general guidance on proportionality between benefit and bonus
- Evaluating, through staff or consultant input, whether the affordable housing requirement is economically feasible under current market conditions

A modest refinement here will determine whether the incentive system functions as intended or becomes largely theoretical.

3. Two-Year Expiration Period: Practicality for Large-Scale Development

Standard

Vesting and expiration provisions must strike a balance between preventing speculative approvals and recognizing the realities of development timelines, particularly for large, phased projects.

Application

The proposed ordinance reduces the default expiration period from four years to two years unless otherwise specified in the approval.

For PUDs of 100 acres or more, typical pre-construction timelines often include:

- Engineering and final design
- State and federal permitting
- Financing and market positioning
- Infrastructure planning

These steps alone can approach or exceed two years, particularly in fluctuating economic conditions.

Implications

A rigid two-year expiration period may:

- Discourage otherwise viable large-scale proposals

- Force premature or inefficient project sequencing
- Result in repeated requests for extensions, shifting the burden back to the Board

Recommendation

The ordinance would be improved by:

- Establishing a longer default period for large-scale or phased PUDs (for example, three to five years)
- Alternatively, tying expiration to phasing milestones rather than a single fixed date
- Clarifying extension criteria to ensure predictable administration

The goal should be to prevent land banking without penalizing legitimate development timelines.

4. Phasing Provisions: Clarity and Enforceability

Standard

Conditions of approval must be clear, internally consistent, and capable of objective enforcement. Ambiguous sequencing requirements are difficult to administer and may be vulnerable to challenge.

Application

The proposed ordinance introduces phasing requirements intended to ensure balanced development, particularly between residential and non-residential components. However, the language governing sequencing is unclear and, in at least one instance, internally inconsistent.

Specifically, the provision appears to require that a substantial portion of a commercial component be underway before certain other development phases proceed, but the phrasing creates uncertainty as to what is being restricted and when.

Implications

Ambiguity in phasing provisions creates several risks:

- Difficulty in determining compliance at the permitting stage
- Inconsistent interpretation across projects
- Increased likelihood of dispute between applicants and the Town

Recommendation

This section should be revised for clarity by:

- Clearly defining triggering events (for example, issuance of building permits, completion of infrastructure, or issuance of certificates of occupancy)
- Explicitly stating which phases are dependent on others
- Ensuring internal consistency in terminology

As written, this is the single area most in need of technical correction before adoption.

5. Scope of Planning Board Discretion: Quasi-Legislative Concerns

Standard

While planning boards exercise both administrative and quasi-judicial functions, zoning ordinances themselves are legislative in nature. Ordinances should not delegate policy-making authority without clear standards.

Application

The proposed ordinance requires the Planning Board to make detailed findings on:

- Consistency with ordinance purposes and objectives
- Adequacy of infrastructure and environmental protections
- Justification for density bonuses and waivers

This is generally appropriate and strengthens the record. However, when combined with broadly defined terms such as “community benefit,” the ordinance may effectively shift policy determinations from the legislative body (Town Council) to the Planning Board.

Implications

This raises two concerns:

First, it may blur the line between legislative policy-setting and administrative application.

Second, it increases the likelihood that different Boards, or the same Board over time, apply materially different standards.

Recommendation

To preserve the proper balance, the ordinance should:

- Provide clearer baseline standards for key determinations, particularly community benefit and density bonuses
- Require findings to reference specific ordinance criteria, not just general objectives
- Avoid reliance on purely subjective or open-ended standards

This does not require reducing Board discretion, but rather anchoring it more firmly in the ordinance itself.

Conclusion

The proposed PUD ordinance is a substantial and generally positive modernization. It improves structure, transparency, and alignment with planning goals. However, several areas would benefit from targeted refinement to ensure the ordinance is predictable, enforceable, and legally defensible.

The most immediate areas for revision are the phasing provisions and the calibration of the density bonus framework. The definition and application of “community benefit” and the two-year expiration period also merit adjustment to avoid unintended consequences.

With these refinements, the ordinance will be better positioned to achieve its stated objectives while providing clear guidance to applicants, the Planning Board, and the public.

1. Close the Contiguity Loophole

Draft language: “Parcels separated by a road, right-of-way, utility corridor, waterway...shall be considered contiguous...” (5.2.6(B))

Fix: “Parcels separated by major roads, utility corridors, or rights-of-way shall not qualify as contiguous unless the applicant proves they operate as one unified development with no adverse impacts to traffic, safety, or town services.”

Why: Prevents “patchwork PUDs” assembled solely to meet the 100-acre minimum.

2. Require Independent Fiscal, Traffic & Infrastructure Analysis

The draft requires the Board to consider: “Adequacy of public infrastructure...” and “Fiscal and economic impacts...” (5.2.9(A)(4–5))

Fix: Require independent third-party studies, selected by the Town and paid by the applicant, for:

- Fiscal impact
- Traffic impact
- Water/sewer capacity
- Storm-water & groundwater impacts

Why: Protects taxpayers from hidden long-term costs and prevents developers from self-certifying benefits.

3. Define “Community Benefit” So It Cannot Be Abused

Draft definition: “A measurable, tangible improvement...beyond what would otherwise be required...” (5.2.3)

Fix: “Community benefit shall not include any improvement the developer is required to build to mitigate the project’s own impacts, including but not limited to internal roads, sidewalks, drainage, utilities, traffic mitigation, or other infrastructure necessary for the development to function. These are obligations, not bonuses.”

Why: Prevents developers from claiming required improvements as “benefits” to justify density bonuses.

4. Establish a Minimum 40% Open Space Requirement

The draft defines open space but sets **no minimum** and allows storm-water basins to count.

Fix: Add a new section requiring:

-
- **40% minimum open space**
-
- **At least 50% contiguous**
-
- **No more than 50% wetlands/steep slopes**
-

- **Protected by a recorded conservation easement**

Why: Ensures open space is real, usable, and ecologically meaningful — not leftover scraps.

5. Strengthen Water & Groundwater Protections

Draft only states: “All PUDs must comply with applicable... stormwater and environmental protection.” (5.2.8(D))

Fix: Require:

- Hydrogeologic study
- Groundwater impact assessment
- Stormwater infiltration analysis
- Independent third-party review

Why: Protects wells, aquifers, and drinking water — especially critical as density increases.

6. Make Traffic Mitigation Mandatory, Not Optional

Draft says: “Transportation improvements...may” be required. (5.2.9(B)(7))

Fix:

- Change “may” to “**shall require**”
- Require improvements to be **built and operational** before more than **25% of residential COs** are issued

Why: Prevents hundreds of units from being occupied before roads are upgraded.

7. Tighten Density Bonus Rules

Draft allows: Up to 25% more density (5.2.8(C)(3))

Fix:

- Require independent fiscal analysis showing **net-positive impact**
- Require **quantifiable** community benefits
- Cap density at **7.5 units/acre**
- Prohibit bonuses in environmentally sensitive areas

Why: Prevents runaway density increases and ensures taxpayers aren't subsidizing development.

8. Strengthen Phasing Requirements

Draft says: “A substantial portion” of commercial must be built first. (5.2.4(H))

Fix: “**No more than 25% of residential units may receive certificates of occupancy until at least 40% of the approved commercial square footage has reached active and substantial development, as defined by RSA 674:39 and the Town’s Site Plan Regulations.**” “**Failure to meet phasing requirements shall result in automatic suspension of further residential permits until compliance is achieved.**”

Why: Ensures the commercial tax base is delivered — not promised and abandoned.

9. Make Enforcement of Covenants Mandatory

Draft says: Enforcement is “at the Town’s option.” (5.2.8(F))

Fix: “All covenants, restrictions, and easements shall be enforceable by the Town at the developer’s expense.”

Why: Ensures long-term compliance and protects residents.

10. Protect the Conservation Overlay District (COD)

Fix: “No PUD may waive or reduce Conservation Overlay District buffers or protections.”

Why: COD buffers protect wetlands and drinking water — they cannot be negotiated away.

11. Add a Project Timeline / Restart Requirement

Fix: “If a PUD has not commenced active and substantial development within two (2) years of approval, the approval shall expire and the applicant must reapply under the zoning ordinance then in effect. Extensions may only be granted for unforeseen circumstances beyond the applicant’s control and shall not exceed one year.”

Why: Prevents developers from freezing zoning for decades and forces timely project start.

THE FIVE MOST IMPORTANT FIXES (If Time Is Short Tonight)

1. **40% minimum contiguous open space**
2. **Mandatory traffic mitigation & phasing tied to road improvements**
3. **Mandatory hydrogeologic & groundwater studies**
4. **Independent fiscal analysis for density bonuses**
5. **Close the contiguity loophole**

These five alone dramatically reduce overdevelopment risk and protect water, roads, and taxpayers.

Thank you, Mr. Chair.

The PUD ordinance is one of the most powerful tools in our zoning code. It can shape hundreds of acres at a time, and once approved, it locks in development rights for decades.

That means we have one chance — right now — to get this right.

The draft before us is a major improvement, but it still leaves the Town exposed in several critical areas.

The fixes I've proposed tonight are not anti-development. They are pro-taxpayer, pro-infrastructure, and pro-water-protection. They ensure that any PUD we approve is fiscally responsible, environmentally sound, and aligned with the Master Plan.

To be clear, **the five most important fixes we need tonight are:**

- 1. A minimum of 40% contiguous open space**
- 2. Mandatory traffic mitigation and phasing tied to road improvements**
- 3. Mandatory hydrogeologic and groundwater studies**
- 4. Independent fiscal analysis for any density bonuses**
- 5. Closing the contiguity loophole so scattered parcels cannot be stitched together**

These five alone dramatically reduce overdevelopment risk and protect our water, our roads, and our taxpayers.

-When the ordinance says parcels “separated by a road or utility corridor shall be considered contiguous,” that’s a loophole we must close.

-When density bonuses can be granted without independent fiscal analysis, that’s a risk we cannot take.

-When open space has no minimum requirement, when traffic mitigation is optional, when groundwater studies are not required

— those are weaknesses that will cost this town far more in the long run than any developer contribution.

My goal is simple: if a PUD is approved in Londonderry, it must protect our water, protect our roads, protect our neighborhoods, and protect our taxpayers.

These amendments do exactly that.

I urge the Board to incorporate these changes so that this ordinance becomes what it is intended to be — a tool for smart, balanced, sustainable growth that truly benefits the people who live here.



Town of Londonderry, New Hampshire

268B Mammoth Road • Londonderry, NH 03053

(603) 432-1100 • londonderrynh.gov

ORDINANCE 2026-06

AN AMENDMENT TO THE ZONING ORDINANCE, SITE PLAN REGULATIONS, AND SUBDIVISION REGULATIONS RELATING TO THE DEFINITION OF “ABUTTER”

WHEREAS the Planning Board has completed a comprehensive review of Section 5.2 of the Londonderry Zoning Ordinance relating to Planned Unit Development (PUD); and

WHEREAS the Planning Board, at the direction of the Town Council, have prepared amendments to modernize and strengthen the PUD ordinance consistent with RSA 674:21, best practices, and the Town’s land use goals; and

WHEREAS the proposed amendments include the following substantive updates:

- **Purpose & Objectives (Sec. 5.2.2):** Clarifies the intent of the PUD ordinance and expands focus on housing diversity, mixed-use development, infrastructure efficiency, environmental protection, and economic vitality.
- **Definitions (Sec. 5.2.3):** Updates terminology to align with APA guidance and New Hampshire standards and clarifies key terms including Planned Unit Development, Density Bonus, and Open Space.
- **Administration & Review Process (Sec. 5.2.4):** Establishes a structured review framework including pre-application consultation, conceptual Planning Board review, community input, formal public hearings, and written findings.
- **PUD Master Plan & Submission Requirements (Secs. 5.2.5 & 5.2.9):** Requires a comprehensive Master Plan submission supported by a Planning Board-adopted checklist and establishes measurable standards for land use, density, open space, housing, and environmental protections.
- **Eligibility & Permitted Uses (Secs. 5.2.6 & 5.2.7):** Defines minimum tract size and clarifies permitted uses, with an emphasis on appropriate mixed-use development.
- **Standards of Development (Sec. 5.2.8):** Introduces a density bonus framework tied to public benefits and establishes clear, measurable development standards for site design, including building height, parking, setbacks, and buffers, along with requirements for recorded covenants and easements.

- **Planning Board Review Criteria (Sec. 5.2.8):** Expands evaluation criteria to include fiscal impacts, infrastructure capacity, natural and cultural resource protection, and overall public benefit.
- **Interpretation, Application, and Fees (Secs. 5.2.10–5.2.12):** Clarifies the PUD Master Plan as the controlling document and establishes fee authority under the Town Council Land Use Fee Schedule; and

WHEREAS the Planning Board has reviewed the proposed amendments through work sessions and a duly noticed public hearing and has voted to recommend adoption of the amendments to the Town Council.

NOW THEREFORE BE IT ORDAINED by the Town Council of the Town of Londonderry, New Hampshire, that Section 5.2 of the Londonderry Zoning Ordinance is hereby amended as set forth in the attached, which is incorporated herein by reference.

BE IT FURTHER ORDAINED that this amendment shall take effect upon adoption by the Town Council.

**Ron Dunn – Chair
Town Council**

Sharon Farrell – Town Clerk

PASSED AND ADOPTED by the Londonderry Town Council this XXth day of [month] 2026.

The following comments were submitted by Councilor
Paul.

Intro

Over the past several years, Londonderry's PUD ordinance has produced developments that do not resemble true Planned Unit Developments. Instead of a balanced of mixed-use neighborhoods with commercial, civic, and residential components, we've seen large residential projects with minimal public benefit and long-term service burdens on taxpayers.

At this point, the ordinance is no longer functioning as a planning tool — it has become a loophole. It should be discontinued while we work on improving it for the benefit of the community. Because when an ordinance stops protecting the community, it must be stopped and fixed.

That's why this review is structured section-by-section. A PUD ordinance is only as strong as its definitions, requirements, and enforcement mechanisms. If even one section is vague or optional, the entire ordinance becomes vulnerable. This process identifies weaknesses, compares our standards to successful PUD models found in other NH towns, and recommends clear, enforceable improvements.

Every change I'm proposing serves one purpose: **to restore the original intent of a PUD and protect taxpayers, infrastructure, and the long-term vision of this community.**

Closing

Thank you for reviewing this ordinance section by section. What you've seen tonight is not just a list of edits — it's a plan to finally make our PUD ordinance work the way it was intended. For years, our PUDs have delivered housing without the commercial balance, public benefit, or infrastructure protections

the ordinance promised. And because Londonderry has no impact fees, every strain on police, fire, schools, roads, and water is shifted directly onto taxpayers. A weak PUD ordinance combined with no impact fees is a recipe for long-term financial harm. Other New Hampshire towns have shown us what success looks like: clear standards, enforceable commitments, and development that aligns with their master plans. Londonderry deserves the same. These changes ensure that any future PUD must deliver real mixed-use, real public benefit, real infrastructure mitigation, and real accountability. They close loopholes, strengthen enforcement, and protect taxpayers from carrying the full cost of large-scale development.

This is our opportunity to correct the course and put Londonderry on a path toward responsible, balanced, sustainable growth. These changes aren't just improvements — **they are necessary.**

(Starting at the bottom of Page 5 of 14)

SECTION 5.2.6(B) — TRACT SIZE (CONTIGUITY)

Town Draft (Summary)

Allows parcels separated by roads, utility corridors, or waterways to count as “contiguous” unless the Planning Board decides otherwise.

*** Rewrite (Suggested Fix + Best Practices)**

“The minimum tract size for a Planned Unit Development (PUD) shall be one hundred (100) acres of contiguous, developable land. Parcels separated by major roads, utility corridors, rail lines, or other significant barriers shall not be considered contiguous unless the applicant demonstrates—through independent traffic, safety, and infrastructure analysis selected by the Town and funded by the applicant—that the parcels function as a single unified development without creating adverse impacts to traffic circulation, emergency response, or municipal services. Wetlands, steep slopes, and protected natural resources shall not be counted toward the minimum acreage requirement.”

Why It Matters

Closes the “patchwork PUD” loophole and aligns with Bedford, Merrimack, and Dover best practices.

SECTION 5.2.6(D) — UTILITIES

Town Draft (Summary)

Requires PUDs to be served by public water and sewer, and says service must be “reasonably consistent” with the Sewer Facilities Master Plan.

*** Rewrite (Suggested Fix + Best Practices)**

“All PUDs shall be served by public water and public sewer systems. Sewer and water capacity shall be verified through independent engineering analysis selected by the Town and funded by the applicant. Service shall comply with the Town’s Sewer Facilities Master Plan, and no PUD shall be approved unless adequate capacity exists or the applicant funds all improvements necessary to achieve compliance. Adequate capacity shall mean the ability of the system to meet projected peak demand, fire flow requirements, and long-term service needs without degrading existing service levels. Capacity analysis shall account for cumulative impacts of all approved, pending, and proposed developments within the service area.

All required improvements shall be constructed and operational prior to the issuance of any certificates of occupancy.”

Why It Matters

Removes vague language, prevents approvals without infrastructure, and ensures capacity is verified independently and built **before** occupancy.

*** SECTION 5.2.7 — PERMITTED USES**

“A Planned Unit Development (PUD) shall include a balanced mix of residential, commercial, and civic uses. To ensure economic stability and alignment with the Town’s Master Plan, the following minimum use requirements shall apply:

- 1. Commercial Component:** A minimum of **30% of total floor area** shall consist of commercial uses that generate employment, services, or tax revenue. Storage-only or low-impact uses shall not satisfy this requirement.
- 2. Civic / Community Space:** A minimum of **10% of total floor area** shall be dedicated to civic or community uses accessible to the public.
- 3. Residential Cap:** Residential uses shall not exceed **60% of total floor area** within the PUD.
- 4. Mixed-Use Integration:** Uses must be designed as an integrated, walkable environment with coordinated circulation and shared infrastructure.
- 5. Master Plan Consistency:** All permitted uses shall demonstrate clear consistency with the Town’s Master Plan.”**

SECTION 5.2.8(A) — PARKING & LOADING

Town Draft (Summary)

Requires parking to generally comply with Site Plan Regulations but allows the Planning Board to approve shared parking or reduced ratios with a parking analysis.

*** Rewrite (Suggested Fix + Best Practices)**

“Off-street parking and loading shall comply with the Town’s Site Plan Regulations unless modified through the PUD Master Plan approval. Any request for shared parking, reduced parking ratios, or alternative parking arrangements shall be supported by an independent parking demand analysis selected by the Town and funded by the applicant. Such analysis shall evaluate peak demand, mixed-use interactions, pedestrian connectivity, and impacts on surrounding neighborhoods. No reduction shall be granted if it would result in overflow parking onto public

streets or adjacent properties.”

Why It Matters

Prevents under-parking, protects neighborhoods, and ensures reductions are based on **independent data**, not developer-submitted studies.

SECTION 5.2.8(B) — BUILDING HEIGHT

Town Draft (Summary)

Limits building height to 50 feet unless the Planning Board authorizes more through the Master Plan. Requires FAA and Airport Overlay compliance.

*** Rewrite (Suggested Fix + Best Practices)**

“No building within a PUD shall exceed fifty (50) feet in height unless specifically approved as part of the PUD Master Plan based on demonstrated compatibility with surrounding development, infrastructure capacity, and public safety access. Any request for increased height shall include independent shadow, safety, and emergency access analysis selected by the Town and funded by the applicant. All structures shall comply with FAA requirements and the Airport Approach Height Overlay District.”

Why It Matters

Ensures height increases are tied to **safety, compatibility, and emergency access**, not simply developer preference.

SECTION 5.2.8(C) — RESIDENTIAL DENSITY

Town Draft (Summary)

The draft sets a baseline density of 6 units per acre and allows density bonuses based on “community benefits.” It does not require infrastructure capacity analysis, nor does it tie density to commercial or civic delivery.

*** Rewrite (Suggested Fix + Best Practices)**

“Residential density within a PUD shall be directly tied to the capacity of existing and planned infrastructure, including roads, schools, utilities, and public safety services. Baseline residential density shall not exceed six (6) dwelling units per gross acre. Density bonuses may be granted only when:

- 1. Infrastructure Capacity:** Independent third-party analysis, selected by the Town and funded by the applicant, demonstrates that all infrastructure systems can safely and sustainably support the increased density.

2. **Commercial & Civic Delivery:** Required commercial and civic components have reached **active and substantial development** prior to or concurrent with the residential phases benefiting from the density bonus.
3. **Mitigation:** All necessary infrastructure improvements are fully funded by the applicant and constructed prior to issuance of certificates of occupancy for the associated residential units.
4. **Density Cap:** **In no case shall total residential density exceed 7.5 dwelling units per acre, inclusive of all bonuses, and under no circumstances shall density be increased beyond the level that can be fully supported by existing and planned infrastructure, public safety services, and school capacity as verified through independent analysis selected by the Town and funded by the applicant.**
5. **Environmental Constraints:** Environmentally sensitive areas shall not be counted toward density calculations, nor used to justify density bonuses.***

Why It Matters

This ensures density is based on **actual, independently verified infrastructure capacity**, prevents overloading schools and public safety services, and eliminates loopholes that previously allowed density increases without corresponding commercial development or mitigation.

*** Added SECTION 5.2.8(D) — COMPLIANCE WITH OTHER REGULATIONS**

Town Draft (Summary)

States that PUDs must comply with all other applicable regulations unless modified through the PUD process. This section is mostly procedural and does not contain loopholes.

*** Rewrite (Suggested Fix + Best Practices)**

“All development within a PUD shall comply with the Town’s Zoning Ordinance, Site Plan Regulations, and Subdivision Regulations unless specific modifications are approved as part of the PUD Master Plan. Any requested modification shall be supported by independent analysis demonstrating that the alternative standard provides equal or greater protection of public health, safety, infrastructure capacity, environmental resources, and community character.”

Why It Matters

This prevents the PUD process from being used to bypass core regulations and ensures any flexibility is justified with **objective evidence**, not subjective claims.

*** SECTION 5.2.8(E) — OPEN SPACE**

Town Draft (Summary)

Requires open space but allows flexibility in what counts. Does not require permanent protection. Does not prohibit counting wetlands or unusable land toward open space totals.

*** Rewrite (Suggested Fix + Best Practices)**

“A minimum of twenty-five percent (25%) of the gross land area within a PUD shall be designated as permanently protected open space. Open space shall be configured as usable, contiguous land that supports recreation, conservation, agriculture, or natural resource protection. The following standards shall apply:

- 1. Permanent Protection:** All open space shall be permanently protected through a recorded conservation easement or deed restriction approved by the Town.
- 2. Usable Land Requirement:** No more than twenty-five percent (25%) of the required open space may consist of wetlands, steep slopes, floodplains, or other environmentally constrained areas.
- 3. Connectivity:** Open space shall be designed to connect with existing or planned greenways, trails, or conservation lands where feasible.
- 4. Ownership & Maintenance:** Open space may be owned by the Town, a land trust, a homeowners’ association, or another entity approved by the Town, provided long-term maintenance responsibilities are clearly established.”**

Why It Matters

Prevents developers from counting unusable land as “open space,” ensures permanent protection, and aligns with best practices used in New London, Lebanon, and Keene.

Added **SECTION 5.2.8(F) — Environmental Protection - Covenants, Restrictions, and Easements.**

Town Draft (Summary)

Requires compliance with the Conservation Overlay District (COD) but allows the Planning Board to consider modifications. Does not

explicitly prohibit buffer reductions, buyouts, or encroachments. Does not require independent environmental review.

*** Rewrite (Suggested Fix + Best Practices)**

“All development within a PUD shall comply with the Conservation Overlay District (COD) and all applicable environmental protection standards. The following requirements shall apply:

1. **COD Buffers:** COD buffers shall be preserved in full. No reductions, waivers, or fee-in-lieu substitutions shall be permitted.
2. **Independent Environmental Review:** All wetland, wildlife, habitat, and natural resource assessments shall be conducted by an independent third-party consultant selected by the Town and funded by the applicant.
3. **Avoidance & Minimization:** Development shall be designed to avoid impacts to wetlands, riparian corridors, wildlife habitat, and other sensitive resources to the maximum extent practicable.
4. **Stormwater & Water Quality:** Stormwater systems shall be designed to meet or exceed the Town’s regulations and shall incorporate low-impact development (LID) practices where feasible.
5. **No Net Loss:** PUDs shall demonstrate no net loss of functional wetland value, wildlife habitat, or water quality protection.”**

Why It Matters

This eliminates loopholes that allow COD buffer reductions, ensures environmental impacts are independently verified, and protects Londonderry’s water resources and natural systems.

**SECTION 5.2.8(G) — CIRCULATION & TRANSPORTATION
Town Draft (Summary)**

Requires internal circulation to be coordinated and connected. Allows the Planning Board to determine adequacy of traffic improvements. Does not require independent traffic analysis. Does not require mitigation to be constructed before occupancy. Does not address cut-through traffic or neighborhood impacts.

*** Rewrite (Suggested Fix + Best Practices)**

“Circulation and transportation systems within a PUD shall provide safe, efficient, and coordinated movement for vehicles, pedestrians, bicycles, and emergency services. The following standards shall apply:

1. **Independent Traffic Analysis:** All traffic studies shall be conducted by an independent third-party consultant selected by the Town and funded by the applicant. Analysis shall include peak-hour

impacts, cumulative impacts, neighborhood cut-through risk, and emergency response access.

2. **Mitigation Requirements:** All traffic and transportation improvements necessary to maintain or improve levels of service shall be fully funded by the applicant and constructed prior to the issuance of certificates of occupancy for the associated development phases.

3. **Connectivity:** Internal streets, sidewalks, and multi-use paths shall be designed as an integrated network that connects to existing and planned public infrastructure, including trails and transit facilities where applicable.

4. **Emergency Access:** Roadway design shall ensure adequate emergency access, turning radii, and secondary access routes consistent with Fire Department standards.

5. **Neighborhood Protection:** The PUD shall be designed to prevent cut-through traffic in existing residential neighborhoods. Traffic calming or access management measures may be required.”**

Why It Matters

Ensures traffic impacts are independently verified, prevents cut-through traffic, requires mitigation **before** occupancy, and protects emergency response times.

SECTION 5.2.8(H) — ARCHITECTURAL & SITE DESIGN

Town Draft (Summary)

Encourages high-quality design but does not require it. Provides general guidance but no enforceable standards. Does not require consistency across phases or land-use areas. Does not require design guidelines to be binding.

*** Rewrite (Suggested Fix + Best Practices)**

“Architectural and site design within a PUD shall reflect high-quality, cohesive, and context-sensitive development. The following standards shall apply:

1. **Design Guidelines:** The PUD Master Plan shall include architectural, landscape, and site design guidelines that establish materials, massing, rooflines, façade treatments, lighting, signage, and streetscape standards. These guidelines shall be binding for all phases of development.

2. **Cohesive Character:** Buildings and site elements shall be designed to create a unified visual identity across the PUD while respecting surrounding neighborhood character.

3. **Pedestrian Orientation:** Site design shall prioritize walkability

through building placement, sidewalk networks, street trees, pedestrian amenities, and human-scale design features.

4. **Screening & Transitions:** Adequate buffering, landscaping, and screening shall be provided between differing land uses and along the perimeter of the PUD to protect adjacent residential areas.

5. **Sustainability:** Where feasible, development shall incorporate energy-efficient building design, low-impact development (LID) stormwater practices, and environmentally responsible materials.”**

Why It Matters

Creates enforceable design standards, prevents inconsistent or low-quality development, and ensures the PUD delivers a cohesive, walkable, and attractive built environment.

Added SECTION 5.2.8(I) — PHASING

Town Draft (Summary)

The draft requires a phasing plan but allows the Planning Board broad discretion. It does not require commercial/civic uses to be built early. It does not prevent “residential-first” development patterns. It does not require infrastructure to be built before occupancy.

