

Town of Salem Goal Setting

Departments

Agenda:

- Assessing Department
- Community Development and Planning Department
- Community Services Department
- Finance Department
- Fire Department
- Human Resources
- Human Services
- Information Technology
- Municipal Services
- Police Department
- Salem Community Television
- Tax Collector's Office
- Town Clerk's Office
- Town Manager's Office

Assessing Department

Goal 1: Hire a full-time Commercial Appraiser.

Creating this position will benefit the town by allowing us to not only stay on top of current developing buildings/businesses but to also revisit existing properties annually to avoid unknowing vacancies or unknown leases, remodels, change of use that may not have appropriately applied. This would also cut the costs of hiring an outside company to collect this information.

Goal 2: Public Relations/Transparency

Demystify Assessments and valuation. Provide public outreach via information sessions to explain the assessing process prior to the 2026 revaluation. Also, add a section to the Assessor's page on the Town website on understanding your assessment and how to read a property record card.

Goal 2: Delegation of Assessing Authority to Chief and/or Deputy Assessor

Appointing the Chief and/or Deputy Assessor authority in accordance with Section 4.13 on assessing situations (i.e., exemptions, abatements, credits, etc) will relieve the Council of that time consuming responsibility.

Community Development and Planning Department

Goal 1: Finish various existing planning efforts including the Depot Master Plan, Recreation Master Plan, and Open Space Plan Update and present each of these to the appropriate boards and committees by December 2025.

Goal 2: Initiate and complete comprehensive zoning ordinance update by December 2026 which will ensure congruence with the 2025 Master Plan.

Goal 3: Continue to roll out asset management programs and custom GIS solutions to various Town departments.

Goal 4: Ensure 75% compliance with code enforcement complaints and continue educational opportunities as a part of the remediation / complaint process.

Community Development and Planning Department

Goal 5: Carry out a town-wide flyover project to update GIS base mapping, including change detection for buildings and paved surfaces.

Goal 6: Enhance departmental expertise by pursuing targeted professional development opportunities in urban planning, site plan review, GIS systems, asset management, and long-range planning to improve service delivery and operational efficiency.

Goal 7: Fully review the Town website with each department or appropriate group to ensure accurate, easy to access, and consistent information by April 2026.

Community Services Department

Goal 1: Work with the Finance and Public Works Departments to Develop a Park Maintenance Plan

Identify parks and outline annual and anticipated maintenance needs to develop a budget.

Goal 2: Develop and Implement a post-event/program survey process for residents and staff.

To be implemented in January of 2026.

Goal 3: Facilitate Senior Vs. Senior Games

Hold competitions with 3 to 5 other communities.

Finance Department

Goal 1: Procure New Financial Software

In 2024 the Capital Improvements Plan (CIP) Committee ranked new financial management software as its second highest priority. In December 2024 the town received a grant in the amount of \$740,000 from the New Hampshire Department of Business and Economic Affairs. The grant will be used to fund the first year and implementation costs of new financial software. It is the goal of the finance department to formally bid the new software in 2025.

Goal 2: Perform Internal Audit of Two Departments

One of the recommendations made by the new audit firm during the fiscal year 2023 audit was that the Finance Department perform internal audits of one to two departments that collect receipts. The process will document the current departmental receipt procedure and allow the Finance Department to recommend changes to these departments to better safeguard town receipts.

Finance Department

Goal 3: Work with Town Clerk to Update Cash Handling Procedure

The Town's cash handling procedures have not been reviewed or updated in several years. This goal should align with GFOA best practices.

Goal 4: Go Live with New Budgeting Software

The Finance Department has been working with Gravity to implement the new budgeting software. It is our goal to use Gravity as the budget source for the FY 2026 budget.

Fire Department

Goal 1: Advance the South Fire Station Project

In 2024, the Salem Fire Department's facility plan was revised to prioritize the construction of a new South Fire Station on Lawrence Road. With the support of the Municipal Budget Advisory Committee (MBAC) and the Town Council, a conceptual design has been developed. A modern facility will enhance firefighter health and wellness, improve recruitment and retention, and foster a better working environment and morale.

S.M.A.R.T. goal: Continue the advancement of the South Fire Station project with the goal of presenting a Warrant Article to voters in March 2026. Launch a robust public outreach and marketing campaign in 2025 to build awareness and gain support from town leadership and the community.

