



MID-YEAR 2025 TOWN MANAGER'S UPDATE

Joe Devine, Town Manager



Town of Salem, NH
Mid-Year Town Manager's Report
January – June 2025

Prepared by: Joseph R. Devine, Jr., Town Manager

Date: August 1, 2025

Mid-Year Overview

The first half of 2025 has been a period of strong progress, innovation, and collaboration across the Town of Salem. From major infrastructure upgrades and community planning initiatives to organizational development and resident-focused programming, our departments have worked collectively to ensure Salem remains a vibrant, responsive, and well-managed community. This report provides a narrative snapshot of our key achievements and emerging priorities.

Community Development and Infrastructure Investment

Salem entered 2025 with momentum, advancing several high-impact capital projects and planning initiatives. One of the most significant milestones was the adoption of the 2025 Town-Wide Master Plan, which serves as a roadmap for future growth and development. Building upon this, staff initiated master planning for open space, recreation, and the Depot Village area, ensuring that both environmental preservation and smart growth remain central to our future.

Several infrastructure projects reached completion or significant milestones. These include the full rehabilitation of the Millville Lake Dam, completion of the Butler Street Sewer Pump Station, and the final construction phase of the Rail Trail extension from Cluff Crossing to Rockingham Park Boulevard. Concurrently, over 15 streets were milled and overlaid as part of our annual road program, while improvements at the cemetery, including a water line extension, were handled in-house.

The town also received recognition from the New Hampshire Department of Environmental Services with the 2025 Source Water Protection Award for proactive efforts addressing cyanobacteria in Arlington Mill Reservoir.

Fiscal Stewardship and Innovation

Salem continues to pursue sound financial management and forward-thinking practices. The Town issued a \$24.67 million bond to support key infrastructure priorities, including soil remediation at the former wastewater treatment facility and continued progress on the police station project.

In an effort to improve the budget development process, new budgeting software was introduced for FY2026, empowering departments with direct access for planning and submission. Simultaneously, the

Town transitioned its deferred compensation plan to the New Hampshire State Deferred Compensation Program (NHDCP), reducing costs for employees and improving investment oversight.

The Town, in partnership with MBAC, launched a new Building Condition Index to prioritize long-term capital needs. This tool will support the development of a comprehensive facilities improvement plan.

Through targeted grant-seeking efforts, the Town secured over \$1.16 million in grant funding in the first half of 2025, including \$859,689 for water infrastructure (Brady Avenue) and \$297,000 to support affordable housing improvements at Depot and Main Streets. These grants are instrumental in reducing the burden on local taxpayers while accelerating key projects.

Public Safety and Emergency Services

Public safety continues to be a foundational priority. The Fire Department responded to over 3,000 calls in the first half of 2025 and completed facility enhancements at multiple stations. Staff received commendations, including two firefighters awarded the Class III Medal of Valor. The department also completed its Hazard Mitigation Plan, assisted with the Tuscan Fireworks Unified Command, and expanded public education initiatives through new platforms and events.

Inspectional Services saw steady volume with 1,531 permits and 2,520 inspections processed, generating over \$1.3 million in revenue. Online permitting tools have been successfully expanded in coordination with GIS and IT.

The Police Department also had a productive first half of 2025, focusing on community policing, resource development, and inter-agency cooperation. The department hired and onboarded six new employees across sworn and civilian roles, helping to reduce vacancies and strengthen coverage. Officers participated in over 700 hours of in-service training to maintain certifications and enhance readiness. Internally, a Patrol Supervisor's Manual was completed to support leadership development and consistency.

In support of mental health and emergency response needs, the department continues to work closely with the Multidisciplinary Team (MDT) and deploy the Community Crisis Response Team (CCRT) for residents in need. A training session with Dr. Rivard and an updated MOU with the Salem School District further reinforce these efforts. Additionally, officers are being certified in the One Mind Campaign, demonstrating the Town's commitment to inclusive and informed public safety service.

Technology and Operational Efficiency

IT supported the seamless relocation of Police Department communications infrastructure and resolved persistent state-level SPOTS connectivity issues. System audits resulted in approximately \$40,000 in

cost savings for the Town. Notably, IT replaced an outdated badge printer based on user feedback and is advancing telecommunications modernization, beginning with the phase-out of copper lines.

The Human Resources Department onboarded over 45 employees and implemented several strategic initiatives, including a new benefits platform (Employee Navigator), enhanced succession planning, and expanded training compliance efforts. Wellness and engagement events have increased employee connection and morale, even as HR navigates staffing and budget constraints.

Community Engagement and Resident Services

Public engagement took center stage in early 2025. SCTV produced 56 government meeting broadcasts, launched 13 new podcast episodes, and partnered with the Historical Society on the "Flashback Film Fest" and archival programming. With coverage of ribbon cuttings, educational sessions, and the upcoming Salembration, SCTV has been vital in amplifying local stories.

Human Services supported hundreds of residents through rent, electric, food, and emergency assistance programs, while also leveraging partnerships to reduce town expenditures. The launch of the Salem Community Resource Group has strengthened coordination among local service providers, yielding early success in crisis intervention and resource sharing.