*** Rewrite (Suggested Fix + Best Practices)**

“A PUD shall include a detailed phasing plan that ensures coordinated delivery of residential, commercial, civic, and infrastructure components. The following standards shall apply:

1. **Balanced Delivery:** Commercial and civic components required under this ordinance shall reach **active and substantial development** prior to or concurrent with the residential phases they are intended to support.

2. **Infrastructure First:** All infrastructure improvements necessary to support each phase—including roads, utilities, stormwater, and public safety facilities—shall be constructed and operational prior to the issuance of certificates of occupancy for that phase.

3. **Phase Sequencing:** Each phase shall be designed as a functional, self-sufficient development area with adequate access, utilities, and open space.

4. **Monitoring & Adjustments:** The Planning Board may require updated phasing schedules, infrastructure capacity analyses, or mitigation measures if conditions change or if development proceeds more rapidly than anticipated.”**

Why It Matters

Prevents developers from building all the housing first, ensures commercial and civic uses actually materialize, and guarantees infrastructure is in place **before** residents move in.

Added SECTION 5.2.8(J) — PUBLIC AMENITIES & COMMUNITY BENEFITS

Town Draft (Summary)

Allows “community benefits” to justify density bonuses but does not define them clearly. Does not require benefits to be proportional to impacts. Does not require benefits to be delivered early or guaranteed. Allows subjective Planning Board interpretation.

*** Rewrite (Suggested Fix + Best Practices)**

“Public amenities and community benefits provided as part of a PUD shall be clearly defined, measurable, and proportional to the impacts of the development. The following standards shall apply:

- 1. Definition & Eligibility:** Community benefits shall include only those improvements that provide a measurable public advantage beyond what is required under conventional zoning, site plan, or subdivision regulations.
- 2. Independent Valuation:** The scale and value of proposed community benefits shall be verified through independent analysis selected by the Town and funded by the applicant.
- 3. Timing of Delivery:** Public amenities and community benefits shall be constructed or provided **prior to or concurrent with** the development phases that rely on them for density bonuses or flexibility.
- 4. Types of Eligible Benefits:** Eligible benefits may include public parks, trail networks, civic facilities, off-site infrastructure improvements, affordable housing, environmental restoration, or other amenities approved by the Town.
- 5. No Substitutions:** Cash payments, fee-in-lieu contributions, or off-site mitigation may be accepted only where specifically authorized by the Town and only when they provide equal or greater public value.”**

Why It Matters

Prevents vague or low-value “benefits,” ensures benefits are real and delivered early, and ties density bonuses to **verified, measurable public value**.

Added SECTION 5.2.8(K) — STORMWATER MANAGEMENT

Town Draft (Summary)

The draft requires compliance with the Town’s stormwater regulations but does not require:

- Low-Impact Development (LID)

- Independent review
- Upstream/downstream impact analysis
- Construction before occupancy
- Long-term maintenance guarantees

This leaves major gaps.

*** Rewrite (Suggested Fix + Best Practices)**

“Stormwater management systems within a PUD shall be designed, constructed, and maintained to protect water quality, prevent flooding, and preserve natural hydrology. The following standards shall apply:

1. **Independent Review:** All stormwater designs shall undergo independent third-party engineering review selected by the Town and funded by the applicant.
2. **LID Priority:** Low-Impact Development (LID) practices—such as infiltration, bioretention, and naturalized drainage—shall be incorporated to the maximum extent practicable.
3. **Peak Flow Control:** Post-development peak flows shall not exceed pre-development levels for the 2-, 10-, 25-, and 50-year storm events.
4. **Downstream Protection:** Stormwater systems shall demonstrate no adverse downstream impacts, including erosion, flooding, or water quality degradation.
5. **Construction Timing:** All stormwater infrastructure serving a development phase shall be fully constructed and operational prior to issuance of certificates of occupancy for that phase.
6. **Long-Term Maintenance:** A long-term maintenance plan, including responsible parties and funding mechanisms, shall be recorded as part of the PUD approval.”**

Why It Matters

Prevents flooding, protects water quality, ensures independent verification, and requires stormwater systems to be built **before** residents move in.

Added SECTION 5.2.8(L) — UTILITIES & INFRASTRUCTURE COORDINATION

Town Draft (Summary)

The draft references utility coordination but:

- Does not require capacity verification
- Does not require timing alignment
- Does not require underground utilities
- Does not require independent engineering review

- Does not require coordination across phases

This creates risk of overloaded systems and fragmented infrastructure.

*** Rewrite (Suggested Fix + Best Practices)**

“Utilities and infrastructure within a PUD shall be planned and constructed as an integrated, coordinated system that supports all phases of development. The following standards shall apply:

1. **Capacity Verification:** Water, sewer, electric, and telecommunications capacity shall be verified through independent engineering analysis selected by the Town and funded by the applicant.
2. **Infrastructure Timing:** All utilities necessary to serve each phase shall be installed and operational prior to issuance of certificates of occupancy for that phase.
3. **Underground Utilities:** All new utility lines shall be installed underground unless the Planning Board determines that underground installation is infeasible due to site constraints.
4. **Inter-Agency Coordination:** The applicant shall coordinate with all relevant utility providers to ensure adequate service, redundancy, and long-term reliability.
5. **Future Connections:** Utility layouts shall accommodate future connections to adjacent parcels and planned municipal infrastructure where feasible.”**

Why It Matters

Ensures utilities are built **before** occupancy, prevents overloaded systems, requires independent verification, and guarantees coordinated, future-ready infrastructure.

Added SECTION 5.2.8(M) — LANDSCAPING & BUFFERS

Rewrite

“Landscaping and buffers within a PUD shall be designed to enhance visual quality, protect adjacent neighborhoods, and support environmental health. The following standards shall apply:

1. **Perimeter Buffers:** A minimum **50-foot landscaped buffer** shall be provided along the perimeter of the PUD where it abuts existing residential neighborhoods. Buffers shall include evergreen and deciduous plantings to ensure year-round screening.
2. **Internal Buffers:** Adequate landscaping and screening shall be provided between differing land uses within the PUD, including between residential and commercial areas, parking lots, and loading

zones.

3. **Native Species:** Landscaping shall prioritize native or climate-appropriate species to support ecological health and reduce long-term maintenance needs.

4. **Screening of Utilities:** Mechanical equipment, dumpsters, loading areas, and utility structures shall be fully screened from public view through landscaping, fencing, or architectural treatments.

5. **Maintenance Plan:** A long-term landscape maintenance plan shall be submitted and approved as part of the PUD Master Plan, identifying responsible parties and funding mechanisms.”**

Added SECTION 5.2.8(N) — LIGHTING & SIGNAGE

Rewrite

“Lighting and signage within a PUD shall be designed to ensure safety, minimize glare, and create a cohesive visual environment. The following standards shall apply:

1. **Dark-Sky Compliance:** All exterior lighting shall be full cut-off, downward-directed, and compliant with dark-sky principles.

2. **Neighborhood Protection:** Lighting shall be designed to prevent spillover onto adjacent residential properties. Illumination levels at property lines shall not exceed Town standards.

3. **Pedestrian-Scale Lighting:** Lighting in mixed-use and pedestrian areas shall be human-scaled to enhance walkability and safety.

4. **Signage Program:** The PUD Master Plan shall include a cohesive signage program addressing materials, illumination, placement, and design to ensure consistency across all phases.

5. **Prohibited Lighting:** Flashing, moving, or internally scrolling lighting shall be prohibited unless specifically approved for civic or public safety purposes.”**

Added SECTION 5.2.8(O) — PUBLIC SAFETY & EMERGENCY SERVICES

Rewrite

“Development within a PUD shall ensure adequate fire, police, and emergency medical service capacity to serve all phases of the project. The following standards shall apply:

1. **Emergency Response Capacity:** Independent analysis, selected by the Town and funded by the applicant, shall verify that fire, police, and EMS services can maintain or improve existing response times and service levels.

2. **Access & Design Requirements:** All roadways, intersections,

building placements, and site layouts shall comply with Fire Department access standards, including turning radii, hydrant spacing, and secondary access requirements.

3. **Public Safety Infrastructure:** If additional equipment, facilities, or staffing are required to maintain service levels, the applicant shall fully fund such improvements as part of the PUD approval.

4. **Construction Timing:** Required public safety improvements shall be completed and operational prior to issuance of certificates of occupancy for the associated development phases.

5. **Hazard Mitigation:** The PUD shall incorporate fire-resistant materials, adequate water supply for fire suppression, and emergency evacuation routes consistent with Town standards.”**

Added SECTION 5.2.8(P) — FISCAL IMPACT & MUNICIPAL SERVICES

Rewrite

“A PUD shall demonstrate a neutral or positive fiscal impact on the Town over the long term. The following standards shall apply:

1. **Independent Fiscal Impact Analysis:** A comprehensive fiscal impact study shall be conducted by an independent consultant selected by the Town and funded by the applicant. The analysis shall evaluate capital costs, operating costs, school impacts, public safety needs, and long-term municipal service demands.

2. **Cumulative Impact:** The fiscal analysis shall account for all approved, pending, and proposed developments within the service area to ensure accurate forecasting.

3. **Mitigation of Negative Impacts:** If the analysis identifies negative fiscal impacts, the applicant shall fully fund mitigation measures, including off-site improvements, impact fees, or long-term service contributions.

4. **Phasing Alignment:** Fiscal impacts shall be evaluated for each phase of development to ensure municipal services remain adequately funded throughout build-out.

5. **No Approval Without Neutral/Positive Impact:** No PUD or PUD phase shall be approved unless the fiscal analysis demonstrates a neutral or positive impact on the Town’s tax rate and municipal service capacity.”**

SECTION 5.2.9 — COVENANTS, RESTRICTIONS, AND EASEMENTS

Town Draft

The Town's draft includes a short administrative section requiring the applicant to record covenants, restrictions, and easements to ensure long-term compliance. However, it:

- Does not require enforceability standards
- Does not require Town approval of legal documents
- Does not require maintenance funding mechanisms
- Does not require consistency with the PUD Master Plan
- Does not require that obligations run with the land

This leaves room for weak or unenforceable documents.

*** Rewrite (Suggested Fix + Best Practices)**

“All covenants, restrictions, and easements associated with a PUD shall be legally binding, enforceable, and consistent with the approved PUD Master Plan. The following standards shall apply:

1. **Town Approval Required:** All covenants, restrictions, easements, and related legal documents shall be reviewed and approved by the Town prior to final PUD approval.
2. **Running With the Land:** All obligations, restrictions, and maintenance responsibilities shall run with the land and be binding on all future owners, successors, and assigns.
3. **Consistency With PUD Master Plan:** All recorded documents shall be consistent with the approved PUD Master Plan, including phasing, open space protection, infrastructure obligations, and long-term maintenance requirements.
4. **Maintenance Responsibilities:** Covenants shall clearly identify the parties responsible for maintaining private roads, utilities, stormwater systems, open space, landscaping, and shared facilities, along with the funding mechanisms to support such maintenance.
5. **Enforcement:** The Town shall retain the right to enforce all covenants, restrictions, and easements necessary to ensure compliance with the PUD approval and to protect public health, safety, and welfare.
6. **Recording:** All required documents shall be recorded at the Registry of Deeds prior to the issuance of any building permits within the PUD.”**

Why It Matters

Ensures long-term enforceability, prevents maintenance disputes, protects the Town from inheriting private obligations, and guarantees that all commitments made during approval remain binding on future owners.

SECTION 5.2.10 — ADMINISTRATION & ENFORCEMENT

Town Draft

The Town's draft includes only minimal administrative language. It does **not**:

- Define who enforces the PUD
- Require compliance monitoring
- Establish penalties for violations
- Require amendments for deviations
- Require updated studies during build-out
- Clarify the Planning Board's authority
- Provide mechanisms for suspension or revocation

This leaves the Town with **no leverage** if a developer deviates from the approved plan.

*** Rewrite (Suggested Fix + Best Practices)**

“The administration and enforcement of a PUD shall ensure full compliance with the approved PUD Master Plan, all conditions of approval, and all applicable Town regulations. The following standards shall apply:

1. Authority & Oversight

The Planning Board shall be the primary authority for reviewing, approving, and administering PUD applications. The Town Manager, Building Inspector, Fire Department, and other municipal officials shall enforce compliance with all approved plans and conditions.

2. Compliance Monitoring

The applicant shall submit compliance reports at intervals determined by the Planning Board, documenting:

- Construction progress
- Phasing adherence
- Infrastructure completion
- Delivery of required commercial/civic components
- Environmental and stormwater compliance
- Fiscal and public safety impacts

The Town may require updated independent studies if conditions change or if development proceeds faster than anticipated.

3. Deviations & Amendments

Any deviation from the approved PUD Master Plan, including

changes to use mix, density, phasing, infrastructure, or public amenities, shall require:

- **A formal amendment**, and
- **Planning Board approval**

Minor modifications may be approved administratively only if they do not alter density, use mix, infrastructure obligations, or public benefits.

4. Enforcement & Penalties

Failure to comply with the approved PUD Master Plan or conditions of approval may result in:

- Suspension of building permits
- Withholding of certificates of occupancy
- Revocation of approvals
- Enforcement actions under RSA 676:17
- Legal action to compel compliance

The Town may also require corrective measures at the applicant's expense.

5. Performance Guarantees

The Town may require performance guarantees, including bonds, letters of credit, or escrow accounts, to ensure completion of:

- Infrastructure
- Stormwater systems
- Landscaping
- Public amenities
- Environmental mitigation
- Any other required improvements

No certificates of occupancy shall be issued until required improvements are completed or secured.

6. Recordkeeping

All approved plans, conditions, covenants, and amendments shall be recorded at the Registry of Deeds. The applicant shall provide the Town with digital and hard-copy versions of all approved documents.

7. Expiration & Lapse of Approval

If substantial construction has not commenced within the timeframe established by the Planning Board, the PUD approval may lapse

unless extended for good cause.

Why It Matters

This section gives the Town **real enforcement power**, ensures developers cannot drift away from commitments, and protects taxpayers by requiring:

- Monitoring
- Amendments for changes
- Penalties for violations
- Performance guarantees
- Independent verification

SECTION 5.2.11 — AMENDMENTS TO AN APPROVED PUD ***Town Draft***

The Town's draft includes **no clear amendment procedure** for PUDs. This is a major gap because without a defined process, developers can attempt to:

- Shift uses
- Increase density
- Delay commercial/civic components
- Alter phasing
- Reduce open space
- Modify infrastructure obligations
- Change architectural standards

...all without a formal public review.

We need a reform package that requires a **strict, transparent amendment process**.

*** Rewrite (Suggested Fix + Best Practices)**

“Any modification to an approved PUD Master Plan, including changes to land uses, density, phasing, infrastructure, public amenities, or design standards, shall require review and approval in accordance with the following procedures:”

1. Major Amendments (Planning Board Public Hearing Required)

A **Major Amendment** shall be required for any change that materially alters the approved PUD, including but not limited to:

- Increase in residential density
- Reduction in commercial or civic space
- Changes to phasing or sequencing

- Modifications to required infrastructure or mitigation
- Reduction in open space or environmental protections
- Changes affecting traffic, public safety, or school impacts
- Alterations to architectural or site design guidelines
- Any change that increases the fiscal impact on the Town

Major Amendments require:

- A new public hearing
- Updated studies (traffic, fiscal, environmental, etc.)
- Planning Board approval
- Recording of the amended plan

2. Minor Modifications (Administrative Review Allowed)

A **Minor Modification** may be approved administratively by Town staff **only if** the change:

- Does not increase density
- Does not alter the use mix
- Does not affect infrastructure capacity
- Does not reduce open space
- Does not alter phasing
- Does not change public amenities
- Does not increase fiscal or public safety impacts

Examples include:

- Minor adjustments to building footprints
- Minor landscaping revisions
- Utility alignment refinements
- Architectural detail adjustments that remain consistent with approved guidelines

All Minor Modifications must be documented and placed in the project file.

3. Determination of Amendment Type

The Planning Board (or its designee) shall determine whether a proposed change constitutes a Major Amendment or a Minor Modification. When in doubt, the change shall be treated as a **Major Amendment**.

4. Updated Studies & Impact Analyses

The Town may require updated:

- Traffic studies

- Fiscal impact analyses
- School impact projections
- Environmental assessments
- Utility capacity analyses
- Public safety evaluations

...whenever a proposed amendment may affect municipal services or infrastructure.

All studies must be conducted by independent consultants selected by the Town and funded by the applicant.

5. Recording Requirements

All approved amendments—major or minor—shall be recorded at the Registry of Deeds. No building permits shall be issued until the amendment is recorded.

6. No Vesting of Unapproved Changes

No rights shall vest in any proposed modification until it has been formally approved in accordance with this section.

Why It Matters

This section:

- Prevents developers from quietly changing the project
- Protects the Town from density creep
- Ensures commercial/civic components cannot be removed
- Requires public review for meaningful changes
- Ensures updated studies reflect real impacts
- Keeps the PUD consistent with what was promised to residents

SECTION 5.2.12 — EXPIRATION, LAPSE, AND EXTENSIONS

Town Draft

The Town's draft contains **no expiration or lapse provisions** for PUD approvals. This is a major gap because without clear timelines:

- A PUD approval could sit for 10–20 years
- Market conditions could change
- Traffic, fiscal, and environmental impacts could become outdated
- Developers could “bank” approvals indefinitely
- The Town loses control over phasing and timing

We need a reform package requires **clear expiration rules** and

updated studies if approvals lapse.

*** Rewrite (Suggested Fix + Best Practices)**

“PUD approvals shall remain valid only in accordance with the timelines and conditions established in this section. Failure to meet these requirements shall result in expiration or lapse of approval unless extended by the Planning Board.”

1. Timeframe for Substantial Completion

A PUD approval shall expire if **substantial construction has not commenced within two (2) years** of the date of final approval, unless an extension is granted.

“Substantial construction” means:

- Installation of utilities
- Construction of roads or drainage
- Foundation work for at least one principal building
- Completion of required off-site improvements for the first phase

2. Phasing Deadlines

Each approved phase shall have a defined start and completion date.

A phase shall be considered lapsed if:

- Construction does not begin within the approved timeframe, or
- Required infrastructure for that phase is not completed on schedule

Lapsed phases require Planning Board review and reauthorization.

3. Extensions

The Planning Board may grant extensions for good cause, provided that:

- The applicant submits a written request before expiration
- Conditions of approval remain valid
- Impact studies remain current
- No significant changes have occurred in traffic, utilities, environmental conditions, or municipal service capacity

The Board may require updated studies before granting an extension.

4. Updated Studies Required for Lapsed Approvals

If a PUD approval or phase lapses, the applicant shall submit updated:

- Traffic impact analysis

- Fiscal impact analysis
- School impact projections
- Environmental and stormwater studies
- Utility capacity evaluations
- Public safety impact assessments

All studies must be conducted by independent consultants selected by the Town and funded by the applicant.

5. Effect of Expiration or Lapse

If a PUD approval expires or lapses:

- No building permits shall be issued
- No certificates of occupancy shall be granted
- The applicant must reapply or obtain reauthorization
- The Town may require compliance with any new regulations adopted since the original approval

6. Recording of Extensions

All extensions or reauthorizations shall be recorded at the Registry of Deeds and incorporated into the PUD Master Plan.

Why It Matters

This section:

- Prevents approvals from lingering for decades
- Ensures impact studies stay current
- Protects the Town from outdated assumptions
- Gives the Planning Board control over timing
- Ensures phased development stays on schedule
- Allows the Town to apply updated regulations if a project stalls

SECTION 5.2.13 — SEVERABILITY

Consolidated, ordinance-ready language

“If any section, subsection, paragraph, sentence, clause, or provision of this Article is held to be invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Article. The remaining provisions shall continue in full force and effect, and to this end the provisions of this Article are declared to be severable.”

Why this matters

A severability clause protects the Town by ensuring:

- If one part of the ordinance is struck down,

- **The rest remains enforceable.**

Without this clause, a single legal challenge could jeopardize the entire PUD framework.

This is standard in well-drafted ordinances and should always be included.

Fw: Draft pud

From Bob LeBreux [REDACTED]

Date Thu 5/7/2026 11:01 PM

To Shaun Mulholland <smulholland@londonderry nh.gov>

External Email Notice

This message was sent from outside the Town of Londonderry offices. Please use caution before clicking links or opening attachments. If you were not expecting this message, verify the sender before responding. Please use the **Phish Alert** button to report suspicious emails.

Good evening Mr. Mulholland. I am a Londonderry resident writing to you regarding the May 18th public hearing on amendments to the Londonderry Zoning Ordinance (LZO) Planned Unit Development (PUD). I am planning to attend that meeting, but in the meantime I would like to offer-up a few suggestions and concerns. If it is appropriate to include these in the meeting's agenda, then please feel free to do so.

I have read over the proposed amendments and following are some of my observations and concerns:

5.2.8 Standards of Development. PARKING

Does the Planning Board alone have the authority to waive parking requirements, i.e. number of spaces required, size of spaces, width of lanes between rows of spaces, etc.? I've seen way too many instances of parking requirement waivers result in outcomes whose only fan is the developer. Not good! I think any such waivers should carry an extra level of scrutiny and present high hurdles to overcome. This would apply to **all** parking requirement waivers/variances, residential, commercial, industrial, mixed use, etc.

Continuing on the thread of motor vehicles, I saw no mention of private roads within proposed developments. I'll cut to the chase. I am vehemently opposed to any such arrangement! Universally, these private road developments benefit (read "enrich") only the developer. And nearly universally, at some point long after the developer has left the scene, folks affected by the sub-standard roads and infrastructure these private roads present will petition the town/city to take ownership of, or least maintenance of, the by then deteriorating mess. Yippee! Let's spread the cost among all the taxpayers or at the very least, assess associated costs to the poor souls who bought property there.

Finally, within the LZO PUD draft pdf, I have concerns with density.

"Density Bonus". Hmmm, do we really need to entice tighter residential density with bonuses? If we're going to include (or must include) density issues, I would much prefer to see a minimum 99 year affordability period in lieu of the 30 years proposed. Also, I would like to see a higher percentage of affordable (work force) housing. I am once again concerned with what appears to be the Planning Board's sole prerogative to "Grant" relief from minimums and limits regarding these and other related issues. Seems like an awful lot of authority (power) in the hands of a small group of appointees.

Well, that's about it for now. I've got a feeling the revisions to these rules & regulations are still a long way off, but they absolutely need to be changed, and we've got to start

somewhere. By the way, my comments about past outcomes regarding parking and private roads apply to the municipalities around Londonderry as well as the Town itself.

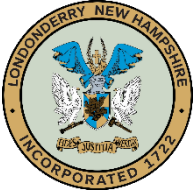
Thank you for your attention to this matter. Sincerely,

(Bob)

Robert R. LeBreux

[REDACTED]
Londonderry, NH 03053
[REDACTED]
[REDACTED]

||



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

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026
Submitted By: Moira Ryan
Department: Town Council

Contact Information: Email or Telephone
Estimated Discussion Time: 15 Minutes

Agenda Item Title: Request by Moira Ryan for the Town Council to direct Town Staff to explore applying for Community Development Block Grants through NH CDFA for housing rehabilitation and accessibility improvements benefiting low- and moderate-income residents.

Background and Purpose: This item was an agenda request made by Moira Ryan. Councilor Ron Dunn agreed to sponsor this agenda item.

Action:

Proposed Motion:

Attachments: [CDFA-CDBG-Application-Program-Guide-2026.pdf](#)

Online Form Submittal: Town Council Agenda Request Form

From noreply@civicplus.com <noreply@civicplus.com>

Date Mon 4/20/2026 11:11 AM

To Shaun Mulholland <smulholland@londonderrynh.gov>; Kellie Caron <kcaron@londonderrynh.gov>; Tanya Pinter <tpinter@londonderrynh.gov>

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Town Council Agenda Request Form

Requester Information

The Town Council Agenda Request Form is available for anyone who wishes to propose an item for inclusion on a Town Council meeting agenda. Submissions are reviewed by the Town Manager's office.

Please note that members of the public may speak during the "Public Comment" sections of an upcoming Town Council meeting without needing sponsorship.

(Section Break)

Contact Information

First Name Moira

Last Name Ryan

Email Address [REDACTED]

Phone Number [REDACTED]

Address 1 [REDACTED]

Address 2 (Optional) *Field not completed.*

Town / City Londonderry

State NH

ZIP Code 03053

(Section Break)

Requester Information

If you are not a member of the Londonderry Town Council, a Councilor has to sponsor your agenda request form. There will be a space later in the form to select the Councilor's name.

Are you the requester? Yes

Are you a member of the
Londonderry Town Council? No

If not, which Councilor has
agreed to sponsor your
agenda request? Chair Ron Dunn

(Section Break)

Agenda Request Information

(Section Break)

Agenda Request Date

The Londonderry Town Council generally meets on the first and third Mondays of the month. If Monday is a holiday, the meeting will be moved to Tuesday.

Preferred Date of Council
Meeting to Consider Item 5/4/2026

Please keep in mind that if this request is for an agenda item and is not urgent in nature, a date **ten days in the future** is preferable in order to allow proper time to prepare materials.

Is there a deadline
associated with this item,
and if so, what is it? No, but it deserves attention

(Section Break)

Agenda Request Information

Name of Agenda Topic Item Community Based Block Grants for Development and for ADUs

Reason for Topic Item The purpose of discussing Community Development Block Grants is to explore whether Londonderry could use federal housing funds to support accessibility and housing stability for residents. Many families in town are caring for disabled relatives or aging family members, and these grants are specifically designed to help communities address those needs while bringing outside funding into the town.

Specific Questions Related
to the Topic Item "Has Londonderry recently applied for CDBG housing funds,
and if not, is the council interested in exploring that option?"

What possible action, motion, goal, and / or Town Code or Policy amendment are you proposing?	Request that the Town Council consider directing staff to explore applying for Community Development Block Grant (CDBG) funding through the New Hampshire Community Development Finance Authority for housing rehabilitation and accessibility improvements benefiting low- and moderate-income residents.
What documentation and / or references related to the topic item would you like to provide?	Documentation and references include publicly available information regarding the Community Development Block Grant (CDBG) program administered by the U.S. Department of Housing and Urban Development, the New Hampshire Community Development Finance Authority CDBG program guidelines for municipalities, examples of CDBG-funded housing rehabilitation programs in New Hampshire communities, and information regarding recent New Hampshire legislation expanding accessory dwelling unit (ADU) housing opportunities.
Other Information	<i>Field not completed.</i>
Attachments	NH_CDBG_CDFA_Overview.pdf

(Section Break)

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

New Hampshire Community Development Block Grant Program

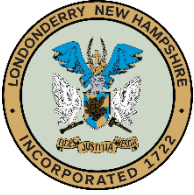
In New Hampshire, Community Development Block Grant (CDBG) funding is administered by the New Hampshire Community Development Finance Authority (CDFA). Municipalities apply to CDFA for funding to support projects that benefit low and moderate income residents and address community development needs.

Examples of Projects Funded in New Hampshire:

Project Type	Examples
Housing Rehabilitation	Repairing homes, accessibility upgrades, weatherization
Public Facilities	Community centers, public safety facilities, ADA improvements
Economic Development	Support for job creation and business expansion
Neighborhood Revitalization	Infrastructure improvements and housing stabilization

Municipalities typically partner with nonprofit organizations, regional planning commissions, or housing agencies to administer these programs. Individual residents do not apply directly to the state; the town sponsors the project application.

Official CDFA information: <https://www.nhcdfa.org>



Town of Londonderry, New Hampshire
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(603) 432-1100 • londonderrynh.gov

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026

Submitted By: Assistant Library Dir. Donna Plante

Department: Library

Contact Information: Email or Telephone

Estimated Discussion Time: 15 Minutes

Agenda Item Title: Discuss request from the Library Board of Trustees for additional funding for repairs to the library.

Background and Purpose: The Library Board of Trustees are requesting authorization to expend \$572,461 to address Phase 2A building envelope repairs. Also, contained within this amount is the cost of design for the roof project and related HVAC replacement project. This needs to be done to provide a more detailed cost analysis. These recommendations are a result of the building assessments conducted on 2/26/26 and 4/1/26 by Cx Associates.

