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## Strategic Objectives for FY27 – Town of Londonderry

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From Jeff Penta <jpenta@tolboards.org>

Date Wed 2026-03-18 5:21 PM

To TownCouncil <TownCouncil@londonderrynh.org>; Shaun Mulholland <smulholland@londonderrynh.gov>

Cc Kirsten Hildonen <KHildonen@londonderrynh.gov>; Kellie Caron <kcaron@londonderrynh.gov>

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All -

Please note that I was planning to present the below for discussion during Thursday's Strategic Planning session, but unfortunately, it was canceled at the direction of the Town Council. Additionally, an attempt to submit through the online form was unsuccessful. Despite these setbacks, I'd like to share my thoughts based on the work I've done and the valuable contributions made by the MPSC volunteers. I remain hopeful that the current climate will improve, leading to the development of strong working relationships. I believe it's in everyone's best interest, both individually and for the town, to rise above these personal challenges and demonstrate the collaborative public officials that I know you all are capable of being.

These reflect my view as a Londonderry citizen, committed volunteer, and engaged taxpayer. It does not resemble nor should be implied that these suggestions are based on any groups I serve.

-Jeff

## Strategic Objectives for FY27 – Town of Londonderry

Londonderry is at an inflection point. With the recent adoption of the Master Plan, FY27 should focus less on identifying what we want to be, and more on how we intentionally move from vision to execution in a way that is balanced, sustainable, and grounded in the realities of New Hampshire law and local governance.

### 1. Translate the Master Plan into an Actionable Implementation Framework

The Town has a clear vision. The priority now is ensuring that vision does not sit on a shelf, but instead drives real decisions.

This means establishing a structured, transparent implementation roadmap that identifies:

- Priority initiatives for FY27–FY29
- Responsible parties (Town Council, Planning Board, staff, or committees)
- Clear sequencing of zoning, infrastructure, and capital decisions

#### Action Items:

- Develop and publish a Master Plan implementation matrix with timelines and ownership
- Identify 3–5 priority zoning or land use topics for structured public discussion
- Align Capital Improvement Plan (CIP) priorities to Master Plan goals

**KPIs:**

- % of Master Plan initiatives with defined owners and timelines
- Number of implementation actions advanced within FY27
- Public visibility (e.g., dashboard or quarterly updates)

**2. Establish a Formal, Resident-Informed Process for Zoning and Growth Discussions**

Growth and development will continue—this is a function of property rights, state law (RSA 674), and market demand. The opportunity is not to stop growth outright, but to shape it intentionally.

To do this effectively, Londonderry needs a more structured and proactive process for engaging residents before projects reach the public hearing stage.

**Action Items:**

- Initiate facilitated community discussions on key topics (density, housing mix, commercial growth, preservation)
- Create a defined pathway for resident input to inform potential zoning updates
- Coordinate between Town Council, Planning Board, and Planning Department on when and how these discussions occur

**KPIs:**

- Number of community engagement sessions held
- Participation levels and diversity of input
- Number of zoning or ordinance updates advanced through formal channels

**3. Strengthen Alignment Between Growth, Infrastructure, and Fiscal Sustainability**

One of the Town's biggest challenges is ensuring that development aligns with infrastructure capacity and long-term financial impact.

FY27 should prioritize a more integrated approach to decision-making—linking land use, capital planning, and fiscal analysis.

**Action Items:**

- Incorporate fiscal impact considerations into major development and planning discussions
- Review infrastructure capacity (roads, schools, public safety) relative to projected growth
- Strengthen coordination between planning, finance, and public works in the CIP process

**KPIs:**

- Inclusion of fiscal/infrastructure impact summaries in major proposals
- CIP alignment with projected growth areas
- Measurable impact on tax rate stability over time

**4. Improve Transparency and Understanding of Roles Within the Planning Process**

There is a persistent gap between public expectations and what boards are legally empowered to do. This leads to frustration and misalignment.

FY27 presents an opportunity to improve how the Town communicates the "rules of the system"—including the role of the Planning Board, Town Council, and state law constraints (including New Hampshire as a Dillon Rule state).