Building for the Future

Looking ahead to the second half of 2025, Salem is poised to build on these accomplishments. Budget planning for FY2026 is already underway, with a continued emphasis on strategic investment and service excellence. The Town will advance several grant-funded projects, finalize planning documents, and prepare for future infrastructure upgrades. Internally, we will roll out new HR and IT tools, and continue to foster an innovative, responsive workforce.

I want to extend my sincere appreciation to every department, staff member, and partner who has contributed to these efforts. Together, we are making a meaningful impact on the lives of our residents and ensuring Salem remains a great place to live, work, and thrive.

Respectfully submitted,

Joseph R. Devine, Jr.

Town Manager



TOWN OF SALEM, NEW HAMPSHIRE

33 GEREMONTY DRIVE, SALEM, NH 03079

Community Development Department

MEMORANDUM

TO: Town Council
Joe Devine, Town Manager

FROM: Colleen Mailloux, Assistant Town Manager
Jacob LaFontaine, Planning Director
John Vogl, GIS Manager
Crayton Brubaker, Community Development Program Manager

RE: 2025 Community Development / Planning Mid-Year Department Highlights

DATE: July 25, 2025

Major Accomplishments:

- Community Choice Aggregation Program passed with over 83% of the vote on the 2025 Town Meeting warrant. A program launch is expected in late fall 2025.
- The Planning Board adopted the 2025 Town-wide Master Plan on April 23, 2025, Community Development staff assisted with public outreach, plan development, and working with the consultants to reflect the desires of the community. The Planning Board now hopes to pursue a comprehensive update of the Zoning Ordinance to ensure congruence with the Master Plan.
- The GIS Manager worked with the Inspectional Services division to develop and launch online permitting for fire department permits.
- The GIS Manager responded to numerous map and data requests for all departments in Town, especially developing an asset inventory for the Rail Trail and road closure monitoring/tracking for the Fire Department EOC, and organizing road improvement history and PCI data to support road program planning efforts.
- Community Development staff has initiated the process and are nearly two-thirds of the way through for the following additional master planning efforts:
 - Open Space Report Update for Open Space Task Force (Conservation Commission subcommittee)
 - Recreation Master Plan for Recreation Advisory Committee
 - Depot Village Master Plan for the publicly owned parcels for the Depot Village Advisory Committee (DVAC)
- With the assistance of the Communications Committee, a New Residents Guide was launched and put on the Town website.
- The Planning Board has met 14 times, and reviewed 27 agenda items, including a 6,800 sq. ft. AutoZone, two 7,500 sq. ft. warehouses, a 112,000 sq. ft. BJs Wholesale Club, Tuscan Village's recreation plans, and a master plan update at Tuscan's West Village comprised of a 150-key hotel, 133-unit condominium, 50 workforce housing units, medical office, and retail/restaurant uses.

- The Zoning Board of Adjustment has met seven times and has heard 20 agenda items, with the majority being for residential development.
- Zoning amendments including updates to the non-commercial keeping of chickens, expansion of certain nonconforming uses, corner lot setbacks, parking requirements and temporary occupancy of manufactured homes were adopted by the Town Council on April 21, 2025. The Planning Board is currently considering additional amendments pertaining to short-term rentals, detached accessory dwelling units, monitoring of wetland mitigation areas, parking requirements and proximity of kennels and cigar lounges to residential dwellings.
- Code enforcement has continued at a steady pace. 36 complaints have been received and 28 were corrected for a correction rate of 78%. Code Enforcement Officer Bob McDowell is specifically working on addressing accessory apartments constructed without permits, encroachments on Town land, the keeping of roosters, storing of unregistered vehicles, and commercial signage.

Grants:

- Community Development staff applied for and received two grants through the NH BEA Housing Champions program. One grant was \$859,689 for the Brady Ave water construction project. The other grant was an incentive grant of \$297,000 for the development and permitting of affordable housing in Salem for the Depot & Main project. This is in addition to a previous grant that the Town was rewarded in 2024 for \$740,000 for affordable housing development and permitting.
- Two grants were submitted to the Transportation Alternatives Program (TAP) grant for sidewalk infrastructure along Lawrence Road, Veteran's Memorial Parkway, and Cluff Road. If successful, this would create a connected sidewalk path from the Historic Town Center all the way to NH Route 28 connecting to the Salem Bike Ped Corridor.
- Community Development staff are routinely looking for grant opportunities to support existing and future projects for infrastructure, recreational development, conservation efforts, and more.



Date: July 21, 2025

To: Town Council

From: John P. Klipfel, Engineering Director

Thru: Joseph Devine, Town Manager

Wayne Amaral, Municipal Services Director

RE: Mid-Year Engineering Department Update

Millville Dam Rehabilitation Project

Contractor completed construction on the Millville Lake Dam Rehabilitation project in June 2025. Water levels have been restored.



Butler St Sewer Pump Station Project

The Butler Street pump station project was completed in July 2025.

WWTP Remediation

The contractor Strategic has completed excavation activities to remove the final PCB contaminants off site. The site will be backfilled and reestablish the grades to completion in August 2025.