Goal 2: Enhance Continuous Quality Improvement (CQI)

The department remains committed to continuous quality improvement to ensure the highest standards of service delivery and operational excellence

S.M.A.R.T. goal: Develop and implement a formal Continuous Quality Improvement (CQI) program in 2025, including measurable performance indicators and regular review processes across all divisions.

Fire Department

Goal 3: Strengthen Employee Engagement and Organizational Culture

The Salem Fire Department is committed to fostering a supportive and resilient workplace culture. In 2025, the department will focus on initiatives that enhance employee well-being, recognition, and professional development. Key components include launching a peer support team, establishing a department honor guard, and implementing tools to support effective personnel management.

S.M.A.R.T. goal: Establish a formal Peer Support Team and Department Honor Guard by the end of 2025 to support employee wellness and strengthen organizational pride. Additionally, implement Guardian Tracking, our new personnel management software, to provide supervisors with an efficient system for performance feedback and to monitor the health and wellness of department members.

Goal 4: Improve Emergency Management Preparedness

To ensure the Town of Salem is well-prepared for emergencies, the department will lead collaborative planning and training efforts with town officials and partner agencies.

S.M.A.R.T. goal: Enhance the Town's emergency preparedness and public engagement by launching an Emergency Management webpage on the Town's official website, conducting quarterly emergency management coordination meetings with Town officials and partner agencies, and developing a comprehensive emergency management plan for the 275th "Salembration" event.

Fire Department

Goal #5: Expand Access to Online Permitting Services

In 2024, all fire, and some health permits were successfully transitioned to an online platform. In 2025, this modernization effort will continue with a focus on public accessibility and efficiency.

S.M.A.R.T. goal: Transition all gas, plumbing, and mechanical permits to the OpenGov online platform by the end of calendar year 2025, greatly reducing the need for in-person visits to Town Hall.

Human Resources Department

Goal 1: Enhance Organizational Resilience through Strategic Succession Planning

Specific: Implement a formal succession planning program with managers across all departments, identifying key critical operational roles within the Town of Salem. This will include identifying high-potential employees, developing individual development plans, and facilitating knowledge transfer initiatives.

Measurable: Roll out to all Departments by December 31, 2025. The goal is to support Department Heads in the process to identify at least one (1) potential successor for key leadership and critical operational roles.

Achievable: This goal is achievable through dedicated HR efforts in collaboration with department heads to identify critical roles and promising employees. Collaborate to create development training plan tailored using available resources.

Relevant: Proactive succession planning directly addresses the risks associated with employee turnover, particularly within an aging workforce, ensuring continuity of essential Town services and preserving valuable institutional knowledge.

Time-bound: All succession planning conversations and departmental plans will be held and succession plans will be tracked in HR with follow-up every 6 months to ensure training and professional developments plans are being followed through with support by HR and training options offered through PRIMEX.

Human Resources Department

Goal 2: Improve New Employee Integration and Retention through a Structured 90-Day Check-In Process

Specific: Implement a standardized 90-day check-in process for all new full-time employees. This process will include a formal meeting between the new employee and their supervisor, guided by a standardized set of questions focused on engagement, identifying any potential challenges, offering tools to support successful performance, and assist with the new employee's development needs.

Measurable: Achieve a 100% completion rate for 90-day check-ins for all new full-time employees hired after January 1, 2025, and thereafter. Additionally, track the retention rate of employees who have completed the 90-day check-in, aiming at improved retention rate of new hires.

Achievable: This goal is achievable through the development of a clear check-in protocol, HR provided guidance and support to supervisors on conducting effective check-ins, with consistent tracking by the HR department.

Relevant: A structured 90-day check-in process directly addresses early turnover, enhances new employee performance and integration, and provides valuable feedback for improving the overall onboarding experience.

Time-bound: Implementation of the process with Department Heads will be completed by December 31, 2025.

Human Resources Department

Goal 3: Enhance Employee Experience and Benefits Administration through the Successful Launch of Employee Navigate

Specific: Successfully implement and launch the Employee Navigate online benefit system for all benefit-eligible employees prior to the start of the annual open enrollment period in Fall 2025. This includes comprehensive employee training and support for navigating the new system.

