

Annual Report 2019



ABOUT THE COVER

Most everyone remembers September 11, 2001. It was a day when America changed forever. To this day, many communities throughout the country continue to hold special events and remembrance ceremonies on September 11th and vow to never forget those lives lost on that tragic day.

In 2017, a group of volunteers founded the non-profit organization “Salem Won’t Forget Committee”. The Committee was formed from an idea of longtime resident Pat Hargreaves to “never forget” the victims of the 9/11 tragedy by constructing a permanent memorial monument in Salem. The Committee was able to obtain a piece of steel from the debris of the World Trade Center, and so the project began, and the Committee got to work. Committee members included Patrick “Pat” Hargreaves, Lorrain Hargreaves, Christine Asselin, Ron “Zilla” Asselin, Salem Fire Chief Lawrence Best, Enrico Casaletto, Justin Kimbrough, Susan McLoughlin, Douglas Micklon, Salem Assistant Fire Chief Jeffrey Emanuelson, NH State Fire Marshal Paul Parisi, Darla Parisi, Pam Rochon Russell, Rick Russell, Jeffrey “Striker” Smith, Cathy Stacey, and Cindi Woodbury.

Fittingly, the monument was constructed in the Town Common for everyone to see. The monument is designed to be symbolic to the events of 9/11. It is 110 inches tall (*representing 110 stories of the World Trade Center Towers*), the base of the monument has 5 sides (*to represent a smaller scale of the Pentagon*), in the center of the monument is a piece of granite from Pennsylvania in the shape of the State of Pennsylvania (*to honor those on board United Airlines Flight 93 and the final words heard of “Let’s Role”*), the foundation for the monument is 6 feet deep (*symbolizing the depth of the World Trade Center’s stories below ground*), and holding the piece of steel are two ladders, with 62 rungs (*representing the 62 ladder trucks that responded to ground zero*).

The volunteer committee spent more than 1,000 hours collaborating and reviewing each and every detail of the project. In the end, the Salem Won’t Forget Committee raised over \$110,000 for the project which was completed in time for September 11, 2019. On that day, the monument was dedicated to the community in a grand, but somber ceremony to remember the lives lost and show respect for the family members left behind. The Town was honored to have two New York City Firefighters who were at ground zero attend the memorial monument dedication.

Although the cover graces the picture of the monument, and a collage of various milestones during the process, the pictures are only a small caption of the hard work, dedication, and long hours the Committee spent to make this “idea” a reality. We encourage everyone to visit the monument and see the results of the Committee’s efforts.

TOWN OF SALEM, NEW HAMPSHIRE



The Gateway to New Hampshire

ANNUAL REPORT
For the Year 2019

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FOR YOUR REFERENCE

Town Hall
33 Geremonty Drive
Salem, NH 03079
www.salemnh.gov

Fire Department (Emergency Only)	911
Police Department (Emergency Only)	911
Emergency Management Center	603-890-2210

DEPARTMENT NUMBERS:

General Information	603-890-2000
Town Manager/Assistant Town Manager/Board of Selectmen	603-890-2120
Assessing Department	603-890-2010
Animal Control	603-890-2390
Building Department (Permits & Inspections)	603-890-2020
Community Development	603-890-2086
Engineering Department	603-890-2033
Finance Department	603-890-2040
Fire Department (Non-Emergency)	603-890-2200
Fire/Inspectional Services (Health Permits & Inspections)	603-890-2050
Fire/Inspectional Services (Building/Gas Permits & Inspections)	603-890-2020
Human Resources Department (Personnel)	603-890-2070
Human Services Department (Public Assistance)	603-890-2130
Planning Department	603-890-2080
Police Department (Non-Emergency)	603-893-1911
Municipal Services Department (Public Works Department/Highway)	603-890-2150
Transfer Station (Solid Waste and Recycling)	603-890-2164
Water Treatment Plant	603-890-2171
Cemeteries & Parks	603-890-2180
Purchasing Department (Finance)	603-890-2090
Recreation Department (Community Services)	603-890-2140
Senior Citizens Center (Senior Services/Community Services)	603-890-2190
Salem Community Television	603-893-7069 x5118
Tax Collection	603-890-2100
Town Clerk	603-890-2110

OTHER IMPORTANT NUMBERS:

Salem District Court	855-212-1234
Salem Housing Authority	603-893-6417
Salem Kelley Library	603-898-7064
Salem Historic Museum	603-890-2280

HOLIDAYS, MEETING SCHEDULE AND OFFICE HOURS

2020 TOWN HALL HOLIDAY SCHEDULE

Holiday	Date
New Year's Day	Wednesday, January 1, 2020
Civil Rights Day	Monday, January 20, 2020
President's Day	Monday, February 17, 2020
Memorial Day	Monday, May 25, 2020
Independence Day	Friday, July 3, 2020
Labor Day	Monday, September 7, 2020
Columbus Day	Monday, October 12, 2020
Veterans' Day	Wednesday, November 11, 2020
Thanksgiving Day	Thursday, November 26, 2020
Day After Thanksgiving	Friday, November 27, 2020
Christmas Day	Friday, December 25, 2020

BOARDS, COMMITTEES & COMMISSIONS MEETING SCHEDULES

Board/Committee/Commission	Meeting Schedule	Time	Location
Board of Selectmen	1 st , and 3 rd Mondays	7:00pm	Town Hall
Budget Committee	2 nd and 4 th Wednesday	7:00pm	Town Hall
Conservation Commission	1 st Wednesday	7:00pm	Town Hall
Council on Aging	3 rd Friday	10:00am	Senior Center
Housing Authority	2 nd Tuesday	5:00pm	Housing Authority
Planning Board	2 nd and 4 th Tuesday	7:00pm	Town Hall
Recreation Advisory Committee	2 nd Thursday	6:30pm	Senior Center
Zoning Board of Adjustment	1 st Tuesday	7:00pm	Town Hall

TOWN DEPARTMENTS OFFICE HOURS

Town Department	Hours of Operation/Appointment Scheduling
Assessing Office	Monday – Friday 8:30am–5:00pm
<u>Community Development Department</u>	Monday – Friday 8:30am–5:00pm
Planning/Zoning	Monday – Friday 8:30am–5:00pm
<u>Fire/Inspectional Services</u>	Monday– Friday 8:30-9:30am, 4:00pm–5:00pm
Building/Electrical Permitting	Monday – Friday (By Appointment)
Building/Electrical Inspection	Monday – Friday: Permitting: 8:30–9:30am & 4:00–5:00pm Inspections 9:30am – 4:00pm (By Appt.)
Plumbing/Gas Permitting/Inspection	Monday – Friday 8:30am–5:00pm
Health Officer	Monday – Friday 8:30-9:30 a.m., 4:00-5:00pm (or by appt.)
Community Services (Recreation)	Monday – Thursday 8:30am-4:30pm, Friday 8:30am-3:30pm
Community Services (Senior Center)	Monday – Thursday 8:30am-4:30pm, Friday 8:30am-3:30pm
Finance Department	Monday – Friday 8:30am–5:00pm
Human Resources Department	Monday – Friday 8:30am–5:00pm
Human Services Department	Monday – Friday 8:30am–3:30pm (or by Appt.)
Municipal Services (Engineering)	Monday – Friday 8:30am–5:00pm
Municipal Services (Public Works)	Monday – Friday 7:00am-3:30pm
Municipal Services (Utilities)	Monday – Friday 7:00am-3:30pm
Municipal Services (Transfer Station)	Tuesday, Thursday Friday, Saturday - 7:00am–2:45pm Wednesday, 7:00 am–6:45pm – Closed Sunday/Monday
Tax Collector's Office	Monday – Friday 8:30am–5:00pm
Town Clerk's Office	Monday – Friday 8:30am-5:00 pm
Town Manager's Office	Monday – Friday 8:30am–5:00pm

TOWN OFFICIALS

Board of Selectmen	3-year terms	Housing Authority	5-year terms
		<i>Elected terms expire in March</i>	<i>Appointed terms expire in April</i>
James S. Keller, <i>Chair</i>	2021	Virginia Consoli, <i>Chair</i>	2021
Arthur E. Barnes, III, <i>Vice-Chair</i>	2020	Kelly Bryant, <i>Vice-Chair</i>	2024
Michael J. Lyons <i>Secretary</i>)	2020	Donald Simmons	2020
Robert F. Bryant	2021	Georgette Smith	2022
Lisa S. Withrow	2022	Sandra Karp	2023
<i>Everett P. McBride, Jr. (term ended March 2019)</i>		<i>Sheri McCloskey, Executive Director</i>	
Budget Committee	3-year terms		
		<i>Elected terms expire in March</i>	<i>3-year terms</i>
D.J. Bettencourt, <i>Chair</i>	2022	Kathleen Norton, <i>Chair</i>	2020
Steven Goddu, <i>Vice-Chair</i>	2020	Cindy Jury, <i>Vice-Chair</i>	2021
Sean Lewis <i>(Secretary)</i>	2021	Martin Isaks	2022
Thomas Plante	2020	Alison Baker, <i>Library Director</i>	
Peter Edgerly	2021		
Paul Huard	2021		
Stephen Boyd	2022		
<i>Robert F. Bryant, Selectmen Rep.</i>			
<i>Bernard Campbell, School Board Rep.</i>			
<i>Steven Chartrain, (term ended March 2019)</i>			
Conservation Commission	3-year terms		
		<i>Appointed terms expire in April</i>	<i>3-year terms</i>
Ruth Tanner Isaks, <i>Chair</i>	2021	Kathryn Burke	2019
Linda Harvey, <i>Vice-Chair</i>	2020	Beverly Glynn	2020
Stephen Boyd, <i>Secretary</i>	2021	Patricia Good	2021
Glen Edwards	2020	Susan Kettinger	2021
David Blake	2022	Ann Leclair	2021
Donald Marotte	2022	Dan Zavisza	2019
Crystal Napoli, <i>Alternate</i>	2021		
Vacancy, <i>Alternate</i>	2021		
<i>Arthur E. Barnes, Selectmen Rep.</i>			
<i>Rhonda McCune, (resigned 2019)</i>			
Council on Aging	3-year terms		
		<i>Appointed terms expire in April</i>	<i>Staggered terms</i>
Russell Ingram, <i>Chair</i>	2020	Keith Belair, <i>Chair</i>	2021
Linda Cignoni, <i>Vice-Chair/Treasurer</i>	2021	Michael Banks, <i>Vice-Chair</i>	2022
Paula McGillivray, <i>Secretary</i>	2020	Beverly Donovan, <i>Secretary</i>	2020
Gary Schmottlach	2021	Robert Gibbs	2020
Robert Dennis	2022	Paul Pelletier	2021
Matthew Ferrara	2022	Jeffrey Hatch	2022
David Thompson	2022	Robert Donahue, <i>Alternate</i>	2021
		Christopher Graham, <i>Alternate</i>	2020
		Linda Harvey <i>Alternate</i>	2019
		Amie Ceder-Bracey, <i>Alternate</i>	2020
		Lisa S. Withrow, <i>Selectmen Rep.</i>	
Historic District Commission	3-year terms		
		<i>Appointed terms expire in April</i>	<i>3-year terms</i>
Elizabeth Roth, <i>Chair</i>	2021	Kelly Moss, <i>Chair</i>	2021
Patricia Good, <i>Vice-Chair</i>	2021	Rachel Hill, <i>Vice-Chair</i>	2021
Edward Brooks, III, <i>Secretary</i>	2021	Richard Murray	2020
Beverly Glynn	2020	Kevin Richard	2020
Kathryn Burke	2022	Thomas Woelfel	2020
Arthur E. Barnes, III, <i>Selectmen Rep.</i>		James KocZat	2021
		Glen R. Yergeau	2021
		Patricia Good	2022
		Vacancy	2022
		Michael J. Lyons, <i>Selectmen Rep.</i>	
		Patricia Corbett, <i>School Board Rep.</i>	

TOWN OFFICIALS

Supervisors of the Checklist <i>Elected terms expire in March</i>	6-year terms	Tax Collector Cheryl-Ann Bolouk	3- year elected term March 2020
Melissa Sorcinelli, <i>Chair</i>	2021		
Sheila Murray	2022		
Patricia Good	2024		
Trustees of the Trust Funds <i>Elected term expires in March</i>	3-year terms	Town Clerk Susan Wall	3-year elected term March 2020
Gregory Davis	2022		
Teressa Holland	2021		
Carol Houle	2020		
Zoning Board of Adjustment <i>Elected terms expire in March</i>	3-year terms	Treasurer John Sytek	3-year elected term March 2020
Bernard Campbell, <i>Chair</i>	2020		
Bonnie Wright, <i>Vice Chair</i>	2022		
George D. Perry, <i>Secretary</i>	2021		
Jeffrey Hatch	2020		
Michael Smith	2021		
Claire Karibian	2020		
Kellie Annicelli, <i>Alternate</i>	2020		
David L. Bruce, <i>Alternate</i>	2021		
Olga Guza, <i>Alternate</i>	2022		
Thomas R. Raskow, Jr., <i>Alternate</i>	2022		
NH State Senate – District 22 <i>Charles W. Morse, Term End November 2020</i>		NH House of Representatives - District 8 <i>Terms End November 2020</i>	
		Daryl A. Abbas	
		Arthur E. Barnes, III	
		Edward DeClercq	
		Fred G. Doucette	
		Robert J. Elliot	
		Betty I. Gay	
		John C. Janigian	
		Everett P. McBride, Jr.	
		John Sytek	

Board of Selectmen
and
Town Manager

BOARD OF SELECTMEN



*Seated: Michael J. Lyons (Secretary), James S. Keller (Chairman), Lisa S. Withrow,
Standing: Robert F. Bryant, and Arthur E. Barnes (Vice-Chairman)*

I was once again honored to have been chosen as Chairman of the Board of Selectmen this year and appreciated the Board's support and cooperation. Once again, we are appreciative of State Representative Arthur Barnes stepping forward to fill a vacancy for the year. Selectman Barnes' commitment and service to the Town of Salem is unwavering and greatly appreciated.

2019 was a year in which the Board of Selectmen continued to advance our strategic objectives while at the same time continuing to support the delivery of our key services to our citizens. As the Board of Selectmen proceeded through our strategic planning sessions, we committed to continue our investment in our highly successful road program. We also emphasized our need to move forward aggressively in addressing our aging Town facilities both of our primary Public Safety facilities as well as Town Hall. I formed a Building Facilities committee whose charter is to bring forth a plan to modernize and maintain our most key physical building assets. We also conducted a physical space analysis in support of taking the first steps towards building a new Central Fire Station and Police Station. These efforts resulted in the Board of Selectmen securing a large parcel of land on Main Street to house a new Central Fire Station. We continued to invest in our underground water and sewer physical infrastructure with the approval and execution of the South Broadway Infrastructure modernization project. The project will be completed in early 2020 and will result in a new water and sewer system for the entire South Broadway / Depot area.

In addition to our budget and strategic planning, the Board and our Town Manager welcomed a new but familiar face, Bill Scott as our new Assistant Town Manager. As a result of diligence by both town staff and the Board of Selectmen, Salem's fiscal health is excellent, and we have an extraordinary Bond rating. This Bond rating has allowed the Town to secure the lowest Bond borrowing rates in decades. The Board continues to successfully balance investment with affordability for our citizens and businesses.

I want to thank both my fellow Board members as well as town staff for their dedication, effort, and support over the past year.

