

**Shaun Mulholland**  
Town Manager

**Kellie Caron**  
Deputy Town Manager



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

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

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Londonderry Town Council Meeting  
Tuesday, February 17, 2026, 7 p.m., Moose Hill Council Chambers

**A. CALL TO ORDER**

**B. PUBLIC COMMENT**

1. Introduction of Fire Chief James Young.
2. Recognition of Acting Fire Chief Phil LeBlanc.
3. Recognition of Leadership Londonderry Participants and Presentation of Certificates of Completion.

**C. BOARD APPOINTMENTS & REAPPOINTMENTS**

1. Board appointments from January postings.

**D. PUBLIC HEARING**

1. None

**E. NEW BUSINESS**

1. Discuss and approve an expenditure of \$18,000 from the Expendable Maintenance Trust Fund for winter maintenance.

*(Dave Wholley, Director of Public Works)*

Documents:

[2026-02-17 - COVER SHEET - EMTF 2026-04 WINTER MAINTENANCE.PDF](#)  
[2026-04 - EMTF \(WINTER MAINTENANCE\).PDF](#)

2. Discuss and schedule a public hearing for March 2, 2026 regarding an amendment to the Municipal Code rescinding Title IV - Public Health, Safety, Welfare, Chapter X Emergency Management Plan.

*(Kirsten Hildonen, Administrative Services Director)*

Documents:

[2026-02-17 COVER SHEET\\_REPEAL EM PLAN.PDF](#)  
[CHAPTER X \(PDF\) EMERGENCY MANAGEMENT.PDF](#)

**F. OLD BUSINESS**

1. Discuss and approve the proposed Purchasing Policy (Councilor privilege was invoked at prior meeting; no vote taken).

Documents:

[2026-02-02 AGENDA ITEM COVER SHEET\\_PURCHASING POLICY.PDF](#)  
[PURCHASING POLICY REVISED 012626.PDF](#)  
[TC-910 CURRENT PURCHASING POLICY.PDF](#)

**G. APPROVAL OF CONSENT ITEMS**

1. Town Council Meeting Minutes from February 2, 2026

Documents:

[TC-MINUTES-2026-02-02.PDF](#)

## H. OTHER BUSINESS

### 1. Liaison Reports

### 2. Town Manager Report

#### a. Memorandum for Record - Warrant Articles 18 & 19

(Kellie Caron, Deputy Town Manager)

Documents:

[2026-02-11\\_MFR\\_COUNCILOR\\_PAUL\\_HR\\_DEPT..DOCX.PDF](#)

[2026-02-09 TK RESPONSE TO COUNCILOR PAUL QUESTIONS AND COMMENTS.PDF](#)

### 3. Deputy Town Manager Report

## I. PUBLIC COMMENT

## J. NON-PUBLIC SESSION

### 1. Pursuant to RSA 91-A:3, II(b), discussion regarding the hiring of a public employee.

## K. ADJOURNMENT

## L. MEETING SCHEDULE

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

#### a. March 2, 2026; Moose Hill Council Chambers; 7 p.m.

- **Public Hearing:** Receive public input, discuss and act upon rescinding the Municipal Code Title IV - Public Health, Safety, Welfare, Chapter X Emergency Management Plan
- Discuss the renovation of the basketball courts (Restore the Recs)
- Discuss and approve roadway improvements agreement with Procopia and Pillsbury Realty (Woodmont)
- Discuss and act upon repealing TC-901 Financial Management Policy
- Discuss and approve TC-100 Cash Investment Policy
- Discuss and authorize the Town Manager to execute an easement for part of the property known as the Auburn Road Landfill Site (Map 016, Lot 023) to allow the Town of Derry to site and operate a water pumping station
- Discuss and set a public hearing for March 16, 2026 regarding a revision to the PUD regulations

#### b. March 3, 2026 – 2025 Annual Town Report to be made available to the public and posted on the Town website.

#### c. March 10, 2026; 6 a.m. to 8 p.m. - Annual Town Meeting - Official Ballot Session

Election of Town / School Officers; Town / School Budget Adoption and Town / School Bond Articles (RSA 39:1)

#### d. March 16, 2026; Moose Hill Council Chambers; 7 p.m.

- Organizational Meeting
  - Elect officers
  - Review Town Council Rules of Order
  - Review Public Comment Policy
- Appointment of Tax Collector
- **Public Hearing:** Receive public input, discuss, and act upon a revision to the PUD regulations.
- Discuss and set a public hearing for April 6, 2026 regarding an amendment to the Municipal Code, repealing Chapter XXVI, and adopting Chapter 20 - Code of Ethics
- Discuss and set a public hearing for April 6, 2026 regarding an amendment to the Municipal Code, repealing Chapter I & II of Title V, and adopting Chapter 4 – Municipal Departments
- Discuss and set a public hearing for April 6, 2026 to adopt TC-105 Use of Legal Counsel Policy.

Please be advised that the Town Council agenda for this meeting has been amended as follows:

## H. OTHER BUSINESS

### 2. Town Manager Report

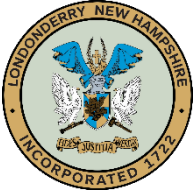
#### a. Memorandum for Record - Warrant Articles 18 & 19

*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.  
Town Council agenda online.*

*View the most recent*



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

**Meeting Date:** 2/17/2026  
**Submitted By:** Dave Wholley  
**Department:** DPW

**Contact Information:** [dwholley@londonderrynh.gov](mailto:dwholley@londonderrynh.gov)  
**Estimated Discussion Time:** 5 minutes  
**Agenda Item Number:** TC OFFICE USE

**Agenda Item Title:** EMTF request for Winter Maintenance of Town facilities

**Background and Purpose:** Third Annual request for an allocation of funding for the purpose of paying invoices received for plowing and treating parking lots at municipal facilities.

**Action:** Approve a withdrawal from the Expendable Maintenance Trust Fund.

**Proposed Motion:** ***MOVED that the Londonderry Town Council hereby approves Order 2026-04 and directs the Trustees of the Trust Fund to disburse \$18,000 from the Expendable Maintenance Trust Fund for winter maintenance of Town facilities.***

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



# Town of Londonderry, New Hampshire

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## ORDER 2026-04

*An Order Relative to*

### **AN EXPENDITURE FROM THE EXPENDABLE MAINTENANCE TRUST FUND**

**WHEREAS** voters since 2003 have approved funding for the maintenance and repair of public buildings and grounds in the Town; and

**WHEREAS** the Department of Public Works requests a disbursement of \$18,000 for winter maintenance at various Town buildings.

**NOW THEREFORE BE IT ORDERED** by the Town Council of the Town of Londonderry that the request to withdraw funds from the Expendable Maintenance Trust Fund is approved and that the Trustees of the Trust Funds are directed to disburse the sum of \$18,000 from the Expendable Maintenance Trust Fund for the anticipated winter maintenance costs.

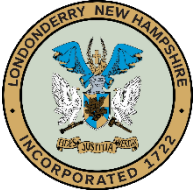
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Ron Dunn – Chair  
Town Council

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Sharon Farrell – Town Clerk

**PASSED AND ADOPTED** by the Londonderry Town Council this 17th day of February 2026.



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

**Meeting Date:** 2/17/2026  
**Submitted By:** TM Shaun Mulholland  
**Department:** Town Manager

**Contact Information:** Email or Telephone  
**Estimated Discussion Time:** 10 Minutes  
**Agenda Item Number:** TC OFFICE USE

**Agenda Item Title:** Discuss and set a Public Hearing to repeal Chapter X, of Title IV of the Municipal Code entitled Emergency Management Plan.

**Background and Purpose:** Chapter X was adopted in the Municipal Code on April 15, 2002 and subsequently revised on April 26, 2002. This code provision is almost 24 years old and does not follow the emergency management structure of the Town as it currently exists. In 2017 the Town developed a new emergency management plan that follows the format established by the NH Department of Homeland Security and Emergency Management. Emergency operations plans are not normally adopted in code they are plans by which the Town operates within as a guide during emergencies. EOPs are supposed to be updated every five years. The present plan the Town operates on is now outdated and needs to be updated. Additionally, the plan should follow the National Incident Command System model which the present Chapter X does not follow. NH RSA 21-P:39 states, “Each political subdivision of the state shall establish a local organization for emergency management in accordance with the state emergency management plan and program.”

**Action:** Schedule a public hearing to repeal Chapter X, of Title IV of the Municipal Code entitled Emergency Management Plan.

**Proposed Motion:** *MOVED, that the Londonderry Town Council hereby schedules a public hearing for March 16, 2026 at 7 PM at the Londonderry Town Hall, to receive public input and take action to repeal Chapter X, of Title IV of the Municipal Code, entitled Emergency Management Plan.*

**Attachments:**

**CHAPTER X - EMERGENCY MANAGEMENT PLAN**  
**TABLE OF CONTENTS**

**Section No.**

<b>SECTION I</b>	<b>Purpose.....</b>	<b>1</b>
<b>SECTION II</b>	<b>Authorities .....</b>	<b>1</b>
<b>SECTION III</b>	<b>Situation .....</b>	<b>1 - 2</b>
<b>SECTION IV</b>	<b>Organization .....</b>	<b>2</b>
<b>SECTION V</b>	<b>Responsibilities.....</b>	<b>3 - 6</b>
<b>SECTION VI</b>	<b>Definitions/Acronyms .....</b>	<b>6 - 7</b>
<b>SECTION VI</b>	<b>Functional Annexes - Direction and Control.....</b>	<b>7 -10</b>
<b>SECTION VIII</b>	<b>Functional Annexes - Communications .....</b>	<b>11 -12</b>
<b>SECTION IX</b>	<b>Functional Annexes - Warning.....</b>	<b>13 - 15</b>
<b>SECTION X</b>	<b>Functional Annexes - Radiological Defense.....</b>	<b>16 - 18</b>
<b>SECTION XI</b>	<b>Functional Annexes - Law Enforcement.....</b>	<b>19 - 21</b>
<b>SECTION XII</b>	<b>Functional Annexes - Fire Suppression .....</b>	<b>22 - 24</b>
<b>SECTION XIII</b>	<b>Functional Annexes - Rescue .....</b>	<b>25</b>
<b>SECTION XIV</b>	<b>Functional Annexes - Evacuation .....</b>	<b>26 - 32</b>
<b>SECTION XV</b>	<b>Functional Annexes - Resource Management .....</b>	<b>33 - 36</b>
<b>SECTION XVI</b>	<b>Functional Annexes - Health and Medical .....</b>	<b>37 - 39</b>
<b>SECTION XVII</b>	<b>Functional Annexes - Shelter and Feeding.....</b>	<b>40 - 44</b>
<b>SECTION XVIII</b>	<b>Functional Annexes - Emergency Public Information.....</b>	<b>45 - 47</b>
<b>SECTION XIX</b>	<b>Functional Annexes - Recovery .....</b>	<b>.....</b>
<b>SECTION XX</b>	<b>Functional Annexes - Mitigation.....</b>	<b>53 - 55</b>
<b>SECTION XXI</b>	<b>Functional Annexes - Site Specific Operations Plans.....</b>	<b>56</b>
<b>SECTION XXII</b>	<b>Function Annexes - Comprehensive Resource Listing .....</b>	<b>57</b>
<b>SECTION XXII</b>	<b>Function Annexes - Weapons of Mass Destruction.....</b>	<b>58 - 79</b>
<b>SECTION XXIII</b>	<b>Record of Changes.....</b>	<b>80</b>
<b>SECTION XXIV</b>	<b>Distribution List.....</b>	<b>81</b>

**Tables:**

<b>Table 1</b>	<b>Emergency Operations Center Staffing Pattern .....</b>	<b>9</b>
<b>Table 2</b>	<b>Emergency operations Center Layout .....</b>	<b>10</b>
<b>Table 3</b>	<b>Warning System Diagram .....</b>	<b>15</b>
<b>Table 4</b>	<b>Radiological Defense Equip. and Personnel Listing .....</b>	<b>18</b>
<b>Table 5</b>	<b>Law Enforcement Personnel and Equipment Listing .....</b>	<b>21</b>
<b>Table 6</b>	<b>Fire Suppression Personnel and Equipment Listing .....</b>	<b>24</b>
<b>Table 7</b>	<b>Rescue Personnel and Equipment Listing .....</b>	<b>25</b>
<b>Table 8</b>	<b>Community Road Map (Evacuation Routes) .....</b>	<b>31</b>
<b>Table 9</b>	<b>Relocation Route .....</b>	<b>32</b>
<b>Table 10</b>	<b>Resource Inventory Listing .....</b>	<b>36</b>
<b>Table 11</b>	<b>Health and Medical Resource List.....</b>	<b>39</b>
<b>Table 12</b>	<b>Primary Shelter Listing .....</b>	<b>43</b>
<b>Table 13</b>	<b>All Facilities Shelter Listing .....</b>	<b>44</b>
<b>Table 14</b>	<b>Media Listing.....</b>	<b>47</b>
<b>Table 15</b>	<b>Recovery Assistance Listing .....</b>	<b>.....</b>
<b>Table 16</b>	<b>Comprehensive Hazard Analysis.....</b>	<b>55</b>
<b>Table 17</b>	<b>State of New Hampshire Contact List.....</b>	<b>74 - 75</b>



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**CHAPTER X - EMERGENCY MANAGEMENT PLAN**

**SECTION I            PURPOSE**

The purpose of this Emergency Management Plan (“Plan”) is to make each organization and department aware of its responsibility in all-hazard emergency operations. This plan, upon being implemented by the community government, will provide the basis for coordinating protective actions prior to, during and after any type of disaster. It was prepared to conform to guidelines established by the Federal Emergency Management Agency, U.S. Nuclear Regulatory Commission, Federal Energy Regulatory Commission and the New Hampshire Emergency Management Agency and is in concert with the state of New Hampshire Emergency Management Plan. The Chairman of the Town Council, hereafter known as the “Chairman” shall inform the public of the existence of said Plan.

**SECTION II            AUTHORITIES**

Authority for this Plan and Annexes is contained in U.S. Public Laws 81-920 and 93-288, as amended, the State of New Hampshire Revised Statutes Annotated, as amended, and applicable local ordinances. By local charter, the Chairman is responsible for all emergency operations in the community and has the authority to appoint an Emergency Management Director, delegating said person with the power to establish a Emergency Management organization to carry out the various phases of the emergency plan. Operations under this plan will commence on orders of the Emergency Management Director, or his/her designee, in the event of an imminent or existing emergency situation.

**SECTION III SITUATION**

- A.**            The Town of Londonderry is in Rockingham County situated in the southeastern part of New Hampshire. It is primarily a residential community with a population of approximately 23,243 people in 42.2 square miles. Due to the availability of land, Londonderry has grown rapidly in recent years. There is some light industry and an increasing number of small-to-medium-sized shopping centers have been and are being constructed. A five-person Town Council, one of whose members serves as Chairman, governs Londonderry. The Council employs a Town Manager who has certain authority by Town Charter.
  
- B.**            The Town Council has appointed an Emergency Management Director to coordinate planning, preparation, mitigation and response efforts to emergencies in the town. The Town has full-time Police, Fire and Public Works Departments and is served by three water and two sewer systems. The community has one centrally located Police facility and three area fire stations. Londonderry enjoys a mutual aid compact with twenty-two neighboring towns and cities and is a member of the Southern New Hampshire Regional Planning Commission, the Border Area Fire Mutual Aid Association, and the Southeastern New Hampshire Hazardous Materials Mutual Aid District.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION III SITUATION (Cont'd)**

**C. (Cont'd)**

The following natural or man-made emergencies are the prime consideration of this Emergency Plan: (in order of priority)

- |                                 |                       |
|---------------------------------|-----------------------|
| 1. Aircraft Disaster            | 10. Civil Disturbance |
| 2. Hazardous Materials Incident | 11. Earthquake        |
| 3. Nuclear Power Plant Accident | 12. Tornado           |
| 4. Large Scale Traffic Accident | 13. Bomb Threat       |
| 5. Snow and Ice Storms          | 14. Electric Outage   |
| 6. Hurricane                    | 15. Explosion         |
| 7. Riverine Flooding            | 16. Nuclear Attack    |
| 8. Fuel Shortage                | 17. Conflagration     |
| 9. Water Outage                 |                       |

In the event of a nuclear attack upon the United States, it is impossible to state in advance the objectives of such an attack or of its probable effects upon the Town of Londonderry. However, Londonderry has been designated as part of the Manchester Risk Area and, therefore, relocation of all but essential personnel has been recommended.

**IV. SECTION IV ORGANIZATION**

**A. The Emergency Management Organization is as follows:**

1. Town Council
2. Town Manager
3. Emergency Management Director
4. Building Inspector
5. Fire/Rescue Department
6. Health Officer
7. Public Works Department
8. Planning Council
9. Police Department
10. School Department
11. Town Clerk
12. Financial Officer
13. Town Attorney

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont' d)**

**SECTION V            RESPONSIBILITIES**

Executive responsibilities are shared by the Town Council acting through the Chairman in emergency situations and the Town Manager. Generally, the Chairman will make or approve major policy decisions and the Manager will recommend policy decisions and carry them out once they are approved. The Emergency Management Director implements the Emergency Operation Plan by directing, controlling and coordinating emergency operations.

**A.                    The Chairman of the Town Council is responsible for:**

1.                    Assuring prompt decisions by the Town Council or obtaining authorization to act on their behalf.
2.                    Providing overall policy guidance during actual emergencies.
3.                    Declaring a state of emergency when appropriate.
4.                    Authorizing resources to be committed when the resources required are beyond those normally under control of the Town Manager (e.g., release of funds for a hostage situation).
5.                    Issuing the emergency evacuation order when necessary.
6.                    Appointing an Emergency Management Director to direct and control operations as described below.

**B.                    The Emergency Management Director is responsible for:**

1.                    Directing and coordinating all emergency operations.
2.                    Establishing, equipping, and staffing the Emergency Operations Center (EOC) when required.
3.                    Protecting life and property through decisions assisted by all departments and organization described herein.
4.                    Requesting and coordinating military or other outside assistance.
5.                    Coordinating financial support for emergency response and recovery operations.
6.                    Providing emergency public information and instructions.
7.                    Coordinating emergency shelter, feeding and clothing.
8.                    Providing leadership for disaster mitigation programs.

**C.                    The Building Inspector is responsible for:**

1.                    Coordinating emergency repairs to essential community structures
2.                    Coordinating damage assessment activities.

**D.                    The Fire/Rescue Department is responsible for:**

1.                    Emergency operations training for its personnel.
2.                    Conducting test exercises, as coordinated by the Emergency Management Director.
3.                    Dispersing its own equipment and manpower to strategic locations, as necessary.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION V RESPONSIBILITIES (Cont'd)

A. **The Fire/Rescue Department is responsible for:** (Cont'd)

1. Providing a monitoring capability for radiological accidents or incidents.
2. Containing and extinguishing fires.
3. Coordinating regional fire mutual aid.
4. Providing rescue and emergency medical services.
5. Providing and maintaining an up-to-date fire department emergency implementation plan, assisted by the Emergency Management Director.
6. Developing a public warning plan and system, assisted by the Emergency Management Director.
7. Maintaining records of handicapped and infirm people.
8. Supervising emergency operations in hazardous materials accidents or incidents.

B. **The Health Officer is responsible for:**

1. Enforcing public health standards.
2. Assist in coordinating emergency shelter and feeding.
3. Directing inoculation or immunization.
4. Coordinating emergency health care planning.
5. Coordinating mass burials.

G. **The Public Works Department is responsible for:**

1. Providing emergency operations training for members of its own staff, assisted by the Emergency Management Director.
1. Assisting in the protection of life and property.
2. Dispersing its equipment and manpower to strategic locations.
3. Maintaining and training its own auxiliary forces, assisted by the Emergency Management Director.
4. Coordinating regional Public Works mutual aid.
5. Keeping streets clear of debris.
6. Providing refuse disposal.
7. Providing and maintaining an up-to-date Public Works Department emergency implementation plan, assisted by the Emergency Management Director.
8. Coordinating emergency transportation.
9. Coordinating restoration of utility services.

H. **The Planning Board is responsible for:**

1. Providing maps for planning and EOC display purposes.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION V RESPONSIBILITIES (Cont'd)**

**I. The Police Department is responsible for:**

1. Providing emergency operations training for its personnel.
2. Conducting test exercises.
3. Protecting life and property.
4. Receiving warnings from the Rockingham County National Alert and Warning System (NAWAS) point and alerting local officials.
5. Coordinating the Emergency Communications System.
6. Providing crowd control
7. Dispersing its own equipment and manpower to strategic locations, as necessary.
8. Maintaining and training its own auxiliary forces.
9. Coordinating regional police mutual aid.
10. Providing and maintaining an up-to-date police department emergency implementation plan, assisted by the Emergency Management Director.
11. Coordinating all emergency traffic control procedures within the community.
12. Assisting in emergency public warning procedures.

**J. The School Superintendent is responsible for:**

1. Providing emergency operations training for its own personnel, assisted by the Emergency Management Director.
2. Conducting test exercises, as coordinated by the Emergency Management Director.
3. Coordinating regional school mutual aid.
4. Registering evacuees.
5. Assisting the Red Cross in the mass feeding and sheltering of evacuees
6. emergency operations planning in all public schools and maintaining an up-to-date school department emergency implementation plan.

**K. The Town Clerk is responsible for:**

1. Providing population data.
2. Protecting all town records.

**L. The Finance Director is responsible for:**

1. Maintaining records of emergency expenditures.
2. Advising the Town Council on the disbursement of town funds.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION V            RESPONSIBILITIES (Cont'd)**

- M.            The Manchester Chapter of the American National Red Cross is responsible for:**
1.        Assuring emergency blood bank supplies at area hospitals.
  2.        Assisting in providing emergency food, clothing, shelter and first aid.
  3.        Providing individual family assistance.
  4.        Managing emergency shelter operations.

**SECTION VI DEFINITIONS/ACRONYMS**

The purpose of this section is to provide a common reference for terms and phrases used in this Plan.

**Access Control** - The prevention of unauthorized people from entering a specific area. Road barriers and traffic controls would be used to affect access control.

**Emergency Broadcast System (EBS)**- Network of radio stations which provides a direct link between responsible public officials and the public. EBS stations broadcast instructions describing what steps the public should take.

**Emergency Operations Center (EOC)** - A location designated by state and local emergency response organizations as an assembly area for their respective staffs. This facility is the central command and control point.

**Emergency Response Organization** - The combination of Local, State, Federal, and private agencies designated specifically to provide the capability to implement emergency response procedures.

**Key Officials** - Official representatives of Local, State, and Federal government or private organizations that have a specified role in the emergency response organization and have been authorized to perform specified emergency response functions.

**Mass Care Shelter** - The locations at which evacuees are fed and housed after transport from a reception center.

**Reception Center** - A location which provides services for any evacuated population in need of public assistance. Decontamination, registration, food and shelter can be arranged by the emergency workers at a reception center.

**Support Agencies** - Local, State and private agencies which provide personnel, equipment, facilities or special knowledge to support the implementation of the emergency response.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION VI DEFINITIONS/ACRONYMS - (Cont'd)

<u>ARC</u>	American Red Cross
<u>EBS</u>	Emergency Broadcast System
<u>EOC</u>	Emergency Operations Center
<u>FEMA</u>	Federal Emergency Management Agency
<u>NHOEM</u>	New Hampshire Office of Emergency Management
<u>RADEF</u>	Radiological Defense

SECTION VII **FUNCTIONAL ANNEXES - Direction and Control**

- A. **Purpose** - The purpose of this Annex is to provide a chain of command, the location and operation of the Emergency Operations Center (EOC) and a method for coordinating community resources in the event of a major emergency.
- B. **Authorities** - The authorities for this Annex are contained in Section II - Authorities.
- C. **Situation** - In order to provide effective management of the field forces during a major emergency situation, the key decision-makers must exercise control from a single facility in the community, herein after known as an Emergency Operations Center (EOC). This facility must have enough space for the EOC staff to operate. Also, this facility must have the communications capabilities necessary to direct the emergency responders and to provide instructions to the general public. The EOC is located in Central Fire Station, an alternate EOC can be established in the Police Station. EOC staff shown in Table 3 totals 28 people who will function as a total group during the duration of the emergency.
- D. **Organization**
  - 1. The Emergency Management Director, with support from the other key town officials and non-governmental agencies, will exercise the Direction and Control function from the EOC during any declared emergency which requires the use of the Emergency Management Plan.
  - 2. In the event the Emergency Management Director is not available, the position of Emergency Management Director in the EOC is appointed by the Chairman of the Town Council.
  - 3. The Emergency Management Director will coordinate the response of the community's departments, advise the Town Council on the necessary protective actions and coordinate the use of local and outside resources.
  - 4. Department heads, or designees, will direct their operational personnel from the EOC in coordination with the other community departments and the Emergency Management Director and in response to executive decisions.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION VII FUNCTIONAL ANNEXES - Direction and Control (Cont'd)

E. Responsibilities

The Emergency Management Director will support and promote the EOC concept to the public as a method of providing the most effective emergency management based on guidance from the Chairman of the Council, decide on whether to activate the EOC or not, and, if yes, whether to staff partially or fully.

1. **The Emergency Management Director will:**

- a. Prepare the EOC for operations
- b. Provide necessary clerical support personnel
- c. Provide for food service, sanitary facilities and sleeping accommodations during extended operations
- d. Notify state Emergency Management of the activation of the EOC

2. **The Police Department will:**

Provide security to the EOC

3. **The Planning Director will:**

- a. Provide appropriate maps and displays needed for emergency operations

F. Concept of Operations

- 1. When notified of an impending emergency situation, the Emergency Management Director decides on whether to staff the EOC.
- 2. The assigned department heads, or designees, and clerical support personnel report to the EOC ready to begin operations.
- 3. The Emergency Management Director directs each department to report its state of readiness, shortfalls in personnel and/or equipment and recommendations for correcting these shortfalls.
- 4. The EOC operations staff will recommend to the executive staff those actions necessary to protect life and property.
- 5. Based on these recommendations and on policy guidance from the Chairman, the Emergency Management Director issues executive orders to the operations staff for transmittal to their respective field forces and information and instructions to the general public.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION VII      FUNCTIONAL ANNEXES - Direction and Control (Cont'd)**

***TABLE 1***  
***Emergency Operations Center***  
***Staffing Pattern***

Executive

Chairman, Town Council  
Town Manager  
Emergency Management Director

Operations

Police Chief, (or Designee), and Alternate  
Fire Chief, (or Designee), and Alternate  
Public Works Director, (or Designee), and Alternate  
Health Officer, (or Designee), and Alternate  
Town Planner, (or Designee), and Alternate  
School Superintendent, (or Designee), and Alternate  
Clerical Support Personnel

Optional

Building Inspector  
Town Clerk  
Town Attorney  
Welfare Officer

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION VII      FUNCTIONAL ANNEXES - Direction and Control (Cont'd)**

***TABLE 2***  
***Emergency Operations Center Layout***

(To be developed)

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION VIII      **FUNCTIONAL ANNEXES - Communications**

- A.            **Purpose** - The purpose of this Annex will be the assignment of responsibilities and establishment of procedures to expand the routine communications system into an emergency command and control network
- B.            **Authorities** - The authorities for this Annex are contained in Section II - Authorities. In addition, the communications systems are licensed by and conform to regulations of the Federal Communications Commission.
- C.            **Situation**
1.            The Fire, Police and Public Works departments currently maintain radio networks for conducting day-to-day operations. These departments have base stations and mobiles for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.
  2.            These local networks, by necessity, must form the basis for an emergency communications system. In addition, telephones will be utilized as long as those systems are in operation. If needed and available, amateur radio and citizen's band networks may be used to augment the existing communications capability.
  3.            Major emergencies probably will generate an extra-ordinary demand on all communications systems so priority usage must be given to state and local direction and control networks and the Emergency Broadcast System (EBS). Residential telephone usage must be severely curtailed to prevent system breakdown and line-load control, the prioritized shutdown of telephone service, must be established in order that emergency services may use the system for as long as possible.
  4.            An atmospheric nuclear explosion will create a power surge, called Electromagnetic Pulse (EMP), which would probably disable unprotected communications systems through a wide area. Since it cannot be determined in advance which systems may remain in operation, expedient alternatives may have to be developed at the time of crisis. None of the communications networks in Londonderry are protected against EMP.
- D.            **Organization** - The Emergency Communications Committee will consist of:
- Police Chief
  - Fire Chief
  - Public Works Director
  - Chief Dispatchers of each Department
  - Emergency Management Director

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION VIII FUNCTIONAL ANNEXES - Communications (Cont'd)**

**E. Responsibilities**

1. Each department will:
  - a. Maintain and test its equipment
  - b. Train its personnel
  - c. Establish routine procedures
  - d. Endeavor to expand its network in coordination, with other networks
  - e. Coordinate with the Fire Chief to provide an integrated emergency communications system
2. The Fire Chief will:
  - a. Chair the Emergency Communications Committee (**ECC**)
  - b. Organize and control the Emergency Communications Network
  - c. Prepare an Emergency Communications Development Plan (**ECDP**) for the community, with the assistance of the State Emergency Management Communications officer
3. The Emergency Management Director will:
  - a. Assist the Fire Chief in preparing the ECDP
  - b. Investigate areas of potential financial assistance for communications.

**F. Concept of Operations:**

1. All communications systems will be under the nominal control of the Emergency Management Director in any declared emergency.
2. Upon notification of an emergency alert, the Fire Department will establish communications links with the following:
  - a. The Emergency Operations Center (EOC)
  - b. Emergency Response Forces
  - c. State EOC
  - d. Police and Fire Mutual Aid Systems
  - e. Surrounding Communities' EOCs
  - f. Emergency Broadcast System Local Radio Stations
3. The Telephone Company will provide line-load control to those emergency phone numbers deemed as priority by the Fire Department.
4. Residential phone service will be severely curtailed to prevent system breakdown.
5. The Fire Department will contact local amateur radio operators and CB'ers to augment local communications, if necessary.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION IX FUNCTIONAL ANNEXES - Warning**

- A. Purpose** - The Purpose of this Annex is to set forth the procedures for alerting the local emergency response officials and the general public to an impending emergency.
- B. Authorities** - The Authorities for this Annex are those as stated in Part II-Authorities.
- C. Situation**
1. Immediate notification to the general public of an imminent or actual emergency is an essential function of government and this capability must be maintained.
  2. Public notification will consist of an alert to an emergency, information on the situation and instructions on how to protect lives and property.
  3. Citizens of Londonderry will be receptive to information and instructions issued by responsible officials.
  4. Methods of alerting the public will consist of any or all of the following:
    - a. Church bells
    - b. Loudspeaker-equipped vehicles
    - c. Door-to-door canvassing
    - d. NOAA Weather radios
    - e. Emergency Broadcast System (EBS)
    - f. Cable TV Systems
    - g. Word-of-mouth by friends, relatives and/or neighbors
  5. The Emergency Management Director will determine the timing and extent of the public notification and, with advice from other officials, recommend the proper protective actions.
  6. The Emergency Management Director needs to be notified as soon as possible upon receipt of information on any emergency situation that might affect the community. The Manager or Chairman will then decide on whether to alert the other emergency response organizations or not, based on the information received.
  7. Emergency alerts may be received from private citizens, local or state police, another community, county sheriff, fire mutual aid dispatch center, National Weather Service and/or State Emergency Management Agency. Local warnings are usually telephoned to the fire or police department. Those emergency warnings that are regionally state or national in nature are received by the Police department from the Rockingham County NAWAS warning point by radio.
- D. Organization** - The Emergency Management Director, assisted by the Police Chief, Fire Chief and the Manager, will coordinate Alerting and warning functions.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION IX FUNCTIONAL ANNEXES - Warning (Cont'd)

**E. Responsibilities:**

1. **The Emergency Management Director will:**
  - a. Provide executive leadership in expanding the public warning system
  - b. Determine when the Public warning system is to be activated and to what extent
  - c. Determine the extent of notifying emergency response departments
  - d. Activate the local Emergency Broadcast System, if necessary
  - e. Provide information and instruction to the public
2. **The Police Department will:**
  - a. Receive warnings from the Rockingham County NAWAS warning point by radio.
  - b. Notify immediately the Emergency Management Director of the emergency message received
  - c. Notify other emergency response officials, if so directed
3. **Each Department Head will:**
  - a. Develop and maintain the personnel notification procedures for his department

**F. Concept of Operations**

1. Warning of an impending major emergency is received by radio at the Police Station from the Rockingham County warning point as part of the National Warning System (NAWAS) fan-out network.
2. The person receiving the warning message will notify the Emergency Management Director.
3. The Emergency Management Director will determine which, if any, other local officials will be notified.
4. If possible, church bells may be rung.
5. If available, vehicles equipped with loudspeakers, or other amplifying devices, will be dispatched to all areas of town.
6. The public will be instructed to tune to a local area radio station for information and instruction.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION IX FUNCTIONAL ANNEXES - Warning (Cont'd)**

**TABLE 3**  
**WARNING SYSTEM DIAGRAM**

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION X           FUNCTIONAL ANNEXES - Radiological Defense

A.           **Purpose** - The purpose of this Annex is to define responsibilities and procedures for detecting and analyzing the presence of radioactivity and the procedures for protecting the public from the dangers of radiation.

B.           **Authorities** - The Authorities for this Annex are those as stated in Part II- Authorities

C.           **Situation** - The Town of Londonderry could be subjected to varying amounts of radiation due to one of the following:

1.           Nuclear Attack
2.           Accidental nuclear missile launch
3.           Airplane crash with nuclear warheads
4.           Public Works accident involving radioactive materials
5.           Nuclear power plant accident ingestion pathway -  
Radiological monitoring instruments, operated by trained personnel, are required to detect the presence of radiation and to measure the level of activity. The type of radiation, Alpha, Beta and/or Gamma, detected and the levels of radioactivity attained or projected will determine which of the following protective actions for the general public to recommend:
  - a.           No protective actions
  - b.           Protection of the food ingestion pathway
  - c.           Sheltering in residences or place of business
  - d.           Sheltering in home basements or public buildings
  - e.           Sheltering in approved fallout shelters
  - f.           Evacuation and/or relocation

The capability to collect and analyze radiological data is available to the officials of Londonderry and the citizens will respond to recommendations made by their local officials.

D.           **Organization** - The radiological defense organization will consist of the following:

- Emergency Management Director
- Police Chief
- Fire Chief
- Health Officer
- Monitoring Personnel

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION X FUNCTIONAL ANNEXES - Radiological Defense (Cont'd)

E. Responsibilities:

1. **The Chairman of the Town Council will:**
  - a. Make the decision on protective actions for the general public based on recommendations by the Emergency Management Director, Health Officer, Governor, State Emergency Management Agency and/or the State Division of Public Health
2. **The Emergency Management Director will:**
  - a. Assign and maintain the radiological equipment
  - b. Assign and maintain the roster of trained radiological monitors Provide training for crisis-augmented radiological personnel
  - c. Transmit radiological data to the State EOC and request advice on protective actions
3. **The State Division of Public Health will:**
  - a. Provide additional radiological data, protections and recommendations to assist officials in making executive decisions.
4. **The Health Officer will:**
  - a. Establish decontamination procedures for emergency response personnel and the general public
  - b. Establish personnel decontamination facilities
  - c. Establish procedures for transport of radiation accident victims for treatment
  - d. Monitor the food system for radioactive contamination and recommend procedures for decontaminating same for usage.
5. **The Senior Fire Officer present will:**
  - a. Assume the duties of on-scene commander at the site of any transportation accident involving radioactive material
6. **The Fire Department will:**
  - a. Establish procedures for decontamination of lands and buildings

F. Concept of Operations

1. Trained monitors and equipment must be among the first responders to any traffic accident involving radioactive material to determine:
  - a. The type of radioactive material(s) involved
  - b. The extent of the contamination
  - c. The proper protective action(s) to recommend to the Emergency Management Director.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION X            FUNCTIONAL ANNEXES - Radiological Defense (Cont'd)**

**F.            Concept of Operations (Cont'd)**

2.    The Health Officer will advise the Emergency Management Director, or his designee, as to the procedures for decontamination based on available data and recommendations from the State EOC.
  - a.    Under the direction of the Health Officer, a decontamination station will be established at Londonderry High School using boy's and girl's shower facilities.
  - b.    Serious radiation cases will be transported to Manchester or Derry hospitals.
  - c.    The Fire Department will conduct the decontamination procedures
  - d.    The Public Works department, supported by available private equipment, will conduct plow-under decontamination procedures, as may be directed.
  - e.    In the event of an evacuation, any radiological capabilities, deemed in excess to the need for protecting emergency services personnel and key industrial workers, will be transferred to the host community.

*Table 4*

***RADIOLOGICAL DEFENSE EQUIPMENT AND PERSONNEL LISTING***

<u>Survey Meters</u>	<u>Number</u>	<u>Location</u>
	9	Fire Dept.
	2	Police Dept.

<u>Dosimeters</u>	<u>Number</u>	<u>Location</u>
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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XI FUNCTIONAL ANNEXES - Law Enforcement

- A. **Purpose** - The purpose of this Annex is to outline procedures for the Police Department to expand its operations to respond to a disaster situation and fulfill its responsibilities for crowd control, traffic control, public warning assistance and post-disaster community security
- B. **Authorities** - The authorities for this Annex are those as stated in Section II-Authorities.
- C. **Situation:**
1. The Police Department has forty two (42) full-time members. The Police Chief serves full-time and is the operational and administrative head of the department. It is as well equipped as any community of comparable size.
  2. The Police Department has Standard Operating Procedures (SOPS) for normal operations in all areas of law enforcement and it may give mutual aid assistance to neighboring communities or receive assistance from those communities, the Rockingham County Sheriff's Department and/or New Hampshire State Police. The Police Station does have emergency power.
  3. However, in a major emergency, the Police Department would need additional personnel and equipment to perform its assigned tasks. If mutual aid assistance is unavailable or severely limited due to the nature and size of the emergency, then expedient alternatives need to be developed.
  4. The citizens would probably comply with orders issued and carried out by duly authorized law enforcement officials.
- D. **Organization** - Delegation of authority within the Police Department is through the normal chain of command:  
Chief  
Captain  
Lieutenant  
Sergeant
- E. **Responsibilities**
1. The Police Department will:
    - a. Provide emergency crowd and traffic control
    - b. Provide security in damaged and/or evacuated areas
    - c. Receive and disseminate warnings of impending emergencies  
Assist in public warning and alerting procedures
    - d. Assign personnel and equipment to the appropriate host area to augment law enforcement capabilities
    - e. Provide and issue appropriate identification for emergency services personnel, essential workers and vehicles
    - f. Perform such other emergency functions for, the safety of people

and the protection of property as deemed necessary by the  
Emergency Management Director, or Chairman.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XI FUNCTIONAL ANNEXES - Law Enforcement (Cont'd)**

**E. Responsibilities (Cont'd)**

**2. The Police Chief will:**

- a. Recruit and train special police personnel for crisis augmentation
- b. Maintain an up-to-date inventory of department personnel and equipment
- c. Develop Standard Operating Procedures (SOPS) for emergency conditions.
- d. Disburse police equipment and personnel to strategic locations
- e. Maintain this Annex in an up-to-date condition

**F. Concept of Operations**

1. Under normal conditions, the Police Department will function under regular standard operating procedures.
2. **Upon notification of an impending emergency, the Police Chief will perform the following functions:**
  - a. Begin call-up of off-duty policemen
  - b. Recruit additional personnel if needed
  - c. Check all equipment
  - d. Begin emergency communications procedures
  - e. Conduct accelerated training programs with the Emergency Management Director, if needed
  - f. Notify the Emergency Management Director of the state of readiness and request outside assistance, if necessary
  - g. Report to the EOC when directed by the Emergency Management Director and turn the on-scene command of the department over to the Commander
  - h. Disburse personnel and equipment to predetermined strategic locations
  - i. Assist the Fire Department in emergency public warning procedures as outlined in Section IX - Warning.
  - j. Coordinate the establishing and manning of traffic control points with the Fire and Public Works Departments
  - k. Provide 24-hour protection for all evacuated properties

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XI FUNCTIONAL ANNEXES - Law Enforcement (Cont'd)**

**F. Concept of Operations (Cont'd)**

1. **In the post-disaster recovery period, the Police Department will perform the following functions:**
  - a. Provide security for disaster-affected areas to prevent vandalism and looting
  - b. Coordinate outside law enforcement assistance
  - c. Assist in clean-up operations.
  - d. Perform such other functions as requested by the Emergency Management Director to alleviate suffering and return the citizens of Londonderry to as near normal conditions as possible

**TABLE 5  
LAW ENFORCEMENT PERSONNEL AND EQUIPMENT LISTING**

**Vehicles**

Cruisers (Marked) .....	17
Cruisers (Unmarked).....	6
4-Wheel Drive Vehicle .....	2

**Radios**

Consoles .....	1
Portables.....	10
Mobiles .....	11

**Personnel**

Officers .....	8
Sergeants .....	8
Patrolmen .....	18
Dispatchers.....	5
Clerks (Civilian).....	2
Animal Control Officer.....	1

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XII FUNCTIONAL ANNEXES -Fire Suppression

- A. **Purpose** - The purpose of this Annex is to outline the responsibilities of the Fire Department and its methods of coordination with other departments and agencies in time of emergency.
- B. **Authorities** - The authorities for this Annex are those as stated in II - Authorities.
- C. **Situation** - The fire suppression functions include fire safety, fire surveillance and reporting procedures and fire fighting for all types of fires.
1. The Fire Department is a permanent organization of 50 members headed by a full-time chief and is as well-equipped to, perform its assigned functions as any community of comparable size. It is a member of the border Area Fire Mutual Aid System. The Fire Station does have emergency power.
  2. The Fire Department is the largest single source of manpower in the community, but, in a major emergency, it would probably need additional personnel and equipment to perform all of its assigned tasks. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed at the time of crisis.
  3. The Fire Department is usually the first responder to a hazardous material incident and has written procedures for these incidents. The department conducts on-going training programs in hazardous materials. The senior fire officer present assumes on-scene command.
  4. In the event of an actual nuclear attack, major firestorms can be expected in the immediate ground zero area for a radius of five to ten miles. Fire fighting activity in these areas will, of necessity, be confined to the outer perimeter of the ground zero area to contain damage within the area and prevent the spread of fire to otherwise undamaged areas.
  5. The Fire Department maintains Standard Operating Procedures (SOPS) for fire suppression and regularly trains its personnel in those procedures and coordination with other emergency services is standard procedure.
- D. **Organization** - Delegation of authority within the department is through the normal chain of command:
- Chief
  - Deputy Chief
  - Captain
  - Lieutenant

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XII FUNCTIONAL ANNEXES -Fire Suppression (Cont'd)**

**E. Responsibilities**

**1. The Fire Department will:**

- a. Disseminate emergency warnings to the general public
- b. Assist the Police Department in establishing and manning traffic control points for the evacuation and relocation of the endangered population
- c. Assist owners or operators of commercial and industrial facilities which may require special fire protection to plan for such special procedures as may be required for facility protection.
- d. Perform such other functions for the protection of life and property as deemed necessary by the Emergency Management Director in time of emergency

**2. The Fire Chief will:**

- a. Assist in training fire personnel in radiological monitoring to provide the department with this capability
- b. Establish procedures to provide fire protection in evacuated areas and to provide roving fire watch patrols
- c. Maintain an up-to-date inventory of personnel and equipment
- d. Maintain this Annex in an up-to-date condition

**F. Concept of Operations**

1. Under normal conditions, the Fire Department will function under regular standard operating procedures.
2. Upon notification of an impending emergency, the Fire Chief and/or Deputy Fire Chief will perform the following functions:
  - a. Begin warning procedures
  - b. Begin call-up of all department personnel
  - c. Recruit additional personnel if needed
  - d. Check all equipment
  - e. Review and update plans if required
  1. Conduct accelerated training programs with the Emergency Management Director, if needed
  - f. Notify the Emergency Management Director of the state of readiness of the department and request outside assistance if necessary

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XII FUNCTIONAL ANNEXES -Fire Suppression (Cont'd)**

**F. Concept of Operations (Cont'd)**

2. Upon notification of an impending emergency, the Fire Chief ....(Cont'd)
  - a. Report to the EOC when directed by the Emergency Management Director and delegate the on-scene command of the department to the Deputy Chief
  - b. Disburse personnel and equipment to pre-determined strategic locations
  - c. Extinguish and/or contain all fires
  - d. Report any power outages to Public Service Company
  - e. Provide personnel to other emergency services to augment their capabilities, if available
  - f. Request the Emergency Management Director call for civilian volunteers, if necessary
  - g. Coordinate Fire Mutual Aid support
  - h. Dispatch personnel to assist Police Department in establishing and manning traffic control points
3. **In the post-disaster recovery period, the Fire Department will perform the following functions:**
  - a. Perform decontamination functions, if necessary
  - b. Assist in providing security for disaster-affected areas, if requested
  - c. Assist in clean-up operations
  - d. Coordinate outside fire-suppression assistance
  - e. Perform such other functions as requested by the Emergency Management Director to alleviate suffering and return the citizens of Londonderry to as near normal conditions as possible.