Measurable: Achieve 95% active utilization of the Employee Navigate system by benefit-eligible employees during the annual open enrollment period. Additionally, gather employee feedback through a post-enrollment survey, aiming for a satisfaction rating of 4 out of 5 stars regarding the ease of use and clarity of the new system.

Achievable: This goal is achievable through close collaboration with HUB International, a phased rollout of the system with adequate training sessions (both online and potentially in-person), and readily available support resources for employees.

Relevant: Implementing Employee Navigate will significantly improve the efficiency and transparency of benefits administration, empower employees to make informed decisions during open enrollment, and enhance the overall employee experience with their benefits.

Time-bound: Full system implementation and employee training will be completed by September 30, 2025, with utilization and satisfaction measured during and immediately following the open enrollment period.

Human Resources Department

Goal 4: Improve Recruitment Efficiency and Candidate Experience through the Implementation of an Applicant Tracking System (ATS)

Specific: Implement a standalone Applicant Tracking System to streamline the Town of Salem's recruitment and hiring processes. This will include features for online job postings, applicant tracking, communication management, and basic reporting.

Measurable: Fully implement and train HR staff on the new ATS by May 2026. Achieve a reduction of time-to-hire for open positions. Increase the positive candidate experience rating (measured through a post-application survey) by 10% compared to the current manual process.

Achievable: This goal is achievable by dedicating resources to the selection and implementation of a user-friendly ATS that meets the Town's immediate recruitment needs, separate from the longer-term HRIS initiative.

Relevant: Implementing an ATS now is crucial for improving the efficiency and effectiveness of the Town's recruitment efforts in the interim period while the comprehensive HRIS RFP is underway. This will benefit HR, hiring managers, and prospective employees.

Time-bound: Full implementation and training by December 31, 2025, with time-to-hire and candidate experience improvements measured by the end of the year.

Human Services Department

Goal 1: Establish a Community Resource Group (CRG)

Specific: Create a Community Resource Group that connects residents with essential services, including housing, mental health support, job training, and food assistance.

Measurable: Recruit at least 10 community-based organizations to partner with. Provide resources to at least 200 community members within the first year.

Achievable: Identify key partners (local nonprofits, government agencies, faith-based organizations) and build relationships. Utilize existing town infrastructure, such as community centers, to hold meetings.

Relevant: This goal directly addresses the needs of underserved or vulnerable populations in the Town of Salem by facilitating easier access to community services.

Time-bound: Launch the Community Resource Group within 6 months and achieve the target numbers (partners, events, residents served) within 1 year.

Human Services Department

Goal 2: Increase Community Awareness of Available Resources

Specific: Develop a communication plan to increase awareness about the available resources in the Town of Salem and the Community Resource Group.

Measurable: Distribute 100 informational pamphlets. Update Human Services on Town website Conduct 3 outreach presentations in local schools, churches, and community centers.

Achievable: Collaborate with local media outlets (newspapers, radio stations) to promote the initiative. Attend community events to distribute information.

Relevant: Raising awareness is crucial for ensuring that those in need of services know where to turn for help.

Time-bound: Implement the communication plan within 3 months and complete all outreach activities within the first year.

Information Technology Department

Goal 1: Review and Update/Add IT Policies and Procedures

Review and update/add IT policies and procedures that are located in the Town of Salem, NH Personnel Manual. Updates look to be last made effective 2 years ago on 3/1/2023. An example of new item to be added is a policy surrounding AI platforms and data security. Target date: Q2 2025

Goal 2: Review Organizational Structure and Needs

Make recommendations based on current and projected needs for the Town to support technology changes and growth. Target date: Q2 2025

Goal 3: Add a Chatbot to the Current Website

Enhance the digital experience for the Community and users of the Town's website. Help guide users to the most up-to-date information. Use Analytics to better understand what topics residents are searching for and add/update content. Target date: Q2 2025

Information Technology Department

Goal 4: Review and Decommission Legacy Telecom and Network Infrastructure

Discovered during the Police Renovation project. Several unknown or unused circuits were discovered (going back 26+ years). Also, we still utilize copper phone lines in town and the price is continually increasing. Target date: Q2/Q3 2025

Goal 5: Modernize Police and Fire Dispatch Centers

Also discovered during the police move. We “dual/simultaneous” ring at FD and PD and the technology is legacy and only two towns in the state still use this service. Target date: Q3 2025