Phase 2A includes two preventative scope items to preserve the work already completed and protect the library until the HVAC units can be replaced. This includes renting cooling units to remove humidity during summer 2026 and adding glycol to the heating system for the winter months. The rentals may need to be extended to summer 2027 depending on the Phase 2B timeline. Adding glycol may also identify leaks in the system that would require additional funding to repair.

The \$572,461 would come from two sources. The primary source would be unexpended funds in other budgets within the general fund at the end of the fiscal year. Any remaining funds would need to come from the Expendable Maintenance Trust Fund (EMTF).

The projected Phase 2B cost of raising the roof in the “bowl” area where the HVAC units are located and the replacement of the HVAC units themselves is estimated to be approximately \$854,037. The design work that is part of the \$572,461 amount must be done first. This will provide a more accurate cost for the roof work and the replacement of the HVAC units.

The roof and HVAC unit replacement Phase 2B cost is estimated to be \$854,037 could be funded in one of two ways. There is \$1.2 million in the EMTF that could be used for this work, however that would significantly diminish reserves and the ability to address other building issues in the Town. The second option would be to pursue a bond at the next Town Meeting for that amount. The lead time to order and receive the HVAC units is estimated to be 6 months. The timeframe could be more or less depending upon what type of unit(s) are selected.

Action: The Council would act on this request at the Town Council meeting on June 15, 2026.

Proposed Motion:

Attachments:

- ReArch Construction – Library Phase #2 Part A – Alternates Summary 05-06-2026
- ReArch Construction – Library Phase #2 Part A – Alternates Detail 05-06-2026

- ReArch Construction – Library Phase #2 Part B – Alternates Summary 05-11-2026
- ReArch Construction – Library Phase #2 Part B – Alternates Detail 05-11-2026
- Cx Associates Field Visit Report – Leach Public Library Building Enclosure 2-26-2026
- Cx Associates Field Visit Report – Leach Public Library Building Enclosure Report 4-1-2026
- Cx Associates Field Visit Report – Leach Public Library Building Enclosure Report 4-15-2026
- ENE Systems Proposal – Leach Library Heating System Flush and Glycol Add 5-11-2026



Project: Londonderry Library - Phase #2 Part "A" Scope - Conceptual Budget Values

Location: Londonderry, NH

Date: 05-12-26

Conceptual Budgets - Phase #2 Various Add Alternates

PLAN DATE: N/A - No Plans Available for these Conceptual Budgets

ALTERNATE #	DESCRIPTION	ADD / DEDUCT	Amount	STATUS				Notes
				TARGET	ACCEPTED	PENDING	REJECTED	
MISC LIBRARY SCOPE ITEMS								
Misc - 1A	Architectural Design & Coordination Allowance	Add	\$56,502	\$56,502				The Town Must Take this Design Scope for All Alternates. The Town needs to confirm all alternates that need to be
Misc - 1B	Structural Design & Coordination Allowance	Add	\$35,020	\$35,020				The Town Must Take this Design Scope for All Alternates
Misc - 1C	Mechanical & Electrical Systems Design & Coordination Allowance	Add	\$56,267	\$56,267				The Town Must Take this Design Scope for All Alternates
Misc - 2A	Add Temp Cooling Units to help with the Dehumidification during the 2026 Summer until the existing RTU's get replaced.	Add	\$35,636	\$35,636				This will include (5) Portable Heating & Cooling Units Rental for a total of (4) months. This includes an allowance to install the "TBD" condensate piping
Misc - 2B	Add Temp Cooling Units to help with the Dehumidification during the 2027 Summer until the existing RTU's get replaced. Includes 5% escalation add	Add	\$37,418	\$37,418				This will include (5) Portable Heating & Cooling Units Rental for a total of (4) months. This includes an allowance to install the "TBD" condensate piping
Misc - 3	Includes Adding a Glycol % mix to the Boiler to prevent freezing of the lines.	Add	\$5,395	\$5,395				This is a direct cost between ENE and the Library / Town. ReArch is not involved with this scope and is on this for accounting purposes only.
EXT ENVELOPE REPORT #1 - DATED 02/26/26 - ACTION ITEMS								
Report #1 - 1	Frozen Heat Pipe - Recommended Actions	Add	\$220,286	\$220,286				Review actions listed on pages #2,#3 - All items may not be needed
EXT ENVELOPE REPORT #2 - DATED 04/01/26 - ACTION ITEMS								
Report #2 - 1	Hole Found - Recommended Actions	Add	\$28,828	\$28,828				Review actions listed on page #2 within report #2
Report #2 - 3	Bump Out Insulation - Recommended Actions	Add	\$97,108	\$97,108				Review actions listed on page #4 - Should consider doing with Ext Envelope Report #1 Alternates - #2 Frozen Heat Pipe Scope

\$572,461 \$0 \$0 \$0

NOTE: ABOVE ACCEPTED ALTERNATES ARE PENDING FINAL DESIGN AND SUBCONTRACTOR PRICING

Project: Londonderry Library - Phase #2 Part "A" Scope - Conceptual Budget Values

5/6/2026

Misc - 1A Architectural Design & Coordination Allowance

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Architectural Design Allowance	1	ls	\$25,000	\$ 25,000
	ReArch Preconstruction & Ops Design / Coordination / Estimating / Bidding / Sub Leveling	12	days	\$1,848	\$ 22,176
Sub Total				\$	47,176
	General Conditions / Requirements		week	\$	-
	Construction Contingency (10.0%)			\$	4,718
	General Liability (1.1%)			\$	571
	Performance & Payment Bond			\$	839
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	3,198
Total				\$	56,502

Misc - 1B Structural Design & Coordination Allowance

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Structural Design Allowance	1	ls	\$20,000	\$ 20,000
	ReArch Preconstruction & Ops Design / Coordination / Estimating / Bidding / Sub Leveling	5	days	\$1,848	\$ 9,240
Sub Total				\$	29,240
	General Conditions / Requirements			\$	-
	Construction Contingency (10.0%)			\$	2,924
	General Liability (1.1%)			\$	354
	Performance & Payment Bond			\$	520
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	1,982
Total				\$	35,020

Misc - 1C Mechanical & Electrical Systems Design & Coordination Allowance

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Mechanical Design Allowance	1	ls	\$20,000	\$ 20,000
	Electrical Design Allowance	1	ls	\$8,500	\$ 8,500
	ReArch Preconstruction & Ops Design / Coordination / Estimating / Bidding / Sub Leveling	10	days	\$1,848	\$ 18,480
Sub Total				\$	46,980

General Conditions / Requirements	\$	-
Construction Contingency (10.0%)	\$	4,698
General Liability (1.1%)	\$	568
Performance & Payment Bond	\$	836
Builders Risk Insurance		By Owner
Building Permit Fee		By Owner
Fee (6.0%)	\$	3,185
Total	\$	56,267

Misc - 2 Add Temp Cooling Units to help with the Dehumidification durin the 2026 Summer until the exitisng RTU's get replaced.

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Rental Costs for (5) Mobil Units	5	4 week	\$3,750	\$ 18,750
	Rental Costs Delivery / Pick / Surcharge	1	ls	\$304	\$ 304
	Allowance - Install "TBD" Condensate Piping - Routes and finishes need to modified are "TBD"	5	ea	\$1,600	\$ 8,000
	Final Cleaning Work Area - North Façade	5	day	\$460	\$ 2,300
	Lift for Scope	0.5	mos	\$800	\$ 400
	Sub Total				\$ 29,754
	General Conditions / Requirements	0	weeks	\$ 13,000.00	Done w/ other items
	Construction Contingency (10.0%)				\$ 2,975
	General Liability (1.1%)				\$ 360
	Performance & Payment Bond				\$ 529
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 2,017
	Total				\$ 35,636

Report #1 - 1 Frozen Heat Pipe - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Temp Protection of Ext & Int Existing "New" Finishes / Work Space Isolation - North Façade	1	ls	\$12,000	\$ 12,000
	Temp Protection of Ext & Int Existing "New" Finishes / Work Space Isolation - South Façade	1	ls	\$12,000	\$ 12,000
	Ext Excavation against foundation (below grade) - North Façade	1	ls	\$3,500	\$ 3,500
	Ext Excavation against foundation (below grade) - South Façade	1	ls	\$3,500	\$ 3,500
	Ext Rigid Insulation against foundation (below grade) - North Façade	304	sf	\$7.5	\$ 2,280
	Ext Rigid Insulation against foundation (below grade) - South Façade	304	sf	\$7.5	\$ 2,280
	Demo of Existing Interior Veneer Finishes - North Façade	988	sf	\$6	\$ 5,928
	Demo of Existing Interior Veneer Finishes - South Façade	988	sf	\$6	\$ 5,928
	Spray Foam Insulation - North Façade	988	sf	\$10	\$ 9,880
	Spray Foam Insulation - South Façade	988	sf	\$10	\$ 9,880
	New Drywall Patching - North Façade	988	sf	\$8	\$ 7,904
	New Drywall Patching - South Façade	988	sf	\$8	\$ 7,904
	New Millwork Patching - North Façade	1	ls	\$8,000	\$ 8,000
	New Millwork Patching - South Façade	1	ls	\$8,000	\$ 8,000

Exterior Siding / Trim Rework - North Façade					N/A - No Work
Exterior Siding / Trim Rework - South Façade					N/A - No Work
Exterior Glazing Rework - North Façade					N/A - No Work
Exterior Glazing Rework - South Façade					N/A - No Work
New Painting Patching - North Façade	988	sf	\$2	\$	1,976
New Painting Patching - South Façade	988	sf	\$2	\$	1,976
Sprinkler Rework - North Façade - relocate into inside spaces					N/A - Done
Sprinkler Rework - South Façade - relocate into inside spaces - include painting	1	ls	\$2,800	\$	2,800
Plumbing Rework - North Façade					N/A - No Work
Plumbing Rework - South Façade					N/A - No Work
HVAC Rework - North Façade					N/A - No Work
HVAC Rework - South Façade					N/A - No Work
Electrical Rework - North Façade	2	day	\$1,620	\$	3,240
Electrical Rework - South Façade	2	day	\$1,620	\$	3,240
Final Cleaning Work Area - North Façade	1	ls	\$2,940	\$	2,940
Final Cleaning Work Area - South Façade	1	ls	\$1,620	\$	1,620
Lift for Scope	1.5	mos	\$800	\$	1,200
Dumpster for Debris	1	ea	\$950	\$	950

Sub Total				\$	118,926
General Conditions / Requirements	5	weeks	\$ 13,000.00	\$	65,000
Construction Contingency (10.0%)				\$	18,393
General Liability (1.1%)				\$	2,226
Performance & Payment Bond				\$	3,273
Builders Risk Insurance					By Owner
Building Permit Fee					By Owner
Fee (6.0%)				\$	12,469
Total				\$	220,286

Report #2 - 1 Hole Found - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Furnish & Install New Interior Framing to close up that opening - Labor	4	day	\$780	\$ 3,120
	Furnish & Install New Interior Framing to close up that opening - Material	1	ls	\$800	\$ 800
	Furnish & Install New Batt insulation within the framing	20	sf	\$4	\$ 80
	Rework the Proposed piping (assumed wet) to remove from the open to cold air vestibule soffit vents	1	ls	\$6,000	\$ 6,000
	Misc Clean up / support labor	2	days	\$360	\$ 720
	Temp Floor protection	1	ls	\$350	\$ 350
<hr/>					
Sub Total				\$	11,070
General Conditions / Requirements	1	weeks	\$ 13,000.00	\$	13,000
Construction Contingency (10.0%)				\$	2,407
General Liability (1.1%)				\$	291
Performance & Payment Bond				\$	428
Builders Risk Insurance					By Owner
Building Permit Fee					By Owner
Fee (6.0%)				\$	1,632
Total				\$	28,828

Report #2 - 3 Bump Out Insulation - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Temp Protection of Ext & Int Existing "New" Finishes / Work Space Isolation - North Façade	1	ls	\$7,500	\$ 7,500
	Temp Protection of Ext & Int Existing "New" Finishes / Work Space Isolation - South Façade	1	ls	\$7,500	\$ 7,500
	Demo of Existing Interior Veneer Finishes - North Façade	435	sf	\$8	\$ 3,480
	Demo of Existing Interior Veneer Finishes - South Façade	435	sf	\$8	\$ 3,480
	Spray Foam Insulation - North Façade	435	sf	\$10	\$ 4,350
	Spray Foam Insulation - South Façade	435	sf	\$10	\$ 4,350
	New Drywall Patching - North Façade	435	sf	\$10	\$ 4,350
	New Drywall Patching - South Façade	435	sf	\$10	\$ 4,350
	New Painting Patching - North Façade	435	sf	\$3	\$ 1,305
	New Painting Patching - South Façade	435	sf	\$3	\$ 1,305
	Electrical Rework - North Façade	2	day	\$1,620	\$ 3,240
	Electrical Rework - South Façade	2	day	\$1,620	\$ 3,240
	Final Cleaning Work Area - North Façade	1	ls	\$2,240	\$ 2,240
	Final Cleaning Work Area - South Façade	1	ls	\$2,240	\$ 2,240
	Lift for Scope	1.5	mos	\$800	\$ 1,200
	Dumpster for Debris	1	ea	\$950	\$ 950
Sub Total					\$ 55,080
	General Conditions / Requirements	2	weeks	\$ 13,000.00	\$ 26,000
	Construction Contingency (10.0%)				\$ 8,108
	General Liability (1.1%)				\$ 981
	Performance & Payment Bond				\$ 1,443
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 5,497
Total					\$ 97,108



Quote

Date: May 11, 2026
To: Londonderry Leach Library – Donna Plante
Subject: Leach Library Heating System Flush and Glycol Add

Donna, per your request, we have prepared a proposal to address the glycol add that is needed at Londonderry Leach Library. ENE Systems of NH proposes the following to address this work:

Scope of Work

- A heating system flush and glycol add is needed for the Leach Library. The scope of work is as follows:
 - A full water flush of the system will be initiated.
 - A water flush is intended to remove sludge, scale, and debris for the existing system.
 - We will drain the water in the heating loop and then refill with water. We will then run the circulating pump for approximately 30 minutes and then drain the loop again.
 - We will repeat the flush process.
 - After two flushes, ENE shall supply and install a new glycol and water mixture. The final mixture being calculated to be approximately 25% glycol as suggested by Leach Library.
 - It should be noted that the system flush will often identify leaks in the system. The number of leaks will not be known until after the flush. Repairs of leaks will be billed separately.
 - A system check will now take place to identify any leaks.
 - The system will then be purged of air.

*****Clarifications/Exclusions:**

1. This quote is based on work being performed during normal business hours Monday through Friday 7:30am – 4pm.
2. This quote is only to provide the service stated above. Anything needed or requested beyond this scope of work will be quoted separately and accordingly. Quote assumes all other components are viable.
3. Due to the current unstable pricing from manufacturers and vendors, this quote pricing is valid for **15 days**, whereafter pricing will need to be verified.
4. Customer responsibility to have the site clear for work to be performed and must be done prior to the start of work.
5. Customer is responsible to allow free and clear access to all associated work areas throughout the entirety of the work being performed.
6. This quote does not include any other non-specified services.
7. Due to ongoing changes in global trade policies, this quote is subject to adjustment based on applicable tariffs, duties, and import fees at the time of order fulfillment. Any increases in tariffs or related charges imposed after the date of this quote may result in a corresponding price adjustment. Conversely, any reductions in such costs may also be reflected where applicable. We will make every effort to communicate any changes promptly and transparently.
8. Please note that a 3.5% processing fee will be applied if payment is made via credit card.
9. Please be advised that upon the approval of this work, by means of signature or in written approval through email, the customer is acknowledging that they agree to these terms and conditions and the associated scope of work within this proposal. ENE Systems is not responsible for the failure of any individual or entity to read, understand, or clarify any items prior to the approval of the work.

Price \$ 5,395.00

Sincerely,

Andy Gamache

26, February 2026

Field Visit Report

ReArch

Leach Public Library Building Enclosure Diagnostics



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FIELD VISIT OVERVIEW

Project	ReArch Leach Public Library Building Enclosure Diagnostics
Date of Visit	02/20/2026
Report Issue Date	02/25/2026
Scope of Visit	Review of frozen heat pipe, roof leaks and mold
Attendees/Participants	Kevin Magee (ReArch), Eric Morrow (CxA), Meghan (Library Staff)

FROZEN HEAT PIPE

With help from library staff, we confirmed that the pipe froze and split. The cause of this was inadequate insulation between the pipe and the outside. One confounding factor is that the radiator supply/ return pipes come down the corner of the bump-out inside the drywall column covers. The original installation included filling the corners with batt insulation inadvertently making the heat pipe system more vulnerable to freezing.

We do see some ice buildup on the roof of the bump outs. This is indicative of inadequate roof insulation and likely air leakage. We have asked ReArch to remove some ceiling tiles and cut into the insulation there to see how the small roofs were insulated. Note: The original 1996 drawings did not do a great job at showing the design intent on that detail.



FIGURE 1 DRYWALL REMOVED AT BUMP-OUTS



FIGURE 2 FROZEN PIPE REMOVED



FIGURE 3 INSULATION SPACE BEHIND HORIZONTAL HEAT PIPE



FIGURE 4 COLUMN ENCLOSURE REMOVED AT BASE



FIGURE 5 MISSING FOUNDATION INSULATION



FIGURE 6 UPDATED SPRINKLER PIPE LOCATION

FROZEN HEAT PIPE - RECOMMENDED ACTIONS

1. Remove GYP column enclosures to ceiling to allow for new spray foam insulation to be installed [Figure 4]. Foam behind the structural steel NOT over it. Foam behind the existing vertical insulated heat pipe NOT over it. Remove studs as needed to complete the work.

2. Foam behind the horizontal heat pipe [Figure 3]. This will create a good air seal and add R-value. This void appears to have been previously filled with batt insulation.
3. Add 3" of rigid insulation to the outside face of the foundation wall at the bump outs [Image 5]. The existing exterior trim assembly is only 1.5" thick however, we think there will be a nice architectural detail that allows for the foundation of the bump-outs to be insulated while still allowing for proper bulk water management. Exterior insulation in this location will greatly reduce thermal bridging in close proximity to where the pipe froze.
4. Moving the sprinkler pipes into the warm side of the ceiling/ wall was a good decision [Figure 6]. We suggest doing the same thing to the other two bump-outs on the other side of the room.
5. We recommend all other changes happen to all four bump outs.
6. We have asked for additional holes to be cut to better understand how the bump out roofs were built and how the insulation and air sealing was handled. *CxA will wait to see the results of that investigation before recommending any further action on that.*

MOLD REPORTED IN BUILDING

Finding the cause of mold may be a long process and our notes here intend to highlight possible contributing factors. We observed that while most pitched roofs have gutters, we see an opportunity to add more. We recommend gutters be installed where they are not currently.



FIGURE 7 MISSING GUTTER



FIGURE 8 MISSING GUTTER



FIGURE 9 MISSING GUTTER



FIGURE 10 SWALE WITH DRAIN



FIGURE 11 EXPLORATORY HOLE OBSERVED

The site is also low and consultation with a civil engineer is recommended. We understand there are plans to build additional parking up above the library. Any construction uphill of the library has the potential to increase surface water runoff impacting the library and exacerbating the mold issue. Again, we do not know if the damp site is or is not the cause of the mold, but we want to be mindful of its potential impact.

We observed an exploratory hole that was previously cut in the floor of the basement of the old building. While we don't see a vapor barrier in the floor system, it may have gotten pulled and removed during the cutting of the hole. The existing floor tiles are likely acting as a secondary vapor control layer.

We popped our head up through the hatch in the ceiling in the original library (currently the children's section). It is apparent that a wood framed gable roof was added on top of a flat roof. The slope of the gable roof is insulated however we are unable to confirm if a continuous vapor

barrier was in place. This is a concern as a lack of vapor control in the roof system may lead to a mold problem. If the old flat roofing material was left in place, we may have an unventilated attic assembly that further supports the opportunity for mold growth.



FIGURE 12 APPEARS THAT THE VAPOR BARRIER IS MISSING



FIGURE 13 STRUCTURAL STEEL FROM THE ORIGINAL FLAT ROOF.

MOLD – RECOMMENDED ACTIONS

1. Add gutters where missing and tie into central drainage system.
2. Owner or ReArch to review existing drainage with a civil engineer including potential impact of construction on adjacent property.
3. ReArch to confirm with testing agency if attic above childrens wing was tested for mold.
4. ReArch to confirm if vapor barrier is in place in attic.
5. ReArch to confirm if there is any ventilation being provided to the attic above the childrens room.
6. If vapor barrier is missing in the attic ceiling we recommend adding a smart air and vapor barrier and ensuring proper ventilation of that space

WATER DAMAGE OBSERVED

We observed several points of water damage on the ceiling due to leaks in the roof. Our notes here intend to highlight some areas of concern and possible next steps. Most of the water leakage seems to be occurring near the main entry of the building and extending back into the administrative functions of the library. The roof above that area consists of mostly flat roof with some areas of sloped roof.

We will be able to provide more detailed diagnostic testing when the snow is gone.

We observed water damage gypsum at the skylights. Based on the secondary sealants we see applied to the skylights, we assume these to be original to the 1996 construction.



FIGURE 14 AREAS OF PROMINENT LEAKS



FIGURE 15 ROOF TOP EQUIPMENT



FIGURE 16 ROOF OVER ENTRY



FIGURE 17 WATER DAMAGE AT SKYLIGHT



FIGURE 18 SKYLIGHTS



FIGURE 19 LOW CURB HEIGHT

WATER DAMAGE – RECOMMENDED ACTIONS

1. ReArch team to investigate possible water leaks that may be originating from or through the HVAC system. Check bottoms of equipment cabinets for signs of water infiltration.
2. We recommend diagnostic testing on the roof when the snow is gone. This testing will include water/ spray testing with guidance from AAMA 501.2. We intend to test wall to roof details, mechanical curb details, wall flashing details and possibly a ponding test of the roof flat roof membrane. We note that existing layers of insulation will make it challenging to attain clear testing results, we suggest temporarily removing insulation where most prevalent leak are occurring.
3. After evaluating the results of the above water/ spray testing we may recommend conducting an infrared scan of the flat roof to identify potential areas of wet insulation with guidance from ASTM C1153. This test requires specific weather conditions that can take time and patience to schedule.
4. We understand ReArch will be cutting holes on the lobby ceiling to learn more about the existing condition. Suggest changing drywall ceilings to tile ceilings where leaking has been most persistent. This will make it easier to perform diagnostic work.
5. Confirm the age of the existing polycarbonate skylights. Suggest replacing if original. Consider using the roofer who re-roofed two years ago to replace the skylights and include an updated whole roof watertight warranty.

DEFERRED MAINTENANCE

The building is showing signs of deferred maintenance. We will note a few instances here to bring to the attention of the team. In several places in the 1996 attic we noticed poly vapor barrier is not well attached and/ or falling down. This is not unimportant as mold can occur in a wall system if proper vapor control is not provided on the warm side of the wall.



FIGURE 20 TORN VAPOR BARRIER



FIGURE 21 TYPICAL PAINT AND PATCH REQUIRED



FIGURE 22 DAMAGED DOWNSPOUT



FIGURE 23 TYPICAL PATCH AND PAINT REQUIRED

This concludes this report.

01, April 2026

Field Visit Report

ReArch

Leach Public Library Building Enclosure Diagnostics



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FIELD VISIT OVERVIEW

Project	ReArch Leach Public Library Building Enclosure Diagnostics
Date of Visit	03/18/2026
Report Issue Date	04/01/2026
Scope of Visit	Review of new interior openings
Attendees/Participants	Eric Morrow (CxA)

LARGE AIR/ THERMAL HOLE FOUND

We made our way up into the attic above the children’s section of the library. From there we were able to gain access to the attic above the main entry roof. Some physical flexibility is required to get into this space. Once there, we observed a large 2’ x 6’ hole connecting the insulated attic to the uninsulated roof over the entry. This is a significant source of energy loss and condensation risk.



FIGURE 1 VENTED DORMER OVER ENTRY



FIGURE 2 (2' X 6') HOLE TO ENTRY DORMER W/ SPRINKLER PIPE

Per detail 3/A9 on the 1996 architectural drawings, things appear to be built as designed (except for the hole). However, there were no notes about how the sprinkler pipe was to stay frost protected. The hole may have been left un-sealed to allow warm air from the conditioned attic to provide frost protection to the sprinkler pipe. So there may have been some logic behind this situation but it’s still totally unacceptable to have a twelve-square-foot hole in the air and thermal enclosures. Cold air temperatures on the metal deck may be causing condensation which could create the leaks observed on the entry ceiling.

HOLE FOUND - RECOMMENDED ACTIONS

1. Inquire with the building maintenance folks to see if they are aware of this condition and have any information.
2. Confirm if the sprinkler system is a “wet” or “dry” system.
3. Assuming the sprinkler pipe is connected to a “dry” system, suggest infilling the hole with a secure, insulated and air sealed hatch to allow future access.

HOLES CUT IN ENTRY CEILING

From ladders, we reviewed the holes cut in the entry ceiling. Because it was not currently raining, we were unable to see any wet spots or active leaks. In our third visit we intend to either time it so we are there during a heavy rain or bring hoses and perform our own spray testing. There are pros and cons to each but at the moment, we think it would be preferable to witness the roof system during a heavy rain event. An intense natural rain event will deliver far more water than our typical hose test.



FIGURE 3 HOLES CUT IN GYP CEILING



FIGURE 4 WATER STAINING ON STRUCTURAL BEAM

HOLES CUT IN ENTRY CEILING- RECOMMEND ACTIONS

1. Leave ceiling open until the source of the water leaks can be confirmed.
2. If the ceiling needs to be put back in place before the source of water infiltration can be confirmed, we suggest replacing the gyp ceiling with a large format 30" x 30" ACT ceiling. The larger panel size will look better in that location and make it easier for ongoing diagnostic work.

3. CxA intends to perform focused leak diagnostic testing on the areas of concern outlined in this report. We will start from the lowest details and work our way up following established testing methods. Leaks can travel great distances on a metal deck which can make locating the origin challenging. We intend to do an IR scan of the EPDM roof the day before we water test. We are optimistic that the weather will provide favorable conditions for a productive infrared scan. We are working with the understanding that finding the solution is an urgent matter and that testing can't wait for ideal testing conditions that are more common in May. While we often find the source of the leak(s), we can't guarantee we locate them within a limited time period.

MULTIPLE AHU'S SERVING CHILDREN'S ROOM

While not in our scope, we did notice that there appears to be two AHU's serving the children's room. This results in a lot of ducting running through a somewhat confined and hard to access space above the entry. Any opportunity to reduce the number AHU's seems advantageous. The unit pictured below in figure 6 may be able to be designed out.



FIGURE 5 HARD TO REACH DUCTWORK ABOVE THE ENTRY



FIGURE 6 AHU #3 ON OTHER SIDE

AHU QUANTITY – RECOMMENDED ACTIONS

1. See if AHU #3 can be designed out while still meeting the design loads. It would reduce some long duct runs that are currently hard to access. This also assumes our understanding that all AHU's are planned for replacement.

INSULATION ABOVE BUMP OUTS

We looked at the holes that were cut in the ceiling of each bump-out in the 1996 wing. While the insulation and vapor barrier installation appear adequate, we are concerned about the air seal of the wall to the roof deck. Cold drafts in this location were likely a contributing factor to the sprinkler

pipe freezing. In addition to frost protection measures provided in our first report, we are recommending spray foam here to help lower the temperature of this enclosed space.



FIGURE 7 TYPICAL CONDITION ABOVE BUMP-OUT ON THE NORTH WALL

BUMP-OUT INSULATION – RECOMMENDED ACTIONS

1. Remove existing fiberglass insulation and poly vapor barrier in this area
2. Use spray foam to seal the joint between the metal deck and the top flange of the beam.
3. Foam between the studs
4. Foam behind the steel beam connecting the foam to the deck.
5. Do not foam over the entire beam. We want the beam to stay warm so condensation does not occur.
6. See also recommendations on pages 2, 5 and 7 in our first report for a complete scope of work.