Respectfully submitted,

James S. Keller, Chair

TOWN MANAGER

Although 2019 was monumental in several areas, much of the work started in previous years continued through 2019. Some of those projects will continue into 2020 as well. I have stated to some, we are currently experiencing growing pains, but once we address some of the infrastructure issues, the Town will be in a better place and the current headaches will be forgotten.

In 2018, the voters approved work on a water and sewer line and culvert replacement under Route 28 to address an aged system with capacity issues. This work continued through 2019 and will finish early in 2020. As this project wraps up, the Town will shift over to the Depot Intersection. Much of 2019 was spent engineering and planning for the construction of a larger Depot Intersection. This project has been discussed for decades and those years of efforts will become a reality in 2020.

The Town worked on a mutual agreement between multiple communities to address water concerns for Salem, Windham, Atkinson, Hampstead, and Plaistow. These communities, along with representatives from the State, Derry and Manchester, worked together on a Southern New Hampshire Regional Water Interconnection Project or SIA agreement. In 2019, the voters supported buying water rights up to 1.5 million gallons a day from Manchester Water Works. Construction on the regional water line began in the fall of 2019 and should be completed with water flowing sometime during the summer of 2020.

The various departments will provide more detailed information as to the various developments, projects, and changes throughout the town. Although change can be challenging and uncomfortable, I believe the Town will continue to address the needs of the citizens and will try to minimize impacts on residents, workers, and visitors.

The Town's increase in valuation changed from \$4,490,128,901 in 2018 to \$4,590,080,181 in 2019. This increase in valuation for the Town provided an additional \$2,196,929 in additional revenue. The Town's portion of the additional revenue is \$709,654. To help put this in perspective, in 2019 the Town approved replacement of the HVAC system at the court house for \$788,426. Essentially, the increased assessed valuation for the Town covered the majority of that expenditure.

In 2019, the Town had 18 employees separate service with the Town. The combined years of service for the 18 employees totaled 235 years of experience. Of the 18, 6 employees had 20 years of service or more. Normand Pelletier, Tracy Haynes, Steven Woidyla, Sharon Savage, Jonathan Brackett and Fran Enos provided a total of 161 years of service. I would also like to thank former Assistant Town Manager Andre Garron for his work with the Town. I wish him good luck in his new position as the Town Administrator for the Town of Hooksett. The Town appreciates all their hard work and dedication.

William "Bill" Scott returned to the Town of Salem and was appointed as the new Assistant Town Manager in November. I would also like to thank Maureen Witley for her hard work and dedication over the past 27 years. She plays a vital role in keeping everything moving in Town.

As a Rotarian, there is a four way test we recite to begin each meeting; (1) Is it the truth? (2) Is it fair to all concerned? (3) Will it build goodwill and better friendships? (4) Will it be beneficial to all concerned? When tough decisions need to be made, I use this as my guide and promise to continue to do so. It continues to be an honor and privilege to serve the people in Salem.

Respectfully Submitted,

Christopher A. Dillon, Town Manager

Town Departments

ASSESSING DEPARTMENT

The Assessing Office has seen some changes with the retirement of Chief Assessor Normand Pelletier after 35 years of service and commitment to the Town of Salem and the assessing community in NH. Christopher Ruel has taken over the duties of Chief Assessor and brings assessing knowledge from previous positions as Deputy Assessor II in Portsmouth, NH and Westford, MA. We would like to recognize and congratulate Norm on his professionalism of 35 years to the Town and continued contributions to the assessing community in New Hampshire. We wish him an enjoyable retirement.

The New Hampshire real estate market has experienced rapid appreciation due to a lack of supply (coupled with a low interest rate environment) month-to-month since mid-2016 and has continued with momentum to the end of 2019. Examining sales between January 1, 2019 and December 31, 2019, Salem had 619 qualified sales that have a median selling price of \$355,000 coupled with strong market fundamentals heading into 2020. Compared to 2018, which had 502 qualified sales with a median sales price of \$334,500, this results in a 6.13% increase in the median selling price. Again, this increase has been consistent year-to-year since mid-2016.

Each year the New Hampshire Department of Revenue (DRA) performs an equalization study of all communities in the State. The study conducted for 2018 exhibited the Town's level of assessed value to market value was 84.5% (2017 revealed 90.3%). Results for 2019 will not be available until the first quarter of 2020 and are anticipated to be lower than the previous year due to robust market conditions.

To satisfy the state constitution, it is necessary to value anew all property in Salem at least once every five years. The last full revaluation was completed in 2016. The next full revaluation is scheduled to be completed in 2021.

The net taxable valuation which the 2019 tax rate was set, was \$4,590,080,181 resulting in a tax rate of \$21.98 per \$1,000 of assessed value.

Values that contributed toward the total valuation of Salem include the following: construction finished in 2019 that began in 2018 or before, projects begun in 2019 partially completed as of April 1, 2018, physical changes to properties noted during 2019 data collection efforts, annual inspection program, and any other changes to value determined during the year. Projects approved during 2019 but not started until after April 1, 2019 are not included in any value totals, as they will be included in the numbers for 2020. Total updated assessed values reflect the state of completion, taxable status, and physical condition of all property as of April 1, 2019.

Assessing data can be found on-line via <http://gis.vgsi.com/salemnh/Search.aspx>. Our office offers programs for the Elderly, Blind, Disabled, and Veterans to help offset their property tax bills. Homeowners must file by April 15th to receive the exemption or credit for that tax year. Please feel free to contact the Assessing Office at (603) 890-2010 or visit our website at www.salemnh.gov/assessing for information regarding these programs.

ASSESSING DEPARTMENT

The Assessing Office continues to provide quality, professional and timely service to the taxpayers that come into our office for help with residency registration, applications for Elderly Exemptions, Veterans' Tax Credits, Disability Exemptions, etc, as well as to work on the myriad of processes that are part of the Assessing Department's responsibilities. We would not be as responsive to your needs and questions without the valued assistance of Jillian Skene (Deputy Assessor), Mary Ann Bell (Assessing Clerk III) and Dianne Emanuelson (Assessing Clerk II).

The Assessing Office would like to thank the public and other Town departments and staff for their continued assistance and cooperation.

Respectfully Submitted,

Christopher Ruel, NHCG, Chief Assessor

COMMUNITY DEVELOPMENT DEPARTMENT

Mission: To provide information, technical expertise and services to the community to plan, manage, and coordinate the natural, constructed, and economic environment of Salem in order to provide a better quality of life for its citizens.

Operations: The Community Development Department staff consists of Karri Makinen, Community Development Coordinator, and John Vogl, GIS Manager/Planning Coordinator. In 2019 the Department said goodbye to Community Development Director/Assistant Town Manager André Garron after he accepted the position of Hooksett Town Administrator. This vacancy was filled by William Scott, who now serves as Salem's Assistant Town Manager.

The Community Development Department also includes the Planning Division. Please also review the Planning Division report for a complete picture of the Community Development Department's activities and responsibilities.

Projects: The following projects are managed or are assisted by the Community Development Department and represent efforts to create new opportunities in a manner that minimizes local tax dollar impact.

- **Streetlight Conversion Project:** The Town is working with Liberty Utilities to convert all 2,600 of its High Pressure Sodium streetlights to energy efficient LEDs. Phase I included the conversion of 165 lights in 2018. The project was continued in 2019 with Phase II which included 409 streetlights along and northerly of Lawrence Road and Cluff Road, easterly and including South Broadway and North Broadway and southerly of Lake Street and School Street. This phase is expected to save over \$20,000 annually in energy costs. The project costs were further offset by an incentive from the Liberty Utilities Energy Efficiency Program.
- **Salem Bike-Ped Corridor (Rail Trail):** Progress continues on the Salem Bike-Ped Corridor projects. While the Town manages the construction projects, the work of the Friends of Salem Bike-Ped Corridor have helped transform the rail corridor into a beloved community asset complete with benches, signage, and beautiful landscaping.
- **Phase VI:** The Town has received approval for \$680,000 in Congestion Mitigation and Air Quality (CMAQ) funding for Phase VI of the Salem Bike-Ped Corridor, which runs from Rockingham Park Boulevard to Cluff Crossing Road, including several key road crossings. The project is currently in design by the Town's consultant, CMA Engineers. Construction is anticipated in 2021.
- **Phases IV & V:** Phases IV & V of the Salem Bike-Ped Corridor will be completed cooperatively between the Town and Tuscan Village. In 2019 the Department applied for \$800,000 in CMAQ funds for the construction portion of the project.

COMMUNITY DEVELOPMENT DEPARTMENT

- **Intelligent Transportation System (ITS):** Salem has an advanced ITS that helps maintain traffic flow and reduce congestion in town. While the system is very effective, it is now due for some upgrades to newer technology. In 2019, the Department applied for an additional \$1,200,000 in CMAQ funding for an ITS enhancement and expansion project. Upgraded equipment will allow the system to adapt in real time to changing traffic conditions related to emergency incidents, special events, road construction, and other conditions. Signal optimization will reduce the amount of time vehicles are stopped, thus reducing congestion and emissions and improving flow. If the CMAQ funding is approved, the project will begin in 2020.
- **Traffic Cameras Streaming:** Community Development staff coordinated with the Town's consultant to set up live video streaming from the ITS cameras. There are now five intersection cameras streaming live through YouTube on the Town's website. These video streams are available to the public to check traffic and weather conditions at any time.
- **Town Hall Times:** Town Hall Times is a bi-weekly newsletter produced by the Community Development Department. It continues to be a useful source for Town news and updates, with increasing readership. All past issues are available on the Town of Salem website: <http://www.salemh.gov/>.
- **Grant Support:** The Community Development Department provides grant support to other Town Departments. In 2019, staff assisted in writing and submitting grants totaling well over \$100,000.
- **Website Redesign:** Community Development staff worked with our website vendor to implement a new website platform which provides a more modern design, enhanced functionality, and greater security. Community Development continues to provide training and support to all Town staff as they work to improve their web pages. In 2020, staff will be adding additional project information to the Community Development web pages.
- **Cooperative Alliance for Regional Transportation (CART):** In fall 2019 CART administration transitioned from Easter Seals to merge with the Manchester Transit Authority (MTA) in order to provide long term staffing and organizational stability and gain the efficiencies of working with a larger organization. Community Development Department staff participate in the CART advisory committee to ensure that Salem residents continue to receive high-quality transportation services.
- **Conservation Commission:** The Community Development Coordinator provides staff support to the Conservation Commission. The Conservation Commission continues to review wetlands permits, manage conservation properties, and engage with the community for the protection of natural resources. Please see the Conservation Commission report for details on 2019 projects and activities.

COMMUNITY DEVELOPMENT DEPARTMENT

Geographic Information System (GIS) Program: The purpose of Salem's GIS is to provide support and information services to Town departments through maps or cartographic analysis. Nearly every service the Town provides involves a geographic component and can take advantage of the GIS program. Salem residents and staff can expect a robust effort and a cooperative attitude to utilize all available tools to help advance and communicate the Town's needs.

In 2019, the Department carried out a flyover project to update GIS base information. This resulted in a new, high-resolution, highly controlled aerial base map that represents April 2019 ground conditions. The final deliverables started to arrive late in the year and we are now in the process of updating/replacing existing information with the new mapping. Using submitted site plans, foundation plans, as-built plans and other submitted information, we are actively updating the new work to capture changes since the flyover date so it remains current. The Department is thankful to the Board of Selectmen and Town Meeting Voters who supported this effort.

GIS Manager John Vogl works closely with the Municipal Service Department to carry out the Asset Management program. This program is intended to inventory, document, prioritize, and plan for maintenance/improvements to the Town's physical infrastructure. In 2019, the focus was on continuing implementation of work orders in DPW, implementing facility management in the Utilities Division, capturing storm drain cleaning information, and building out a cemetery inventory. The Town received a grant to enable us to improve mobile access by purchasing and deploying a set of iPads with GIS and work order information to enable field access.

GIS mapping and analysis continued to be in high demand, supporting the numerous departmental efforts throughout Salem. For 2020, we expect to continue improving the parcel layer, forging a closer relationship with Assessing as we move toward web services, and starting a new project to improve access to conservation records and easement information.

Respectfully submitted,

Karri Makinen, Community Development Coordinator
John Vogl, GIS Manager/Planning Coordinator

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division

The Planning Division staff includes Planning Director Ross Moldoff, Assistant Planner Jacob LaFontaine, and Administrative Secretary Lisa Wojtas. The primary responsibility of the Planning Division is administering the Town's land use controls, including subdivision and site plan regulations and the Zoning Ordinance. This involves reviewing plans and proposals to make sure they comply with Town rules, helping applicants, reviewing building and sign permit applications, inspecting sites, answering questions from the public, and working with other Town staff and consultants. We arrange Planning Board and Zoning Board of Adjustment meetings throughout the year, prepare agendas and information packets, attend the meetings, and implement their decisions.

Our other major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, adding or amending regulations to control land development, preparing planning studies, and working on a variety of miscellaneous projects for the betterment of the Town.

Planning Division highlights for 2019 include:

- Coordinated 22 regular and 3 special Planning Board meetings with 75 agenda items (up from 59 in 2018). Large projects approved in 2019 include: 23 lot subdivision on Duston Road, 38 unit workforce housing project on Braemoor Woods Road, and multiple projects for the Tuscan Village project, including the South-Central Village, 281 unit Hanover apartments, Klemm gas station/convenience store, Pressed Café, 116,000 sq. ft. medical office building, sign standards, parking reports, and agreement for off-site road improvements.
- Coordinated 12 Zoning Board of Adjustment meetings with 51 agenda items (up from 33 in 2018).

We were happy to welcome Assistant Planner Jacob LaFontaine in December. Jacob will focus on code enforcement and long-range planning.

Other highlights:

- Collected over \$1,000,000 in impact fees for roads, schools, recreation, and public safety.
- Worked with Rockingham Planning Commission on build-out analysis.
- Worked with Town Attorney on Glugeth and Skalla court cases and various legal opinions.

We urge citizens to participate in planning for Salem's future by reading the Master Plan and Land Use Controls, attending meetings or watching them on Cable Channel 23 (meetings can also be watched at www.sgc23.com), writing letters or email messages, visiting the Planning Office, and viewing our web page at www.salemh.gov.

Respectfully submitted,

Ross Moldoff, Planning Director

COMMUNITY SERVICES DEPARTMENT

The Salem Community Services Departments is located in the Russell & Roberta Ingram Senior Center at 1 Sally Sweet's Way. The Center is open Monday through Thursday from 8:30am to 4:30pm and Fridays from 8:30am to 3:30pm. The Community Services Department has two divisions, the Senior Services Division and the Recreation Division.

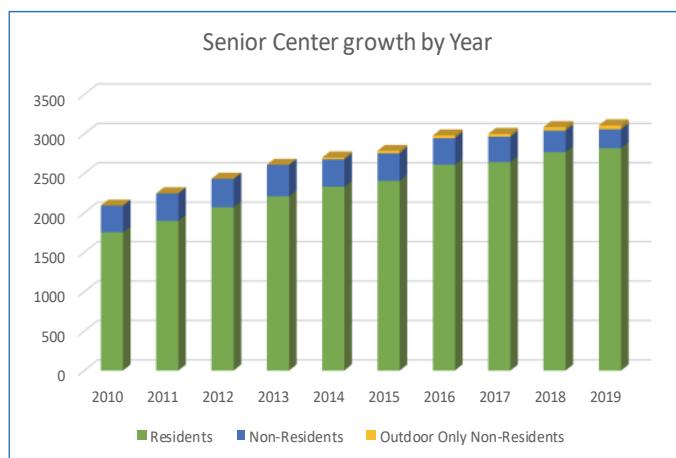
The Senior Services Division is responsible for the Senior Center operations, Senior Services Programming, Senior Outdoor Activities and Senior Trips. Additional responsibilities include providing staff support to the Salem Council on Aging and the Intergenerational Collaborative of Salem. Additionally, staff coordinates the efforts of over 170 senior volunteers.