Rail Trail Phase VI

Construction is substantially complete on Phase VI of the rail trail from Cluff Crossing intersection to the Rockingham Park Boulevard intersection. The work also included the paving of the entire Cluff Crossing Intersection. Work was completed in July 2025

Road Program

The road stabilization portion of the road program is complete this includes the milling and overlaying of new pavement on the following streets:

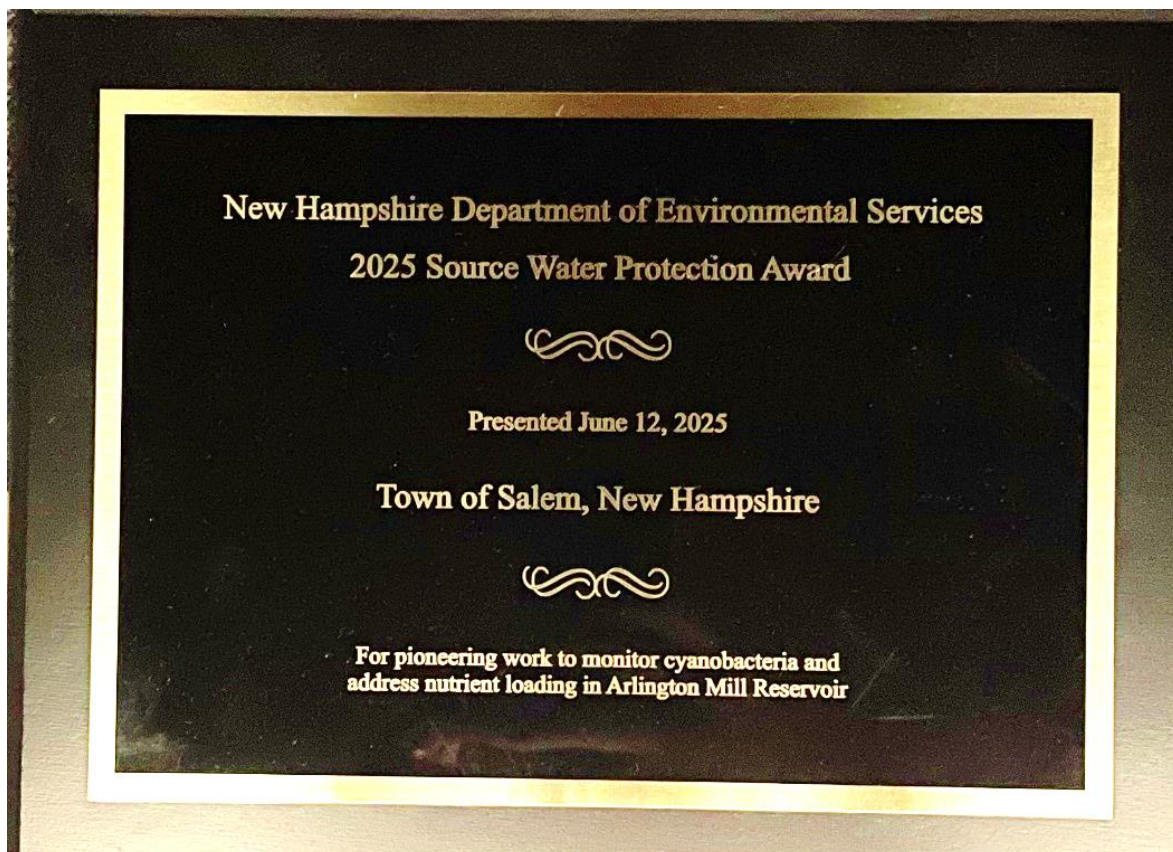
- Briarwood Drive (Pictures)
- Olive Ave
- Lou Ave
- Robert Ave
- Asbury Street
- Dominic Drive
- Harmony Ln
- Meisner Circle
- Dawson Ave
- Dewey Street
- Zachary's Crossing Road
- Ashwood Ave
- Jouse Heard Ave
- Silverthorne Drive
- Jennings Road
- Hampshire Street
- Waldron Road
- Meredith Road





Source Water Protection Award

At the New Hampshire Department of Environmental Services Water Protection Conference in June, Commissioner Bob Scott presented the award to the Town of Salem for its outstanding work to protect the quality and sustainability of sources of drinking water. Salem was awarded for their efforts to address cyanobacteria in Arlington Mill Reservoir, a drinking water body for the Town.





TOWN OF SALEM, NEW HAMPSHIRE

33 GEREMONTY DRIVE, SALEM, NH 03079
(603) 890-2040 · FAX: (603) 890-2091

FINANCE DEPARTMENT

Memo

DATE: July 9, 2025

TO: Joseph Devine
Town Manager

FROM: Nicole McGee, CPA
Finance Director

RE: Finance Department Mid Year Highlights

Summary:

- The Finance Department launched the budgeting software for the 2026 budget. Department heads have access to the software and will be submitting their budget requests via this software.
- Finance issued a \$24,670,000 bond which represents funding for the former wastewater treatment facility soil remediation project and the second tranche of the police station project.
- Finance, Fire, and Municipal Services closed out the FEMA Grant for the April 3-5, 2024 winter weather event.
- MBAC created a Building Condition Index subcommittee to systematically review and rank each town building. The reviews are ongoing, but rating sheets have been generated for several town buildings. This will provide decision makers in town with the top needs of each building. This document will allow MBAC to come up with a capital plan for the existing needs of town facilities.
- The Town created a deferred compensation plan committee. The committee submitted a RFQ for financial advisors. After meeting with several firms and the New Hampshire State Deferred Compensation Plan (NHDCP) the committee unanimously voted to join NHDCP. This change will significantly reduce fees for employees and retirees that have money with the town's current 457 plan. The transition is expected to occur mid-October.
- Finance presented to the Men's Morning Group at the Ingram Senior Center early this spring. The presentation included how the tax rate is calculated and an explanation on the various funding sources the town has (other than property taxes) and the limitations for these funding sources.
- Finance has hired three new employees in 2025. Including a new full time accounts payable clerk. This employee was brought on due to the increased volume of invoices that the town has been processing over the past few years.
- Finance has had two employees announce their retirement and one employee resign to date in 2025.