MISCELLANEOUS ISSUES ON OUR RADAR

While we are not yet recommending corrective action in the issues below, or they are not central to the leak in the lobby, we want to track them here.

1. The asphalt shingling detail in one spot on the roof is not great (Figure 8). It really should have a better detail; however, we have no indication at this time that it's causing a leak.
2. Selant joint appears to be missing above some brick wall flashing (Figure 9). This should actually be proper through wall flashing too. Can ReArch can confirm if this is thru wall flashing or not? Only through wall flashing here can be considered water tight.

3. RTU #3 is directly above the water leaks (Figures 10, 11). We wonder if the RTU cabinet is leaking? Seems quite possible. If this unit is not able to be “designed out” then we suggest the same roofer that did the membrane be brought back to update the weather seal under the new RTU and add that area (in writing) to their existing roofing warranty.
4. Poor quality sealant joint at duct to wall connection at RTU #3 (Figure 12).
5. Poor quality secondary sealant joint at skylight. Suggest new, secondary sealants at all skylights (Figure 13).
6. Water staining observed above the NW corner of the Children’s Reading Room (Figure 14). Is this leak active?



FIGURE 8 ATYPICAL SHINGLE DETAIL



FIGURE 9 MISSING SELANT JOINT

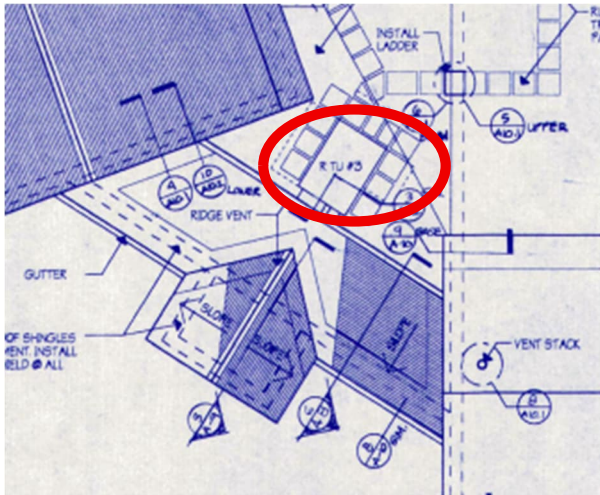


FIGURE 10 ROOF PLAN DETAIL @ RTU#3

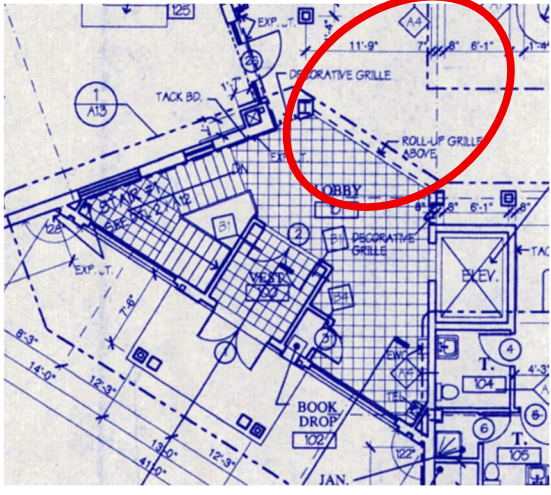


FIGURE 11 FLOOR PLAN DETAIL @ LEAK AREA



FIGURE 12 BROKEN SEALANT JOINT



FIGURE 13 BROKEN SEALANT JOINTS



FIGURE 14 WATER STAINING AT NW CORNER OF CHILDREN'S READING ROOM

This concludes this report.

15, April 2026

Field Visit Report

ReArch

Leach Public Library Building Enclosure Diagnostics



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FIELD VISIT OVERVIEW

Project	ReArch Leach Public Library Building Enclosure Diagnostics
Date of Visit	04/09/2026
Report Issue Date	04/14/2026
Scope of Visit	Diagnostic Testing
Attendees/Participants	Eric Morrow (CxA)

WATER TESTING OF VARIOUS ROOF DETAILS

Using established diagnostic testing procedures, we carefully tested a variety of roof and wall details in hopes of finding the cause of the damage seen on the lobby ceiling. While we did find two details that leaked, we could not say with certainty that what we found was causing the damage observed.

Currently, our recommendation is for CxA to look at the building during an intense, natural rain event when water is confirmed to be dripping down to the floor of the library.

Below are the details we tested along with our findings and recommendations.



FIGURE 1 AREA OF TESTING



FIGURE 2 TESTING RTU #3

Our first test location was the RTU #3. We flooded each fan opening with water for ten minutes each. No water was observed coming into the entry below or into dormer behind it.



FIGURE 3 TESTING THE ROOF TO WALL DETAIL ON THE DORMER



FIGURE 4 LOCATION OF LEAK #1 IN RIGHT CORNER

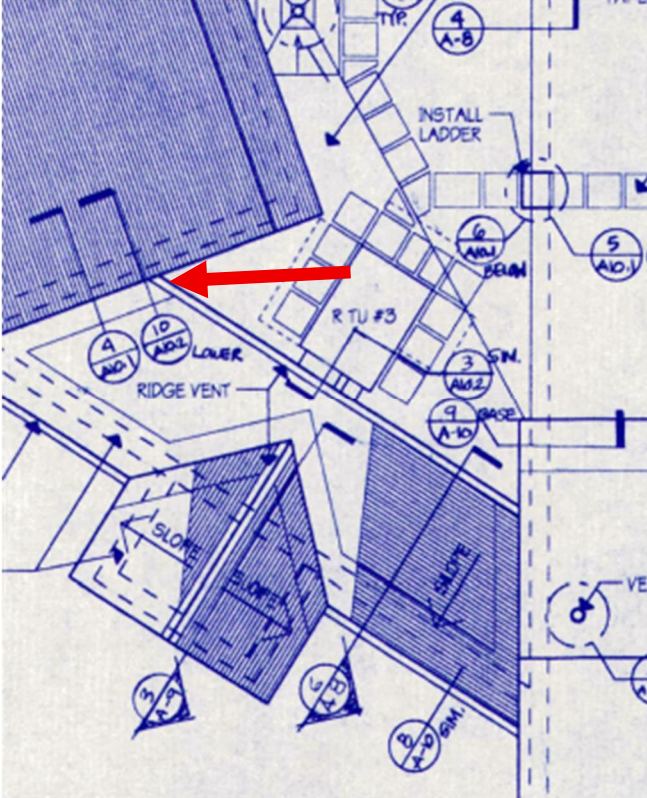


FIGURE 5 RIGHT SIDE OF DORMER (LOW) LOCATION OF LEAK #1

FIGURE 6 LEAK #1 INSIDE DORMER

Second round of testing included the full length (21') of the wall to roof detail directly behind RTU #3 (figure 3). This detail held up well except for in the far-right corner where we did find a leak (figures 4,5&6) . We had to angle the water up into the corner a bit to get it to leak so it's not clear if this detail would leak under natural conditions even with considerable snow piled up against the wall.

LEAK #1 FOUND - RECOMMENDED ACTIONS

1. While we could request for the entire detail be pulled apart and rebuilt, it seems early to go that far, however, we do recommend this detail be reviewed by the installing contractor.



FIGURE 7 DUCT TO WALL DETAIL: NO LEAK



FIGURE 8 TESTING IN PROGRESS

Third test on all four sides of the detail where RTU #3 duct connects to and through the dormer wall. We did not observe any leaking from that detail.

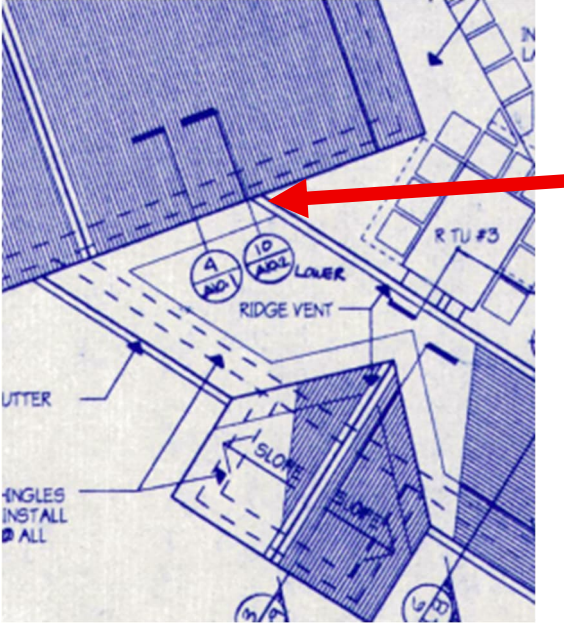


FIGURE 9 RIGHT SIDE OF DORMER (HIGH): NO LEAK



FIGURE 10 RIGHT SIDE OF DORMER (HIGH): NO LEAK

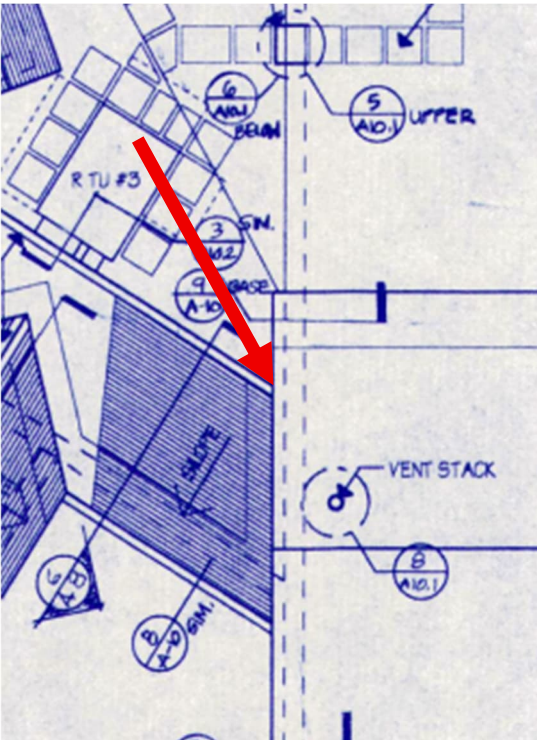


FIGURE 11 LEFT SIDE OF DORMER (HIGH): LEAK #2



FIGURE 12 LEFT SIDE OF DORMER (HIGH): LEAK #2



FIGURE 13 LEFT SIDE OF DORMER (HIGH): LEAK #2



FIGURE 14 INTERIOR OF DORMER AT LEAK #2



FIGURE 15 INSUFFICIENT SPACE BETWEEN MATERIALS.



FIGURE 16 WATER BUILD UP IN DORMER FROM LEAK #2



FIGURE 17 UNDERSIDE OF SOFFIT AT LEAK #2

The flashing is improperly installed, allowing water to pass between the siding and shingles (Figures 12,14,16). We observed a significant amount of water leaking onto the steel deck of the dormer (figure 15) but did not observe water reaching the lobby floor below. The dark colored debris in the deck flutes is wet (Figure 15). The duration of our test in this area was limited to five minutes so conceivably longer testing would eventually cause the water to pool in the deck and make its way down to the floor below. At this time, we can't confirm that this is the cause of damage to the ceiling below.

LEAK #2 FOUND - RECOMMENDED ACTIONS

1. We recommend rebuilding the flashing and siding detail in this location to ensure that all the layers properly shed water.



FIGURE 18 INFORMAL ROOF PONDING TEST



FIGURE 19 INFORMAL ROOF PONDING TEST



FIGURE 20 INFORMAL ROOF PONDING TEST



FIGURE 21 INFORMAL ROOF PONDING TEST

In the remaining time we had, we performed an informal roof ponding test. A formal ASTM D5957 would require the roof flooding for 24-48 hours. In this case, we only had time to flood the roof for about an hour. In that period, we did not observe any leaks. With small leaks, water can take a significant amount of time to travel from point to point.

SUMMARY

We were disappointed we could not find what we hoped would be the obvious source of water infiltration causing damage to the ceiling. Diagnostic leak detection can be a lengthy process. As mentioned in the beginning of the report, we feel observing the roof during a heavy rain event would be our next best chance to see where the majority of the water is coming in. Cx Associates is available to join another coordination meeting as needed.

End of Report



Project: Londonderry Library - Phase 2 Part "B" Scope Items - Conceptual Budget Values

Location: Londonderry, NH

Date: 05-11-26

Conceptual Budgets - Phase #2 Part "B" Various Add Alternates

PLAN DATE: N/A - No Plans Available for these Conceptual Budgets

								STATUS
ALTERNATE #	DESCRIPTION	ADD / DEDUCT	Amount	TARGET	ACCEPTED	PENDING	REJECTED	Notes
MISC LIBRARY SCOPE ITEMS								
Misc - 4	Replace the existing RTU's with the same units & same location	Add	\$422,514	\$422,514				This budget includes the RTU replacement value from ENE bid. This scope needs to be verified from a Mech engineer as details may change.
Misc - 5B	Raise the roof tops up and enclose the lower roof area. Will have a new flat structure from the roof hatch. Will enclose the North Wall.	Add	\$431,523	\$431,523				Will need to include Misc - 4 Value in addition to this scope. This value does not include the replace RTU's values included in Misc - 4 value.

\$854,037 \$0 \$0 \$0

NOTE: ABOVE ACCEPTED ALTERNATES ARE PENDING FINAL DESIGN AND SUBCONTRACTOR PRICING

Project: Londonderry Library - Phase 2 Part "B" Scope Items - Conceptual Budget Values

5/6/2026

Misc - 4 Replace the existing RTU's with the same units & same location

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Crane to remove and reinstall RTU's	2	days	\$2,800.00	Incl Below
	HVAC crews to reclaim existing Refrigerant and disconnect existing duct	6	days	\$760.00	Incl Below
	Remove existing RTU - HVAC Labor	4	days	\$760.00	Incl Below
	Furnish new RTU units	1	ls	\$316,605.00	\$ 316,605
	Installation of new RTU's - HVAC Labor	4	days	\$760.00	Incl Above
	F&I new ductwork / Ext Wrap / Installation / Connectors	1	ls	\$6,000.00	\$ 6,000
	Misc. Roofing flashings rework	1	ls	\$3,000.00	\$ 3,000
	Gas Piping - Disconnect existing and reconnect new RTU's	3	ea	\$1,200.00	\$ 3,600
	Electrical Disconnect and rewire new units - assumes reusing same feeders / breakers - no panel changes	6	days	\$985.00	\$ 5,910
	Low Voltage Disconnect and reconnect control lines	4	days	\$960.00	\$ 3,840
	Dumpsters for RTU's and debris removal	2	ea	\$1,150.00	Incl Above
	Temp Labor / Clean Up	2	days	\$410.00	\$ 820
		Sub Total			\$ 339,775
	General Conditions / Requirements	1	weeks	\$ 13,000.00	\$ 13,000
	Construction Contingency (10.0%)				\$ 35,278
	General Liability (1.1%)				\$ 4,269
	Performance & Payment Bond				\$ 6,277
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 23,916
		Total			\$ 422,514

Misc - 5B Raise the roof tops up and enclose the lower roof area. Will have a new flat structure from the roof hatch. Will enclose the North Wall.

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Crane to remove and reinstall RTU's	2	days	\$2,800.00	\$ 5,600
	HVAC Crews Recover refrigerant and disconnect Ductwork from RTU's	4	days	\$760.00	\$ 3,040
	Electrical Disconnect the existing units	2	days	\$985.00	\$ 1,970
	Remove existing RTU - HVAC Labor	4	days	\$760.00	\$ 3,040
	Demo the existing roof systems / finishes (Lower Roof and Sides) - to exposed structure - up both sides	1	ls	\$18,000.00	\$ 18,000
	Allowance - F&I steel structure for raise flat roof area	1465	sf	\$55.00	\$ 80,575
	Allowance - F&I steel structure roof decking	1465	sf	\$6.00	\$ 8,790
	F&I new Exterior North Elevations Wall Framing & plywood Sheathing	408	sf	\$20.00	\$ 8,160
	F&I new Exterior North Elevations Wall Siding, Trim & flashings	408	sf	\$45.00	\$ 18,360
	Rework new siding to blend in with existing siding at North wall	34	lf	\$125.00	\$ 4,250
	Install new RTU Curbs & Roof flashing of curbs	3	ea	\$4,600.00	\$ 13,800
	Install new rubber roofing systems at new flat roof area - includes wood blocking, rigid insulation	1465	sf	\$30.00	\$ 43,950
	New Metal drip edge at new North Wall	34	lf	\$28.00	\$ 952
	New Roof Expansion Joint	70	lf	\$30.00	\$ 2,100
	Reroof asphalt shingle roofing and flashing	1	ls	\$7,500.00	\$ 7,500

ReArch Construction - Library Phase 2 Part B Add Alternates 05-11-2026

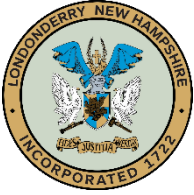
ALTERNATES detail

Allowance - Include Interior structure mods / Reinforcing to support the new roof structure	1	ls	\$25,000.00	\$	25,000
Interior Finishes modifications / changes due to interior structure modifications	1	ls	\$20,000.00	\$	20,000
Installation of new RTU's - HVAC Labor	4	days	\$760.00	\$	3,040
F&I new ductwork / Ext Wrap / Installation / Connectors	1	ls	\$16,000.00	\$	16,000
Install new electrical feeders - longer run and new shut off / support	3	ea	\$4,000.00	\$	12,000
Install new electrical feeders support / unit strut hangers	1	ls	\$6,000.00	\$	6,000
Electrical Reconnect the reinstalled RTU units	2	days	\$985.00	\$	1,970
Temp Labor / Clean Up	10	days	\$420.00	\$	4,200

Sub Total **\$ 308,297**

General Conditions / Requirements	4	weeks	\$ 13,000.00	\$	52,000
Construction Contingency (10.0%)				\$	36,030
General Liability (1.1%)				\$	4,360
Performance & Payment Bond				\$	6,411
Builders Risk Insurance					By Owner
Building Permit Fee					By Owner
Fee (6.0%)				\$	24,426

Total **\$ 431,523**



Town of Londonderry, New Hampshire
268B Mammoth Road • Londonderry, NH 03053
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Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026

Submitted By: TM Shaun Mulholland

Department: Town Manager

Contact Information: Email or Telephone

Estimated Discussion Time: 15 Minutes

Agenda Item Title: Discuss and provide guidance to the Town Manager regarding the FY2028 Budget in accordance with the provisions of TC-901 Financial Management Policy.

Background and Purpose: The Town Charter in Article 5, Section 5.2, Budget Procedure requires the Town Manager to prepare a recommended budget and submit that budget to the Town Council. Town Council Policy TC-901 Financial Management Policy, Section 12, Budget Guidelines requires the Town Manager to submit a proposed budget 100 days prior to the Annual Town Meeting (Official Ballot Session) on March 9, 2027 which would be November 29, 2026. The Deliberative Session of the Annual Town Meeting is on February 7, 2027. 100 days prior to that date would be October 30, 2026. TC-901 is not clear as to which event is the actual Annual Meeting event. The presumption and past practice seem to indicate the earlier date of October 30, 2026 would be the appropriate submission date.

The Town Manager in Subsection a, v. is required to recommend a proposed schedule. The Town Manager has coordinated a meeting with the Chairman of the Town Council, the Budget Committee and the Chairman of the School Board to coordinate a comprehensive schedule for the Town and School Budgets. This will allow for coordination of meetings and public hearings with the three bodies to avoid conflicts and provide a clear schedule for voters to follow.

Subsection b, I, requires the Town Council to provide guidance to the Town Manager stipulating financial goals for the new budget year. Section 12 in general provides a range of other guideline provisions related to the budget process.

Subsection a, vi, requires the Town Council to preliminary adopt a proposed annual budget, with or without amendments no later than 60 days prior to the Annual Town Meeting. This would require preliminary adoption by the Town Council either on December 9, 2026, or January 8, 2027, depending upon what is determined to be the Annual Town Meeting (Deliberative Session or Official Ballot Session respectively).

Action: Provide guidance to the Town Manager, stipulating financial goals for ensuring the FY2028 Budget.

Proposed Motion: *The Londonderry Town Council hereby provides the following financial goals to the Town Manager for the development of the ensuing FY2028 Budget...*

Attachments:

- Consumer Price Index, Northeast region – March 2026
- TC-901 Financial Management Policy

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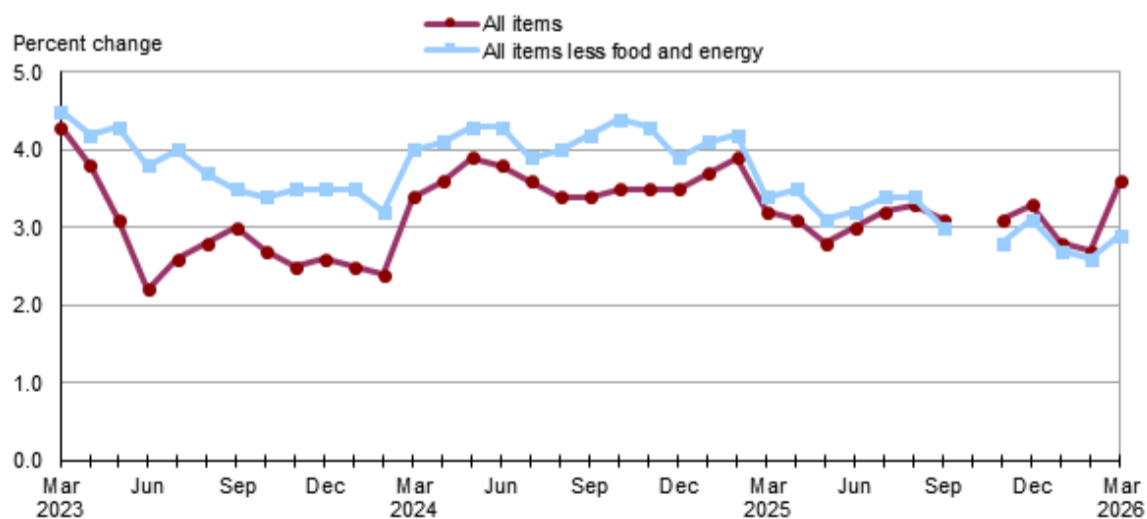
Consumer Price Index, Northeast region — March 2026

Area prices were up 0.9 percent over the past month, up 3.6 percent from a year ago

The Consumer Price Index for All Urban Consumers (CPI-U) in the Northeast Region advanced 0.9 percent in March, the U.S. Bureau of Labor Statistics (BLS) reported today. The energy index increased 10.1 percent. (Data in this report are not seasonally adjusted. Accordingly, month-to-month changes may reflect seasonal influences.)

The Northeast Region all items CPI-U rose 3.6 percent for the 12 months ending in March. The index for all items less food and energy advanced 2.9 percent over the year. Energy prices rose 13.5 percent. Food prices advanced 3.3 percent.

Chart 1. Over-the-year percent change in CPI-U, Northeast region, March 2023–March 2026



Note: The October 2025 data values are not available due to the 2025 lapse in appropriations.
Source: U.S. Bureau of Labor Statistics.

[View Chart Data](#)

Food

Food prices advanced 0.1 percent for the month of March. Prices for food at home rose 0.1 percent, and prices for food away from home were unchanged for the same period.

Food prices advanced 3.3 percent over the year. Prices for food at home rose 2.8 percent, and prices for food away from home advanced 3.9 percent.

Energy

The energy index advanced 10.1 percent over the month. Gasoline prices increased 20.4 percent. Prices for natural gas service rose 2.9 percent, and prices for electricity advanced 0.3 percent for the same period.

Energy prices rose 13.5 percent over the year. Gasoline prices increased 16.7 percent. Prices for natural gas service advanced 12.1 percent, and prices for electricity advanced 6.2 percent during the past year.

All items less food and energy

The index for all items less food and energy advanced 0.4 percent in March. The index for shelter was up 0.3 percent, as owners' equivalent rent of residences also increased 0.3 percent. Other index components that increased within the all items less food and energy index were apparel, up 2.5 percent, and medical care, up 0.7 percent. In contrast, prices were lower for recreation, down 0.3 percent.

The index for all items less food and energy rose 2.9 percent over the year. Annual increases in the indexes for shelter, up 3.6 percent and household furnishings and operations, up 5.3 percent contributed to the increase. Within the shelter category, the owners' equivalent rent of residences index rose 3.7 percent. The medical care index increased 2.3 percent, and in contrast, prices were lower for new and used motor vehicles, down 0.4 percent.

The April 2026 Consumer Price Index for the Northeast Region is scheduled to be released on May 12, 2026.

Technical Note

The [Consumer Price Index](#) (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services. The Consumer Price Index for the Northeast region is published monthly. The set of components and sub-aggregates published for regional and metropolitan indexes is more limited than at the U.S. city average level; these indexes are byproducts of the national CPI program.

The **Northeast region** is comprised of Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont.

Refer to the national [CPI news release technical note](#) or the [Handbook of Methods](#) for more information.

If you are deaf, hard of hearing, or have a speech disability, please dial 7-1-1 to access telecommunications relay services.

Table 1. Northeast region CPI-U by expenditure category for March 2026, not seasonally adjusted (1982-84=100 unless otherwise noted)

Expenditure category	Indexes				Percent change from:		
	Historical data	Jan. 2026	Feb. 2026	Mar. 2026	Mar. 2025	Jan. 2026	Feb. 2026
All items		339.104	340.945	344.142	3.6	1.5	0.9
All items (December 1977 = 100)		533.986	536.884	541.919	-	-	-
Food and beverages		344.911	346.783	346.979	3.1	0.6	0.1
Food		348.045	349.937	350.135	3.3	0.6	0.1
Food at home		321.550	323.595	323.805	2.8	0.7	0.1
Cereals and bakery products		404.599	401.042	404.173	4.0	-0.1	0.8
Meats, poultry, fish, and eggs		331.603	333.933	331.395	-1.1	-0.1	-0.8
Dairy and related products		285.444	281.911	283.521	-0.2	-0.7	0.6
Fruits and vegetables		367.243	369.103	372.802	7.7	1.5	1.0
Nonalcoholic beverages and beverage materials		247.870	248.399	247.634	6.1	-0.1	-0.3
Other food at home		282.738	289.223	288.982	2.6	2.2	-0.1
Food away from home		395.464	396.998	397.168	3.9	0.4	0.0
Alcoholic beverages		301.824	303.418	303.592	1.1	0.6	0.1
Housing		377.742	379.102	381.383	4.4	1.0	0.6
Shelter		374.359	376.263	377.851	3.9	0.9	0.4
Rent of primary residence		469.717	470.573	471.917	3.9	0.5	0.3
Owners' equivalent rent of residences ⁽¹⁾		483.234	484.168	485.436	3.7	0.5	0.3
Owners' equivalent rent of primary residence ⁽¹⁾		482.730	483.663	484.929	3.7	0.5	0.3
Fuels and utilities		341.988	344.367	355.526	10.0	4.0	3.2
Household energy		307.642	309.739	322.037	11.1	4.7	4.0
Energy services		311.840	309.814	313.150	8.0	0.4	1.1
Electricity		316.807	312.873	313.667	6.2	-1.0	0.3
Utility (piped) gas service		280.305	282.197	290.340	12.1	3.6	2.9
Household furnishings and operations		154.036	153.937	154.391	5.3	0.2	0.3
Apparel		132.651	136.318	139.736	1.5	5.3	2.5
Transportation		265.924	267.310	277.218	4.9	4.2	3.7
Private transportation		265.175	264.793	275.070	4.1	3.7	3.9
New and used motor vehicles ⁽²⁾		124.676	124.286	124.909	-0.4	0.2	0.5
New vehicles		175.688	175.960	176.171	0.7	0.3	0.1
New cars ⁽³⁾		165.940	166.378	166.779	1.1	0.5	0.2
Used cars and trucks		189.951	187.323	187.666	-3.5	-1.2	0.2
Motor fuel		254.755	257.315	309.770	16.8	21.6	20.4

Footnotes

- (1) Indexes on a December 1982=100 base.
- (2) Indexes on a December 1997=100 base.
- (3) Special index based on a substantially smaller sample.
- (4) Indexes on a December 1993=100 base.
- (5) Indexes on a December 1977=100 base.