**TABLE 6  
FIRE SUPPRESSION PERSONNEL AND EQUIPMENT LISTING**

(4) 4-wheel drive command vehicles	<u><b>Vehicles</b></u> (32) portables
(1) Rescue truck	
(4) Pumpers	<u><b>Other</b></u>
(1) Ladder - 100 Ft.	( 2) Rescue Tools
(1) Tanker - 2000 Gal.	(22) Scott Air Packs w/extra tanks
(4) Brush Trucks - 4x4	( 4) Long Backboards
	( 3) Short Backboards

**Personnel:**

- (13) Officers
- (25) Firefighters - full time
- (5) Firefighters - call
- (5) Dispatchers
- (2) Dispatchers – part time

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XIII FUNCTIONAL ANNEXES -Rescue**

- A. Purpose** - The Purpose of this Annex is to define the Procedures for the Fire Department to perform such rescue functions as are within its capabilities.
- B. Authorities** - The authorities for this Annex are those as stated in Section II-Authorities
- C. Situation**
  - 1. The Fire Department is equipped to provide the rescue functions of extrication and on-scene emergency medical treatment. *(See Table 6)*
  - 2. The Fire Department has 11 paramedics and 25 trained Emergency Medical Technicians who respond also as trained firefighters.
  - 3. The Town of Londonderry has two ambulances and a mass casualty trailer.
  - 4. The Fire Officer-In-Charge is the Director of rescue operations and would coordinate the response of other rescue services through the Border Area Fire Mutual Aid, if necessary.
- D. Organization** - Not Applicable.
- E. Responsibilities** - The Fire Department will provide those functions as described in Section C.
- F. Concept of Operations**
  - 1. The Fire Department will respond to any emergency and perform any needed rescue functions that are within its capabilities.
  - 2. The Fire Chief will request additional assistance through Mutual Aid as needed.

**TABLE 7  
RESCUE PERSONNEL AND EQUIPMENT LISTING**

<u>Vehicles</u>	<u>Radios</u>	
Applicable	Not Applicable	Not
<u>Ambulances</u>	<u>Other</u>	

Not Applicable	Extrication Tool		
	Backboards		
<i>Table 6)</i>	<u>Personnel</u>	Litters	(See
EMTS	(See Table 6)	SCBA's	

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XIV FUNCTIONAL ANNEXES -Evacuation**

- A. **Purpose** - The purpose of this Annex is to establish procedures for the orderly movement of people from endangered or stricken area; to facilities in areas generally unaffected by the disaster or potentially safer from an impending emergency situation.
- B. **Authorities** - The authorities for this Annex are those as stated in Part II - Authorities.
- C. **Situation**
  - 1. An organized evacuation of potentially endangered populations is one protective action and should be recommended only when other protective actions appear to be inadequate. An evacuation may be recommended when all or any part of the community is affected and may involve all or any portion of the population.
  - 2. Areas in Londonderry that might require an evacuation to be recommended would include:
    - a. Designated flood plains and areas subjected to riverine flooding due to ice jams
    - b. Areas around a potentially explosive hazardous materials accident
    - c. Areas downwind of a hazardous chemical materials accident
    - d. Areas in and around hazardous materials waste disposal dumps
    - e. Areas determined by the Federal Emergency Management Agency (FEMA) to be potential targets of an enemy attack
    - f. Areas subjected to outages of power, water or home heating materials
    - g. Structures, which are or could, become unsound due to fires, earthquakes, hurricanes, tornadoes and other major natural or technological phenomena
    - h. Areas around or near crashed aircraft
  - 3. By state law, RSA 107, the Governor of New Hampshire may only recommend evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergency situations. Any evacuation, unless specifically recommended and assisted by federal, state or local

government officials, does not bind that government to be liable for damages incurred. It is assumed that the officials at all levels of government have fully assessed the risks involved before recommending an evacuation.

4. Although most adults in Londonderry own or have use of a private vehicle and would evacuate using that vehicle, the Town assisted by state government will provide school busses and available commercial vehicles to transport those who do not own or have use of a vehicle or who cannot ride with friends, relatives or neighbors. When faced with a potential life-threatening situation, people will generally follow three options.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XIV FUNCTIONAL ANNEXES -Evacuation (Cont'd)

C. Situation (Cont'd)

4. Although most adults in Londonderry own...(Cont'd)
  - a. Most will follow the recommendations of federal, state and/or local officials and relocate to pre-designated host areas by pre-selected routes.
  - b. Some will evacuate spontaneously to hosting facilities of their own choice.
  - c. Despite recommendations to do so, some will not evacuate and will remain in place.
5. The major evacuation routes for Londonderry will be:
  - a. Interstate 93 North and South
  - b. State Route 128 North and South
  - c. State Route 28 SE and NW
  - d. State Route 102 SW and NE
6. Some buildings have established evacuation plans for fire safety, which could be used in other types of, emergencies.
7. It is assumed that most patients in medical facilities will be picked up and relocated by relatives. Relocation of patients in acute-care status and the transportation of same must, of necessity, be made at the time of emergency and on a case-by-case basis.
8. Prisoners being held by the Police Department who could not be released would be transferred for incarceration.
9. During a period of increasing international tension, the Presidential option of relocating people from potential target areas to relatively safer host areas appears to be feasible.

D. **Organization** - The organization of an evacuation will be directed from the EOC by the Executive and Operations Staffs, assisted by appropriate State and Federal Agencies.

E. **Responsibilities**

1. **The Emergency Management Director will:**
  - a. Assume over-all direction and control of the evacuation procedures
  - b. Make the necessary evaluations and recommendations to protect the lives of the citizens
  - c. Coordinate the emergency services during the population movement
  - d. Assist essential public services and private industries to provide for continuity of operations.
  - e. Assist non-essential industries to provide for operational

shutdown and the orderly release of employees shut-down and the orderly release of employees.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIV FUNCTIONAL ANNEXES -Evacuation (Cont'd)**

**E. Responsibilities (Cont'd)**

2. **The Police Department will:**

- a. Coordinate traffic control
- b. Provide post-evacuation security
- c. Coordinate emergency transportation
- d. Issue identification for emergency services

3. **The Public Works Department will:**

- a. Provide barricades for traffic control
- b. Assist in emergency transportation
- c. Assist in manning control points
- d. Provide for clearance of evacuation routes and shelters

4. **The Fire Department will:**

- a. Provide recommendations on areas to be evacuated due to hazardous materials accidents
- b. Provide post-evacuation fire surveillance
- c. Assist in rescue operations

5. **The Health Officer will:**

- a. Coordinate evacuation procedures for medical facilities with the Fire/Rescue Service
- b. Coordinate Post-evacuation medical care
- c. Obtain data and recommendations for situations involving radioactivity from the NH Division of Public Health.

6. **The School Superintendent will:**

- a. Develop procedures for the shutdown of school and the orderly release of students
- b. Provide school busses for use in emergency transportation
- c. Prepare the schools for use as emergency transportation pick-up points or shelters

7. **The Town Clerk will:**

- a. Transfer records and funds for safekeeping, if necessary

**F. Concept of Operations**

- 1. The emergency situation (i.e. flood, hurricane, conflagration, hazardous materials accident) will generally dictate the perimeters of an area to be evacuated and the time, distance and direction to evacuate.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XIV FUNCTIONAL ANNEXES -Evacuation (Cont'd)

F. Concept of Operations (Cont'd)

2. Once the decision to recommend evacuation has been made, the following procedures will be accomplished:

a. **The Emergency Management Director will:**

1. Inaugurate the public warning procedures
1. Determine the approximate numbers of people involved
3. Notify the Manchester Chapter of the Red Cross to begin sheltering procedures.
4. Notify State Emergency Management and request state and/or federal assistance.
5. Disseminate information and instructions to the public through the local media
6. Instruct emergency services chiefs to implement their evacuation procedures
7. Make those expedient decisions necessary to protect the lives and property of the citizens
8. Coordinate the community efforts and any outside assistance that is available
9. Advise the Manager on the current status of events and make emergency management recommendations.
10. Maintain contact with the media and prepare news briefings for the Manager to disseminate.

b. **The Police Department will:**

1. Continue ongoing disaster operations
2. Determine traffic routes for evacuees to reach shelters
3. Establish and maintain control points to maximize traffic flow
4. Organize patrols to provide security in the evacuated area
5. Arrange transportation to shelters through the school bus Director for those who need it and establish pick-up points for said transportation.
6. Distribute personnel and vehicle identification to

key workers and emergency services personnel.

- c. **The Fire Department will:**
  - 1. Maintain on-going disaster operations
  - 2. Provide personnel to assist the Police Department in maintaining traffic control points
  - 3. Organize fire watches in the evacuated area
  - 4. Maintain emergency communications capability
  - 5. Identify those handicapped persons needing assistance to relocate

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XIV FUNCTIONAL ANNEXES -Evacuation (Cont'd)**

**F. Concept of Operations (Cont'd)**

- 2. Once the decision to recommend evacuation.....(Cont'd)

- d. **The Public Works Department will:**
  - 1. Maintain on-going disaster operations
  - 1. Provide barricades, cones and/or other devices to the traffic control points designated by the Police Department
  - 2. Assist in maintaining traffic control points, if possible
  - 3. Keep the evacuations routes open
  - 4. Clear parking areas at the shelters, if necessary
  - 5. Request assistance from local contractors for personnel and equipment, if necessary

- e. **The School Superintendent will:**
  - 1. Provide for the orderly shutdown of classes Release or hold the students as the situation warrants
  - 2. Prepare the schools to receive evacuees if the schools are designated shelters
  - 3. Provide personnel to register evacuees
  - 4. Coordinate shelter and feeding with the Health Officer and the Red Cross
  - 5. Provide school busses for emergency transportation

- f. **The Health Officer will:**
  - 1. Recommend to the Emergency Management Director those buildings suitable and available for sheltering evacuees
  - 2. Coordinate the shelter operations with School Superintendent and the Red Cross
  - 3. Coordinate the health and medical evacuation procedures with the Fire/Rescue Service, local physicians

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and nurses, area hospitals and the State Division of Public Health

4. Establish procedures to prevent the spread of infectious diseases among evacuees
5. Provide medical treatment capabilities for those people who cannot or will not evacuate.

g.

**The Town Clerk will:**

1. Prepare funds and associated records for transfer to safekeeping, if the Emergency Management Director deems it necessary.
2. Provide for the expenditure of funds as required to facilitate evacuation
3. Prepare records for transfer to safe keeping, if the Emergency Management Director deems it necessary.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIV FUNCTIONAL ANNEXES -Evacuation (Cont'd)**

**TABLE 8**  
**COMMUNITY ROAD MAP**

Showing Evacuation

Routes

(Attached)



**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIV      FUNCTIONAL ANNEXES -Evacuation (Cont'd)**

**TABLE 9**  
**RELOCATION ROUTE**

**SECTION XV FUNCTIONAL ANNEXES -Resource Management**

- A. Purpose** - The purpose of this Annex is to provide guidelines for the most effective use of resources during and after an emergency situation through regulation and/or conservation, through pre-crisis identification of local resources and through augmentation from outside sources.
- B. Authorities** - The authorities for this Annex are those as stated in Section II - Authorities
- C. Situation** -
1. The Town of Londonderry will require such resources as are necessary to maintain essential industries and services, to support key personnel working within these facilities and to provide the citizens, both affected and unaffected by the emergency, with at least austere levels of essential survival resources such as food, water, housing, medical care, fire and police protection, etc.
    - a. Distribution patterns will be altered as much as possible to provide these essential resources.
    - b. If possible, the stockpiling of as much essential materials as possible will begin during pre-crisis periods on instructions of the State Emergency Management Agency.
    - c. The nature of the emergency might be such that the community would have to survive for an extended period of time on those resources available until outside assistance can be obtained. Therefore, rationing may become a necessity. Eventually, outside assistance will become available from federal, state or regional sources.
  2. Generally, people will cooperate with official regulations restricting the use of essential resources during an emergency. State Law, RSA 107, provides that private property may be commandeered or appropriated for the common good. Owners will be reimbursed as soon as practical following the end of the emergency situation.
  3. Control of both inter- and intrastate transport of resources must be placed with Federal and State government agencies.
  4. Should the emergency situation warrant an evacuation of the major portion of the population, those resources deemed in excess to the needs of Londonderry would be transferred to the hosting community.
- D. Organization** - The Emergency Resource Management Committee shall consist of the following:  
Chairman, Town Council  
Manager  
Emergency Management Director  
Health Officer  
Public Works Director

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

SECTION XV FUNCTIONAL ANNEXES -Resource Management (Cont'd)

- E. Responsibilities
1. **The Manager and/or Chairman will:**
    - a. Assume overall control of resource allocation
    - b. Issue such orders and/or proclamations necessary to conserve essential on-hand resources
    - c. Acquire such private resources as are needed and authorize the expenditure of funds necessary for acquisition
    - d. Request assistance from neighboring communities and/or the State
    - e. Authorize the release of excess resources to neighboring communities and/or the State
  2. **The Emergency Management Director will:**
    - a. Coordinate requests for additional personnel and equipment  
Advise the Manager on the location of additional resources  
Coordinate the use of essential utility services
    - b. Maintain the Resource Inventory Listing in an up-to-date condition
  3. **The Public Works Department will:**
    - a. Maintain liaison with local contractors and equipment dealers
    - b. Assist Emergency Management Director in maintaining a listing of construction equipment and personnel available locally
  4. **The Health Officer will:**
    - a. Maintain liaison with medical equipment and pharmaceutical suppliers
    - b. Assist Emergency Management Director in maintaining a listing of medical supplies available locally
  5. **The School Superintendent will:**
    - a. Provide school busses for evacuation
    - b. Provide personnel for registering evacuees
    - c. Provide facilities for use as shelters
  6. **The Finance Director will:**
    - a. Assist the Town Manager
    - b. Disburse funds on orders of the Town Council
    - c. Maintain records of funds expended for possible post-disaster reimbursement
  7. **The Town Attorney will:**
    - a. Advise the Manager on legal matters pertaining to the appropriation and use of private property

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

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**SECTION XV            FUNCTIONAL ANNEXES -Resource Management (Cont'd)**

**F.        Concept of Operations**

1.        Upon activation of the Emergency Operations Center, each emergency services department will report to the Manager on the status of essential resources available, present or predicted shortfalls, and needs for additional resources.
  2.        The Town Manager will instruct the Emergency Management Director to report the shortfalls and needs to the State Emergency Management Agency and request assistance, if the necessary resources are exhausted or not available locally.
  3.        In order that the State and/or Federal resources be requested, the community must show that its capability to continue response is inadequate.
  4.        Resources that are in-transit in inter- or intra-State commerce will come under the control of State and/or Federal agencies.
  5.        The resources may be deferred to the community on orders of the respective agencies.
  6.        In order that an effective response by State or Federal resources be obtained, prompt notification to the State Emergency Management Agency of the situation and the potential need for assistance is essential.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XV            FUNCTIONAL ANNEXES -Resource Management (Cont'd)**

**TABLE 10**  
**RESOURCE INVENTORY LISTING**

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XVI FUNCTIONAL ANNEXES -Health And Medical**

- A. Purpose** - The purpose of this Annex is to establish guidelines for providing health and medical care to casualties and survivors of a major disaster situation.
- B. Authorities** - The authorities for this Annex are those as stated in Section II - Authorities.
- C. Situation**
1. The Town of Londonderry has two (2) health clinics which would require emergency planning. However, people must rely on facilities in Manchester or Derry to provide most advanced medical services. There are physicians, registered nurses and licensed practical nurses residing in the community who could be used to augment the medical capability in addition to volunteers with first-aid training.
  2. A major emergency affecting the community and the surrounding area could result in a high rate of casualties and fatalities. A temporary morgue will be established at the Junior High School. There are no mortuaries/cold storage facilities available for temporary storage of corpses.
  3. There is a full-time health officer who is available at all times. Guidance in health matters in an emergency is available from the State Division of Public Health.
  4. Since no judgment can be made as to the health and medical capabilities which would survive a major emergency, certain expedient medical decisions will be made following an assessment of the capabilities remaining. Should the emergency require that a major evacuation be recommended, service for health facilities would be reduced for the period of time necessary to discontinue service, move to a host area and reestablish limited service. Health facilities located in the host areas would have to be expanded to allow for increased demand. Those patients whose needs can reasonably be deferred would be evaluated and discharged.
  5. Because of the fluctuation in numbers and types of patients, certain decisions can only be made at the time of the emergency. Any privately-owned and operated health facilities will remain under the control of their regular management.
- D. Organization**  
Chairman, Town Council  
Manager  
Health Officer

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Emergency Management Director

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVI FUNCTIONAL ANNEXES -Health And Medical (Cont'd)**

**E. Responsibilities:**

1. **The Health Officer will:**
  - a. Coordinate all health and medical functions
  - b. Assess the medical capabilities on-hand and report these to the Manager
  - c. Establish medical Procedures for evacuees at the shelter(s)
  - d. Establish procedures for evacuating medically ill patients
  - e. Establish first aid station
  - f. Request available physicians, nurses and volunteers with first aid training to report to the first aid station
  - g. Establish a temporary morgue
  - h. Coordinate medical assistance with the Manchester and Derry hospitals, if available.
2. **The Town Manager will:**
  - a. Provide situation reports containing the number, type and severity of casualties to the State EOC
  - b. Make requests for medical assistance, equipment, supplies and health manpower, as appropriate
  - c. Report any excess medical capacity, which may be available
3. **The Emergency Management Director will:**
  - a. Assist the Health Officer in coordinating medical functions
  - b. Coordinate with health facilities on the release of names of casualties

**F. Concept of Operations**

1. The community has a responsibility to provide Medical treatment for casualties caused by a disaster situation and to provide procedures for the handling of fatalities. Hospitals, which have a mass casualty plan, will invoke it in concert with this plan.
2. In the post-disaster period, potential threats to human health such as contaminated water, could be possible and, therefore, the public must be alerted to them and the procedures necessary for safeguarding health.
3. Because of the vagaries of natural and man-made disasters, many decisions will have to be made at the time of the incident based on an expedient capability assessment and the availability of medical

resources. These decisions must be made on the best advice and recommendations available to the Health Officer and Manager. Federal and state officials will assist in the decision-making process.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVI FUNCTIONAL ANNEXES -Health And Medical (Cont'd)**

**TABLE 11**  
**Health and Medical Resource List**

**Physicians:**

Name Telephone

**Nurses:**

Name Telephone

**Volunteers w/first aid training**

Name Telephone

**Fire & Police**

Telephone

**Medical Supplies**

Name Telephone

**Hospitals - Local**

Londonderry Medical Park 432-2273  
184 Mammoth Road

Londonderry Area Health Clinic 437-1562  
Londonderry Commons

**Hospitals - Out of Town**

Parkland Medical Center 437-1500  
Derry, N.H.

Elliott Hospital 669-5300  
Manchester

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Catholic Medical Center                      668-3545  
Manchester

Veterans Admin. Hospital                      624-4366  
Manchester

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVII      FUNCTIONAL ANNEXES -Shelter and Feeding**

**A.                      Purpose** - The purpose of this Annex is to provide guidelines for sheltering and feeding evacuees and assigning responsibilities for it.

**B.                      Authorities** - The authorities for this Annex are those as stated in Section II - Authorities

**C.                      Situation**

1.                      The recommendation to evacuate people at risk during an emergency situation automatically requires that shelter spaces be made available and feeding operations for evacuees begin. Generally, schools and churches provide the best shelter facilities since they combine the shelter spaces with the capability for mass feeding. Other potential shelters would include community centers, armories, town halls and service clubs.

2.                      There are five (5) schools and ten (10) churches in the town, which, if unaffected by the emergency situation, could provide shelter space for its evacuees or a like number from an affected community nearby. If these buildings were affected, evacuees must be sheltered in another community.

3.                      Based on National Shelter Survey (NSS) data, there are two (2) buildings identified as providing shelter spaces for protection against radioactive fallout. However, there are other buildings that could be expediently up-graded to provide fallout protection. In the case of an attack without warning, the population would be advised to seek shelter in the best available facility. Most private homes have basements in which residents could seek shelter from radioactive fallout.

4.                      A percentage of homeowners would voluntarily provide shelter and feeding to evacuees. However, human nature precludes identification prior to an emergency.

5.                      Food supplies for shelterees will be provided from local stocks, Red Cross supplies and/or by the shelterees themselves.

6.                      The Emergency Broadcast System (EBS) will be the primary means of advising people to seek shelter.

**D.                      Organization** - The shelter organization will consist of:  
Health Officer  
Manager

Chairman, Town Council  
Emergency Management Director  
Red Cross Representative (optional)  
Clergy (optional)  
School Superintendent

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVII FUNCTIONAL ANNEXES -Shelter and Feeding (Cont'd)**

**E. Responsibilities**

1. **The Health Officer will**
  - a. Assume control of the shelter operations
  - b. Assist in developing and maintaining a shelter plan
  - c. Coordinate feeding operations with the Red Cross
  - d. Provide medical procedures for evacuees during shelter operations
2. **The Emergency Management Director will**
  - a. Develop and maintain a shelter plan
  - b. Identify and secure use permission of those buildings to be designated as shelters
  - c. Advise the Health Officer on the occupying of and emerging from shelters based on monitored radioactivity data from local, state and federal sources
  - d. Conduct training for shelter managers and monitors and distribute shelter management and monitoring guidance material
  - e. Advise the Health Officer of the facilities providing the best protection from radioactivity
  - f. Obtain cots and blankets from State Emergency Management and any other sources
3. **The Fire Department will**
  - a. Advise on those facilities, which provide the best fire protection
4. **The Police Department will**
  - a. Provide security at the shelters
5. **The School Superintendent will**
  - a. Prepare the schools for sheltering
  - b. Make available on-hand food supplies
  - c. Provide personnel for registering evacuees

**F. Concept of Operations**

1. Prior to an evacuation recommendation, the Emergency Management Director will advise the Manager on the shelters that are available and the status of same and request that the Red CROSS be notified to assist.

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Shelter operations personnel will be requested to report

1. The Manager will assess the on-hand food supplies at the shelter(s), the food stocks available in local markets and, if needed, arrange for delivery to the shelter(s). The Manager will advise the public through the Emergency Broadcast System on the shelter location(s), the procedures to follow when evacuating and recommend that evacuees bring as much non-perishable foods with them as possible.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVII FUNCTIONAL ANNEXES -Shelter and Feeding (Cont'd)**

**F. Concept of Operations (Cont'd)**

3. The Emergency Management Director will request cots and blankets from State Emergency Management and/or other sources, if needed, and arrange for pick-up by the Public Works Department.
4. The Health Officer will monitor conditions in the shelters and make recommendations to assure the health and safety of shelterees.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVII FUNCTIONAL ANNEXES -Shelter and Feeding**  
**(Cont'd)**

**TABLE 12**  
**Primary Shelter Listing**

<u>Schools</u>	<u>Contact</u>	<u>Phone</u>
Londonderry High School	Dave Lacaroz	432-7236
	Robert Saulnier	432-7139
	Ed Thibodeau	434-7966
Londonderry Middle School	Bob Blanchette	898-3748
	Mike Munson	679-1155
	Jim Elefante	432-2434
	Nancy Meyers	472-5647
Matthew Thornton School (432-6937) 370 Mammoth Road	Dave Martin	432-9277
	Eddie Schact	644-0887
	Robert Shea	433-2731
	Pat McLean	668-6563
	Herbert Clark	434-5557
	Ann Thompson	434-4352
North Elementary	Eugene Marcotte	432-3142
	Jim Gass	434-0239
	Donald Jobin	627-2725
South Londonderry (432-7236)	Gary Shell	434-0572
	Michael LaSala	434-5123
	James Gratton	432-7996
<u>Churches</u>		
Trinity Bible Church	Pastor	434-9005
Church of God of Prophecy	Pastor	432-9123
Jehovah's Witnesses		432-3158
United Methodist	Pastor	432-7083

**Other**

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVII      FUNCTIONAL ANNEXES -Shelter and Feeding (Cont'd)**

**TABLE 13**  
**All Facilities Shelter Listing**

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XVIII FUNCTIONAL ANNEXES - Emergency Public Information

- A. **Purpose** - The purpose of this Annex is to establish guidelines for the analysis, preparation and dissemination of timely and factual information and instructions to the public by responsible officials.
- B. **Authorities** - The authorities for this Annex are those as stated in Section II, Authorities, and the State of New Hampshire Emergency Broadcast System Plan.
- C. **Situation**
1. The citizens of Londonderry will require and respond to timely and factual information and instructions during all phases of an emergency situation precrisis, crisis and post crisis released by official sources. Detailed and factual information and instructions that are well presented can reduce the incidence of panic among the threatened population.
  2. Because of the complexities in the different types of disaster, most emergency information and instruction to the public must be prepared and released at the time of occurrence. To avoid confusing and misleading statements, there should be a single media contact person. Also a method of handling rumors should be established to avoid misinformation being spread.
  3. The Governor and the State Emergency Management Agency will provide the lead in issuing emergency information and instructions through the Emergency Broadcast System (EBS). However, authorized local officials can activate the local EBS for those emergencies that are local in scope.
  4. Four (4) radio stations, (*WDER, WKBR, WFEA and WGIR*), two (2) daily newspapers, (*the Union Leader and the Nashua Telegraph*), and two (2) weeklies, (*The Derry News and the Nashua Telegraph*), serve the community. Television stations **WMUR and WNDS**, and Adelphia Cable System provide TV coverage. Most families have access to local area electronic and print media.
  5. Because of the possible impact on Londonderry, local officials also need to be informed of events happening outside the community.
- D. **Organization** - The Emergency Public Information organization shall consist of the Manager and the Emergency Management Director with input from all emergency response services.

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XVIII FUNCTIONAL ANNEXES - Emergency Public Information

**E. Responsibilities:**

1. **The Manager and/or Chairman will**
  - a. Act as the primary contact person for the media unless he/she designates someone else to disseminate emergency information and instructions to the public
  - b. Authorize the activation of the local area EBS
2. **The Emergency Management Director will**
  - a. Gather and analyze all public information and instructions
  - b. Prepare news releases for the Manager
  - c. Arrange regular media briefings by the Manager
  - d. Establish an emergency media center, if necessary
  - e. Establish a rumor control system
3. **All department heads and on-scene commanders will**
  - a. Refer media questions to the EOC And/or the Media Center as much as possible

**F. Concept of Operations**

1. In order that the public is informed of the emergency situation as soon as possible, the Manager must receive an assessment of the situation and the recommended protective actions. This information should be prepared for release to the public through the local media in a timely manner. Subsequent informational and instructional bulletins should be issued as the situation warrants.
2. The establishment of a rumor control center or phone number is most important so that misinformation can be dispelled as soon as possible before it can spread and possibly cause panic among the general public. The phone number(s) must be well publicized and manned by knowledgeable people. Rumor control will be established at Town Office, Phone Number 432-1120.
3. The media must be made aware of the single-source concept for news and information and know that they will be given the whole story. Most media people will follow this concept as it relieves them of getting a fragmented news item. The local media should be contacted as soon as possible to relay numbers and/or locations where the media contact person would be available.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XVIII FUNCTIONAL ANNEXES - Emergency Public Information (Cont'd)**

**TABLE 14**  
**MEDIA LISTING**

<u>Type</u>	<u>Contact Person</u>	<u>Phone</u>
<u>Radio Stations</u>		
WGIR - Manchester	News Director	625-6915
WKBR - Manchester		669-1250
WFEA - Manchester		669-5760
WDER - Derry		434-9302
<u>Television Stations</u>		
WMUR - Ch. 9	News Director	628-8061
WNDS - Ch. 50		434-8850
<u>Cable Systems</u>		
Adelphia Cable TV		893-7300
<u>Newspapers</u>		
Union Leader	News Department*	668-4321
Derry News		432-3363
Nashua Telegraph		882-2741

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XIX      **FUNCTIONAL ANNEXES -Recovery**

- A. Purpose** -The purpose of this Annex is to provide guidelines in order that the community and its citizens can recover from the effects of a disaster as rapidly as possible through its own initiative and with State and/or Federal assistance.
- B. Authorities** - The authorities for this Annex are those as stated in Section II - Authorites.
- C. Situation**
1.                    The length of the recovery period will vary depending on the type and magnitude of the disaster and the community may have to begin recovery operations without assistance for an indefinite period until State and/or Federal assistance becomes available. Help from State and/or Federal sources would become available when and if the community's capability to perform the necessary recovery operations is exceeded. However, in spite of the completeness of recovery operations, Londonderry could not expect to return to predisaster normality either physically, economically or mentally.
  2.                    Manpower, equipment and supplies are the tools necessary to accomplish the recovery operations and an indeterminate number of people and amounts of equipment and supplies would probably survive any type of disaster. The citizens would probably agree to help each other voluntarily. If unaffected by the disaster, this community would assist, to the best of its capabilities, affected communities to recover.
  3.                    Priority in recovery operations must be given to providing the survivors with shelter, food, water, medical treatment, clothing and sanitation facilities. Restoration of communications capabilities must also be accorded a high priority. Contaminated areas must be secured from entry until the State Division of Public Health deems these areas safe. Instructions on the use or non-use of contaminated foods and/or water will be disseminated.
  4.                    Damage assessment, economic impact and human needs reports should be completed as soon as possible so that the Federal Emergency Management Agency (FEMA) may adjudge the criteria for Federal disaster assistance. The State Emergency Management Agency would help the community to apply for various federal disaster assistance programs as proscribed in the State Emergency Management Plan.
- D. Organization** - Under the general direction of the Manager, all departments with their manpower and equipment would be involved in recovery operations along with volunteer manpower and equipment from local sources.

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XIX FUNCTIONAL ANNEXES -Recovery (Cont'd)

**E. Responsibilities**

1. **The Town Manager will:**

- a. Assume overall direction and control of recovery operations
- b. Request State and/or Federal assistance needed after an assessment of the community's remaining capabilities.
- c. Request volunteer manpower and equipment from local sources

2. **The Emergency Management Director will**

- d. Compile the documentation necessary to apply for federal assistance
- e. Act as liaison with State Emergency Management for state assistance.
- f. Coordinate recovery operations of all departments
- g. Coordinate the restoration of utility services
- h. Determine when radiation levels have decreased enough to begin recovery operations following a radiological accident or incident

3. **The Building Inspector will:**

- a. Assist in compiling damage estimates of affected public and private buildings
- b. Determine the structural safety of damaged buildings

4. **The Town Clerk will:**

- a. Provide for restoration of records
- b. Assist in compiling damage estimates

5. **The Finance Director will:**

- a. Compile and submit the disaster operations cost figures for possible reimbursement

6. **The School Superintendent will:**

- a. Provide for the restoration of school facilities
- b. Continue shelter operations responsibilities

**F. Concept of Operations**

- 1. Once the emergency situation has ceased or abated sufficiently and the damaged area has been deemed safe to enter, recovery operations must begin based on priorities determined by the Manager under the direction of the Town Council. Rescue and treatment of the injured, clearing of essential streets and roads and restoring communications capabilities and public utilities are the highest priority operations. The Manager must assess the community's capability to perform these functions and request local and/or state assistance where

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deficiencies exist. Human needs, such as food, clothing and housing, have to be determined so that assistance can be obtained in these areas.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIX FUNCTIONAL ANNEXES -Recovery (Cont'd)**

**F. Concept of Operations (Cont'd)**

2. Private companies, such as real estate appraisers, can and probably would provide technical assistance in recovery operations and damage assessment. The Independent Insurance Agents of NH maintain a disaster response plan to assist affected communities in damage assessment and affected citizens in claims settlements and can be contacted through State Emergency Management.
3. As soon as the preliminary damage assessment and human needs assessment reports are completed, this information must be transmitted to the State Emergency Management Agency for compilation with reports from other communities. The Governor's recommendation to the President or to selected Federal Agencies for assistance is based on the information received in these reports. FEMA, in turn, makes its recommendations to the President who will then make the decision on the type of disaster declaration to be issued.
4. The type, or types, of federal assistance that would be available are dependent upon the type of declaration received. The Federal Emergency Management Agency (FEMA) and the State Disaster Office will provide the lead in dispensing available federal assistance. The community's responsibilities and procedures in disaster assistance operations are defined in the State Emergency Management Plan.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIX      FUNCTIONAL ANNEXES -Recovery (Cont'd)**

**Damage Assessment**

**TABLE 15**  
**Recovery Assistance Listing**  
**(See attachments)**

**Insurance Claims and Damage Assessment**

**Local Contact**

**Address**

**Telephone**

**Regional Contact**

**Address**

**Telephone**

ANNEX 0

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XIX      FUNCTIONAL ANNEXES -Recovery (Cont'd)**

**Damage Assessment Plan**

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd

SECTION XX      **FUNCTIONAL ANNEXES -Mitigation**

A.            **Purpose** - The Purpose of this Annex is to recognize that there are potential dangers to the lives and property of the citizens of Londonderry and that there are programs available to prevent or lessen the effects of these dangers.

B.            **Authorities** - The authorities for this Annex are those as stated in Section II, Authorities and applicable local zoning ordinances.

C.            **Situation**

1.            The Comprehensive Hazard Analysis shows that the community could be subjected to the damaging effects of several hazards. Various programs are available to prevent or lessen these effects through mitigation. In order that these mitigation programs be effective, certain regulations and/or ordinances must be enacted by the community and must be accomplished during a precrisis period.

2.            The citizens would be receptive to initiating mitigation programs when the potential benefits are properly explained. Private companies, which might present potential hazards to the community, would cooperate with officials to plan for mitigating these hazards. The State Emergency Management Agency would be available to explain these programs and to assist in the plans preparation.

3.            The community currently is participating in the regular phase of the National Flood Insurance Program and has enacted regulations against building in flood plains without flood-proofing etc.

D.            **Organization**

- Town Council
- Manager
- Emergency Management Director Planning Council
- Zoning Board
- Building Inspector
- Town Attorney

E.            **Responsibilities**

1.            **The Manager and/or Chairman will**
  - a.            Provide the lead in and support for mitigation programs
  - b.            Provide information and education to the public on the benefits of enacting mitigation programs

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd

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**SECTION XX      FUNCTIONAL ANNEXES -Mitigation (Cont'd)**

**E.                    Responsibilities (Cont'd)**

2.                    **The Emergency Management Director will**

- a.                    Prepare and maintain the comprehensive hazard analysis
- b.                    Request assistance from the State Emergency Management Agency and other authorities on program preparation

3.                    **The Planning Board and Zoning Board will**

- a.                    Assist the Manager in enacting programs

4.                    **The Building Inspector will**

- a.                    Define building codes that will compliment the mitigation programs

5.                    **The Town Attorney will**

- a.                    Provide legal assistance in the preparation of the regulations and/or ordinances necessary to accomplish the mitigation function

**F.                    Concept of Operations**

1.                    The Manager, the Town Council, and the community should consider for enactment mitigation programs such as:

- a.                    A Comprehensive Emergency Management Plan
- b.                    A Flood Plain Management Plan
- c.                    Site-specific Emergency Plans for hazardous materials, high-hazard dams, etc.
- d.                    A Tie-down ordinance for mobile homes
- e.                    Industrial zoning regulations

2.                    By recognizing that it is generally less expensive to mitigate the damaging effects of a disaster than it is to recover from them, the citizens can provide themselves with a greater measure of safety and security. Also, the community should realize that many Federal Disaster Assistance Programs now require that state and/or local funding in the amount of 25% be used to match the federal funding of 75%. In this manner, the Federal Government is encouraging communities to enact mitigation programs to cut down the cost of disaster recovery.

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XX      FUNCTIONAL ANNEXES -Mitigation (Cont'd)**

**TABLE 16**  
**Comprehensive Hazard Analysis**

(To be developed)

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XXI      FUNCTIONAL ANNEXES -Site Specific Operations Plans**

Standard Operating Procedures  
Town of Londonderry

**Proposed Standard Operating Procedures  
for  
Flood Emergencies**



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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan**

**A. INTRODUCTION - General**

The ability of Federal State and Local Government agencies to respond to, and respond decisively to, terrorist attacks against our citizens when they happen domestically, was codified in Presidential Decision Directive 39 (PDD-39). This directive built upon previous directives for combating terrorism and further defined the strategic and planning functions that provided for interagency coordination. The responsibility for the management of this domestic threat was given to the FBI as the Lead Federal Agency (LFA) for the operational response to a Weapons of Mass Destruction (WMD) incident. The Federal Emergency Management Agency (FEMA) is responsible for preparing for or responding to the consequences of a WMD incident, with participation by the U.S. Public Health Service (health/medical), the EPA (HazMat and environmental), and the DOE (radiological), as necessary.

These federal decisions recognize that WMD incidents are multi-disciplinary, multi-jurisdictional events that require a broad interagency planning and response approach as well as a cooperative partnership between federal, state, and local governments.

The South Eastern New Hampshire Hazardous Materials Mutual Aid District (SENHHMMAD) recognizes the potential for these types of events. The purpose of this plan is to define the supporting role that the SENHHMMAD communities provide in WMD situations. This plan defines the scope of responsibility that the SENHHMMAD HazMat team has in responding to WMD events where the local community and the local plan have been overwhelmed due to the size or consequence of the event.

**B. Differences Between WMD and Other Incidents**

- 1.** WMD incidents may involve mass casualties and damage to buildings or other types of property. However, there are several factors surrounding WMD incidents that are unlike any other type of incident that must be considered when planning a response. Emergency responders' ability to identify aspects of the incident (e.g., signs and symptoms exhibited by victims), report them accurately, and protect themselves, will be essential to maximize the use of critical local resources that may occur at the local level. Some of the recognition factors that first responders should use to detect the possible occurrence of WMD incidents would be the following:

- a.** The situation may not be recognized as a WMD event until there are multiple casualties. Some chemical and biological agents may not be detectable by methods used for detection of explosives, radiological material, and firearms. Most chemical/biological agents can be carried in containers that look like ordinary items.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

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**SECTION XXIII    FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic  
Terrorism Contingency Plan**

**B.                    Differences Between WMD and Other Incidents (Cont'd)**

1.        There may be multiple events. (E.g. one event in an attempt to influence another events' outcome).
2.        Responders are placed at a higher risk of becoming casualties, because biological and chemical agents are not always readily identifiable.
3.        Responders may become contaminated before recognizing the agent involved.    Emergency responders may, in addition, be targets for secondary releases or explosions.
4.        Contamination of critical facilities and large geographic areas may result. Victims may carry an agent unknowingly to public transportation facilities, businesses, residences, doctors' offices, walk-in medical clinics, or emergency rooms. They do this because they do not realize that they are contaminated.
5.        The scope of the incident may expand geometrically and may affect the mutual aid system.    Airborne agents flow with the air current, and if disseminated via ventilation systems, may carry the agents far from the initial source.
6.        There will be a stronger public reaction in WMD incidents than with any other types of incidents.    The thought of exposure to a chemical or biological agent or radiation evokes terror in most people.    The fear of the unknown also heightens the public response.
7.        Time is working against the responding elements.    The incident can expand geometrically and very quickly.    In addition, the effects of some chemicals and biological agents worsen over time.    There is a potential for the re-suspension of the agent to an airborne state of contamination.    Thus, time is of the essence in on-scene activity.    This should be tempered with the realization that the incident is a crime scene.
8.        Local support facilities such as fire stations, police stations, public drinking water disinfecting facilities, and utility stations, and communication facilities may be at risk as targets.