SALEM FIRE DEPARTMENT

CHIEF OF DEPARTMENT CRAIG J. LEMIRE

152 MAIN STREET, SALEM, NH 03079

PHONE: 603-890-2215 CELL: 603-327-6505

clemire@salemnh.gov

MEMORANDUM

Date: July 25, 2025

To: Joseph R. Devine, Town Manager

From: Craig J. Lemire, Chief of Department

Subject: Mid-Year Report – 2025

Notable Items Related to Ongoing Operations:

Year	2022	2023	2024	2025-YTD
Calls	2,950	3,032	3,114	3,009
% Simultaneous	70%	71%	66%	65%
Tuscan	83	107	176	172

In 2024 we once again saw a record number of calls for service. We are slightly lower at this point in 2025 than we were last year; however, in April of 2024 we had a significant storm that created an increase in calls.

Major Accomplishments:

- Facility Improvements
 - Station 2 HVAC
 - Station 1 Flooring
 - New Gear Lockers for Station 1 Apparatus Bay
- Hazard Mitigation Plan completed
- Access to Online Permitting through OpenGov
- Conceptual Design of South Fire, Station 3
- Received Federal reimbursement from last April's storm
- Firefighters Josh Tapley and Brad Palmer received Class III Medal of Valor from the NH Committee of Merit
- FF Alex Guzman successfully completed Paramedic School.
- Developed a SFD Health and Wellness Team
- Newly renovated dispatch center dedicated to retired dispatcher, Bob Sprague

Challenges:

- Hiring of Dispatcher
- Paramedic Staffing
- Delays in vehicle procurement



SALEM FIRE DEPARTMENT

CHIEF OF DEPARTMENT CRAIG J. LEMIRE

152 MAIN STREET, SALEM, NH 03079

PHONE: 603-890-2215 CELL: 603-327-6505

clemire@salemnh.gov

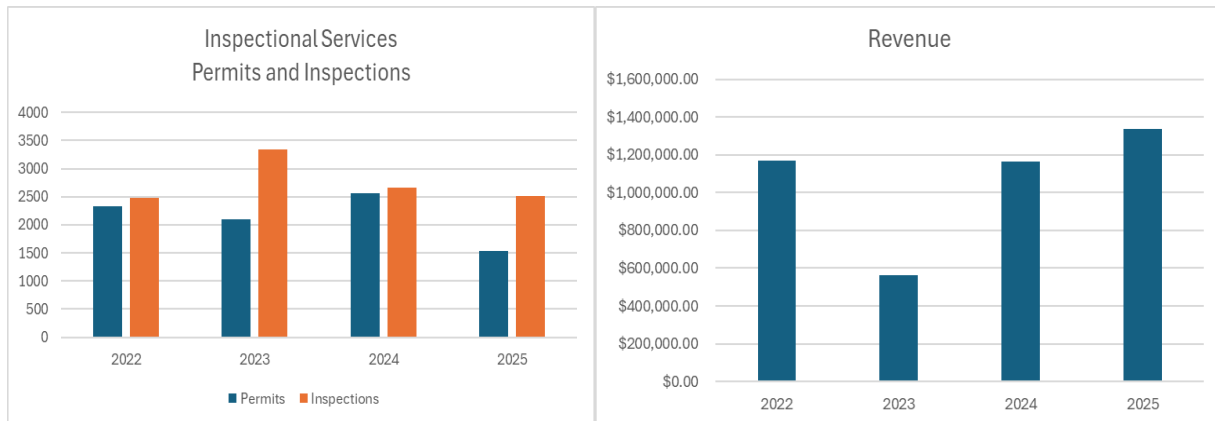
Inspectional Services:

Year Jan -

<u>July</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Permits	2325	2104	2560	1531
Inspections	2477	3339	2657	2520

Year Jan -

<u>July</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	\$1,167,046	\$563,663	\$1,166,683	\$1,339,246



Budget Updates:

- Halfway through the year we are in good position and on track.
- We have applied for an AFG Grant, and our project is past the initial stages. We should know in the coming months if it is selected.
- We are in the beginning stages looking at some other smaller grants that may be beneficial to us.
- We have applied for reimbursement for the Hazard Mitigation Plan grant.

Community Engagement:

- 11 members completed the annual Boston Stair Climb “Fight for Air” event.
- Attended annual first responder breakfast at Enterprise Bank
- Attended Easter Egg Hunt and Kid’s Safety Event
- Continue to assist families with Car Seat installs
- With the help of SCTV, we have provided the public with some public education
- Developed a new Emergency Management webpage
- Assisted Salem High School with an MCI training event for EMT students.
- Unified Command for the Tuscan Fireworks was a success.



