



## TOWN OF SALEM, NEW HAMPSHIRE

33 GEREMONTY DRIVE, SALEM, NH 03079

(603) 890-2120 · FAX: (603) 890-2220

OFFICE OF THE TOWN MANAGER

*Joseph R. Devine, Town Manager*

# MEMO

**DATE:** May 12, 2025  
**TO:** Salem Town Council  
**FROM:** Joseph R. Devine, Assistant Town Manager  
**RE:** 2025/2026 Town Council Goals

In alignment with our ongoing commitment to transparency, strategic planning, and continuous improvement, each department has submitted its top goals for the upcoming year. These goals reflect the departments' focus on addressing current challenges, advancing key initiatives, and supporting the broader vision of the Town of Salem. This memo outlines the proposed goals by department for the Town Council's review and consideration. Your feedback is essential to ensure these priorities are aligned with community needs and the Council's objectives as we work collaboratively to strengthen town operations and services.

### ***Assessing Department***

*Goal 1:* Hire a full-time Commercial Appraiser

*Goal 2:* Public Relations/Transparency

*Goal 3:* Delegation of Assessing Authority to Chief and/or Deputy Assessor per Charter

### ***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

*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 directly with the Finance and Public Works Departments to develop a park maintenance plan.

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

*Goal 3:* Facilitate Senior Vs. Senior Games with 3 to 5 other communities.



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#### ***Finance Department***

*Goal 1:* Procure New Financial Software

*Goal 2:* Perform Internal Audit of Two Departments

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

*Goal 4:* Go Live with New Budgeting Software

#### ***Fire Department***

*Goal 1:* Advance the South Fire Station Project

*Goal 2:* Enhance Continuous Quality Improvement (CQI)

*Goal 3:* Enhance Employee Exp

*Goal 4:* Improve Emergency Management Preparedness

*Goal 5:* Access to online permitting

#### ***Human Resources***

*Goal 1:* Enhance Organizational Resilience through Strategic Succession Planning

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

*Goal 3:* Enhance Employee Experience and Benefits administration Through the Successful Launch of Employee Navigate

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

#### ***Human Services***

*Goal 1:* Establish a Community Resource Group (CRG)

*Goal 2:* Increase Community Awareness of Available Resources

#### ***Information Technology***

*Goal 1:* Review an Update/Add IT Policies and Procedures.

*Goal 2:* Review Organizational Structure and Needs

*Goal 3:* Add a Chatbot to our Current Website

*Goal 4:* Review and Decommission Legacy Telecom and Network Infrastructure

*Goal 5:* Modernize Police and Fire Dispatch Centers

*Goal 6:* Complete Win11 Desktop Migrations

*Goal 7:* Migrate from Public Cloud to Government Cloud

#### ***Municipal Services Department***

*Goal 1:* Butler Street Pump Station

*Goal 2:* Veterans Memorial Plaza at Depot Village

*Goal 3:* Brady Ave. Water Main Replacement

*Goal 4:* Brookdale Road Sewer Pumps Station

*Goal 5:* Bridge Street Bridge Replacement



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#### ***Police Department***

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

*Goal 2:* Implement Taser Upgrade

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

*Goal 4:* Map Critical Sites for Rapid Deployment

*Goal 5:* Digitize Microfiche Reports

#### ***Salem Community Television***

*Goal 1:* Continue to Promote a Staff Professional Development Program

*Goal 2:* Expand Interaction with Town Departments.

*Goal 3:* Create Spinoff SCTV Podcast ‘Who’s Talking Salem?’ to Promote 275<sup>th</sup> Anniversary

*Goal 4:* Highlight Archive Show to Play at Historical Museum

*Goal 5:* Increase Volunteers

#### ***Tax Collector’s Office***

*Goal 1:* Look at the possibility of new software for tax payment and invoice generation while retaining historic billing and payment data.

*Goal 2:* Explore installing 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 1<sup>st</sup> 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 1<sup>st</sup> 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.

*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.



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#### ***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