**C.                    Crisis and Consequence Management**

1.        Crisis management addresses the causes of a terrorism incident. The identity, motivation, and capability of the terrorists and the weapons they employ.    Crisis management is a law enforcement function.    SENHHMMAD recognizes that the law enforcement role is to measure, to identify, acquire, and plan the use of resources needed to anticipate, prevent and or to resolve a threat of act of terrorism.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan**

**C. Crisis and Consequence Management (Cont'd)**

1. In a terrorist incident, a crisis management response may include traditional law enforcement missions; such as intelligence, surveillance, tactical operations, behavioral assessment, negotiations, forensics, and investigations. Other functions such as technical support missions, agent identification, search, render safe procedures, transfer and disposal and limited decontamination.
2. The FBI is designated as the lead agency for crisis management. In this role, the FBI traditionally employs a “top-down” command approach. This system manages a crisis from an FBI command post which brings in the necessary assets to respond and resolve the threat or incident. These activities primarily coordinate the law enforcement actions responding to the cause of the incident with state and local agencies providing support.
3. During a crisis situation, the FBI Special Agent in Charge (SAC) of the local Field Division will establish a command post to manage the threat based upon a graduated and flexible response.
  - a. This command post structure generally consists of three functional groups: Command, Operations, and Support. It is designed to accommodate participation from other agencies as appropriate.
  - b. When the threat or incident exceeds the capabilities of the local FBI Field Division, the SAC can request additional resources from the regional FBI Divisions, FBIHQ, and the Critical Incident Response Group (CIRG) located in Quantico Virginia, to augment existing crisis management capabilities.
4. In a terrorist threat of incident, the traditional FBI command post is expanded into a Joint Operations Center (JOC) incorporating a fourth functional entity, the Consequence Management Group. The Consequence Management Group consists of representatives from federal, state, and local consequence management organizations. These groups address the pre-release and post-release consequence operations. This expansion of the command post into a JOC allows the FBI to manage crisis and consequence operations concurrently.
5. Consequence management addresses how the incident affects or potentially might affect public health, safety, and the environment. Consequence management includes measures to protect public health, safety, and the environment, to restore essential government services, and to provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan**

**C. Crisis and Consequence Management (Cont'd)**

6. Consequence management (Cont'd)

In an actual or potential terrorist incident, a consequence management response will be managed by FEMA using structures and resources provided by the Federal Response Plan. These efforts will include support missions as described in other federal operations plans, such as predictive modeling, protective action recommendations, and mass decontamination.

7. State and local governments will most likely be the first to respond to the consequences of terrorism; the federal government will provide assistance, as required. State and local agencies may have authorities that overlap federal jurisdictions.

8. Unlike crisis management, the Federal government does not have primary responsibility for consequence management but supports state and local governments. FEMA, using the Federal Response Plan, directs and coordinates all federal response efforts to manage the consequences in domestic incidents, for which the President has declared, or expressed intent to declare and emergency. FEMA employs a “bottom-up” approach in coordinating the federal response thorough the FRP, marshalling federal resources through the state emergency management center (EOC) in support of the local government.

9. The FBI has developed a four-tiered system of describing a developing situation and the thresholds at which particular Federal WMD assets should, in general, be called upon to respond to incidents or threat condition. The Threat levels are:

a. **Threat Level 4 – Minimal Threat:** Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert. (Agencies are operating under normal day-to-day conditions).

b. **Threat Level 3 – Potential Threat:** Intelligence or an articulated threat indicate a potential for a terrorist incident. However, this threat has not been assessed as credible.

1. This should initiate the credibility assessment process.
2. Notify FBI immediately.
3. As part of the on-going contingency planning process during the developing crisis, deployment plans for follow-up resources should be made, should they be required.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

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**SECTION XXIII    FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic  
Terrorism Contingency Plan**

**C.                    Crisis and Consequence Management (Cont'd)**

1.            The FBI has developed a four tiered system.....(cont'd)

c.                    **Threat Level 2 – Credible Threat:** A threat assessment indicates that the potential threat is credible, and confirms the involvement of WMD in the developing terrorist incident. Intelligence will vary with each threat, and will impact the level of the Federal response. Led by the FBI the federal focus will be on law enforcement actions taken in the interests of public safety and welfare, and is predominantly concerned with preventing and resolving the threat. FEMA will support the Federal Response with consequence management planning and pre-positioning of tailored resources as required. The threat increases in significance when the presence of an explosive device of WMD capable of causing a significant destructive event, before actual injury or loss, is confirmed. Alternatively, when intelligence and circumstances indicates a high probability that the device exists. In this case, the threat has developed into a WMD terrorist situation. This requires an immediate process to identify, acquire, and plan the use of Federal augmentation to State and local authorities in response to the potential consequence of a terrorist use or employment of WMD.

1.            Deployment of the Domestic Emergency Support Team (DEST) to provide assistance should be considered or requested. As the situation develops and warrants, follow-up resources should be requested.
2.            A Joint Operations Center (JOC) should be established to manage the developing crisis in the interagency environment incorporating law enforcement planning concerns with consequence management concerns.

d.                    **Threat Level 1 - WMD Incident:** A WMD terrorism incident has occurred which requires an immediate process to identify, acquire, and plan the use of Federal augmentation to State and local authorities in response to limited or major consequences of a terrorist use or employment of WMD. This incident has resulted in mass casualties. The federal response is primarily directed toward public safety and welfare and the preservation of human life.

1.            FEMA would lead the federal government's efforts to respond to the devastation through consequence management in support of the FBI.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

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**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic  
Terrorism Contingency Plan**

- C. **Crisis and Consequence Management (Cont'd)**
  - 1. The FBI has developed a four tiered system.....(cont'd).
- d. **Threat Level 1 - WMD Incident: (Cont'd)**
  - 1. A JOC should be formed to integrate consequence management concerns with the law enforcement effort. The perpetrators may have additional devices. The investigation should continue under the JOC command concept until the threat of additional devices is mitigated; or other contingencies regarding the incident are resolved. The incident site may expand to multiple sites, which can be strategically coordinated by the JOC
  - 2. Authorized personnel only should approach all chemical, biological, or nuclear material, which includes the Hazardous Materials Response Unit.
  - 3. Untrained personnel should inspect known or suspected chemical, biological, or nuclear materials. Field-testing and transportation for lab testing is to be coordinated with the Hazardous Materials Response Unit.

**D. Incident Response - Role of SENHHMMAD in Crisis and Consequence Management**

Any violent act or an act dangerous to human life that may include weapons of mass destruction that serves to intimidate or coerce the citizens and political subdivisions living under the SENHHMMAD jurisdiction is of great concern to our member communities.

- 1. Pre-Emergency - Crisis Management, as it relates to SENHHMMAD, will be a proactive process that is evolutionary in nature. It is our commitment to train all SENHHMMAD personnel in the basic response concepts in terrorism and WMD incidents. In addition to that, the SENHHMMAD HazMat Team has been trained in the 16 hour National Fire Academy course in *Emergency Response to Terrorism*. Also, members of the HazMat team are encouraged to attend the COBRA, WMD Hazardous Materials Technician Training Course at The Center for Domestic Preparedness.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

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**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan**

**D. Incident Response - Role of SENHHMMAD in Crisis and Consequence Management(Cont'd)**

1. It is the responsibility of each local community to identify and pre-plan those facilities and locations that may have some sensitivity as potential targets for terrorist activities. Some examples of these types of facilities might include:

- a. 

Fire Stations	Police Stations
Communications Centers	Planned Parenthood Clinics
Government Facilities	Medical Facilities
Utility Facilities	Power plants
Churches	Water Purification Facilities
Communication Infrastructures	Public Transportation Modes

b. This pre planning process should be incorporated into the local plans in order for SENHHMMAD personnel to access and implement the preplan actions. Crisis Management refers in a general sense to pre emergency activities.

3. SENHHMMAD is striving to meet its responsibilities in terrorism response by preparing its personnel for such contingencies. The preplanning function is incumbent upon the local community. With the support and cooperation of the SENHHMMAD in helping prepare for terrorist incidents, member communities can plan, prepare, train, exercise strategies and tactics that can minimize the potential for harm to the general population and the District responders when responding to terrorism incidents with the potential for WMD. Some local considerations that can be assessed in the local community are:

- a. Resources need to protect populations
- b. Level of public awareness education and training
- c. Evacuation routes
- d. Availability of sufficient resources
- e. Site security and Agency Responsibilities

4. The emergency response challenge for the local communities within SENHHMMAD is indeed profound. The recognized protocols observed by the local communities as well as the SENHHMMAD response team shall be implemented at all incidents involving or suspected to involve WMD. It is recognized that if the incident is a potential act of terrorism, it is also a crime scene. It is understood that crime scene considerations will be a complicating factor in emergency response operations.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

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**SECTION XXIII      FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic  
Terrorism Contingency Plan**

**E.                      Emergency Response Operation - Initial Response**

1.      It is imperative that all SENHHMMAD consequence personnel shall remain focused on reducing the impact of the event as safely and efficiently as possible. All responders shall follow established SENHHMMAD Standard Operating Procedures (SOPs) at all times. Public safety will largely depend on the ability of our responders to effectively conduct hazard and risk analysis of the affected population. It is recognized by federal agencies that strategies used by the SENHHMMAD HazMat Team during hazardous materials incidents should be applied to a terrorist event.
2.      The safety of the public will in large measure depend on the ability of the responders to effectively conduct a hazard and risk analysis of the affected area and population. The most effective way to realize these goals is implement rapid decisions based on sound size-up techniques, which consider the implementation of public protection measures when escalating dangers, exist. These practices and procedures shall take into consideration the health and safety of the responders at all times.
3.      It is a challenging task at any significant incident to continually gather information and factor in the information and translate that into the best decision. All recognized risk management principles shall be applied in order to reduce the risk to tolerable levels in any given circumstance.
4.      Protection of SENHHMMAD personnel is based on avoiding or minimizing exposure through the principals of time, distance and shielding. Proven tactical methods used in conventional Hazmat situations that include; isolation, evacuation, denial of entry, and hazard identification should be implemented. A self-protection measure for SENHHMMAD personnel is to understand the various types of harm that members may be exposed to. The acronym TRACEM can be utilized to understand the concepts.

Thermal  
Radiological  
Asphyxiation  
Chemical  
Etiological  
Mechanical

5.      During a large scale WMD event, SENHHMMAD personnel shall consider the following options for the protecting of the public.
  - a.      Evacuation of all threatened populations
  - a.      Protection in place for all
  - b.      Combination of evacuation and protection in place by evacuating some populations and protecting others in place.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

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**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

**E. Emergency Response Operation - Initial Response (Cont'd)**

6. Tactical considerations when SENHHMMAD personnel approach any type of suspicious incident should include:
  - a. Always approach the scene utilizing protective clothing and equipment including SCBA. Self-protection is the first priority.
  - b. Be alert for warning signs that may indicate the type of danger present. Keep in mind that chemical, biological, or radiological hazards may be present.
  - c. Obvious signs of criminal activity such as weapons on the scene may indicate a perpetrator among the victims or lurking nearby.
  - d. When practical, position first in vehicles and responders uphill and upwind
  - e. Avoid positioning vehicles in such a manner as to not impede or interfere with evacuation routes for the responders and the public.
  - f. Avoid line of sight staging when there are suspected explosive devices. Staging orders should be strictly enforced.
  - g. Assign a safety observer to observe on going activities surrounding the operational area. This person should be alert for criminal activities and secondary events. Potential secondary events:
    1. Potential snipers
    2. Containers holding potential secondary devices (bags, boxes, briefcases)
    3. Vehicles out of place
    4. Hazardous materials containers
    5. Other anomalies
  - h. Plans tentative escape routes and refuge assembly points.
  - i. Prepare for emergency decontamination on arrival and during all phases of the incident.
  
7. Although the incident may overwhelm the first arriving district units, efforts to gain control must start immediately, regardless of the resources on hand. The concept of work zones should be implemented when task oriented activities are taking place. The emphasis is on firefighter health and safety and this should be of the utmost concern to local incident commanders. The SENHHMMAD, team in these types of operations will respond identically to the rules and standard operating procedures that have been adopted for convention HazMat response.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic**

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**Terrorism Contingency Plan (Cont'd)**

- F. Concept of Operations - Biological Agents:**
1. The most practical method of initiating infection using biological agents is through aerosolization, (mists, sprays, and fumes) which are in essence fine particles that are sprayed over or upwind of a target. Because of the size of the particles, they have the potential to be inhaled. An aerosol may be effective for some time after the delivery. The aerosol will be deposited on such items as clothing, equipment, and soil. When the clothing is used at a later time interval, or if dust is stirred up, the public as well as first responders may be subject to “secondary” contamination.
  2. Biological agents may be able to be delivered through other routes of entry into the body other than the respiratory tract. Individuals may be infected or contaminated through ingestion of the agent through such natural body functions as eating and drinking. Or direct contact with the skin or mucous membranes through natural openings in the protective clothing of the responders. Full respiratory protection SCBA with level chemical protective clothing is essential.
  3. Biological agents are unique in the fact that symptoms of exposure may occur minutes, hours, days, or weeks after an incident has occurred. The time required before symptoms are observed is dependent on the agent used. There are currently no monitoring devices available for first responders to use for determining if biological agents are involved in an incident. Work continues on developing test methods, but often the first clue will come from blood tests or by other means used by medical personnel. Another method is by observing possible symptoms of people exposed in the area.
- G. Concept of Operations - Chemical Agents:**
1. As in conventional Hazmat responses there are many clues that may be present to indicate that a WMD event has occurred. Some of the clues are:
    - a. Unusual numbers of dying animals are present
    - b. Lack of insect life. If normal insect activity is absent, check the ground or water surfaces or interfaces for dead insects.
    - c. Numerous individuals are experiencing unexplained water-like blisters, wheals (bee sting like), and or rashes.
    - d. Numerous individuals are exhibiting serious health problems ranging from nausea to disorientation to having difficulty breathing to convulsions to death. These types of occurrences should make it apparent that there is a mass casualty event in progress.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic**

**Terrorism Contingency Plan (Cont'd)**

**G. Concept of Operations - Chemical Agents: (Cont'd)**

1. As in conventional Hazmat responses there are many clues... (Cont'd)
  - e. There is the presence of unusual liquid droplets. Numerous surfaces exhibit oily droplets or film; numerous water surfaces have an oily film. These conditions should be abnormal to the current weather conditions. i.e. no recent rain and not the accumulation of pollen or algae.
  - f. Unusual and or unscheduled spraying of the environment.
  - g. Abandoned spray devices, such as chemical sprayers used by landscaping crews.
  - h. Unexplained odors are present. It is important to note that the particular odor is completely out of character with the surroundings (for instance the smell of garlic which would be indicative of a mustard agent)
  - i. The possible mixing of critical agents presents an additional concern to first responders because this process will make it extremely difficult to identify the type and the toxic constituents of the chemical agent. Remember in such cases the only way to begin identification of the chemical agent is to observe the symptoms present in the victims.

**First responders should take caution because without advance warning first responders may become victims in such an incident. The health and safety of first responders is of paramount concern. If first responders become part of the problem the entire delivery of services breaks down.**

**H. Concept of Operations - Nuclear and Radiological:**

1. The problem with radiation is that it is an invisible hazard. Unless the responding local community has adequate radiation detection equipment, or if the source material is clearly marked and identified, there is a strong chance that the initial identification will go unnoticed by responders. Additionally, there is no single instrumentation device that is capable of detecting all forms of radiation. The technology is still only capable detecting each separate types of radiation.
2. The primary consideration of first responders is respiratory protection SCBA and personal protective equipment in sufficient quantity to protect SENHHMMAD personnel when presence of alpha or beta particles are detected or suspected.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic**

**Terrorism Contingency Plan (Cont'd)**

**H. Concept of Operations - Nuclear and Radiological: (Cont'd)**

3. The following are some general concerns that should be considered when responding to an incident involving nuclear or radiological materials.
- a. If it is known or believed that radioactive material has been released, it should be assumed that personnel and property might be contaminated. This means clothing, equipment, vehicles, buildings, and the ground.
  - b. Experts such as health physicians, radiological and safety offices or Department of Energy experts will be needed to identify the exact nature of the nuclear or radiological material.
  - c. If the source of contamination is known, a Hot Line (outside perimeter of a Hot Zone) needs to be established to prevent further contamination of the area and personnel. If the source is unknown, the limits of the contamination must be found so a hot line and clean area can be established.
  - d. Prior to establishing a Hot line, a determination will have to be made as to whether the radioactive material is or is not scattered around the area and has or has not contaminated shoes, clothing, uncovered head and arms or legs, vehicles, equipment, and other material in the area.
  - e. A radiological monitoring expert or a health physician must make estimates of an individual's radiation exposure doses. This is a matter for experienced radiation monitoring experts. However, all first responding SENHHMMAD personnel should ideally be equipped with individual dosimeters so such experts can measure the amount of exposure. In event that an incident occurs involving radiation material, the health and safety of response personnel is critical. Personnel should be advised of the hazards and operations should be defensive in nature. Risk and exposure of SENHHMMAD personnel after a risk assessment process has occurred, shall be to a minimized due to the fact that protection strategies are limited.
  - f. SENHHMMAD response personnel must be evaluated for contamination by conducting the following protocols:
    1. Perform a survey of clothing, ambulances, police cruisers, equipment, etc. before undertaking further action or activity.
    2. If contamination is detected, items such as clothing should be discarded in a container marked "radioactive - Do not discard" Personal hygiene including appropriate self-washing and or showering should occur.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

- H. Concept of Operations - Nuclear and Radiological:** (Cont'd)
3. The following are some general concerns....(Cont'd)
- f. SENHHMMAD response personnel must be evaluated for contamination by conducting the following protocols: (Cont'd)
1. If in contaminated areas, District first responders must be surveyed by a radiation survey meter. The measurements must be recorded. Any levels of concern are indicative of emergency medical monitoring for those individuals affected. Cleaning and decontamination will continue until a responsible and competent individual indicates the all clear.
- g. Equipment shall be surveyed and if indications from a competent persons will dictate the method to accomplish these procedures.
4. The rescue of victims is dependent on what type of radioactive material is involved in the incident. The important thing is to remove the victims from the source area. Remember, the longer individuals and response personnel remain in the hot zone, the higher the dose of radiation that will be absorbed.
- I. Concept of Operations - Alpha particles** – As long as first responders have SCBA and firefighting gear is donned, the level of protection provided by fire gear is sufficient for the rapid removal of victims. This is the same procedure currently in existence within the SENHHMMAD for any HazMat situation.
- J. Concept of Operations - Beta particles** – SCBA and fully encapsulating level A will not be enough to work in the source area. Quick in and out carry and drag of victims away from the source may be the only way to rescue victims. This should only be conducted when the risk assessment process identifies this is the only viable method of removing victims.
- K. Concept of Operations - Gamma, X-ray, and Neutrons** – Typical effective shielding materials, such as lead for gamma radiation and hydrogen containing materials for neutron radiation, are not practical shielding materials for neutron radiation, and are not practical shielding materials for first responders. (they are too heavy). The only effective way is to decrease the exposure to first responders is to limit the amount of time in the hazardous environment. This option should be only considered as last resort. Careful consideration should be given before committing personnel to this type of operation. If the presence of nuclear or radiological material is suspected, personnel should not enter the area under any circumstance without respiratory protective equipment. An appropriate action would be to cordon off the suspect area and prevent entry of any personnel until the proper monitoring can be initiated

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CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)

L. Coordination of Resources for Actual or Suspected WMD Events.

1. In the event that a WMD event is occurring or has occurred the State of New Hampshire WMD Emergency Notification Resource List should be consulted for the appropriate notification. A copy of this updated list follows on page \_\_\_\_\_ of this document.
2. When it has been determined that the situation requires a response beyond the capabilities of the local fire department, Derry Fire Dispatch shall be notified that a WMD event is in progress. Bear in mind that the appropriate level of response from the District is a Level Four activation because of the potential for or actual release of a WMD. Such indicators of a WMD are located in the form located on page \_\_ of this document.
3. Life safety for responders is critical to the success of any response to WMD events. SENHHMMAD has determined that these types of incidents will be handled identical to conventional Hazmat responses. Therefore all federal, state, and local health and safety regulations will be followed; and team operations will be conducted in parallel and in concert with local operations. Initiating, focusing, and enforcing the life safety aspect as a priority of operations, will accomplish this mission. These aspects will be considered primary to collateral and or civilian casualties already incurred
4. Use the criteria from the Initial Discovery Procedure located in page \_\_ of this document to provide for the actions of all local responders prior to the arrival of the SENHHMMAD team.
5. The SENHHMMAD has identified the *Jane's CHEM-BIO Handbook* as the resource tool for all responders within the District. For the purposes of this plan, it shall be adopted as the field manual for use in any and all WMD potential or actual events. This tool can be integrated with other recognized resources such as but not limited to the North American Emergency Response Guidebook (DOT Guidebook) and the NIOSH pocketguide for chemicals, and the SENHHMMAD SCARIEPM Form. All of which are resources currently recognized as valuable in HazMat operations.
6. **The Agent Indicator Matrix located on page 14 of the Chem-Bio Handbook** is a critical tool in helping first responders to help determine the agent type, by gathering information on the scene. Bear in mind that this tool is designed to give the best approximation of the agent used but is not considered definitive until confirmed by HazMat or Medical personnel. However this tool can help responders learn of the effects and the treatment algorithms for particular chemicals or agents.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

**L. Coordination of Resources for Actual or Suspected WMD Events (Cont'd)**

7. Control of the scene because it is a potential crime scene is important. Establishment of the appropriate zones is identical to the conventional HazMat situation. In addition there is an inner and outer perimeter for crime scene management and protocol procedures.

**Control Measures**

1.	To prevent further contamination to personnel crowd control is imperative. Victims (people inside the Hot zone when you arrived) should be contained and unauthorized individuals should not be allowed to enter the hot zone.
2.	Maintain inner and outer perimeters in conjunction with law enforcement.
3.	Maintain clear routes of entry and exit for emergency vehicles and personnel.
4.	Direct victims showing no signs of exposure to a holding area (inside the hot zone but well away from the decon station) for evaluation by the HazMat team.
5.	All individuals showing signs of contamination should be directed to the hot zone for immediate decon procedures
6.	Most victims will leave the scene to get medical attention at a facility prior to the arrival of response personnel. This necessitates that similar crowd control and decon be set up at those facilities.

8. It is conceivable that emergency responders could become exposed to an agent during an incident. It is vital that personnel do not panic if they suspect that there has been an actual or potential exposure. Although the levels of PPE issued to firefighters does not offer chemical protection, many cases the awareness of a WMD event may not happen for a time during the response. Survival and prevention of further exposure depends on the steps taken to remove the agent or chemical. The guides appearing on **page \_\_\_\_\_ of this document** provide first responders with the methods to decon for the following situations:

1. Gross Decon Procedures
2. Field Expedient Ambulatory and Self/Buddy Decon
3. Litter patient Decon

**Remember these procedures should not supercede notification of the SENHHMMAD team, but serve as a stop gap measure until the team can be deployed. The rule of thumb for response of the team to make initial site entry is one hour from initial notification to Derry dispatch. So time is of the essence.**

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

**L. Coordination of Resources for Actual or Suspected WMD Events. (Cont'd)**

9. Solutions and supplies available in local stores for use in Emergency Decon:
- a. Clorox bleach: 5.25% hypochlorite solution
  - b. Aqua Chem Shock Treatment 67% calcium hypochlorite
  - c. Aqua Chem Granular Chlorinator 65% calcium hypochlorite
  - d. 50-gallon plastic garbage cans
  - e. Hand pump pressurized garden sprayer
  - f. Sponges, brushes, gloves
  - g. 5 mil plastic tarps.
10. The SENHHMMAD team has the capability and the training to respond to potential or actual WMD events. The level A suits have compatibility with most WMD agents that are likely to be encountered in responses. The technical expertise and response capabilities of this team make it an integral resource that needs to be activated to mitigate the potential consequences to the responders and the public in these types of events. In cases where team deployment is required the capabilities provided to the local agencies may include:
- |                   |  |
|-------------------|--|
| <b>Mass Decon</b> | <b>Air monitoring</b>                      |
| <b>Site Recon</b> | <b>Mass casualty evacuation and triage</b> |
| <b>Site Entry</b> | <b>Evidence collection</b>                 |
| <b>Product ID</b> | <b>Technical support</b>                   |
11. The SENHHMMAD recognizes that there is a potential for its members to be exposed to such types of incidents as bomb threats or situation where explosives are indicated. These situations shall be considered essentially a law enforcement event, and the local fire departments and the SENHHMMAD shall coordinate with law enforcement incident commander throughout the event. Such situations are state and or federal EOD type of responses. The SENHHMMAD may find itself present in these types of incidents. We recognize that we are there only to support and advise the lead agencies identified above. These violent acts mandate that that the fire department incident commander shall stage all fire department resources in a safe area until law enforcement agencies have secured the scene.
12. SENHHMMAD members that provide support to law enforcement agencies Special Weapons and Tactics (SWAT) operations shall receive special training. Special standard operating procedures shall be developed that describe the training and safety of these SENHHMMAD members for such operation. These activities shall be considered as special operations for the purposes of this WMD Plan.

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

**M. STATE OF NEW HAMPSHIRE EMERGENCY CONTACT LIST**

**Table 17**

<b>Agency Name</b>	<b>Contact Name</b>	<b>Agency Phone</b>	<b>Home Pers. Phone</b>
<b>NH Emergency Management:</b>		<b>(1-800) 852-3792</b>	
Director	Woodbury Fogg	271-2231	524-8268
Operations	Mead Herrick	271-2231	224-3249
HazMat	Leeland Kimball	271-2231	226-3670
Terrorism	Jenifer Harper	271-2231	271-2231
<b>NH Governor's Office</b>	Rich Siegal, Chf. of Staff	271-2121	627-3369
<b>Radio Amateur Civil Emerg. Svc.</b>	Cal Calvito -Coordinator	271-2231	895-8775
<b>US Army Civil Support Team- Framingham, MA</b>	Lt. Col. Cusolito	(1-508) 233-6488	(1-508) 294-2657
<b>NH Dept. of Agriculture</b>	Dr. Clifford McGinnis	271-2404	
<b>NH Dept. of Safety - Div. State Police (1-800) 346-4009</b>		271-3636	
Investigative Services	Maj.Nicholas Halias	271-2663	
Fire Marshall	Donald Bliss	271-3294	
Div. Fire Standards	Rick Mason	271-2661	
<b>NH Dept. of Health &amp; Human Services: (1-800) 852-3345</b>		271-4501	
Bureau/Risk Assessment	Brook Dupee	271-4664	
Bureau/Radiological Health	Dianne Tefft	271-4625	
Bureau/Disease Control	Dr. Jessee Greenblat	271-4477	
Laboratory Testing	Veronica Mainberg	271-5300	
Microbiology Unit	Jan Lamoth	271-4658	
<b>NH Dept. of Justice</b>		271-3658	
Attorney General	Phillip McLaughlin	271-3655	

**TOWN OF LONDONDERRY**  
**Title IV - Public Health, Safety, Welfare**

*Adopted 4/15/02*  
*Revised 4/26/02*

<b>Agency Name</b>	<b>Contact Name</b>	<b>Agency Phone</b>	<b>Home Pers. Phone</b>
Criminal Justice Bureau	Mark Zuckerman	271-3671	
<b>NH Dept. of Transportation</b>		271-3734	
Hwy. Maint.	Ed Kyle	271-2693	
Division Five		485-9526	
<b>NH Civil Air Patrol</b>		271-3225	
<b>NH Fish and Game</b>	Ron Alie	271-3127	
<b>NH National Guard</b>		225-1240	
Adjutant General	Br.Gen.John Blair	225-1200	269-7941
LTC	Thomas Haydon	225-1240	226-4703
<b>NH Port Authority</b>	Thomas Offre - Dir.	436-8500	
<b>NH Public Utilities Comm</b>	Douglas Patch	271-2431	

CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)

SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)

N. INITIAL DISCOVERY PROCEDURES

1. Remain calm
2. While approaching the scene, don all personal protective equipment, including SCBA. Remember, firefighting gear provides no chemical protection
3. If you are already on the scene, and suspect it is a WMD event, immediately retreat to a safe location and call for the SENHHMMAD team through **Derry Fire Alarm, 432-6121**
4. Maintain a safe position in a safe location
  - a. Stay upwind and uphill
  - b. For facility responses, HVAC systems could further disperse agents
  - c. If there is a visible cloud, stay well clear of it. (Remember, most agents of mass destruction do not produce a visible cloud, because that is what makes them most effective as weapons in a military setting.)
  - d. Keep personnel and civilians a safe distance from the scene.
5. If PPE is not available, keep a minimum distance of 300 feet or double the safe distance with PPE; whichever is greater. Even if proper Level A protection is available, stay 75 feet from the event until the agent and its concentration are identified.
6. Initiate the Incident Command System (ICS).
7. If chemical agent can be determined, refer to **Page 53** of *JANES CHEM-BIO*. It is important to note that some chemical agents do not begin to cause symptoms for hours or even days after exposure.
8. **If agent is determined to be biological, use extreme caution.** All contact must be avoided. **Do not attempt to identify the agent further.** It is beyond your capability. Qualified medical personnel can only identify it. Remember that biological agents do not begin to cause symptoms until hours or days later.
9. Observe notification protocols and make reports to the appropriate agencies, noting any or all of the following:
  - a. What you have observed
  - b. Wind direction and weather conditions on scene
  - c. Plume direction (direction of cloud or vapor travel)
  - d. Orientation of victims (direction, position, pattern)
  - e. Number of apparent victims
  - f. Type of injuries, symptoms presented (as observed from a safe distance)
  - g. Witness statements or observations

- h. Nature of agents based on information from *JANES CHEM-BIO Handbook. Agent Indicator Matrix.*
  - i. Your exact location
  - j. Suggested safe approach and access route and staging area
10. Secure a perimeter. Isolate, evacuate, and deny entry to non emergency personnel.

## **CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

### **SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

#### **N. INITIAL DISCOVERY PROCEDURES (Cont'd)**

11. Attempt to talk with victims
- a. Inform them that help is on the way
  - b. Reassure victims that if they follow instructions, you will be able to help them. Try to keep them calm.
  - c. Explain that response personnel will begin decontamination and tell victims what the procedures are
  - d. Have all ambulatory victims move to a location that is within the exclusion zone, but away from the actual release site to reduce changes of further contamination.

#### **O. GROSS DECONTAMINATION PROCEDURES**

1. If vapor contamination has been determined, victims should be placed outside in a breeze if possible. Victims exposed to vapor only may not require decontamination, other than the removal of outer clothing. Consult local protocol and SENHHMMAD procedures.
2. If liquid contamination is present on victims:
  - a. In some jurisdictions, the rescuer initiates decon by hosing the victims before removing the victim's clothing. Other jurisdictions have chosen not to do this because the force of the spray from the hose may drive the chemical through the clothing and onto the skin, since water soluble agents will go through the clothing with water onto skin and because wet clothing is less protective than dry clothing. This is a local option.
  - b. Have victims remove their outer clothing
  - c. Flush victims with water and/or hypochlorite and water, according to local procedures and protocols.
  - d. Victims should don covering apparel, such as paper gowns, after decontamination.

#### **P. FIRST RESPONDER AND AMBULATORY PATIENT SELF/BUDDY**

**DECONTAMINATION**

1. Remove any signs of gross contamination by scraping, sweeping or blotting the material away
2. Remove clothing or equipment rapidly, but cautiously. Clothing should be pulled away from the body. In the event clothing needs to be removed over the head, cut it away.
3. After completing Steps 1 and 2, wash hands prior to continuing the process

**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

**SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

**P. FIRST RESPONDER AND AMBULATORY PATIENT SELF/BUDDY DECONTAMINATION (Cont'd)**

4. Remove all external items from contact with the body. Such items include jewelry, watches, artificial limbs, wigs, etc. If the victim or rescuer cannot safely evacuate the area without the use of eyeglasses, the glasses should be immersed in a solution of bleach for a period of at least five (5) minutes.
5. After removing eyeglasses or contact lenses, flush the eye with water before skin decontamination.
6. Gently wash face and hair with soap and lukewarm water, followed by a thorough rinse with lukewarm water.
7. Begin to decontaminate other body surfaces, starting from the neck down and using a supplied solution (usually bleach). Blot with a cloth (do not swab or wipe). Wash the same areas in lukewarm soapy water, rinsing in clear lukewarm water. In the absence of bleach solution, flushing with copious amounts of lukewarm soapy water and rinsing with lukewarm water is useful.
8. Change into uncontaminated clothing or blankets.

**Q. LITTER PATIENT DECONTAMINATION**

1. Remove any signs of gross contamination from victims prior to entering the decontamination station.
2. Transfer the patient to a decon preparation litter and cut away all clothing and remove all personal property. After the patient's clothing has been cut away, the patient should be transferred to a decon litter or a canvas litter with a plastic sheeting cover. All property should be bagged, secured and clearly identified.
3. Eyeglasses and contact lenses care:
  - a. Rescuers' hands must decon by blotting with solution then thoroughly rinsed with water before removing contact lenses. Contact lenses should be removed to decrease the risk of cross

- contamination.
  - b. Contact lenses should be collected and discarded.
  - c. Eyeglasses in metal frames can be decontaminated in a bath of bleach solution for five (5) minutes followed by a thorough rinsing
  - d. If eyeglasses are in a composite plastic frame, they should be secured in an impermeable bag for later decontamination.
4. Decontamination Team Members should decontaminate their gloves and aprons (if they are wearing them) with 5% bleach solution.

## **CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd)**

### **SECTION XXIII FUNCTIONAL ANNEXES - Weapons of Mass Destruction/Domestic Terrorism Contingency Plan (Cont'd)**

#### **Q. LITTER PATIENT DECONTAMINATION (Cont'd)**

5. The victims' skin, excluding the face, should be blotted with a 0.5% bleach solution. Superficial wounds are flushed with a 0.5% bleach solution, and new dressings applied as needed. Splints are not removed but saturated to the skin with 0.5% solution. If the splint cannot be saturated, it must be removed sufficiently so that everything under the splint can be saturated with a 0.5% bleach solution.
6. The victims should then be showered or otherwise washed with copious amounts of water, starting with the face and hands, then the rest of the body.
7. Following the water decontamination, personnel should carry out medical screening procedures.
8. Following successful decontamination, an individual should be transferred to the support area where they will receive clothing, and observed for further signs of exposure.
9. Each individual, having been processed through decontamination, should be marked and identified as such. This can be accomplished with a triage tag or by writing on a victim's forehead. During processing each individual should receive paperwork indicating:
  - a. Description of decontamination actions taken
  - b. Time decontamination was completed
  - c. Time released from observation area and
  - d. Any medical treatments performed in conjunction with decontamination
  - e. Copies of this also to accompany decontamination record management

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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XXIV RECORD OF CHANGES**

Local and State officials to ensure its adequacy and timeliness review this plan periodically. It is the responsibility of the Emergency Management Director to revise the plan as necessary or at least on an annual basis. The plan has been updated and revised as of the date shown on this Record of Change sheet. All pages on which revisions have been made appear with the revision reference in the lower right corner.

<u>Change No.</u>	<u>Date of Change</u>	<u>Date Entered</u>	<u>Person Entering Change</u>
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**CHAPTER X - EMERGENCY MANAGEMENT PLAN (Cont'd**

**SECTION XXV      DISTRIBUTION LIST**

Manager  
Town Council  
Emergency Management Director  
Police Chief  
Fire Chief  
Public Works Director  
School Superintendent  
Emergency Operations Center  
Health Officer/Building Inspector  
State of New Hampshire - Office of Emergency Management

Others

*~~End of Chapter~~*



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

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## **Town Council Meeting – Agenda Item Coversheet**

**Meeting Date:** 2/2/2026

**Submitted By:** Councilor Shawn Faber

**Department:** Town Council

**Contact Information:** Email or Telephone

**Estimated Discussion Time:** 10 Minutes

**Agenda Item Number:** TC OFFICE USE

**Agenda Item Title:** Public hearing to rescind ADM-910 Purchasing Policy (formerly Town Code, Chapter VI-Purchasing Policy) and adopt a new Purchasing Policy.

**Background and Purpose:** The Town Council adopted a purchasing policy contained within Town Code, Chapter VI on June 3, 2002 which was subsequently amended on May 5, 2007, again on November 7, 2011 and by resolution on April 1, 2013. On September 15, 2025 Ordinance 2025-09 rescinded Town Code Chapter VI and renumber it as ADM-910. Councilor Faber has proposed a new policy (procedure) which would make changes to the existing policy and shift approval for all consulting agreements for professional services from the Town Manager to the Town Council. Further, approval for many other expenditures will shift the authority of the approval from the Town Manager to the Town Council.

**Action:** Hear public input to rescind ADM-910 Purchasing Policy and replace the existing purchasing policy by adopting the Purchasing Policy document proposed by Councilor Faber.

**Proposed Motion:** ***MOVED, that the Londonderry Town Council hereby rescinds ADM-910 Purchasing Policy and adopts the document entitled Purchasing Policy.***

**Attachments:** Chapter VI (ADM-910) Purchasing Policy  
Purchasing Policy

# PURCHASING POLICY

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## Section 1.0: Purpose and Policy Statement

- 1.1. Sound fiscal management can only be achieved through proper and consistent purchasing procedures for the procurement of supplies, equipment, construction, and services for the Town of Londonderry, New Hampshire ("Town"). This Purchasing Policy establishes uniform procedures to ensure that all expenditures:
  - Comply with Town policies;
  - Conform to generally accepted accounting principles (GAAP) and Government Account Standards Board pronouncements;
  - Adhere to applicable New Hampshire Department of Revenue Administration administrative rules; and
  - Comply with existing Town policies and all applicable laws and regulations.
- 1.2. No exception to this Policy shall be permitted if it would conflict with state or federal law.
- 1.3. This Policy shall:
  - Ensure consistent accountability for all Town funds, including enterprise funds and all Town departments. This Policy does not supersede the purchasing requirements of separate boards/committees/commissions (e.g., the Library Trustees, Conservation Commission).
  - Require that all purchases be properly authorized and documented.
  - Require that Town personnel maintain a clear and complete audit trail from receipt of funds to disbursement of funds.

## Section 2.0: Definitions

For purposes of this Policy, the following definitions apply:

**Department Head/Approving Official** – Any Town official authorized to initiate and approve purchases within their respective authority.

**Purchase Order** – A written or electronic authorization issued by the Town approving the purchase of goods or services from a vendor.

**Blanket Purchase Order** – A Purchase Order issued for repeated purchases of incidental items from a vendor over a specified period.

Consulting Services – Third-party professional services including, but not limited to, information technology services, human resources services, management consulting, engineering, architectural, legal services, and similar professional advisory services.

Sole Source – A purchase where only one vendor is reasonably available due to proprietary rights, technical compatibility, or unique qualifications.

**Section 3.0: General Purchasing Requirements**

3.1. All purchases shall be supported by one or more of the following:

- o An approved Purchase Order; or
- o An itemized credit card receipt (consistent with the Town’s Credit Card Policy). Credit card use does not eliminate the requirement to use Purchase Orders where practicable, including for contracts;or
- o Must be documented in the Town’s ERP software

3.2. Payment shall be made only upon:

- o Receipt of a vendor invoice or monthly credit card statement; and
- o Acknowledgement by the department or individual receiving the goods or services that the order has been completed.

3.3. When authorized by the Town Manager, or the TM’s designee, Town personnel may make a cash purchase and shall submit the original itemized receipt for reimbursement. If the original receipt is missing, the employee must provide a written explanation and a duplicate receipt or other supporting documentation when available; reimbursement is subject to approval by the Town Manager.

**3.4. Exceptions**

Utility Bills & Property Tax Bills	Principal & Interest Payments on Bonds/Leases/Loans
Advertising	Welfare Payments
Travel	Legal & Audit Fees
Vehicle Allowance	Insurance Premiums
Subsistence & Support to Persons	Postage
Rents & Leases (after initial approval)	
Payroll Related Payments	Maintenance Agreements and Service Contracts for their 2 <sup>nd</sup> and subsequent payments
Judgements & Claims	Subscription Renewals

Budgeted payments to Outside Human Service Agencies, Outside Recreation Organizations, Advance Transit, etc.	Remittance of Property Taxes Levied and Collected on Behalf of the School District, County or State
Annual Dues	Salt & Winter Sand

#### **Section 4.0: Purchase Requisitions and Accounting Controls**

- 4.1. All purchase requisitions shall be entered into the Town’s financial software system and must:
- Identify the correct function and object codes, consistent with applicable New Hampshire Department of Revenue Administration rules<sup>i</sup>;
  - Bear the electronic approval of the appropriate Department Head/Approving Official.
- 4.2. Purchases requiring bids or price quotations shall include documentation of all bids or quotations received.
- 4.3. The Finance Office shall review requisitions to ensure:
- Compliance with Town policy; and
  - Correct accounting codes prior to issuing a Purchase Order (see endnote i).
- 4.4. If a purchase would cause a function/object line to exceed the approved budget by 10% or more:
- The Town Manager may request a budget transfer, or a new threshold amount for any given function budget line;
  - The expenditure must be approved by the Town Manager with confirmation by the Town Council; and
  - The Town Manager should identify savings or reductions in other budget lines to offset such expenditure and to maintain a balanced budget.

#### **Section 5.0: Spending Authorization Thresholds**

For expenditures within an approved budget line:

- **\$0 – \$5,000:** Approval by department heads/approving official.
- \$5,000 and above: Approval by Town Manager

#### **Section 6.0: Quotation and Bidding Requirements**

Unless otherwise exempted under Section 7, the following requirements apply:

- **\$0 – \$5,000:** Purchase must be in the best interest of the Town, as determined by the Town Manager.
- At least three (3) written quotations shall be requested when available. If fewer than three quotations are received after reasonable efforts, the Department shall document the efforts made and the quotations received, and the Town Manager (or designee) may authorize proceeding based on the best value to the Town.
- At least three (3) written quotations or formal bids shall be obtained in compliance with Town bidding requirements. If fewer than three quotations/bids are received after reasonable efforts, the Department shall document the efforts made and the responses received, and the Town Manager (or designee) may authorize proceeding based on the best value to the Town.