The Recreation Division is responsible for Youth and Adult Recreation Programming, Hedgehog Park Summer Operations, Palmer Pre-School and Department Special Events. Additional responsibilities include providing staff support for the Recreation Advisory Committee, Field of Dreams, and the Special Olympics organizations. The Recreation Division is also responsible for coordinating parks facility usage, assisting youth leagues and management of the Park System Capital Improvement Plan

Senior Services Division

Registration for senior activities is free to Salem residents 60 years of age or older. On December 31, 2019 we had 2,819 residents, 240 non-residents and 48 outdoor only non-residents registered at the Center. In total, the Center has 3,117 registered members. The Senior Center continues to

grow, processing 170 new Salem residents in 2019, 107 women and 63 men. By age, 74 of our new members are in their 60's, 77 are in their 70's, 17 are in their 80's, 2 are in their 90's.



Over the past year, members of the Senior Center have experienced a wide range of program offerings to include day trips to plays and concerts, themed parties and organized outdoor activities such as golf, tennis, pickle ball and walking club. Active and passive indoor senior recreation programs include Zumba, Walk Fit, Yoga, Painting, Bingo and Bridge, to name a few.

	<i>Residents</i>	<i>Non-Residents</i>	<i>Outdoor Only Non-Residents</i>
2010	1,753	338	0
2011	1,899	347	0
2012	2,071	360	0
2013	2,208	400	0
2014	2,329	349	22
2015	2,407	349	29
2016	2,610	338	32
2017	2,642	323	34
2018	2,769	275	42
2019	2,819	240	48

COMMUNITY SERVICES DEPARTMENT

Senior Services Division

Staff also takes an individual interest in all of the Senior Center members making sure all Senior Center records are up to date along with overseeing needed programs to include medical equipment exchange, tax preparation, and the annual health fair. The Senior Services Division partners with the Police and Fire Departments with the goal of keeping seniors connected and combating age and isolationism through annual special events such as the Firemen's Pasta Dinner and the Police Cookout.



Later in the Salem Council on Aging report you will read of the generous assistance they have provided in making available needed capital projects for the Ingram Senior Center. The Town of Salem is extremely grateful for their continued generosity and support.

Staff has also been working with the Intergenerational Collaborative of Salem in introducing the Bridges Together reading program to Salem Family Resources and their pre-school children, pairing them with some of our senior volunteers for interactive activities. This year the organization added Yoga/Movement, Cooking, and gardening at the Haigh School. Senior volunteers interact with the children by helping, teaching and listening. The Bridges Together reading program has expanded from St. Joseph Regional Catholic School and Boys & Girls Club of Greater Salem to the Birches Charter School. There are 45 senior volunteers involved with the program at this time.

Respectfully submitted,

Danny Hopkins, Community Services Director
Karen Bryant, Programs and Volunteer Coordinator
Wendy Peters, Trips and Administrative Coordinator

The Ingram Senior Center received an award this year from the Governor's Council on Physical Activity & Health. The Outstanding Achievement Award was given for the many programs offered to keep our seniors involved, engaged and well.



SCOA and Staff receiving the Governor's Council on Physical Activities & Health Award

COMMUNITY SERVICES DEPARTMENT ***Recreation Division***

The Community Services Department was busy in 2019 through the addition of new programs, expansion of existing programs, evolution of special events, while again adapting to some staff turnover. Danny Hopkins began with the Department in March.

The Recreation Division began to develop a capital improvement plan, which would take a look at existing facilities, parks, and programming offered to better assess how each might be enhanced in the coming years. The Capital Improvement Plan included major renovations to existing facilities, proposals for new parks, asset development, and small capital projects. In addition, Community Services has started the process of creating a Parks, Recreation, Senior Services, and Conservation Lands survey which will address community opinions on current parks, recreation, senior services, facilities, and programming. The survey should be completed and ready for distribution in the spring of 2020.

There were changes at a number of its parks and facilities in 2019. Hedgehog Park was modified in the summer by changing park hours and adjusting staffing to provide a safer location for visitors to enjoy the park's assets. Park renovations were another staple of the Department this year with Salem Youth Baseball and the American Legion successfully renovating the three ballfields at Michele Memorial Park. Boyden Landscaping completed renovations to right field at DiBenedetto Park, and finally, approval and funding for renovations at Michele Memorial Park tennis courts will be conducted by Vermont Tennis Courts in May of 2020.

The special events offered this year experienced a number of positive changes. The Department again expanded its outreach and opportunities for the Fishing Derby by partnering with annual sponsor, the Rotary Club of Greater Salem, as well as, the United States Fish and Wildlife Services National Nashua Fish Hatchery, who donated 500 fish to the event this year. This year, the hatchery was able to provide the event with 3 pound brook trout, which added a new element to the experience for those participating. At this year's outing, all of the participants received a t-shirt with the event's logo and sponsors, along with a fish bucket. The Recreation Advisory Committee was present to provide DJ-ing services and giveaways as well.

Our Department was able to work in cooperation with the Salem School District, Salem Fire Department, and Salem Police Department on the annual Fourth of July event. The event was enjoyed by over 7,000 residents and visitors, who were able to listen to music, enjoy refreshments, partake in games, and end the day with the annual firework display.

In October, the Halloween Party took place on a beautiful fall afternoon along with new attractions supplied by the Key Club, Launch Trampoline Park, Girl Scout Troop 11073, First Robotics, Southpaw Boxing and Fitness, the Workout Club, SGC-23, Salem Fire Department, Salem Police Department, Success by Six, Recreation Advisory Committee, DJ Jim Koczat, and Intergenerational Collaborative of Salem.

There were 19 new Recreation programs offered this year. These programs are in addition to the 52 previously run. New programs included Theatre Arts, Boxing/Fitness, and Music Lessons. Additionally, the Department continued to expand existing programs by instituting 5 to 7 year old

COMMUNITY SERVICES DEPARTMENT

Recreation Division

programming. The Palmer School Pre-School program also saw an expansion by offering a five day program for 4 year old participants. The Recreation Division is currently seeing a 7.5% increase in attendance numbers from 2018 with the largest increases coming in Dodgeball and Flag Football.

As always, the Recreation Division would like to thank the Summer Counselors, Hedgehog Park staff, Special Olympic coaches and volunteers, program instructors, and junior volunteers for all of their great work throughout the year. Our Department and Salem residents are all very fortunate to have such dedicated and hardworking people involved with Town activities throughout the year. Thank you.

Respectfully submitted,

Danny Hopkins, Community Services Director
Doug Cole, Community Services Coordinator
Jeanine Bannon, Recreation Clerk

FINANCE DEPARTMENT

The Finance Department is comprised of many functions that interact with all departments within the Town of Salem. These functions include accounts payable, accounts receivable, payroll, purchasing and procurement, and utility billing. This department manages the expenditures and revenues of town funds, examines all department bills and payroll for accuracy, legality, and availability of funds before payment. The Finance Department is responsible for the development, preparation, and control of the Town's budget in conjunction with the Town Manager and the individual departments throughout the Town. The department is responsible for State reporting and submission of necessary documents to set the municipal portion of the tax rate. The department also oversees insurance matters, bond issuances, and lease agreements.

It is the mission of the Finance Department to administer the financial resources of the Town in a fair, accurate, and professional manner to meet all areas of fiscal responsibility, including compliance with federal, state and local laws, and generally accepted accounting principles.

The municipal portion of the 2019 tax rate was set at \$7.10. The 2019 tax rate was set at \$21.98 per thousand.

Over this past year, the Town approved the purchase of a fire engine pumper for \$750,221, the replacement of the HVAC system at the District Court House for \$788,426, and the Bluff Street Extension bridge construction for \$900,000. The State gave the Town \$302,806.05 in unrestricted municipal aid. The Board of Selectmen voted to use these funds to purchase a six-wheel dump truck, a Chevy Tahoe 4x4, fund an access road at the transfer station and install a camera, and purchase CrewSense software.

Plodzik & Sanderson will audit the Town's financial records. The results of the audit will be available for public inspection on the town's website when they are available.

I would like to thank the employees of the Finance Department for their hard work this year. Their dedication and key attention to detail is an invaluable asset to the Town of Salem. They continue to work hard to protect taxpayer assets.

Respectfully submitted,

Nicole McGee, Finance Director



FIRE DEPARTMENT

“We’re here to help”

From the women and men of the Salem Fire Department, Greetings!

As the Chief of Department it is an honor and privilege to convey the 2019 Fire Department Annual Report to the citizens of our community.

The Salem Fire Department yet again experienced a very busy year in 2019 in all of our Divisions- Operations, Emergency Medical Services, and Inspectional Services, which includes the Building Safety, Health, and Fire Prevention and Public Education.

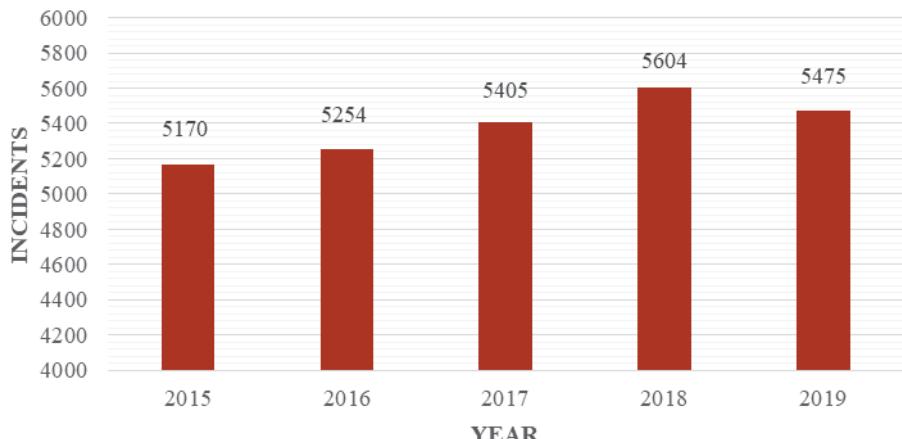
We saw the retirements of Battalion Chief Jonathan Brackett and Battalion Chief Francis Enos, who served the Salem Fire Department and the Town for over 20 years each. We thank them for their dedicated service to our community.

The Operations Division responded to 5,475 emergency incidents.

2019 - By the Numbers:

- 5,475 *emergency responses*
- 68% *simultaneous incidents*
- 66 *times mutual aid received (39 times for Fire and 27 times for EMS)*
- \$227,620 *fire loss*
- 19 *structural fires*
- 69% *of incidents medical; 31% of incidents fire*

SFD 5-Year Incident History



FIRE DEPARTMENT

A few vital statistics that are important to share with the community regarding your Fire Department and our response to incidents within our community.

Emergency Incidents Total:	5,475
Fire Incidents:	1,689
EMS Incidents:	3,784

The Substance Misuse Crisis:

The Salem Fire and Police Department were accepted into a grant funded program through the State of New Hampshire, which is sponsored by Substance and Mental Health Services Administration (SAMSHA) called Project First. This program is in response to the opioid crisis. This is a voluntary program for first responder agencies of New Hampshire. The grant is 100% federal funding and no matching funds are required. The program is currently in year two of the performance period.

Salem's program is the first to utilize the joint cooperation of the Fire and Police Department. In the first year, 5 Police Officers and 5 Firefighters completed a recovery coach program. The Fire Department received additional training on emergency medical care for opiate responses during the year. Several patient contacts were completed with referral to treatment programs. Members will be hosting naloxone, rescue breathing and CPR classes throughout 2020.

The purpose of the program uses a "Hub and Spoke" model and aims to reduce the number of opioid-related deaths, increase the number of first responders trained to administer naloxone, and increase the number of at-risk individuals on the road to treatment and recovery.

In this program, first responders (the Salem Fire and Police Departments) would:

- Conduct follow-up visit after an overdose 24-72 hours post-overdose.
- Share information on treatment, recovery, and social services with at-risk individuals and their support systems to link at-risk individuals and their support systems on the road to treatment and recovery.
- Train and educate at-risk individuals affected by opioid use disorder (OUD) and their support systems on CPR (non-certified, rescue breathing and naloxone administration).
- Distribute emergency opioid overdose kits which contain naloxone, gloves, pocket mask, and information on the Good Samaritan Law.
- Host community events open to the public to learn about OUD.

- 89 overdoses total - 57 opioid overdoses; Compared to 106 total - 61 opioid in 2018
 - 5 Deaths Confirmed (2 Pending); Compared to 14 Deaths in 2018

FIRE DEPARTMENT

Stroke Care:

Stroke is one of the leading causes of disability and typically is in the top 5 leading causes of death in the US. In 2019, we focused on stroke care training, with several training sessions delivered to the members. Working within our EMS protocols and processes, we were able to initiate a program for appropriate stroke patients to be transported to an appropriate hospital with a comprehensive stroke center.

2019 Goals Achieved:

- Continued community outreach through social media, and through programs such as our car seat installation inspection safety program, CPR/AED/Naloxone program, open house, and public education
- Continued working with groups like StandUp Salem to address the substance misuse issue
- Partnered with a community group to erect a September 11th Memorial
- Completed the Fire Department Facility Space Study
- Explored options for land procurement in District 1 for a new Fire Headquarters Station
- Further educated the electorate on the need for a west-side Fire/EMS facility, and look towards land procurement and design
- The special operations-technical rescue trench/collapse trailer was ordered
- Developed a plan and process to review and update existing and future Department Standard Operating Procedures and Guidelines.

