

2024-2025

# Town Council Strategic Goals & Objectives



Approved June 17, 2024

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# Why set goals and objectives?

- Clarifies direction and purpose.
- Sets benchmarks for measuring progress.
- Provides motivation and sense of accomplishment.
- Ensures alignment on vision and direction.
- Helps guide decision-making.
- Allows for ongoing evaluation of progress and performance.

# MAJOR GOAL AREAS:



**Fiscal  
Responsibility**



**Enhance Operational  
Efficiency and Digital  
Transformation**



**Community  
Engagement and  
Development**



**Infrastructure and  
Safety Improvements**



**Environmental Sustainability  
and Conservation**



# FISCAL RESPONSIBILITY



## Obtain Budget Software

The finance department has obtained new budget software. We awarded the bid to IGM Technology and have been working with their team to implement the new budget software Gravity. The town will use the new software beginning with the FY 2026 budget.

**Status: Completed**



## Review Financial Management Software

Finance met with financial software companies to get an understanding of the costs of implementing a new financial software. It is the intent of the Finance Department to procure new financial management software as a 2025 goal.

**Status: Completed**



## Develop Water and Sewer Rates

The funding request for a formal water rate study was eliminated from the FY 2025 budget. In lieu of a formal water rate study the Town Council created a subcommittee to review the water rates. The subcommittee came up with a five year guideline for the water rates.

**Status: Completed**



## Write off Old Accounts Receivable

This project is complete. During 2024, Finance wrote off old accounts receivable in various areas of town operations (i.e., outside detail, landfills, etc.) to get these old receivables off the town's books.

**Status: Completed**





# Enhance Operational Efficiency and Digital Transformation



## Move the Finance Department

The renovation of the former Human Resources/Human Services/Finance Annex is complete. Finance moved into the new area in August 2024. The new area is operationally more effective and the finance staff is happy and grateful for the new, improved office area.

**Status: Completed**



## Move Municipal Land Use Boards and Other Committees Towards Digital Only Packet Distribution

All boards and committees staffed by the Community Development Department have moved towards digital only packet distribution. The Planning Board and Zoning Board have implemented an 'opt-out' option for receiving physical packets

**Status: Completed**



## Employee Development for All Municipal Services Divisions

Deputy Directors have completed the Supervisory Academy offered through the State of NH. Foreman personnel have completed the supervisory course through Primex. Engineering staff continue coursework necessary to maintain Professional Engineer licenses.

**Status: Completed**



## Establishment of a Plan Review Staff Group to Coordinate with Land Use Board Items

Internal staff plan review meetings have commenced starting in early 2025 and will continue into the future.

**Status: Completed**



## Fire Department Updating Policies and Procedures

All departmental policies have been migrated to the PowerDMS platform. Approximately 90% of existing policies identified for update have been revised, and the remaining updates are in progress. In addition, we identified several critical policies that were previously missing, and development of those is actively underway.

**Status: Completed**



## Creation of a Fire Department Strategic Plan

Progress toward a formal strategic plan is underway, with the successful completion of the Facilities Plan and the Organizational Structure initiative serving as foundational elements.

**Status: Ongoing**



# Enhance Operational Efficiency and Digital Transformation



## Implement Access to Online Building and Fire Permitting

The department achieved the 2024 milestone by making all Fire and some Health inspection permits accessible online. Additionally, two new self-service kiosks were installed at Town Hall, providing contractors and residents with convenient access to the permitting system.

**Status: Completed**



## Review the Organizational Structure in the Fire Department

A comprehensive proposal for a revised organizational structure was developed and approved following multiple discussions with the Town Manager. The updated structure, designed to improve departmental efficiency and cost-effectiveness, is now in the implementation phase.

**Status: Completed**



## Automate Talent Acquisition

Although the Town did not fully achieve its goal of automating the talent acquisition process, the Human Resources Department made key foundational improvements. In 2024, HR rebranded job postings and the employment opportunities webpage and introduced standardized interview scorecards to improve the consistency and objectivity of candidate evaluations.

**Status: On Hold**



## Improve Onboarding

A new employee welcome video has also been produced and uploaded to the newly developed Welcome Page, an integral part of the onboarding process for all new hires. Additionally, HR switched background check vendors in 2024, leading to cost savings and a more efficient process for receiving background checks and results in less lag time with new employee onboarding.

**Status: Completed**



## Enhance Employee Appreciation

The Employee of the Month program was successfully launched in September 2024, and it has become a valuable tool for enhancing employee morale and recognition. The feedback received has indicated that the initiative has strengthened morale and contributing to a positive work environment.