### **Section 7.0: Exceptions to Quotation and Bidding Requirements**

The following purchases may be exempt from quotation or bidding requirements when properly documented: Purchases made through collaborative purchasing groups

- Purchases of utility services where competitive sources are not available, including current multi-year utility service contracts for the Town.
- Purchases involving the procurement of personal or professional services (including legal, engineering, architectural, auditing, and similar professional services) when selection is based on qualifications, experience, and/or statutory requirements rather than low bid. The Town Manager will maintain a yearly list of professional service providers where the pool of qualified providers is limited.
- Purchases of proprietary maintenance contracts, where alternate “authorized” sources are not available.
- Renewal of current vendor service contracts where quality and timely performance is a critical requirement and where the Town Manager determines renewal is in the best interest of the Town of Londonderry.
- Purchases involving major repairs where bidding or formal request for quotation requirements are waived by the Town Manager due to the urgency of the repair.
- Purchases involving a documented Sole Source of supply or Town Council approved Sole Source vendors.
- Any additional purchases considered to be in the best interest of the Town and authorized by the Town Council.
- Expense reimbursement.
- Specific software already approved and in use by the Town’s Technology Department to perform the functions of the Town of Londonderry. The IT Director will maintain a yearly list.
- Services that are directly contracted with the Town’s public schools.

- Professional development that is directly related to the Town’s adopted Strategic Plan goals and initiatives, or other Town Manager–approved organizational priorities.

## **Section 8.0: Town Council Approval Requirements**

8.1. The following require Town Council approval regardless of dollar amount:

- All third-party agreements for Consulting Services. Exception: Applications before the Planning Board or Zoning Board regarding site plans or subdivisions as long as those services do not exceed \$30,000.
- All multi-year contracts and agreements (excluding routine mutual aid agreements and memoranda of understanding that do not create a financial obligation beyond the approved budget and that are authorized by the applicable Department Head);

8.2. Contracts for engineering, construction, and capital equipment purchases exceeding \$15,000:

- Require Town Council approval; and
- Shall be subject to Requests for Qualifications (RFQs) for professional engineering/architectural services, or Requests for Proposals (RFPs) / Requests for Bids as appropriate, to be issued by the Finance Director’s Office in coordination with the requesting Department unless otherwise authorized by the Town Council.

8.3. Purchases over \$15,000 that do not qualify for an exception under Section 7.0 require Town Council approval.

8.4. All new or renewed proprietary maintenance contracts and vendor service contracts with values that exceed \$15,000 require Town Council approval.

8.5. Town Council budget approval does **not** constitute approval of a specific purchase. All purchases must comply with this Policy.

## **Section 9.0: Purchase Order Procedure**

9.1. All Purchase Orders must be approved by the Town Manager or designee prior to placement of any order.

9.2. Blanket Purchase Orders may be issued for recurring incidental purchases and must be approved by the Town Manager with confirmation of the Town Council. Any price increase requires issuance of a new Purchase Order or a change order.

9.3. Every Purchase Order shall include the following information:

- Date;
- Total amount, including shipping estimates;
- Vendor name and address;
- Quantity and description of items or services; and
- Department and account to be charged.

9.4. The Purchasing Agent may require additional documentation as necessary.

9.5. Approved Purchase Orders shall either be returned to the Department placing the order or sent directly to the vendor (electronically whenever practicable), as appropriate. Vendor order forms must accompany direct mail Purchase Orders where necessary.

9.6. Unapproved Purchase Orders shall be returned with written explanation.

#### Section 10.0: Cooperative Purchasing

10.1. Whenever feasible and in the best interest of the Town, purchases shall be made through collaborative purchasing groups (e.g. State of New Hampshire bids and U.S. Communities) or municipalities in order to take advantage of lower prices for bulk purchasing and reduce the administrative costs associated with bidding procedures.

10.2. The Town Manager is authorized to enter into cooperative purchasing arrangements and shall periodically evaluate opportunities to reduce costs and administrative burden.

#### Section 11.0: Conflicts of Interest

11.1. No employee, elected or appointed official, or volunteer of the Town shall perform any type of work, participate in the award or administration of a contract, or participate in decision-making where a conflict of interest exists or may reasonably be perceived to exist, unless authorized by the Town Council at a public meeting.

11.2. No employee, elected or appointed official, or volunteer of the Town shall authorize, confirm, or permit funds to be expended with any entity in which they or any member of their immediate family is an owner, officer, or employee. This includes, where applicable, approval of warrants, manifests, and other payments. Any exception must be authorized in writing by the Town Manager with notice to the Town Council, or by the Town Council when required by law or policy.

11.3. No employee, elected or appointed official, or volunteer of the Town who is participating or is about to participate in the selection, negotiation, award, or administration of a contract (including bids, RFQs, and RFPs) shall solicit or accept any kickback, gratuity, contingent payment, or any other pecuniary benefit from any person or entity involved in such contract.

#### Section 12.0: Emergency Purchases

An “emergency” is an unforeseen situation that threatens public health or safety, the protection of Town property, or the continuity of essential services, and that requires immediate action such that normal purchasing procedures would cause unreasonable delay. In the event of an emergency, the Town Manager, or their designee, shall have the authority to make such immediate purchases as deemed necessary. Once the emergency has been resolved, a detailed report of all emergency expenditures, the circumstances, and justification for all purchases shall be submitted to the Town Council.

#### Section 13.0: Spending Controls and Freezes

The Town Manager independently or at the recommendation of the Town Council, may implement partial or full freezes on spending to prevent budget deficits while maintaining compliance with applicable New Hampshire law, fulfilling all relevant contractual obligations, and maintaining essential services obligations.

This Policy shall take effect 14 days from the date adopted by the Town Council to provide the Town Manager time to distribute and train Department Heads/Approving Officials and staff with purchasing authority.

#### Section 14.0: Effective Date, Distribution, and Training

Upon adoption by the Town Council, this Policy supersedes the Purchasing Policy in the Londonderry Municipal Code (Chapter VI). All other provisions of the Municipal Code not addressed herein remain in effect. Where related policies (including the Credit Card Policy, Grants Policy, and Ethics Code provisions) conflict with this Policy, the Town Manager shall propose conforming amendments for Town Council consideration.

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<sup>i</sup> As of the date of this policy the Town’s account codes do not follow the NH DRA administrative rules. The Town is in the process of considering the purchase of new software and will be updating the codes as part of the software implementation process. The completion timeline is TBD.

**CHAPTER VI – PURCHASING POLICY**

Index

SECTION	Purpose .....	1
SECTION II	Application of Policy.....	1-2
SECTION III	Purchasing Agent .....	2
SECTION IV	Purchasing Procedure	
	Exemptions .....	2-3
	Purchase Orders.....	3-4
	Competitive Purchasing .....	4
	Emergency Purchasing .....	5
SECTION V	Advertised Competitive Selection	
	Purchasing .....	5-6
SECTION VI	Property Disposition	
	Sealed Bid.....	6-7
	Auction .....	7
	Payment .....	7
SECTION VII	Award .....	7-8
SECTION VIII	Specifications .....	8
SECTION IX	Intergovernmental Relations .....	9
SECTION X	Ethics in Public Purchasing.....	8-10

**CHAPTER VI – PURCHASING POLICY**

**SECTION I           PURPOSE**

This policy is authorized under Article 4, Section 4.6 of the Charter of the Town of Londonderry, New Hampshire. The purpose is to ensure the fair and equitable treatment of all persons who deal with the purchasing system of the town; to maximize to the fullest extent practicable the purchasing value of public funds; to obtain in a cost-effective and responsive manner the materials, services and construction required by the town in order to better serve the town’s businesses and residents.

Effective Date

This policy shall be effective immediately upon its adoption by the Town Council.

**SECTION II           APPLICATION OF POLICY**

*General.* This policy applies to the expenditure of public funds for public purchasing irrespective of the source of the funds. When purchasing involved the expenditure of federal or state assistance or contract funds, purchasing shall be conducted in accordance with any mandatory applicable federal and state law and regulations. This policy also applies to the disposal of town supplies. Nothing in this policy shall prevent the town from complying with the terms and conditions of any grant, gift, bequest or cooperative agreement. This policy shall also provide direction that, whenever possible, the Town will direct its business to those vendors located in Londonderry.

*Exceptions.* Certain purchases are not readily adaptable to the open market and formal competitive selections process. Exceptions from this policy shall be considered on a case-by-case basis by the Town Manager.

*Computer and Computer Related Purchases.* Computer and computer-related purchases must be approved beforehand by the Information Services Division. Software programs installed on a local hard drive may interact negatively with existing programs. All employees shall receive approval from the Information Services Division before purchasing or installing any software. If during normal service/support activities unapproved software is found on a workstation the Information Services Division will remove the unapproved software and notify the department head of the policy violation. Any software modifications or installation on town file servers will be modified or

**CHAPTER VI – PURCHASING POLICY**

**SECTION II APPLICATION OF POLICY (Cont'd.)**

installed by the Information Services Division only. If an employee desires to install personally acquired software on their assigned equipment they must obtain approval from the Information Services Division and their department head. In addition, a copy of the license agreement must be kept on file with the Information Services Division.

**SECTION III PURCHASING AGENT**

- A. The Director of Finance and Administration, subject to the Charter Authority of the Town Manager in purchasing, shall serve as the designated Purchasing Agent.
- B. Powers and Duties - The Purchasing Agent shall have the following powers, duties:
  - 1. To purchase materials, supplies and equipment, and the procurement of contracted services requisitioned by any agency of the Town, subject to the provisions of federal, state and local regulations;
  - 2. To maintain high standards of quality in materials, supplies, equipment and services for the lowest reasonable cost;
  - 3. To take advantage of bulk, seasonal or cooperative purchasing, where possible;
  - 4. To dispose of obsolete or unusable personal property of the Town; and
  - 5. To coordinate and assist departments and agencies of the Town in purchasing and contract matters, and otherwise observe practices in the best interests of the Town.

**SECTION IV PURCHASING PROCEDURE**

- A. In order to achieve the goals of this policy, the following set of procedures is established. These procedures recognize the need for convenience and flexibility in making routine and small individual purchases. This is balanced with the principles of effective budget management at the department level, and the interests of the Town in making purchases with consistently high standards of quality at reasonable prices.

**CHAPTER VI – PURCHASING POLICY (Cont'd.)**

**SECTION IV PURCHASING PROCEDURE (Cont'd.)**

B. Exemptions - The following items shall be exempt from the purchasing procedures contained in this policy:

1. Utility bills
2. Fuel purchases (vendors shall be contacted to ensure purchases are made at lowest price possible)
3. Expense reimbursement
4. Office equipment maintenance and repairs
5. Vehicle and equipment maintenance and repairs (except major repairs exceeding \$ 2,500, which shall require a purchase order)
6. Equipment lease payments under an approved original lease agreement.
7. Identical recurring purchases such as uniform rental, cleaning services, etc. (except that the original contract must be authorized prior to any payments).
8. Service or maintenance contracts payments (except that the contract or agreement must be authorized prior to any payments).
9. Professional services (engineers, auditors, legal services)
10. Town attorney appointed by Town Council pursuant to Chapter I, Section 4.10 of the Town Charter.

C. Purchase Orders

Purchase Orders shall be requested and approved by the Purchasing Agent *prior* to placement of an order through the requisition process. Once approved, the purchase requisition will be turned into a purchase order by the Finance Department. Included with the requisition will be a bid worksheet (electronically through New World or manual if unable to access the specific account requesting funds to be drawn from.

1. Purchase orders shall be required for individual purchases of more than \$2,500.00. The distribution of copies of the approved completed purchase order is as follows:
  - a. Original copy to vendor, where necessary;
  - b. One copy for requesting department files; and
  - c. One copy for Finance Department files.
2. The following information must be included on the purchase order:
  - a. Date;
  - b. Vendor's name and address;
  - c. Quantity and description of item(s); and
  - d. Department and account to be charged.
3. The Purchasing Agent may request further information about the purchase.

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION IV PURCHASING PROCEDURE (Cont'd.)**

4. Approved purchase orders shall either be returned to the department placing the order, or mailed directly to the vendor, as appropriate. Direct mail purchase orders must be accompanied by vendor order forms where necessary.
5. Purchase orders that are not approved by the Purchasing Agent shall be returned to the department placing the order accompanied by a memorandum explaining why the purchase order was not approved.
6. Purchase orders over \$5,000 shall require the signature of the Town Manager.
7. Purchases under \$100,000 that were budgeted and does not require budgetary transfers shall require the approval of the Town Manager.
8. Purchases over \$25,000 that were not budgeted and require budgetary transfers, and all purchases over \$100,000 or more shall require a vote of the Council.

**D. Competitive Purchasing**

1. In order to represent the interests of the Town, some purchases should be made competitively, but without the more time-intensive formal bid process. The purpose of competitive purchasing is to assure the highest quality goods or services at the lowest cost. As outlined below, competitive purchasing is required only for purchases over \$2,500, but may be used for any purchase as a means of gaining the best value.
2. Verbal Quotations - Verbal quotations from at least three (3) qualified vendors are required for individual purchases from \$2,500 - \$5,000. The amount, source, date and subject of verbal quotations must be noted as proof for this level of competitive purchasing.
3. Written Quotations - Written quotations from at least three (3) qualified vendors are required for individual purchases of \$5,001 - \$10,000. Copies of written quotations must be submitted with the purchase order requisition as proof for this level of competitive purchasing.
4. Competitive Bid Selection Process should be followed for purchases over \$10,000.
5. Exceptions - Quotations may not be required if the department placing the order can demonstrate that competitive purchasing requirements have already been satisfied through other means (i.e. state contract, federal contract). The department requesting an exception on a particular purchase must file a request with the Purchasing Agent, stating the reasons for the exception. The request for an exception must be approved prior to making the purchase.

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION IV PURCHASING PROCEDURE (Cont'd)**

**E. Emergency Purchasing**

1. Under certain circumstances such as, but not limited to a declared emergency the interests of the Town are best served by quick action. To that end, observance of these purchasing policies may be temporarily suspended as a means of satisfying an immediate need.
2. In the event of an emergency, the Department Head shall have the authority to make such immediate purchases as deemed necessary, provided that all reasonable efforts to contact the Purchasing Agent or Town Manager have been made. Once the emergency has been resolved, the Department Head shall submit a detailed report of all emergency expenditures, the circumstances and justification for all purchases to the Purchasing Agent.

**SECTION V ADVERTISED COMPETITIVE SELECTION**

- A. Purchasing -** For some equipment, materials or supplies purchases, or contracting for professional or other services, advertised competitive selection of the vendor provides a greater level of choice and a better overall value for the Town. While situations and the approach demanded will vary, the following is included as a recommended outline for this process:
1. Following the development of specifications or the scope of work, as appropriate, the timetable for the competitive selection process is set-up by the Department Head and Purchasing Agent
  2. The Purchasing Agent and Department Head will review bid documents prior to advertisement.
  3. A notice is placed in the legal classified section of a newspaper of general circulation and posted in, at least two (2) public places with the following information:
    - a. A brief description of the item or service desired;
    - b. Identify a contact for questions or copies of specifications, scope of work, request for proposals (RFP) or request for qualifications (RFQ);
    - c. The mailing address for response to the notice (Town of Londonderry, Finance Department, 268B Mammoth Road, Londonderry, NH, 03053);
    - d. Other applicable information about the form in which submissions should be made (i.e. how packages are to be labeled, specific items to be included);

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION V            ADVERTISED COMPETITIVE SELECTION (Cont'd)**

A.            (Cont'd)

- e. The deadline for receipt of responses to the notice;
- f. Information about the opening of responses (i.e. date, time and place);
- g. Statement reserving the exclusive right to accept or reject any or all responses to the notice.
- h. Notices should appear in a newspaper of general circulation at least one (1) time, and be posted in at least two (2) public places not less than seven (7) days prior to the last date for receipt of responses.
- i. Notices of RFP or RFQ for professional services or other significant items or projects should be advertised at least fourteen (14) days, but usually not more than thirty (30) days prior to the last date for receipt of responses. In all cases, notice to potential vendors should be made early enough to provide reasonable opportunity to participate and prepare responsible proposals.
- j. Following the receipt of bids or proposals, a bid list containing the names and addresses of those submitting bids or proposals, and any prices or other pertinent information shall be sent to all bidders. The Purchasing Agent and the Department Head will review the bid summaries prior to the award of the bid.
- k. The Purchasing Agent may waive advertised competitive selection requirements after consultation with the Town Manager.

**SECTION VI            PROPERTY DISPOSITION**

A. Property such as automobiles, office equipment and other items purchased by the Town are periodically removed from service and disposed of in light of obsolescence. Many of these items retain significant value and need to be disposed of to recover their value in a timely and equitable fashion once their usefulness to the Town has ended. If property is to be disposed of, the Town Manager must give prior approval to the disposal. The method of disposal will be determined by the Purchasing Agent and may include sealed bid, auction, trade in, or any other method deemed appropriate.

- 1. Sealed Bid - Notice should be placed in a newspaper of general circulation with the following information:
  - a. A brief description of the item to be sold;
  - b. Contact information for bidders with questions;
  - c. The deadline for submission of sealed bids;

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION VI      PROPERTY DISPOSITION (Cont'd.)**

- d. Information regarding the opening of bids received; and
  - e. A statement reserving the right to accept or reject any or all bids.
2. Auction - In situations where a large number of items are to be disposed, an auction may be held in which prospective bidders view and make bids at a specific time and place. Notice of auction shall be posted in at least two (2) public places and advertised in a newspaper not less than seven (7) days prior to the date of the auction, which notice shall include:
- a. The time and place at which the auction will be held;
  - b. A brief description of the items offered at auction; and
  - c. Payment requirements.
- B. Payment - The Town of Londonderry will accept payment for items awarded by sealed bid or auction in the following forms:
- 1. Cash;
  - 2. Certified treasurer's or cashier's check; or
  - 3. Money order.
  - 4. Payment by personal check may be accepted. However, a minimum ten-(10) day waiting period is recommended before the bidder takes possession of any item to allow checks to clear.

**SECTION VII      AWARD**

- A. The award of a contract or purchase, or sale of Town property, follows the competitive selection process. Consistent with the other provisions of these guidelines, the criteria for award are flexible enough to allow consideration of all factors involved, yet still provide a clear sense of public policy intent.
- B. Purchasing - After bids or proposals have been received through the competitive selection process, the bids or proposals must be reviewed for completeness. The bids or proposals must be reviewed to determine how well they meet the specifications or scope of work, the input from references, or other aspects indicating the overall ability of the prospective vendor to provide the goods or service desired.
- 1. In all cases, the goal of the award shall be to select the vendor offering the best overall value to the Town; the "lowest, best" bidder. Price, quality, service, and experience, either demonstrated through other clients or with the Town of Londonderry, should be included in the determination of award.

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION VII      AWARD (cont'd.)**

2.      Proper – Disposition - Bids for property being sold by the Town should be awarded to the bidder making the highest responsible bid. In making this determination, bidders may be requested to supply proof of their ability to meet their bid before the final award is made.

**SECTION VIII      SPECIFICATIONS**

- A. Specifications for any purchases under the advertised competitive selection process must be reviewed with the Purchasing Agent prior to the purchasing process. Specifications must adequately define the operating characteristics, performance requirements, or scope of work to be performed. They should not be so specific as to unnecessarily restrict competition, but complete enough to represent superior value for the Town.
- B. Any specifications maintained by individual departments or agencies for particular items or services should be reviewed periodically and revised if necessary. All specifications for products or services should be placed on file with the Purchasing Agent.

**SECTION IX      INTERGOVERNMENTAL RELATIONS**

The Town may participate in, sponsor, conduct or administer a cooperative purchasing agreement for the procurement of any supplies, services or constructions with one or more government entities.

**SECTION X      ETHICS IN PUBLIC PURCHASING**

- A. **General – Public employment is a public trust. Town employees must discharge their duties impartially so as to assure fair competitive access to Town purchasing by responsible contractors. Any attempt to realize personal gain through public employment by conduct inconsistent with the proper discharge of a Town employee's duties is a breach of public trust. Any effort to influence any Town employee to breach the standards of ethical conduct is also a breach of ethical standards.**

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION X ETHICS IN PUBLIC PURCHASING (Cont'd.)**

B. Conflict of Interest - It is a breach of ethical standards for any employee to participate directly or indirectly in any purchase activity when the employee knows that:

1. The employee or any member of the employee's immediate family has a financial interest pertaining to the purchase; or
2. A business or organization in which the employee, or any member of the employee's immediate family, has a financial interest pertaining to the purchase: or
3. Any other person, business, or organization with whom the employee or any member of the employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the purchase.
4. Upon discovery of an actual or potential conflict of interest, an employee shall notify their department head and withdraw from further participation in the transaction involved.

C. Specific Actions Prohibited:

1. Gratuities. It shall be a breach of ethical standards for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision influencing the content of any specification, procurement standard or contract award. Prohibited actions include:
2. Kickbacks. It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor to the prime contractor or any person associated therewith, as an inducement for the award of a subcontract or order.
3. Contingent Fees. It shall be a breach of ethical standards for a person to be retained, or to retain a person, to solicit or secure a town purchase award upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business.
4. Contemporary Employment. Except as may otherwise be permitted by town Ordinance it shall be a breach of ethical standards for any employee who is participating directly or indirectly in the purchasing process to become or be, while such an employee, the employee of any person or business contracting with the town.

**CHAPTER VI – PURCHASING POLICY (Cont'd)**

**SECTION X            ETHICS IN PUBLIC PURCHASING (Cont'd.)**

5.    Misuse of Confidential Information. It shall be a breach of ethical standards for any employee or former employee knowingly to use information of a confidential nature for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.
- D. Supplemental Remedies. In addition to existing remedies which may be promulgated in the town administrative code or other official policy, an employee who knowingly breaches ethical standards during a public purchasing transaction may be subject to any one or more of the following (in accordance with relevant provisions of any applicable collective bargaining agreement):
1.    oral or written warnings or reprimands;
  2.    suspension with or without pay for specified periods of time; and
  3.    termination of employment.

*~~End of Chapter~~*

**Londonderry Town Council Meeting  
Monday, February 2, 2026, 7:00 p.m.  
Moose Hill Council Chambers**

**Meeting Link:** <https://www.youtube.com/live/Fv6v2euLJwE?si=DzQufniLpkuVYyYV>

**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; Deputy Town Manager Kellie Caron; Administrative Services Director Kirsten Hildonen; DPW Director Dave Wholley

**A. CALL TO ORDER**

Chair Dunn called the meeting to order at 7 p.m. and led the Pledge of Allegiance.

**B. PUBLIC COMMENT**

Chair Dunn opened public comment.

**Name:** Richard Belinsky

**Address:** 89 Hall Road

Mr. Belinsky repeated questions asked at earlier meetings. He questioned why Town employees are entering the Library during the current closure due to the recent leak and the presence of mold, and recommended action to be taken.

**Marge Badois, Conservation Commission Chair,** announced the Musquash Field Day will be held on February 14th from 10 to 2.

**Donna Plant, Assistant Library Director,** thanked the Town and the community for their support during the past week.

**Name:** Ann Chiampa

**Address:** 28 Wedgewood

Ms. Chiampa shared historical information on the Potter House. She asked about funds that were intended to reconstruct it and not spent.

**Name:** Alan Roy

**Address:** Trolley Car Lane

Mr. Roy announced he will be running for Town Council.

**Name:** Jan McLaughlin

**Address:** Rainbow Drive

Ms. McLaughlin spoke to the need to resolve the problem in the Library. She asked that the

47 wood from the Potter House be used for Londonderry projects.

48

49 **Name:** Kristine Perez

50 **Address:** 5 Wesley Drive

51 Ms. Perez asked questions resulting from the recent water system presentation.

52

53 Chair Dunn closed public comment.

54

55 Chair Dunn announced that additional topics have been added to the Agenda.

56

57 **C. LEACH LIBRARY**

58 Mr. Mulholland explained the planned phased approach to address the mold issue, reoccupy  
59 the building, and put measures into place to permanently resolve the problem.

60

61 The Council discussed how the work will be funded. They agreed to meet with the Library  
62 Trustees at the February 5th Trustee meeting to discuss how to move forward.

63

64 Library Board of Trustees Chair Liz Thomas expressed concern about the time this work will  
65 take and the effect it will have on Library employees.

66

67 **D. PAVING CONDITION INDEX (PCI)**

68 DPW Director Dave Wholley and Deputy Director James Danis spoke to the need for a Paving  
69 Condition Index as part of developing a formalized road program. Mr. Danis reviewed the  
70 benefits of having a PCI and how it would be utilized. An RFP was published to complete a  
71 PCI and a consultant selected. Mr. Danis reviewed the steps involved and the timeline to  
72 complete the project.

73

74 **E. BOARD APPOINTMENTS AND REAPPOINTMENTS**

75 None

76

77 **F. PUBLIC HEARINGS**

78

79 **1. Receive public input, discuss and act upon a proposed amendment to the Purchasing**  
80 **Policy.**

81

82 *Vice Chair Faber moved to open the public hearing. Seconded by Councilor Combes.*  
83 *Motion carried 5-0-0. Chair votes in the affirmative.*

84

85 Chair Dunn asked for public comment.

86

87 **Name:** Joseph Gagnon

88 **Address:** 219 Winding Pond Road

89 Mr. Gagnon spoke in support of the Council's involvement in approving long-term  
90 contracts and expenditures over \$15,000.

91

92 *Vice Chair Faber moved to close the public hearing. Seconded by Councilor Combes.*

93 *Motion carried 5-0-0. Chair votes in the affirmative.*  
94

95 Mr. Mulholland noted the proposed policy resolves some issues with the current policy,  
96 but more issues remain. Staff has not had time to test the proposed policy. He  
97 recommended taking time to review and test the proposed policy before approval.  
98

99 Councilor Bouchard expressed concern about legal costs involved in amending this policy  
100 and the need for the entire Council to be informed about discussions with counsel, which  
101 the Council discussed. He asked that all Council members be copied on emails with  
102 counsel regarding the purchasing policy.  
103

104 Councilor Bouchard invoked councilor privilege to have time to research this. This topic  
105 will be addressed at the next regular Council meeting.  
106

107 **G. NEW BUSINESS**

108 **1. Discuss and act upon the Londonderry Historical Society's request for Potter House**  
109 **wood**

110 Ms. Hildonen and Linda Green, president of the Londonderry Historical Society, offered  
111 background information on the donation of the Potter House to the Historical Society.  
112 Ms. Hildonen reviewed the status of the \$150,000 appropriated via warrant articles to  
113 disassemble, relocate, and reconstruct the house, and what work was done towards this  
114 goal. The beams are currently stored on the Historical Society property. Ms. Hildonen  
115 explained the request to instruct the Town Manager's office to research legal options for  
116 deciding what can be done with the beams and foundation.  
117

118 Ms. Green explained the Historical Society would like something to be done with the  
119 beams, whether this is done by the Town or the Historical Society, noting the amount of  
120 work that would be needed to do so.  
121

122 The Council agreed the Town Manager's office should move forward with obtaining a  
123 legal opinion on this. They asked that the beams be inspected to determine their condition  
124 and Ms. Green agreed to have this done.  
125

126 **2. Discuss and approve an expenditure from the Expendable Maintenance Trust Fund**  
127 **for winter maintenance.**

128 Director Wholley presented a request for funding to provide snow plowing for municipal  
129 facilities.  
130

131 *Councilor Bouchard moved that the Londonderry Town Council hereby approves*  
132 *Order 2026-03 and directs the Trustees of the Trust Fund to disburse \$18,000 from the*  
133 *Expendable Maintenance Trust Fund for winter maintenance of Town facilities.*  
134 *Seconded by Councilor Paul. Motion carried 5-0-0. Chair votes in the affirmative.*  
135

136 **3. Discuss motion for reconsideration to rezone Map 12 Lot 68 (2 Litchfield Road).**

137 Ms. Caron presented background on this motion for a rehearing. Mr. Mulholland  
138 reviewed the arguments made in support of this motion.

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*Councilor Bouchard moved that the Town Council deny the Motion for Rehearing regarding Ordinance 2025-10, amending the Zoning Ordinance to rezone 2 Litchfield Road (Map 12, Lot 068) from C-III with Historic District Overlay to AR-1. Seconded by Councilor Paul. Motion carried 3-2-0. Chair votes in the affirmative.*

**4. Discuss alternate funding mechanisms for infrastructure.**

Mr. Mulholland reviewed a white paper created by his office on the Town's options to fund infrastructure improvements, listing the pros and cons of each. It is up to the Council to provide direction on next steps.

**5. Discuss and determine next steps regarding the selection of Legal Counsel for the Town.**

Mr. Mulholland explained information was compiled at the request of Councilor Paul regarding selecting new legal counsel for the Town. The Council discussed the benefits and drawbacks of changing counsel, expressing concern that costs will be higher with other firms and the same expertise might not be available.

*Councilor Bouchard moved that the Town Council directs the Town Manager to issue the Request for Qualifications (RFQ) to solicit a law firm to serve the Town of Londonderry and coordinate the process.*

*Discussion:* The Council asked for clarification of the RFQ process, which Mr. Mulholland provided. They expressed concern that this process will be time-consuming and that other firms will not be able to provide the same service as the current firm. They questioned why an RFQ process has been proposed.

*Seconded by Councilor Paul. Motion carried 5-0-0. Chair votes in the affirmative.*

**H. OLD BUSINESS**

None

**I. APPROVAL OF CONSENT ITEMS**

- 1. Town Council meeting minutes from January 9, 2026**
- 2. Sewer Warrant**
- 3. Pavement Condition Index Study**

*Councilor Bouchard moved to approve the Consent items. Seconded by Councilor Paul. Motion carried 5-0-0. Chair votes in the affirmative.*

**J. OTHER BUSINESS**

**1. Liaison Reports**

Councilor Combes reported on a recent meeting with the airport director, who plans to offer a presentation to the Council in an upcoming meeting. Councilor Combes will be attending the Old Home Day Committee meeting on February 5th.

185 Chair Dunn reported on the water presentation made by the Utilities Committee in  
186 coordination with Town Staff, noting it was very well received.

187  
188 Councilor Bouchard commended Town and Library Staff on working together to provide  
189 Library services while the Library is closed.

190  
191 Vice Chair Faber commended Chair Dunn on his work on the water presentation, and the  
192 work being done to provide clean, affordable water to residents.

193  
194 Councilor Paul reported on events she attended during the week and mentioned the  
195 upcoming Deliberative Sessions.

196  
197 Ms. Hildonen reported the next public input session on the Strategic Plan is March 19th  
198 at 6:30 p.m.

199

200 **2. Town Manager Report**

201 Mr. Mulholland noted the Council needed to extend the interim purchasing limits until the  
202 purchasing policy is approved.

203  
204 *Councilor Bouchard moved to continue the current purchasing policy. Seconded by*  
205 *Councilor Combes. Motion carried 5-0-0. Chair votes in the affirmative.*

206  
207 Mr. Mulholland requested funding for MRI to conduct an internal investigation.

208  
209 *Councilor Bouchard moved to approve funding for MRI to conduct an internal*  
210 *investigation. Seconded by Councilor Combes. Motion carried 5-0-0. Chair votes in the*  
211 *affirmative.*

212  
213 Mr. Mulholland requested an expenditure of \$600 for software to evaluate the Town  
214 Manager's performance.

215  
216 *Councilor Bouchard moved to approve \$600 for software to evaluate the Town*  
217 *Manager's performance. Seconded by Councilor Combes. Motion carried 5-0-0. Chair*  
218 *votes in the affirmative.*

219  
220 Mr. Mulholland presented a multi-year contract through 2030 for consulting from  
221 Whitney Consulting Group, the Town's assessor.

222  
223 *Councilor Combes moved to approve the contract with Whitney Consulting Group.*  
224 *Seconded by Councilor Bouchard. Motion carried 5-0-0. Chair votes in the affirmative.*

225  
226 Mr. Mulholland asked that a motion be made at the Deliberative Session to add \$250,000  
227 from the Unassigned Fund Balance to the Expendable Trust Fund to address the mold  
228 issues at the Library. Councilor Bouchard agreed to do this. Mr. Mulholland will share  
229 information on the mid-course corrections that will be made to the budget to help fund  
230 this work.

231  
232 Ms. Hildonen requested Council approval for a one-year contract with CrisisGo Safety  
233 iResponse at an annual cost of \$1,695.75 and one-time set up cost of no more than \$1,880  
234 for silent alarms.

235  
236 *Councilor Bouchard moved to approve this contract. Seconded by Councilor Combes.*  
237 *Motion carried 5-0-0. Chair votes in the affirmative.*  
238

239 **3. Deputy Town Manager Report**

240 Ms. Caron reported the draft Master Plan is available for review and comment through the  
241 end of February 2026. There will be a presentation for the Planning Board at their  
242 February 4th meeting and a formal public hearing at the March 4th meeting.

243  
244 The final Planning Board work session on the PUD ordinance will be held on February  
245 11th, with a public hearing to follow. Tentatively, it will be presented to the Council for a  
246 first reading in March.

247  
248 **K. PUBLIC COMMENT**

249 Chair Dunn opened public comment.

250  
251 **Name:** Richard Belinsky  
252 **Address:** 89 Hall Road  
253 Mr. Belinsky spoke to the benefits of changing legal counsel and to the mold issues in the  
254 Library.

255  
256 Chair Dunn closed public comment.

257  
258 **L. NON-PUBLIC SESSION**

259 A non-public hearing was scheduled under RSA 91-A:3, II(b), regarding the hiring of any  
260 person as a public employee.

261  
262 *The Council conducted a roll call vote to enter non-public session: Combes - aye, Faber -*  
263 *aye, Dunn - aye, Bouchard - aye, Paul - aye.*

264  
265 The cameras were turned off at 9:35 p.m.

266  
267 **M. MEETING SCHEDULE**

- 268 • February 7, 2026, Londonderry High School Cafeteria, 9 a.m. - Deliberative Session
- 269 • February 17, 2026, Moose Hill Council Chambers, 7 p.m.
- 270 • March 2, 2026, Moose Hill Council Chambers, 7 p.m.

271  
272 **N. ADJOURNMENT**

273  
274 The meeting was adjourned.

275  
276 *Minutes prepared by Beth Haggeli*

December 17, 2025

*Consultant Proposal for Town of Londonderry  
New Hampshire Public Works Department*

# Pavement Condition Index (PCI)

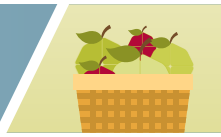
*Prepared for:*

Town of Londonderry

*Prepared by:*

**Kimley»Horn**





# Table of Contents

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**Consultant Proposal** *Consultant Cost Proposal has been submitted separately per the RFP instructions.*

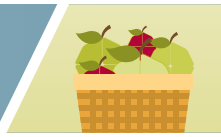
1. Letter of Interest.....	1-1
2. CONSULTANT Knowledge and Experience.....	2-1
3. CONSULTANT Project Approach.....	3-1
4. CONSULTANT Schedule .....	4-1
5. Overall Project Team .....	5-1
6. Financial and Insurance Resources .....	6-1
7. Conflict of Interest.....	7-1
8. References .....	8-1
Appendix.....	A-1
<i>Resumes</i> .....	<i>A-1</i>

SECTION

**1**

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**Letter of Interest**



# 1. Letter of Interest

**Donna Limoli**  
**Town of Londonderry**  
Attn: Finance Department Purchasing Agent  
268 B Mammoth Road  
Londonderry, NH 03053

**Kimley-Horn and Associates, Inc.**  
271 Waverley Oaks Road  
Suite 302  
Waltham, MA 02452

**RE: Town of Londonderry New Hampshire Public Works Department  
Request for Proposals (RFP) – Pavement Condition Index Reporting**

December 17, 2025

Members of the Selection Committee:

**Kimley-Horn** is pleased to submit our consultant proposal to provide consulting and engineering services related to the Town of Londonderry’s update of the PCI. With decades of experience serving municipalities across New Hampshire and the nation, we bring a proven team, a thoughtful approach, and a deep understanding of the unique challenges faced by communities like the Town of Londonderry. As you review our qualifications, please consider the following strengths we bring to this project:



**Our People and Unique Approach:** Our pavement management team is led by licensed professional engineers with advanced degrees in pavement and materials research who have spent their careers supporting municipal pavement management programs. The PM is a former City Engineer who lives one mile from the Londonderry town line and understands the realities of public works operations. **More than an exercise in data visualization, we focus on engineering pavement solutions that are grounded in practical implementation, while partnering with our clients to educate, inform, and support the improvement and funding of their pavement networks. Our team includes experts in pavement design, GIS, and asset management, all committed to delivering a seamless and valuable experience to improve roadway conditions and maximize the return on investment for your residents.**



**Exceptional Data Integrity:** We bring the leading-edge pavement data collection technology that provides downward facing cameras and laser-based imaging for exceptional accuracy and repeatability. This technology creates 3D profiles of road surfaces better suited to pick up rutting, raveling, and crack characteristics, as well as limit the impact of lighting and shadowing. This approach, compared to other LiDAR-based systems for PCI collection, most closely mirrors a manually collected ASTM D-6433 ground survey. It can simultaneously collect imagery for asset location and extraction. We have collected more than 15,000 miles of pavement data with our data collection partner, ICC, and have a robust quality review process ready to go. **This approach to high-quality data collection for your baseline survey means building your program on a strong foundation with better data and the need for less frequent data collection updates.**



**DRIVE Technology Solution:** Our prioritization recommendations are powered by DRIVE, our intuitive, web-based pavement management platform. DRIVE provides real-time access to network health, pavement condition data, and capital planning tools during project development with an option for town access. Its **cost-benefit value (CBV) prioritization model ensures that every dollar spent delivers the greatest possible impact**, customized to Londonderry’s treatment options and local construction costs.

By choosing Kimley-Horn, you can trust our high standards to provide transparent, accurate, and actionable PCI reports that help the Town of Londonderry make informed decisions for maintaining and improving your infrastructure. If you have any questions, **please contact me at [todd.connors@kimley-horn.com](mailto:todd.connors@kimley-horn.com) or 617.858.8512.**

Sincerely,

**Kimley-Horn and Associates, Inc.**

**Todd Connors, PE**  
Project/Client Manager & Primary Contact

**Kathy Keegan, PE\***  
Vice President, QC/QA Manager

*\*Authorized to sign on behalf of firm*

SECTION

# 2

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## **CONSULTANT Knowledge and Experience**



## 2. CONSULTANT Knowledge and Experience

### Kimley-Horn

Our Waltham, MA office is home to a team of engineers and planners who have experience partnering with municipalities across New England and the nation. **Kimley-Horn** specializes in delivering context-sensitive, forward-thinking solutions that support practical implementation. Our local pavement management group is especially proud of its work supporting cities and towns with empirical strategies that extend pavement life, optimize budgets, and improve roadway safety and performance. Kimley-Horn has all the required experience to complete this project in our local office using a trusted partner for data collection—allowing us to be nimble with responsiveness, schedule, and cost.

**We understand that effective pavement management requires more than just technical know-how—it demands collaboration, creativity, transparency, and an understanding of community priorities. That’s why we work closely with municipal staff, community stakeholders, and multidisciplinary teams to ensure every recommendation is tailored, actionable, and aligned with your long-term goals.**

At Kimley-Horn, our culture is built on people, performance, and purpose—values that align closely with the mission of public service. We are known for our responsive, collaborative approach and for building strong, lasting partnerships with local governments across the country.

This commitment to excellence has earned us national recognition, including a #22 ranking on *Fortune’s* “100 Best Companies to Work For” in 2025, and a #8 ranking on *Engineering News-Record’s* “Top 500 Design Firms”—a reflection of our technical strength and consistent delivery on complex, community-focused projects. We bring this same level of dedication to every pavement management engagement helping municipalities make informed, cost-effective decisions that protect infrastructure investments and serve the public good.

### ICC-IMS



Kimley-Horn is proud to partner with International Cybernetics Company, LP (ICC) and IMS Infrastructure Management Services (IMS) on this pavement management project, leveraging their extensive expertise and innovative solutions to deliver exceptional results. ICC and IMS joined forces in 2022 to revolutionize pavement management and infrastructure solutions. This merger combines decades of expertise in consulting services, data collection, equipment manufacturing, and software development to meet any pavement-related challenges agencies may face. Their team offers practical

solutions that make positive impacts, from advancing pavement management programs to securing increased infrastructure funding. Over the past five years, they have invested \$5 million in enhancing their Unify™ software suite, solidifying their position as an industry leader in integrated, end-to-end data collection, processing, and visualization tools. ICC offers services including automated and semi-automated pavement condition assessments, non-destructive pavement testing, pavement management system implementation and training, and ROW asset inventory development using advanced technologies. Their team of professional engineers and pavement management specialists meet all state and industry requirements, maintaining rigorous equipment and operator certifications to ensure the highest accuracy, reliability, and compliance.

### Our Experience

Kimley-Horn has collaborated on complex pavement and asset management programs and technical investigations throughout the country—experiences that allow us to uniquely serve the Town using the local resources and familiarity provided by our project manager, **Todd Connors, PE**. Our team is well-versed in a wide range of data collection techniques and pavement management software, and it is true, PCI ratings based on measurable data and calculated using the ASTM standard are an excellent choice for your baseline survey. Our expertise allows us to support the Town in completing an accurate pavement condition index (PCI) report, identifying short- and long-term budget needs, preparing cost estimates, recommending a capital improvement plan, and providing valuable pavement management expertise as the Town progresses through this plan.

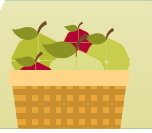
The core project team of Todd Connors, Kathy Keegan, and Chris Jacques are all licensed professional engineers with a combined 70 years of experience in public works, roadway design, and pavement management. One important aspect of our experience sets us apart from other teams; our commitment to a practical solution. Implementation is when most studies or programs falter, and that is exactly when our public works experiences shine.

Beyond technical expertise, we also bring a strong understanding of local treatment practices, contractor capabilities, and regional construction costs. This insight allows us to develop accurate cost estimates and budget scenarios that reflect real-world conditions, ensuring your plan is not only strategic, but also implementable.

### DRIVE™ Software Deployment

To support this effort, Kimley-Horn will deploy our branded **DRIVE** (Database for Roadway Inventory, Visualization, and Evaluation) software. **DRIVE was developed specifically by pavement engineers to meet the needs of municipalities**

## Pavement Condition Index (PCI) Reporting



managing networks under 500 miles—bridging the gap between technical analysis and real-world project planning.