2020 Goals:

As we look forward into 2020, some of our goals include:

- Establish/Continue with the working groups to address a Fire Department Employee Wellness Program that will address:
 - Behavioral/Mental Health
 - Physical Fitness
 - Annual Physical Exams
 - Cancer prevention/screening
 - Line of Duty Death/Serious Injury notifications and protocols
- Complete the planned replacement of an Engine/Pumper Co.
- Establish a committee to begin to plan for a new Fire Headquarters (Main Street Station) and renovation/addition plan for Station 3 on Lawrence Road

FIRE DEPARTMENT

- Continue to establish and review a comprehensive Capital Improvement Plan to include facilities, apparatus and major fire and EMS equipment
- Complete the replacement of the Fire, Police, and Municipal Services Land-Mobile Radio system
- Continue to educate the electorate on the need for a West-side Fire/EMS facility, and look towards land procurement and design

2019 Personnel Changes:

The following members were appointed to the Department:

- John Stevens, Badge #212 of Plaistow, NH – Probationary Firefighter
- Ashton Rome, Badge #237 of Methuen, MA – Probationary Firefighter
- Michael Rousseau, Badge #240 of North Hampton, NH – Part-time Building Inspector
- Leo LeBlanc, Badge #241 of Freemont, NH – Mechanic

The following members were promoted:

- Brian Murray, Badge #172 – From Lieutenant/Training Officer to Deputy Chief of Operations
- Craig Lemire, Badge #169 – From Captain to Battalion Chief-Shift Commander
- Paul Balentine, Badge #160 – From Lieutenant to Battalion Chief-Shift Commander
- Nicholas St. Pierre, Badge #178 – From Lieutenant to Captain
- Kennett Colby, Badge #197 – From Lieutenant/Paramedic to Lieutenant/Training Officer
- Shane Murphy, Badge #189 – From Firefighter to Lieutenant
- Michael Galipeau, Badge #198 – From Firefighter/Paramedic to Lieutenant/Paramedic
- Bryan Plante, Badge #205 – From Firefighter/Paramedic to Lieutenant/Paramedic

The following members retired from the Department:

- Jonathan Brackett, Badge #142, Battalion Chief-Shift Commander – 21+ years of service
- Francis Enos, Badge #143, Battalion Chief-Shift Commander – 20 years of service

Deceased:

Sadly, the following member passed away in 2019:

- Former Member: Captain David G. Shanteler

FIRE DEPARTMENT

Response Times and Simultaneous Responses/Incidents:

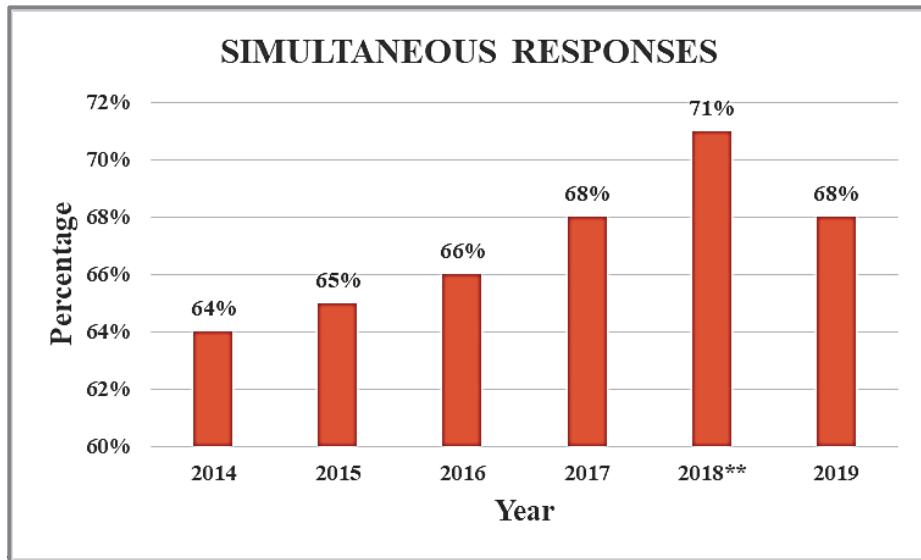
As reported in previous town reports, response time continues to be an issue for the Fire Department. We use a national standard, NFPA 1710 (Organization and Deployment of Fire Suppression, Emergency Medical Services, and Special Operations to the Public by Career Fire Departments) to benchmark where we are and where we should be. NFPA 1710 states that the first unit should arrive at an emergency scene within 4 or fewer minutes to 90% of our incidents.

In 2013 we were fulfilling this standard 68% of the time. In 2019 we arrived at 68% of calls within 4 or fewer minutes, which was an improvement over 2018. As always we will be monitoring this statistic in 2020.

Of the 5,475 emergency incidents that SFD responded to in 2019, 3,726 of those emergency incidents were responded to in a simultaneous mode, meaning that 3,726 times 2 or more incidents were occurring at the same time. This equates to SFD operating in a simultaneous mode 68% of the time.

Simultaneous incidents (figure #2) are important for us to monitor on a daily basis because of apparatus availability to respond to the second, third, fourth, or even fifth or more incidents. Some incidents might use only one or two apparatus, while others can use all eight of the on-duty apparatus (sometimes even more, depending on the incident type and the amount of members and apparatus needed to mitigate the incident).

Figure #2: A simultaneous response is when there is more than one incident occurring at the same time.



***In 2018 there were two significant winter storms that generated numerous simultaneous incidents and responses.*

FIRE DEPARTMENT

Closing:

I am extremely proud to be Chief of the Salem Fire Department. The women and men of the SFD do an outstanding job providing quality customer service. They truly embrace our mission statement of “We’re here to help” and our organizational values of “Integrity, Community, Compassion and Excellence” each and every day by helping the citizens and visitors of our great community. Thank you to the women and men of SFD for all that you do by helping others at times when they may be experiencing the worst day of their lives.

I appreciate your indulgence to allow me to publicly thank them. If you would like additional information about your Fire Department, please do not hesitate to reach out to me by phone at (603) 890-2200 or by email at lbest@salemnh.gov. I would love to tell you more about our Department.

Respectfully Submitted,

Lawrence D. Best, Chief of Department

FIRE DEPARTMENT

Fire Prevention Bureau, Inspectional Services, Training and Information Technology Divisions

I am pleased to submit to you the following as an annual report of the Fire Prevention Bureau, Inspectional Services, Training and Information Technology Divisions. 2019 was a year of where changes continued within the multiple divisions. The Inspectional Services division welcomed Mike Rousseau as our new Part-time Building Inspector. Mike is a great addition to our team and has hit the ground running. His eagerness to learn is contagious and we are happy to have him aboard. The Training Division welcomed a new Training Officer, Lieutenant Kennett Colby.

Inspectional Services:

The year 2019 again outpaced the prior year in permit activity and general construction activity. Building permits issued town wide showed an increase of more than Fifteen (15) percent over 2018. The important fact to keep in mind is this is town wide and not just the major development occurring at the Tuscan Village. Major construction activity at the Tuscan Village has now shifted from the North to the South and Central Villages. Construction has begun on the Hanover Apartments (281 units) with occupancies beginning by the middle of 2020. All phases of the Inspectional Services Division are now feeling the direct impact on our day to day operations. As we have publicly stated on many occasions our responsibility is to ensure professional and efficient services for the entire community. We will continue to strive to achieve these goals as our community continues to see significant expansion in all phases of development. The year 2020 will bring by far the greatest impact on this division and significant challenges that we will be tasked with as we strive to meet the needs of the community.

Some of the major highlights from 2019 are:

- 1) Our annual Fire Prevention Open House continues to be an extremely successful community event attended by hundreds of families each year. 2019 was no exception.
- 2) Certification Training completed at the National Fire Academy for Fire Inspector Child and SPD Detective Babbitt as Fire Investigators.
- 3) Construction value again exceeded \$120,000,000 in 2019.
- 4) Greater than 300 new dwelling units completed or under construction.
- 5) A comprehensive citation program was adopted by the Board of Selectmen to assist town department with providing effective code enforcement services.
- 6) Continued a proactive role in the redevelopment of the Tuscan Village property.

FIRE DEPARTMENT

Fire Prevention Bureau, Inspectional Services, Training and Information Technology Divisions

- 7) Some of the statistical highlights for 2019 from the Inspectional Services Division are:
- 8,962 - Inspections completed all disciplines an increase of 19% over 2018
 - 4,953 - Total Permits were issued an increase of 7% over 2018
 - 47 - Violation notices were issued a decrease of 33% over 2018
 - 829 - Plans reviewed by the Assistant Fire Chief
 - 1,439 - Building Plans were reviewed by the Building Inspector
 - 48 - Complaint investigations same as 2018
 - 36 - Code Enforcement Complaint Investigations
 - 73 - Fires and related incidents were investigated for origin and cause
 - \$1,592,603 - Permit Fees received (Building, Electric, Plumbing, Fire, Mech.)
 - \$23,810 - Permit Fees waived (Town and School Projects)
 - \$121,550 - Radio Box Monitoring Fees Collected
 - \$54,005 - Permit / License Fees (Health)

Information Technology:

Information Technology as it directly relates to the Public Safety Agencies continues to demand a significant amount of attention. The Public Safety Radio project is moving forward at a brisk pace with implementation scheduled for early 2020. Construction of a communications tower at Station 3 will have a significant impact on our fire alarm receiving capabilities for the south end of our community. The ability to expand and adapt the new systems is a key component to allow it to meet our changing needs as the community grows. In 2020 we will be reviewing and implementing updates to our Inspections Software. One of the key components of the change will be the ability to accept permit applications and plans on line.

Training Division:

2019 was a year of transition for the SFD Training Division, It saw the previous Training Officer promoted to Deputy Chief, and the appointment of Lieutenant Kennett Colby to Training Officer. In 2020 the Training Division will continue to meet the needs of a growing town and an evolving organization. We have a plan to increase the amount of training to help us stay ready to respond to the needs of the community. Software products have been evaluated and a recommendation was made to the Administration of a product which will greatly enhance our ability to provide meaningful data to help report our training we conduct and direct our training in the future, this data will also allow us to provide information to help show the hard work and hundreds of hours that our members spend every year perfecting their trade and preparing themselves to meet any and all emergencies we are called upon to deal with.

FIRE DEPARTMENT

Fire Prevention Bureau, Inspectional Services, Training and Information Technology Divisions

Future:

Looking ahead to 2021 and beyond the Salem Fire Department will be asking for the town's support for several important projects critical to our operation. They are:

- Seeking funding for additional portable radios to assign them to each member to increase FF Health and Safety during operations.
- Managing the ever increasing demands from the community of the Inspectional Services Division.
- Bringing the new Public Safety Radio system on line in the first quarter.
- Completing a comprehensive inspection of multi-family occupancies and other target occupancies for fire and life safety.
- Continuing a comprehensive place of assembly inspection program.
- Supporting the training and professional certification for all members of the Inspectional Services staff.
- Continue to improve the performance of the View Permit Software system.
- Completing the evaluation of software to increase the efficiency of the Inspectional Services Division.
- Developing a sustainable replacement program for the Mobile Data Terminals as they begin to age out.
- Implementing a software solution to meet the needs of the Training Division.

In conclusion, I would like to personally thank all Salem Fire Department members and their continuing efforts in delivering the Fire Prevention / Community Preparedness message to the community. I feel privileged to serve as Salem's Assistant Fire Chief and look forward to continued success in 2020.

Respectfully Submitted:

Jeffrey S. Emanuelson, Assistant Fire Chief

FIRE DEPARTMENT

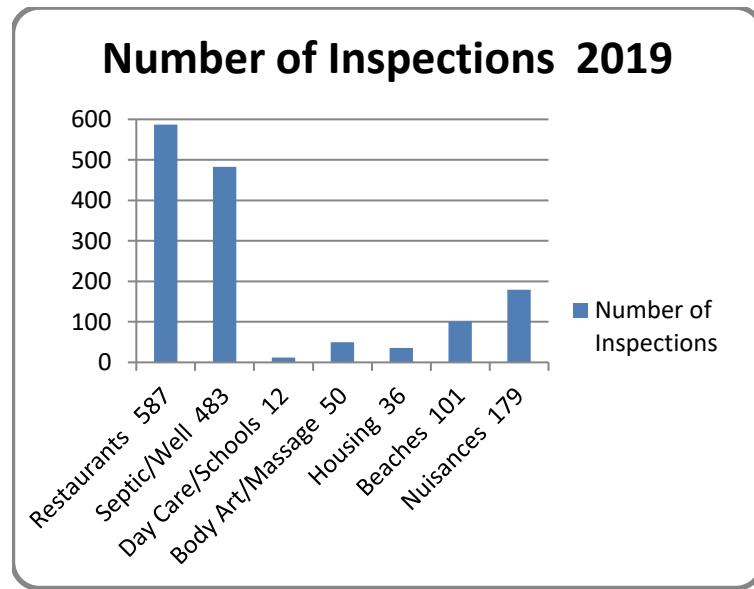
Inspectional Services Division - Health Officer's Report

Licenses/Inspections/Food Safety Initiatives:

The primary function of the Health Officer involves the inspection and licensing of regulated facilities in Salem. These regulated facilities include food establishments, body art facilities (tattoo & piercing), day care centers, schools and massage therapy facilities. The major portion of the inspectional activities is devoted to food establishments; this includes restaurants, school cafeterias, supermarkets and convenience stores. Food samples are collected and tested randomly to assess food preparation procedures and food safety. Complaints received by the Health Officer included nuisances such as improper storage of trash, unsafe housing conditions, illegal dumping and odors. Beaches are inspected and tested during the summer months to ensure safe swimming conditions. An ongoing issue this past season was the presence of Cyanobacteria at Arlington Pond and Captains Pond.

Mosquito Control Program:

The comprehensive mosquito control program was conducted for the nineteenth straight year. Larvaciding (treatment and spraying of wet areas and catch basins) and surveillance activities began in April and continued till October. Spraying occurred at the athletic fields prior to the 4th of July events. No positive batches of mosquitoes were detected in Salem for West Nile Virus or Eastern Equine Encephalitis in 2019 but emergency spraying was conducted on September 5 due to positive mosquitoes in the surrounding communities.



Septic Systems/Wells:

The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 483 inspections and plan reviews were conducted in 2019.

FIRE DEPARTMENT

Inspectional Services Division - Health Officer's Report

Public Health Preparedness:

Salem is a member of a collaborative of ten municipalities, health & human service agencies and other community partners involved in planning and training to deal with public health emergencies.

2019 Highlights:

- No positive mosquitoes found for Eastern Equine Encephalitis or West Nile Virus.
- Conducted 587 food safety inspections, collected 5 food samples for analysis.
- Maintained accreditation as a Certified Food Inspector with the FDA.

Did You Know?

- Pregnant women who get vaccines for flu and whooping cough (Tdap) pass on disease-fighting antibodies to their babies, protecting them for several months after birth.

Respectfully submitted,

Brian A. Lockard, Health Officer

FIRE DEPARTMENT

Southeastern New Hampshire Hazardous Materials District

Bruce Breton Selectman, Windham Chairman, Board of Directors		Chief Thomas McPherson, Jr. Windham Fire Department Chairman, Operations Committee
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About the District: The Southeastern New Hampshire Hazardous Materials Mutual Aid District's membership is comprised of 14 communities, covering approximately 350 square miles with a population of over 175,000 people. The District was formed in 1993 to develop a regional approach for dealing with the increasing amounts of hazardous materials being used and transported within these communities.

The District draws its funding from an annual assessment from each community as well as from grants and donations. The FY 2020 operating budget for the District was \$137,155. Additionally, in 2019 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$163,193. This grant funding included funding for a new Hazardous Materials Response Vehicle which will be delivered in the spring of 2020. The Fire Chiefs from each member community make-up the Operations Committee of the District. The Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community. It is the Board of Directors who approves the budget and any changes to the bylaws of the District. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technician Team Liaison, and one Member at Large, manages the operations of the District within the approved budget. The District employs a part-time REPC Director to manage the administrative functions of the District, including but not limited to, grants management, financial management, and emergency planning.

District Facility: The District maintains a facility in Windham that provides space to house several of its response vehicles and trailers, as well as provide office and meeting space for the REPC Director. In addition, the District is able to utilize the facility for monthly training for the Emergency Response Team.

The Emergency Response Team: The District operates a Technical Emergency Response Team. This Response Team is overseen by one of the member community's Chief Fire Officer who serves in the Technical Team Liaison position. The Team maintains a three level readiness response posture to permit it to immediately deploy an appropriate response to a District community's request for help involving an unplanned release of potentially dangerous chemicals within their jurisdiction. While the Team primarily prepares for response to unplanned accidental chemical releases it is also equipped and trained to deal with a variety of Weapons of Mass Destruction (WMD) scenarios. The team maintains a host of specialized response equipment to deal with chemical and environmental emergencies.

The Emergency Response Team is made up of 26 members drawn from the ranks of the fire departments within the District. The Team consists of 5 Technician Team Leaders, 17 Hazardous Materials Technicians, 2 Communication Specialists, 1 Information Technology Specialist. In addition to these personnel, the team also includes an industrial chemist from a local industry.