**Status: Completed**



## Enhance Employee Engagement

The Human Resources Department successfully implemented a range of employee engagement initiatives resulting in noticeable improvements in morale and satisfaction. Key efforts included employee discount program, employee Appreciation BBQ, an HR Open House, monthly wellness newsletters, and health-focused activities like flu clinics and biometric screenings.

**Status: Completed**





# Enhance Operational Efficiency and Digital Transformation



## Replace the Record Management System

In September 2024, the department received a \$414,000 Congressional Spending Grant, awarded by Congresswoman Annie Kuster's office. This funding will support the acquisition, implementation, and training for the Central Square ProSuite system, expected to be operational by March 2026.

**Status: Ongoing**



## Increase Recruitment and Retention of Police Officer's

All civilian positions are filled, except for one dispatch role currently in the background phase. Sworn staffing has reached a high of 67 officers, with one candidate in the process. While recruitment has been successful, retention remains our primary focus moving forward.

**Status: Completed**



## Establish Professional Development for SCTV Staff

Staff attended NHCCM Workshops on 10/17 & 2/20/25. Staff attended NAB conference. Staff will attend ACM Conference workshops in June 2025.

**Status: Completed**



## Increase Interaction Between SCTV and Other Departments

Worked with Municipal Services in November to provide drone footage of work removing soil at the Wastewater Treatment Plant and drone video of Millville Lake. Followed up with additional footage in April of the finished project. Held several meetings with HR, Fire and Police about training videos.

**Status: Completed**



## Improve the Town's Image From the Inside

Started an employee of the month program. Held a town wide appreciation event for staff in October. Held several smaller get together with staff, including a recent pancake breakfast for staff. We continue to meet with staff and work to increase communication. Began a quarterly luncheon for new employees. Starting stay interviews with current staff to see what we are doing well and what can be improved upon.

**Status: Completed**



## Increase Transparency and Accountability

Staff have brought forward a new right to know policy and sealed minutes policy that have been adopted by the Town Council.

**Status: Completed**



# Enhance Operational Efficiency and Digital Transformation



## Review Organizational Structure of Departments

Senior leadership of the town met to review the structures of the Department. Staff have begun to look at each department and have started recommending realignment of positions. We have started reorganization of several departments to increase efficiency. We are also working on creating a 5 year plan for positions for the town. We anticipate this continuing on for 2026.

**Status: Completed**





# Community Engagement and Development



## Increase Compliance and Education in Code Enforcement

The current compliance rate is 79%. Staff will continue to work on education of code enforcement with the public.

**Status: Completed**



## Develop a List of Community Partners for CDBG Funds

At the February 10, 2025, Town Council meeting, the Community Development Program Manager presented the idea of an eligible CDBG partner list and annual program for community public facilities and housing projects in Salem. Work on that program is ongoing and will continue throughout 2025.

**Status: Completed**



## Develop the Senior Center vs. Senior Center Games

We connected with the Town of Pelham and the City of Portsmouth. Pelham is on board with continuing competitions, as is Portsmouth. However, we have yet to schedule a competition with Portsmouth. This will be an ongoing project, and the goal is to add more communities moving forward.

**Status: Completed**



## Develop One Large Family Friendly Event

SALEMBRATION will be held on August 9, 2025, from 12 pm to 5 pm on Geremonty Dr. to celebrate the 275th Anniversary. This event will outline an estimated budget, assess location suitability, explore partnerships, and more.

**Status: Completed**



## Develop a Formal Depot Banner Program

A bucket truck has been purchased as part of the FY24 budget. Special Memorial Day Banners were dedicated in May and stayed on poles shortly after July 4<sup>th</sup> holiday. The same will occur in 2025.

**Status: Completed**



## Create a new SCTV Series in Conjunction with the 275<sup>th</sup>

Attended meetings with Historical Society. Creating a schedule of video presentations to complement their lecture series in 2025 tied to the re-opening of the museum in May 2025. Premiering the Bill Loeffler 225th anniversary presentation on May 10th.

**Status: Completed**



# Community Engagement and Development



## Find Local Salem Podcasts

Additional research shows no local podcasts that would fit playback on SCTV. Instead, creating a spinoff 'Who's Talking Salem' podcast for 2025 in collaboration for the 275th Anniversary.

**Status: Completed**



## SCTV Increase Volunteers

oSCTV worked with the Communications Commission to ascertain new contacts for non-profit groups and help them promote their message. Contacted several potential volunteers and we will soon fill our Community Programming Manager position who will reach out to residents. Continued one on one contacts with Salem residents. Working with a new volunteer to create a video podcast. A past volunteer returned to create a Small Business Forum episode. Continued outreach with Senior Center Video class and a current volunteer is teaching residents how to digitize VHS tapes.