**What Makes DRIVE Unique?** DRIVE is a decision-support tool that prioritizes pavement investments using a structured, cost-benefit evaluation framework. Unlike traditional approaches, DRIVE integrates multiple prioritization factors to help the Town make the most effective use of limited resources while maintaining long-term network performance. Key **prioritization factors** include:

- **Pavement Condition.** Segments are ranked based on current condition and rate of deterioration, ensuring timely intervention before more costly treatments are required.
- **Traffic Volume and Roadway Importance.** Higher-volume and higher-priority roads—such as major collectors and arterials—are weighted more heavily to reflect their greater impact on mobility and safety.
- **Cost-Effectiveness of Treatment Timing.** DRIVE identifies the optimal window for applying maintenance or rehabilitation, maximizing return on investment and minimizing lifecycle costs.
- **Consequences of Deferral.** The tool considers the long-term implications of delaying treatment, helping the Town avoid accelerated deterioration and higher future costs.
- **Budget-Constrained Optimization.** DRIVE recommends funding the most beneficial projects first, continuing until the available budget is fully allocated—ensuring that every dollar spent delivers the greatest possible value.

By combining these factors, DRIVE enables the Town to make data-informed, transparent, and defensible decisions about **which roads to treat now and which can be deferred without compromising overall network health.**

The DRIVE dashboard is a user-friendly, web-based interface that provides a snapshot of pavement conditions, planned construction, and key statistics. DRIVE also allows for the inclusion of other available infrastructure data—such as sidewalk conditions, ADA ramps, and utility coordination—to support a holistic capital improvement planning process.

Below, we’ve highlighted key projects that demonstrate our ability to deliver pavement management solutions that are **effective, efficient, and community-focused**—both locally and nationwide. A common theme is that pavement management works to reduce lifecycle costs with proper maintenance treatments applied at the right time. This practice tends to expand the number of miles treated on an annual basis and bolsters the case for increased funding.

### Project Examples

#### CITY OF MANCHESTER, PAVEMENT AND SIDEWALK ASSESSMENT, MANCHESTER, NH

**PROJECT TEAM:** Chris Jacques, Todd Connors, Kathy Keegan

Kimley-Horn prepared an ASTM D6433 PCI assessment and implemented a pavement management program for the 420-mile roadway network that they continue to update and manage annually. Maintenance recommendations include traditional and preservation treatments such as crack sealing, chip seals, microsurfacing, overlays, reclamation, and reconstruction.

Project approach, reporting, and presentation helped build support for the program amongst policy makers as well as residents and municipal staff. Consideration of reduced lifecycle costs changed the context of capital planning away from a “worst-first” approach.

**GIS:** ESRI-based GIS (maintained by the City and augmented by project). The Town has a robust GIS system and required seamless integration.

**Data Collection Technology:** LCMS (Downward-Facing Cameras and Lasers) with 360° Cameras – baseline conditions collected to ASTM standard and asset extraction (approximately 20 asset classes). After five years, data was collected using forward-facing camera technology and on shorter intervals. We expect to move back to LCMS2 to get a solid baseline ASTM update.

**Software Tool/Data Integration:** Kimley-Horn’s DRIVE pavement management software was implemented. Data were also integrated with the City’s Maximo - asset management/work order management tool.

**Program Impact to Client:** Upon implementation of the program, the budget analyses results were presented to the Board and, after educating the Board on PCI and future condition projections, the Board **doubled the funding for the resurfacing budget for each of the last two program cycles.** The City’s PCI has improved by 10 points since implementing the Kimley-Horn approach.

The Program has expanded to include a condition assessment and CIP recommendation for the Town’s 250-mile sidewalk network. Successful collaboration has led to various projects including downtown sidewalk assessments and evaluations for the parking lots for 21 public schools.

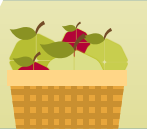
*“Kimley-Horn’s DRIVE tool provides us with a sleek and innovative user-interface with ample engineering horsepower to generate a cost-effective pavement plan. DRIVE’s project planner tool exceeded our expectations and is a game-changer for us!”*

*-Owen Friend-Gray, Deputy DPW Director, City of Manchester*

#### TOWN OF SUDBURY, PAVEMENT MANAGEMENT PROGRAM, SUDBURY, MA

**PROJECT TEAM:** Chris Jacques, Todd Connors, Kathy Keegan, Joe Fabrizio

## Pavement Condition Index (PCI) Reporting



Kimley-Horn performed a PCI update for the Town's 140-mile roadway network in 2021 and again in late 2023 with pavement engineers performing a manual QC/QA validation of the distress data collected using forward-facing cameras to verify that the initial data quality was accurate.

Utilizing the condition data and discussions with the Town regarding a treatment library tailored to their experiences, Kimley-Horn prepared several budget scenarios to analyze the budget impact of roadway conditions.

**GIS:** ESRI-based GIS (maintained by Town)

**Data Collection Technology:** Video-based data collection, forward-facing cameras supplemented by manual rating to achieve ASTM D6433 standard

**Software Tool/Data Integration:** Kimley-Horn's DRIVE pavement management software was implemented.

**Program Impact to Client:** A Deterioration Analysis was completed after the second cycle of data collection to compare the two datasets and identify any outliers or significant changes to both **check the model and address streets with accelerated deterioration characteristics**. This provided the Town data to support observations and ultimately a request for additional roadway resurfacing dollars.

### MASSPORT, ROADWAY PAVEMENT MANAGEMENT PROGRAM UPDATES AT BOSTON LOGAN INTERNATIONAL AIRPORT, BOSTON, MA

**PROJECT TEAM:** Chris Jacques, Kathy Keegan, Joe Fabrizio

This project generally included implementation of a pavement management program for select roadways within the Boston Logan International Airport network, including terminal and non-AOA roadways. Relative conditions were determined for each roadway segment to establish a prioritized roadway rehabilitation plan.

**GIS:** ESRI-based GIS (maintained by client)

**Data Collection Technology:** Video-based data collection – artificial intelligence interpretation of the imagery with LiDAR scanning and windshield analysis to document typical distress types and severities for baseline conditions collected to ASTM standard

**Software Tool/Data Integration:** Excel-based results and PAVER (Federal Aviation Administration) software tool for analysis since this is the same tool used for their airside pavements.

**Program Impact to Client:** Massport was looking for a low-cost solution to provide relative conditions of their roadway network. Based on traffic, manual collection (walking) was not feasible, so forward-facing cameras were used. True PCI was not collected, but relative condition enabled Massport to quickly validate assumptions for their five-year capital improvement plan.

### RHODE ISLAND AIRPORT CORPORATION (RIAC), STATEWIDE AIRPORT PAVEMENT MANAGEMENT PROGRAM, STATEWIDE, RI

**PROJECT TEAM:** Kathy Keegan, Chris Jacques

Kimley-Horn implemented a statewide airport pavement management program (APMP) that included each of RIAC's six airports including both airside and landside pavements. The pavement networks were developed from scratch in GIS including creating segments and incorporating decades of construction history. Recommendations were developed that included schedule, cost, and specific pavement rehabilitation needs all documented in report format.

**GIS:** ESRI-based GIS were developed by Kimley-Horn.

**Data Collection Technology:** Manual data collection to ASTM D6433 standard

**Software Tool/Data Integration:** Data analysis was completed using the Federal Aviation Administration's PAVER tool, which is required for aviation pavement. Kimley-Horn developed an ESRI GIS Web-Based interface that allowed easy access for data visualization.

**Program Impact to Client:** Since this was an initial implementation, the client received GIS maps to integrate in future rehabilitation projects. RIAC also began to systematically repair their pavement, when previously they did not have the data to support funding a program.

### CITY OF LAWRENCEVILLE, PAVEMENT MANAGEMENT, LAWRENCEVILLE, GA

**PROJECT TEAM:** Chris Jacques, Kathy Keegan

The City of Lawrenceville, GA is home to approximately 30,000 residents and maintains a roadway network of 100 centerline miles. Kimley-Horn was successful in implementing a pavement management and roadway asset management program that helped them prioritize roadway needs in a cost-effective manner.

**GIS:** ESRI-based GIS (maintained by City)

**Data Collection Technology:** Video-based data collection was completed with forward-facing images to meet the needs of the client.

**Software Tool/Data Integration:** DRIVE – pavement management software

**Program Impact to Client:** The City was able to understand network-wide conditions and appropriately plan construction activities for the next several years.

*"The DRIVE tool is a living pavement management plan. If our priorities or budget shift from year to year, we have the ability to adjust on the fly to still meet our goals. Kimley-Horn delivered exactly what we envisioned and needed to support our pavement plan."*

*-Jim Wright, former City Engineer for the City of Lawrenceville*

SECTION

**3**

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**CONSULTANT  
Project Approach**



### 3. CONSULTANT Project Approach

**Kimley-Horn's** approach to pavement management is rooted in a commitment to data quality and actionable insights. Every step—from data collection to analysis to final recommendations—is carefully validated to ensure the Town receives a reliable, defensible, and cost-effective pavement management program. **Our pavement management projects are led by pavement engineers and include GIS integration for data management and impactful data visualization.**

#### Project Initiation

Our team has consistently demonstrated the ability to set clear project plans, methodology, and timelines that align with our clients' needs. During project initiation, we will facilitate a kickoff meeting to finalize the proposed approach, confirming expectations for communication, schedule, and deliverables. Reviewing initial steps with you will ensure smooth execution.

We will provide a detailed review of data collection methods, equipment, and analytic strategies. Subsequent meetings will help us customize the analysis to the Town, specifically: exploring viable pavement treatment options customized to your specific roadway conditions; understanding budgets; and defining condition improvement goals for your roadway network. This important step will inform the analytic portion of the project where cost-benefit values, budget scenarios, and work plans are completed.

#### GIS Integration

Prior to beginning data collection, Kimley-Horn will work with the Town to validate an inventory of the 192-mile roadway network. Inventory data related to roadway surface type, segmentation limits (to/from streets), lane widths, and work history will be compiled. This process will result in a GIS shapefile with linear segmentation as provided by the Town and is a necessary input for our data collection vendor. We use GIS as our base tool for data collection and management, as it allows easy integration with the resultant pavement data as well as with many commercial-off-the-shelf asset and work order management systems commonly used by our clients. Using the existing GIS files from the Town, we can validate the data and prepare for data collection. We will deliver a GIS product with updated pavement data that is compatible with the Town's OpenGov asset management system. On a similar project for the City of Manchester, for example, we provided a Maximo-compatible GIS product that easily integrated with their asset management/work order system.

#### Data Collection, Processing, and Quality Review

Kimley-Horn has implemented many data collection solutions for various projects. Our goal is to understand our clients' objectives and provide a solution that meets their needs and is within their budget expectations. Based on our understanding of your needs, we recommend the use of Laser Crack Measurement System (LCMS2) technology. This technology will provide Pavement Condition Index (PCI) data in accordance with ASTM D6433. Our vendor is ICC, and we have partnered extensively with them on pavement management

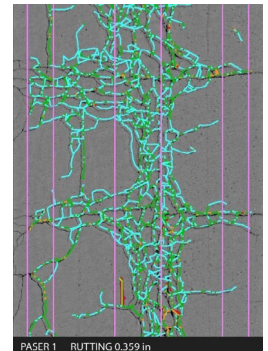
projects having **successfully executed more than 35 projects together throughout the past five years.**

ICC's IrisPRO vehicle includes an inertial profiler to measure smoothness (ride quality); LCMS2 (provided by manufacturer Pavemetrics) for pavement distress that includes downward facing cameras and lasers that measure 3D distress required by ASTM such as rutting as well as widths and depths of cracks; and a digital imaging system (Ladybug5+ 360 degree high-resolution roof mounted camera) for use in asset extraction. LCMS2 is used by DOT's for submitting data to the federal Highway Performance Monitoring System (HMPS) to secure federal funding and so repeatability and accuracy are required.

We believe the LCMS2 and Ladybug5+ approach will provide you with high quality pavement distress and PCI data that will generate accurate capital improvement plans. **This accurate baseline can allow for less frequent data collection intervals.** The use of forward-facing cameras only, rather than downward-facing, even in combination with LiDAR, means that true ASTM D6433 distress cannot be collected as 3D distress types aren't visible. While vendors who complete their surveys using forward-facing cameras will often use the term 'PCI', this may not accurately represent the resultant condition rating. ASTM is a standardized rating. For example, a road with a PCI rating of 70 in Londonderry, should be equivalent in condition to a PCI of 70 in Manchester. **Kimley-Horn prefers a standardized and non-proprietary approach.**

Shadows and lighting can also have dramatic impacts on the resultant data from these approaches. The LCMS2 mitigates this by using laser illumination and can collect data in daytime or nighttime. Less accurate data necessitates more frequent data collection.

ICC will process the data. While much of this is automated, such as the detection of cracks and rutting (see photo), there is a manual review process that provides further quality checks.



Kimley-Horn will focus on quality pavement distress data which is why **our project teams include pavement engineers with a deep understanding of distress types, causes, and repair treatments.** Members of our team have been doing PCI surveys using ASTM D-6433 for a combined 40+ years and are uniquely qualified to provide quality review of the data. We both walk and drive the pavement, separate from the ICC collection, to survey up to 20% of the data to confirm the results. Because of the resultant high data quality, this reduces the driving and review needed when developing the Capital Improvement Plan. Our extensive partnership with ICC will allow us to employ a QA/QC approach that has been refined through many projects using the same collection system, giving this collection a headstart to ensuring confidence in accuracy of the PCI results.

As there is no ASTM standard for developing a PCI rating for gravel road segments, we will apply our firm's experience on past projects to develop a methodology using the Pavement Surface Evaluation and Rating (PASER) system developed by the University of Wisconsin. This will be adjusted to a 100-point scale and used to rank gravel sections. We will work with the Town on a prioritization strategy that



will consider condition, traffic volume, cost, environmental concerns, safety, and overall practicality.

## **Budget Analysis and Capital Plan Recommendations**

Kimley-Horn has used many pavement management softwares over the years and have listened to municipal clients regarding desired elements within an effective asset management software. This has inspired Kimley-Horn to create the DRIVE tool. The user-friendly dashboard, inventory management, treatment library flexibility, budgeting capabilities, and prioritization methodology within this software will be leveraged to prepare detailed analysis of the pavement condition data.

Upon confirmation of the pavement condition data, Kimley-Horn will coordinate and facilitate a workshop meeting with the Town to discuss and finalize the treatment library and typical budget expectations for use in budget analyses and capital planning. Selection of Town-specific treatment types, costs, and related information will help tailor the resultant rehabilitation plan to Town needs. Analysis of the data will be done within the DRIVE tool, but the data can be delivered in GIS or other simpler tools such as Excel.

Pavement performance models will be used to consider pavement conditions, surface type, functional classification, and past work history. These are implemented in DRIVE and used in budget scenarios and to develop capital plans.

The robust cost-benefit value (CBV) analysis in our DRIVE software will be used to initially prioritize the pavement repair needs and is based on the current condition of the asset, unit cost and life extension for the selected treatment, and AADT/ functional class. The objective of the capital plan development is to optimize the timing of improvements to maximize the life of a roadway for the best benefit. The CBV analysis, will yield the “raw” pavement repair work plan. We will make initial budget recommendations based on these needs and discuss the annual budget with the Town. We will then run multiple budget scenarios that show the impact of increasing or decreasing funding on the Town’s overall network PCI. Once a budget is finalized, Kimley-Horn will then build a practical plan from the basis of the output in DRIVE. This may include adjusting treatment types and timing to provide a plan that is efficient, logical, and meets the overall needs of the Town.

Kimley-Horn takes a comprehensive approach to capital plan development and ultimately develops a plan that considers appropriate timing/phasing, proximity to other projects, existing Town priorities, and other factors. Condition values are, of course, an important factor but Kimley-Horn’s capital plan recommendations will consider more than just segments below a threshold value. To these ends, the process can be described as iterative as the weight of the above factors are applied across varying budget scenarios and treatment allocations.

## **Reporting**

Upon completion of the project, Kimley-Horn will prepare and submit a Final Project Report for review and approval by the Town. This report will serve as a formal record of the project’s scope, methodology, findings and recommendations. Our report is detailed, with graphical elements such as maps, charts, tables, and infographics to illustrate

key data and findings structured to support informed decision-making by municipal staff and leadership.

We will also be prepared to assist the Town in presenting the results of the PCI report and impacts of funding decisions to the Town Council and Town Manager. We have extensive experience with this in many municipalities including neighboring Manchester.

## **Proposal Alternate #1: Road Management Software System**

Kimley-Horn’s DRIVE software will be used by our analysis team for the project and so will already be fully configured with specific data collected as well as the Town’s existing GIS data. Under this alternative, access will be provided directly to town authorized users and supported with the necessary licenses and training.

Kimley-Horn has used many pavement management software tools to serve clients including: PAVER, Cartegraph, GIS, Streetsaver, and the original New Hampshire’s RSMS to name a few. Over time, it was clear that many of these tools either did not adequately or cost-effectively serve municipalities with less than 500 miles. Kimley-Horn developed DRIVE to manage and visualize pavement condition data along with other assets such as sidewalks, curbs, and curb ramps that may be included in the roadway resurfacing program. Information about DRIVE is publicly available here: <https://www.kimley-horn.com/solutions/asset-management/drive/>, but there are three important components to highlight:

- 1. DRIVE Dashboard:** The dashboard allows a quick snapshot of the Town’s pavement condition, resurfacing plan, and pavement data statistics. This piece can be used by anyone without training.
- 2. Treatment Toolbox with Costs:** This customizable tool will be tailored to Town-specific treatments and costs.
- 3. Project Planner:** Utilizing Kimley-Horn’s CBV approach, this tool allows for dynamic project selection as the plan is executed over time. Data can be transferred to the Work History module and products such as GIS or Open Gov.

## **Proposal Alternate #2: Additional Asset Data Extraction**

The IrisPRO data collection approach allows for asset data to be collected without extraction during the initial project phases. This alternative contemplates the geolocation of various roadway elements such as curb, sidewalk, ramps, pavement markings, drain/sewer structures, water valves/hydrants, and signs. Essentially, anything that can be captured in the LadyBug5+ camera can be inventoried. These features will be identified and processed in a manner that allows importation into the existing Town GIS and Open Gov systems.



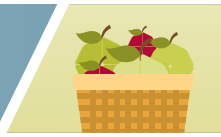
Figure: Examples of assets collected by ICC and the resultant GIS display

SECTION

**4**

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**CONSULTANT  
Schedule**



## 4. CONSULTANT Schedule

Kimley-Horn is committed to completing this project on time and within budget. Our proposed schedule is designed to meet the Town’s expectations with data processing in February/March and analysis in March with deliverables in early April.

To support timely delivery, our schedule includes internal milestones, review periods, and contingency buffers. A preliminary schedule and task sequencing are illustrated below and will be further refined during the Kick-Off Meeting. Our team has sufficient availability during the project window and will actively manage resources to maintain momentum. We will also coordinate closely with Town staff to align construction schedules, budget planning, and Council meeting dates.

Task/Milestones	January	February	March	April	May	June
<b>NTP</b>						
<b>Project Kickoff and GIS Integration</b>						
<b>Data Collection (1 week)<sup>(1)</sup></b>						
<b>Data Processing and Quality Review<sup>(2)</sup></b>						
<b>Analysis and Reporting</b>						
<b>Weather Contingency</b>						

**Milestones:**

- Jan 15 - Kick-Off Meeting
- Feb 16 - Data Collection
- April 3 - Final Report

**Notes:**

**(1) Data Collection:** Data collection will take less than a week. It will be optimum to collect when the streets and sidewalks are clear so the desired asset data will be visible in the imagery. Depending on the winter, this may be as late as April.

**(2) Data Processing:** This typically takes 1 month for 1 week of data collection. Quality review in the field can occur in parallel.

*The Kimley-Horn team has the resources to complete all tasks at any time. Our vendor, ICC, works closely with us on a multi-month data collection project in the Northeast in March through June and can easily leave that project to come to Londonderry when the weather is right. We can be flexible and accomodating to deliver the program as quickly as possible.*

SECTION

**5**

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**Overall Project Team**



## 5. Overall Project Team

Kimley-Horn's organizational chart is provided below, illustrating a streamlined team structure designed for efficiency and responsiveness. Our **key personnel will be fully available** to dedicate their time and expertise to the Town of Londonderry. We also are well-positioned to scale our efforts, with **additional staff available** to ensure adherence to schedule and deliverables. Resumes for all key team members, including designated project/client manager, QC/QA manager, and key discipline "experts," can be found in the **Appendix**.

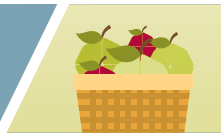


SECTION

# 6

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## **Financial and Insurance Resources**



## 6. Financial and Insurance Resources

### Financial Statement

**Kimley-Horn and Associates, Inc.** is a full-service engineering and consulting firm with approximately 9,500 employees and 148 offices. The Company had 2024 revenues of \$2.8 billion. Kimley-Horn has been in business since 1967. We are financially strong, and we are committed to our continued financial health. As of December 31, 2024, the Company had total assets of \$1.8 billion and stockholder’s equity of approximately \$363 million. In addition to the financial resources noted, Kimley-Horn also has an untapped \$125 million line of credit available for short-term cash flow needs. The Company’s cash flow continues to be very strong. We maintain a disciplined focus on business fundamentals, operate the firm conservatively, and our internal controls and business standards are designed to keep our foundation strong.

Kimley-Horn uses two institutional lenders, Wells Fargo and PNC. If necessary, reference information can be obtained from the following contacts:

**Michael Pugsley**

Senior Vice President

☎ (919) 881-6469

🏠 Wells Fargo Bank, N.A.

150 Fayetteville Street, Suite 600

PO Box 3008

Raleigh, NC 27601

**Lesley Wilson**

SVP, Relationship Manager

☎ (919) 788-7573

🏠 The PNC Financial Services Group

301 Fayetteville Street, 21st Floor

Raleigh, NC 27601

For any questions regarding Kimley-Horn’s financial status, please contact Lindsey Balltzglier, Director of Accounting, at 919.678.4141.

### Insurance Statements

#### Kimley-Horn

Kimley-Horn’s insurance information for policy period 04/01/2025 to 04/01/2026 is below. A KH 2025 sample Certificate of Insurance can be found at the end of this section.

**PRODUCER:**

Edgewood Partners Inc. Center/Greyling

Alpharetta, GA 30022

Jerry Noyola

☎ 770-220-7699

✉ greylingcerts@greyling.com

Type of Insurance	Insurance Carrier	Limits	Deductible
Commercial General Liability	National Union Fire Insurance Company of Pittsburgh	2 million per occurrence 4 million aggregate	\$100,000 Property
Automobile Liability	National Union Fire Insurance Company of Pittsburgh	2 million combined single limit per accident	\$250/500 Comp/Collision
Umbrella Liability	Allied World Assurance Company	5 million per occurrence 5 million aggregate	None
Workers Compensation	New Hampshire Insurance Company California – National Union Fire Insurance Company	Statutory	None

## Pavement Condition Index (PCI)



Type of Insurance	Insurance Carrier	Limits	Deductible
Employer's Liability	New Hampshire Insurance Company California – National Union Fire Insurance Company	2 million each accident 2 million disease - each employee 2 million disease - policy limit	None
Professional Liability	Lloyds of London	2 million per claim 2 million aggregate  Note: We have a \$10M single policy and depending on the RFQ requirements, we can issue a COI in the amount of either \$2M, \$5M, or \$10M for the project.	1 million per claim

### Subconsultants

For this project, we are teaming with ICC-IMS. Their COI can be found after Kimley-Horn's on the following page.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Edgewood Partners Insurance Agency 3780 Mansell Rd. Suite 370 Alpharetta GA 30022	<b>CONTACT NAME:</b> Jerry Noyola <b>PHONE (A/C No. Ext):</b> 7702207699 <b>E-MAIL ADDRESS:</b> greylingcerts@greyling.com	<b>FAX (A/C, No):</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Kimley-Horn Engineering and Landscape Architecture of New York, P.C. 1 N. Lexington Avenue, Suite 505 White Plains NY 10601	<b>INSURER A:</b> National Union Fire Ins Co of Pittsburg <b>NAIC #:</b> 19445	
	<b>INSURER B:</b> Allied World Assurance Co (U.S.) Inc. <b>NAIC #:</b> 19489	
	<b>INSURER C:</b> New Hampshire Insurance Company <b>NAIC #:</b> 23841	
	<b>INSURER D:</b> Lloyd's of London <b>NAIC #:</b> 85202	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**

CERTIFICATE NUMBER: 550635109

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			GL5268169	4/1/2025	4/1/2026	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$25,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
A	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			CA4489663 (AOS) CA2970071 (MA)	4/1/2025 4/1/2025	4/1/2026 4/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			03127930	4/1/2025	4/1/2026	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC067961230 (AOS) WC013711885 (CA)	4/1/2025 4/1/2025	4/1/2026 4/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$2,000,000 E.L. DISEASE - EA EMPLOYEE \$2,000,000 E.L. DISEASE - POLICY LIMIT \$2,000,000
D	Professional Liability			B0146LDUSA2504949	4/1/2025	4/1/2026	Per Claim \$2,000,000 Aggregate \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Evidence of Coverage

**CERTIFICATE HOLDER****CANCELLATION**

Sample Certificate

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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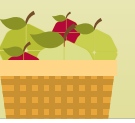


SECTION

**7**

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# **Conflict of Interest**



## 7. Conflict of Interest

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Neither **Kimley-Horn and Associates, Inc.**, nor any of its employees, agents, or subconsultants, has identified a possible conflict of interest or the appearance of one for doing business with the Town of Londonderry.

SECTION

# 8

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## References



## 8. References

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**Kimley-Horn and Associates, Inc.**, is proud of the relationships we have developed with our clients. Much of our success over our nearly six decades in business is directly related to our efforts to provide high-quality, timely services for all our clients. **In fact, 90% of our work is from repeat clients.** We invite you to contact our references; these individuals will tell you that we listened to their needs, met their schedules, accomplished their goals, and delivered results. The references below directly correspond to the project experience shown in this proposal and are all makers of municipalities for whom Kimley-Horn has worked.

### *City of Manchester, NH*

#### Owen Friend Gray, PE

DEPUTY DIRECTOR OF PUBLIC WORKS

☎ 603.624.6444

✉ ofriend@manchesternh.gov

📍 475 Valley Street, Manchester, NH 03103

---

### *Town of Sudbury, MA*

#### Dan Nason

FORMER PUBLIC WORKS DIRECTOR

☎ 978.456-4100x313

✉ dnason@harvard-ma.gov

📍 275 Old Lancaster Road, Sudbury, MA 01776

---

### *Massachusetts Port Authority (MASSPORT)*

#### Sarah Dennechuk LeGuelaff, PE

SENIOR PROJECT MANAGER OF CAPITAL PROGRAMS AND ENVIRONMENTAL AFFAIRS

☎ 617.568.5971

✉ sdennechuk@massport.com

📍 1 Harborside Drive, Suite 200S, East Boston, MA 02128

---

### *City of Lawrenceville, GA*

#### Eranildo Lustosa Alves Junior, MSc, EI

ENGINEER IV

☎ 678.407.6698

✉ eranildo.lustosa@lawrencevillega.org

📍 70 South Clayton Street, Lawrenceville, GA 30046



# **Appendix**



## Todd Connors, PE

### *Project/Client Manager*

Todd is a civil engineer with 32 years of experience in pavement management, consulting, public works, and contracting. Through his role as City Engineer for Manchester, NH, and again as a regional manager for a pavement preservation contractor serving local municipal agencies, Todd has managed road networks and projects of varying sizes. He is particularly adept with the implementation stage using practical knowledge in selecting the right treatment for the right road as well as overall project planning and execution. Extensive experience in pavement preservation treatments has helped numerous municipalities reduce their life cycle costs and expand the number of annual miles treated.

#### *Professional Credentials*

- Bachelor of Science, Civil Engineering, University of New Hampshire, Durham
- Professional Engineer in New Hampshire

#### *Relevant Experience*

**City of Falls Church, West Falls Pavement Condition Assessment, VA** — Project Manager

**\*Town of Merrimac, Cold-In-Place Recycling Projects, MA** — Regional/Project Manager (contractor)

**\*Town of Hopkinton, Annual Cold-In-Place-Recycling Project, MA** — Regional/Project Manager (contractor)

**\*City of Haverhill, Annual Microsurfacing Project, MA** — Regional/Project Manager (contractor)

**\*City of Beverly, Annual Crack Sealing Program, MA** — Regional/Project Manager (contractor)

**\*Town of Lunenburg, Initial Fog Seal Project, MA** — Regional/Project Manager (contractor)

**\*Town of Stow, Rubber Cape Seal Project, MA** — Regional/Project Manager (contractor)

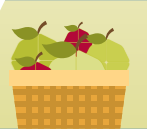
**\*City of Manchester, Engineering Division Operations, NH** — City Engineer

**\*City of Manchester, Rockingham Rail Trail (TAP Grant), NH** — City Engineer

**\*City of Manchester, Adaptive Traffic Signals (CMAQ Grant), NH** — City Engineer

**\*City of Manchester, RAISE Grant Application/Award Team, NH** — City Engineer

*\*Completed prior to joining Kimley-Horn*



## **Kathy Keegan, PE**

### ***QC/QA Manager and Senior Pavement Engineer***

Kathy has more than 30 years of pavement management experience with half of these years working in New England. Kathy's background is pavement management and design across many transportation sectors including local municipalities, Metropolitan Planning Organizations (MPOs), State DOTs, Department of Defense installations including the US Air Force and National Guard Bureau, airports, and parking facilities for private entities. This diversity in experience and perspective has allowed for creative and collaborative solutions in data collection, risk-based analysis, and development of Capital Programs. As a member of the steering committee for Kimley-Horn's New Ventures Technology Solutions team, she has implemented pavement and asset management software solutions.

#### ***Professional Credentials***

- Master of Engineering, Pavement Engineering, Carleton University, Ontario
- Bachelor of Engineering, Civil and Environmental Engineering, Carleton University, Ontario
- Professional Engineer in Massachusetts, Maryland, and Missouri

#### ***Relevant Experience***

**Virgin Islands Port Authority, Cyril E. King Airport Pavement Management System Update, St. Thomas, Virgin Islands** — QC/QA Manager

**Idaho Aviation Statewide Network Pavement Management Update** — QC/QA Manager

**City of Sherman, Pavement Management Program, TX** — QC/QA Manager

**Town of Highland Park, Pavement Asset Management, TX** — QC/QA Manager

**City of Lone Tree, Transportation Asset Data Collection Services, CO** — QC/QA Manager

**Oakland International Airport, Airport Pavement Management System (APMS) Update, CA** — QC/QA Manager

**Clark County, Airport Pavement Management Program Services, NV** — QC/QA Manager

**City of Lawrenceville, Pavement Management, GA** — QC/QA Manager

**City of Manchester, Pavement and Sidewalk Condition Assessment (FY20-500-24), Manchester, NH** — Project Manager (2013 to 2023), Quality Manager (2023 to present)

**Town of Sudbury, MA, Pavement Management Program Update (Roadways and Parking Lots)** — Quality Manager

**Delaware Department of Transportation, Road Rating Services for Pavement Management** — Project Manager

**MassPort, Airport Pavement Management Program Updates at Hanscom Airfield, Worcester Regional Airports, and Boston Logan Roadways, MA** — Project Manager (2019 to 2023), Quality Manager (2023 to present)

**City of Mt. Juliet, Pavement and Asset Management, TN** — Quality Manager

**City of Odessa, Pavement Management System Update, TX** — Quality Manager

**Town of Mead, Pavement and Asset Management Update, CO** — Quality Manager

**Travis County, Pavement Management Update, TX** — Project Manager

**US Air Force, Airfield Pavement Management, more than 20 Bases through US and outside of US** — Project Manager

**US National Guard Bureau, Road and Parking Lot Pavement Management, throughout the US** — Quality Manager



## Chris Jacques, PE

### *GIS/Pavement Analysis Lead*

Chris is a pavement engineer who provides municipal engineering and GIS experience and a pavement management background. He brings extensive experience in pavement condition field surveys and ADA assessments. Chris has worked with several municipalities in this capacity and also brings experience working on-site for a large municipality in a staff augmentation City Engineer role. In this role, Chris managed city programs and staff, awarded and prepared construction contracts, and observed contractor work during construction.

### *Professional Credentials*

- Master of Science, Civil Engineering, University of New Hampshire, Durham
- Bachelor of Science, Civil Engineering, University of New Hampshire, Durham
- Professional Engineer in Massachusetts

### *Relevant Experience*

**City of Manchester, Pavement and Sidewalk Management, NH** — Roadway and Sidewalk Program Manager and GIS Coordinator

**MassPort, Roadway Pavement Management Program Updates at Boston Logan International Airport, Boston, MA** — Project Manager

**Town of Sudbury, Pavement Management Program, MA** — Project/GIS Manager

**City of Lawrenceville, Pavement Management, GA** — Project/GIS Manager

**Rhode Island Airport Corporation, Statewide Airport Pavement Management Program, Statewide, RI** — Project Manager

**Kimco Realty Pavement Management Program Nationwide, US** — Project Analyst

**Virginia DOT (VDOT), DMV Weigh Station Assessment, Richmond, VA** — Project Engineer

**FDOT Aviation Office, Statewide Airfield Pavement Management Program – System Update, Statewide, FL** — Project Engineer

**Delaware Department of Transportation, Road Rating Services, Statewide, DE** — Project Engineer



## Joe Fabrizio, EIT, ENV SP

### *Project Analyst*

Joe is a transportation and asset management analyst in the Waltham office. Joe has gained valuable experience in pavement management collection, analysis, and planning through airport projects as well as local municipality projects. Additionally, he has previous experience in road safety audits, improving intersections, and land development.

### *Professional Credentials*

- Bachelor of Science, Civil Engineering, Villanova University
- Engineer-in-Training in Massachusetts
- Envision Sustainability Professional

### *Relevant Experience*

---

**City of Manchester, Design of Annual Roadway Rehabilitation Program and Construction Oversight, NH** — Project Analyst

**Massport 2023 Airfield Capital Improvement Projects, Boston, MA** — Project Analyst

**Town of Sudbury, Pavement Management Plan, MA** — Project Analyst

**Town of Fairhaven, Bridge Street Improvement Project, MA** — Project Analyst

**Town of Reading, Walkers Brook Drive Design, MA** — Project Analyst

**Town of Shrewsbury, Comprehensive Transportation and Multitmodal Study, MA** — Project Analyst

**Town of Weymouth, Lovell Field Pedestrian Bridge Design and MBTA Lot Connection, MA** — Project Analyst

**Indianapolis Airport Authority, Airfield Pavement Management Program, IN** — Project Analyst

**Norfolk International Airport, Runway Rehabilitation, VA** — Project Analyst



### *Professional Credentials*

- Durham College,  
Business Administration,  
Human Resources  
Management Diploma

## **Geoff Dew**

### *Data Collection*

Geoff is an accomplished data analysis manager with 18 years of experience in pavement and asset data collection and processing. He manages the data processing team and associated tasks, from verifying incoming data streams to overseeing each step of the data processing efforts. His experience includes 500,000 miles of data processing for 12 DOTs, including delivering more than 3.5 million unique assets across 70 different asset types. Geoff actively develops project-specific manuals, trains staff, manages project quality control measures, and thoroughly prepares data for post-processing. In addition, he has meticulously designed and implemented SOPs and DQMPs on both the department and project levels.

### *Relevant Experience*

**Delaware DOT (DeIDOT) Pavement Condition Data Collection Statewide, DE** — QC/QA

**Arizona DOT (ADOT) Network Data Collection & Processing Statewide, AZ** — QC/QA

**Wyoming DOT (WYDOT) Network Pavement Data Collection & Processing Statewide, WY** — Project Principal/Technical Director

**Tennessee DOT (TDOT) Pavement Data Collection & Processing Statewide, TN** — QC/QA

**Dallas, Texas Pavement Condition Survey Project Citywide, Dallas** — QC/QA





# TOWN OF LONDONDERRY DEPARTMENT OF PUBLIC WORKS

*David M. Wholley – Director    James A. Danis, P.E. – Deputy Director*

## PAVEMENT CONDITION INDEX (PCI) REQUEST FOR PROPOSALS LONDONDERRY, NH

### ADDENDUM No. 1

**December 10, 2025**

This Addendum forms part of and modifies the Request for Proposals (RFP) for Survey Services for the Town of Salem. The items set forth herein, whether of omission, addition, substitution or clarification, are all to be included in and shall form part of the proposed work and Proposals submitted to the Town of Salem, New Hampshire. No changes are being made to the RFP submittal deadline as a part of this Addendum.

### CLARIFICATIONS AND CHANGES

Bidders are advised of the following clarifications and changes generated by questions regarding the published RFP. Answers are provided in **BOLD** print under each question:

1. Question Received: Can the experience of the individual project manager be used under Consultant Knowledge and Experience?

**The intent of the Consultant Knowledge and Experience section is to define the history of service provided by the firm as a whole rather than outline a specific individual's experience. Where the individual's experience is more relevant than the firm's history then that information should be effectively articulated in a manner to draw attention to the Project Team and/or the individual's resume.**

2. Question Received: Can the project schedule be pushed with the presence of winter creating difficulties in proper data collection.

**Yes, the project schedule will get pushed due to the presence of snow and road conditions. Proposal Alternate #2 considers extraction of other data such that the presence of snow would hinder or prohibit proper extraction of data. The hope is that the contract will immediately be awarded and that the current snow cover will melt allowing for a window to conduct field data collection. However, where snow cover prohibits proper data collection, the Town will work with the selected CONSULTANT on a revised schedule. It**

**is noted that final delivery of a report will be expected on an expected timeline after consideration of winter delays if they occur.**

3. Question Received: What budgeting threshold should be considered in the reporting?

**This is the information that is expected to be provided by the CONSULTANT such that the Town can maintain or increase an overall PCI score. A budget proposal will be discussed during the development of the final report.**

4. Question Received: The RFP notes that the product will need to be compatible with and importable into OpenGov. Does the Town have the scenario builder module for OpenGov?

**The Town of Londonderry is actively working toward a full integration of OpenGov. Part of the integration will be the scenario builder module. The scenario builder will not be available to the Town until after the final report is delivered.**

**\*\*END OF ADDENDUM NO. 1\*\***

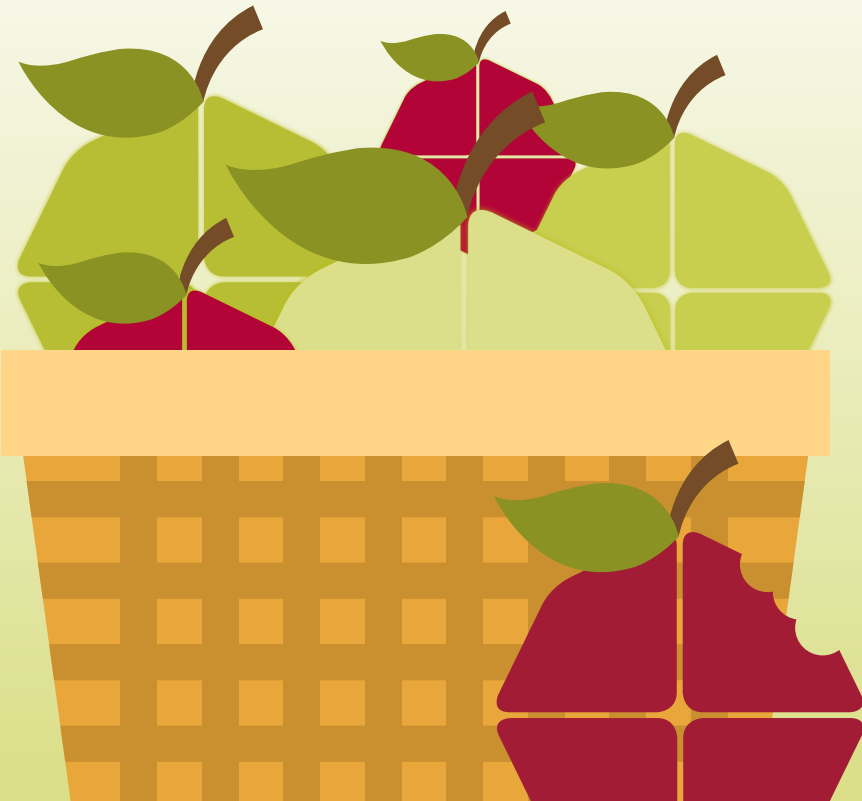
Acknowledged 12/10/2025



# Kimley»»Horn

Expect More. Experience Better.

[www.kimley-horn.com](http://www.kimley-horn.com)



December 17, 2025

*Consultant Cost Proposal for Town of Londonderry  
New Hampshire Public Works Department*

# Pavement Condition Index (PCI)

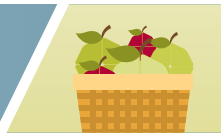
*Prepared for:*

Town of Londonderry

*Prepared by:*

**Kimley»Horn**





# Table of Contents

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**Consultant Cost Proposal** *Consultant Proposal has been submitted separately per the RFP instructions.*

1. Cover Letter.....	1-1
2. Cost & Manpower Allocation.....	2-1
3. Allowances.....	3-1

SECTION

**1**

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**Cover Letter**



# 1. Cover Letter

**Donna Limoli**  
**Town of Londonderry**  
Attn: Finance Department Purchasing Agent  
268 B Mammoth Road  
Londonderry, NH 03053  
December 17, 2025

**Kimley-Horn and Associates, Inc.**  
271 Waverley Oaks Road  
Suite 302  
Waltham, MA 02452

## **RE: Town of Londonderry New Hampshire Public Works Department Request for Proposals – Pavement Condition Index Reporting**

Members of the Selection Committee:

Kimley-Horn is pleased to submit our consultant cost proposal to provide consulting and engineering services related to the Town of Londonderry's Pavement Condition Index (PCI) Reporting project. We have included a Cost & Manpower Allocation, Alternative #1 & #2 pricing, and Allowances.

The total proposed cost of services (itemized base plus alternatives) plus any allowances is as follows:

**Total Cost:** \$59,729  
**Alternate #1:** \$1,500 per year  
**Alternate # 2:** \$26,607 see schedule  
**No allowances**

If you have any questions, please contact me at [todd.connors@kimley-horn.com](mailto:todd.connors@kimley-horn.com) or **617.858.8512**.

