

**MINUTES OF THE**  
**CAPITAL IMPROVEMENTS PLAN COMMITTEE**

July 15, 2025

The CIP Committee held a meeting on Tuesday, July 15, 2025 at the Salem Town Hall, 33 Geremonty Drive, Salem, NH.

**Committee Members Present:** Sean Lewis (PB Rep), Nicole McGee, Brian Thornock (BC Rep), Jim Koczat, Colleen Mailloux

**Staff Present:** Crayton Brubaker; Craig Lemire; Kennett Colby; John Vogl; James Danis

*Ms. McGee started meeting was called to order at 1:00 pm. Mr. Lewis was not in attendance at the start of the meeting.*

## 1. Department Presentations – Fire and Community Development

Lawrence Road Fire Station – Design Development Phase

20 Mr. Lemire introduced himself to the CIP Committee. He noted that the Fire Department has  
21 discussed a pivot from prior years' fire facilities plan. One of the most immediate focuses is for  
22 the Lawrence Road South Fire Station. A portion of the facility has been designed. The Fire  
23 Department has been working with the Municipal Buildings Advisory Committee (MBAC) and  
24 the Town Council regarding the Lawrence Road station project. Mr. Lemire is proposing a  
25 design development phase as a project for 2026, primarily using expiring public safety impact  
26 fees and ARPA funds to finish the design and have a shovel ready project. The cost for this  
27 project is \$390,000. Ms. McGee noted that the Owner's Project Manager, Trident, would only  
28 recommend proceeding with the finish of the design, if the intent is to put the construction of the  
29 project on the ballot in 2027.

*Mr. Lewis joined the meeting at 1:05 pm.*

33 Mr. Lemire explained that approximately \$175,000 of tax impact will be used for this project as  
34 well as public safety impact fees and ARPA funds. Mr. Lemire explained the current deficiencies  
35 and concerns regarding the Lawrence Road station, of which there are many. There are concerns  
36 about asbestos and insufficient living conditions for the firefighters. Mr. Lemire discussed the  
37 options of renovation and expansion vs. new construction. Due to the cost of bringing the  
38 existing building up to code, it is more cost efficient, cheaper, and a better alternative to demo  
39 and rebuild a new fire station. It would also be a quicker construction time. Mr. Lemire showed  
40 the conceptual designs of the new construction. There have been comparable examples that the  
41 Fire Department and MBAC has looked out and they are taking it into account. The Committee  
42 discussed the status of public safety impact fees. Mr. Lewis and Mr. Lemire discussed the layout  
43 of the bays and the conceptual design and the number of bays. Mr. Koczat and Mr. Lemire  
44 discussed building in the back of the lot. Concerns about wetlands and higher cost were noted.

1 The Committee discussed further the number of bays, whether 2 or 3 would be more appropriate.  
2 Mr. Thornock noted potential population growth in the south side of Salem and potential need  
3 for expansion of services. It was noted that if we build for future expansion, that would be ideal.  
4 Mr. Lewis and Mr. Lemire discussed the number of calls for the Lawrence Road station. Ms.  
5 Mailloux noted that it is important to find cost-effective solutions to provide for expanded  
6 capacity in the design now for future needs. Ms. McGee noted the prior increasing costs during  
7 the initial designs of looking at renovation and expansion. If 3 bays are needed, then it would be  
8 beneficial to explore that. Mr. Lewis recapped the discussion and noted that the Committee  
9 consensus was to support a design inclusive of 3 bays.

10  
11 The Committee discussed strategy towards the budget and CIP Committee projects, including the  
12 propose Lawrence Road Fire Station.

13  
14 ***Fire Engine – New Pierce Pumper***  
15 Mr. Lemire noted the ambulance schedule and that fire engines and pumper are put in the  
16 schedule where possible. He is proposing a new pierce pumper for a project. There is still a 36-  
17 to-48-month lead time. The current engine that is proposed to be replaced is a 2006 pumper and  
18 is 20 years old. It has 130,000 miles on it. The current engine is currently used as a spare. Mr.  
19 Lemire noted the maintenance costs of this engine. Mr. Colby explained the stock trucks and  
20 customization. Mr. Lemire noted another 2010 engine that is beginning to show its age. If  
21 engines are not replaced on a consistent schedule, that could lead to potential of increase of  
22 needs and thus increasing costs over the long run. A new engine is typically purchased every 4-5  
23 years. It is proposed at \$1,350,000 and to be paid for by tax levy. Mr. Lemire discussed  
24 reasoning as to why the engine should be purchased this year and presented his powerpoint.

25  
26 Mr. Thornock asked about when the purchase would actually be made for the truck, if it goes  
27 forward. Mr. Colby said that the Town pre-purchases the truck to save money since there is a  
28 discount. Mr. Thornock asked about trade in values. Mr. Colby discussed that trade in values are  
29 typically higher than putting it out to auction.

30  
31 The Committee discussed interest in exploring a 6-year plan with Municipal Services, Fire, and  
32 Police for larger vehicle apparatuses. Mr. Thornock noted differences between the different  
33 departments and that Municipal Services may be ordering more ‘off the shelf’ equipment.