**Status: Completed**



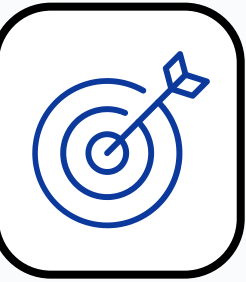
## Improve the Towns Reputation from the Outside

We have taken steps to be more accessible to the residents. This includes resident meet and greets with the Chair and Town Manager. We held budget meetings to make citizens more aware. The town is working to become more active in the Chamber of Commerce. We have staff members joining outside organizations to become more visible.

**Status: Completed**



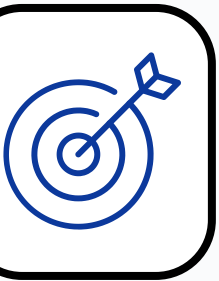
# Infrastructure and Safety Improvements



## Manage and Relocate the Police Department

The department successfully relocated operations during the week of April 7. All personnel were fully operational at 21A Cross St as of April 9. The transition occurred without disruption to public service, thanks to careful planning and the collaborative efforts of police and town staff.

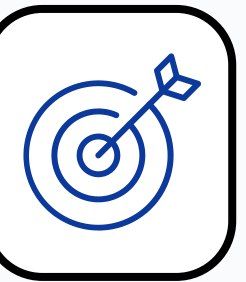
**Status: Completed**



## Upgrade the Department Issued Tasers

The Town Council approved full funding for this project in the 2025 operating budget. The department is transitioning from the Taser X2 to the Taser XIO, with purchases underway and training scheduled to begin in fall 2025.

**Status: Ongoing**



## Update Service Firearms Issued to Sworn Officers

Due to limited training space and available range time, this project has been put on hold until completion of new facility on Veterans Memorial Parkway.

**Status: On Hold**



## Strategic placement of water capital projects

Water rate was adjusted in 2024 to allow for future capital planning. Engineering has multiple water main projects “shovel ready” as well as in design. The next project looking to be funded is the Lake Street & Bluff Street water main extension

**Status: Completed**



## Continue wastewater treatment facility site development

The environmental cleanup of the site is complete. There is one remaining task to be completed in May 2025 involving the removal of tree stumps and leveling of the land to prepare the property for a final sale or potential Town uses. Town is in negotiations with private sale but progress has been slow.

**Status: Ongoing**



## Create a Street Sign Program

All private way signs have been replaced. An inventory of existing signs is established, and replacement will be on an as needed basis.

**Status: Completed**





# Infrastructure and Safety Improvements



## Explore, identify, and implement planning and grant opportunities for recreational amenities

Master planning and capital improvement efforts are progressing across several recreation and infrastructure initiatives. The Depot Master Plan is actively underway through collaboration between the Committee and Tighe & Bond, with conceptual plans expected to be presented to the Town Council in 2025. The Salem Bike Corridor continues to advance, with Phase 6 scheduled for construction completion in 2025; Phases 4 and 5 are on hold pending the finalization of the Tuscan Village design, while planning and funding opportunities are being explored for Phase 7 and beyond. Renovations for Hedgehog Park Phase 1 are currently in progress, supported by a previously approved LWCF grant. For Phase 2, staff are assessing future eligibility for the LWCF grant program and will continue to pursue additional funding options. Lastly, the Recreation Advisory Committee is developing a comprehensive Recreation Master Plan, which includes evaluating Millville Lake parcels as potential recreation sites, with findings anticipated for Town Council review in 2025.

**Status: Completed**



## Update the Fire Department Facilities Plan

In 2024, we successfully completed a revised Facilities Plan, which received unanimous endorsement from the MBAC on May 2, 2024. The plan was presented to the Town Council on May 20, 2024, where Public Impact Fees and ARPA funding were allocated to support the design of improvements at South Fire on Lawrence Road. After extensive collaboration with TGAS (architect) and Trident (project manager), it was determined that a full tear-down and rebuilding of South Fire would be more cost-effective and operationally efficient than a renovation. Both options were reviewed with the MBAC and Town Council, who ultimately approved the rebuild as the preferred solution.

**Status: Completed**





# Environmental Sustainability and Conservation



## Continue to roll out asset management programs and custom GIS solutions to various Town departments.

Asset management was instrumental in completing the Lead Service Line inventory mandated by NHDES. The GIS layers enabled historic maintenance records, condition values and current billing records to identify lead lined services. In the process of transitioning VUE Works to a selfhosted environment. Due to the increase in users we will need to purchase additional licenses from the vendor in 2026.

***Status: Ongoing***