FIRE DEPARTMENT

Southeastern New Hampshire Hazardous Materials District

District Resources: The Team maintains a fleet of vehicles and specialized equipment with a value of approximately \$1,000,000. The vehicles consist of a Mobile Command Support Unit, two Response Trucks, three Spill Trailers, a Technician Trailer, an Operations/Spill Trailer, a Firefighting Foam Trailer, and an Air Supply/Lighting Trailer. In 2019 the Town of Windham donated a used Ford SUV to the District for use as a utility vehicle.

These mobile apparatus carry the team's equipment which includes chemical detection and identification instruments, containment supplies, plugging, patching and intervention supplies, communication equipment, computer based and other chemical reference guides as well as chemical protective equipment. The Command Support Unit and one Response Truck along with the Technician Trailer are housed in our Windham facility, while spill trailers are located in Derry, Sandown and Plaistow, allowing for rapid deployment. The Foam Trailer is housed by Salem Fire. Activation of the team is made at the request of the local Incident Commander through the Derry Fire Department Dispatch Center.

The second Response Truck, which serves as a firefighter rehabilitation unit is also housed at our Windham facility. This unit is available to our member departments and is equipped with refrigerated cases of water and sports drinks and has the ability to serve hot beverages. The truck is also equipped with a heated inflatable shelter to provide first responders with a place to get out of the weather. In order to remove carcinogens from firefighters as soon as possible this truck is also equipped with garden hoses, soap and brushes to assist with the decontamination of fire fighters at the scene. Staffing of this vehicle is done by a team of dedicated volunteers recruited from some of the District's fire departments along with the Derry Community Emergency Response Team (CERT).

Response Team Training: In 2019 the Emergency Response Team completed 877 hours of training consisting of monthly training drills and specialized classes attended by team members. These specialized classes included Cargo Tank Emergencies, Rail Car Emergency Response, Physical and Chemical Properties for Risk based Response. Several Team members attended the New Hampshire Hazardous Materials Training Conference. Funding provided through a Hazardous Materials Preparedness Grant allowed for four Team Leaders to attend the International Association of Fire Chiefs Hazardous Materials Teams Conference.

Emergency Responses: In 2019 the Hazardous Materials Team responded to 15 incidents. These included spill trailer responses for hydrocarbon fuel spills from motor vehicle crashes. Other responses included identifying unknown substances and suspicious packages, as well as requests for technical assistance for member departments where a Response Team Leader provided consultation to the fire department on the handling of an incident.

The REHAB team responded to 8 incidents including fire scenes and large scale training events.

For further information about the Southeastern New Hampshire Hazardous Materials District please visit our website at www.senhazmat.org

FIRE DEPARTMENT

Forest Fire Warden and State Forest Ranger

This past year we were fortunate enough to have favorable weather conditions in the spring and summer which limited the amount of wildfire activity throughout the state. Your local fire departments and the Division of Forests & Lands worked throughout the year to protect homes and the forests. The statewide system of 16 fire lookout towers continues to operate on high fire danger days. The towers' fire detection efforts are supplemented by the NH Civil Air Patrol when the fire danger is especially high.

Many homes in New Hampshire are located in the wildland urban interface, which is the area where homes and flammable wildland fuels intermix. Every year New Hampshire sees fires which threaten or destroy structures, a constant reminder that wildfires burn more than just trees. Homeowners should take measures to prevent a wildfire from spreading to their home. Precautions include keeping your roof and gutters clear of leaves and pine needles, and maintaining adequate green space around your home free of flammable materials. Additional information and homeowner recommendations are available at www.firewise.org. Please help Smokey Bear, your local fire department, and the state's Forest Rangers by being fire wise and fire safe!

The Forest Protection Bureau and local fire departments were very busy this year celebrating Smokey Bear's 75th year preventing wildfires. Many events were held at local libraries, in fact, this program was so successful we will be offering it again in 2020. We were fortunate enough to partner with the Northeast Forest Fire Protection Compact and bring the Smokey Hot Air Balloon to Franconia Notch in August. The weather was fantastic and hundreds of people got the chance to ride in the balloon! Smokey's message has always been about personal responsibility – remember his ABC's: Always **B**e **C**areful with fire. If you start a fire, put it out when you are done. **R**emember, **O**nly **Y**ou **C**an **P**revent **W**ildfires!"



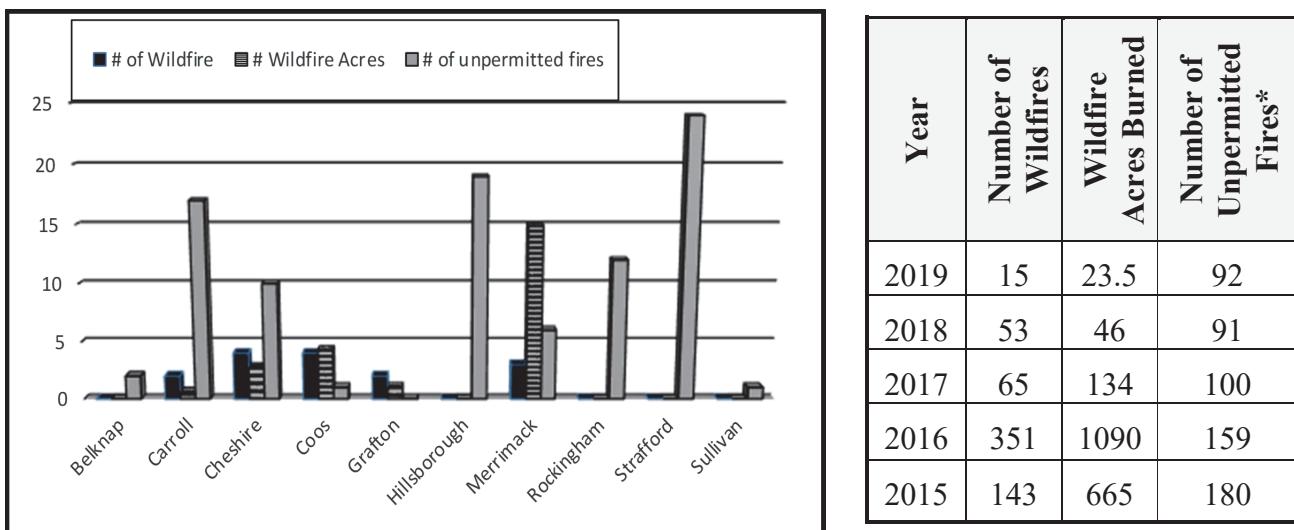
As we prepare for the 2020 fire season, please remember to contact your local Forest Fire Warden or Fire Department to determine if a fire permit is required before doing ANY outside burning. Under State law (RSA 227-L:17) a fire permit is required for all outside burning, unless the ground is completely covered with snow. Fire permits are also available online in most towns and may be obtained by visiting www.NHfirepermit.com. The burning of household waste is prohibited by the Air Resources Division of the Department of Environmental Services (DES). You are encouraged to contact the local fire department or DES at 603-271-3503 or www.des.nh.gov for more information. Safe open burning requires your diligence and responsibility. Thank you for helping us to protect New Hampshire's forest resources. For more information please contact the Division of Forests & Lands at (603) 271-2214, or online at www.nh.gov/nhdfl/.

FIRE DEPARTMENT

Forest Fire Warden and State Forest Ranger

2019 WILDLAND FIRE STATISTICS

(All fires reported as of December 2019)



* Unpermitted fires which escape control are considered Wildfires.

CAUSES OF FIRES REPORTED

(These numbers do not include the WMNF)

Arson	Debris Burning	Campfire	Children	Smoking	Railroad	Equipment	Lightning	Misc.
4	3	1	0	1	1	1	1	3

HUMAN RESOURCES DEPARTMENT

2019 was another busy year for the Human Resources Department. We continue to focus on streamlining and documenting procedures and practices which follow best practice guidelines for all employment related activities.

One area of focus for our department has been interviewing and hiring processes. The HR Department has been involved in the hiring for all town departments. We implemented best hiring practices to include current EEOC regulations, application tracking, record retention and interview question review. We are here to assist our departments with their hiring needs but must ensure all laws are strictly followed to reduce risk to the Town.

Projects, activities and accomplishments for 2019 are listed below:

Hiring:

- The HR department processed over 60 new hires (including seasonal employees). There are multiple steps in the hiring process that includes or involves HR. We review and update job descriptions, post/advertise positions, review and log each application/resume received, develop interview questions, schedule and participate in the interview process, and collect, file and maintain interview records. We also notify interviewed applicants and develop conditional offer letters.
- Background investigations are dependent on the position, some Town positions require psychological test, polygraph test, pre-employment medical exam, motor vehicle record check and credit checks collected and submitted by HR. All positions require criminal record check and at least three professional references are contacted. The Town Manager is the only person who is authorized to approve the hiring of an employee.
- After the hiring process is complete the HR representative conducts an employment orientation to complete forms, review insurance and benefit options, review expectations of the position and Town policies. This meeting is conducted with each new employee and takes approximately 1-2 hours. The HR Department is currently developing a new orientation presentation that will assist in providing new employees with important information in an efficient manner.
- In October we held a training for “Best Practices in Hiring” presented by Primex, our Property and Liability carrier. We had thirty-one employees from all departments who are involved in interviews and hiring attend. The training reinforced HR’s stand on best practices for interviewing, reviewed current laws, and EEOC regulations related to conducting a fair and maintaining an unbiased interviewing process.

HUMAN RESOURCES DEPARTMENT

New Hires for 2019:

- Fire Department - 3
- Police Department -14; (2) were part-time special officers
- Community Services – 22; (21) were seasonal employees
- Assessing Department -1
- Municipal Services – 13; (7) were seasonal employees
- Town Clerk’s Office -1
- Community Development -1
- Town Managers Office -1
- HR has also processed over 55 terminations in 2019; (29) were seasonal employees
- Entering 2020 HR currently has 8 candidates going through the hiring process!

A very special thank you to the Finance Director and Municipal Services Director for taking the time out of their busy schedules to participate in the Interview panels for Assistant Town Manager, Community Services Director and Chief Assessor.

Workers Compensation:

- The HR Department filed 73 injury claims during 2019 to the Town’s Workers Compensation Insurance carrier Primex.
- Lost Time claims = 22 vs Medical only claims = 51
- The HR department is responsible to submit all claims and the required documentation involved to Primex for all work related injuries following the Department of Labor regulations. HR also handles all follow-up including submission of and completion of reports and medical forms with all involved entities continues throughout an employee’s injury until the employee returns to work full-time without restrictions.

JLMC:

- The 2019 Joint Loss Management Committee was chaired by the HR Employee Relations Coordinator. The committee met 8 times throughout the year and consisted of members from different departments. (HR, FD, PD, Library, TM’S Office, Municipal Services, Assessing & Finance) all departments were invited to participate.
- Some of the projects that the Committee undertook included: streamlining building checklists, finalizing the JLMC Procedure Manual and posting on the town website, sending safety tips and accident prevention materials to all Town employees, updating postings and safety flyers to the Town website, and started developing written evacuation plans for town sites.
- The JLMC also Installed Ice Alert signs at the Town Hall to inform residents and employees of potential icy conditions to reduce slips and falls in the parking lot.
- Requested by the Joint Loss Management Committee, a one hour Active Shooter Training was held for Directors and Managers in June. The training was provided by the Salem Police Department and 17 employees attended the training. For employees who were unable to attend, the training was also recorded and sent out to all Town employees to review.

HUMAN RESOURCES DEPARTMENT

HR Staff members attended or participated in the following trainings for 2019:

- The Do's and Don'ts of Employee Handbooks
- The Changing Role of Leadership
- How to Handle your Most Difficult Employees
- Creating and Maintaining a Positive Workplace Culture
- The Right-to-Know Law
- Conducting Workplace Investigations
- Current Compensation Conditions in the Public Sector part 1 & part 2
- Updates on the Affordable Care Act and Health Insurance Trends
- Steps to Avoid Whistleblower and Retaliation Claims
- Strategies for Employers to Respond to Workplace Substance Use Issues
- Addressing Mental Health Issues in the Workplace
- Data Privacy and Security- Legal Compliance and Preventative Steps to Avoid a Breach
- NH Department of Labor Update
- Developments in Labor and Employment Law
- The Employee Relations Coordinator also completed IPMA-HR Public Sector HR Essential Course Certification Test and achieved the IPMA-CP credential (International Public Management Association for Human Resources-Certified Professional)
- Also during the year the following workshops were scheduled by HR for interested employees in 2019: Retirement Seminar and 1-1 meetings sponsored by ICMARC.

Health/Dental and Wellness:

There was no change in plan designs this year a slight increase of 5% in rates for both plans was incurred.

- The department organized the 2nd Health and Wellness Week for Town Employees during May 6th-10th. The week was filled with healthy activities to promote wellness including a Health and Wellness Fair. Many of the Town's vendors donated their time to participate and provide employees with a variety of health and wellness related information as well as insurance options available to them. Over 50 employees attended the event.
- Wellness related activities throughout the year included: Biometrics Screenings, Flu Shot Clinic, Lunch and Learn workshops on Back Pain Prevention and Safety and Sleep Well for Wellness which 26 employees participated in.

Respectfully submitted,

Anne Fogarty, Human Resources Director

HUMAN SERVICES

The Human Services Department provides financial assistance to Salem residents as defined by NH State Statue RSA 165. Eligibility is based on need and determined each time a formal request for assistance is made through the application process. The decisions are based on guidelines adopted by the Salem Board of Selectmen. These guidelines can be found on the Town's website (www.salemnh.gov) under the Human Service Department's webpage. Assistance is provided through vouchers for payment directly to vendors for basic emergency needs such as food, fuel for heat, utilities, shelter costs, and other necessities. This Department works diligently in searching for other funding resources, such as State and Federal Programs, food pantries, local Outside Human Service agencies and others agencies before Town dollars are utilized.

The Human Services Director oversees the Outside Human Service agencies funded by the Town. The Town funds nine different Outside Human Service Agencies that perform various services for Salem residents. All of these services are crucial to the families whose circumstances find them in need of assistance. Working with these agencies helps reduce the Direct Assistance budget. Total value of services provided were over \$1,500,000. We have a better quality of life here in Salem due to the services performed. They are as follows:

- **Boys & Girls Club:** Mission: *“To inspire and enable all young people, especially those who need us the most, to realize their full potential as protective, caring citizens.”* (Last year 368 children were granted \$266,872 In-House Financial Aid.)
- **Bridges:** Mission: *“To cultivate communities free from violence as we support victims and survivors of sexual assault, domestic violence and stalking.”* (Last year 113 residents were served at a value of \$12,208.)
- **Cooperative Alliance for Regional Transportation (CART):** Mission: *“To provide public transit services. The majority of riders are seniors, disabled and low income residents.”* (Last year 5,608 trips were provided.)
- **Salem Family Resources:** Mission: *“To provide support and programs to help families and educators to meet the needs of young children.”* (Last year 26 playgroups at a value of \$26,534 were provided.)
- **Southern New Hampshire Services:** Mission: *“To prevent, reduce and work towards the elimination of poverty.”* (Last year 489 homes were aided with \$518,863 of fuel assistance, 634 food pantries and 411 families received electric discounts. Total amount aided \$725,647.)
- **Friends Program:** Mission: *“To strengthen communities by building relationships that empower people and encourage community spirit.”* (Last year 23 volunteers provided 4,611 units of service valued at \$52,663.)
- **Haven:** Mission: *“To prevent sexual and domestic assault and help victims rebuild their lives.”* (Last year 134 Salem residents were served at a value of \$28,600.)