TOWN OF SALEM, NEW HAMPSHIRE
HUMAN RESOURCES DEPARTMENT
33 GEREMONTY DRIVE, SALEM, NH 03079
(603) 890-2070

To: Joseph Devine, Town Manager

From: Justine Caron, HR Director

Date: July 25, 2025

From January through July 2025, the Human Resources Department made positive strides in enhancing employee engagement, wellness initiatives, strengthening recruitment and onboarding, and compliance.

This summary highlights major accomplishments, trends, budget notes, and community engagement from the Human Resources Department for the first half of 2025, aligned with the 2025–2026 HR SMART Goals.

Major Accomplishments:

- Launched Employee Navigator benefits platform May 2025. We are preparing for full employee access to this system during fall open enrollment.
- To date, we have recognized seven (7) employees through Employee of the Month program and co-hosted three (3) employee events.
- Implemented 90-day check-in process for new hires since January.
- Initiated succession planning sessions with four (4) department heads with the goal of identifying key roles for workforce continuity planning by end of 2025.
- Adopted a new Anti-Discrimination Policy and complaint form, as well as launched new annual harassment prevention training for Title VI compliance.
- HR purchased new federal and state compliance posters which have been delivered/posted in the following locations: Town Hall, Kelley Library, Fire, Police, Senior Center, Water Treatment Administration building, and Department of Public Works (DPW).

Budget Updates:

- ATS system costs \$12k annually with a three (3) year price fixed contract.
- No unanticipated HR budget overruns; efficiency gains are expected with ATS and Navigator implementations in 2025.

Key Stats / Trends:

- To date, HR has onboarded 45+ new and seasonal employees (Jan–July 2025).
- Over the past seven (7) months we have celebrated, as highlighted in the monthly HR Department Reports, over 100 combined years of employee service milestones.



TOWN OF SALEM, NEW HAMPSHIRE
HUMAN RESOURCES DEPARTMENT
33 GEREMONTY DRIVE, SALEM, NH 03079
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Time to Fill (TTF) Positions:

Position Title	Department	Date Posted	Date Filled/Offer	Time to Fill
Heavy Equipment Operator	Municipal Services	Jan 6, 2025	Mar 2025	60 days
Administrative Assistant	Municipal Services	Mar 7, 2025	June 28, 2025	113 days
Public Works Director	Municipal Services	Apr 28, 2025	July 7, 2025	70 days
Collections Clerk	Collections	June 3, 2025	July 7, 2025	34 days
Police Patrol Officers (2)	Police	Dec 20, 2024	July 2025	200 days
Fire Dispatcher	Fire	Apr 29, 2025	July 2025	75 days

Summary of TTF data above:

- Overall Average TTF is 92 days.
- Fastest time to fill: Collections Clerk role took 34 days.
- We expect improvement with TTF with the ATS implementation.

Challenges:

- Current manual recruitment processes remain resource-intensive until ATS goes live.
- Balancing HRIS long-term integration with immediate ATS needs will require careful planning.
- Tight labor market continues to affect applicant pools, especially in public safety roles.
- While the current 2025 budget level is satisfactory, it does not allow or support the purchase of food. Flexibility is needed in HR budget line 4407, to allow better access to these funds will make engagement activities possible, vs. the current approach of obtaining food donations is not sustainable and places undue pressure on external parties and internal teams to secure support for employee engagement events.



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Challenges (continued):

Relying on donations creates uncertainty and inconsistency in event planning, reduces our ability to scale or improve events, and ultimately puts the long-term success of our employee engagement efforts at risk.

Community Engagement:

- Wellness challenges (Healthy Eating Challenge and a 3-Week Activity Challenge) promoted employee community wellness.
- Co-hosted Town-wide Employee Appreciation Day, Town Hall Pancake Breakfast and two (2) quarterly new employee luncheons.

Looking Ahead (Aug–Dec 2025):

- Full rollout of Employee Navigator during open enrollment with employee training sessions.
- Completion of departmental succession plans and utilization of PRIMEX-supported development initiatives.
- Implementation of ATS to improve employer branding, recruitment efficiency, and candidate experience.
- Continued engagement and recognition events (Fall Annual Employee Appreciation BBQ scheduled for September 25, 2025, Annual Benefits Fair and Wellness Week to include flu and biometric clinics which are scheduled for the week of September 15, 2025).

Human Services Monthly Report

January – June 2025

CALLS

TOTAL	RENT	HOTEL HOUSING	HEAT	ELECTRIC	FOOD	GAS	HOLIDAY	AMBULANCE	CREMATION	OTHER
273	58	26	15	36	27	11	0	6	2	53
	WATER	RESOURCES								
	5	34								

WALK INS

TOTAL	RENT	HOTEL HOUSING	HEAT	ELECTRIC	FOOD	GAS	WATER	OTHER
23	3	1	2	4	4	5	1	3

APPOINTMENTS

TOTAL	RENT	HOTEL HOUSING	HEAT	ELECTRIC	FOOD	GAS	WATER	OTHER	1 ST	F/U	NO SHOW/CAN
97	31	12	6	16	12	6	1	13	40	33	24

COMPARISON OF THE LAST 6 MONTHS OF 2024 vs. FIRST 6 MONTHS OF 2025

RESOURCES GIVEN BY TOWN – JULY – DECEMBER 2024

TOTAL #/\$	ELECTRIC #/\$	RENT #/\$	HOTEL #/\$	HEAT #/\$	FOOD #/\$	GAS #/\$	LAUNDRY #/\$	WATER #/\$	CREMATION #/\$	OTHER #/\$
40 \$38521.89	0	18 \$23880.00	22 \$14089.92	0	0	13 \$510.97	2 \$41	0	0	0