- Data not available.

Note: Index applies to a month as a whole, not to any specific date.

Expenditure category	Indexes				Percent change from:		
	Historical data	Jan. 2026	Feb. 2026	Mar. 2026	Mar. 2025	Jan. 2026	Feb. 2026
Gasoline (all types)		253.928	256.447	308.736	16.7	21.6	20.4
Gasoline, unleaded regular ⁽³⁾		246.984	249.543	303.202	17.4	22.8	21.5
Gasoline, unleaded midgrade ⁽³⁾⁽⁴⁾		287.855	290.125	337.691	13.8	17.3	16.4
Gasoline, unleaded premium ⁽³⁾		289.685	291.868	335.784	13.3	15.9	15.0
Medical care		587.501	591.733	596.122	2.3	1.5	0.7
Medical care commodities		426.428	425.259	425.957	0.2	-0.1	0.2
Medical care services		634.723	640.642	646.176	2.7	1.8	0.9
Professional services		439.060	443.874	450.825	3.9	2.7	1.6
Recreation ⁽²⁾		147.433	148.397	147.938	0.7	0.3	-0.3
Education and communication ⁽²⁾		159.496	160.679	160.798	1.1	0.8	0.1
Tuition, other school fees, and childcare ⁽⁵⁾		1,530.170	1,531.788	1,531.965	3.5	0.1	0.0
Other goods and services		644.126	646.672	647.112	4.0	0.5	0.1
Footnotes							
(1) Indexes on a December 1982=100 base.							
(2) Indexes on a December 1997=100 base.							
(3) Special index based on a substantially smaller sample.							
(4) Indexes on a December 1993=100 base.							
(5) Indexes on a December 1977=100 base.							
- Data not available.							
Note: Index applies to a month as a whole, not to any specific date.							

Table 2. Northeast region CPI-U by special aggregate index for March 2026, not seasonally adjusted (1982-84=100 unless otherwise noted)

Special aggregate index	Indexes				Percent change from:		
	Historical data	Jan. 2026	Feb. 2026	Mar. 2026	Mar. 2025	Jan. 2026	Feb. 2026
All items		339.104	340.945	344.142	3.6	1.5	0.9
Food		348.045	349.937	350.135	3.3	0.6	0.1
Energy		286.700	289.000	318.210	13.5	11.0	10.1
All items less food and energy		350.321	352.149	353.417	2.9	0.9	0.4
All items less energy		348.100	349.928	351.025	3.0	0.8	0.3
All items less medical care		328.240	329.972	333.122	3.8	1.5	1.0
All items less shelter		295.610	297.525	301.437	3.7	2.0	1.3
Commodities		232.171	233.676	238.424	3.8	2.7	2.0
Commodities less food		179.800	181.100	187.336	4.2	4.2	3.4
Commodities less food & beverages		175.269	176.556	182.969	4.4	4.4	3.6
Durables		121.329	120.913	121.128	0.6	-0.2	0.2
Nondurables		283.292	286.048	293.575	4.8	3.6	2.6
Nondurables less food & beverages		223.303	226.886	241.346	7.1	8.1	6.4
Nondurables less food		227.951	231.383	244.799	6.6	7.4	5.8
Services		441.792	443.945	445.550	3.6	0.9	0.4
Services less rent of shelter ⁽¹⁾		432.466	435.246	437.230	3.5	1.1	0.5
Services less medical care services		428.545	430.424	431.741	3.6	0.7	0.3
Footnotes							
(1) Indexes on a December 1982=100 base.							
- Data not available.							
NOTE: Index applies to a month as a whole, not to any specific date.							

Last Modified Date: Friday, April 10, 2026



COUNCIL POLICY			
Financial Management Policy			
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1. AUTHORITY

- a. In accordance with RSA 32 and 33 as amended, Articles 4 and 5 of the Londonderry Town Charter, generally accepted accounting principles (GAAP), current policies and objectives, and the Government Accounting Standards Board (GASB), the Town of Londonderry does hereby establish this financial management policy.
- b. In the event of any conflict between this policy or provision of the Londonderry Town Charter, or the Laws of the State of New Hampshire, that provision holding the Town to the higher standard shall be controlling.

2. PURPOSE

- a. This policy is designed to establish a framework for providing quality services to the community in an efficient and effective manner while maintaining long-term financial stability within the limitations established.
- b. The policy shall be reviewed regularly and modified as deemed appropriate by the Town Manager and the Finance Director. The policy shall be submitted to the Town Council for readopting every two years.

3. BASIC MUNICIPAL SERVICES

- a. Municipal services such as public safety, planning, fiscal administration (including assessing, tax collections and finance), and public works are the Town’s first responsibility. These services shall be funded to at least maintain current service levels.
- b. Appropriations for traditional capital expenditures in the Capital Improvements Plan should be revised annually to maintain a constant level of commitment when adjusted for inflation.
- c. The General Fund and other funds, as appropriate, should provide appropriations to equipment replacement funds to maintain equipment at least at current service levels.

4. ECONOMIC DEVELOPMENT PROGRAMS

- a. These programs include services, financial incentives and/or capital



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improvements to increase employment and the level of commerce in the Town.

- b. **Tax Increment Financing District** - Pursuant to RSA 162-K, TIF funds may be used for a variety of economic development activities within designated redevelopment areas in accordance with State law. Such economic development activities shall be described in detail for any redevelopment plans adopted by the Council.

5. SEWER ENTERPRISE FUND

- a. **The Sewer Enterprise Fund** receives revenues from User Fees and Access Fees.
- b. Revenues from the User Fees shall support the maintenance and rehabilitation/upgrade of the Town’s sanitary sewer system;
 - i. An accounting system will be implemented to ensure that all costs related to maintenance, rehabilitation, and upgrade of the sewer system, debt service, and engineering expenses and administrative costs incurred to administer the fees, will be either directly or indirectly paid from revenues raised through the fee.
 - ii. The User Fee Rate shall be reviewed annually in conjunction with preparation of the Town’s budget and/or as recommended in the sewer facilities plan. If the fee does not fully support maintenance and rehabilitation/upgrade of the system, staff will recommend changes to the Council.
- c. Revenues from Access Fees shall primarily support the past and future capital costs of the system, however, the Council may supplement funding provided by Access Fees with grant funding as it may become available, or bond issues for special projects.

6. CAPITAL IMPROVEMENTS FUND

- a. The Town has established Capital Reserve Funds under the provisions of RSA 35:1 for the purpose of funding one or more of the items set forth in the Capital Improvements Program, and to raise and appropriate a sum equal to the eventual replacement or leasing costs of equipment identified in each department’s acquisition schedule.



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- b. The Town will target the expenditure of unassigned fund balance, in excess of those funds retained pursuant to Section XI-D2 of this policy, to fund capital improvements not designated for long-term bonding.
- c. Capital Improvements Program (formerly Title 1 Gen Code, Chpt VI, Section V)
 - i. The Town Manager shall prepare and submit annually to the Town Council a six-year Capital Improvements Program prior to, or at the same time as, the proposed annual budget.
 - ii. The preparation methodology and contents of the Capital Improvement Program shall be pursuant to Article 5, Section 5.5 of the Londonderry Town Charter.
 - iii. Public Hearing - The Town council shall publish in one or more newspapers of general circulation in the Town the general summary of the Capital Improvements Program and a notice stating:
 - 1. The times and places where copies of the CIP are available for inspection by the public; and
 - 2. The date, time and place, not less than two weeks after such publication, when a public hearing on said program will be held by the Town Council
 - iv. The Capital Improvements Program shall be revised and extended each year.

7. EXPENDABLE MAINTENANCE TRUST FUND

- a. The Town has established an Expendable Maintenance Trust Fund under the provisions of RSA 31:19-a for the purpose of repairing and maintaining town facilities.
- b. Expendable Maintenance Trust Fund/Budget - In conjunction with the annual budget process, the Administrative Services Coordinator shall submit a building and grounds maintenance plan to the Town Manager.

8. FIXED ASSETS

- a. GASB 34 requires municipalities to capitalize and annually depreciate fixed



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assets. The following defines the categories of fixed assets the town needs to maintain financial records on an ongoing basis:

- i. **General Fixed Assets** of the municipality, which includes items such as land, buildings, building improvements, equipment, vehicles, furnishings and computer equipment.
 - ii. **Enterprise Fund Fixed Assets** of the municipality, which include normal fixed assets as stated above, and infrastructure (i.e., sewer lines) of the municipality’s enterprise fund operations.
 - iii. **Infrastructure Fixed Assets** of the municipality, which include roads and bridges.
- b. The threshold the Town is maintaining general fixed assets at is \$10,000.00. All departments of the Town shall notify the Finance Department upon acquisition or disposition of any general fixed asset for proper and accurate reporting on Town financial statements.

9. PROPERTY TAX RATE

- a. It is the Town’s goal that the annual property tax rate, while subject to change based on the Town’s need to maintain the desired level of cost-effective services, will be managed to avoid significant annual fluctuations.
- b. Increased service levels may warrant an increase in the property tax rate, while other factors may warrant a decrease in the rate. In addition, trends in Federal and State government may require that the revenues received from property taxes, and thus the tax rate, be adjusted annually. These trends include:
 - i. Decreases in other revenue sources; including motor vehicles permit fees, investments, and State and Federal Revenues
 - ii. General Inflation, which increases the costs of municipal services
 - iii. Mandates by the State and Federal governments, which increase the cost of municipal services or impose new services.
 - iv. Changing demographics within the community may warrant revisions to the Town’s current municipal services.
- c. Factors which may warrant a decrease in the property tax rate include:



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- i. Any other source of new, recurring revenue
- ii. A reduced cost for providing current services
- iii. Significant non residential additions to the Town's tax base

10. DEBT MANAGEMENT

- a. The Town will consider the use of debt financing only for one-time capital improvement projects and unusual equipment purchases, only under the following circumstances:
 - i. When the project's useful life or the projected service life of the equipment will exceed the term of the financing.
 - ii. When there are designated revenues sufficient to service the debt, whether from project revenues, other specified and reserved resources, or infrastructure cost-sharing revenues
 - iii. Debt financing is not considered appropriate for any recurring purpose such as current operating and maintenance expenditures.
- b. The Town will use the following criteria to evaluate pay-as-you-go versus long-term debt financing in funding capital improvements:
 - i. Factors which favor pay-as-you-go:
 - 1. Current revenues and adequate fund balances are available
 - 2. Project phasing is feasible
 - 3. Debt levels would adversely affect the Town's credit rating
 - 4. Market conditions are unstable or present difficulties in marketing bonds
 - ii. Factors which favor long-term financing:
 - 1. Revenues available for debt service are considered sufficient and reliable so that long-term financings can be marketed with the highest possible credit rating.
 - 2. The project for which financing is being considered is of the type which will allow the Town to maintain or improve its current credit rating.
 - 3. Market conditions present favorable interest rates and



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demand for municipal financing

4. A project is mandated by State or Federal requirements and current revenues and funds balances are insufficient to pay project costs
 5. A project is immediately required to meet or relieve capacity needs
 6. The life of the project or asset financed is ten years (10) or longer
 7. A project’s long term benefits require that costs be shared by current and future users and outweigh the additional costs as measured on a present value basis.
- c. General obligation debt may be used in lieu of revenue debt if expenses can be significantly reduced (as compared to financing from self-supporting revenues) and if special or enterprise fund revenue available for debt service is considered sufficient and reliable.
 - d. General obligation (bonded) debt will not exceed the statutory limits imposed by NHRSA Chapter 33 – Municipal Finance Act.
 - e. An analysis will be prepared by Town staff for each long-term financing. The analysis will assess the impact of debt issuance on current and future operating and capital budgets and address the reliability of revenues to support debt service payments.
 - f. The Town will generally conduct financing on a competitive basis; however, negotiated financing or low interest programs, such as the NH DES Revolving Grant Program, may be used where the use of an unusual or complex financing or security structure is a concern with regard to marketability, or it is more cost effective to negotiate with a sole source.
 - g. The Town will seek to maintain or improve its current bond rating and will specifically discuss with the Town Council any proposal that may cause that rating to be lowered.
 - h. The Town will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes or cost effectiveness.
 - i. The Town will monitor all forms of debt annually. An analysis will be included in the Town’s Financial Plan. Concerns and recommended remedies will be reported to the Council as necessary.



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- j. The Town will monitor compliance with bond covenants and adhere to Federal arbitrage regulations.
- k. The Town will follow a policy of full disclosure on every financial report and bond prospectus voluntarily following disclosure guidelines provided by the Government Finance Officers' Association (GFOA), unless the cost of compliance with the higher standard is unreasonable.
- l. Inter-fund borrowing and internal lending will be considered to finance high priority needs on a case-by-case basis, only when other planned expenditures in the fund making the loan would not be affected. Lending may be used when it would reduce the cost of interest, debt issuance, and/or administration, or encourage private investment that might otherwise not take place. Any inter-fund borrowing shall be accompanied by a plan of repayment to the affected fund.

11. POST-ISSUE TAX COMPLIANCE POLICY AND PROCEDURES FOR TAX-EXEMPT OBLIGATIONS

a. The purpose of this Post-Issuance Tax Compliance Policy and Procedures is to establish policies and procedures in connection with tax-exempt bonds and notes (the "Bond" or "Bonds") issued by the Town of Londonderry, New Hampshire (the "Issuer") so as to maximize the likelihood that all applicable post-issuance requirements of federal income tax law needed to preserve the tax-exempt status of the Bonds are met.

i. Compliance Coordinator:

1. The Finance Director ("Coordinator") shall be responsible for monitoring post-issuance compliance.
2. The Coordinator will maintain a copy of the transcript of proceedings in connection with the issuance of any tax-exempt obligations. The Coordinator will obtain such records as are necessary to meet the requirements of this policy.
3. The Coordinator shall consult with bond counsel, a rebate consultant, financial advisor, Internal Revenue Service ("IRS") publications and such other resources as are necessary to understand and meet the requirements of this policy.
4. Training and education of the Coordinator and his/her staff will



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be sought and implemented upon the occurrence of new developments and upon the hiring of new personnel to implement this policy.

ii. Record-Keeping.

1. Financing Transcripts. The Coordinator shall confirm the proper filing with the IRS of an 8038 Series return, and maintain a transcript of proceedings for all tax-exempt obligations issued by the Issuer, including but not limited to all tax-exempt bonds, notes and lease-purchase contracts. Each transcript shall be maintained for as long as the Bonds are outstanding, plus three (3) years after the final redemption date of the Bonds. Said transcript may be maintained in electronic format and shall include, at a minimum:
 - a. Form 8038s;
 - b. minutes, resolutions, and certificates;
 - c. certifications of issue price from the underwriter, if applicable;
 - d. formal elections required by the IRS;
 - e. trustee statements, if applicable;
 - f. records of refunded bonds, if applicable;
 - g. correspondence relating to bond financings;
 - h. reports of any IRS examinations for bond financings;
 - i. documents related to governmental grants associated with construction, renovation or purchase of bond financed facilities, if applicable; and
 - j. publications, brochures, and newspaper articles, where applicable.

2. Modification to Financing Documents. The Coordinator shall determine if there is any “significant modification” to bond documents resulting in reissuance under Treasury Regulations §1.1001-3, in consultation with bond counsel and any other legal counsel and financial advisor. The Coordinator shall retain proof of filing new Form 8038 and relevant



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documentation plus final rebate calculation on pre-modification bonds.

iii. Proper Use of Proceeds. The Coordinator shall review the resolution authorizing issuance for each tax-exempt obligation issued by the Issuer and shall:

1. obtain a computation of the yield on such issue from the Issuer’s financial advisor;
2. create a separate Project Fund (with as many sub-funds as shall be necessary to allocate proceeds among the projects being funded by the issue) and a separate Cost of Issuance Fund as necessary to allocate proceeds to Bond issuance costs into which the proceeds of the issue shall be deposited, as applicable;
3. review all requisitions, draw schedules, draw requests, invoices and bills requesting payment from the Project Fund;
4. determine whether payment from the Project Fund is appropriate, and if so, make payment from the Project Fund (and appropriate sub-fund if applicable);
5. maintain records of the payment requests and corresponding records showing payment;
6. maintain records showing the earnings on, and investment of, the Project Fund;
7. ensure that all investments acquired with proceeds are purchased at fair market value;
8. identify bond proceeds or applicable debt service allocations that must be invested with a yield-restriction and monitor the investments of any yield-restricted funds to ensure that the yield on such investments does not exceed the yield to which such investments are restricted;
9. maintain records related to any investment contracts, credit enhancement transactions, and the bidding of financial products related to the proceeds; and
10. monitor and maintain records of the reimbursement of costs previously expended by the Issuer to ensure that such



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reimbursement occurs not more than 18 months after the later of (i) the dates of the expenditures or (ii) the date the project/asset was placed in service (but not more than 3 years after the original expenditures were paid) except with respect to those expenditures for which the Issuer obtained a certificate of licensed engineer/architect to the effect that (I) at least five (5) years was necessary to complete the construction of the part of the project for which such expenditures were required; and (II) such expenditures shall be reimbursed not more than five (5) years after the date that the original expenditures were paid.

iv. Arbitrage/Rebate Compliance and Timely Expenditure of Proceeds.

1. The Coordinator shall review the No Arbitrage and Tax Certificate (or equivalent) (the "Certificate") for each tax-exempt obligation issued by the Issuer and the expenditure records provided in Section 2 of this policy, above, and shall ensure that the Issuer takes the following actions:
 - a. monitor and ensure that proceeds of each such issue are spent within the temporary period set forth in the Certificate;
 - b. if at the time of issuance, it appears that that the Bonds will qualify for the small issuer exception to the rebate requirement, the Coordinator will monitor the amount of subsequent tax-exempt obligations issued or proposed to be issued in the calendar year in which the Bonds closed to ensure that the Issuer does not exceed the \$5 million or \$15 million threshold, as applicable, in such calendar year;
 - c. if at the time of issuance, based on reasonable expectations set forth in the Certificate, it appears likely that the issue will qualify for an exemption from the rebate requirement, the Issuer may defer taking any of the actions set forth in subsection (c) below. Not later than the time of completion of construction or acquisition of the project, and depletion of all funds from the Project Fund, the Issuer shall make a



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determination if the expenditure of the Bond proceeds qualified for an exemption from the rebate requirements based on spending within a 6 month, 18 month or 2 year period after issuance. If a rebate exemption is determined to be applicable, the Issuer shall prepare and keep in the permanent records of the issue a memorandum evidencing this conclusion together with records of expenditure to support such conclusion. If the transaction does not qualify for rebate exemption, the Issuer shall initiate the steps set forth in (d) below;

- d. if at the time of issuance it appears likely that arbitrage rebate calculations will be required, or upon determination that calculations are required pursuant to (c) above, the Issuer shall:
 - i. engage the services of expert advisors (each a "Rebate Service Provider") to assist in the calculation of arbitrage rebate payable in respect of the investment of Bond proceeds, or else shall ensure that it has adequate financial, accounting and legal resources of its own to make such calculations, and, prior to each rebate calculation date, cause the trustee or other financial institution investing bond proceeds to deliver periodic statements concerning the investment of Bond proceeds to the Rebate Service Provider;
 - ii. provide to the Rebate Service Provider additional documents and information reasonably requested by the Rebate Service Provider;
 - iii. monitor efforts of the Rebate Service Provider;
 - iv. assure payment of required rebate amounts, if any, no later than 60 days after each 5-year anniversary of the issue date of the Bonds, and no later than 60 days after the last Bond of each



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issue is redeemed;

- v. during the construction period of each capital project financed in whole or in part by Bonds, monitor the investment and expenditure of Bond proceeds and consult with the Rebate Service Provider to determine compliance with any applicable exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months, 18 months or 2 years, as applicable, following the issue date of the Bonds;
 - vi. retain copies of all arbitrage reports, trustee statements and other documents as required herein; and
 - vii. in lieu of engaging an outside Rebate Service Provider, the Issuer may make a determination that it has sufficient capabilities using its own personnel, supported by its regular accounting and legal advisers, to be able to make the required rebate calculations. Such determination shall be evidenced in writing with specific reference to the personnel and advisers to carry out the calculations, and such written determination shall be maintained in the records of the bond transaction.
- v. Proper Use of Bond Financed Assets.
1. The Coordinator shall maintain appropriate records and a list of all bond financed assets. Such records shall include the actual amount of proceeds (including investment earnings) spent on each of the bond financed assets.
 2. With respect to each bond-financed asset, the Coordinator will monitor and confer with bond counsel with respect to all proposed:
 - a. management contracts,
 - b. service agreements,



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- c. research contracts,
 - d. naming rights contracts,
 - e. leases or sub-leases,
 - f. joint venture, limited liability or partnership arrangements,
 - g. sale of property, or
 - h. any other change in use of such asset.
3. Section 141 of the Code sets forth private activity tests for the purpose of limiting the volume of tax-exempt bonds that finance activities of persons other than state and local governmental entities. These tests serve to identify arrangements that actually or reasonably expect to transfer the benefits of tax-exempt financing to non-governmental persons, including the federal government. The Coordinator shall provide to the users of any bond-financed property a copy of this Compliance Policy and other appropriate written guidance advising that:
- a. "Private business use" means use by any person other than the Issuer, including business corporations, partnerships, limited liability companies, associations, non-profit corporations, natural persons engaged in trade or business activity, and the United States of America and any federal agency, as a result of ownership of the property or use of the property under a lease, management or service contract (except for certain "qualified" management or service contracts), "naming rights" contract, "public-private partnership" arrangement, or any similar use arrangement that provides special legal entitlements for the use of the bond financed property;
 - b. No more than 10% of the proceeds of any tax-exempt bond issue (including the property financed with the Bonds) may be used for private business use, of which no more than 5% of the proceeds of the tax-exempt bond issue (including the property financed with the bonds) may be used for any "unrelated" private business



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use - that is, generally, a private business use that is not functionally related to the government’s purposes of the Bonds; and no more that the lesser of \$5,000,000 or 5% of the proceeds of a tax-exempt bond issue may be used to make or finance a loan to any person other than a state or local government unit;

- c. Before entering into any special use arrangement with a non-governmental person that involves the use of bond financed property, the Coordinator will consult with bond counsel, provide bond counsel with a description of the proposed non-governmental use arrangement, and determine whether that use arrangement, if put into effect, will be consistent with the restrictions on private business use of the bond financed property; and
 - d. In connection with the evaluation of any proposed non-governmental use arrangement, the Issuer will consult with bond counsel to obtain federal tax advice in whether that use arrangement, if put into effect, will be consistent with the restrictions on private business use of the bond financed property, and, if not, whether any “remedial action” permitted under §141 of the Code may be taken as means of enabling that use arrangement to be put into effect without adversely affecting the tax-exempt status of the Bonds.
4. The Coordinator shall maintain a copy of any such proposed agreement, contract, lease or arrangement, together with the response by bond counsel with respect to said proposal for at least three (3) years after retirement of all tax-exempt obligations issued to fund all or any portion of bond financed assets;
 5. The Coordinator shall consult with bond counsel and other legal counsel and advisers in the review of any change in use of bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Certificate;
 6. The Coordinator shall confer at least annually with other personnel responsible for bond-financed or refinanced assets



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to identify and discuss any existing or planned use of bond-financed or refinanced assets, to ensure that those uses are consistent with all covenants and restrictions set forth in the Certificate; and

7. To the extent that the Coordinator discovers that any applicable tax restrictions regarding use of bond proceeds and bond-financed or refinanced assets will or may be violated, the Coordinator shall consult promptly with bond counsel and other legal counsel and advisers to determine a course of action to remediate all nonqualified bonds, if such counsel advises that a remedial action is necessary.

vi. Bank Qualification.

1. If the Bonds are issued in a par amount of \$10 million or less and designated by the Issuer as “bank qualified” under Section 265(b)(3) of the Code, the Coordinator will monitor the amount of subsequent tax-exempt obligations issued or proposed to be issued in the calendar year in which the Bonds closed to ensure that the Issuer does not exceed the \$10 million threshold in such calendar year.

vii. General Project Records.

1. For each project financed with tax-exempt obligations, the Coordinator shall maintain a copy of all material documents relating to capital expenditures financed or re-financed by tax-exempt proceeds, until three (3) years after retirement of the tax-exempt obligations or obligations issued to refund those obligations including (without limitation), the following:

- a. appraisals, demand surveys or feasibility studies,
- b. applications, approvals and other documentation of grants,
- c. depreciation schedules,
- d. contracts respecting the project, including construction contracts,
- e. purchase orders,
- f. invoices,



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- g. trustee requisitions and payment records,
- h. documents relating to costs reimbursed with Bond proceeds, and
- i. records identifying the assets or portion of assets that are financed or refinanced with Bond proceeds, including a final allocation of proceeds.

viii. Advance Refundings.

1. The Coordinator shall be responsible for the following current, post issuance and record retention procedures with respect to advance refunding bonds:
 - a. Identify and select bonds to be advance refunded with advice from internal financial personnel, and a financial advisor;
 - b. The Coordinator shall identify, with advice from the financial advisor and bond counsel, any possible federal tax compliance issues prior to structuring any advance refunding;
 - c. The Coordinator shall review the structure with the input of the financial advisor and bond counsel, of advance refunding issues prior to the issuance to ensure
 - i. that the proposed refunding is permitted pursuant to applicable federal tax requirements if there has been a prior refunding of the original bond issue;
 - ii. that the proposed issuance complies with federal income tax requirements which might impose restrictions on the redemption date of the refunded bonds;
 - iii. that the proposed issuance complies with federal income tax requirements which allow for the proceeds and replacement proceeds of an issue to be invested temporarily in higher yielding investments without causing the



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advance refunding bonds to become “arbitrage bonds”;

- iv. that the proposed issuance will not result in the issuer’s exploitation of the difference between tax exempt and taxable interest rates to obtain an financial advantage nor overburden the tax exempt market in a way that might be considered an abusive transaction for federal tax purposes; and
 - v. that the proposed refunding complies with applicable State law.
- d. The Coordinator shall collect and review data related to arbitrage yield restriction and rebate requirements for advance refunding bonds. To ensure such compliance, the Coordinator shall engage a rebate consultant to prepare a verification report in connection with the advance refunding issuance. Said report shall ensure said requirements are satisfied.
- e. The Coordinator shall, whenever possible, purchase SLGS to size each advance refunding escrow. The financial advisor and/or bond counsel shall be included in the process of subscribing SLGS. To the extent SLGS are not available for purchase, the Coordinator shall, in consultation with bond counsel and the financial advisor, comply with IRS regulations.
- f. To the extent the Issuer elects to purchase a guaranteed investment contract, the Coordinator shall ensure, after input from bond counsel, compliance with any bidding requirements set forth by the IRS regulations.
- g. In determining the issue price for any advance refunding issuance, the Coordinator shall obtain and retain issue price certification by the purchasing underwriter at closing.



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h. After the issuance of an advance refunding issue, the Coordinator shall ensure timely identification of violations of any federal tax requirements and engage bond counsel in attempt to remediate same in accordance with IRS regulations.

ix. Continuing Disclosure.