HUMAN SERVICES DEPARTMENT

- **Greater Salem Caregivers:** Mission: *“To provide supplemental assistance to adults who are home bound.”* (Last year 195 residents were aided at a value of \$52,853.)
- **Rockingham Nutrition, Meals on Wheels:** Mission: *“To provide nutritious meals, safety and support to residents to maintain their health, well-being and independence.”* (Last year 342 different seniors were aided with 6,834 group meals and 33,320 home bound meals for a total value of \$330,332.)

Our address is: Human Services Department
Salem Town Hall
33 Geremonty Drive
Salem, NH 03079

Our hours are Monday – Friday from 8:30 a.m. to 3:30 p.m. Please call us if you need information or an appointment. You can reach us at (603) 890-2130.

Respectfully Submitted,

Barbara Riley, Human Services Director



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

It is my honor to present this report on behalf of all the extremely hard working and dedicated employees from the Municipal Services Department. The year 2019 was extremely busy as the department managed over \$27 million worth of infrastructure projects including water, sewer, culverts, roads, bridges, cemetery, and facilities to name a few. These projects addressed challenges the Town has faced over the past fifty years and were supported overwhelmingly by the residents securing Salem's viability well into the future. This report is an illustration of the work that was performed by a dedicated team whose commitment has made this community a great place to call home, and we would like to thank you, the residents, as well for your continued support.

Municipal Services is comprised of Engineering, Public Works, and Utilities which together as one department provides high quality essential services to the residents, businesses, and visitors to Salem in a professional, efficient, and cost-effective manner. The staff is comprised of forty-one full-time employees including myself and three division directors that oversee a fourteen plus million dollar operating budget notwithstanding several large capital infrastructure projects among many other responsibilities.

The divisions work together to establish dynamic communication that is consistent and collaborative notwithstanding reducing duplication and improving efficiency. A GIS (Geographic Information System) driven work order database program is utilized for a responsible asset management and capital improvement program that will help the community prosper well into the future. We monitor our performance and develop goals and objectives so we may offer the best service possible to the community. We are committed to the residents of Salem and will continue to provide a level of service everyone can be proud of. Municipal Services is at work for you. Please feel free to call us. Administrative Assistant Maureen Sullivan is available to answer any questions or direct requests to the proper division.



The Engineering Division located at Town Hall is dedicated to providing high quality and prompt engineering assistance to the Town's residents, business community, municipal boards, commissions, committees, as well as other Town departments. Our mission seeks to provide professional engineering services and cost effective engineered solutions associated with the planning, design, construction, and administration of capital improvement projects and the maintenance of Town infrastructure. The Engineering Division provides a variety of functions and services related to municipal matters including permitting and subdivision/site plan technical review.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

Dan Hudson, PE, Director of Engineering managed this division for the past three plus years but moved on to become the City Engineer in Nashua at year's end. His service was greatly appreciated and we wish him well. Jim Brown - Senior Engineer, James Danis, PE – Capital Projects Engineer, and Lyndsay Butler, PE – Project Engineer, who was added to the staff in September, are the full time staff members.

The Engineering Division was involved in the following major activities in 2019.

- **Town Farm Road Reconstruction Project** – The entire length of Town Farm Road (approximately 4,500 linear feet) was reconstructed during the 2019 construction season. The western half of the road from North Main Street was reclaimed, widened, and regraded. Drainage

improvements along with roadside ditching was done on the edge of road slopes along with installation of a guardrail. Macmillan Avenue was also paved as part of this project including intersection improvements with Town Farm Road. The eastern end from the bridge to Shannon Road was full box reconstruction including widening and tree removal. Work involved comprehensive storm drain improvements, excavation of the old road bed, placement and compaction of new foundation gravels, grading, and repaving. As part of the work, the intersection at Shannon and Hampstead Roads was



realigned and grade adjusted for better sight visibility. All work was completed by the end of November.

- **Road Reconstruction Projects** – The 2019 neighborhood road reconstruction work included improvements to Fox Run Lane, Clover Court, Wildflower Lane, Lincoln Terrace, Olde Woode Road, and Stoneybrook Lane. Each street incorporated minor drainage improvements, reclamation of the existing pavement, re-grading the roadway, and repaving. The project reconstruction began in May extending through the 2019 construction season and closed out in November. Cost savings from this portion of the 2019 Road Program within the existing budget allowed Old Derry Road to be added by the recommendation of staff and approved by the Board of Selectmen at the November 4th meeting.

- **Northeastern Boulevard** – As part of the Road Program, industrial and/or commercial roads would be added one per year beginning in 2017. Northeastern Boulevard was the third road as such completed in 2019. The work involved reconstruction of approximately 1,500 linear feet of roadway by removing the old pavement, re-grading, and stabilizing the base. Roadway shoulder including realignment along with hydrant relocations were also completed.



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

- **Road Design Projects** – The design of Bluff Street Extension – North Main Street to Town Farm Road was completed and is planned for construction in 2020. Design work was also completed for neighborhood road reconstruction for Woodmeadow Drive, Kiowa Road, Twinbrook Avenue, Plaisted Circle, and Emery Road. Industrial Way from Manor Parkway to Commercial Drive rounded out the roads in design.
- **Road Committee and 10 Year Road Program** – Myself, Dan Hudson - Director of Engineering, Selectman Mike Lyons, with professional support from James Danis - Capital Projects Engineer, and Dave Wholley - Public Works Director conducted interactive meetings with residents throughout the year. During 2019 various neighborhood discussions were held with residents from Emery Road, Woodmeadow Drive, and Plaisted Circle all of which were slated for the 2020 Road Program. The committee reviews and updates the 10-Year Road Program accordingly to ensure program guidelines and benchmarks are being met according to program guidelines as guided by the pavement condition index (PCI).
- **South Broadway Sewer, Water, & Bridge Improvements** – The Engineering Division in coordination with the Utilities Division managed the construction of this project which includes



replacement of aging sewer and water mains on South Broadway between Main Street and Cluff Crossing Road and reconstructing the culvert north of Friendship Drive. Work began in summer of 2018 and continued throughout 2019. By October approximately 8,200 linear feet of new sewer main and 7,300 linear new water main was installed including all service work notwithstanding major utility reconfiguration in the Depot intersection. Culvert work began in November which involved demolition of the existing 5' x 5' box culvert which was replaced by a 12' x 5' open

bottom pre-cast concrete structure. Major road reconfiguration, including constructing a temporary road, had to be done for this project to occur. Traffic was limited to one lane respectively north and south on the west side of South Broadway at the work zone. Sewer, water, and gas utilities were all run through the foundation footings of the structure in advance of placing the top pieces. Construction was challenging throughout with dewatering and utility crossings. By the end of the year the east side of the structure was in place and the road was reconstructed and shifted back to the east side. This project was one of the largest infrastructure projects constructed in Salem's history alleviating sewer capacity issues, replacing 100+ year old water mains, and alleviating major flooding issues.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

- **Bluff Street Extension Bridge** — The existing bridge was constructed in 1960. The original pipes were 6' diameter, corrugated metal pipes. In 2010, the pipes were observed to be in critical condition, thus requiring emergency repair. At that time, the pipes were slip-lined with three 5' diameter HDPE pipes. The replacement structure consists of a twin cell box culvert - each culvert with 16' span x 9'-6" rise openings. Work began in August with a hard road closure and the bridge was in place by November with the road opened back up by December. Construction involved driving steel sheeting around the work zone including pumping and dewatering. The project was partially funded (80%) through the NH Department of Transportation State Aid Bridge (SAB) program.



- **NPDES Phase II Small MS4 General Permit** — In cooperation with the Division of Public Works, the Engineering Division coordinates and oversees the Town's Stormwater Management Program (SWMP) to ensure compliance with the National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) General Permit. Implementation of the SWMP in Year 1 of the permit term included activities such as: developing written documents outlining plans for the SWMP, Illicit Discharge Detection and Elimination (IDDE) Program, Chloride Reduction Plan, Infrastructure Operation & Maintenance (O&M) Plans; updating stormwater system maps; priority ranking stormwater system outfalls and catchments for inspections/investigations; developing and distributing public education materials; providing opportunities for public participation in stormwater management; performing and logging good housekeeping tasks (e.g. catch basin cleaning and street sweeping); and preparation and filing of the Year 1 Annual Report. Staff continues to implement the Town's SWMP through on-going activities. Activities planned for Year 2 are underway and include: updating the Town's stormwater regulations to better align with MS4 General Permit requirements; development of written procedures for several stormwater management at Town-owned facilities; development of Stormwater Pollution Prevention Plans (SWPPPs) for Town-owned facilities, where a SWPPP is required; begin dry weather screening/sampling of outfalls; and begin catchment investigations.

- **Depot Intersection Project** — Land acquisition, utility coordination, and final design for the reconstruction of the Depot intersection (Main Street at Broadway) were on-going and nearing completion with construction planned for 2020/2021. Acquisition of parcels including buildings,



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

had been completed by years end with demolition slated for spring 2020. Relocation of private utilities, including moving existing aerial utilities underground through the intersection, were in design along with final plans for geometric modifications to the intersection and roadway approaches. This was done to provide dedicated left turn lanes on the northbound and southbound sections of Route 28, traffic signal improvements, and replacement and reconfiguration of existing drainage infrastructure.

- **Former Wastewater Treatment Plant** – Environmental assessment efforts continued at the Town’s former municipal wastewater treatment plant throughout 2019 with the focus on subsurface investigation which included extensive soil sampling to develop a conceptual site model to be evaluated for remediation. This information will prepare the Town for a Remedial Action Plan to be developed in 2020 and presented to NHDES for potential clean-up methods. By years end a summary report was being prepared to identify the primary source area.
- **Subdivision and Site Plan Review** – The Engineering Division performed technical review of 589 submissions related to subdivision and site plan projects. Among those were plans for the Tuscan Village redevelopment of the former Rockingham Park.
- **Permits** – The Engineering Division issued 168 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and sign off on 1,059 Building Permit Applications and Certificates of Occupancy.



The Division of Public Works Division (DPW) is located at 21 Cross Street and is dedicated to providing high quality and prompt assistance to the Town’s residents, business community, visitors, as well as other Town Departments. The primary function of the Division of Public Works is to provide municipal services including but not limited to snow and ice removal, stormwater drainage, vehicle fleet maintenance, facility management, improvement and maintenance of roads, sidewalks, and public property as well as care of parks and cemeteries. Public Works is the largest Municipal Service Division comprised of four sections including Streets, Fleet, Solid Waste, and Parks/Properties.

Public Works is comprised of twenty one full time employees and directed by Dave Wholley who oversees day-to-day operations including snow events. The hardworking dedicated staff are available and provide municipal service when called including working nights, weekends, and holidays including extended hours during emergency operations.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The Public Works Division was involved in the following major activities in 2019.

- **Street Section** – The mission of the Streets and Shops section is to effectively maintain the towns roadway infrastructure for the safest possible travel while being cost conscience and efficient. A primary responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pot hole patching, turf management at all ball fields, parks and town buildings, roadside litter control (3.01 tons), traffic light signalization, 35 miles of sidewalk maintenance, setting up and breaking down of voting booths, grading 28 gravel roads twice annually, hazardous tree removal and responding to work order calls from the general public notwithstanding routinely assisting other sections from within the division. Streets and Shops is one of the largest sections and contributes across the division on special projects. The staff includes Joe Feole – Street Foreman, Geoff Benson – Street Foreman, Darrell Bible, Eric Becker, Mike Stickney, Matt Waldron, Rick Lessard, Curtis DiGiovanni, William Willette, and Jason Bourne.



The winter season included 32 primary salting operations, 8 secondary salting operations and 9 plowing operations to handle the season accumulation total of 46 inches of snow. We used 6,047 tons of salt, 570 tons of sand, and a record high 14,400 gallons of liquid calcium for snow and ice control. Many of the storms through the winter season were small in nature but quite time consuming requiring excessive treatment and lasting over many days.

There were over 1,012 work orders completed over the year predominately for maintenance including the yearly programs such as street sweeping, signs, and catch basins. The triennial catch basin cleaning program completed its Year 2 program in the neighborhoods by cleaning over 1,800 catch basins. Over 41 catch basin and manhole structures that had become compromised or failed were repaired by staff.

Public Works along with Engineering administered and managed the annual Road Stabilization work which involved mill and overlay of more than 25,000 linear feet of Town roads, including Liberty Street, Longwood Road, Ganley Drive, Lucille Avenue, Veronica Avenue and Royal Circle among others. Staff also administered the crack sealing program.



Public Works was busy over the year replacing and reconstructing many failed drainage lines within the Town. Two jobs in particular that required immediate attention and extensive work were on North Policy Street and Glen Denin Road. Many of the compromised structures being identified include failing concrete along with corrugated metal pipe that has corroded causing major sinkholes in the pavement.

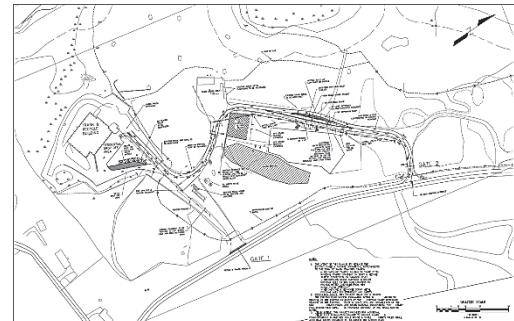
MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

• **Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department and Town Hall vehicles in a cost efficient manner. The responsibility this section is tasked with requires ensuring front line emergency response equipment stays up and functioning during the course of town wide snow emergencies, water main breaks and floods among other things. Some of the more routine equipment maintenance plan requires this section to ensure all vehicles and equipment (60 plus) receive thorough inspections at least once per year in accordance with the State of NH Department of Transportation (DOT) specifications. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure downtime is kept to a minimum which helps the department maximize project efficiencies. The Fleet section manages the inventory including preventive maintenance, repairs, deferment, and capital replacement. Throughout 2019 a new program was being developed to integrate the electronic asset management work order system to include all fleet. A new lift was installed in the garage and a liquidation of the aging parts inventory was done to clear space on the floor and in the back storage building. The Fleet Section is led by Chief Mechanic Ryan Pike and Mechanic Joe Goodhue.



• **Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the transfer station generated by the town's residents, private haulers, and the operation of the municipalities business and projects. The transfer station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, waste motor oil, CRT's, and batteries. Foreman Dave Cantor monitors the operation including the contracted services to assure all visitors to the Transfer Station are permitted while providing direction and guidance for the disposal of various items. In 2019 we collected 8,829 tons of solid waste and 1,833 tons of recyclables. The recycling market continued to struggle given the restrictions globally on the commodity. Another 56 tons of E-waste and 432 tons of scrap metal were received at the facility as well. A major project that was started at the Transfer Station was the relocation of the road and scale house including installation of a new scale. The project will be completed and opened to the public by late spring of 2020 and will address the backing up of traffic on Shannon Road. The new scale will replace the existing scale which is no longer compliant and has incurred many expensive repairs over the past ten years. The design and layout was done by the Engineering Division.