**Action Items:**

- Develop clear, accessible materials explaining the development and zoning process
- Clarify where resident input is most impactful (e.g., public hearings, zoning changes, Master Plan updates)
- Increase proactive communication ahead of major applications or discussions

## 5. Strengthen Leadership Alignment to Enable Execution

A critical risk to successfully advancing these priorities is the current lack of alignment at the Town’s highest levels of leadership. Friction between the Town Council and Town Manager—whether perceived or real—has the potential to stall progress, create mixed signals for staff and boards, and ultimately deprioritize the significant work already contributed by the community through the Master Plan process.

FY27 should prioritize establishing a more effective working relationship grounded in shared objectives, mutual respect, and a clear understanding of roles. This is not about eliminating disagreement—healthy tension is part of governance—but about knowing when to challenge, when to collaborate, and how to find common ground in service of the Town’s long-term interests.

Without this alignment, even the strongest plans risk losing momentum.

### Action Items:

- Establish clear, shared FY27 priorities between Town Council and Town Manager tied to the Master Plan
- Conduct periodic joint work sessions focused on strategic alignment (not just operational updates)
- Reinforce role clarity between legislative and administrative functions

### KPIs:

- Progress against jointly defined FY27 priorities
- Consistency of messaging across Town leadership
- Observable advancement of Master Plan initiatives without delay due to governance friction:
- Reduction in process-related confusion during public hearings
- Increased participation at appropriate stages of the process
- Resident feedback on clarity and transparency

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### **Closing Thought**

FY27 should not be about reacting to individual projects—it should be about strengthening the system through which those projects are evaluated and advanced.

If Londonderry can align its Master Plan, public engagement, zoning framework, capital planning, and leadership approach into a cohesive model, it will be better positioned to manage growth in a way that reflects both community values and the legal framework in which it operates.

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From Stephanie Bottcher [REDACTED]

Date Sun 2026-02-08 1:23 PM

To Kirsten Hildonen <KHildonen@londonderrynh.gov>; Shaun Mulholland <smulholland@londonderrynh.gov>; Bob Slater <bslater@londonderry.org>; ron.dunn@gc.nh.gov <ron.dunn@gc.nh.gov>; Shawn Faber <sfaber@londonderrynh.gov>; Deb Paul <debpaul@londonderrynh.gov>; danbouchard@londonderrynh.org <danbouchard@londonderrynh.org>; [REDACTED]; John Trottier <jrtrottier@londonderrynh.gov>

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Dear Kirsten, Shawn, and council members,

Thanks for posting info about input about the town's strategic plan. I was unable to go to the 1/31 meeting.

Myself and my husband joined the Londonderry Leadership this year to have a better understanding of our goals as a community and give input. Most all that joined the program expressed (as, we did) that we do not like the direction the town is going in: Too much building of industry (which, obviously doesn't give us much tax relief), apartments, condos and large homes. We all have to deal with the traffic and increased need of infrastructure that as residents pay more share than industry. Our properties are assessed at a much bigger percentage than industrial properties, thus our residential tax increase.

We live in North Londonderry across the street from [REDACTED] property at [REDACTED]. We spoke with [REDACTED] regarding the proposed "compost" plant. He explained where it would be on his property. On Wednesday, 1/10 you will see many of us attend the meeting about this as we do not want to see this built. When the power plant was built - there was NO discussion to give input from us as "abutters". The permits were already given. We protested and met with the owners to "show" us about the plant. It then went on to the ballot as a "non-binding" article. The community said NO. But, the permits were already approved.

We have lived with the noise and plume of this power plant (which went bankrupt after its first 3 years). When they "purge" the turbines they are extremely loud and it wakes us often. The "plume" of steam can be seen from Nashua.

We do not feel that we want a "compost" dump built near us. It was explained that the methane gases from this process would be "piped" out for sale. Methane is highly flammable and could be a risk. The water that comes from the process goes back into local sewerage. The trucks transporting compost and garbage are said to be coming in from N. Wentworth Ave. But, we see trucks on Litchfield Rd. that should not be using them all the time.

I have looked at the meeting minutes from the planning board regarding the proposal that was submitted from TFM Engineers. The applicant has not yet provided many documents needed as yet, so I'm "assuming" there is not a go ahead yet? We have much to discuss this Wednesday's at the meeting.

Sincerely,  
Stephanie & Stephen Bottcher