RESOURCES GIVEN BY TOWN – JANUARY – JUNE 2025

TOTAL #/\$	ELECTRIC #/\$	RENT #/\$	HOTEL #/\$	HEAT #/\$	FOOD #/\$	GAS #/\$	LAUNDRY #/\$	WATER #/\$	CREMATION #/\$	OTHER #/\$
31 \$13,726.41	0	5 \$8098	7 \$3510.60	0	0	8 \$352.81	9 \$265	0	2 \$1500	0

RESOURCES FROM OTHER THAN TOWN BUDGET (Salvation Army Vouchers, Gift Cards, etc.) – JULY – DECEMBER 2024

TOTAL #/\$	ELECTRIC #/\$	RENT #/\$	HOTEL #/\$	HEAT #/\$	FOOD #/\$	GAS #/\$	LAUNDRY #/\$	WATER #/\$	CREMATION #/\$	OTHER #/\$
84 \$6648.81	10 \$2113.81	0	0	0	56 \$3750	0	0	0	0	18 \$785

RESOURCES FROM OTHER THAN TOWN BUDGET (Salvation Army Vouchers, Gift Cards, etc.) – JANUARY – JUNE 2025

TOTAL #/\$	ELECTRIC #/\$	RENT #/\$	HOTEL #/\$	HEAT #/\$	FOOD #/\$	GAS #/\$	LAUNDRY #/\$	WATER #/\$	CREMATION #/\$	OTHER #/\$
76 \$10,733.87	9 \$2588.17	2 \$1400	0	3 \$1499.70	43 \$3600	4 \$100	0	1 \$611	0	14 \$935

RESIDENTS CONTRIBUTION TOWARD HOTEL 2025

YTD
2
\$4319.35

SUMMARY:

In the above summary I compared the first 6 months of this year to the last 6 months of last year of resources given to clients. There is a big difference in the amounts being used. I believe a big reason for this is the need for a long-term hotel stay for 2 residents before we could get them placed at the end of last year. The other big difference was in rent paid, there was less need for this, but I also worked with other agencies that helped pick up some of the cost. Both are housing issues which fluctuate a lot so it's hard to say if we'll be able to continue to keep it that low.

The biggest accomplishment so far this year is the development of a Salem Community Resource group. This started with me, Isaiah 58 and Salem Family Resources discussing how we would like to see agencies providing services to residents more connected so we all know what each other does, can combine resources and not duplicate resources and make it an easier process for those needing help. The Mission of the group is "As a community partnership of multi-disciplinary providers to meet the basic, tangible and emotional needs of the Salem Area residents. (infants to elderly)." Our first full meeting was on 6/3/25 with 30 people attending and the 7/2 meeting had 26 people, exceptional for a holiday week. This is a monthly meeting, and we already have very active participation. One of the ways it has already benefited the town is that I was able to reach out to the group about the needs of several different clients who owed large amounts of rent and electric, 4 of us all contributed to getting the bills paid which enabled the town to save money and the client to get through the emergency. We've discussed roadblocks individuals have run into and identify resources to help. The relationship building between all of us has been a big benefit. We will also have presentations on topics the group feels would be helpful. Our next meeting is on 8/5.

I have also been working closely with Officer Spencer and Doug Devine as well as an MDT meeting, where we have been able to work together to help solve some issues seniors and others are having to reduce how often they call for an ambulance or end up in a serious situation.

Overall I believe the first 6 months of the year brought a lot of successes and helped strengthen the Human Services Department.



TOWN OF SALEM, NEW HAMPSHIRE

33 GEREMONTY DRIVE, SALEM, NH 03079

Information Technology Department

MEMORANDUM

TO: Joe Devine, Town Manager
FROM: Tim Moynahan
RE: Mid-Year Department Highlights
DATE: July 22, 2025

Mid-Year Department Highlights

Major accomplishments:

- The Police Department move to temp space - Complex IT, data and communications move to 21a Cross Street through with the help of coordinated efforts of 7 vendors. Feedback of how smooth the move went was noted/voiced several times by members of the PD.
- SPOTS Connectivity - After 18 months, intermittent (and sometimes painfully consistent) SPOTS related issues at PD were RESOLVED by IT and working with the State of NH.
- New Badge printer – After constructive feedback from multiple departments regarding the quality of our Town issued badges, replaced 12-year-old Security Badge printer that was end of life and picture IDs were low quality, at best.

Key stats or trends:

- Incident volume projected to surpass 2024 data

Year	Incident Volume
2024	2134
2025	1456
Grand Total	3590

Budget updates:

- Legacy Telecom/Network discovery of unused or outdated consolidated and comcast disconnects, this will be a **cost avoidance of ~\$40k for the remainder of the year (2025)**.
- As we move away from copper, starting with the PD fax lines, ~\$300 this year and a **cost avoidance of ~\$3800 in 2026** enabling better portability to the new Police station.