1. The Coordinator shall assure compliance with each continuing disclosure certificate and annually, per continuing disclosure agreements, file audited annual financial statements and other information required by each continuing disclosure agreement. The Coordinator will monitor material events as described in each continuing disclosure agreement and assure compliance with material event disclosure. Events to be reported shall be reported promptly, but in no event not later than ten (10) Business Days after the day of the occurrence of the event. Currently, such notice shall be given in the event of:
 - a. Principal and interest payment delinquencies;
 - b. Non-payment related defaults, if material;
 - c. Unscheduled draws on debt service reserves reflecting financial difficulties;
 - d. Unscheduled draws on credit enhancements relating to the bonds reflecting financial difficulties;
 - e. Substitution of credit or liquidity providers, or their failure to perform;
 - f. Adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax-exempt status of the bonds, or material events affecting the tax-exempt status of the bonds;
 - g. Modifications to rights of Holders of the Bonds, if material;



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- h. Bond calls (excluding sinking fund mandatory redemptions), if material, and tender offers;
 - i. Defeasances of the bonds;
 - j. Release, substitution, or sale of property securing repayment of the bonds, if material;
 - k. Rating changes on the bonds;
 - l. Bankruptcy, insolvency, receivership or similar event of the Issuer;
 - m. The consummation of a merger, consolidation, or acquisition involving the Issuer or the sale of all or substantially all of the assets of the Issuer, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
 - n. Appointment of a successor or additional trustee or the change of name of a trustee, if material.
- x. Compliance with Continuing Disclosure Filings.
1. Under S.E.C. Rule 15c2-12, the Issuer may be required to periodically provide financial documentation, reports, notice and updates of documents to EMMA, the Electronic Municipal Market Access website managed by the Municipal Securities Rulemaking Board. Compliance is required in accordance with the Issuer’s Material Events Disclosure Certificate and/or Continuing Disclosure Certificate executed in connection with a bond or note issue.
- xi. Due Diligence and Remedial Actions.
1. In all activities related to the Issuer’s Bonds, the Coordinator and his/her staff will exercise due diligence to comply with the Code provisions governing tax-exempt obligations. The Issuer is aware of (a) the Voluntary Closing Agreement Program (known as “VCAP”) operated by the IRS which allows issuers to voluntarily enter into a closing agreement in the event of



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certain non-compliance with Federal tax requirements and (b) the remedial actions available under Section 1.141-12 of the Income Tax Regulations for private use of bond financed property which was not expected at the time the Bonds were issued.

xii. Periodic Review.

1. The Issuer will monitor compliance with the guidelines contained in this policy as well as any other covenants not specifically included herein and will review and update these guidelines at least annually and whenever necessary due to change in law or circumstances.

12. BUDGET GUIDELINES

- a. Budget Development/Review (incorporated from Charter Section 5.2 and Title I, General Code, Chapter. VI, Section II)
 - i. At such time as may be requested by the Manager or specified by the Administrative Code, each officer or director of a department shall submit an itemized estimate of the expenditures for the next fiscal year for the departments or activities under his control to the Manager. The Manager shall, based on these estimates and other data, prepare a recommended budget which shall, together with these department estimates, be submitted to the Council on such date as the Council shall establish. The Council shall review the budget for the following fiscal year and make such modifications and amendments as it desires.
 - ii. No later than one hundred (100) days prior to the Annual Town Meeting as designated by NH Statute, the Town Manager shall submit his proposed budget to the Town Council for its review.
 - iii. The budget shall include a complete financial plan of all Town funds and activities for the ensuing fiscal year, including the estimated effect of the proposed budget on the tax rate, and shall be by line item.
 - iv. The message of the Town Manager shall explain the budget for all Town agencies both in fiscal terms and in terms of work program. It shall outline the proposed financial policies of the town for the



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ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current fiscal year in financial policies, expenditures and revenues together with reasons for such changes, summarize the Town’s debt position and include such other material as the Town Manager deems desirable or as the Council may reasonably require.

- v. The Town Manager shall recommend to the Council a proposed schedule for the review of the twelve month budget of the ensuing fiscal year. The Council shall adopt such schedule for budget review, public hearing and adoption.
 - vi. A preliminary adoption of the proposed annual budget, with or without amendments, shall be made no later than (60) days prior to any annual or special Town Meeting.
 - vii. The Council shall hold in convenient places as many public hearings on the budget as it deems necessary, but at least two public hearings on the budget shall be scheduled on dates consistent with those specified in the Municipal Budget Act before its final adoption by the Budgetary Town Meeting at such time and place, convenient to the public, as the Council shall direct. Notice of such public hearing and Budgetary Town Meeting, together with a copy of the budget as submitted, shall be posted in two public places. A copy of the budget shall be available to the public at the office of the Clerk during regular business hours. In addition, notice of such public hearing and Budgetary Town Meeting shall be published in a newspaper of general circulation in the Town at least one week prior to said meeting by the Clerk.
- b. The following policies are established as more specific guidance to the budget development process:
- i. Prior to the start of each annual budget process, the Town Council shall provide guidance to the Town Manager stipulating financial goals for the new budget year. This guidance shall be used by all town departments in the preparation of their budgetary requests to the Town Manager. The Town Manager, in conjunction with the Finance Director will provide the Town Council with any historical data necessary for the formulation of the Council’s budgetary guidance to the Town Manager.



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- ii. Adequate reserves may be maintained for all known liabilities, including anticipated employee leave and separation expenses, workers compensation and self-insured retention limits.
- iii. When equipment is to be acquired, fiscal arrangements should be appropriate for each particular circumstance.
 - 1. For equipment to be permanently acquired, financing through the Town’s Master Lease program shall be considered.
 - 2. Flexible arrangements (i.e.: rental) may be used when equipment needs are not permanent, or when changing needs or technologies may make the equipment obsolete.
 - 3. Replacement schedules for all major equipment should be established and funds set aside annually in an amount sufficient to allow replacement of such equipment at the end of its useful life.
 - 4. Revenues generated from programs or reserves should be taken into account when evaluating the cost effectiveness of the program or service, if the revenues would not be received without those programs or services. For example, a service might be deemed cost effective if part of the related costs were offset by user fees, but not cost effective if the Town were to fund the program fully from the General Fund without user fees.
- c. Supplemental Appropriations (*Incorporated from Title I, Chptr. VI, Section VI*)
 No appropriations shall be made for any purpose not included in the annual budget as adopted, unless to **apply for, accept and expend funds in accordance with RSA 31:95-b, Capital Reserve Funds, or other Trust Funds where the Town Council has been designated as agents to expend.**
- d. To provide for emergencies, working cash and as a safeguard against fluctuating revenues, adopted budgets for General Operating and other funds shall include consideration of the **following** provisions: (*Formerly Fund Balance Policy, Title VI, Chapter III*)
 - i. Definitions:
 - 1. **Fund Balance:** - The accumulated equity balance in a



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governmental fund resulting from operations over the years. This is the difference between fund assets and fund liabilities.

2. **General Fund** - A fund used to account for basic governmental services supported generally by taxes. Accounts for all financial resources not required to be accounted for in another fund.
3. **Unassigned Fund Balance of the General Fund** - Defined as the fund balance of the general fund, excluding any and all reserves, and any dedicated fund balances of the General Fund.

ii. Recommended Maintenance Level

1. Not less than 5% and not higher than 7% of the gross municipal appropriations, as approved for a fiscal year.
 - a. Exclusions: Any appropriations for capital projects or improvements funded entirely by bonds/notes proceeds, operating transfers or other financing sources.
2. If the balance falls below the prescribed level, any additions to the fund balance, as determined by the annual audit, must remain in the fund until the prescribed level has been reached.

iii. Recommended Utilization

1. Excess Balance (over prescribed level)
 - a. Emergency appropriations
 - b. Capital Projects
 - c. Transfers to Capital Reserves
 - d. Reduction of the tax rate for the ensuing year
 - e. Any other nonrecurring appropriation as deemed appropriate by the Council

iv. The Town Manager shall make recommendations on the use of excess fund balance as part of the subsequent year’s budget and it shall be considered along with the balance of the fiscal year budget proposal.

e. Special Revenue Funds should be established where revenues from a specific source shall be used for specific purposes; the purpose is not funded through



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the property tax, and/or difficulty is encountered accurately predicting the annual level of activity. Special Revenue Funds require the approval of Town Meeting pursuant to RSA 31:95-d.

- f. Fees should be reviewed on a regular basis to maintain cost recovery rates existent when the fees were established. Modifications to cost recovery rates or new fees should be considered where appropriate. In general, user fees are applicable when services are not basic or when specific beneficiaries and their relative level of benefit can be identified.
- g. Grant revenues shall be pursued to provide or enhance Town services. However, recurring activities shall be initiated with grant funds only if one of the following conditions is met:
 - i. The activity can be terminated in the event that the grant revenues are discontinued; or,
 - ii. The activity should and can be assumed within recurring Town funds in the event the grant revenues are discontinued.
- h. The proposed budget for the General Fund will be limited as follows:
 - i. Expenditures for personnel services (salaries and benefits) may be increased in accordance with approved labor contracts. For non-bargaining unit employees, increases will be approved in accordance with the Town’s Personnel and Compensation Policy for Non-Represented Employees.
 - ii. Expenditures for items other than salaries and benefits will be increased or decreased based on the guidance issued to the Town Manager by the Town Council as outlined above.

13. USER FEES

- a. User Fees are appropriate when services are not “basic” or when specific beneficiaries and their relative level of benefit can be identified. “Basic services” are those which the Town wishes to provide to all citizens. An individual may not forego these services because of the potential impact on public health, safety, or welfare.
- b. A service which provides benefit to the entire community and for which the benefit to specific users cannot be measured, or the cost of measuring the benefit to specific users would be prohibitive (e.g.: street maintenance)



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should be funded from the General Fund.

- c. A regular schedule of review will be established for all user fees.
- d. Types of services which may be funded by User Fees:
 - i. A service which provides benefits to a limited group, but provides little or no general benefit to the community, (e.g.: document reproduction), which shall be provided based upon cost recovery, (all direct and indirect costs) or on a rate structure (flat rate per unit of service).
 - ii. A service which provides potential benefit to all members of the community and the benefit to each user can be measured or fairly approximated (e.g.: sewer maintenance, building permits, most licenses and permits except those used by a targeted group), shall be provided upon cost recovery (all direct costs), or on a rate structure (based upon level of service) or flat rate for licenses and permits.
 - iii. Definitions:
 - 1. "Direct costs" include all costs of performing the service, regulating the activity being licensed and collecting the fee, including staff time and benefits
 - 2. "Indirect costs" include a proportionate share of budgeted expenditures for administrative services, and overhead costs such as insurance and building maintenance.
- e. For any proposed fee, staff will provide an assessment of the socio-economic impact of the fee upon users. The Town Council may choose not to charge a fee if it would prevent low or fixed income groups from using Town services.
- f. Council may opt not to charge a fee if it would be in conflict with accomplishing public policy objectives (e.g.: fire inspections)
- g. If the cost of administering and collecting a fee is disproportionately high in relation to the cost of providing the service, the service may be funded from the General Fund.
- h. In recommending an appropriate rate, staff will consider similar fees charged by other jurisdictions in close proximity and of similar size, with similar operations. Where the Town service is in direct competition with the private sector (i.e.: parking), the Town's fees should be competitive unless there is a specific purpose achieved by leading or following market rates.



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- i. Citizen Participation - Pursuant to RSA 41:9-a, a public hearing will be held before any new fee is instituted or an existing fee is amended. Current services funded from new user fees - When any fee is instituted to fund services currently funded from the General Fund, the Town will consider whether general revenues should be reduced accordingly, or whether those revenues should be targeted to some identified purpose.

14. POTENTIAL REVENUE SOURCES

- a. For any proposed additional revenue source, the Town Council will consider the following criteria:
 - i. Community acceptability
 - ii. Competitiveness, the revenue or tax burden of Londonderry relative to neighboring, or similarly sized, communities
 - iii. Diversity, the balance of revenue sources that can withstand changes in the business cycle
 - iv. Efficiency, the cost of administering a fee should bear a reasonable relation to revenues collected, and any new fee should have minimal effects on private economic decisions
 - v. Fairness, the distribution of the Town’s revenue burden as measured by ability to pay, the benefits received, or the community’s definition of the resident’s fair share of the revenue burden.

15. INVESTMENT POLICY

- a. Purpose - This investment policy applies to all financial assets of the Town of Londonderry, except those transferred to the Trustees of the Trust Funds.
- b. These funds are accounted for in the Town’s annual financial report and include:
 - i. General Fund
 - ii. Sewer Fund
 - iii. Capital Project Fund
 - iv. Special Revenue Funds



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- v. Any new fund created by Town Meeting or Town Council, unless specifically exempted by the articles of its creation
- c. This investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.
- d. The investing officers authorized by this policy to invest financial assets for the Town of Londonderry are defined as the Town Treasurer and the Finance Officer.
- e. Objectives:
 - i. Safety of Principal is the foremost objective of the Town. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities defaults or erosion of market value
 - ii. The Town Council seeks to attain market rates of return on its investments, consistent with constraints imposed by its safety objectives, cash flow considerations, and State laws that restrict the placement of public funds. The Town’s Finance Director is encouraged to represent the Council’s best interests in seeking to remove constraints to the efficient investment of its funds.
 - iii. All participants in the investment process shall seek to act responsibly as custodians of the public trust. They shall avoid any transaction that might impair public confidence in the Town Council’s ability to govern effectively.
 - iv. The determination of the best appropriate types and mixtures of investments is dependent upon several factors; the primary objective is safety. Once that objective is obtained, the optimum return on the investment should be consistent with the goals of the cash management program of the Town. The factors that should be taken into account include:
 - 1. Safety - Safety is achieved through adherence to the list of permitted investments which are backed by the full faith and credit of, or a guarantee of principal and interest by, the U.S. Government.
 - 2. Liquidity - All investments must be capable of being liquidated on a one day notice. Therefore, no investment may be made which imposes a longer notice period for redemption or which



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are not readily marketable.

3. Yield - The Town should strive to achieve the highest yield consistent with the other factors of the Investment Policy.
4. Maturity - Investments should be scheduled to mature when funds are needed. Sale of securities prior to maturity should be avoided due to the inherent risk. Investments shall be limited to securities maturing in periods up to one year, or lesser period, that coincides with expected disbursements by the Town.
5. Amount - the best or most appropriate type of investment depends to some degree upon the amount available for investment, as certain investments require a large initial investment amount.
6. Administrative Cost - In choosing an investment, the Town must consider the administrative work involved, particularly with regard to investments of short duration. Substantial amounts can be invested for periods as short as one or two days. However, the administrative costs with small amounts may be greater than the return on investments, thus, would not be justified as cost effective. Administrative costs will be higher with more frequent turnover of investments and must be taken into account together with the yield and term in determining the optimum investment strategy.

f. Authority

- i. Under the general direction of the Treasurer, pursuant to Section 4.11 of the Londonderry Town Charter management responsibility for the Investment Program is hereby delegated to the Finance Director, who shall establish written procedures for the operation of the Investment Program, consistent with this Investment Policy. Such procedures shall include explicit delegation of authority to persons responsible for investment of transactions.
- ii. Such procedures shall include explicit delegation of authority to persons responsible for investment of transaction. The Town Treasurer may engage in an investment transaction except as provided under the terms of this Policy and the procedures



COUNCIL POLICY			
Financial Management Policy			
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established by the Finance Director.

- iii. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

g. Prudence

- i. The standard of prudence to be used by investment officials shall be the “prudent person rule” and shall be applied in the context of managing an overall portfolio.
- ii. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of the personal responsibility of an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

h. Ethics and Conflict of Interest

- i. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the Investment Program, or which could impair their ability to make impartial investment decisions.
- ii. Employees and investment officials shall disclose to the Town Manager any material financial interests in financial institutions that conduct business within the Town and they shall further disclose any large personal financial investment positions that could be related to the performance of the Town portfolio.
- iii. Employees and officers shall subordinate their personal investment transactions to those of this Town, particularly with regard to the timing of purchases and sales.

i. Internal Controls

- i. The Finance Director shall establish a system of internal controls, which shall be documented in writing.
- ii. The internal controls shall be reviewed by the Town Council , Treasurer, and the independent auditor.
- iii. The controls shall be designed to prevent loss through fraud,



COUNCIL POLICY			
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employee error, misrepresentation by third parties, unanticipated changes in financial markets or imprudent action by employees and officers of the Town.

j. Reporting

- i. The Finance Director shall submit a quarterly Investment Report to the Treasurer and Town Manager which summarizes investment activities.
- ii. Each quarterly report shall indicate any areas of policy concern and suggested or planned revision of investment strategies.
- iii. Copies shall be available for review by the town’s independent auditor.
- iv. Within sixty (60) days of the end of the fiscal year, the Finance Director shall present a comprehensive annual report on the investment program and investment activity.

k. Instruments - Assets of the funds of the Town may be invested in:

- i. U.S. Treasury securities maturing in less than one (1) year.
- ii. Fully insured or collateralized Certificates of Deposit (CDs) at commercial banks of the State of New Hampshire, New England region and the State of New York
- iii. Repurchase agreements fully collateralized by U.S. Treasury Securities and/or agencies
- iv. U.S. Securities directly backed and guaranteed by the U.S. Government
- v. State of New Hampshire approved municipal investment pool
- vi. Any other state approved pool or instrument.

l. Depositories and Dealers

- i. Depositories shall be selected through the Town’s banking services procurement process, which may include a formal request for proposal issued upon periodic review of banking services.
 - 1. In selecting depositories, the credit worthiness of institutions shall be considered, including the current capital ratios of the institution.
 - 2. Bids for all investment transactions shall be in writing



COUNCIL POLICY			
Financial Management Policy			
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- 3. The Finance Director shall conduct a comprehensive review of the prospective depositories' credit characteristics and financial history.
 - ii. Before accepting funds or engaging in investment transactions with the Town, the supervising officer at each depository shall submit a certification.
 - 1. The document will certify that the officer has reviewed the Investment Policies of the Town and its objectives and agrees to disclose potential conflicts or risks to public funds that might arise out of business transactions between the depository and the Town.
 - 2. All financial institutions shall agree to undertake reasonable efforts to preclude imprudent transactions involving the Town's funds.
 - 3. The supervising officer shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the Town.
 - 4. Employees of any financial institution offering securities or investments to the Town shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the Town's investment policies, objectives, and constraints.

m. Collateralization of Deposits

- i. The Town shall require their depositories to continuously and fully (100%) secure all deposits regardless of type (i.e.: regular savings, checking, etc.) that are in excess of the FDIC insured amount. This may be accomplished by the pledging or setting aside collateral of identifiable U.S. Government securities as prescribed by the Town of Londonderry.
- ii. The Town has possession of the securities (or the Town will take possession of the securities) or an independent custodian (or an independent third party) holds the securities on behalf of the Town as a bailee (evidenced by safe keeping receipt and written bailment for wire contract) and will be maintained for the full term of the deposit.
- iii. Such securities shall be owned by the depository and the manner of



COUNCIL POLICY			
Financial Management Policy			
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collateralization shall provide the Town with continuing perfected security interest for the full term of the deposit in the collateral in accordance with applicable laws and Federal regulations.

n. Diversification

- i. It is the policy of the Town to diversify its investment portfolio to eliminate the risk of loss from over concentration in a specific security.
- ii. Diversification strategies shall be determined and revised periodically by the Finance Director and reviewed by the Town Council.

o. Risks

- i. The Town recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary loss of liquidity.
- ii. Portfolio diversification is to be employed in such a way as to control risk
- iii. The Finance Director is expected to display prudence in the selection of securities in such way as to minimize default risk.
- iv. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the specific issuer.
- v. The Finance Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

p. Safekeeping and Custody

- i. To protect against potential fraud and embezzlement, the assets of the Town shall be secured through third-party custody and safekeeping procedures.
- ii. Unless prevailing practices or economic circumstances dictate otherwise, ownership shall be protected through third-party custodial safekeeping.
- iii. Safekeeping procedures shall be reviewed annually by the independent auditor.

16. COMMUNITY SERVICE GRANT PROGRAM

- a. The Town of Londonderry provides support to local social service agencies



<p style="text-align: center;">COUNCIL POLICY</p> <p style="text-align: center;">Financial Management Policy</p>			
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through the **Community Service Grant Program**.

- b. This program is funded annually in the Town’s Operating Budget.
- c. Each year, as part of the distribution process of program funds agencies may submit proposals for funding consideration by the Town.
- d. Priorities for funding are set annually by the Budget Committee, as approved by the Town Council.

17. REVISION HISTORY

Original Adoption Date: November 4, 2002			
Section	Description of Revision	Date	Resolution
		08/13/2018	
		07/14/2003	



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

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026
Submitted By: ASD Kirsten Hildonen
Department: Town Manager's Office

Contact Information: khildonen@londonderrynh.gov
Estimated Discussion Time: 20 minutes
TC OFFICE USE

Agenda Item Title: Review and Discussion of the Proposed Strategic Plan

Background and Purpose: The Town Council attended two workshops on April 13, 2026 and April 22, 2026 where Town staff and members of Town boards presented the draft Strategic Plan for consideration and answered questions posed by the Councilors. At the latter of these two workshops, the Council proposed scheduling the public hearing on the Strategic Plan on June 15, 2026 and holding discussions on the Plan under Old Business at the May 4, May 18, and June 1 Council meetings.

Action: Discuss the Strategic Plan and advise Town staff on any proposed changes or requests for information. Town staff suggests that the Council discuss the following at this meeting:

1. What parts of the Plan is the Council positive it wants to move forward with?
2. What parts of the Plan would the Council like to see changed or refined?
3. What additional information does the Council need from Town staff or boards in order to move forward and make an informed decision about including an objective/action item/KPI in the Plan?

Proposed Motion: n/a

Attachments: Draft of the full Strategic Plan; notes from the April 13 and April 22 workshops; proposed new action item and KPI; Town Manager's original Strategic Plan coversheet; memorandum on Strategic Plans



Town of Londonderry, New Hampshire

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PROPOSED CHANGES TO THE STRATEGIC PLAN BASED ON COUNCILOR FEEDBACK

C3 – Enhance economic development opportunities to strengthen Londonderry’s economic identity *(requested by Councilor Combes & written by staff)*

Add an action item and a KPI as follows:

Priority Action Item: Create an economic development program and determine the necessary leadership structure to execute the plan.

Key Performance Indicator: Generate an RFQ for economic development consulting firm to help market the Town and generate further economic development by 8/30/2026.

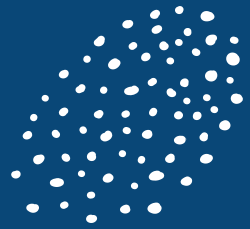


Town of Londonderry **STRATEGIC PLAN**

FY 2027 to FY 2029

As presented for discussion at the May 4, 2026 Town Council meeting

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

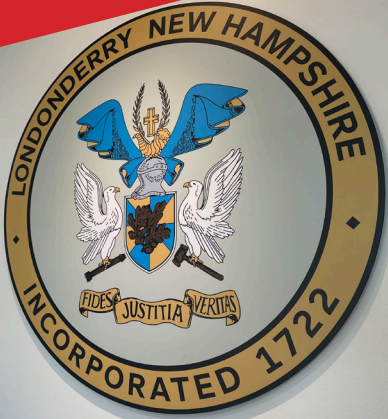
At its core, this area is about readiness. It covers the Town's ability to protect people, maintain essential services, and respond effectively when conditions become unstable, whether the problem is a storm, an infrastructure failure, or a broader emergency. Its importance lies in both prevention and 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 town-wide 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

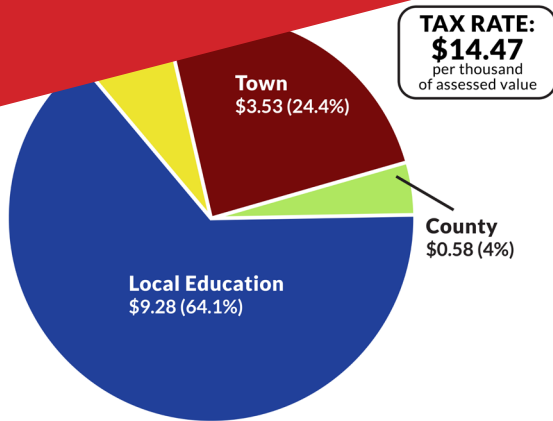
Town Manager's Office
Planning & Building
Town Clerk / Tax Collector
Cyber Services
Finance & Assessing
Recreation
Public Works
Human Resources
Fire Department
Police Department
Cable Services
Senior Affairs

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 60th percentile of comparative wages.
- Conduct a town-wide 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 town-wide 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

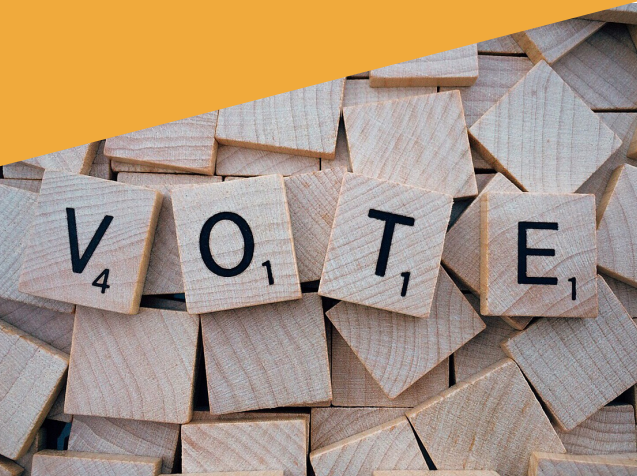
Town Council
Arts Council
Budget Committee
Conservation Commission
Recreation Commission
Utilities Committee
Beautify Londonderry
Master Plan Committee
Senior Resources Committee

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

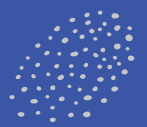
Planning Board
Conservation Commission
Heritage Commission
Zoning Board of Adjustment

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

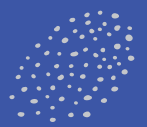
BOARDS

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

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D1

Create an integrated asset management and facilities planning system

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.



FY 27 Priority Action Items

- Implement or expand asset management tools for roads, drainage, signs, guardrails, cemeteries, fleet, parks, facilities, and IT hardware.
- Conduct phased facilities assessments for DPW, recreation assets, and other Town-owned buildings and establish ownership / accountability standards.
- Develop lifecycle replacement schedules for vehicles, fire apparatus, PPE/equipment, hardware, and other critical assets.
- Advance cemetery mapping, perpetual care planning, and related trustee training.
- Track condition data such as manhole cover elevations, field deficiencies, and deferred maintenance backlog.
- Roadmap the plan for refurbishing the Public Works facility to accommodate, maintain, and protect Town assets at an adequate level.

FY 27 Key Performance Indicators

- » 100% of newly acquired vehicles and equipment input into OpenGov within 30 days of acquisition by 6/30/2027.
- » Pavement condition inventory complete and fully integrated into asset management system by 12/31/2026.
- » Cyber Services equipment inventory complete by 6/30/2027.
- » 100% of Public Works and Recreation base facilities built out in OpenGov by 6/30/2027.
- » Facility ownership and accountability review and assignment complete by 6/30/2027.
- » Complete one full facility assessment by 6/30/2028.
- » Create a master list of assets requiring a lifecycle replacement schedule by 6/30/2027.
- » NHMA annual trustee training made available to 100% of Cemetery Trustees by 6/30/2027.
- » Roadmap plan for digital cemetery management by 3/31/2027.
- » Identify and list all instances of deferred maintenance across Police, Fire, Public Works, and Recreation by 6/30/2027.
- » DPW facility roadmap plan presented to Town Council by 12/31/2027.

DEPARTMENTS

Town Manager's Office
Public Works
Finance & Assessing
Recreation
Fire Department
Police Department
Cyber Services

BOARDS

Town Council
Budget Committee
Cemetery Trustees
Trustees of the Trust Funds
Recreation Commission

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D2

Improve infrastructure, asset maintenance, and related operations



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.

FY 27 Priority Action Items

- Develop annual operating and maintenance work plans for Public Works, sewer, solid waste, recreation facilities, and related field operations, including seasonal priorities and staffing assumptions.
- Use Pavement Condition Index and analysis of roadway conditions to identify a prioritized list of critical areas of Town roadways to be addressed.
- Establish service levels and response expectations for common operational activities such as drainage maintenance, roadway patching, signage repair, utility field response, and seasonal preparation.
- Expand use of work order tracking and maintenance documentation systems so departments can monitor completion rates, backlogs, response times, and recurring problem areas.
- Report annually on maintenance completion rates, service performance, operational backlogs, and major risks affecting routine service delivery.