Goal 6: Complete Win11 Desktop Migration

Complete Win11 Desktop Migration and other Windows versions that are outdated. Windows 10 is scheduled for end of support/end of life in October. Target date: Q4 2025

Goal 7: Migrate from Public Cloud to Government Cloud

Make recommendations based on current and projected needs for the Town to support technology changes and growth. Target date: Q2 2025

Municipal Services Department

Goal 1: Butler Street Pump Station

Utilities will work with Engineering to complete the replacement of the Butler Street Sewer Pump Station. As identified in the sewer master plan, the existing pump station will be replaced with new pumps, piping, generator and control system. The project has been bid and awarded. Construction has begun and the project is expected to be complete by December 2025.

Goal 2: Veterans Memorial Plaza at Depot Village

Through the Depot Village Advisory Committee, Municipal Services is working with contractors to build a new Veterans Plaza adjacent to the rail trail South of Main Street in the Depot. Majority of funding is through the Veterans Group. Plaza will include retaining walls, plantings, patio, statues and flagpoles. The goal is to have the Veterans Plaza completed by November 2025.

Municipal Services Department

Goal 3: Brady Ave. Water Main Replacement

The water main on Brady Avenue has been experiencing water quality and flow issues more significant than in years past. As identified in the water master plan the project will replace 3,300 liner feet of 6-inch cast iron water main (1940) from Cortland Avenue to 73 Brady Avenue with a new 12-inch ductile iron water main. The goal is to have the project complete by November 2025.

Goal 4: Brookdale Road Sewer Pump Station

Utilities will work with Engineering to complete the replacement of the Brookdale Street Pump Station. As identified in the sewer master plan, the existing pump station will be replaced with new pumps, piping, generator and control system. The project has been bid and in the process of being awarded. The goal is to have the project begin construction by December 2025 and construction complete by December 2026.

Municipal Services Department

Goal 5: Bridge Street Bridge Replacement

The Bridge Street Bridge has been red listed by the State due to its deteriorating condition. Engineering completed design in 2022, and this has been a “shovel ready” project since. The State Aid Bridge program recently released funds to support reconstruction. The project is set to be bid in June/July 2025 with construction beginning in late 2025. The project is expected to be completed by December 2026

Police Department

Goal 1: Maintain Efficient Operations at Temporary Facility (21A Cross Street)

Specific: Ensure that police operations at the temporary location remain fully functional and efficient.

Measurable: Maintain 100% uptime for critical systems (communications, dispatch and records access).

Achievable: Utilize existing infrastructure and staff to monitor operations.

Relevant: This supports seamless service delivery during the transition period.

Time-bound: Maintain this standard until relocation to the new facility is completed, Summer 2026.

Goal 2: Implement Taser Upgrade

Specific: Replace all department-issued Taser X2 units with Taser X10 models.

Measurable: 100% of issued Tasers upgraded and 100% of sworn personnel trained.

Achievable: Funding has been approved in the 2025 operating budget.

Relevant: Enhances officer safety and ensures equipment reliability.

Time-bound: Complete procurement and training by end of calendar year 2025.

Police Department

Goal 3: Oversee Construction of New Police Facility (9 Veterans Memorial Parkway)

Specific: Ensure timely and budget-conscious oversight of the new facility's construction.

Measurable: Achieve all construction milestones on schedule, address all identified issues within two weeks and/or bi-weekly meetings.

Achievable: Coordinate with project managers, contractors and Town Officials.

Relevant: Critical for efficient operations, future town infrastructure projects, and morale.

Time-bound: Project completion summer 2026; provide weekly updates via project page on town website.

Goal 4: Map Critical Sites for Rapid Deployment

Specific: Create digital tactical maps of all schools, town buildings and other identified critical infrastructure.

Measurable: 100% of sites mapped and accessible through department systems.

Achievable: Collaborate with local schools, town departments and GIS professionals.

Relevant: Improves situational awareness during emergencies.

Time-bound: Complete mapping and training for relevant personnel by Summer 2026.

Police Department

Goal 5: Digitize Microfiche Reports

Specific: Convert archived microfiche police records to a searchable digital format.

Measurable: 100% of microfiche files scanned, indexed and stored securely.