34  
35 *Mr. Lemire and Mr. Colby left the meeting at 2:35 pm. Mr. Danis and Mr. Vogl joined the  
36 meeting at 2:37 pm.*

37  
38 ***Lawrence Road and Veteran’s Memorial Parkway Sidewalk Gap Completion***  
39 Mr. Brubaker presented this project. This project was submitted for a federal Transportation  
40 Alternative Program (TAP) grant, which has an 80/20 federal/local funding allocation. The cost  
41 for the project is approximately \$1.1 million. A map of the sidewalks along Veteran’s Memorial  
42 Parkway and Lawrence Road was shown. This project includes approximately 3,700 linear feet  
43 of sidewalk which connects multiple municipal offices and housing developments in the Town  
44 Center district. This project is recommended by the 2025 Town-wide Master Plan and the 2016  
45 Sidewalk Master Plan. Town staff anticipate to hear back from NHDOT on this project within  
46 the next few months. If the grant is not approved, the project will likely not move forward.

**1**  
**2** ***Cluff Road Sidewalk Gap Connection***

**3** Mr. Brubaker presented this project. It was also submitted as a part of the TAP program. This  
**4** project includes a sidewalk connection along Cluff Road and would foster connectivity among  
**5** the area. The cost is approximately \$895,000. The project includes approximately 1,300 linear  
**6** feet of sidewalk which would connect Braemoor Woods to NH Route 28, the rail trail, and  
**7** various other sidewalk networks. Mr. Thornock asked about which connections this would create  
**8** and who would be serviced by this project. Mr. Danis explained the connectivity to the various  
**9** areas. Ms. McGee confirmed if this was identified in the Master Plan and Mr. Brubaker  
**10** confirmed that it was.

**11**  
**12** ***Depot Property Acquisition – 1 North Broadway***

**13** Mr. Brubaker presented this project which is to acquire 1 North Broadway from NHDOT. Mr.  
**14** Brubaker and Mr. Danis explained the history of this parcel. It was acquired by NHDOT as a  
**15** part of the Depot intersection project. NHDOT and the Town each own 50% of the property and  
**16** the Town has a right of first refusal for the purchase of the property. It is important for the Town  
**17** to own this property as a part of the strategy to develop the Town-owned parcels in the Depot  
**18** area for recreational development and park usage. The estimated cost is \$800,000; however, the  
**19** final price may be lower. It was clarified that the State can sell the parcel at will, but the Town  
**20** has the right of first refusal. Mr. Lewis recommended starting discussions with NHDOT.

**21**  
**22** ***Depot Park – Restroom Building Phase 1***

**23** Mr. Brubaker presented this project which would continue the development of the Depot Park  
**24** after the finishing of the Veteran's Plaza and first couple hundred feet of the rail trail. This  
**25** project would include the restroom building, storage, and a potential rental space at the corner of  
**26** the rail trail and Main Space in a diagonal pattern. The estimated cost for this project is  
**27** \$600,000. The idea of this project is to create an anchor to begin the development of Depot Park.  
**28** Mr. Danis explained that the original idea for this building was for buildings and a welcome  
**29** center to the Depot area and for the rail trail. Mr. Thornock and the Committee discussed looking  
**30** into usage of the rail trail and associated foot traffic to use to justify the project. There was a  
**31** discussion on Tuscan, Brunello Road, and Phase 4 and 5 of the rail trail. Ms. McGee mentioned  
**32** breaking up the project into phases. Mr. Lewis mentioned making intentional design choices to  
**33** ensure maximum shade in the Depot Park area.

**34**  
**35** ***Salem Bike-Ped Corridor Phase 7***

**36** Mr. Brubaker explained this project. Phase 7 includes Cluff Crossing Road to Kelly Road. Mr.  
**37** Brubaker explained the difference of using a CMAQ grant versus just paving the rail trail  
**38** without the grant. Paving without a grant is estimated to cost around \$740,000. If the Town were  
**39** to pursue a grant, it would need to meet all federal and state standards and would increase the  
**40** cost. Based on current numbers of similar rail trail projects, that is estimated at around \$2.2  
**41** million. There was discussion about whether the CMAQ grants will continue on its normal  
**42** schedule.

**43**  
**44** ***2. Review of Minutes – July 8, 2025*****45**  
**46** ***MOTION BY: Jim Kocztat***

1    ***Move to approve the minutes of the July 8, 2025 CIP Meeting.***

2    **SECOND BY:** Colleen Mailloux

3    **VOTE:** 5-0-0

4    **The motion passed unanimously.**

5

6    **3. Scores due July 31 / Next Meeting Tuesday, August 5 at 1pm**

7    Mr. Brubaker reminded the Committee that project ratings are due July 31 and the next meeting  
8    is Tuesday, August 5, 2025 at 1pm for the final project ranking and recommendations.

9

10    Mr. Brubaker will send out the spreadsheet with the CIP ceiling, floor, and year one tax impact  
11    of each project. He will also send out the bylaws with the rubric and deadlines.

12

13    **4. Adjourn**

14

15    **MOTION BY:** Jim Koczat

16    ***Move to adjourn at 3:30 pm.***

17    **SECOND BY:** Nicole McGee

18    **VOTE:** 5-0-0

19    **The motion passed unanimously.**

20

21    **ADJOURNMENT AT 3:30 PM.**

22

23    Notes/minutes taken by:    Crayton Brubaker