DEPARTMENTS

Town Manager's Office
Public Works
Recreation
Fire Department
Police Department

BOARDS

Town Council
Budget Committee
Recreation Commission

FY 27 Key Performance Indicators

- » Implement OpenGov work order ticketing system internally by 6/30/2027.
- » 100% of Town departments have at least one employee trained in work order ticketing requests by 3/31/2027.
- » Identify the 10% of Town roadway mileage in the most critical condition by 9/30/2026.
- » Establish baseline response time to service requests during FY27 by 6/30/2027.
- » Create a master list of assets requiring annual routine maintenance by 6/30/2027.
- » Create a master list of recurring problem areas by 6/30/2027.
- » Prepare annual report on maintenance completed, needed, risks, and roadblocks in Public Works, Fire, Police, and Recreation by 6/30/2027.

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D3

Improve traffic safety and address traffic congestion



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.

FY 27 Priority Action Items

- Use crash data, JAMAR/RMS analysis, call data, traffic counts, and field observations to identify high-risk intersections and corridors annually.
- Implement targeted action plans for 12 priority areas (out of 44 identified problem areas) that may include enforcement, signal timing, striping, signage, circulation changes, crossing improvements, or capital upgrades.
- Incorporate traffic safety and congestion findings into development review, capital planning, and corridor improvement decisions.
- Conduct directed traffic enforcement in high-risk corridors and during peak travel periods, with emphasis on speeding, distracted driving, and impaired driving.
- Expand public education and outreach related to safe driving, school-area safety, pedestrian awareness, and high-risk behaviors.
- Publish an annual traffic safety and congestion summary identifying trends, priority locations, and planned responses.

FY 27 Key Performance Indicators

- » Review corridor studies and develop implementation plans for priority areas by 6/30/2027.
- » Review, revise, and update the guidelines for traffic considerations in the development review process by 6/30/2027.
- » Publish a public-facing heat map of traffic safety data and establish a regular schedule for updates by 6/30/2027.
- » Conduct two public awareness campaigns addressing school-area safety, speeding, distracted driving, or impaired driving by 6/30/2027.
- » Prepare annual traffic safety and congestion summary by 6/30/2027.

DEPARTMENTS

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

BOARDS

Town Council
Budget Committee
Planning Board
Traffic Safety Committee
Traffic Management Working Group

POTENTIAL PARTNERS

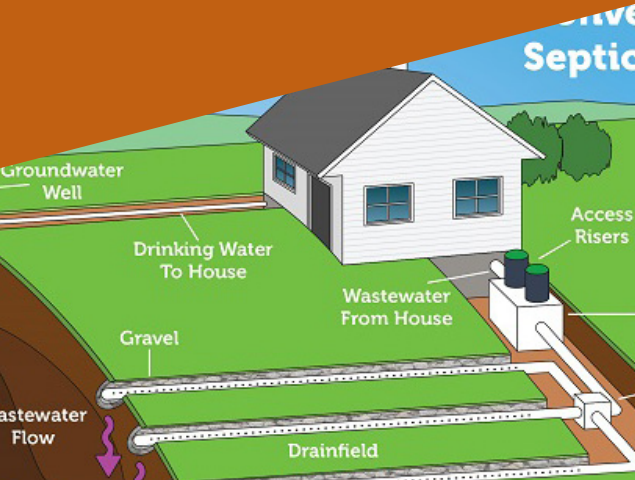
NH Dept of Transportation
Londonderry School District
SNHPC

INFRASTRUCTURE, TRANSPORTATION & ASSET MANAGEMENT

Objective D4

Develop a coordinated utilities, waste, and energy resilience strategy

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.



FY 27 Priority Action Items

- Update and revisit septic-condition research and identify tools that could support risk reduction.
- Implement a street-sweeping program in compliance with MS4 regulations
- Design and pilot food-waste/composting education and diversion options.
- Assess EV charging, solar, energy-independence, and other resilience-oriented infrastructure opportunities.
- Evaluate drop-off center partnerships and fee structure.
- Link utility planning to growth areas, environmental constraints, and long-range capital planning.

DEPARTMENTS

Town Manager's Office
Public Works
Planning & Building

BOARDS

Town Council
Planning Board
Utilities Committee

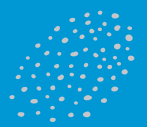
POTENTIAL PARTNERS

NH Dept of Environmental Services
Londonderry School District
Community Businesses

FY 27 Key Performance Indicators

- » Utilize previous survey to plot high-risk septic tank areas in Londonderry by 6/30/2027.
- » Create one septic tank maintenance video by 6/30/2027.
- » Create one food waste reduction video by 12/31/2026.
- » Create a master list of potential composting opportunities or programs for Town residents by 3/31/2027.
- » Roadmap and create a proposal to implement street sweeping for presentation by 3/31/2027.
- » Create a master list of energy infrastructure opportunities, including locations and funding opportunities, by 6/30/2027.
- » Drop-off center fee structure evaluation complete by 3/31/2027.

ENVIRONMENT, WATER & CONSERVATION



Objective E1



Extend access to clean water through monitoring, education, and infrastructure expansion

By June 30, 2029, establish a town-wide water-quality action program that expands private-well testing, provides routine public reporting, investigates contamination sources and supplier conditions, maintains a plan for public water line extensions, and delivers recurring public education on PFAS and other contaminants.

FY 27 Priority Action Items

- Launch a private-well PFAS testing encouragement campaign with a communications plan and reporting dashboard and continue to gather test results at a Town level.
- Publish regular water updates to the Town Council and hold community engagement events on water topics.
- Establish special assessment districts to create an additional funding mechanism to connect homes to water mains.
- Pursue funding opportunities for the 12 water line extension projects outside the Saint-Gobain consent decree area.
- Create and maintain consistent communication channels with residents within the Saint-Gobain consent decree area and the area planned for remediation linked to the Tinkham Superfund site.

DEPARTMENTS

Town Manager's Office
Public Works
Tax Collector
Finance & Assessing

BOARDS

Town Council
Budget Committee
Utilities Committee

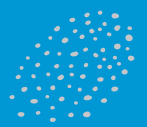
POTENTIAL PARTNERS

NH Dept of Environmental Services
Pennichuck Water

FY 27 Key Performance Indicators

- » Complete property water dossiers for all 12 water line extension projects by 12/31/2026.
- » Give two updates to the Town Council on the status of all water projects by 6/30/2027.
- » Hold one neighborhood-specific water public engagement session by 6/30/2027.
- » Hold a second annual water Town Hall session by 3/31/2027.
- » Submit a minimum of two applications for water projects to Congress by 3/31/2027.
- » Build out update pages on the Town website with a subscribe function for each water contamination area and priority water project by 6/30/2027.
- » Build a water testing result submission portal on the Town website by 6/30/2027.

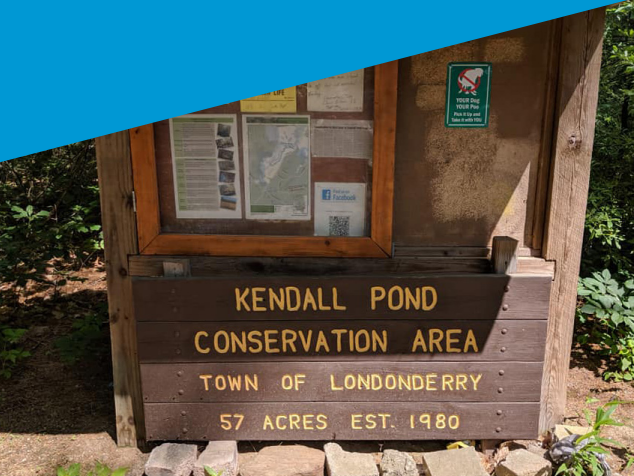
ENVIRONMENT, WATER & CONSERVATION



Objective E2

Conserve priority land and expand public stewardship of natural resources

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.



FY 27 Priority Action Items

- Update the Open Space Plan and hold a public workshop to gather input and build support.
- Identify grant opportunities and match priority properties or conservation opportunities to available funding.
- Evaluate increased LUCT allocation or other funding support for open-space objectives.
- Publish recurring conservation education content and sponsor hikes/talks on conserved land.
- Explore compatible passive recreation and stewardship opportunities, including trails, community gardens, and easement-based access where appropriate.

FY 27 Key Performance Indicators

- » Public workshop on Open Space Plan held by 3/31/2027.
- » 2013 Open Space Plan updated and submitted by 6/30/2027.
- » Establish centralized list of grant opportunities to be added to as identified by 12/31/2026.
- » Hold two public hikes / talks / recreation events on conservation land by 6/30/2027.
- » Publish three "Conservation Matters" columns in the Londonderry Times and on the Town website by 6/30/2027.
- » Update and revise the Conservation Commission page on the Town website by 6/30/2027.
- » Establish working group to look at LUCT allocation by 9/30/2026.
- » Hold Lithia Springs "grand opening" event by 9/30/2027.

DEPARTMENTS

Town Manager's Office
Planning & Building
Finance & Assessing
Cable Services
Recreation

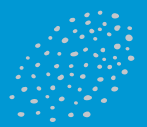
BOARDS

Town Council
Budget Committee
Conservation Commission
Planning Board
Recreation Commission

POTENTIAL PARTNERS

Londonderry Trailways
The Green Team
NH Mountain Bike Association
Londonderry Historical Society

ENVIRONMENT, WATER & CONSERVATION



Objective E3



Integrate sustainability and environmental compliance into municipal operations

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.

FY 27 Priority Action Items

- Embed sustainability and lifecycle component review criteria into planning and major capital project evaluation.
- Incorporate energy efficiency, electrification readiness, and resilience considerations into facilities and fleet planning.
- Pursue relevant grants or external funding for environmental and resilience initiatives.

DEPARTMENTS

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

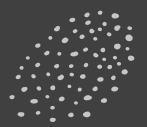
BOARDS

Town Council
Budget Committee
Conservation Commission
Planning Board
Utilities Committee
CIP Committee

FY 27 Key Performance Indicators

- » Add a sustainability and lifecycle component review category to CIP review documents by 12/31/2026.
- » Evaluate and roadmap the addition and/or revision of sustainability criteria into Design Review by 6/30/2027.
- » Identify three priority sustainability and/or efficiency improvements and any applicable grant opportunities by 6/30/2027.

PUBLIC SAFETY, EMERGENCY PREPAREDNESS & MUNICIPAL RESILIENCE



Objective F1



Improve emergency communications and fire response readiness

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.

FY 27 Priority Action Items

- Train telecommunicators and implement revised dispatch run cards and vendor alarm-testing procedures.
- Deploy Zetron or other supporting technology improvements tied to response-time performance.
- Research and implement pre-plan software and complete phased commercial pre-planning.
- Track response performance, call-type trends, and readiness metrics through routine management review.
- Meet emergency response requirements based on National Fire Prevention Association standards.

FY 27 Key Performance Indicators

- » List of commercial occupancies requiring a pre-plan reviewed and updated by 12/31/2026.
- » 25% of all commercial occupancies have an updated pre-plan by 6/30/2027.
- » Determine the feasibility of achieving the arrival of a fire engine staffed with 4 personnel to all fire calls in less than 6 minutes from the time of call no less than 90% of the time by 6/30/2029.
- » Establish baseline data for response performance, call-type trends, and readiness metrics by 6/30/2027.
- » Reduce department run cards by 50% by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Fire Department
Finance & Assessing
Cyber Services

BOARDS

Town Council

PUBLIC SAFETY, EMERGENCY PREPAREDNESS & MUNICIPAL RESILIENCE

Objective F2

Strengthen emergency preparedness, continuity, and critical records protection

By June 30, 2029, update all major municipal emergency, continuity, and critical-records plans.



FY 27 Priority Action Items

- Update the Emergency Operations Plan and related response/ classification documents.
- Develop or update the Town's cybersecurity response plan.
- Set up regular cybersecurity training and achieve full employee compliance.
- Provide all Town employees with ICS training which aligns with emergency support function (ESF) specific responsibilities.
- Develop and facilitate annual town-wide training for emergency management including annual drills that effectively exercise all Emergency Staff Functions of the Emergency Operations Center.
- Pursue grant opportunities that support continuity and emergency planning work.
- Increase public awareness of emergency preparedness and safety protocols.

FY 27 Key Performance Indicators

- » 100% of Town employees received ICS 100, 200 and 700 by 6/30/2027.
- » Train one Town employee to deliver ICS 100, 200 and 700 training by 3/31/2027.
- » 50% of department heads and managers trained in ICS 300 by 6/30/2027.
- » Plan and roadmap a Town-wide emergency drill to be held in FY28 by 6/30/2027.
- » Submit application for HSEM grant to update Emergency Operations Plan by 6/30/2027.
- » Build a high-frequency event standardized media toolkit by 6/30/2027.

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

POTENTIAL PARTNERS

Primex / The ATOM Group
NH Division of HSEM
Londonderry ALERT

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE

Objective G1

Expand inclusive recreation, arts, and community programming

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.



FY 27 Priority Action Items

- Add new recreation offerings for seniors, adults, early childhood participants, adaptive users, and residents seeking non-athletic programming.
- Inventory and evaluate spaces that can support arts and community gatherings.
- Partner with schools and youth-serving organizations to expand arts participation and connect teens and young families to programs.
- Coordinate community events and programs that reinforce local identity and create intergenerational participation.

FY 27 Key Performance Indicators

- » Hold one new dual Town and private/nonprofit partnership arts or recreation event by 6/30/2027.
- » Create master list of performance and art spaces with specifications and use protocols by 6/30/2027.
- » Increase Arts Council Youth Art Contest submissions by 10% in FY27.
- » Introduce one new non-sports recreation program each for adults and youth by 6/30/2027.
- » Introduce two new early childhood / family recreation programs by 12/31/2026.
- » Increase overall recreation program participation by 10% over FY26 in FY27.
- » Research and roadmap a plan to expand arts and recreation outreach to underserved groups (i.e., younger millennials / Gen Z) to request input and develop events.
- » Release the third edition of Wild Apples magazine and have a launch party by 6/30/2027.
- » Hold one public art event by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Finance & Assessing
Recreation
Cable Services
Senior Affairs

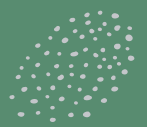
BOARDS

Town Council
Arts Council
Recreation Commission
Beautify Londonderry

POTENTIAL PARTNERS

Londonderry School District
Ovation Theatre Company
Local Music Schools
The Granite YMCA
Leach Library
Londonderry PTAs
Londonderry Historical Society

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE



Objective G2



Improve, document, and standardize recreation facilities, policies, and user experience

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.

FY 27 Priority Action Items

- Assess parks, fields, courts, playgrounds, lights, and related recreation assets and develop a 10-year improvement plan.
- Advance priority facility improvements such as Nelson Road basketball courts and other identified park upgrades.
- Complete annual facility and equipment inspections and track maintenance response times.
- Update reservation, payment, fee, and insurance/TULIP guidance and move transactions online where feasible.
- Coordinate recreation capital planning with DPW, Finance, and community fundraising partners.

FY 27 Key Performance Indicators

- » Compile data to display current usage of field space in the past five years by 6/30/2027.
- » Complete renovations or upgrades on at least one recreation facility by 6/30/2027.
- » Establish annual inspection schedule for the playground, fields, lights, and utility features by 3/31/2027.
- » Evaluate three potential future locations for recreational spaces by 6/30/2027.
- » Updated recreation facility use policy and fee structure approved, published and in place by 12/31/2026.

DEPARTMENTS

Town Manager's Office
Recreation
Finance & Assessing
Public Works

BOARDS

Town Council
Budget Committee
Recreation Commission
CIP Committee

POTENTIAL PARTNERS

Londonderry School District
LAFA
LYSA
LYLA
Primex
Restore the Recs

COMMUNITY CHARACTER, RECREATION, ARTS & CULTURE

Objective G3



Preserve heritage, strengthen placemaking, and clarify Town design identity

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.

FY 27 Priority Action Items

- Create or update inventory priorities for historic properties and identify maintenance, funding, and grant opportunities.
- Use arts, cultural programming, and placemaking projects to reinforce town identity and support local destinations.
- Integrate discussion of heritage assets such as historic districts and other civic places into long-range planning and capital conversations.
- Seek out ways to increase the visibility of Londonderry's history and heritage in everyday spaces and in public information.

FY 27 Key Performance Indicators

- » Complete a dossier of reference photos for the Heritage Commission lookbook by 6/30/2027.
- » Roadmap a path forward for the Reverend Morrison Meetinghouse by 12/31/2026.
- » Review and update the historic properties list, to include risks and needs, by 6/30/2027.
- » Hold one new heritage or history focused event by 6/30/2027.
- » Create a centralized list of grant and fundraising opportunities for historic preservation by 6/30/2027.
- » Create one new piece of heritage focused video content by 6/30/2027.
- » Post two stories about Londonderry's history on the Town website and social media by 6/30/2027.

DEPARTMENTS

Town Manager's Office
Recreation
Planning & Building
Cable Services

BOARDS

Town Council
Budget Committee
Heritage Commission
Arts Council
Recreation Commission
CIP Committee
Senior Resources Committee

POTENTIAL PARTNERS

Londonderry School District
Londonderry Historical Society
New Hampshire Humanities
Leach Library

Strategic Plan Workshop – Council Questions & Feedback

4-13-2026

<https://www.youtube.com/watch?v=bd9lgmPJKVo>

The following notes summarize questions, feedback, and recommendations provided by the Town Council during the Strategic Planning Workshop presentation on April 13, 2026

General Strategic Plan Questions

- Who owns each objective and is responsible for follow-up?
- Is the plan intended to be a living document (and how will updates occur)?
- What is the process if KPIs are not achieved?
- Request for visibility into projects already in progress before approving new initiatives
- Question on whether some goals/targets are realistic
- Consider repositioning Asset Management under Fiscal Stewardship

Financial & Resource Questions

- What does each initiative cost?
- Need clearer understanding of:
 - Training costs
 - Technology investments (ERP, GIS, etc.)

Government Excellence, Digital Services & Fiscal Stewardship (A1–A4)

- A1 – Digitize high-volume municipal services and records
 - Question re: MapGeo → ArcGIS transition (cost savings and value)
 - Interest in expanding Online services
 - Consider incentivizing online transactions (e.g., reduced fees)
 - Feasibility of training SharePoint / Teams by deadline
- A2 – Standardize workflows, training, and service continuity
 - Clarifications requested:
 - Who is responsible for job descriptions
 - Who handles onboarding/offboarding processes
 - Strong support for cross-training
 - Suggested practical training (e.g., how to update website content)
- A3 – Improve long-range financial planning and budget transparency
 - Questions about ERP program (purpose, scope, objectives, and cost)
 - Clarify goal for FY27 is to have a roadmap to replacement of ERP
 - Discussion re: budget development approach:
 - Start from zero-based vs. baseline
 - Interest in greater coordination with Budget Committee
- A4 – Implement staff development and retention plans
 - Strong emphasis on Succession planning (critical priority)

- Interest in:
 - Training costs and structure
 - Training for boards and committees
 - Strong support for Mental health awareness programs / peer support, annual clinician sessions, etc.

Communications, Civic Trust & Community Engagement (B1-B2)

- B2 – Expand civic participation, election readiness, and public trust
 - Need stronger pre-meeting communication:
 - Share agendas in advance
 - Actively invite participation
 - Expand Virtual participation options
 - Increase attendance through:
 - Childcare
 - Transportation
 - Incentives (food, etc.)
 - Improve voter education by clearly communicating:
 - How votes were made
 - Rationale behind warrant articles
 - Process Improvements
 - Deliberative Session improvements such as shorten deliberative sessions
 - Reduce number of warrant articles
 - Start budget process earlier
 - In-person outreach, including boards/committees presenting information
 - Interest in identifying and promoting Town resources available to residents

Growth, Land Use, Housing & Economic Vitality (C1-C3)

- C2 – Land Use & Master Plan Alignment
 - Clarify:
 - Who identifies priority zoning/land use topics for public discussion
 - What is the decision-making process for Master Plan implementation
- C3 – Economic Development
 - Support for improved public-facing tools, including:
 - Active business listings
 - Redevelopment opportunity inventory
 - Interest in resident survey on desired businesses/services
 - Consideration of initiating an Economic Development Committee

Strategic Plan Workshop – Council Questions & Feedback

4-22-2026

<https://www.youtube.com/watch?v=59uzd38HkPo>

The following notes summarize questions, feedback, and recommendations provided by the Town Council during the Strategic Planning Workshop presented on April 22, 2026.

General Strategic Plan Feedback

- Overall strong support for the Strategic Plan framework and direction
- Appreciation expressed for depth of work and responsiveness (noted especially for Utilities/water efforts)
- Some concern that certain KPI timelines may be overly ambitious
- Continued interest in transparency and accessibility of data and making information available to the public (especially during budget season)
- Suggestion to spell out acronyms (e.g., ICS, HSEM) for clarity in the final document

Infrastructure, Transportation & Asset Management (D1–D4)

- D1 – Create and integrated asset management and facilities planning system
 - Clarification requested on cemetery mapping (what it entails and how it will be used)
 - Question regarding the inclusion of Cyber Services equipment in this functional area
 - Clarification of the definition of “base facilities”
 - Questions about whether existing/older vehicles will be entered into OpenGov
 - Question on timing for pavement condition assessments
 - Particular interest in ability to track man-hours and operational data
- D2 – Improve infrastructure, asset maintenance, and related operations
 - Aligns with need for improved tracking and service standards
 - Comment on equipment and methods for catch basin maintenance
 - General support for improving data tracking and asset visibility and man hours
- D3 – Improve traffic safety and address traffic congestion
 - Strong support; viewed as high-value and impactful
 - Noted as a useful decision-making tool for Planning and Zoning
 - Emphasis on data being available and transparent
 - Suggestion to consider Economic Development Board / Commission
- D4 – Develop a coordinated utilities, waste, and energy resilience strategy
 - Positive feedback on food waste / composting pilot programs, especially public education (DIY options)
 - Questions and comments regarding solar infrastructure planning:
 - Locations (rooftop vs. ground-mounted)
 - Identification of potential sites
 - Public education & engagement – Consider leveraging examples and videos from other communities
 - General support for forward-looking energy and sustainability planning

Environment, Water & Conservation (E1–E3)

- E1 – Extend access to clean water through monitoring, education, and infrastructure expansion
 - Acknowledgment and appreciation for ongoing work (Utilities Committee, water efforts)

- Questions whether the water testing portal will integrate with State data and how results will be shared with residents and with the Town
- Concern that some deadlines may be ambitious
- E2 – Conserve priority land and expand public stewardship of natural resources
 - Clarification of what counts as “protected land”
 - Need for clearer data and definitions:
 - % conservation land owned by the town, privately owned, or under easement
 - Differentiate between open space and conservation land
 - Suggestion to better define and map conservation categories using GIS
 - Concern that KPI sequencing may be out of order (planning should precede outreach)
- E3 – Integrate sustainability and environmental compliance into municipal operations
 - Viewed as a strong example of cross-department coordination
 - Positive feedback on integrating sustainability into broader Town operations

Public Safety, Emergency Preparedness & Municipal Resilience (F1–F2)

- F1 – Improve emergency communications and fire response readiness
 - Recognition that pre-planning tools could have broader Town use (beyond Fire)
 - Question on whether costs will be included in feasibility analysis
- F2 – Strengthen emergency preparedness, continuity, and critical records protection
 - Strong support for emergency preparedness and training initiatives
 - Clarification on Granite Ridge training
 - Question regarding when the last joint Police/Fire coordinated training occurred (noted as many years ago)
 - Suggestion to define acronyms clearly (ICS, HSEM)
 - Positive feedback on ICS training rollout

Community Character, Recreation, Arts & Culture (G1–G3)

- G1 – Expand inclusive recreation, arts, and community programming
 - Positive feedback on programming (e.g., women’s basketball league)
- G2 – Improve, document, and standardize recreation facilities, policies, and user experience
 - Suggestion to add pocket parks and trails into the Strategic Plan / discussion on process
 - Emphasis on evaluating potential future locations for recreational spaces
 - Consider alignment with rail trail efforts
 - Suggestion of adding a farmers’ market in coordination with Concerts on the Common / discussion needed to determine feasibility
 - Exploration of an Agricultural committee – would require Council approval and adoption into the Administrative Code
 - Public-private partnerships
- G3 – Preserve heritage, strengthen placemaking, and clarify Town design identity
 - Historic properties list is outdated (~20 years old) – last done as an Eagle Scout project
 - Feedback on KPIs:
 - Lookbook timeline seen as too delayed
 - Desire to accelerate, though staff capacity noted as a constraint
 - Consider incorporating a broader perspective to include resident stories
 - Use local media to highlight community history and stories

- Suggestion to consider engaging the Senior Resource Committee and the Senior Center

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

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.

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.

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](#))

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.
-

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.



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

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:

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- **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.

Londonderry Town Council Meeting
Monday, May 4, 2026, 7:00 p.m.
Moose Hill Council Chambers

Meeting Link: <http://173.166.17.35/internetchannel/show/14233?channel=4>

Council Members Present: Chair Ron Dunn; Vice Chair Shawn Faber; Councilors Dan Bouchard, Deb Paul, Ted Combes

Council Members Absent: None

Other Staff Present: Town Manager Shaun Mulholland; Administrative Services Director Kirsten Hildonen; Police Chief Kim Bernard; Leach Library Acting Director Donna Plante

A. CALL TO ORDER

Chair Dunn called the meeting to order at 7:00 p.m. and led the Pledge of Allegiance.

B. PUBLIC COMMENT

Councilor Combes read a proclamation recognizing the 57th Annual Professional Municipal Clerks Week.

Police Chief Bernard introduce two new hires in the Police Department.

Chair Dunn opened public comment.

Name: Jonathan Kipp, Town Moderator

Address: 9 Everts Street

Mr. Kipp thanked the Town Clerk and her staff for their outstanding work.

Name: Dennis Martin

Address: 182 Pillsbury Road

Mr. Martin asked if the Veterans Tax Credit would be issued this year and was told it would be. He asked if veterans would be reimbursed for last year and was told they would not be. He asked why the credit was not issued last year and was told it was based on a legal decision. He asked who stopped the credit from being issued.

Name: Richard Bielinski

Address: 89 Hall Road

Mr. Bielinski asked when he would receive answers to questions about the Veterans Tax Credit, raises and pay adjustments, cost of police detail cars, and potential changes to contracts. He asked about the bond level regarding the UFB, when car registration renewals would be sent out, and the water heater leak at the South Fire Department. Chair Dunn said the Town Manager would answer Mr. Bielinski's questions via email.

Name: John Farrell

Address: 4 Hancock Drive

47 Mr. Farrell spoke to the excellent quality of the Londonderry Police Department, Fire
48 Department, and Public Works Department, and that the Council should recognize this.

49
50 Town Clerk Sherry Farrell shared information on a May 9th event to vaccinate and register
51 dogs. She noted June 2nd is the deadline to declare party affiliation for the upcoming elections.

52
53 Chair Dunn closed public comment.

54

55 **C. BOARD APPOINTMENTS AND REAPPOINTMENTS**

56 **1. Resignation of Megan Thompson from the Heritage Commission**

57

58 *Vice Chair Faber moved to accept the resignation of Megan Thompson from the*
59 *Heritage Commission. Seconded by Councilor Combes. Motion carried 5-0-0. Chair*
60 *votes in the affirmative.*

61

62 **D. PUBLIC HEARING**

63

64 **E. NEW BUSINESS**

65 **1. Receive a presentation from the Londonderry Arts Council (LAC) regarding 2026**
66 **Concerts on the Common.**

67 Stephen and Julie Lee offered an update on the Concerts on the Common. The season
68 will be dedicated to the memory of Joe Curro. They reviewed funding sources, and
69 thanked sponsors and volunteers. The Council thanked the LAC for their work.

70

71 **2. Leach Library Update**

72 Acting Director Donna Plante offered an update on the Leach Library. She presented an
73 estimate of \$94,518 to complete the mold remediation work, replace flooring in the Staff
74 break room, and repair leaks in the roof. The Library will be closed through the summer,
75 but will still offer summer programming.