Achievable: Use in-house staff or vendor services with proper scheduling.

Relevant: Enhances data accessibility, efficiency and compliance.

Time-bound: Complete digitalization project by end of calendar year 2025.

Salem Community Television

Goal 1: Continue to Promote a Staff Professional Development Program

Training is imperative to keep up with technology for Television Production. We have been training as needed, but establishing a time-based process would be beneficial for extended learning.

S.M.A.R.T. Goal: Create a quarterly program by Spring of 2026 to do consistent training on software and operations.

Goal 2: Expand Interaction with Town Departments.

Support and promote Town Department operations on our channels and coordinate posting on social media.

S.M.A.R.T. Goal: Work with Town Departments to write and produce videos to complement their operation by 2Q of 2026.

Salem Community Television

Goal 3: Create Spinoff SCTV Podcast ‘Who’s Talking Salem?’ to Promote 275th Anniversary

The Town of Salem will celebrate its 275th anniversary in 2025. Create a series using audio history from Salem residents and news items updating the 275th events.

S.M.A.R.T. Goal: Start podcast Summer 2025 to compliment 275th events.

Goal 4: Highlight Archive Show to Play at Historical Museum

Share archive videos to expand the use of the Salem Museum and schedule programming for them to promote during their operations.

S.M.A.R.T. Goal: Continue to re-encode and digitize archive local programming from Salem Community Television and the ‘Salem History on Tape’ series to be played at the Museum starting 3Q of 2025.

Salem Community Television

Goal 5: Increase Volunteers

Search out new volunteers in local organizations to be point person for their groups. Train them to take photos, submit online bulletins that we can approve, cover events.

S.M.A.R.T. Goal: Reach out to 3 local organizations for additional volunteers for 2Q 2026.

Tax Collector's Office

Goal 1: New software for tax payment/invoice generation while retaining historic billing and payments data.

Goal 2: Install 2 public computers in the downstairs Collections space.

Town Clerk's Office

Goal 1: Certify all Collections Clerks as agents for the NH Vital Records Administration, able to issue vital records, Marriage licenses and make corrections to vital records held in the NH Vital Records Information Network (NHVRIN). *Update: As of Friday, May 9, 2025, all certified Collections Clerks have received confirmation to access to the NHVRIN system. The Town Clerk will be training each clerk, as time allows, until they are able to attend scheduled training in Concord (or remotely) with the NH Vital Records staff.*

Goal 2: Commence selling dog licenses on Jan 1st for the next registration cycle. This will require working with ACO O'Brien to confirm scheduling changes as well as Purchasing to order new licenses in a timely manner.

Goal 3: Commence selling landfill & bulky item permits on Jan 1st for the next registration cycle. This will require working with the Municipal Department to modify the landfill permit cycle from Oct-Sept to calendar year Jan-Dec. Further, working with Purchasing to ensure landfill & bulky passes are ordered in a timely manner.

Town Clerk's Office

Goal 4: Designate one day to sell dog licenses and/or landfill permits remotely at the Senior Center for the next registration cycle. This will require working with the Community Services Department for scheduling and logistics; IT to ensure the Town Clerk's laptop interfaces with ClerkWorks, the software used for dog licenses and landfill permits.

Goal 5: Commence selling landfill permits online through the EB2Gov portal. This would require working with Interware/Avenu to allow residents/property owners to upload their current registration to the portal and pay for their landfill permit (much like dog licenses and updating the rabies vax information).

Goal 6: IAW the State of NH retention schedules, continue holding Motor Vehicle Applications for Certificate of Title (CTA) for the required time, however, electronically. This would require attaining scanner(s) to scan/upload the Town Portion of the CTAs to an OCR and database approved by the Division of Safety-Dept of Motor Vehicles/Title Bureau.

Town Manager's Office

Goal 1: Explore the possibility of offering more services outside of Town Hall

Goal 2: Manage and plan capital investments and improvements ensuring proper maintenance, care, and stewardship of public assets.

Goal 3: Increase and improve the availability of information to the public and identify new ways to communicate and engage residents in local government.

Goal 4: Review, Scan, Move to Storage and/or Purge all Town Manager Files in Accordance with RSA 33-A (Disposition of Municipal Record)

Goal 5: Prepare and Complete a Town Manager's Office Manual