Challenges:

- Data for incident reporting and our websites.
 - Using an Iterative approach for both by improving process, soliciting feedback, and working with respective teams to continually improve.
- Copper lines
 - Very challenging issue when moving PD from 9 Vets to 21a Cross.
 - Consistent challenge and time-consuming reviewing and tracking down what is still active as well as known active lines where we have experienced impact on our public safety operations.

Community engagement:

- Working with the Historical society to increase Internet speeds and move to Xfinity Voice to eliminate the copper line.



Salem Police Department

9 Veterans Memorial Parkway, Salem New Hampshire 03079

Phone: (603) 893-1911 Fax: (603) 894-4861

www.townofsalemnh.org/police-department

Joel P. Dolan, Chief of Police

TO: Joseph R. Devine, Jr., Town Manager

FROM: Joel P. Dolan, Chief of Police *JPD*

DATE: July 29, 2025

RE: Mid-Year Department Highlights

- Transitioned into Temporary Facility on Cross Street in April to begin building town approved state of the art facility on Veterans Memorial.
- Effective 8/4/25 – all open dispatcher positions will be filled (first time in several years).
- Our Victim Witness Advocate position continues to successfully be accepted for the awarded grant funds.
- Expansion of certified personnel within the drone unit.
- Administrative Assistant Kristen Moyer and Officer Shalyn Spencer were awarded Employee of the Month within the Town for April & May.
- K9 Taco joined our K9 division with Officer Peters after successful completion of all certificates and extensive training.
- Successful turnout of over 150 individuals for the Senior Center BBQ hosted by the Police Department.
- Special Services Division participated in the “Burgers and Bags” event at Salem Woods- consisted of the best burger challenge against The Residence, and Salem Fire. The Police Department won!
- Added additional personnel to the recruitment team within the department. Currently working with ASR Media to film our first professional recruitment video.
- The Wellness Team partnered with Nutre Meals and added refrigerators within the department to offer personnel healthier meal options during shifts.
- A Pro Suite committee was created with personnel in various roles and are currently building out the database to go live early next year.
- Tasers have been delivered, and training will commence in the fall.
- We have put off the purchase of our updated Glock 9mm service weapons until 2026. This will allow the new PD to be completed, and we will be able to utilize our indoor range for training and qualifications.
- Partnered with FBI-LEEDA to host the LEEDA Trilogy courses at our new station. One class is already scheduled for 2027.
- Completed a promotional process and established an eligibility list for Police Sergeant.

- Salem Police Benevolent Association gave out 18 scholarships to high school students preparing to attend college.
- Met with the New Hampshire Attorney General's Office to begin the discussion on investigating our own homicide cases. This is an approximately 2–3-year process for staff members to attend training and earn certifications. The discussion was positive, and we expect to achieve this goal after occupying our new facility.

JPD/kmm

SALEM MUNICIPAL SERVICES

Wayne S. Amaral - *Director*

www.townofsalemnh.org



PUBLIC WORKS DIVISION

Geoff Benson – *Director*

21 CROSS STREET
SALEM, NH 03079

TEL: 603-890-2159 FAX: 603-890-3882

Memorandum

To: Wayne S. Amaral, Municipal Services Director
From: Geoffrey Benson, Public Works Director
Date: July 23, 2025
Re: **FY26 Mid-Year Update Public Works**

Projects

1. The new D19 arrived and was put right into use for winter operations
2. The footing for the sign base at the senior center was installed and backfilled.
3. We ran night crews on Route 28 for snow removal which we had not done for a couple of years.
4. We installed a bike station and picnic benches at the Hampshire Rd. rail trail parking lot.
5. The final painting of the finance department has been completed.
6. We have had three employees obtain their CDL license through the town, which helps immensely with the daily operations of the public works department.
7. The first week of April was litter week and we collected 5 tons of roadside litter.
8. The water line for the back section of the cemetery was completed in-house and all new water spigots were installed.
9. Work on the Depot Veterans Plaza has begun and will be completed by Veterans Day.
10. The new trackless has arrived with the full winter package and a 14-foot finish mower.
11. The fleet shop is complete and occupied. Also in place are the new Mohawk mobile lifts for lifting large trucks.

Challenges

1. The street sweeper has been down several times for repairs
2. We have one employee out on workmen's comp and one on light duty, which leaves us short-staffed.
3. The constant battle to maintain the town to the utmost standards.

SCTV Mid-year update for 2025

Welcome to Mya Girouard as our Community Programming manager. Mya will be working with volunteers and non-profit organizations to create programming for the station, and scheduling the Public access channel.

SCTV is preparing for our live coverage of Salembation on August 9th from Noon – 5 pm. The 275th Anniversary of the Town of Salem will have many events and we will be covering as much as possible.

We continued our annual Election coverage. Hosted our election web site containing interviews with candidates, voter information and guides from Town Departments, sample ballots and Candidate forums. We also provided live Town Deliberative coverage.

So far in 2025, the Salem Government Channel has covered 56 meetings through July 1st, including the Town Council, Budget Committee, Communications Committee, DVAC, MBAC, Master Plan Steering Committee, Planning Board, Recreation Advisory Committee and Zoning Board of Adjustment. We also host those meetings on our VOD website as well as distribute them live on Facebook, Vimeo, our streaming apps and the Salemnh.tv web stream.

Susan McLoughlin has produced 11 Week in review summary of meetings and events in Town with the Town Department managers talking about highlights of that week's discussions.

