

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

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