• **Parks/Properties Section** - The mission of the Parks and Properties section is to ensure all public grounds, parks, play fields, buildings, historic structures, and cemeteries are open and safe for use to the public year round; as well as, provide the highest level of professional interment services at all the cemeteries within the Town of Salem. This section is led by Foreman James Pacheco, Foreman Greg Minnon, along with Will Rock, Bill Simone, and Mike Adams.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The primary function of this section is to perform professional burial services at the town cemeteries for the residents. Maintenance of these cemeteries is extremely time consuming for preservation, lawn mowing, weed trimming, tree pruning, flower planting, Memorial and Veterans



Days celebrations, snow plowing, leaf blowing/raking and responding to resident concerns while enforcing cemetery ordinances and rules. This section also administers facility oversight of the Town Hall, Court House, Depot Train Station, Historic Buildings, Parks Building and Pine Grove Cemetery for all maintenance issues including HVAC systems, lighting, sidewalks, parking lots, lawns, irrigation systems, fire and burglary systems, cleaning, and general upkeep. Maintenance of Michelle Memorial Park, Hedgehog Park, Palmer School (field), and the Linwood Avenue playground are also part

of the operations with turf management, tennis courts, and facility operating needs. Another important duty is management of election polling station set up of which all DPW personnel are used. Staff also assists moving items for various charities during the holidays, recreation supplies for camps, and files during year end.

This was one of the busiest years for Parks and Properties with an abundance of work and projects performed. School House No. 5 had the exterior painted and a new front porch was put on the Alice Hall Library. During the year the roof at the library also sustained damage during a storm that led to full roof shingle replacement including new ceilings inside the building.

A special project or pocket park was built by staff behind the Hose House that included tree removal, leveling the existing field, replanting grass, and a new gravel parking lot.

The HVAC project at the District Court was started in May and was on-line by the end of the year. The work was done after hours so not to disrupt the court sessions and included replacement of all units, realignment of ducts and zones, and new interactive controls.



Cemetery expansion began per the adopted Master Plan for Pine Grove Cemetery that will ensure sustainability for many years to come. Mapping efforts also continued with help from GIS to create an electronic inventory that will be made available to the public for grave locations. Staff also constructed a new area to be for cremations only that will be available by spring 2020. Overall there were 62 burials, 38 cremations and 29 new burial lots sold during the year.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities



The Utilities Division is located at 161 North Policy Street – Canobie Lake Water Treatment Plant (WTP). Our mission is to work diligently to provide cost-effective reliable water and wastewater distribution services to the customers. We are committed to customer service including providing ample safe drinking water for domestic use and firefighting requirements that complies with all state and federal water quality standards. Similarly we will ensure the most efficient waste system including pump stations and force mains that collect and transport the Town's wastewater to the Greater Lawrence Sanitary District (GLSD).

Utilities is committed to providing high quality service while maintaining and evaluating our systems to ensure efficiency and reliability. The Utilities Division is comprised of three sections: Distribution, Systems, and Meters. This past year Fred Wallace was promoted to Utilities Director and manages a staff of 12 full time employees. As part of his many duties he is also the Primary Water Treatment Plant Operator.

The Town's drinking water is supplied by Canobie Lake from the months of May through October then transfers to Arlington Pond for the colder months or October through May. Canobie Lake started the year at its maximum level of 220' and stayed there until the first week of June. The lake continued to maintain above average historical levels throughout the summer months similar to 2019 and reached 219' MSL by the first week of December which is the earliest recorded maximum since January of 2005.

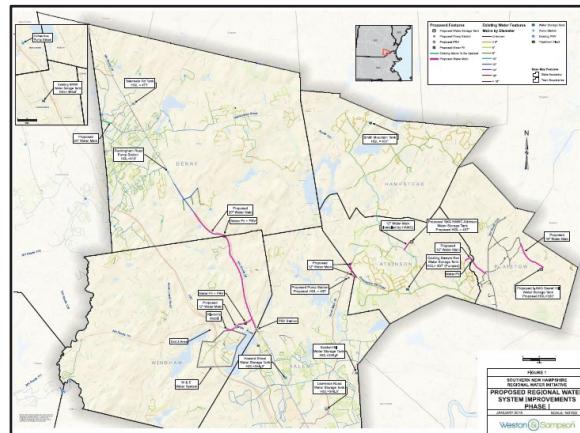


- **Southern NH Regional Water Interconnection Project** - The Southern NH Regional Water Line Ad Hoc Committee presented a recommendation to the Board of Selectmen to pursue purchase of 1.5 million gallons per day water rights as a member utility of the project. The Board of Selectmen sent Article 5, Southern NH Regional Water Line – Bond, to the Warrant to be approved by the residents and on March 12, 2019, the voters of Salem overwhelmingly approved the article with 76.6% in favor surpassing the 60% required for passage. As part of the project the State of NH would fully fund physical construction of the water line - \$27,000,000.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

Bids were received by summer and work began on a 20-inch water main extending south on Route 28 through Derry and Windham to the Salem town line. Another contract was authorized to build two pressure reducing valve stations (PRV), one at the Derry/Windham line and the other at the Windham/Salem Line at the Rail Trail parking area. Work on the east side of Salem or Shannon Road to connect to the Hampstead Area Water Company (HAWC) system was completed by November which ultimately will flow water to Plaistow. These Phase 1 improvements are planned to be completed in mid-2020 and will deliver up to 0.8 MGD to the Salem line, of which 0.3 MGD would be utilized in Salem. Additional water will be available to Salem when Phase 2 of the project is completed. Phase 2 of the Regional Water Project will deliver up to 2.82 MGD to the Salem town line and of that amount, 1.5 MGD is designated to Salem and 1.32 MGD to the downstream water systems.



The Utilities Division was involved in the following major activities in 2019.

The Utilities Division is comprised of thirteen full time employees including the director. The hardworking dedicated employees are available and provide municipal service when called including working nights, weekends, and holidays including extended hours during emergency operations.

- Distribution Section** - Our mission is to provide safe, accessible, reliable, and sufficient water supply to our customers as we are the responsible custodian of the distribution system that delivers a potable source for drinking, but also ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem per the water distribution system. Over 2.4 million gallons of drinking water per day on average flow from the water treatment plant and is distributed through the town in its vast network of pipes. The infrastructure must be operative at all times as it serves potable water to a significant portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age which can cause unexpected emergency breaks that will need to be fixed throughout its life. Major improvements have been identified through a master plan that improve the network alleviating water age, regulating pressure, and creating redundancy. Staff is responsible for the maintenance and repair of over 140 miles of water main including 1,750 valves and 932 fire hydrants and also provide technical review for new developments. This section is led by Foreman Tom Donahue along with Rusty Gosselin, John Hackett, and Kyle Fox.

Substantial effort was required to fulfill the “Dig Safe” law requirement with our locating and marking water lines for over 1,450 regular and 63 emergency Dig Safe requests. In 2019 emergency water main repairs were made to 16 failures, 7 service leaks, and non-emergency repairs made to numerous shut off valves and 17 fire hydrants. Over 1,000 hours were invested in

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

the flushing, maintenance and repair of hydrants. The Route 28 water main from just south of Cluff Road to the Depot including Main Street to Millville Street was completed. This line has been plagued by breaks throughout this corridor over the past ten years and the network of pipes in the Depot intersection were realigned and constructed for better service and flow. Over 5,500' of new water main were inspected, tested, disinfected, and flushed as part of the many projects through the year.

- **Systems Section** - As a utility service provider our mission is to operate, maintain, plan, and develop the Town's water and wastewater systems and ensure all work is performed in accordance with State and Federal Permit Requirements and Regulations. We will responsibly treat, store, and distribute water to meet the social, health, economic and environmental needs of the community in a cost efficient manner. Similarly we ensure that the wastewater system including pump stations and force mains which collects and transports the Town's wastewater to the GLSD is sound and operating effectively. Staff includes Foreman Jeff Young, Operator II Jacque Sandner, and Operator I Luis Armas, along with Maria Poor - Chemist at the WTP which once again qualified for NELAC (National Lab Accreditation) certification this year. All State and Federal Drinking Water standards were met or exceeded and within compliance this past year.



The Water Treatment Plant produced over 889 million gallons of water in 2019 for an average daily production of 2.4 million gallons per day which was up from 2.3 million gallons in 2018. Security upgrades were done with the addition of new voice activated gate entry including cameras and recorder. An additional camera was put at the front entry to the building as well. There were several new water treatment equipment purchases including filter room and water lab turbidimeter and a spectrophotometer to ensure water quality.

Along with the WTP, the Utilities Division also operates and maintains two water booster stations and the Arlington Pond Pump Station which had the concrete floor scraped and repainted. Three dam locations are also monitored in order to maintain established levels in their respective water bodies. Water supply is critical to the health and well-being of our community and production of safe drinking water remains our number one concern.

As for the wastewater system, responsibilities include the maintenance and repair of the collection system which is approximately 60 miles of piping, hundreds of manholes, and 10 pumping stations located throughout the community. The sewer system delivers 5 million gallons of flow on an average daily basis with peak hourly counts reaching 14.5 million gallons to the GLSD. The Route 28 sewer main installation was completed and flowing by October. This new line redirects all the flow that previously went down Main Street and fixed the issues with overflows.



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The I/I (Inflow and Infiltration) program continued with relining of the major sewer interceptor along the rail trail between Old Rockingham Road and Willow Street. This project eliminated excessive groundwater flow that was infiltrating the sewer system from the wetland area limiting its capacity significantly during wet weather events. The Commercial Drive Sewer Station had the suction pumps replaced and the wet well cleaned, inspected, and minor concrete work done.

- **Meters Section** – Our mission is to ensure all water meters and backflow devices are functioning accurately and inspected in a timely fashion for our customers. A water meter is a device that measures how much water you use and is similar to an electricity or gas meter. We use readings from the meter to calculate how much to charge you for your water and sewerage usage if applicable. The Town experienced significant development in 2019 with the Tuscan Village which required new metering and cross connection controls. This section is led by Foreman Scott Witkowski along with Pete Parrino, Kelly Demers, and Andy Ramos.

The Town's system includes automatic meter reading technology that saves time, prevents recording errors, and more importantly identifies leaks and/or excessive usage by analysis of data collected. We can also generate an hourly report for any customer showing use throughout the day. The real time information will help the consumer with conservation by showing how much water is used during specific times of the day so they may adjust daily routines such as lawn watering. Along with the responsibilities of maintaining the meters, staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of 2,531 backflow prevention assemblies. These devices are vital to the protection of our water system from backflow and/or potential contamination.

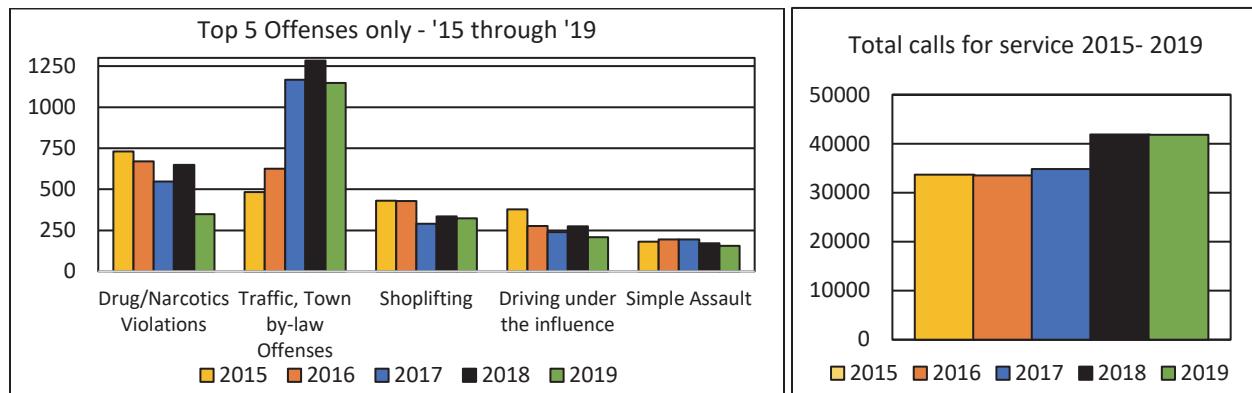
Respectfully Submitted,

Roy E. Sorenson, Municipal Services Director



POLICE DEPARTMENT

2019 proved to be a busy year for the Salem Police Department on many fronts. On a good note, and for the first time in many years, calls for service stabilized with just a slight increase of 0.2%. This was a welcome relief as calls for service had increased 24% from the years 2015-2018. Through our approved operating budget we have increased our sworn personnel from 62 to 68 officers. This was the first increase in personnel in many years. These additional officers will provide us the ability to continue with full deployment and create specialized positions allowing us to proactively approach community issues.



Administrative Chief Brian Pattullo completed his first full year with the department. As a conduit for change, Chief Pattullo has provided leadership and stability as the department makes necessary changes identified through the Kroll audit. The department continues to deal with several issues pertaining to the audit but it has presented an opportunity to build on our strong points and improve on our areas of weakness. One area which has never wavered is the commitment of our officers to serve this community.

The police department experienced many changes throughout 2018, including a number of promotions to higher ranks and specialty positions. This has proven to be an exciting time with plenty of opportunities for officers. Long-time Detective Lieutenant Kevin Fitzgerald was promoted to Captain. He will oversee the Support Service Bureau where he will provide valuable insight and leadership. Sergeant Bob Genest was promoted to the rank of Lieutenant and will be assigned to the patrol division as a shift commander. Detective Robert Kirley and Officer Stephen Lundquist were promoted to Sergeant. They will both serve in the patrol division as shift supervisors. Two civilian employees were also promoted during the year, Christine Dugas was appointed as the Support Service Clerk Supervisor and Scott Deschene was named the Dispatch Supervisor.

Due to unforeseen circumstances, as a result of on-going investigations, the police department also made several interim positions. Lieutenant Shane Smith has stepped into the role of Captain and is leading the Operations Bureau. His patrol and specialty skills made him the perfect fit for this role. Community Services Sergeant Chad Clark is serving as a Lieutenant in the patrol division. Detective Michael McCarthy is serving as a sergeant and shift supervisor in the patrol division. Both bring years of patrol experience and will serve the town well in these roles.



POLICE DEPARTMENT

We are also pleased to welcome several new employees to the agency. Jefry Cabrera, Jacob Genest, Gregory Levesque, Andrew Bistany, Jeremy Bagley, Arthur Harvey, Nicholas Pappas, Maxwel Greely, and Joseph Saade were all sworn in as full-time police officers. Additionally, we hired Tyler Fournier and Gayle Panorelli as full-time dispatchers and Joy Stanton as the Administrative Assistant to the Chief of Police.

The Patrol Division remained busy throughout the year. Aside from their day-to-day activities officers made several significant arrests to take armed and dangerous individuals off the street. Due to their hard work many crimes were solved shortly after being committed. The Division also saw the role out of the new fleet of Dodge Chargers. The cruisers have been redesigned with the traditional black and white scheme, making them easily recognizable. The department was fortunate to purchase 4 automated electric defibrillators which are deployed on the road each shift. In 2020, the department will complete its purchase of additional AEDs to be deployed in every marked cruiser on patrol, providing an additional level of service to the community.



The Community Services Unit continued to host numerous Community Policing Programs. Newly appointed Community Affairs Officer Brian Lawrence did an amazing job putting together another successful National Night Out. This event, held each year on the first Tuesday in August, is one of our most popular programs. This year was no different as the police department property was turned into a neighborhood block party. Due to the generous donations from our local partners we were able to feed and provide quality entertainment and public safety demonstrations to hundreds of citizens.