Our 'What's Up Salem?' Podcasts continue in year 2 with 13 new episodes including talks on the Salembation, the Town Community Power Program, the election process, changes with the Town polling places, elder services, and the Town budget process.

Projects in 2025 SCTV has worked with Town Departments include Fire Department Segments on Ice Safety, Smoke detectors, and an OpenGov presentation.

The Recreation Department ribbon cutting for the opening of the Pickleball courts and Basketball courts at Hedgehog Park.

We have worked with Salem police with several updates on the groundbreaking and construction of the Police Station as well as a tour of their temporary facilities with Municipal services.

We discussed the Town Water Meter Replacement unit project and Arlington Pond Dam repairs. The Town Clerk gave a heads up on potential late fees on Dog Licenses.

Community events and ribbon cuttings included Tavern on the Square, Dreco, Ford Flowers, Capital Grille, Salt and Straw and Casino Salem. We played back the Exchange Club speaker series by volunteer Larry Seaman. We followed the Salem Lions Club scholarship awards, Boys and Girl's Club Youth of the Year and Annual Auction events. We also continued with our annual coverage of the Ganley Awards honoring 2025 recipient Jamie Santo.

We partnered with the Salem Historical Society to co-host the 'Flashback Film Fest' series on Mondays at 3pm, featuring videos of Salem's 250th anniversary leading up to our 275th Salembration in August.

SCTV continued coverage of the Ingram Senior Center with Men's Roundtable discussions featuring the Fire and Police Chiefs, the Town Finance and Planning Directors and Sen Daryl Abbas. Lunch and learn updates with Maria explaining upcoming events which kicks off our 2 hour 'Ingram Senior Center' block of programming 11a-1pm weekdays.

SCTV also has monthly video classes to help seniors digitize their personal video media and learn how to edit. additional programs at the center include the monthly Ladies Tea and the Spring Dance performance.

Bob Berthel created a new series, 'Salem History on Tape', to highlight the work done in our archives. We've featured over 20 shows that have been remastered and updated for 2025

including early video with Howard Turner talking about the history of Salem's Town Hall, a Blue Devils High School football game from 1974, and a historic tour of houses on School Street from the turn of the century.

Budget updates - Revenue for SCTV from the Comcast Franchise fee has been trending downward, which will need to be addressed soon. With reduced revenue, the station will need to adjust expenditures in the 2026 budget that will be presented to the Town Council. We are exploring other options to help with this shortfall.

Comcast has updated our head end equipment in 2025 so our old analog Radiant units have been swapped with a digital system, and the signal quality of the channel has been improved.

Overall SCTV has continued to support the Town and community via the channels, apps and social media to be an information hub for the Town of Salem. We look forward to live coverage of Salembraction, the Holiday Parade, and Carols and Cocoa for the 2nd half of 2025.



Memorandum

Date: July 24, 2025
To: Wayne S. Amaral, Municipal Services Director
From: Fred Wallace, Utilities Director
RE: FY25 Mid-Year Utilities Division Highlights

In response to your request, I have listed a few Utilities Division highlights for the first half of FY25.



1. During our inspection of the underdrains in the water treatment filters, we uncovered a new issue: some of the braces holding the underdrains in place have shifted or become bowed over time. To address this, we removed all the filter media, completed the required repairs, and replaced the filter media.

2. We have started testing our water supplies for a range of unregulated contaminants. These are substances that currently do not have established drinking water standards set by the EPA. The goal of this monitoring is to assist the EPA in determining whether these contaminants should have a standard.

A formal notification letter was sent to all customers, providing details about the sampling process, along with information from the EPA and DES.



3. With over 8 inches of rainfall this May, we faced challenges in managing lake levels and river flows. The excessive runoff from these rain events made it difficult to control turbidity levels. According to our water model, assuming normal rainfall and continued use of SNHRW, we do not anticipate any water use restrictions during the summer months.
4. Spring hydrant flushing was conducted, with 580 hydrants inspected. Several hydrants were identified as needing further attention.
5. The water service was installed at the new Police Station on Veterans Parkway. Preparations took place during the day, with a full shutdown of the water main scheduled for midnight to avoid disrupting local business operations.

6. On June 12, Salem received the 2025 Source Water Protection Award at the Source Water Protection Conference. I attended the event, along with John Klipfel, to accept the award in recognition of our efforts in Cyanobacteria Monitoring and Response, as well as Watershed Protection.









CONGRATULATIONS, MARIA AUGERI



FEBRUARY 2025, EMPLOYEE OF THE MONTH



CONGRATULATIONS, AMANDA MAZEROLLE



MARCH 2025, EMPLOYEE OF THE MONTH



CONGRATULATIONS, KRISTEN MOYER



APRIL 2025, EMPLOYEE OF THE MONTH

CONGRATULATIONS, JAMES PACHECO



MAY 2025, EMPLOYEE OF THE MONTH



CONGRATULATIONS, OFFICER SPENCER



JUNE 2025, EMPLOYEE OF THE MONTH

TOWN OF SALEM, NEW EMPLOYEE LUNCH



WITH TOWN MANAGER, JOE DEVINE, JUNE 10, 2025

TOWN OF SALEM



PANCAKE APPRECIATION BREAKFAST



HAPPY ADMINISTRATIVE PROFESSIONALS DAY!

PIC•COLLAGE