76

77 *Vice Chair Faber moved to approve the expenditure of \$94,518. Seconded by Councilor*
78 *Combes. Motion carried 5-0-0. Chair votes in the affirmative.*

79

80 Leach Library Board of Trustees Chair Nancy Hendrickson thanked the Council for their
81 support.

82

83 **3. Receive an informational presentation regarding the Water Special Assessment**
84 **District.**

85 Ms. Hildonen reviewed the plan and timeline to create a Water Special Assessment
86 District, funding for which was approved by the voters in March.

87

88 **F. OLD BUSINESS**

89 **1. Discuss and schedule a public hearing for May 18, 2026 regarding the proposed**
90 **revision to the Municipal Code, repealing Title I, Chapter XXIX, and adopting**
91 **Chapter 20 Code of Ethics.**

92 Ms. Hildonen reviewed the history of revising the Code of Ethics and the need for a

93 public hearing to adopt the current version. The Council proposed and discussed changes
94 to the Code of Ethics. They agreed to send their suggestions to Ms. Hildonen before the
95 public hearing. The public hearing will be scheduled after the changes are made and a
96 new draft is available for review.
97

98 **2. Continue the discussion regarding a zoning amendment – Planned Unit**
99 **Development Ordinance LZO Section 5.2 that is scheduled for a public hearing on**
100 **May 18, 2026.**

101 The Council discussed the relationship between a development agreement and the PUD
102 ordinance. They also discussed moving forward the amended version of the ordinance
103 and agreed to do so.
104

105 **3. Review and Discussion of the proposed draft Strategic Plan for refinement.**

106 The Council proposed and discussed changes to the draft Strategic Plan. They discussed
107 whether mental health programming was available for the Police and Fire Departments.
108 Chief Bernard described the Police Department plan and agreed to offer a presentation
109 to the Town Manager/Council. The Council noted the benefit of measurement and
110 accountability, but cautioned that having a plan would not solve all problems. They also
111 discussed the need to facilitate economic development and how to accomplish this.
112

113 **G. APPROVAL OF CONSENT ITEMS**

- 114 **1. Town Council meeting minutes from April 20, 2026**
115 **2. Authorize acceptance of NH DES Household Hazardous Waste Grant in the amount**
116 **of \$4,804.**
117 **3. Authorize the request for the release of a lien and abatement of taxes for a mobile**
118 **home located at 22 Chapparel Drive in the Ponderosa Mobile Home Park.**
119 **4. Authorization to amend the Construction Management Agreement with Pennichuck**
120 **Water Works and expend \$4,881,466 on Phase II of the High Range Road Water**
121 **Main Project.**

122
123 *Vice Chair Faber moved to approve the Consent items. Seconded by Councilor Combes.*
124 *Motion carried 5-0-0. Chair votes in the affirmative.*
125

126 **H. OTHER BUSINESS**

127 **1. Liaison Reports**

128 Councilor Combes reported plans for the SAU building are moving forward, including
129 extension of the parking lot and improving access to the recreational fields. He noted the
130 Musquash trails are open, but some bridges need repair.
131

132 Councilor Paul reported on recreation activities and the listening session for the Reverand
133 Morrison Meeting House.
134

135 **2. Town Manager Report**

136 Town Manager Mulholland reviewed the agendas of upcoming meetings.
137

138 The Council discussed removing TC105, Use of Legal Counsel Policy, from the table to

139 allow for discussion. Vice Chair Faber said one of the Councilors who voted to table it
140 must vote to reconsider it. No action was taken.

141
142 Councilor Bouchard spoke with a representative from S&S Metals Recycling, who said
143 work will be complete by the end of May and he plans to hold an auction in June.

144
145 Councilor Paul asked how the Council tabling issues affects the operation of the Town.
146 The Town Manager explained there are problems with the way the Council does business.
147 A proposal to conduct business a different way was tabled. Per the Charter, Councilors
148 should not act unilaterally and incur expenses, which is happening. There was no further
149 discussion, as the proposal was tabled.

150

151 **I. PUBLIC COMMENT**

152 Chair Dunn opened public comment.

153

154 **Name:** Kristine Perez

155 **Address:** 5 Wesley Drive

156 Ms. Perez questioned the statement that only members who voted to table an issue can remove
157 it from the table. Chair Dunn will obtain an answer. She questioned whether the Council had
158 accomplished anything this year.

159

160 **Name:** Janet Huttula

161 **Address:** 5 Stony Point Drive

162 Ms. Huttula explained the procedure for removing an item from the table per Robert's Rules
163 of Order.

164

165 **Name:** Moira Ryan

166 **Address:** 2 Snowberry Hollow

167 Ms. Ryan asked who made the decision not to implement the Veterans Tax Credit. Chair Dunn
168 said the Council will have an update by their next meeting. Ms. Ryan asked that her request to
169 place an item on the Agenda be honored.

170

171 **Name:** Richard Bielinski

172 **Address:** 89 Hall Road

173 Mr. Bielinski asked for a definition of what projects qualify to be placed on the CIP, where the
174 funding approved earlier for the Library will come from, and about increases in wages,
175 suggesting they were not reasonable.

176

177 **Name:** Marge Badois

178 **Address:** 189 Litchfield Road

179 Ms. Badois spoke in support of establishing an Economic Development
180 Committee/Commission and what such a group could accomplish.

181

182 **Name:** Tony DeFrancesco

183 **Address:** 1 Cheshire Court

184 Mr. DeFrancesco suggested combining the Economic Development Director and Town

185 Planner roles. He noted he is not related to the sponsor of the Concerts on the Commons. He
186 spoke to the need to maintain facilities.

187
188 Chief Bernard reported the Londonderry Police Association will make a \$900 donation to
189 Concerts on the Common.

190
191 Councilor Combes asked the other Council members to sign the letters forwarding Citizens
192 Petitions 27 and 28 to the Legislature. He asked the Town Manager if he had experienced the
193 issue of Councilors not signing such a letter and Town Manager Mulholland said he had not.

194
195 Chair Dunn closed public comment.

196
197 **J. NON-PUBLIC SESSION**

198 A non-public hearing was scheduled under RSA 91-A:3, II(b), The hiring of any person as a
199 public employee.

200
201 *Chair Dunn moved to enter into a non-public session under RSA 91-A:3, II(b), the hiring*
202 *of any person as a public employee. Seconded by Vice Chair Faber. A roll call vote was*
203 *taken: Combes - aye, Faber - Dunn - aye, Bouchard - aye, Paul - aye. Motion carried 5-0-0.*
204 *Chair votes in the affirmative.*

205
206 The cameras were turned off at 9:25 p.m. Town Manager Mulholland was present at the non-
207 public session. He asked the Council to confirm the appointment of Doug Cole as Recreation
208 Director, with an effective date of 7/1/26.

209
210 *Councilor Bouchard moved to confirm the appointment of Doug Cole as the Recreation*
211 *Director effective July 1, 2026. Seconded by Councilor Combes. A roll call vote was taken:*
212 *Combes - aye, Faber - Dunn - aye, Bouchard - aye, Paul - aye. Motion carried 5-0-0. Chair*
213 *votes in the affirmative.*

214
215 *Vice Chair Faber moved to exit the non-public session. Seconded by Councilor Combes.*
216 *Motion carried 5-0-0. Chair votes in the affirmative.*

217
218 The Council returned to public meeting at 9:30 p.m.

219
220 **K. MEETING SCHEDULE**

- 221 • May 18, 2026, Moose Hill Council Chambers, 7:00 p.m.
- 222 • June 1, 2026, Moose Hill Council Chambers, 7:00 p.m.

223
224 **L. ADJOURNMENT**

225
226 *Vice Chair Faber moved to adjourn the meeting at 9:30 p.m. Seconded by Councilor*
227 *Combes. Motion carried 5-0-0. Chair votes in the affirmative.*

228
229 *Minutes prepared by Beth Hanggeli*

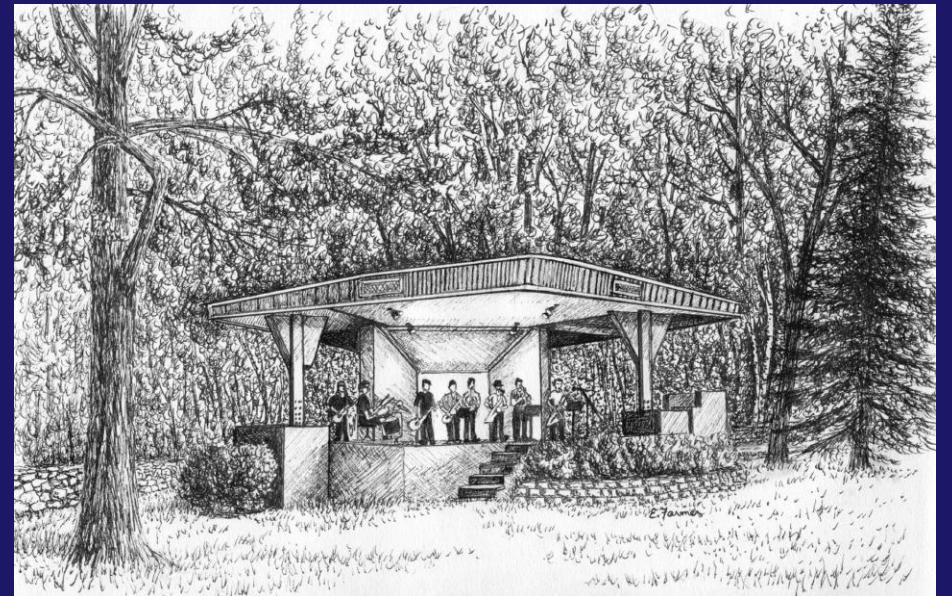
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CONCERTS ON THE COMMON

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@concertsonthecommon

Concert schedule at:
www.concertsonthecommon.org



Community. Great Music. Summer Evenings.

CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

June 3, 7:00 – 8:30

**Londonderry High School
Jazz Ensembles and
Orchestra**

www.concertsonthecommon.org



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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

June 10, 7:00-8:30

The Seven Wonders

Recreating the look, the energy, and the legendary layered arrangements of Fleetwood Mac at their absolute peak

www.concertsonthecommon.org



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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

June 17, 7:00-8:30

Martin and Kelly

A fan-favorite summer night of world-class harmonies, big energy, and boots-up fun on the Common. Free line dancing lesson at 5:30!

www.concertsonthecommon.org



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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

June 24, 7:00-8:30

Brian Maes Band

Boston rock royalty returns for their 12th year
on our stage!

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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

July 1, 7:00 – 8:30

Bywater Call

The grit of Janis Joplin mixed with the soaring energy of the Tedeschi Trucks Band

www.concertsonthecommon.org



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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

July 8, 7:00-8:30

To Be Announced

We can reveal this performer in late May

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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council
and Leach Library

FOR KIDS!

July 11, 1:30-2:30

**Matt Heaton and the
Outside Toys**

Special **Saturday** concert *just for kids!*

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CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

July 15, 7:00-8:30

Cool Cool Cool

Blend of Funk, House and R&B to create a sound that is truly unique

www.concertsonthecommon.org



Community. Great Music. Summer Evenings.

CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

July 22, 7:00-8:30

East Coast Soul

Irresistible soul and Motown classics of the 1960s to the infectious energy of today's hottest hits

www.concertsonthecommon.org



Community. Great Music. Summer Evenings.

CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

July 29, 7:00-8:30

Bruce Marshall Group

Blend of blues, R&B, country blues, and
southern boogie

www.concertsonthecommon.org



Community. Great Music. Summer Evenings.

CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

August 5, 7:00-8:30

Delta Generators

Our favorite blues band featuring the great
Brian Templeton

www.concertsonthecommon.org



Community. Great Music. Summer Evenings.

CONCERTS ON THE COMMON

Presented by the Londonderry Arts Council

August 12, 7:00-8:30

Studio Two

Outstanding Beatles tribute band for Old Home Day week

www.concertsonthecommon.org



Londonderry Concerts on the Common 2026 Diamond Sponsors



Centegrity Wealth Advisors

Ameriprise Private Wealth Advisory Practice

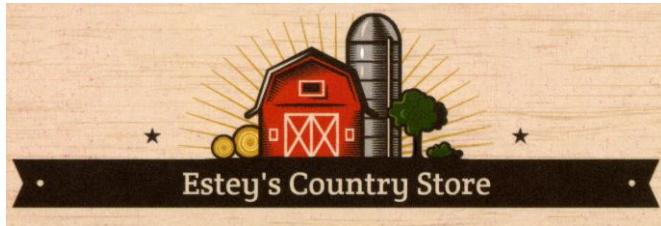
Terence G. McCormick

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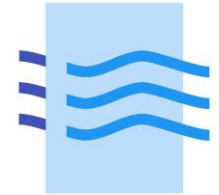
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SMITH HORIZON
REAL ESTATE CONSULTING

IVYBROOK _____
ACADEMY[®]
HALF DAY PRESCHOOL



Stonyfield
ORGANIC[®]



Project: Londonderry Library - Newly Discovered Mold & Ext Envelope Roof Leaks - Budget Values

Location: Londonderry, NH

Date: 05-04-26

PLAN DATE: N/A - No Plans Available for these Conceptual Budgets

STATUS

ALTERNATE #	DESCRIPTION	ADD / DEDUCT	Amount	TARGET	ACCEPTED	PENDING	REJECTED	Notes
MISC LIBRARY SCOPE ITEMS								
Misc. - 6	Change the Lower / Ground Level Break Room from Carpet to LVT flooring	Add	\$3,631					This includes a LVT material allowance of \$3.50 sqft
Misc. - 7	Remediate the recently found mold items	Add	\$45,902					
Report #3 - 1	Leak #1 Found - Recommended Actions	Add	\$21,630					Roof / Flashing Leaks found during Ext Envelope Roof Inspection
Report #3 - 2	Leak #2 Found - Recommended Actions	Add	\$23,355					Roof / Flashing Leaks found during Ext Envelope Roof Inspection
			\$94,518	\$0	\$0	\$0	\$0	

NOTE: ABOVE ACCEPTED ALTERNATES ARE PENDING FINAL DESIGN AND SUBCONTRACTOR PRICING

Project: Londonderry Library - Newly Discovered Mold & Ext Envelope Roof Leaks - Budget Values

5/4/2026

Misc - 6 Change the Lower / Ground Level Break from Carpet to LVT flooring

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Demo Existing Carpet	290	sf	\$1.00	\$ 290
	Demo Existing Base	108	lf	\$1.00	\$ 108
	Prep floors for new LVT installation	290	sf	\$1.50	\$ 435
	Install new LVT flooring	290	sf	\$3.00	\$ 870
	Furnish new LVT flooring (Allowance)	290	sf	\$3.50	\$ 1,015
	Furnish and install new vinly base	108	lf	\$2.90	\$ 313
Sub Total				\$	3,031
	General Conditions / Requirements			\$	-
	Construction Contingency (10.0%)			\$	303
	General Liability (1.1%)			\$	37
	Performance & Payment Bond			\$	54
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	206
Total				\$	3,631

Misc. - 7 Remediate the recently found mold items

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Movers - Labor to pack up the children's room contents and reinstall	1	ls	\$12,975.00	\$ 12,975
	Wipe Down Contents				Excluded
	Temporary Protection / Clean Up - Labor	5	days	\$360.00	\$ 1,800
	Temporary Protection / Clean up - Materials	1	ls	\$500.00	\$ 500
	Mold Remediation - Lower Level Bid	1	ls	\$5,380.00	\$ 5,380
	Mold Remediation - Upper Level Bid	1	ls	\$5,655.00	\$ 5,655
	Replace Ceiling Tiles w/ Mold Allowance	1	Allowance	\$1,000.00	\$ 1,000
	Change Order Estimating	1	day	\$1,848.00	\$ 1,848
Sub Total				\$	29,158
	General Conditions / Requirements	1	week	\$ 13,000.00	\$ 13,000
	Construction Contingency (10.0%)			\$	-
	General Liability (1.1%)			\$	464
	Performance & Payment Bond			\$	682
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	2,598
Total				\$	45,902

Report #3 - 1 Leak #1 Found - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Remove the horizontal flashing at corner	1	ls	\$3,600.00	\$ 3,600
	Remove the rubber roofing	1	ls	\$800.00	\$ 800
	Replace the wood vertical substrate / sheathing	1	ls	\$3,200.00	\$ 3,200
	Install new vertical wall flashing	24	sf	\$90.00	\$ 2,160
	Install new roofing tie and vertical roofing	1	ls	\$1,800.00	\$ 1,800
Sub Total					\$ 11,560
	General Conditions / Requirements	0.5	weeks	\$ 13,000.00	\$ 6,500
	Construction Contingency (10.0%)				\$ 1,806
	General Liability (1.1%)				\$ 219
	Performance & Payment Bond				\$ 321
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 1,224
Total					\$ 21,630

Report #3 - 2 Leak #2 Found - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Remove the horizontal flashing at corner	1	ls	\$3,600.00	\$ 3,600
	Replace the wood vertical substrate / sheathing / Trim Painted	1	ls	\$6,000.00	\$ 6,000
	Install new vertical wall flashing	1	ls	\$1,800.00	\$ 1,800
	Install new roofing (Asphalt)	1	ls	\$1,600.00	\$ 1,600
Sub Total					\$ 13,000
	General Conditions / Requirements	0.5	weeks	\$ 13,000.00	\$ 6,500
	Construction Contingency (10.0%)				\$ 1,950
	General Liability (1.1%)				\$ 236
	Performance & Payment Bond				\$ 347
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 1,322
Total					\$ 23,355



Project: Londonderry Library - Newly Discovered Mold & Ext Envelope Roof Leaks - Budget Values

Location: Londonderry, NH

Date: 05-04-26

PLAN DATE: N/A - No Plans Available for these Conceptual Budgets

STATUS			
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ALTERNATE #	DESCRIPTION	ADD / DEDUCT	Amount	TARGET	ACCEPTED	PENDING	REJECTED	Notes
MISC LIBRARY SCOPE ITEMS								
Misc. - 6	Change the Lower / Ground Level Break Room from Carpet to LVT flooring	Add	\$3,631					This includes a LVT material allowance of \$3.50 sqft
Misc. - 7	Remediate the recently found mold items	Add	\$45,902					
Report #3 - 1	Leak #1 Found - Recommended Actions	Add	\$21,630					Roof / Flashing Leaks found during Ext Envelope Roof Inspection
Report #3 - 2	Leak #2 Found - Recommended Actions	Add	\$23,355					Roof / Flashing Leaks found during Ext Envelope Roof Inspection
			\$94,518	\$0	\$0	\$0	\$0	

NOTE: ABOVE ACCEPTED ALTERNATES ARE PENDING FINAL DESIGN AND SUBCONTRACTOR PRICING

Project: Londonderry Library - Newly Discovered Mold & Ext Envelope Roof Leaks - Budget Values

5/4/2026

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	Construction Contingency (10.0%)			\$	303
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	Performance & Payment Bond			\$	54
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	206
Total				\$	3,631

Misc. - 7 Remediate the recently found mold items

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Movers - Labor to pack up the children's room contents and reinstall	1	ls	\$12,975.00	\$ 12,975
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	Change Order Estimating	1	day	\$1,848.00	\$ 1,848
Sub Total				\$	29,158
	General Conditions / Requirements	1	week	\$ 13,000.00	\$ 13,000
	Construction Contingency (10.0%)			\$	-
	General Liability (1.1%)			\$	464
	Performance & Payment Bond			\$	682
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)			\$	2,598
Total				\$	45,902

Report #3 - 1 Leak #1 Found - Recommended Actions

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Sub Total					\$ 11,560
	General Conditions / Requirements	0.5	weeks	\$ 13,000.00	\$ 6,500
	Construction Contingency (10.0%)				\$ 1,806
	General Liability (1.1%)				\$ 219
	Performance & Payment Bond				\$ 321
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 1,224
Total					\$ 21,630

Report #3 - 2 Leak #2 Found - Recommended Actions

CSI	Description	Quantity	Unit	Cost	Total
Additional Scope Items:					
	Remove the horizontal flashing at corner	1	ls	\$3,600.00	\$ 3,600
	Replace the wood vertical substrate / sheathing / Trim Painted	1	ls	\$6,000.00	\$ 6,000
	Install new vertical wall flashing	1	ls	\$1,800.00	\$ 1,800
	Install new roofing (Asphalt)	1	ls	\$1,600.00	\$ 1,600
Sub Total					\$ 13,000
	General Conditions / Requirements	0.5	weeks	\$ 13,000.00	\$ 6,500
	Construction Contingency (10.0%)				\$ 1,950
	General Liability (1.1%)				\$ 236
	Performance & Payment Bond				\$ 347
	Builders Risk Insurance				By Owner
	Building Permit Fee				By Owner
	Fee (6.0%)				\$ 1,322
Total					\$ 23,355



TOWN OF LONDONDERRY PAYROLL STATUS CHANGE FORM

NAME: Sherry Farrell **EMPLOYEE #:** 419
DEPARTMENT: Town Clerk **UNION:** Elected Official
DATE OF HIRE: 3/17/2014 **EFFECTIVE DATE:** 7/1/2026

REASON FOR CHANGE

- | | | |
|------------------------------------|--|--|
| <input type="checkbox"/> New Hire | <input type="checkbox"/> Merit Increase | <input type="checkbox"/> Voluntary Resignation |
| <input type="checkbox"/> Promotion | <input type="checkbox"/> Step Increase | <input type="checkbox"/> Involuntary Termination |
| <input type="checkbox"/> Transfer | <input type="checkbox"/> Probation Completed | <input type="checkbox"/> Retirement |
| <input type="checkbox"/> Demotion | <input type="checkbox"/> Union Contract | <input checked="" type="checkbox"/> Other |

POSITION INFORMATION

	CURRENT POSITION:	NEW POSITION:
DEPARTMENT:	<u>Town Clerk</u>	<u>Town Clerk</u>
JOB TITLE:	<u>Town Clerk</u>	<u>Town Clerk</u>
POSITION CLASSIFICATION:	<u>Exempt</u>	<u>Exempt</u>
SHIFT/HOURS:		

RATE

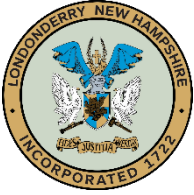
	CURRENT SALARY RATE:	NEW SALARY RATE:
Base Hourly Rate	<u>\$34.51</u>	<u>\$39.81</u>
Longevity:	<u>\$0.00</u>	<u>\$0.00</u>
Certification/Education:	<u>\$0.00</u>	<u>\$0.00</u>
Adjusted Hourly Rate:	<u>\$34.51</u>	<u>\$39.81</u>
Base (Weekly)	<u>\$1,380.40</u>	<u>\$1,592.40</u>
ANNUAL SALARY:	<u>\$71,780.80</u>	<u>\$82,804.80</u>

COMMENTS

Comments: Sherry last received a salary increase in 2022. There is no merit or step increase for this position.
This wage adjustment represents the periods covering the following years: 2023, 2024, 2025, and 2026.

APPROVALS

EMPLOYEE:		DATE:	
HUMAN RESOURCES DIRECTOR:		DATE:	
FINANCE DIRECTOR:		DATE:	
TOWN MANAGER:		DATE:	
TOWN COUNCIL CHAIR:		DATE:	
TOWN COUNCIL VICE CHAIR:		DATE:	
TOWN COUNCILOR:		DATE:	
TOWN COUNCILOR:		DATE:	
TOWN COUNCILOR:		DATE:	



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

Town Council Meeting – Agenda Item Coversheet

Meeting Date: 5/18/2026

Submitted By: Kellie Caron, DTM

Department: Planning & Economic Development

Contact Information: kcaron@londonderrynh.gov

Estimated Discussion Time: 5 minutes

Agenda Item Number: TC OFFICE USE

Agenda Item Title: Expenditure from the Master Plan Capital Reserve Fund

Background and Purpose: The Town has incurred expenses associated with the ongoing update and coordination of the Town Master Plan process through services provided by the Southern New Hampshire Planning Commission (SNHPC). These expenses were initially paid through the General Fund Management Services account.

As of April 16, 2026, total FY26 Master Plan-related expenses paid to SNHPC total \$51,395.91. The Master Plan Capital Reserve Fund (CRF) balance as of March 31, 2026, is \$99,592.42.

The withdrawal request is intended to reimburse the General Fund for eligible Master Plan coordination and consulting expenses directly associated with the Town's comprehensive Master Plan update process. Approval of this request will also address the current overage within the Management Services operating account caused by these expenditures.

Action: Approval withdrawal from the Master Plan CRF.

Proposed Motion: *MOVED that the Londonderry Town Council hereby approves Order 2026-10 and directs the Trustees of the Trust Funds to disburse \$51,395.91 from the Master Plan Capital Reserve Funds for the comprehensive master plan update related expenses.*

Attachments: Order 2026-10



Town of Londonderry, New Hampshire

268B Mammoth Road • Londonderry, NH 03053

(603) 432-1100 • londonderrynh.gov

ORDER 2026-10

An Order Relative to

AN EXPENDITURE FROM THE MASTER PLAN CAPITAL RESERVE FUND

WHEREAS the Town of Londonderry has incurred expenses associated with the ongoing comprehensive Master Plan update process, including planning coordination and consulting services provided by the Southern New Hampshire Planning Commission (SNHPC); and

WHEREAS these FY26 Master Plan-related expenses, totaling \$51,395.91, were initially paid from the General Fund Management Services account; and

WHEREAS the Master Plan Capital Reserve Fund was established for the purpose of funding expenses associated with the preparation and update of the Town Master Plan; and

WHEREAS sufficient funds are available within the Master Plan Capital Reserve Fund to reimburse these eligible expenses;

NOW THEREFORE BE IT ORDERED by the Londonderry Town Council that the withdrawal of \$51,395.91 from the Master Plan Capital Reserve Fund is hereby approved for reimbursement of FY26 Master Plan coordination and consulting expenses associated with the Town's comprehensive Master Plan update process.

**Ron Dunn – Chair
Town Council**

Sharon Farrell – Town Clerk

PASSED AND ADOPTED by the Londonderry Town Council this 18th day of May 2026.



**TOWN OF LONDONDERRY
WARRANT
SEWER RENT LEVY
STATE OF NEW HAMPSHIRE**

ROCKINGHAM COUNTY

1. To Allison Parsons, Collector of Taxes for the Town of Londonderry in said County:
2. In the name of the State you are hereby directed to collect the sewer rents herewith committed to you amounted in all to the sum of SEVEN HUNDRED TWENTY TWO THOUSAND TWO HUNDRED SIXTY FOUR AND 09/100 CENTS (\$722,264.09) with interest at eight (8%) percent from May 29, 2026 on all sums not paid on or before that day.

And you shall pay all money collected to the Treasurer at least on a weekly basis when receipts exceed \$500.00 or more often when directed by the Commissioner of Revenue Administration.

Given under our hands and seal at said Londonderry, New Hampshire, this 4th day of May in the year 2026.

TOWN COUNCIL

Ron Dunn – Chairman

Shawn Faber – Vice Chairman

Ted Combes

Dan Bouchard

Deb Paul



**TOWN OF LONDONDERRY
SUPPLEMENTAL WARRANT
SEWER RENT LEVY
STATE OF NEW HAMPSHIRE**


ROCKINGHAM COUNTY

1. To Allison Parsons, Collector of Taxes for the Town of Londonderry in said County:
2. In the name of the State you are hereby directed to collect the sewer rents for the period of December 1, 2025 through February 28, 2026 for Woodmont Apartments, LLC, 15 Pillsbury Road, Map 10, Lot 41-103, herewith committed to you amounted in all to the sum of TWENTY THREE THOUSAND FORTY AND 00/100 CENTS (\$23,040.00) with interest at eight (8%) percent from May 29, 2026 on all sums not paid on or before that day.

And you shall pay all money collected to the Treasurer at least on a weekly basis when receipts exceed \$500.00 or more often when directed by the Commissioner of Revenue Administration.

Given under our hands and seal at said Londonderry, New Hampshire, this 4th day of May in the year 2026.

TOWN COUNCIL



Ron Dunn – Chairman




Shawn Faber – Vice Chairman



Ted Combes



Dan Bouchard



Deb Paul