Sincerely,

**Kimley-Horn and Associates, Inc.**

**Todd Connors, PE**  
Project/Client Manager & Primary Contact

**Kathy Keegan, PE\***  
Vice President, QC/QA Manager

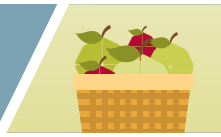
*\*Authorized to sign on behalf of firm*

SECTION

# 2

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## **Cost & Manpower Allocation**



## 2. Cost & Manpower Allocation

Kimley-Horn will provide the services described within the Request for Proposals for total Year 1 cost of \$59,729. This includes labor costs, subconsultant fees, and expense costs as itemized below. These costs represent the “base services” and the proposed two alternates are provided separately.

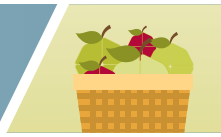
Personnel	Project Manager	QC/QA Manager	Pavement Engineer	Analyst	Administrative Support	Subconsultant Fees	Total Cost
<i>Rate</i>	\$320/hr	\$425/hr	\$260/hr	\$175/hr	\$130/hr	\$177/mile	
Task	# Hours						
Project Initiation	4		2		4		\$2,320
GIS Integration			4	16			\$3,840
Data Collection, Processing & Quality Review	2	1	10	10		\$33,984	\$39,399
Budget Analysis and Capital Planning Recommendations	1	1	8	16			\$5,625
Reporting	4	1	8	24	2		\$8,245
<b>Total Labor Cost</b>	<b>\$3,520</b>	<b>\$1,275</b>	<b>\$8,320</b>	<b>\$11,550</b>	<b>\$780</b>	<b>\$33,984</b>	<b>\$59,429</b>

Expense Description	Expense Cost
Data Collection (mileage, incidentals)	\$300.00
<b>Total Expenses</b>	<b>\$300.00</b>
<b>Total Costs</b>	<b>\$59,729.00</b>

## Labor Rates for “Base Services” and Proposal Alternate 1 & 2

Given the current rate of inflation, Kimley-Horn cannot commit to fixed labor rates for the duration of the contract but can commit to labor rates which will be good for the first year of the contract and propose that we negotiate a fair and reasonable escalation with the Town on an annual basis.

Role	Chosen Labor Rate
Analyst	\$175
Pavement Engineer	\$260
Project Manager	\$320
QC/QA Manager	\$425
Administrative Support	\$130



## Alternates

### ■ **Alternate 1:** Road Management Software System

- We propose that the cost-benefit value (CBV) prioritization approach within the DRIVE software is the most effective capital planning strategy. The platform is a comprehensive suite for condition assessments, deterioration models, budget scenarios, and capital plans spatially arranged and compatible with an ESRI based GIS system.
- Selection of this alternative will enable full implementation of the tool and town access to the budget scenarios and dynamic capital planning strategies. Alternate 1 represents basic access with the ultimate cost and training dependent upon the level of use requested and the appropriate training.
- Our software offering, DRIVE, is available at the following cost for a 192-mile network:
- Annual Subscription Cost (Year 1-5): \$1,500

### ■ **Alternate 2:** Additional Asset Data Extraction

- The selected data collection technique will capture a variety of additional right-of-way assets for extraction at a later date. If authorized under this alternative, items will be geolocated and defined with selected attributes and delivered in a format suitable for addition to the Town’s GIS database.
- Pricing is based on the miles of road rather than the number of units as approximated below. Although there is no general discount offered for selection of multiple datasets, the ultimate cost will depend on which assets are chosen and the related miles of service area.

Asset	Quantity	Collection Length	Cost/Mile	Budget
Curb	75 miles	75 miles	\$19.40	\$1,455.00
Sidewalk	2 miles	2 miles	\$19.40	\$38.80
Handicap Ramps	100 units	2 miles	\$22.90	\$45.80
Yellow/White Lines	100 miles	100 miles	\$29.00	\$2,900.00
Stop Bars	2/intersection	192 miles	\$8.80	\$1,689.60
Drain Basins/MH	5,000 units	192 miles	\$33.00	\$6,336.00
Sewer Manholes	500 units	35 miles	\$33.00	\$1,155.00
Water Castings	500 units	15 miles	\$33.00	\$495.00
Hydrants	100 units	15 miles	\$18.70	\$280.50
Signs	3,500 units	192 miles	\$63.60	\$12,211.20

Asset extraction is based on the length, or mileage, of road processed for each class, so published quantities have been extrapolated into a linear quantity. In effect, 500 sewer manholes were estimated to be spread out over 35 miles of road for the purposes of pricing. Assumptions have been made in several instances where the extraction area has not been scoped out, which may lead to adjustments in pricing.

### ■ **Cost of Asset Extraction:** \$26,607

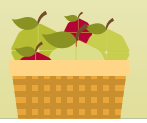


SECTION

**3**

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**Allowances**



### 3. Allowances

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Kimley-Horn has no cost allowances to provide.

# Kimley»»Horn

Expect More. Experience Better.

[www.kimley-horn.com](http://www.kimley-horn.com)





January 27, 2026

James A. Danis, PE  
Deputy Director of Public Works  
268B Mammoth Road  
Londonderry, NH 03053

Re: Letter Agreement for Professional Services for  
Pavement Condition Index (PCI) Reporting  
268 B Mammoth Road  
Londonderry, NH 03053

Dear James:

Kimley-Horn and Associates, Inc. (“Kimley-Horn” or “Consultant”) submits this Letter Agreement (“Agreement”) to the Town of Londonderry (“Client”) for providing our consultant proposal to provide consulting and engineering services related to the roadway conditions assessment described as the Town of Londonderry’s Pavement Condition Index (PCI) Reporting (“Project”).

### **Project Understanding**

As part of an ongoing capital improvements program, the Town of Londonderry, NH requests PCI ratings over its entire 192 mile roadway network. The development of a data-driven approach to assess, forecast, and maintain the Town’s Annual Road Program will be utilized as the primary tool to maintain its largest asset. The integrity of the Annual Road Program will be based on accurate and reliable data associated with a PCI.

Kimley-Horn intends to produce a final deliverable that consists of condition assessments of municipal street segments, maintenance and rehabilitation prioritization, and a 5-year capital improvement plan. The condition assessments will be limited to qualitative and quantitative data describing pavement conditions. For the purposes of data collection, Kimley-Horn’s effort will be limited to collecting data that can inform decision making and deferred maintenance needs.

It is anticipated that the results of this effort will be used by Kimley-Horn to develop a program of Maintenance and Rehabilitation (M&R). This effort will seek to inform future maintenance planning for these roadways. The desired outcome of this project is the development and prioritization of M&R treatments, cost estimating for the repairs, and comprehensive reporting with a Capital Improvement Plan (CIP) for a 5-year maintenance forecast.

### **Information Provided By Client**

Kimley-Horn shall be entitled to rely on the completeness and accuracy of all information provided by the Client or the Client’s consultants or representatives. The Client shall provide all information requested by Kimley-Horn during the project, including but not limited to the following:

- GIS records related to roadway segments, construction history, and functional classification

## Scope of Services

Kimley-Horn will provide a detailed scope of the services consistent with the Request for Proposals and response.

## Additional Services

Any services not specifically provided for in the above scope will be billed as additional services and performed at Kimley-Horn's then-current hourly rates. Additional services Kimley-Horn can provide include, but are not limited to, the following:

- User-specific GIS dashboard for data management and project tracking
- LiDAR, or Topographic survey
- Contract management and site inspections
- History of maintenance and repairs
- Condition of other assets related to pavement
- Construction administration
- Creating work orders
- Updating of exhibits to reflect each year's repair

## Schedule

Kimley-Horn will perform the services as expeditiously as practicable with the goal of meeting a mutually agreed upon schedule. Final schedule is weather dependent and will be developed at Kick-Off Meeting.

## Fee and Expenses

Kimley-Horn will perform the Services in above Tasks on a labor fee plus expense basis. Labor fee will be billed on an hourly basis according to Kimley-Horn's agreed upon rates.

Task Number & Name		Fee	Type
1	Project Initiation	\$2,320	Hourly
2	GIS Integration	\$3,840	Hourly
3	Data Collection, Processing & Quality Review	\$39,399	Hourly
4	Budget Analysis and Capital Planning Recommendations	\$5,625	Hourly
5	Reporting	\$8,245	Hourly
Total		\$59,429	

Kimley-Horn will not exceed the total maximum labor fee shown without authorization from the Client. However, Kimley-Horn reserves the right to reallocate amounts among tasks as necessary.

Labor fee will be billed on an hourly basis according to our agreed upon rates. Direct reimbursable expenses such as express delivery services, air travel, and other direct expenses will be billed at 1.10 times cost. Administrative time related to the project may be billed hourly.

Payment will be due within 45 days of your receipt of the invoice and should include the invoice number and Kimley-Horn project number.

## Closure

In addition to the matters set forth herein, our Agreement shall include and be subject to, and only to, the attached Standard Provisions, which are incorporated by reference. As used in the Standard Provisions, "Kimley-Horn" shall refer to Kimley-Horn and Associates, Inc., and "Client" shall refer to the Town of Londonderry

Kimley-Horn, in an effort to expedite invoices and reduce paper waste, submits invoices via email in a PDF. We can also provide a paper copy via regular mail if requested. Please include the invoice number and Kimley-Horn project number with all payments. Please provide the following information:

\_\_\_\_ Please email all invoices to \_\_\_\_\_

\_\_\_\_ Please copy \_\_\_\_\_

To proceed with the services, please have an authorized person sign this Agreement below and return to us. We will commence services only after we have received a fully-executed agreement. Fees and times stated in this Agreement are valid for sixty (60) days after the date of this letter.

To ensure proper set up of your projects so that we can get started, please complete and return with the signed copy of this Agreement the attached Request for Information. Failure to supply this information could result in delay in starting work on this project.

We appreciate the opportunity to provide these services. Please contact me if you have any questions.

Sincerely,

KIMLEY-HORN AND ASSOCIATES, INC.

Todd Connors, PE

Chris Jacques, PE

Project Manager

Town of Londonderry

SIGNED: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

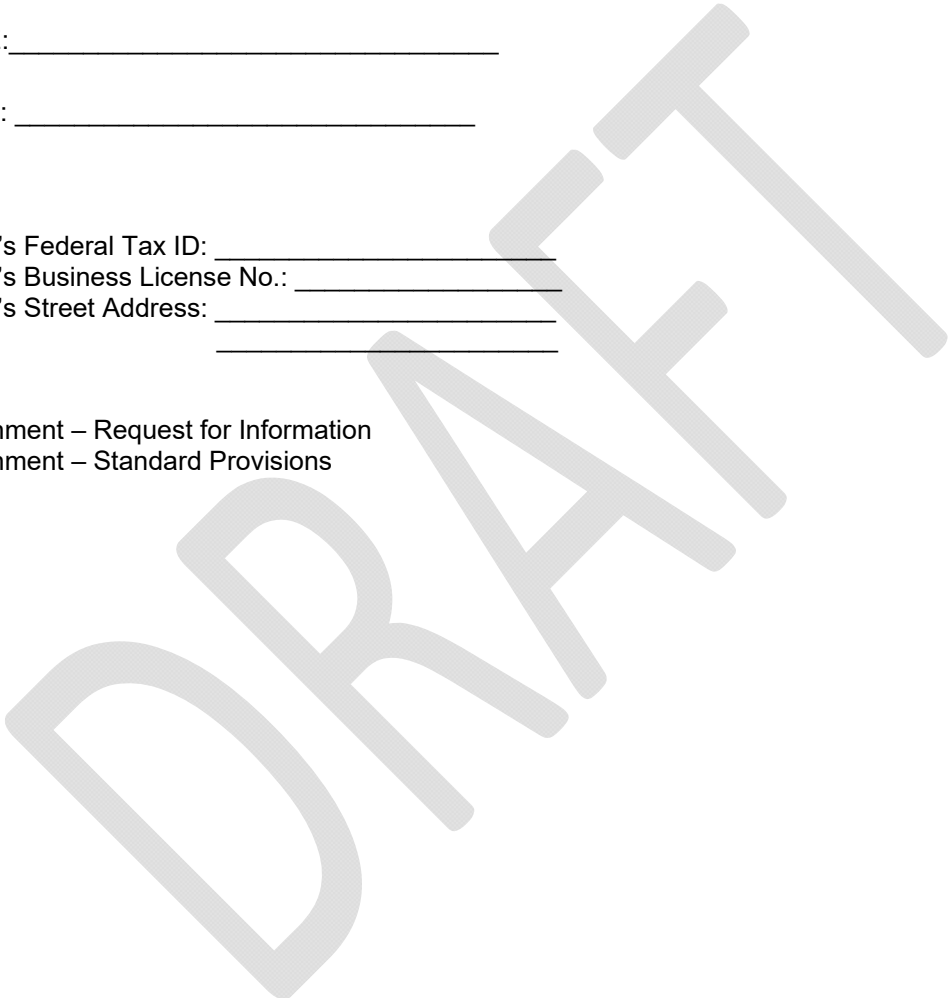
Client's Federal Tax ID: \_\_\_\_\_

Client's Business License No.: \_\_\_\_\_

Client's Street Address: \_\_\_\_\_

\_\_\_\_\_

Attachment – Request for Information  
Attachment – Standard Provisions



### Request for Information

Please return this information with your signed contract; failure to provide this information could result in delay in starting your project

#### Client Identification

Full, Legal Name of Client					
Mailing Address for Invoices					
Contact for Billing Inquiries					
Contact's Phone and e-mail					
Client is (check one)	Owner	<input type="checkbox"/>	Agent for Owner	<input type="checkbox"/>	Unrelated to Owner

#### Property Identification

	Parcel 1	Parcel 2	Parcel 3	Parcel 4
Street Address				
County in which Property is Located				
Tax Assessor's Number(s)				

#### Property Owner Identification

	Owner 1	Owner 2	Owner 3	Owner 4
Owner(s) Name				
Owner(s) Mailing Address				
Owner's Phone No.				
Owner of Which Parcel #?				

#### Project Funding Identification – List Funding Sources for the Project


Attach additional sheets if there are more than 4 parcels or more than 4 owners

**KIMLEY-HORN AND ASSOCIATES, INC.**  
**STANDARD PROVISIONS**

- 1) **Kimley-Horn's Scope of Services and Additional Services.** Kimley-Horn will perform only the services specifically described in this Agreement ("Services"). Any services that are not set forth in the scope of Services described herein will constitute additional services ("Additional Services"). If requested by the Client and agreed to by Kimley-Horn, Kimley-Horn will perform Additional Services, which shall be governed by these provisions. Unless otherwise agreed to in writing, the Client shall pay Kimley-Horn for any Additional Services an amount based upon Kimley-Horn's then-current hourly rates plus an amount to cover certain direct expenses including telecommunications, in-house reproduction, postage, supplies, project related computer time, and local mileage. Other direct expenses will be billed at 1.15 times cost.
- 2) **Client's Responsibilities.** In addition to other responsibilities herein or imposed by law, the Client shall:
  - a. Designate in writing a person to act as its representative, such person having complete authority to transmit instructions, receive information, and make or interpret the Client's decisions.
  - b. Provide all information and criteria as to the Client's requirements, objectives, and expectations for the project and all standards of development, design, or construction.
  - c. Provide Kimley-Horn all available studies, plans, or other documents pertaining to the project, such as surveys, engineering data, environmental information, etc., all of which Kimley-Horn may rely upon.
  - d. Arrange for access to the site and other property as required for Kimley-Horn to provide its services.
  - e. Review all documents or reports presented by Kimley-Horn and communicate decisions pertaining thereto within a reasonable time so as not to delay Kimley-Horn.
  - f. Furnish approvals and permits from governmental authorities having jurisdiction over the project and approvals and consents from other parties as may be necessary.
  - g. Obtain any independent accounting, legal, insurance, cost estimating, and feasibility services required by Client.
  - h. Give prompt written notice to Kimley-Horn whenever the Client becomes aware of any development that affects Kimley-Horn's services or any defect or noncompliance in any aspect of the project.
- 3) **Period of Services.** Unless otherwise stated herein, Kimley-Horn will begin work after receipt of a properly executed copy of this Agreement. This Agreement assumes conditions permitting continuous and orderly progress through completion of the services. Times for performance shall be extended as necessary for delays or suspensions due to circumstances that Kimley-Horn does not control. If such delay or suspension extends for more than six months, Kimley-Horn's compensation shall be renegotiated.
- 4) **Method of Payment.** Client shall pay Kimley-Horn as follows:
  - a. Invoices will be submitted periodically for services performed and expenses incurred. Payment of each invoice will be due within 45 days of receipt. The Client shall also pay any applicable sales tax. All retainers will be held by Kimley-Horn and applied against the final invoice. Interest will be added to accounts not paid within 45 days at the maximum rate allowed by law. If the Client fails to make any payment due under this or any other agreement within 60 days after Kimley-Horn's transmittal of its invoice, Kimley-Horn may, after giving notice to the Client, suspend services and withhold deliverables until all amounts due are paid.
  - b. The Client will remit all payments electronically to:

Account Name: KIMLEY-HORN AND ASSOCIATES, INC.  
Bank Name and Address: WELLS FARGO BANK, N.A., SAN FRANCISCO, CA 94104  
Account Number: 2073089159554  
ABA#: 121000248
  - c. The Client will send the project number, invoice number and other remittance information by e-mail to [payments@kimley-horn.com](mailto:payments@kimley-horn.com) at the time of payment.
  - d. If the Client relies on payment or proceeds from a third party to pay Kimley-Horn and Client does not pay Kimley-Horn's invoice within 60 days of receipt, Kimley-Horn may communicate directly with such third party to secure payment.
  - e. If the Client objects to an invoice, it must advise Kimley-Horn in writing giving its reasons within 14 days of receipt of the invoice or the Client's objections will be waived, and the invoice shall conclusively be deemed due and owing. If the Client objects to only a portion of the invoice, payment for all other portions remains due.
  - f. If Kimley-Horn initiates legal proceedings to collect payment, it shall recover, in addition to all amounts due, its reasonable attorneys' fees, reasonable experts' fees, and other expenses related to the proceedings.

Such expenses shall include the cost, at Kimley-Horn's normal hourly billing rates, of the time devoted to such proceedings by its employees.

- g. The Client agrees that the payment to Kimley-Horn is not subject to any contingency or condition. Kimley-Horn may negotiate payment of any check tendered by the Client, even if the words "in full satisfaction" or words intended to have similar effect appear on the check without such negotiation being an accord and satisfaction of any disputed debt and without prejudicing any right of Kimley-Horn to collect additional amounts from the Client.
- 5) **Use of Deliverables.** All documents, data, and other deliverables prepared by Kimley-Horn are related exclusively to the services described in this Agreement and may be used only if the Client has satisfied all of its obligations under this Agreement. They are not intended or represented to be suitable for use or reuse by the Client or others on extensions of this project or on any other project. Any modifications by the Client to any of Kimley-Horn's deliverables, or any reuse of the deliverables without written authorization by Kimley-Horn will be at the Client's sole risk and without liability to Kimley-Horn, and the Client shall indemnify, defend and hold Kimley-Horn harmless from all claims, damages, losses and expenses, including but not limited to attorneys' fees, resulting therefrom. Kimley-Horn's electronic files and source code remain the property of Kimley-Horn and shall be provided to the Client only if expressly provided for in this Agreement. Any electronic files not containing an electronic seal are provided only for the convenience of the Client and use of them is at the Client's sole risk. In the case of any defects in the electronic files or any discrepancies between them and the hardcopy of the deliverables prepared by Kimley-Horn, the hardcopy shall govern.
- 6) **Intellectual Property.** Kimley-Horn may use or develop its proprietary software, patents, copyrights, trademarks, trade secrets, and other intellectual property owned by Kimley-Horn or its affiliates ("Intellectual Property") in the performance of this Agreement. Intellectual Property, for purposes of this section, does not include deliverables specifically created for Client pursuant to the Agreement and use of such deliverables is governed by section 5 of this Agreement. Unless explicitly agreed to in writing by both parties to the contrary, Kimley-Horn maintains all interest in and ownership of its Intellectual Property and conveys no interest, ownership, license to use, or any other rights in the Intellectual Property to Client. Any enhancements of Intellectual Property made during the performance of this Agreement are solely owned by Kimley-Horn and its affiliates. If Kimley-Horn's services include providing Client with access to or a license for Kimley-Horn's (or its affiliates') proprietary software or technology, Client agrees to the terms of the Software License Agreement set forth at <https://www.kimley-horn.com/khts-software-license-agreement> ("the License Agreement") which terms are incorporated herein by reference.
- 7) **Opinions of Cost.** Because Kimley-Horn does not control the cost of labor, materials, equipment or services furnished by others, methods of determining prices, or competitive bidding or market conditions, any opinions rendered as to costs, including but not limited to the costs of construction and materials, are made solely based on its judgment as a professional familiar with the industry. Kimley-Horn cannot and does not guarantee that proposals, bids or actual costs will not vary from its opinions of cost. If the Client wishes greater assurance as to the amount of any cost, it shall employ an independent cost estimator. Kimley-Horn's services required to bring costs within any limitation established by the Client will be paid for as Additional Services.
- 8) **Termination.** The obligation to provide further services under this Agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof, or upon thirty days' written notice for the convenience of the terminating party. Kimley-Horn shall be paid for all services rendered and expenses incurred to the effective date of termination, and other reasonable expenses incurred by Kimley-Horn as a result of such termination.
- 9) **Standard of Care.** The standard of care applicable to Kimley-Horn's services will be the degree of care and skill ordinarily exercised by consultants performing the same or similar services in the same locality at the time the services are provided. No warranty, express or implied, is made or intended by Kimley-Horn's performance of services, and it is agreed that Kimley-Horn is not a fiduciary with respect to the Client.
- 10) **LIMITATION OF LIABILITY.** In recognition of the relative risks and benefits of the Project to the Client and Kimley-Horn, the risks are allocated such that, to the fullest extent allowed by law, and notwithstanding any other provisions of this Agreement or the existence of applicable insurance coverage, that the total liability, in the aggregate, of Kimley-Horn and Kimley-Horn's officers, directors, employees, agents, and subconsultants to the Client or to anyone claiming by, through or under the Client, for any and all claims,

losses, costs, attorneys' fees, or damages whatsoever arising out of or in any way related to the services under this Agreement from any causes, including but not limited to, the negligence, professional errors or omissions, strict liability or breach of contract or any warranty, express or implied, of Kimley-Horn or Kimley-Horn's officers, directors, employees, agents, and subconsultants, shall not exceed twice the total compensation received by Kimley-Horn under this Agreement or \$50,000, whichever is greater. Higher limits of liability may be negotiated for additional fee. This Section is intended solely to limit the remedies available to the Client or those claiming by or through the Client, and nothing in this Section shall require the Client to indemnify Kimley-Horn.

- 11) **Mutual Waiver of Consequential Damages.** In no event shall either party be liable to the other for any consequential, incidental, punitive, or indirect damages including but not limited to loss of income or loss of profits.
- 12) **Construction Costs.** Under no circumstances shall Kimley-Horn be liable for extra costs or other consequences due to changed or unknown conditions or related to the failure of contractors to perform work in accordance with the plans and specifications. Kimley-Horn shall have no liability whatsoever for any costs arising out of the Client's decision to obtain bids or proceed with construction before Kimley-Horn has issued final, fully approved plans and specifications. The Client acknowledges that all preliminary plans are subject to substantial revision until plans are fully approved and all permits obtained.
- 13) **Certifications.** All requests for Kimley-Horn to execute certificates, lender consents, or other third-party reliance letters must be submitted to Kimley-Horn at least 14 days prior to the requested date of execution. Kimley-Horn shall not be required to execute certificates, consents, or third-party reliance letters that are inaccurate, that relate to facts of which Kimley-Horn does not have actual knowledge, or that would cause Kimley-Horn to violate applicable rules of professional responsibility.
- 14) **Dispute Resolution.** All claims arising out of this Agreement or its breach shall be submitted first to mediation in accordance with the American Arbitration Association as a condition precedent to litigation. Any mediation or civil action by Client must be commenced within one year of the accrual of the cause of action asserted but in no event later than allowed by applicable statutes.
- 15) **Hazardous Substances and Conditions.** Kimley-Horn shall not be a custodian, transporter, handler, arranger, contractor, or remediator with respect to hazardous substances and conditions. Kimley-Horn's services will be limited to analysis, recommendations, and reporting, including, when agreed to, plans and specifications for isolation, removal, or remediation. Kimley-Horn will notify the Client of unanticipated hazardous substances or conditions of which Kimley-Horn actually becomes aware. Kimley-Horn may stop affected portions of its services until the hazardous substance or condition is eliminated.
- 16) **Construction Phase Services.**
  - a. If Kimley-Horn prepares construction documents and Kimley-Horn is not retained to make periodic site visits, the Client assumes all responsibility for interpretation of the documents and for construction observation, and the Client waives any claims against Kimley-Horn in any way connected thereto.
  - b. Kimley-Horn shall have no responsibility for any contractor's means, methods, techniques, equipment choice and usage, equipment maintenance and inspection, sequence, schedule, safety programs, or safety practices, nor shall Kimley-Horn have any authority or responsibility to stop or direct the work of any contractor. Kimley-Horn's visits will be for the purpose of observing construction and reporting to the Client whether the contractors' work generally conforms to the construction documents prepared by Kimley-Horn. Kimley-Horn neither guarantees the performance of contractors, nor assumes responsibility for any contractor's failure to perform its work in accordance with the contract documents.
  - c. Kimley-Horn is not responsible for any duties assigned to it in the construction contract that are not expressly provided for in this Agreement. The Client agrees that each contract with any contractor shall state that the contractor shall be solely responsible for job site safety and its means and methods; that the contractor shall indemnify the Client and Kimley-Horn for all claims and liability arising out of job site accidents; and that the Client and Kimley-Horn shall be made additional insureds under the contractor's general liability insurance policy.
- 17) **No Third-Party Beneficiaries; Assignment and Subcontracting.** This Agreement gives no rights or benefits to anyone other than the Client and Kimley-Horn, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole benefit of the Client and Kimley-Horn. The Client shall not assign or transfer any rights under or interest in this Agreement, or any claim arising out of the performance

of services by Kimley-Horn, without the written consent of Kimley-Horn. Kimley-Horn reserves the right to augment its staff with subconsultants as it deems appropriate due to project logistics, schedules, or market conditions. If Kimley-Horn exercises this right, Kimley-Horn will maintain the agreed-upon billing rates for services identified in the contract, regardless of whether the services are provided by in-house employees, contract employees, or independent subconsultants.

- 18) **Confidentiality.** The Client consents to the use and dissemination by Kimley-Horn of photographs of the project and to the use by Kimley-Horn of facts, data and information obtained by Kimley-Horn in the performance of its services. If, however, any facts, data or information are specifically identified in writing by the Client as confidential, Kimley-Horn shall use reasonable care to maintain the confidentiality of that material.
  
- 19) **Miscellaneous Provisions.** This Agreement is to be governed by the law of the State where the Project is located. This Agreement contains the entire and fully integrated agreement between the parties and supersedes all prior and contemporaneous negotiations, representations, agreements, or understandings, whether written or oral. Except as provided in Section 1, this Agreement can be supplemented or amended only by a written document executed by both parties. Any conflicting or additional terms on any purchase order issued by the Client shall be void and are hereby expressly rejected by Kimley-Horn. If Client requires Kimley-Horn to register with or use an online vendor portal for payment or any other purpose, any terms included in the registration or use of the online vendor portal that are inconsistent or in addition to these terms shall be void and shall have no effect on Kimley-Horn or this Agreement. Any provision in this Agreement that is unenforceable shall be ineffective to the extent of such unenforceability without invalidating the remaining provisions. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.

# Pavement Condition Index (PCI) Reporting

**FEBRUARY 2, 2026**

**Presented by James Danis, P.E.**

**Deputy Director of Public Works**



# Request for Proposals (RFP)

- Published December 2025
- 7 Consultants submitted

## 2025 Pavement Condition Index (PCI) Reporting - Ratings Summary

Firm	Round 1	Round 2		Round 3	
	Consultant Proposal Rating (70% Max)	Consultant Cost Proposal Rating (20% Max)	Consultant Proposal + Cost Proposal Rating (90% Max)	References (10% Max)	Total Rating (100% Max)
Beta Group	58.8%	6.7%	65.5%		
Applied Research Ass.	53.9%	1.3%	55.2%		
Kimley-Horn	59.5%	18.7%	78.2%	10.0%	88.2%
Stantec	57.4%	6.7%	64.1%		
Applied Pavement Tech	58.1%	8.0%	66.1%		
Tighe & Bond	56.0%	13.3%	69.3%	10.0%	79.3%
Quality Eng Solutions	53.2%	5.3%	58.5%		

**Kimley»»Horn**

SELECTED CONSULTANT  
- Todd Connors, PE

# Benefits of Pavement Management



- Protects a community's investment by maximizing the life span of the roadway network
- Provides the ability to plan ahead and predict budgetary needs (minimize costs while maximizing value)
- Apply the appropriate treatment at the correct location and time
- ***Provides foundation for decision making***

***Proactive vs. Reactive***

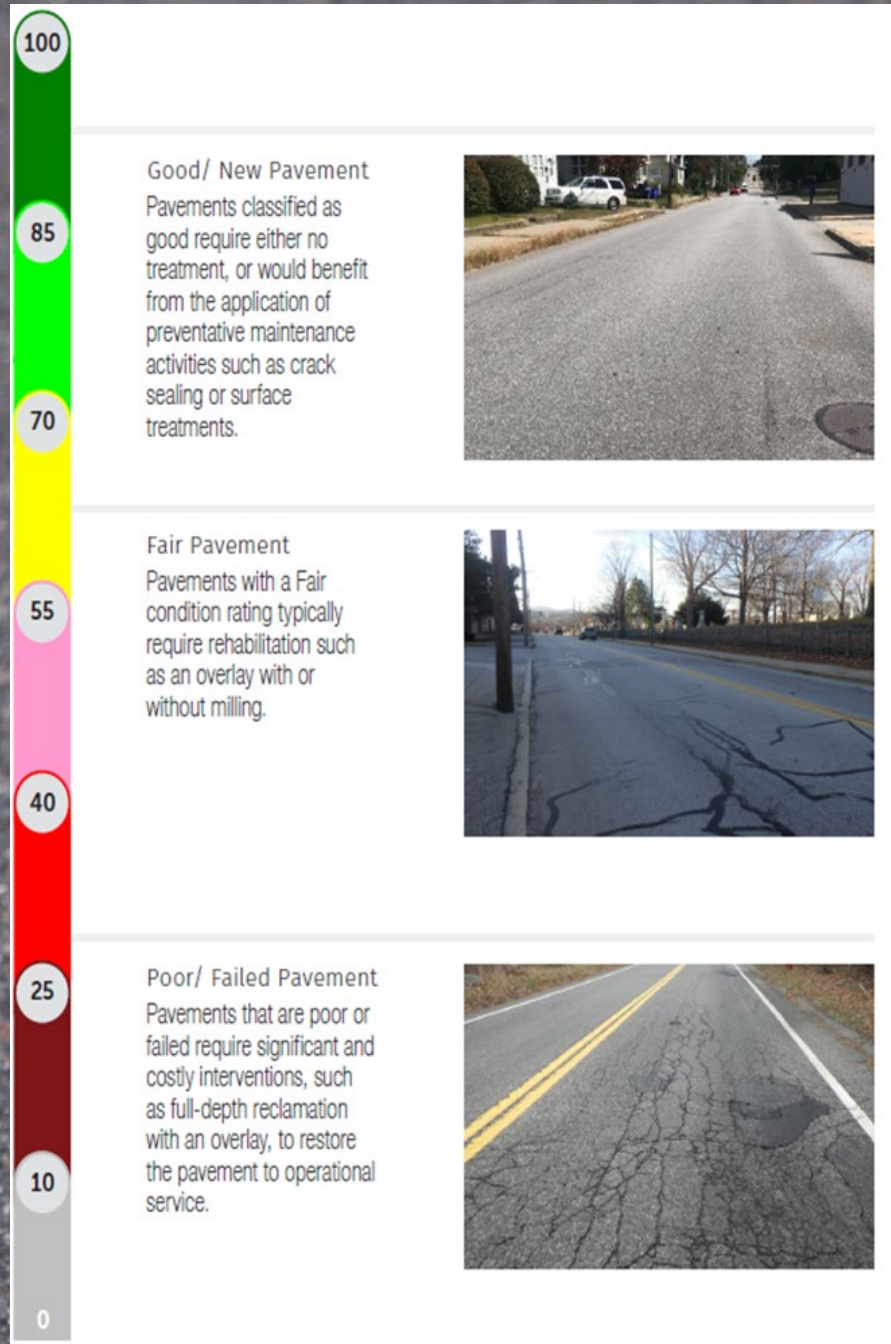
# What is PCI Reporting?

A decision-making strategy for maximizing the life of a roadway network at the lowest possible cost.

Basis:

- A **standardized 0–100 rating** that measures the condition of roadway pavement.
- **Observed surface distresses** such as cracking, rutting, and potholes.
- **Allows consistent comparison** of roadway conditions across the entire network.
- Supports **data-driven, cost-effective planning** for maintenance and rehabilitation.

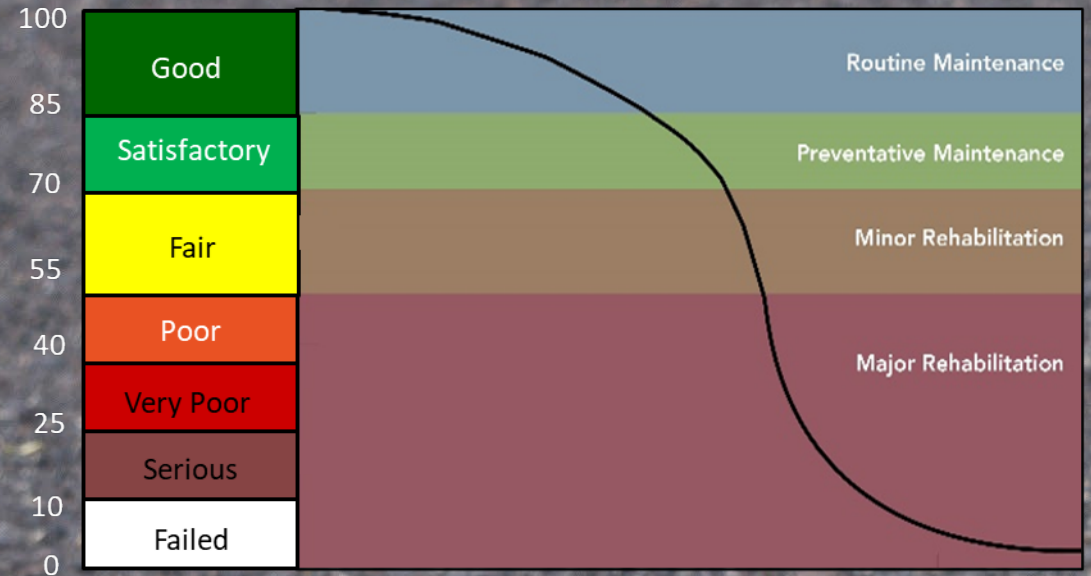
Road Program  
Critical 1<sup>st</sup> Step



# Program Goals & Objectives

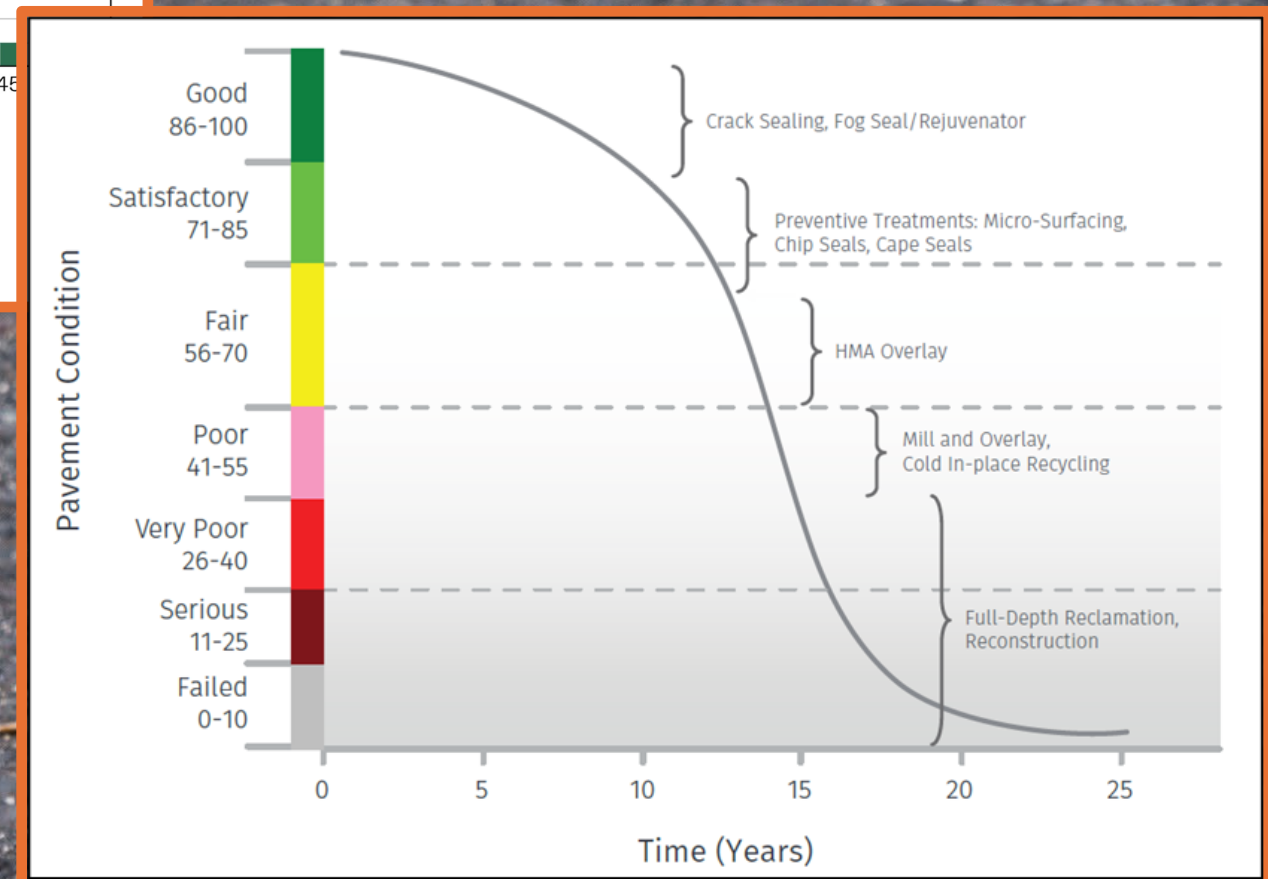
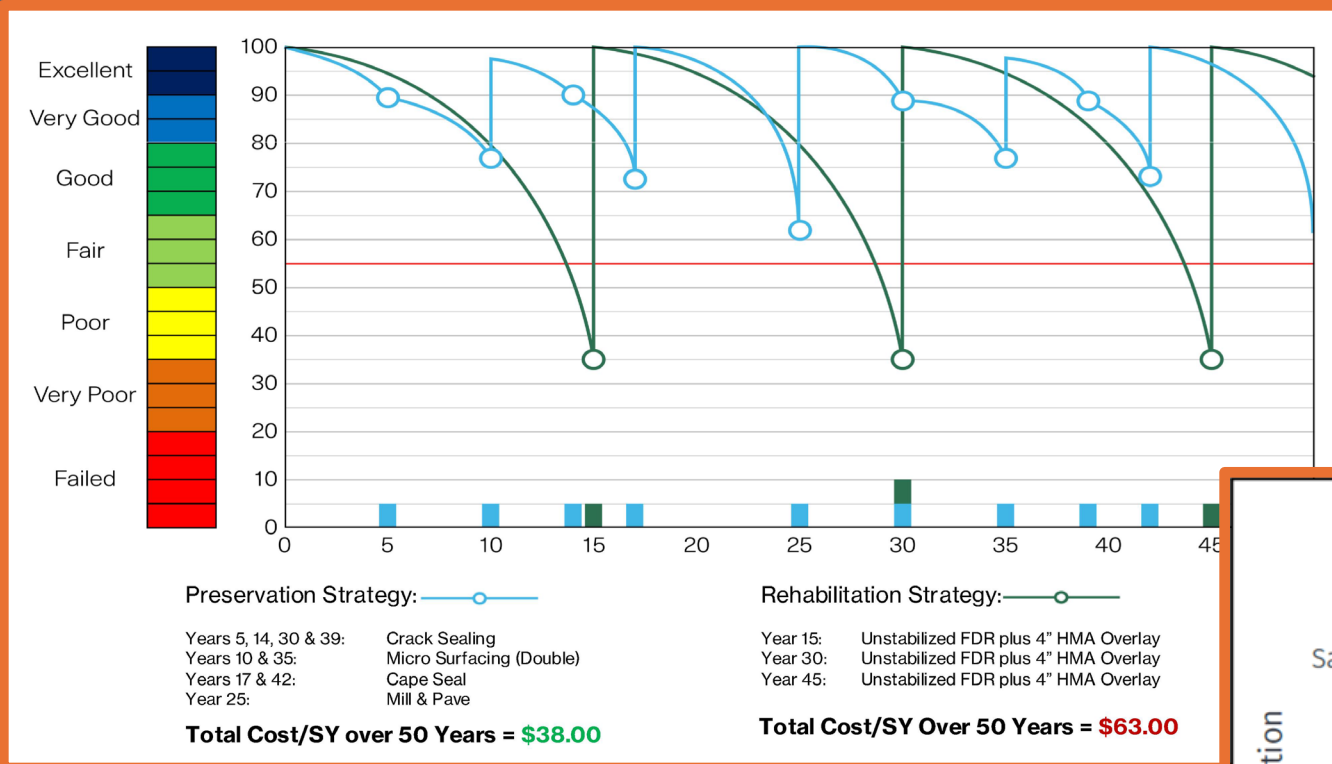
- ✓ Conduct Pavement Condition Assessment
- ✓ Understand Roadway Conditions & Needs
- ✓ Evaluate Repair Strategies & Benefits
- ✓ Establish Estimated Backlog of Improvements
- ✓ ***Develop Prioritized Plan***

Pavement Deterioration Curve



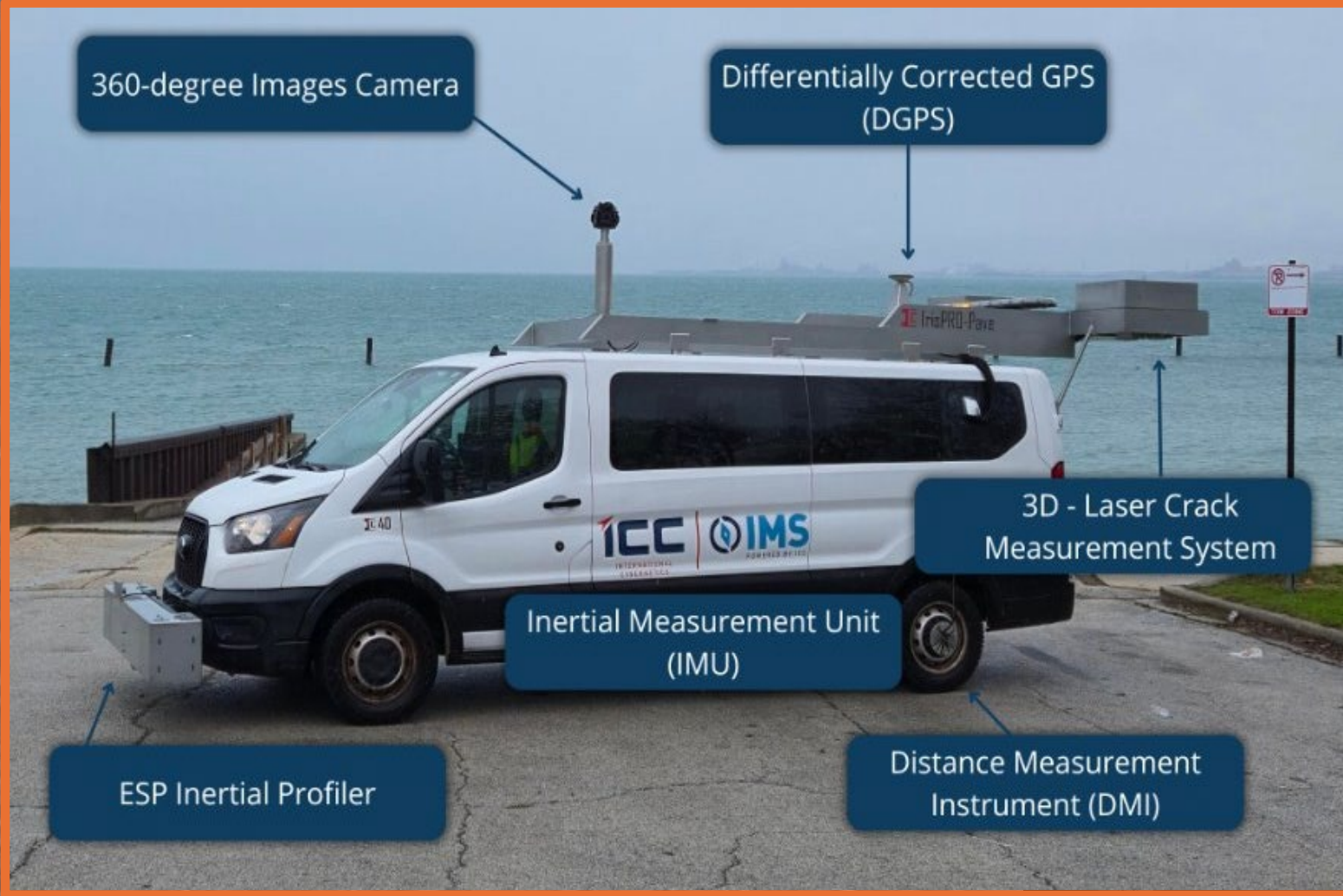
**CIP Tool**

# PCI Reporting Approach

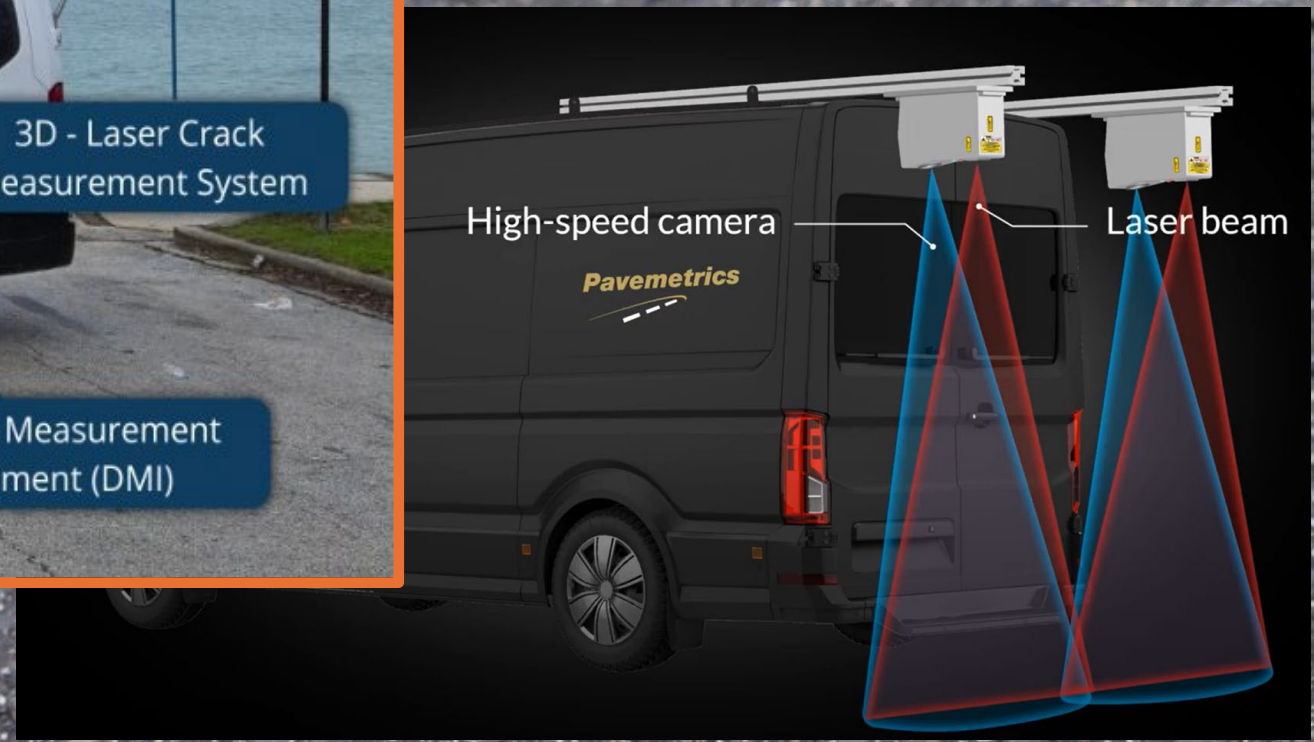


- Data Collection Technology
- Data Analysis
- Budget Scenarios

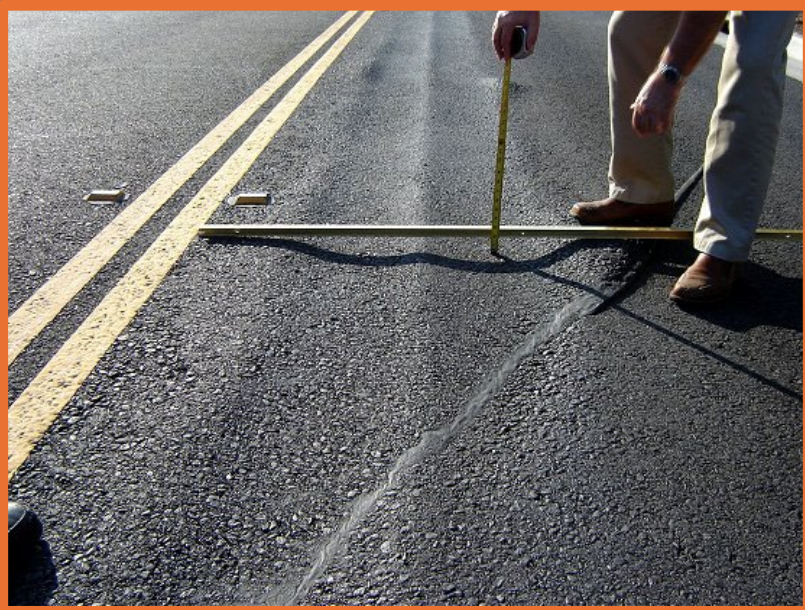
# Data Collection Technology



- Ability to rate and measure cracking and other surface defects
- Laser illuminates pavement and camera takes rapid pictures



# Boots on the Ground



## APHALT PAVEMENT INSPECTION SHEET

ROAD NAME:

DATE:

CONDITIONAL SURVEY BY: GROUP No. 6

AREA OF SAMPLE:

SECTION:

Distress Type:		Section Sketch:
1. Alligator cracks	11. Patching	
2. Bleeding	12. Polished aggregate	
3. Block cracking	13. Potholes	
4. Bumps and sags	14. Railroad crossing	
5. Corrugation	15. Rutting	
6. Depression	16. Shoving	
7. Edge cracking	17. Slippage cracking	
8. Reflection cracking	18. Raveling	
9. Lane/shoulder drop offer	19. Swell	
10. Long & Trans cracking		

EXISTING DISTRESS TYPE, QUANTITY & SEVERITY					
TYPE					
QUANTITY & SEVERITY					
TOTAL SEVERITY					

PCI CALCULATION				
DISTRESS TYPE	DENSITY	SEVERITY	DEDUCTIVE VALUE	
				PCI = 100 - CDV
				RATING =

9 and 10 which are measured in linear m.

Quality Control

# Data Analysis

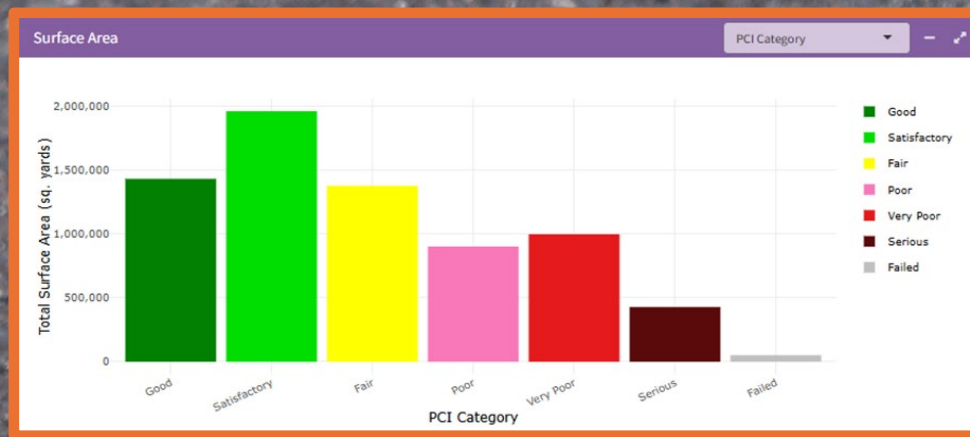
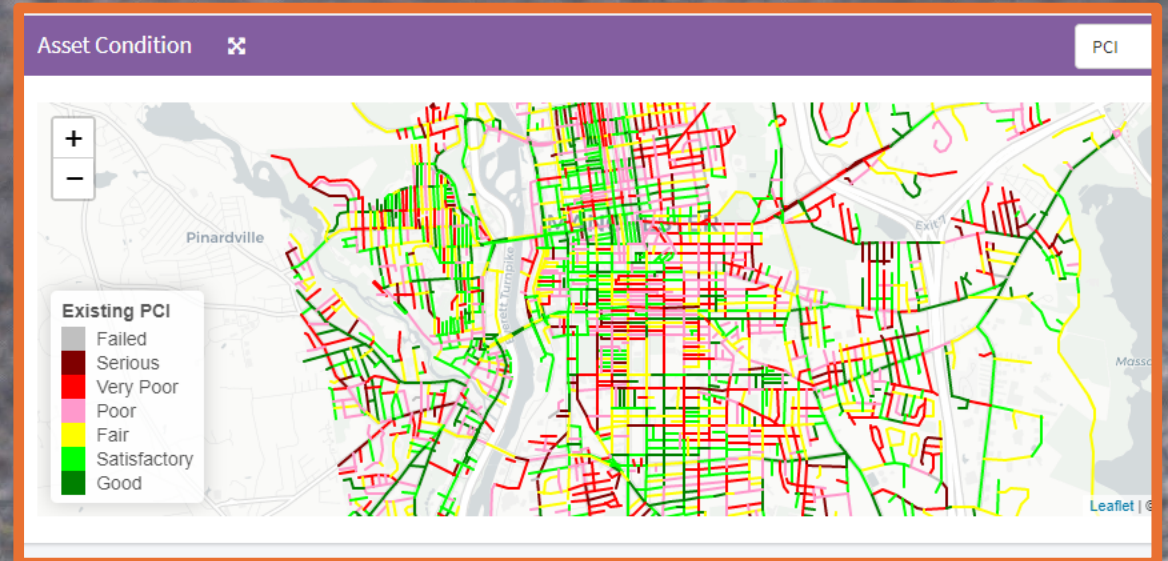
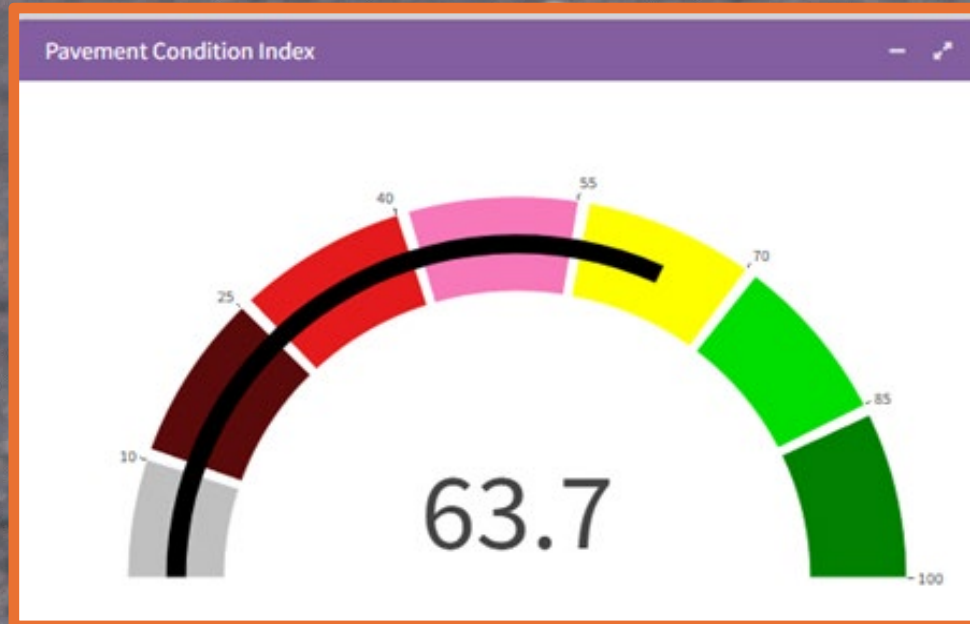
B+

Identifier	Street Name	From	To	Section Area (SF)	Distress Type	Severity	Estimated Qty	Qty Units	PCI Deduct	Section PCI	Section PCI Category
26TH::01	26TH ST	NORTH FOUR MILE RUN	END	3,102	L&T Cracking	Low	114	Ft	8.3	70	Fair
26TH::01	26TH ST	NORTH FOUR MILE RUN	END	3,102	L&T Cracking	Medium	217	Ft	26.3	70	Fair
26TH::01	26TH ST	NORTH FOUR MILE RUN	END	3,102	Weathering	Low	2,771	SqFt	5.2	70	Fair
ABBOTT::01	ABBOTT LN	S WEST ST	END	10,344	Weathering	Low	10,344	SqFt	5.2	95	Good
ANNE::01	ANNE ST	JACKSON ST	KNOLLWOOD DR	24,552	Alligator Cracking	Medium	6,305	SqFt	58.4	31	Very Poor
ANNE::01	ANNE ST	JACKSON ST	KNOLLWOOD DR	24,552	Patch/Utility Cut	Low	7,375	SqFt	27.5	31	Very Poor
ANNE::01	ANNE ST	JACKSON ST	KNOLLWOOD DR	24,552	Patch/Utility Cut	Medium	1,414	SqFt	23.9	31	Very Poor
ANNE::01	ANNE ST	JACKSON ST	KNOLLWOOD DR	24,552	Weathering	Medium	15,762	SqFt	12.7	31	Very Poor
BERRY::01	BERRY ST	BERRY ST	CLEAVE DR	5,275	Alligator Cracking	Medium	306	SqFt	40.1	39	Very Poor
BERRY::01	BERRY ST	BERRY ST	CLEAVE DR	5,275	Block Cracking	Medium	1,941	SqFt	29.6	39	Very Poor
BERRY::01	BERRY ST	BERRY ST	CLEAVE DR	5,275	L&T Cracking	Medium	238	Ft	21.5	39	Very Poor
BERRY::01	BERRY ST	BERRY ST	CLEAVE DR	5,275	Weathering	Medium	5,275	SqFt	14.9	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	Alligator Cracking	Medium	753	SqFt	50.8	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	Block Cracking	Low	538	SqFt	8.0	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	Block Cracking	Medium	269	SqFt	10.3	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	L&T Cracking	High	52	Ft	17.8	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	L&T Cracking	Medium	170	Ft	17.9	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	Rutting	Low	34	SqFt	5.4	39	Very Poor
BERRY::02	BERRY ST	E BROAD ST	BERRY ST	5,376	Weathering	Medium	5,376	SqFt	14.9	39	Very Poor
BERRY::03	BERRY ST	BROOK DR	BERRY ST	12,100	Alligator Cracking	Low	242	SqFt	16.4	69	Fair
BERRY::03	BERRY ST	BROOK DR	BERRY ST								
BERRY::03	BERRY ST	BROOK DR	BERRY ST								
BERRY::03	BERRY ST	BROOK DR	BERRY ST								
BIRCH::01	BIRCH ST	OFFUTT D									
BIRCH::02	BIRCH ST	OFFUTT D									
BROADMONT::01	BROADMONT TER	N TUCKAHOE									

Network Rating = 79

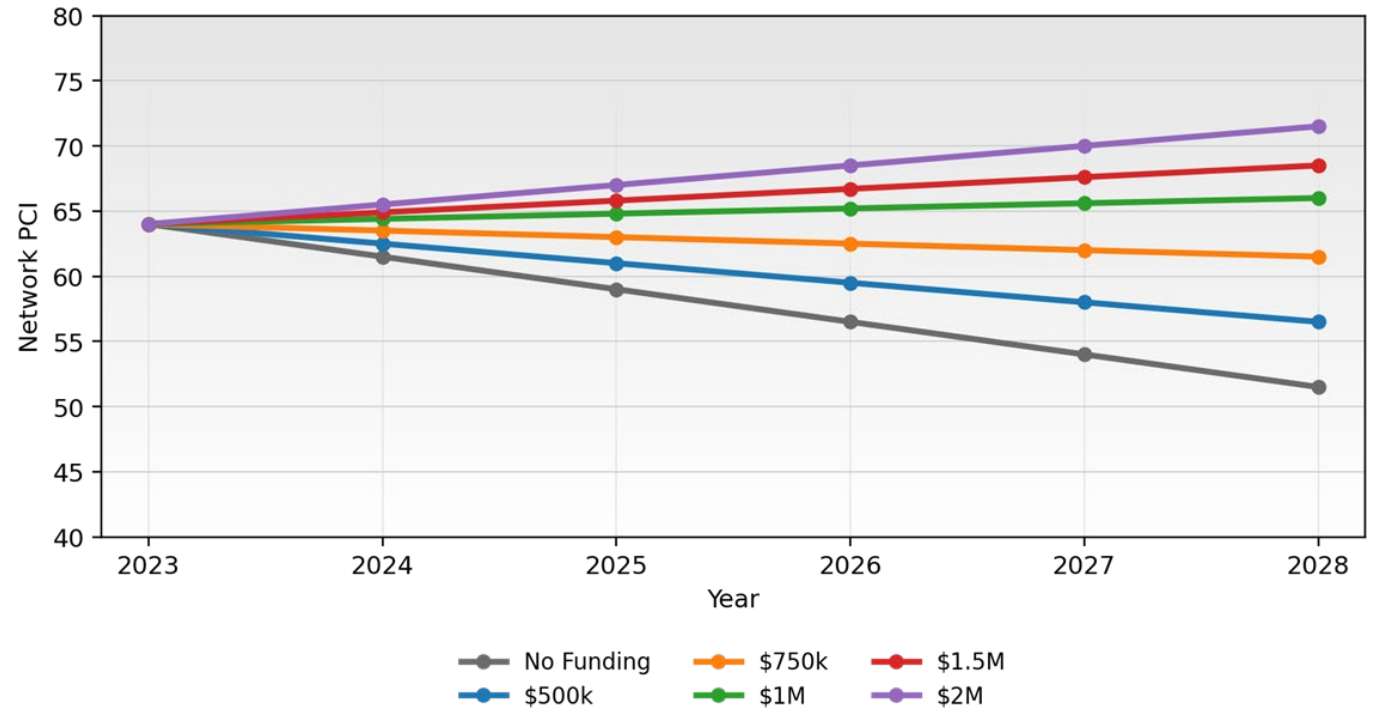
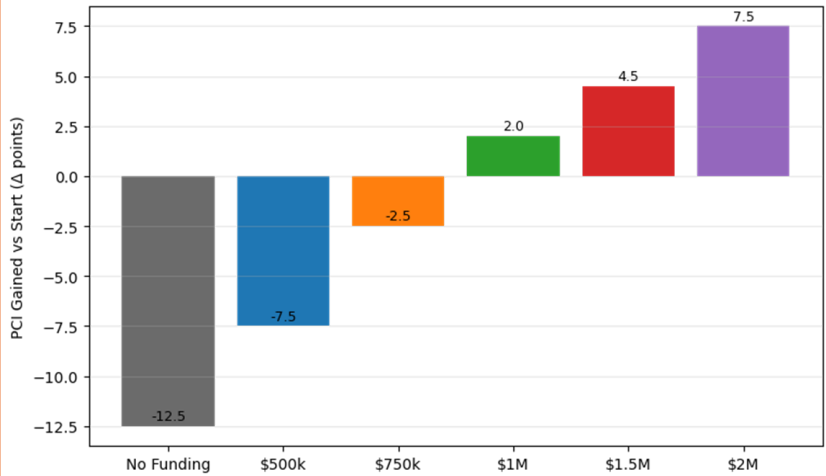
Estimated Costs of Improvements (Entire Road Analysis)							
Repair Method	Average Unit Cost (\$/SY)	PCI Range	Length (Miles)	Square Yards	% Repair	Estimated Cost	% Cost
Reclamation Local	\$84.00	0-60	8.92	121,081	4.85%	\$10,170,856	23.76%
Mill and Overlay	\$34.00	60-72	37.51	539,182	20.38%	\$18,332,183	46.38%
Preventative Maintenance	\$9.00	72-85	80.58	1,289,436	43.81%	\$11,604,925	28.95%
Routine Maintenance	\$0.75	85-92	32.38	487,791	17.60%	\$365,842	0.91%
Defer Maintenance	\$0.00	92-100	24.55	339,629	13.35%	\$0.00	0%
<b>Total</b>			<b>183.94</b>	<b>2,777,119</b>	<b>100%</b>	<b>*\$40,473,807</b>	<b>100%</b>

# Pavement Network Dashboard



- Network Average PCI
- Roadway Condition by Surface Area (or %)
- Street Map Color-Coded by PCI

# Budget Scenario Analysis



# Next Steps

## Capital Planning & Prioritization



### Capital Improvement Planning Timeline





More “Good”  
Roads

Fewer “Bad”  
Roads



# Roadway Asset Collection

- Extracted from Calibrated Imagery
- 20+ Different Asset Types Can Be Collected
- 3+ Attributes
- Geolocated Within 1m



Signs



Signals



Pavements



Trees



Guardrails



Manholes



Parks



Streetlights



Stormwater



Traffic Cones



Water



Complete Streets

**Questions ?**



TOWN OF LONDONDERRY  
NEW HAMPSHIRE

PUBLIC WORKS DEPARTMENT  
AUGUST 2025

REQUEST FOR PROPOSALS

PAVEMENT CONDITION INDEX (PCI)  
REPORTING

Copy No. \_\_\_\_\_

**REQUEST FOR PROPOSALS (RFP)**  
**Pavement Condition Index (PCI) Reporting**  
**November 2025**

The Town of Londonderry, NH (the Town) is seeking proposals from qualified firms (the CONSULTANT) to provide consulting and engineering services related to update of the town's Pavement Condition Index (PCI). Services are intended to be comprehensive and include all aspects of work needed to generate a revised PCI for the Town by street segment for approximately 192-miles (385 lane miles) of roadway.

The Contract shall also include a check and verification of PCI during the third year following final delivery of the updated PCI and all associated documents. The Contract shall also include an annual on-call service-based tasks for 5-years necessary to provide updates in all areas of this RFQ.

It is expected that the Work on this project shall commence in fall of 2025, and that final documents will be delivered by April 3, 2026.

Copies of the RFP may be obtained from the Town's Bids webpage (<https://www.londonderrynh.gov/bids>) or by contacting:

Donna Limoli  
Town of Londonderry  
268B Mammoth Rd  
Londonderry NH 03053  
Tel. 603-432-1100 x139  
Email: [dlimoli@londonderrynh.gov](mailto:dlimoli@londonderrynh.gov)

All questions regarding this RFP shall be directed through the public works office contact in writing.

One (1) original, two (2) copies, and (1) electronic .pdf of the proposal must be received at the public works administrative office at the above address, no later than **11:00 AM on Wednesday, December 17, 2025**. Late proposals will not be considered. Emailed or faxed proposals will not be considered. A pre-proposal meeting will not be conducted.

**All decisions in reference to the bid will be made by the Londonderry Public Works Director or an authorized agent. The Town of Londonderry reserves the right to accept or reject any and/or all proposals, to waive any formalities and informalities in the proposals received, and to accept any proposal, which in its opinion, may be in the best interest of the Town. Bids will not be accepted from any proposer who is considered either suspended or debarred from doing business with the Federal Government and is listed as ineligible on the System for Award Management (SAM) website. The Town of Londonderry further reserves the right to reduce the scope of work to an amount proportional to available funds and/or to otherwise limit the work as may be deemed in the best interest of the Town.**

## **Section 1: Background**

As part of an ongoing capital improvements program, the Town of Londonderry, NH is pursuing consulting services from a qualified firm to assess the Town of Londonderry PCI ratings over its entire roadway network (approximately 192 centerline miles). The development of the Town's Annual Road Program will be utilized as the primary tool to maintain its largest asset. The integrity of the Annual Road Program is significantly based on accurate and reliable data associated with a PCI. The town of Londonderry will update PCI values every five years and has need for additional annual services to maintain the integrity of the PCI values and to provide scenarios from which the final program may be developed by Staff.

The purpose of this document is to describe the scope of work and responsibilities required for the completion of the pavement condition assessment and asset mapping project for the Town of Londonderry, NH. The Consultant will be tasked with:

- Perform a pavement condition survey of the Town's entire roadway network (excluding State maintained and private roadways).
- Establish a PCI rating for each road segment.
- Confirm and update all existing road segments within the Town
- Update the existing roadway GIS asset databases
- Implement a surface condition management system to model roadway pavement performance, recommend maintenance and rehabilitation strategies, and manage a robust capital improvement program.
- Develop a fiscally constrained five-year plan for roadway preservation and rehabilitation inclusive of a comprehensive report.

Contract duration shall be five (5) years. The Town may, at its sole option and discretion, elect to extend the contract with the CONSULTANT for two additional PCI update 5-year cycles. It is understood that the majority of work will occur in the first year of each cycle with additional incidental tasks being completed by the selected Consultant annually on an as-needed basis to maintain the integrity of the data provided to the Town and to provide necessary support related to the development of an annual Road Program.

In addition to providing hard documents, the CONSULTANT shall also provide the Owner with electronic format copies of same (.pdf, Word, Excel, etc.). Ownership of all files and data shall be to the Town of Londonderry.

## **Section 2: Scope of Services**

Although the following is a summary of the anticipated services, the description is intended as a guide in the development of a response to this RFP and is not intended to be all inclusive.

**Detailed Proposals must contain description of how the CONSULTANT proposes to carry out the requirements of the RFP.** Perspective firms are invited to provide a Proposal inclusive of tasks deemed necessary to complete work successfully and of how the Town of Londonderry will be best served by their firm. The CONSULTANT should include any latitudes, prohibitions or limitations placed on the services presented in the CONSULTANT'S proposal. **It must be**

**stated if some services or personnel cannot be provided as specifically required in the RFP with justification of the same.** The objective is to clarify all service options and personnel.

The consultant must demonstrate a thorough project understanding within their proposal to be considered. It is understood that references throughout this document to items of work and services to be performed are the responsibility of the CONSULTANT unless otherwise expressly stated as the responsibility of others. As such, the noted items shall be included with the proposed fee.

**Project Approach** is summarized as follows:

- Assign staff to perform the asset identification, asset mapping and surface condition survey for the entire roadway network consisting of approximately 192 center lane miles of road.
- Task experienced pavement engineers to review and analyze the pavement data, identify distresses, and suggest pavement repair strategies for the Town.
- Apply a software solution to perform a pavement condition rating calculation.
- Provide any/all files necessary in required formats for seamless integration of all assets collected into the Town's GIS.
- Analyze data, model treatment strategies, create reports, create maps, create graphs, and estimate budgets for all roadway improvements.
- Follow proven production and QA/QC processes to carry out the service tasks.
- Use a documented verification and acceptance approach to ensure the Town of Londonderry receives the services that meet all specifications and requirements.

**Project Initiation: The CONSULTANT's proposal acceptance and award will be contingent upon acceptance of proposed data collection methodology and general project approach.** During a project kickoff meeting the Consultant will present the proposed Project Approach, which includes project equipment, software, methodology, schedules, and deliverables. Pending acceptance, the proposed approach will be finalized based on the Town's needs. Project communication protocol, documentation, accounting methodologies, data format, and standards will be confirmed during the meeting. Additionally, the meeting will review and discuss initial steps, such as confirming schedule, meeting dates, project understanding, and information required.

The Town will provide any existing database, previous inventory road centerlines and GIS layers for project use upon request by the Consultant. Using the existing roadway asset/centerline data the CONSULTANT will create a pavement database based on the assets. Each road segment record in the GIS database will have a corresponding record in the pavement database and have a unique identifier so that the pavement database can be imported into the Town's GIS platform (ArcGIS Online) system. Consultant will expand the roadway asset/centerline data as needed to reflect the current conditions or ambiguities discovered during field during inspections.

**Distress Rating:** The Consultant shall collect surface conditions and distress information for asphalt roadways. Each type of distress shall be measured in severity and quantity for each road segment according to ASTM D-6433 from which an itemized data set and documentation of

findings will be provided. Compiled distress rating calculations shall then be utilized to develop a PCI on a 100-point scale. A clear correlation shall be established between surface conditions and distresses as the basis for the formulation of a PCI.

The resultant PCI information shall be sufficient to evaluate and model lifecycle and deterioration of the roadway segments necessary for budgeting and long-range planning. In addition, all recommended methods for treatment will be presented, the benefits and deficits of each, and their applicability to the distresses. Project documentation shall include a discussion outlining treatment methods currently utilized or regionally available as well as the correlation to roadway distress types.

Londonderry's Road Program will also consider conversion of gravel roads to paved surfaces. There is a clear difference between gravel road PCI and paved road PCI. The PCI report will speak to the distinction between the two as well as incorporate a scenario providing for gravel road conversions (approximately one road per year). The gravel road discussion and corresponding ratings in the report shall include O&M costs, environmental concerns, and road way safety concerns in an effort to identify the advantages of converting all gravel roads within the Town. There are four gravel roads in Londonderry with a total length of 0.6 mile (1.2 lane miles).

**Data Collection:** It is understood that there is a myriad of available options in roadway data collection. The Consultant is responsible for narrating, in the response to this RFP, how a proposed solution or alternatives are best and most suitable for the Town. Independent of methodology for collecting surface conditions, the proposal shall describe a quality control process using manual collection to ensure data integrity and consistency of distress ratings/treatment recommendations. It is expected that approximately 20% of the road network will be QC'd through field verification by a senior pavement technician to confirm the accuracy and consistency of the data being collected.

**This RFP does not predetermine a specific methodology of data collection. However, the Town requires that the methodology of data collection permits extraction of other georeferenced data sets such as curb, signs, and castings under a separate task order without having to conduct additional field work. Such tasks are not part of the initial PCI scope.**

The CONSULTANT will collect data as required and necessary for a seamless integration into the Town's network. The data must be geo-referenced and fully compatible with ArcGIS and able to be incorporated into the Town's Open Gov asset management software. The end product from this task is expected to be a GIS-compatible shapefile or geodatabase with appropriate PCI ratings (0-100 scale). In addition, each type of distress shall be summarized for each segment of road. The gravel road assessment may utilize different scaling and ratings as may be proposed by the CONSULTANT. The collective data shall be compatible in both ArcGIS Online and Open Gov environments for viewing/analysis to support future planning, utility coordination and work order management.

Data collection road and weather conditions shall be optimal such that accurate and complete data sets are collected. Roadways shall be dry and clear of snow and leaf cover. Data collection shall be conducted during daylight hours and NOT during rain or snow events.

**GIS Integration:** Prior to data collection, the CONSULTANT will coordinate with Town staff to (1) review existing GIS road network data, (2) ensure the provided product will be fully compatible with the existing GIS data, ArcGIS Online and Open Gov asset management software and (3) develop a written plan for data collection that is consistent with Londonderry's goals and objectives.

The Town will provide a GIS layer of street centerlines including an internal asset ID and attributes inclusive of pavement width, number of lanes, last treatment date & type, and unique name in a file geodatabase. All attributes shall be reviewed and updated as necessary during the field survey. All data collected shall include and relate to the unique Asset ID for each street segment. The CONSULTANT shall inventory pavement conditions according to street segment included in this step.

**Reporting:** Within the context of required and expected discussion in a PCI update report the CONSULTANT shall discuss the Town of Londonderry's current and long-term pavement management goals so that the Town may determine the best pavement management strategy based on the PCI value ranges and specific distress types and severity levels. Project documentation shall include a discussion outlining treatment methods currently utilized as well as the correlation to roadway distress types with a list of current treatment practices and the most recent unit price contracts. It is noted that the PCI report is both an educational document as well as a planning document. The CONSULTANT shall provide background discussion on; how/why the report is useful, PCI, data collection, graphs/tables, budgeting process, what the data means, differing surface treatments methods/advantages/economy/longevity, etc. The educational component of the PCI report will be drafted in a manner that a layperson can read and understand what a PCI is, why it is important, and how it is used as a tool to develop an effective Road Program. The remaining content of the report shall be the actual data, development of a plan and scenarios, and recommendations such that the Town has a complete understanding of the condition of the road system and has the information needed to develop a road improvement plan over time.

The CONSULTANT will work with the Town to create a series of alternative roadway surface repair strategies utilizing a road management software program. Such strategies shall develop pavement treatment hierarchy and/or decision-making matrix, including backup supporting each recommended methodology. This task shall include iterative "what-if" scenarios at various capital funding levels and various treatment strategy settings to identify the advantages and disadvantages of each strategy. The ultimate goal will be to generate a PCI report with the optimum 10-year work plan at a necessary funding level to maintain and/or achieve a defined overall town wide PCI rating. Under the annual incidental tasks during each 5-year cycle the Consultant may further be tasked to update scenarios annually with input from staff for future needs.

This task shall also include development of customized deterioration curve(s) based on historical road maintenance and current findings. Development of the curve(s) along with the corresponding mathematical equation will be used to forecast PCI ratings in x-years. Following formulation of new deterioration curves the CONSULTANT shall apply the equation to each year in the 5-year cycle in an effort to maintain the most accurate PCI information in support of the annual Road Program. Incidental tasks during year #3 in the cycle will include a spot check in approximately 20% of the roadways to confirm accuracy of the predicted deterioration curve(s).

In addition to providing PCI ratings for each segment of road for each year in the 5-year cycle, the CONSULTANT will be tasked with providing a composite PCI for each road in its entirety for each year in the 5-year cycle. Ultimately, the road program is developed principally on a composite PCI rating of the entire road. The intent of this task is not meant to override the normal protocols of predictive software. Instead, this task is a supplemental reference through development of a weighted average of each road per unit length.

Finally, Excel files and appended spreadsheets will separate roadways by classification (local, industrial, collector/arterial, and gravel).

#### **PCI Report Deliverables:**

- Detailed background discussion of the importance of a Road Program related to effective pavement preservation. How/why the report is useful, what is a PCI, data collection, graphs/tables, budgeting process, what the data means, differing surface treatments methods/advantages/economy/longevity, etc.
- Pavement distress summary of findings for each type of distress on each roadway segment.
- Pavement Condition Rating on all Town road segments based on ASTM D6433 defined pavement distresses
- Composite Pavement Condition Rating on all town roads developed through a weighted average of all roadway segments on a given road.
- Development of a gravel road ratings system and prioritization of gravel road conversion projects within the context of a road program funding scenario.
- Development and/or revision of deterioration curves with corresponding equation(s) from which deteriorating PCI values can be directly calculated.
- Year by year pavement condition projections for each road segment based on customized pavement deterioration curves.
- Year by year pavement condition projections for each total road length developed from a weighted average of each road segment length.
- Consultation and Development of a pavement maintenance and rehabilitation strategy for the systematic application of treatment types to all pavement segments based on multiple criteria including pavement condition rating, functional classification, etc. Such discussion shall also appear in the report.
- Provide a draft multi-year rehabilitation program utilizing historic budget information for review by Town staff.

- Discussion on Pavement Maintenance and Rehabilitation recommendations for pavement segments based on current and projected conditions.
- Discussion on Road Program recommendations based on specified funding levels.
- Average Network Condition and Repair Backlog projections for multiple funding scenarios. Such projections shall also appear in discussion form within the body of the report.
- Discussion on determination of funding requirements to meet specified network goals.
- Inventory and Analysis deliverables in file formats compatible with Microsoft Office, Acrobat, and ESRI platforms.
- Assist the Town of Londonderry in presenting the results of the PCI report and the impacts of various funding decisions to the Town decision makers and Boards.

**Proposal Alternate #1 - Road management software system:** Within the context of the requirements of this RFP the CONSULTANT will provide incidental annual services inclusive of developing budget scenarios from which a Road Program may be developed. The CONSULTANT'S software to complete such tasks is not required as a deliverable product. It is also understood that most communities receive access to the CONSULTANT's software along with associated training so staff may develop multiple iterations of a proposed road program based on numerous factors which are fluidly changing on a very frequent basis. The Town of Londonderry desires necessary software licensing and training to complete these tasks. Selection of a Consultant will be significantly based on the base scope in this RFP and corresponding report as defined above. This Alternate may be a consideration in selection if a Proposal includes simple, intuitive, and cost-effective software.

Under this Alternate the CONSULTANT will provide a license to a predictive software program to analyze roadway condition data as well as provide budgeting and forecasting tools to formulate short- and long-term capital plans. This Alternate will also include necessary setup, configuration and training in the software. A specific software product is not predetermined; however, the ideal product should be ArcGIS Online compatible such that iterative Road Program scenarios may be directly imported. The subtasks of Alternate #1 will include:

- Provide a 5-year minimum license for predictive software.
- Configure the software to reflect the rehabilitation alternatives and repair methods agreed to with the Town of Londonderry.
- Configure the system to reflect the current and local costs for the repair methods.
- Configure the system to reflect the preferred treatment methods for critical PCI thresholds.
- Model of automated treatments bands and repair recommendations.
- Review the rehabilitation program with Staff and modify analysis parameters iteratively to produce the final repair program required.
- Provide textual and map reports of the repair program, including options to produce through the user interface.
- Provide necessary training on the user interface.

**Proposal Alternate #2 – Additional Asset Data Extraction:** The Town of Londonderry desires to update and add to its entire GIS database. The intent of this Alternate is to take advantage of simultaneous work efforts. Where there can be a financial advantage to extracting additional data for additional assets then the Town will direct such discounted work efforts to be done. Perspective Consultants are invited to provide a fee structure such that additional discounts are provided for each additional data set extracted from the field data collection up to and including all noted additional data sets. It is understood that discounted asset data extraction efforts presented in the Cost Proposal, which do not occur during the initial PCI work effort, may be renegotiated as required.

For the purposes of this RFP additional data sets include any combination of the following: Curbs (including type), signs (itemized by type), drain castings (catch basin and drain manhole), sewer castings, water castings, hydrants, stop bars, sidewalks, cross walks, handicap ramps, double yellow and fog lines, and centerline. It is noted that data collection technology is not necessarily required to be capable of collecting all additional data sets but should be capable of collecting most.

Extracted data sets shall be properly identified, located, and georeferenced to submeter accuracy.

Total existing asset quantities are not precisely known. Data sets for any noted item under this Alternate shall be provided in total. For the purposes of a Cost Proposal under this Alternate the following assumptions shall be made.

- Curb – 75 miles
- Sidewalk – 2 miles
- Handicap Ramps – 100
- Double Yellow and fog lines – 100 miles
- Stop Bars – Avg 2 per intersection
- Catch Basins and Drain Manholes – 5,000
- Sewer Manholes – 500
- Water castings – 500
- Hydrants – 100
- Signs – 3,500

The CONSULTANT's fee may be adjusted (up or down) according to actual quantities of noted assets. It is understood that negotiated fee adjustments would occur in scenarios where a large deviation in assumed quantities exists in relation to actual labor efforts. The Town and the CONSULTANT will negotiate a protocol for fee adjustments as may be appropriate prior to the execution of work under this Alternate.

### **Section 3: Submission of Proposal**

Responses to this Request for Proposals (RFP) shall consist of two separate documents, as follows:

1. The ***Consultant Proposal*** shall be submitted in the format outlined below. One (1) original Consultant Proposal, two (2) copies, and electronic .pdf shall be provided in a

sealed package labeled 'Proposal for Pavement Condition Index (PCI)'. No unbound or loose papers shall be included. Cost information must not be included in any part of the Consultant Proposal.

2. The **Cost Proposal** shall be submitted in the format outlined below. One (1) original Cost Proposal and one (1) copy shall be provided in a separate sealed envelope labeled 'Cost Proposal – Pavement Condition Index (PCI)'
3. **Electronic submission** in .pdf format of both the Consultant Proposal and the Cost Proposal shall accompany hard copy submission documents.

If forwarded by mail, the mailing envelope must contain separate Consultant Proposal and Cost Proposal envelopes and shall be addressed to the Town of Londonderry, Attn: Finance Department Purchasing Agent, 268 B Mammoth Road, Londonderry, NH 03053. To ensure proper tracking Registered Mail is preferred but not required.

Faxed or emailed submissions will not be considered.

**Submission Deadline** - Consultant Proposal and Cost Proposal must be received at the office of the Purchasing Agent, at the address indicated in this RFP, no later than **11:00 AM on December 17, 2025**. Late proposals will not be considered.

## **Section 4: Format & Content of Proposal**

To enable the Town to perform a fair comparative analysis and evaluation of proposals, Consultants shall structure and compose their proposals in the format outlined below. *Promotional materials are unnecessary and unwanted, please do not include them in the proposal.*

### **Consultant Proposal**

1. **Letter of Interest (1 Page):** Each Consultant Proposal must include a Letter of Interest, identifying the CONSULTANT, their place of business, name, email and telephone number of the person to contact about the proposal, and the project under consideration. The Letter of Interest shall be signed by a representative of the CONSULTANT that is authorized to enter into contracts.
2. **CONSULTANT Knowledge and Experience (2-3 pages):** Include a statement of qualifications that includes a summary of experience that pertains to the disciplines described in the Scope of Services (Section 2). The firm shall provide at least 5 examples with brief summaries of the location and scope of similar recent projects that show experience in any of the tasks. **Importantly, Examples should provide discussion of how the firms approach to the work, reporting and presentation affected change and ultimately contributed to increased funding levels within the community's road program.**

3. **CONSULTANT Project Approach (1-2 pages):** Include a narrative of project approach that provides discussion of items noted in Section 2 – Scope of Services. With the understanding there are many different ways to complete services requested, it is up to perspective firms to present their efficient cost-effective approach and why the approach is best suited to the Town of Londonderry. If needed, one additional page may be utilized to provide discussion on RFP Alternates.
4. **CONSULTANT Schedule:** Provide a project schedule outlining timeframes for completion. In general, the project schedule should be such that it provides completion of tasks with update/review progress meetings. The project schedule shall be submitted in the form of a Gant Chart, with any accompanying narrative included as footnotes, and should demonstrate the ability of the CONSULTANT to meet the timelines indicated herein or otherwise explain why the Town timeline is not achievable. The schedule provides discussion on and clearly defines how the project will be managed noting Londonderry will be a priority given the firm’s current backlog of work. **BASE DATA COLLECTION MUST BE COMPLETED DURING OPTIMAL CONDITIONS. ROAD CONDITIONS SHALL BE CLEAR OF SNOW/ICE AND/OR LEAF COVER AND SHALL CONDUCTED DURING DAYLIGHT HOURS WITHOUT RAIN, SNOW, FOG OR OTHER CONDITION PREVENTING PROPER AND ACCURATE DATA COLLECTION.**
5. **Overall Project Team (1 page):** Identify up to 5 members of the CONSULTANT’S project team, including sub consultants. Append resumes of key persons (1 page each), who would likely be working with Town staff, particularly the designated program/client manager, project managers and key discipline "experts".
6. **Financial and Insurance Resources:** The CONSULTANT shall include a statement or other information affirming that the firm has financial resources sufficient to secure all necessary labor and equipment to complete the work, and to cover the cost of other anticipated reimbursable allowances that would clearly document the financial ability to execute this project and/or indicate that they have the ability to obtain such resources. Proper insurance for employees, subconsultants, and subcontractors shall be required of the selected CONSULTANT, as will the ability to provide Professional Liability Insurance to the Town as identified in the general conditions.
7. **Conflict of Interest:** The CONSULTANT shall describe all current or potential conflicts of interest related to performance on this project. Relationships with property owners, developers, and other consultants, whether in recent past (past three years), present, or potentially in the future by interest in a pending project, which may serve to provide financial benefit to the CONSULTANT, must be identified. If there is potential or present conflict of interest, the CONSULTANT must identify methods they will employ to address said conflicts.
8. **References:** Provide a minimum of three (3) references for whom the firm has performed work of a similar nature. Include names of contact persons, with addresses and telephone numbers, so that the Town may contact them. All references **must** be key decision

makers from municipalities for whom the firm has worked. Do not include Town of Londonderry personnel.

### **Consultant Cost Proposal**

The Consultant Cost Proposal shall not be included with the Consultant Proposal, but rather, shall be submitted in a separate sealed envelope labeled ‘Cost Proposal – Pavement Condition Index (PCI)’. CONSULTANTS shall structure and compose their proposals in the format outlined below.

1. **Cover Letter:** Each Cost Proposal must include a Cover Letter identifying the CONSULTANT, their place of business, name, email, and telephone number of the person to contact about the proposal, the project under consideration, and shall make reference to the total proposed cost of services (itemized base plus Alternates, if any) plus any allowances. The Cover Letter shall be signed by a representative of the CONSULTANT that is authorized to enter into contracts.
2. **Cost & Manpower Allocation:** Provide, in spreadsheet form, a breakdown of personnel and sub-consultants that will be involved in the project, along with the associated man-hours for each person or sub-consultants and their proposed billing rate. The cost of reimbursable items and cost allowances shall be indicated within the associated task and included in the cost totals. Separate costs and allocations shall be provided for each Alternate, if proposed.
3. **Allowances:** Any cost allowances shall be clearly identified in the proposal. Allowances should reflect a reasonable attempt to accurately quantify the anticipated work effort for the allowance item.

Prices offered by the CONSULTANT, excluding allowances that are identified above, will be firm and not subject to change without a mutually agreed change in the scope of work. Labor rates will be fixed for the duration of the contract. All prices should include all labor, material costs, mark ups, and any discounts if offered.

Alternative 2 Cost Proposal: As applicable provide discount discussion related to number of assets being extracted from the field data. It is understood that discounted asset data extraction efforts presented in the Cost Proposal, which do not occur during the initial PCI work effort, may be renegotiated as required.

### **Section 5: Proposal Evaluations**

This section shall serve as the criteria from which the RFP responses will be evaluated. In preparing a proposal the Town recommends that the CONSULTANT address the criteria clearly in their proposal and demonstrate the ability to meet each criterion. Statements should be verifiable to the greatest extent. See also Section 4 for additional content requirements.

1. Strength and duration of successful performance in the business of providing services as described herein (and for a minimum continuous period of not less than five years).
2. Previously completed projects. The CONSULTANT has completed not less than five (5) similar projects for municipalities. Did the Consultant's work assist in Road Program funding increases withing a community?
3. Project Approach: The CONSULTANT has provided a clear, concise and thorough discussion on project approach. The firm's methodology is clearly identified, and reasoning is provided why the approach is best suited for Londonderry.
4. A clear and concise project schedule has been provided in the form requested. The schedule identifies significant project tasks, key project benchmarks, and provides sufficient specificity to clearly show the critical path towards completion of the project and also relates the non-critical path tasks into the overall project. The schedule clearly demonstrates that the CONSULTANT will meet the timelines desired.
5. The CONSULTANT has addressed how the project will be managed within the context of ongoing and backlogged work of both the CONSULTANT and any sub consultants.
6. Strength of proposed project team. The project team has demonstrated sufficient experience and has worked successfully together on other projects. The project leaders have a high level of technical expertise in the nature of the work outlined in this RFP. Experience and ability of personnel conducting the field survey will be a significant factor in selection.
7. The CONSULTANT has demonstrated suitable financial and insurance resources, or the ability to obtain same, for this project.
8. The CONSULTANT has no conflict of interest or appearance of conflict of interest with any other party, or such relationships are not sufficient to warrant concern. Discussion has been provided if a conflict arises.
9. The CONSULTANT has received positive references from all clients contacted by the Town.
10. The degree of compliance with the requirements and requested format of this RFP.
11. CONSULTANT selection will not be based solely on the Consultant Proposal. While the Cost Proposal will be a significant factor in evaluation of the RFP response, the selection process will be based on a combination of qualifications and price.

The Town reserves the right to reject any and all proposals received in response to the RFP.

### **Section 6: Responsibilities of the CONSULTANT**

1. Prior to final selection, the CONSULTANT will be asked to attend an interview and

submit any additional information, which the Town may deem necessary to determine the CONSULTANT'S qualifications.

2. The successful CONSULTANT will be the prime contractor for those services indicated in their proposal and will be required to assume total responsibility for the services offered in this proposal whether or not the firm is the firm delivering all the services. The Town will consider the successful CONSULTANT to be the sole point of contact regarding all contractual matters, including performance or service, unless otherwise stated.
3. The CONSULTANT shall provide the staff and resources as outlined in the RFP and shall not assign to other staff or sub consultants without the written approval of the Town.
4. The CONSULTANT shall complete the scope of work and shall commit staff and resources to professionally and expeditiously complete such scope. The CONSULTANT, by virtue of their prior professional experience shall understand and endeavor to determine the possible obstacles that could interfere with the completion of the scope. The CONSULTANT shall make such obstacles known to the Town and provide the Town with solutions to overcome such obstacles.
5. No costs or expenses incurred by the CONSULTANTS in responding to this RFP will be borne by the Town.
6. Non-Discrimination in Employment and Affirmative Action. The CONSULTANT shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion, or physical/mental handicap. The CONSULTANT agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment.
7. Upon evaluation of the RFP responses received, the Town will seek to enter into a contract with the selected CONSULTANT. If the CONSULTANT fails, neglects or refuses to execute the contract within fourteen (14) days after notification that they have been selected by the Town, the Town may at its option terminate and cancel its action and commence contractual discussions with another CONSULTANT.
8. Incorporated by reference into the contract will be all of the information presented in or with this RFP and the CONSULTANT'S response thereto.

## **Section 7: Negotiation & Informalities**

1. The Town reserves the right to negotiate with the selected CONSULTANT regarding variation to the original RFP, Contract, and Cost, if deemed to be in the best interest of the Town to do so.

2. The Town reserves the right to waive any item of this RFP, which in the opinion of the Town is an informality. The Town has the right to accept or reject any or all proposals in whole or in part if it is deemed to be in the Town's interest to do so.

## **Section 8: RFP Questions & Revisions**

1. Any questions or inquiries regarding this RFP must be submitted in writing. In order to be considered, they must be received by the Londonderry Public Works administrative contact no later than five (5) calendar days prior to the RFP submission deadline. Any revisions to the RFP will be provided in the form of an Addendum, posted on the Town's Bids and Proposals webpage at: <https://www.londonderrynh.gov/bids>.

## **Section 9: General Conditions**

**Irregular Proposals:** Proposal will be considered irregular and may be rejected for any of the following reasons however, the Town retains the right to waive informalities and irregularities at its sole discretion:

- If the proposal does not include all information listed in this RFP.
- If there are unauthorized additions, conditional or alternate proposals, or irregularities of any kind which may tend to make the proposal incomplete, indefinite or ambiguous as to its meaning.
- If the proposer adds any provisions reserving the right to accept or reject an award.
- If there are any exclusions specifically required by this RFP.

**Delivery of Proposals, Withdrawal, Opening, and Disqualification:** All proposals shall be filed prior to the time and at the place specified in in this RFP. Bids submitted after this time will not be accepted. Faxed or emailed proposals are not acceptable. The Town is not responsible for delayed mail that misses the deadline.

A proposer will be permitted to withdraw his proposal unopened after it has been deposited if such request is received in writing prior to the time specified for opening the proposals.

Either of the following reasons may be considered as being sufficient for the disqualification of a proposer and the rejection of his proposal:

- Evidence of collusion among proposers.
- Failure to supply complete information as requested by the proposal specifications.

The right is reserved to reject any or all proposals, to waive technicalities or to advertise for new proposals, if in the Town's sole judgment, is in the best interest of the Town of Londonderry.

**Award:** If a contract is awarded, the award will be made to the proposer that displays the best mix of qualifications, experience, availability, and price as it pertains to the type of services in Section 2 above, as soon as practical after the review process. Any award shall carry all conditions carried in this RFP.

**Cancellation:** The Town reserves the right to cancel the award of any contract at any time before the execution of such contract by all parties without any liability to the Town.

**Laws:** The Contractor shall comply with all State and Local laws, ordinances, regulations, and requirements applicable to work hereunder.

**Contract Document Content and Priority:** The complete contract documents for the project shall consist of the following items in descending order of priority. This RFP (as the most senior document), CONSULTANT responses/proposals to this RFP, CONSULTANT contract terms and conditions, amendments to the CONSULTANT contract, Task Orders issued under the Contract. Each document shall be subordinate to the next senior document where a conflict between documents arises.

**Ownership and Use of all Documents:** The Town of Londonderry shall be the owner of all documents and all data in all formats. The exception to this provision is the ownership of intellectual property substantially developed by the CONSULTANT separate from and not necessarily required by the Contract Documents. The CONSULTANT shall retain a perpetual license to utilize the Contract Documents for their express purposes. The Town of Londonderry recognizes and accepts that the integrity and use of the Contract Documents and data for future purposes beyond the terms of this RFP and subsequent Contract shall be at the risk of the Town of Londonderry without first coordinating and confirming such information with the CONSULTANT.

**Contractor and Subcontractor Insurance:** The Contractor shall deliver at the time of execution of a contract; certificates of all insurance required hereunder and shall be reviewed prior to approval by the Town of Londonderry. The certificates of insurance shall state that the companies issuing insurance will endeavor to mail to the Town of Londonderry ten (10) days-notice of cancellation, alteration or material change of any listed policies. The Contractor shall keep in force the insurance required herein for the period of the Contract. At the request of the Town of Londonderry, the Contractor shall promptly make available a copy of all listed insurance policies. The requested insurance must be written by a Company licensed to do business in New Hampshire at the time the policy is issued.

The Town of Londonderry, NH shall be listed as an additional insured on a primary and non-contributory basis in General Liability, Auto Liability and Umbrella Liability policies required for the contract. The Contractor shall require each Subcontractor employed on the Project to maintain the coverage listed below unless the Contractor's insurance covers activities of the Subcontractor on the Project.

No operations under this Contract shall commence until certificates of insurance attesting to the below listed requirements have been filed with and approved by the Town, required accounting information (W-9, etc.) and the Contract approved by the Town.

**Indemnification:** The Owner and Consultant shall at all times indemnify and save harmless each other and their officers, and employees on account of any claims, damages, losses, litigation, expenses, counsel fees, and compensation arising out of any claims, damages, personal injuries and/or property losses sustained by any person or entity, to the extent caused by the negligent acts, errors or omissions of the indemnifying party, its employees, or subcontractors in connection with work completed under the contract.

**Insurance Coverage:** The Consultant shall demonstrate that its staff is protected by Workers Compensation and Employers' Liability insurance in compliance with statutory limits and that the CONSULTANT has coverage under professional liability, public liability and property damage insurance policies. Certificates for such policies will be provided to Client upon request. Minimum coverages shall be as follows:

- Comprehensive General Liability (including Products Completed, Contractual Property, and Personal Injury coverage): \$1,000,000 per occurrence / \$2,000,000 aggregate
- Automobile Liability (Property Damage): \$1,000,000 per occurrence
- Professional Liability: \$1,000,000 per claim and in the aggregate

Where the CONSULTANT is found to be negligent in the performance of their duties, the Comprehensive General Liability and Professional Liability Limits of the CONSULTANT shall define the CONSULTANT'S maximum compensation obligation as may be litigated. The CONSULTANT shall not cap damages at any lesser value or contract amount.

**Accident Protections:** It is a condition of this Contract, and shall be made a condition of each subcontract entered into pursuant to the Contract, that a CONSULTANT and any SUBCONSULTANT shall not require any laborer or mechanic employed in the performance of the Contract to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous to health or safety, as determined by construction safety and health standards of the Occupational Safety and Health Administration, United States Department of Labor, which standards include, by reference, the established Federal Safety and Health regulations for Construction. These standards and regulations comprise Part 1910 and Part 1926 respectively of Title 29 of the Code of Federal Regulations and are set forth in the Federal Register. In the event any revisions in the Code of Federal Regulations are published, such revisions will be deemed to supersede the appropriate Part 1910 and Part 1926, and be effective as of the date set forth in the revised regulation.

**Subcontracts:** The CONSULTANT shall be fully responsible to the Town of Londonderry for the acts and omissions of SUBCONSULTANTS and of persons employed by him in the same manner as he is responsible for the acts and omissions of persons directly employed by him.

**Extras:** Except as otherwise herein provided, no charge for any extra work or material will be allowed unless the Town has ordered the same, in writing.

**Default and Termination of Contract:** If the CONSULTANT does not proceed in accordance with the Contract, then the Town of Londonderry will have full power and authority without violating the Contract to take the prosecution of the work out of the hands of the

CONSULTANT. The Town of Londonderry may enter into an agreement for the completion of said Contract according to the terms and conditions thereof or use such other methods as in his opinion will be required for the completion of said Contract in an acceptable manner.

All extra costs and charges incurred by the Town of Londonderry resulting from such delay, neglect or default, together with the cost of completing the work under the Contract will be deducted from any monies due or which may become due to said CONSULTANT. If such expenses exceed the sum which would have been payable under the contract, then the CONSULTANT shall be liable and shall pay to the Town of Londonderry the amount of such excess.

Reasons for termination include, but are not limited to:

- CONSULTANT fails to begin work under Contract within the time specified in the notice to proceed;
- Fails to perform the work with sufficient workmen and equipment, or with sufficient materials to assume prompt completion of said work;
- Performs the work unsuitably or neglects or refuses to remove materials or to perform a new such work as may be rejected as unacceptable and unsuitable;
- Discontinues the prosecution of the work;
- Fails to resume work, which has been discontinued, within a reasonable time after notice to do so;
- Becomes insolvent or has declared bankruptcy, or commits any act of bankruptcy or insolvency;
- Makes an assignment for the benefit of creditors;

The Town of Londonderry will give notice, in writing, to the CONSULTANT for such delays, neglect, and default. CONSULTANT shall respond within 14 days to such notice with corrective action, to the Town's satisfaction, or be subject to Contract termination.

**Shaun Mulholland**  
Town Manager  
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smulholland@londonderrynh.gov



**Kellie Caron**  
Deputy Town Manager  
(603) 432-1100 ext. 402  
kcaron@londonderrynh.gov

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

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**February 11, 2026**

## **MEMORANDUM FOR RECORD**

**To: Town Council**

**From: Town Manager Shaun Mulholland**

**RE: Deliberative Session-Remarks by Councilor Paul regarding the HR Dept.**

The purpose of this Memorandum for Record (MFR) is to ensure that accurate and complete information is provided to the Town Council, Budget Committee, and the voters of Londonderry in advance of the March 10, 2026 Town Election.

During the February 7, 2026 Deliberative Session, several statements and questions were raised by Councilor Paul regarding the Human Resources Department and Warrant Articles 18 and 19. Given that voters will act on these articles, it is important that the governing body, Budget Committee and the public have fact-based information grounded in documented operational data and legal guidance.

This memorandum references and incorporates the February 9, 2026 memorandum that I asked to be prepared by Human Resources Director Tara Koza .

### **Workforce Growth and Organizational Impact**

A five-year workforce analysis (January 2021 – January 2026) reflects measurable growth and increased complexity in personnel administration:

- Total active staff increased from 196 to 224 employees (+28; +14.29%).
- Full-time employees increased from 164 to 188 (+24).
- Per diem/seasonal/temporary staff increased from 10 to 16 (+6).

In addition to 224 active employees, the Human Resources Department administers health and dental benefits for 62 retirees and supports approximately 24 seasonal employees annually, resulting in a service base of approximately 310 individuals .

This growth directly increases workload in payroll processing, benefit administration, onboarding/offboarding, leave management, compliance, labor relations, and employee relations matters.

### **Timing of the Staffing Request**

The HR Director assumed the role in fall 2023. The March 2024 budget cycle occurred shortly thereafter. It was reasonable and responsible not to request structural changes before sufficient operational data had been gathered.

The subsequent budget season (fall 2024 – March 2025) coincided with significant leadership instability, during which the Town operated under three different Town Managers. Organizational focus during that period was stability, continuity, and successful negotiation of five union contracts.

Following stabilization of executive leadership in June 2025, discussions occurred regarding HR workload, risk exposure, and sustainable staffing. The recommendation for two part-time positions was developed methodically, aligned with operational need, and designed to provide a fiscally measured solution. This was part of larger townwide assessment of personnel needs for the ensuring year as well as the next five years.

The suggestion that the matter was “allowed to sit” does not reflect the context of leadership transition, budget timing, or prudent administrative review.

### **Operational Workload and Scope**

Calendar Year 2025 activity included:

- 44 new hires (25 full-time, 1 part-time, 18 per diem/seasonal/temporary).
- 51 employee separations (26 full-time, 1 part-time, 24 temporary/seasonal).

Each hiring and separation event requires multi-step compliance processing including recruitment, background checks, onboarding documentation, payroll setup, retirement system coordination, and benefit enrollment or termination .

Additional core responsibilities include:

- Administration of FMLA, NH Paid Family Medical Leave, ADA accommodations, Workers' Compensation, Short- and Long-Term Disability, and Military Leave.
- Oversight of seven distinct union contracts.

- Labor negotiations.
- Internal investigations and policy enforcement.
- Mandatory CDL drug testing compliance.
- Administration of retiree benefits.
- Coordination of anti-harassment training for more than 210 participants.
- Execution of three major modernization initiatives:
  - Town-wide wage classification study
  - Comprehensive job description overhaul
  - Implementation of a new HR Information System (HRIS)
  - Implementation of the Guardian Tracking Software
  - Re-write of multiple policies that were outdated and in many cases did not meet statutory requirements.
  - Labor intensive hiring processes for a new Town Manager, Fire Chief, Deputy DPW Director and Cyber Services Director

Emergency services and Public Works operations run 24/7. HR support related to injuries, grievances, and compliance does not operate solely within a traditional 40-hour administrative schedule.

The data demonstrates that workload intensity is driven by structural growth, legal mandates, and operational complexity—not perception.

## **Reclassification of Election Workers**

During the Deliberative Session, it was suggested that the transition of election workers from 1099 independent contractors to W-2 employees was “created” to add work.

The HR Director’s February 9 memorandum documents that this change followed legal review and confirmation by Town Counsel .

Legal guidance confirmed that election workers do not meet independent contractor standards under:

- NH RSA 275:42 (ABC Test)
- IRS Common Law Rules
- Fair Labor Standards Act (FLSA)

Because the Town exercises direction and control over election workers, they must legally be treated as employees. Failure to do so exposes the Town to potential audits, penalties, and back-tax liability.

The transition was therefore a compliance correction designed to mitigate legal and financial risk to the Town—not an expansion of discretionary workload.

## **Clarification Regarding Part-Time Positions**

It was publicly suggested that the two proposed part-time positions would likely escalate to full-time positions within a short timeframe, thereby increasing costs to taxpayers.

The February 9 memorandum clearly states that no such representation was made by the HR Director. The recommendation was specifically structured as two part-time roles based on current workload analysis and fiscal prudence. There may well be a need in the future for increasing one of these positions to full-time at some point. However,

- That would not be a priority considering the other staffing needs we have in the town.
- The cost of full-time employees with health/dental insurance and NHRS retirement contributions adds significantly to expenses with diminishing returns in this case.
- The HR Department, along with the other departments needs to modernize its operations by digitizing and automating its functions. This will allow for efficiency and avoidance of cost of full-time personnel.
- Analysis will also need to be conducted to determine whether outsourcing some of functions is appropriate instead of adding additional full-time staff.

Projecting future full-time conversion was not part of the proposal presented to the Council or Budget Committee.

## **Professional Integrity of the Department**

Comments made during the Deliberative Session questioned what is “wrong” with the Human Resources Department.

The documented record reflects a department managing measurable workforce growth, complex compliance requirements, union negotiations, modernization initiatives, and 310 supported individuals with a staff of two.

The HR function is foundational to municipal operations. Its responsibilities directly affect legal compliance, fiscal stability, workforce morale, and operational continuity.

It is important that discussion surrounding warrant articles focus on data, legal requirements, and documented workload rather than characterizations that could undermine professional credibility.

## **Conclusion**


As voters prepare to act on Warrant Articles 18 and 19 on March 10, 2026, it is essential that deliberations be informed by accurate operational data and confirmed legal guidance.

The staffing recommendation before the voters:

- Reflects measurable workforce growth and complexity.
- Addresses documented compliance obligations.
- Mitigates legal and financial risk.
- Was developed following organizational stabilization and careful evaluation.
- Does not include any representation of automatic conversion to full-time positions.

This MFR is entered into the record to ensure that the Town Council, Budget Committee and voters are equipped with fact-based information as they consider these articles.

Respectfully submitted,

Signed by:  
  
82BB7E423858440...

Shaun Mulholland  
Town Manager



Town of Londonderry  
Office of Human Resources  
*Tara Koza*

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**INFORMATIONAL MEMO IN RESPONSE TO QUESTIONS AND COMMENTS RAISED BY  
COUNCILOR PAUL AT THE FEBRUARY 7, 2026 TOWN DELIBERATIVE SESSION**

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TO: Town Council, Budget Committee, Shaun Mulholland – Town Manager and Kellie Caron – Deputy Town Manager and Director of Economic Development

February 9, 2026

I am writing to provide context and factual information in response to statements and questions raised by Councilor Paul during the Deliberative Session.

During the Deliberative Session, several questions were directed to me, including questions regarding the legal basis for reclassifying election workers from independent contractors to employees, and the number of new hires onboarded during calendar year 2025. This memorandum addresses those questions directly.

In addition, I am responding to several public statements made by Councilor Paul that are inaccurate and mischaracterize both my actions and the work of the Human Resources Department. These statements include assertions that I “created” the requirement to reclassify election workers in order to “add more work,” as well as claims that I communicated an intention to “escalate” the two requested part-time Human Resources positions into full-time positions within a short period of time, thereby increasing costs to taxpayers. I did not make these statements, nor did I convey such intentions regarding Warrant Articles 18 and 19. Publicly attributing statements to me that were not made, and suggesting resulting fiscal impacts based on those statements, provides voters with inaccurate information.

As the staff resource designated to present and explain the rationale for these Warrant Articles, it is my responsibility to ensure that the Town Council, the Budget Committee, and the residents of Londonderry have accurate, complete information upon which to base their decisions. I provided all information requested of me during the Town Council meetings and the Deliberative Session, and I answered individual inquiries throughout the budget season. I also observed Councilors Combes and Bouchard speak in support of the articles, and Councilors Faber and Dunn articulate their reasons for not supporting

them. Those responses were expressed professionally and were grounded in the information presented. Similarly, members of the Budget Committee engaged thoughtfully throughout this process and explained their respective votes. I respect both the process and the deliberations of these bodies, regardless of the outcome. Publicly stating that I conveyed information that I did not and then attributing potential taxpayer cost increases to those purported statements, has the potential to influence voter perception based on inaccurate premises.

This memorandum also addresses Councilor Paul's question regarding why the need for additional staff resources in the Human Resources department was not raised earlier. I believe that providing appropriate context regarding timing, organizational conditions, and leadership transitions will help clarify this issue.

Finally, I will address Councilor Paul's statement regarding her difficulty 'wrapping [her] brain around what is wrong with this department'. I find this characterization to be inaccurate and harmful to the professional reputation of the Human Resources staff. Given that our department's effectiveness relies on a foundation of trust and professional credibility, it is necessary to document the cumulative impact of such public disparagement and provide a factual record of the department's actual performance and integrity.

Below are the comments and questions that will be addressed in this memo:

- 1. I think it's funny that this is out of how many years I've been covering the Town and paying attention, this is the first time I'm hearing that there is a problem there. I don't understand what has changed. I don't understand why it's changed. I don't understand how much growth we've had in the last year in employees that would warrant this to escalate to the urgency we're seeing now....If these things were going on, why didn't you come forward and tell the Council this? Why did you let it sit for so long? That's a huge question for me. I do not understand this.*
- 2. I don't think that the busyness of the HR department is 24/7... I don't think or it's five days a week...whatever 40 hours a week... I don't believe in my heart that it is that intense.*
- 3. The way we onboard election people has changed...we always 1099'd them and we've decided since you were "busy" you wanted to add more work, and we're not doing that anymore, so you created that yourself.*
- 4. You said you need two part-time assistants. What I'm hearing from you is that's not enough they need to be full-time, so within a year or two, probably a year, maybe not even a year, maybe a half a year, this will escalate into two full-time employees costing the taxpayers even more money.*

5. *I really have a hard time wrapping my brain around what is wrong with this department.*

**QUESTIONS, COMMENTS AND RESPONSES:**

1. *I think it's funny that this is out of how many years...I've been covering the Town and paying attention this is the first time I'm hearing that there is a problem there. I don't understand what has changed. I don't understand why it's changed. I don't understand how much growth we've had in the last year in employees that would warrant this to escalate....If these things were going on, why didn't you come forward and tell the Council this? Why did you let it sit for so long?*

This response will be broken down into the two questions raised. First, how much growth we've had, and the timing of why this request was brought at this time.

**Measurable Workforce Growth (January 2021 – January 2026)**

To gain a meaningful understanding of the growth experience in the number of employees, I conducted a 5-year analysis. Since January 2021, the Town's workforce has grown not only in total headcount but in complexity. A larger workforce directly increases the volume of payroll actions, benefit enrollments, leaves of absence, and employee relations matters.

<b>Employment Category</b>	<b>Count (1/1/2021)</b>	<b>Count (1/1/2026)</b>	<b>Numerical Change</b>
Full-Time Employees	164	188	+24
Permanent Part-Time	22	20	-2
Per Diem/Seasonal/Temp	10	16	+6
<b>Total Active Staff</b>	<b>196</b>	<b>224</b>	<b>+28 (+14.29%)</b>

In addition to providing HR support to the **224 active employees**, the Human Resources Department also provides full health and dental benefits administration for **62 retirees**, bringing the current total direct support base to **286 individuals**. Further, the staff supports an additional **24 seasonal employees** each summer, bringing the total direct support to **310 individuals**. While the classification of each individual may be weighed differently (for example, 100% for a full-time, benefits-eligible employee, 25% for a seasonal employee and 20% for a retiree), the total individuals served is significant and far outweighs the HR standard ratio of 1 full-time HR employee:100 individuals.

### **Timing of the Request**

I want to provide clear context around the timing of this request and why I disagree with the characterization that this issue was allowed to linger without action. I took on the Human Resources Director role in the fall of 2023. My first opportunity to participate in the budget process as Human Resources Director was for the March 2024 election. At that point, I had been in the role for a relatively short period of time and did not believe I had sufficient data or perspective to responsibly evaluate the long-term staffing needs of the department. Given the legal, financial, and operational implications of adding staff, I believed it would have been premature, and irresponsible, to bring forward a request without first having adequate time to understand the scope, volume, and trajectory of the work.

The following budget season commenced during the fall of 2024 during a period of significant organizational turmoil. From the time the budget process commenced in the fall of 2024 until the March election, the Town experienced three different Town Managers. During that time, the organization was focused on maintaining stability, continuity of operations, and employee morale. In that environment, I did not feel it was appropriate to request a significant structural change to the Human Resources Department. My priority during that period was supporting the workforce, advising interim leadership, negotiating five union contracts, and ensuring compliance and continuity during a highly unsettled time.

Shortly after the appointment of Shaun Mulholland to the position of Town Manager in June of 2025, we began discussions regarding the increasing demands on the Human Resources Department and the need for additional resources. Those conversations were measured and intentional, and they occurred once the organization had stable leadership in place and I had sufficient time in the role to methodically assess departmental needs. In alignment with the Town Manager's recommendation for additional personnel, we evaluated departmental workflows to ensure the proposed addition of two part-time roles would provide the most effective and fiscally responsible solution.

It is also important to note that the Town's budget process is entered into annually, and every department is afforded the opportunity each year to come forward with requests for staffing, resources, equipment, or capital needs. The suggestion that I "*let this sit for so long*" does not accurately reflect either the budget process or the reality of the circumstances. Rather, when I had the appropriate experience in the role, a clear understanding of the department's workload, and the support of a permanent Town Manager, it was the right and responsible time to bring this request forward.

In my professional judgment, making this request two years ago without adequate time in the position, or last year amid significant leadership instability, would not have served the Town well. Bringing it forward now reflects a deliberate, measured approach based on organizational needs, not delay or inaction.

2. *I don't think that the busyness of the HR department is 24/7... I don't think...or it's five days a week...whatever 40 hours a week... I don't believe in my heart that it is that intense.*

### **Overview of Operational Demands**

While Councilor Paul expressed a personal belief regarding the department's intensity, the data-driven reality of our operations demonstrates that the workload regularly exceeds a standard 40-hour work week. To maintain municipal compliance and operational stability, the Human Resources Department manages a high volume of activity driven by three primary factors.

- **Measurable Workforce Growth:** Total active staff increased by **14.29%** between 2021 and 2026.
- **Support Volume:** The department currently supports a total base of **310 individuals**, including 224 active employees, 62 retirees receiving benefits, and 24 seasonal staff.
- **Strategic Leadership:** Recent leadership transitions have shifted the department's focus toward complex strategic management and organizational modernization.

### **Core Responsibilities and Output**

The busyness of the department is documented through the following labor-intensive functions. Please note this is a partial list of responsibilities:

- **Recruitment and Retention Velocity**
  - **Onboarding:** In calendar year 2025 alone, the department processed 44 new hires (25 full-time, 1 part-time and 18 per diem/seasonal/temporary). Regardless of the classification, each hire represents several hours of administrative coordination and compliance-related set-up. For all of these positions, the HR staff runs a recruitment process, extends a conditional offer of employment, completes a background screening, secures all required onboarding paperwork (I-9, W-4, Direct Deposit Form and Payroll Change Form) conducts a new hire orientation, reviews employment policies, sets them up in the Town's HR/Payroll system and files the required report with the NH Employment

Security System. The full-time employees are also given an overview of the NH Retirement System as well as all benefits options, and the HR staff handles paperwork required for enrollment.

- **Offboarding:** Contrary to the assertion that "most people stay," the department processed **51 employee separations** in 2025 (26 full-time, 1 part-time, and 24 temporary/seasonal).
- **Labor Relations and Compliance**
  - **Labor Relations:** The Human Resources Director serves as a member of the negotiating team, ensuring all contract terms maintain strategic alignment with Town-wide goals and legal mandates. Other responsibilities include managing the 'human' element by balancing firm fiscal positioning with the long-term morale and stability of the municipal workforce and developing and maintaining the draft proposal document.
  - **Risk Mitigation:** Responsibilities include managing mandatory drug testing for CDL drivers, policy development, interpretation and enforcement, ADA accommodation processes, and conducting internal workplace investigations.
- **Comprehensive Leave & Disability Administration:** The Human Resources Administrator handles management of complex, concurrent leaves of absence including FMLA, NH Paid Family Medical Leave (NH PFML), Short-Term and Long-Term Disability (STD/LTD), Americans with Disabilities Act, Workers' Compensation, and Military Leave. This requires constant tracking of eligibility, medical certifications, and coordination with payroll to ensure legal compliance and employee support.
- **Risk Mitigation & Internal Investigations:** Conducting and documenting sensitive workplace investigations.
- **Total Compensation & Benefits Oversight:** Independent administration of all Town and retiree benefit programs, ensuring adherence to diverse requirements across seven distinct union contracts.
- **Training** - The department coordinates important training, including anti-harassment, for over 210 participants.
- **Large-Scale Modernization Projects** - The team is concurrently executing three Town-wide initiatives that require significant technical and administrative oversight.
  - **Wage Classification Study:** A town-wide analysis of all positions.
  - **Job Description Overhaul:** Rewriting every job description for legal accuracy.
  - **HRIS Implementation:** Transitioning to a modern HR Information System
- **Guardian Tracking** - As the system administrators, the HR staff is responsible for maintaining the integrity of the platform, which includes managing users and ensuring all documentation meets legal and regulatory standards.

- **Why Demands Exceed a 40-Hour Schedule** - The intensity of the department is not a matter of "perception," but a result of the following structural factors:
  - **24/7 Public Service Support:** HR must support emergency services (Police/Fire) and Public Works crews operating around the clock. Injuries on duty and labor grievances do not adhere to a 9-to-5 schedule.
  - **Regulatory Complexity:** Since 2020, new federal and state laws (e.g., PUMP Act, Pregnant Workers Fairness Act, and updated NH parental leave) have mandated increased policy development and training.
  - **Legal Protections:** Changes in Department of Labor standards (such as the "totality of the circumstances" test for contractors) require constant oversight to protect the Town from legal and financial risk.

## Conclusion

The Human Resources Department has evolved into a high-stakes compliance and labor relations hub. Managing a significantly larger workforce and multiple organizational modernizations with only two employees requires constant attention to protect the Town from legal, financial, and operational liability.

3. ***The way we onboard election people has changed...we always 1099'd them and we've decided since you were "busy" you wanted to add more work, and we're not doing that anymore, so you created that yourself.***

My recommendation to make this change was not made due to a desire to add more work, but due to my commitment to protect the Town from violating federal and state laws. It is the fundamental responsibility of the Human Resources Director to ensure the Town of Londonderry remains compliant with all federal and state wage and hour laws. Upon reviewing existing practices, it was discovered that the Town was treating election workers as independent contractors (issuing 1099s) rather than employees. This practice created significant legal and financial risk for the Town.

This undertaking was not "created" but rather was flagged as a potential violation of wage and hour law and confirmed by Legal Counsel. Rather than acting unilaterally, I engaged the Town's legal counsel to conduct a formal review of the matter. That review confirmed the following:

Employee Status: Legal counsel concluded that because the Town exercises "direction and control" over how election workers perform their tasks, they do not meet the legal criteria for independent contractors.

### Applicable Laws:

- **NH RSA 275:42, II:** New Hampshire's strict "ABC Test" for worker classification. To be a contractor, a worker must be free from control, work outside the usual course of business, and be independently established in that trade. Election workers fail this test because they are supervised by Town officials and do not run independent "election businesses."
- **IRS Common Law Rules:** The IRS classifies election workers as "common-law employees" because the government entity has the right to direct and control their work.
- **Fair Labor Standards Act (FLSA):** Workers who are paid for their service must be treated as employees under the FLSA.

### Conclusion

Based on this legal advice, I informed the Town Manager that the Town was required by law to transition these workers from independent contractors to W-2 employees. This change was recommended solely to mitigate the Town's exposure to audits, fines, and back-tax penalties from the Department of Labor and the IRS.

- 4. *You said you need two part-time assistants. What I'm hearing from you is that's not enough they need to be full-time, so within a year or two, probably a year, maybe not even a year, this will escalate into two full-time employees costing the taxpayers even more money. Meaning we have 4 full-time employees.***

The response to this assertion is clear: I have never indicated, either verbally or in writing, that these proposed part-time positions would escalate to full-time status at any point in the future. My recommendation for two part-time assistants was based on a methodical assessment of current departmental needs and intended to address the existing workload efficiently in a fiscally responsible way.

As the staff resource designated to explain the rationale for these Warrant Articles, I have a professional responsibility to ensure the Town Council, the Budget Committee, and the residents of Londonderry have accurate and complete information to inform their decisions. While I respect the deliberations of our governing bodies and the professional expression of opposing views, I must address the gravity of attributing statements to me that were never made.

Publicly claiming that I conveyed an intention to escalate these roles and then using that inaccurate premise to project increased costs to taxpayers, misleads the voters. Such statements have the potential to unfairly influence voter perception by creating a fiscal narrative that is not grounded in fact. Providing voters with inaccurate information regarding resulting fiscal impacts undermines the integrity of the deliberative process.

**5. *I really have a hard time wrapping my brain around what is wrong with this department.***

This final characterization is perhaps the most concerning, as it shifts from questions related to the Warrant Articles to a public disparagement of the professional integrity and fundamental health of the Human Resources Department. To suggest that something is inherently "wrong" with a department that serves as the supportive backbone to municipal operations is not only inaccurate, but also profoundly damaging to the reputation of the dedicated professionals who staff it. Therefore, I decline to adopt that characterization and instead elect to provide a review of what is right with the department.

The Human Resources Department operates on a foundation of trust, professionalism, and credibility. When an elected official publicly questions that foundation without factual basis, it risks undermining the trust necessary for the department to effectively serve employees and retirees. This is particularly concerning given the long-standing record of high-quality, consistent service provided by Human Resources Administrator Cherie Fuller, whose professionalism and institutional knowledge have earned the respect of employees, department leadership, and governing bodies alike.

The Town's most valuable assets are its people, both current and former employees, and the Human Resources Department plays a critical role in supporting them throughout the full spectrum of their employment lifecycle. Providing employees with a knowledgeable, responsive, and trusted resource for matters involving benefits, payroll, policy interpretation, and employee relations is essential not only during positive milestones, but also during periods of personal hardship or organizational stress. This function is fundamental to the effective operation of every department within the Town.

What is right with this department is evidenced by our recent record of high-stakes responsibilities, many of which were listed in this memo. Managing these critical functions with a team of only two people requires constant attention and an extraordinary work ethic.

Far from something being "wrong," the reality is that this department is operating at a velocity and level of strategic complexity that far exceeds its current staffing levels. I am deeply protective of the work we do and the people who do it, and I will continue to defend the integrity of this department against inflammatory characterizations that fail to reflect our documented commitment to this Town.

## **Conclusion**

In a recent public meeting, Councilor Paul inaccurately accused the HR department of "dropping the ball." Now, at another public meeting, one of the department's employees (in this case, myself) has been accused of failing to provide pertinent information by "sitting on" information and not reporting it to the Council. The allegation is that this was done to create more work for myself, presumably to bolster the "busyness" of the department, when in reality I took a prudent approach to mitigate the Town's exposure to audits, fines, and back-tax penalties from the Department of Labor and the IRS. Further, Councilor Paul has now publicly questioned what is "wrong" with this department, which is certainly damaging to the department and the employees who staff it.

It should be noted that other department heads have not been targeted with similar, unfounded allegations (not once but twice publicly) in this way by Councilor Paul.

As always, I encourage all members of the Town Council, Budget Committee, staff or public to reach out to me directly with questions or concerns so that accurate and factual information can be provided.

I can be reached at: [tkoza@londonderrynh.gov](mailto:tkoza@londonderrynh.gov), 603-432-1100 x127, or in my office on the second floor of Town Hall.

Sincerely,

*Tara Koza*

Tara Koza  
Human Resources Director