This year also marked the 10th annual session of the Citizen Police Academy. Held each fall, this program has allowed us to open our doors each year to Salem residents and business owners. Many alumni still maintain close contacts with the department and often recount the experience they shared during this 11 week program. The Unit also hosted several Coffee with a Cop events throughout town. Each event allowed us to make positive contacts and friendly conversations with residents and visitors. We strongly believe in these programs and will work to make them better as we continue to engage the community.



Two new community policing programs were introduced this year. The first is the Rape Aggression Defense (RAD) program. The Community Services Unit was able to run two classes, the first was offered as a trial run for Town employees and the second was open to the public and

POLICE DEPARTMENT

filled up quickly. The second was Shop with a Cop, held at Target during the holiday shopping season. The overwhelming response to these programs showed us their popularity and we will continue to offer these each year.

The Investigative Services Unit also wrapped up a busy year. One member of the Unit, Detective Robert Farah was named the American Legion New Hampshire law Officer of the Year. He was honored at the Legion's annual conference in Manchester. While the opioid epidemic still has a grip on the area, the unit saw a sharp decline in overdose calls and fatalities. 2019 ended with 50 overdoses and 5 fatalities. The police department is honored to work side-by-side with the Fire Department and the Project First Team grant. We now have several members trained in post-overdose response aimed at getting victims the treatment they need.

ISU solved numerous significant cases over the year. Once recent case involved a string of robberies which occurred in December. Investigators were able to identify a suspect and work with law enforcement agencies in New Hampshire and Massachusetts to apprehend an increasingly desperate and dangerous suspect.

We are looking forward to some exciting projects in 2020 and beyond. Our 2020 operating budget includes the entrance fee for the Commission on Accreditation of Law Enforcement Agencies (CALEA). This is the gold standard in public safety. If approved in March, Salem PD will enter into the four year process to achieve National Accreditation bringing our policies and practices to the highest standard available.



A space needs study was conducted to determine the scope of a future police headquarters building. The study, conducted by the Harriman Group, provided a conceptual outline for a police department project that will meet the current and future needs of a growing community. The current building was opened in December, 1966 with approximately 25 officers. A 1980's addition provided space which houses the current booking room, locker rooms, offices, and evidence. A new facility would provide much needed space as well as a community room open to the public, a feature this town desperately needs.

In closing, we want to thank the community for their support. These past two years have been trying as the department transitions to the future. The support of the community has been steadfast. Each day we encounter someone with praise and words of encouragement. As a professional public safety agency we strive to provide a high quality of service. This goal will not end as we constantly evaluate best practices to meet the needs of our officers and residents. Thank you.

Respectfully submitted,

Deputy Chief Joel P. Dolan



SALEM COMMUNITY TELEVISION

Your source for all things Salem



Salem Community Television is comprised of SCTV 17, Salem's public access channel and SGC 23 Salem Government Channel. We are dedicated to supporting citizens and local organizations in getting their message out through the use of video. Our mission is to fulfill the communication needs of the community, government, organizations, and individuals through multimedia distribution methods. All Salem residents, local organizations, and their employees are eligible to utilize SCTV's services including use of our equipment and production of non-commercial programming. We are committed to the idea that public access programming plays a vital role in keeping the Town of Salem informed and up to date on all things going on in the community. The public is invited to participate in the creation of these programs.

In 2009, Town Meeting established a Revolving Fund under RSA 31:95-h for the purpose of providing public, educational, and governmental programming (PEG) and designated 100 percent of the revenue from cable franchise fees be used in support of the stations. This completed a 3-year transition to integrate SCTV into of the Town of Salem.



Our main office is located at the Salem High School Media Center, 44 Geremonty Drive, and our telephone number is 603-893-7069 x5118.

Staff members include: Tom Giarrosso, Judy Day, Susan McLoughlin, Larry Seaman, Aaron Shamshoyan and Briana Demers.



1971

Salem Local Access airs programming for the first time



1980's

A second channel is added to play government and public Programming



2005

A third channel is added dedicated to government programming and meeting broadcast



2020

Salem Community Television celebrates 49 years serving the Town of Salem

SALEM COMMUNITY TELEVISION

Year in Review

This year we produced over **450 shows** and videos. We have continued our initiative of releasing videos on Facebook and On Demand to reach wider audiences. **The following are some of the new and ongoing projects we have been involved in.**

Department Communications

We have been working with other town departments to release updates to the community. Our collaboration with the Municipal Services Department, called *Road Work Update*, involved talking with staff on construction and repair sites about the projects. These videos give the community a quick update on the most recent progress and allows for a closer view of the construction. We have also been involved in various proposals and Facebook promotional videos for the Recreation Department, our GIS Manager John Vogl, and other departments and staff.



Annual Programs

SCTV is involved in many annual productions, including live events, public forums, and more. *Salem Candidates Night* is a televised, moderated candidate forum where candidates are given a chance to answer questions about the community. Citizens can come to the TV studio to watch the event live or can watch the broadcast live on SCTV 17 and Facebook. This is a great way for citizens to see candidates in person and hear what they have to say. Another event we take part in is the *Night of Lights*. This event is put on in collaboration with Salem School District Media and the Salem Pride Committee. *Night of Lights* features costume characters, chorus performances, Christmas decorations, and the arrival of Santa Claus, who magically lights the tree at Town Hall.



SALEM COMMUNITY TELEVISION

Event Coverage

Every year Salem Community Television covers events throughout town. This year's events included; The Greater Salem Chamber of Commerce Annual Awards Dinner, Boys & Girls Club of Greater Salem Annual Ganley Luncheon, 9-11 Memorial Monument dedication, Salemfest, and numerous presidential campaign stops. Often, these events can be viewed live on Facebook and on TV.



Live Coverage

Salem Community Television made a major push in 2019 to get information to viewers quickly and efficiently. Leveraging remote transmission equipment, coverage of elections, candidates, informational sessions, and community events were carried live on cable television and online in addition to live town meetings. Live sky cameras are also streamed and are shown on the message board during weather events. SCTV is always looking to get fast and accurate information straight from the source to viewers.



On TV and Online

In town, Salem Community Television is available on Comcast cable channel 17 and Salem Government Channel is on Comcast cable channel 23. No cable? No Problem! Viewers using Apple TV or Roku can now watch our channels live using the Screenweave app. Simply install the Screenweave app and search for Salem Community Television. Both channels are also simulcast online at www.sctv17.com and www.sgc23.com where Video On Demand content is also available. Live events are often streamed on Facebook and Livestream.com as well.

Respectfully submitted,

Tom Giarrosso, Executive Director



www.sctv17.com



www.sgc23.com



SalemTV



@sctv17

TAX COLLECTOR

The office of the Tax Collector is responsible for collecting revenue for property, yield, current use taxes and town utility fees. Other major departmental responsibilities include responding to inquiries from banks, mortgage companies, attorney's offices and the general public. All of these transactions are handled in a courteous and timely manner.

Since May 2015, the on-line bill payment and paperless billing system for property taxes and town utility (water/sewer) bills has allowed the customer to view and/or print their actual bill as well as have the option to pay on-line and/or register as a permanent paperless customer. They can also make full or partial payments anytime or schedule future payments, review their payment history and receive e-mail notifications, reminders and receipt confirmations. The link is available on the home page of the Town of Salem's website; select the Online Payments button and follow the instructions that appear on the screen. By using this on-line system, the Town of Salem is able to accept electronic transfers for both property tax and town utility payments at no additional cost to the customer.

The collection clerks work under the supervision and direction of both the Tax Collector and Town Clerk. They are trained to register motor vehicles, accept payments for property tax and town utility bills; recreation fees; building permits and other miscellaneous payments. Thank you to full-time collection clerks Rosie Daigle and Cathy Brown and part-time clerks Nicole Morse and Russell Tattro for their hard work and dedication serving the public.

I wish to express my sincere thanks and appreciation to Deputy Tax Collector Donna Bergeron for her dedicated assistance, dependability and accuracy in our record keeping.

Respectfully submitted,

Cheryl-Ann Bolouk, CTC
Tax Collector

TOWN CLERK

The total gross revenue for the Town Clerk's office in 2019 was \$7,261,003.56. This was an increase of about \$296,235.71 in revenue.

In May of 2012 the collection clerks were trained to be Municipal Agents. This means when registering a motor vehicle, we can process both the Town and State portion for an additional \$3.00 agent fee per transaction. The Town Clerk's office also offers motor vehicle renewals on line (E-Reg), as well as dog renewals and vital records on line.

As of November 1, 2017 the Town Clerk's office is now a one check town for motor vehicle transactions. Both the Town and State fees are combined on the same check.

As of May 2018, the Town Clerk's office accepts credit cards on line and over the counter for motor vehicle transactions, landfill stickers, dog licenses, vital records and point of sale transactions. We also have an ATM machine located down stairs.

Clerks from both the Town Clerk's office and the Tax office are cross-trained to perform most of the functions of both offices. The clerks register and title motor vehicles, issue plates, license dogs, sell landfill permits, accept payments for property tax bills, water and sewer bills, recreation fees, building permits, and other miscellaneous collections. This "one stop shopping" has worked very well for both the clerks and for the residents of Salem.

The full-time clerks in this office are Rosie Daigle and Cathy Brown. Nicole Morse and Russell Tatro are our part-time clerks. I would like to thank all the clerks for their dedication and hard work making the Collections Department a success; they are all assets to the Town of Salem. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

Jennifer Dudley is my Deputy Town Clerk. Jennifer and I continue to perform all other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, State liens and attachments, dredge and fill applications, pole permits, Article of Agreement (non-profit filings), oaths of office, and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the bookkeeping duties of the Town Clerk's office, which maintains an accounting of its own revenue.

There were 39 resident marriages, 148 resident deaths, and 45 resident births that took place in NH in 2019. We have no record of any out of state vital events.

Respectfully submitted,

Susan Wall, Town Clerk

TOWN CLERK

RECEIPTS AND VITAL STATICS - 2019

Automobile Tax Permits	\$7,016,716.56
2019 (38,438)	
Title Fees	16,712.00
Municipal Agent Fee	114,798.00
Marriage License Fees*	17,700.00
Certified Copy Fees**	45,850.00
Dog License Fees***	
2019 (4,651)	30,417.50
Elections	638.50
Uniform Commercial Code & Other Liens	8,700.00
Collection Fees	992.00
Filing Fees	4.00
Recording Fees	0.00
Legal Fees – Dogs	8,475.00
Gross Receipts Remitted to the Treasurer	\$7,261,003.56

*Less Remittance to State of NH for Marriage License Fees - 15,523.00

**Less Remittance to State of NH for Certified Copy Fees - 18,263.00

(1,466 copies @ \$ 8.00 ea. = \$11,728.00)

(1,307 copies @ \$ 5.00 ea. = \$ 6,535.00)

***Less Remittance to State of NH for Dog License Fees - 2,326.00
(4,652) Licenses @ .50 ea. - \$ 2,326.00

***Less Remittance to State of NH for Animal Population Control Fees - 8,242.00
(4,121) Licenses @ \$2.00 ea. - \$ 8,242.00

Net Revenue to the Town \$7,216,649.56

VITAL STATISTICS --2019

Marriages

Salem Residents -- Married in NH 39

Births

Resident Births -- Born in NH 45

Deaths

Salem Residents -- Died in NH 148

Susan M Wall
Town Clerk, Salem NH

Boards, Committees,

and

Commissions

BUDGET COMMITTEE

It has been a pleasure and honor to preside as Chairman of Salem's Municipal Budget Committee for the 2019-2020 budget session. The committee has fulfilled its role in the budgetary process to question and hold accountable the budgets presented to us from the Board of Selectman and the School Board. As the by-laws state, it is our mission to assist the town and the school district in crafting their budgets and work collaboratively with them to ensure fiscally responsible revenue estimates.

I appreciate the members of the committee for volunteering their time and talents for the citizens of Salem. I would like to thank my colleagues on the board: Steve Goddu, vice chairman; Sean Lewis, secretary; Tom Plante; Paul Huard; Stephen Boyd; Peter Edgerly; Bernard Campbell, School Board representative; and Bob Bryant, selectmen representative. Your positive attitudes, work ethic, questions, and cooperation made my job a pleasure. I would also like to recognize Judy Day, the producer of TV 23 coverage; Jeremiah Lamson, our recording secretary, and Maureen Witley, for keeping us all organized and without whom we would have been lost.

We would also be remiss if we did not thank the town and school district staff who not only assist in the budget process but are critical to delivering the services called for within the approved budget.

Background on the Budget Committee: The Committee's formal work begins shortly after municipal elections in March. After organizing and electing officers, we begin planning our calendar and our objectives. From March to September we review the actual revenue and expense numbers we receive on a monthly basis from the town and school finance departments compared to the final approved budgets from the previous fiscal year. This ongoing review helps the committee to hold the town and school district accountable for their budgeting and identify variances, which may impact future budgets.

Work intensifies from October through January with presentations of the proposed budgets and revenue estimates from the Board of Selectmen and School Board. The Budget Committee reviews the budgets, revenue estimates, and proposed warrant articles from the town and school district as well as other supporting documentation in detail. After all, our questions are asked and answered we proceed with preliminary votes, public hearings, and final votes. The citizens have an additional opportunity to review and question budgeted items during the town and school deliberative sessions in February. Then, after months of work, the citizens have another opportunity to speak at the polls by submitting their ballot.

Town Budget: In terms of the specific work done by the committee on the budgets currently under consideration, for the third consecutive year, a majority of the Budget Committee chose not to make any changes to the budget brought to us by the board of Selectmen. The town was able to make effective use of Governor Chris Sununu's municipal revenue sharing program, which reduced the tax increase contained within the proposed town budget.

A minority of the committee expressed concern that the budget is not structurally balanced and carries a tax increase, not including the School District budget or warrant articles for either the town or the school. Of concern, the proposed budget uses the town's Rainy Day Fund to balance the budget. Which is to say, it needed one-time money to balance even though the expenditures it's being used to cover are ongoing.

BUDGET COMMITTEE

School Budget: As presented, the school district budget increased almost \$2.6 million from the 2019-2020 budget, requiring a 2.37% tax increase. This increase does not include the warrant article on the Woodbury Middle School renovation. The Budget Committee made slight reductions to the district's budget while preserving the core mission of making investments to ensure that our kids receive a first-class education at first-class facilities. We can do right by our students while keeping more money in people's pockets. That said, a majority of the committee trimmed just under \$35,000 from the proposed budget.

The largest cut to the school district budget came from reducing the wage pool for the district leadership team from 3% to 2%. The district uses wage pools for their non-union staff and leadership teams to give salary increases over and above their current salaries based on performance and other metrics set by the superintendent. The Budget Committee was told that the biggest reason for the pool is to ensure that salaries are competitive with other districts in the region. A majority of the Budget Committee voted to cut the wage pool by 1%, or \$29,594. A majority of the Budget Committee made this reduction for two reasons: first, having a wage pool of 2% still meant that the district has \$59,188 to increase salaries, and second the individuals in this pool are already the highest-paid employees in the district. The lowest-paid individual in the pool makes \$81,000. The highest makes \$162,000. The district has and is going to continue to ask, a lot from taxpayers. As such, a majority of the Budget Committee believed that those at the top could afford to go with a little less of an increase to give the taxpayers a break.

Warrant Article Recommendations: The Budget Committee voted to favorably recommend all warrant articles put forward for our consideration on the Municipal and School District ballots.

Conclusion: Over the past several years, our community has made enormous investments in our town and schools. I am proud of the role the Budget Committee has played in those investments. However, it is imperative that we strike a balance between making important investments and delivering critical services, and watching out for taxpayers. New Hampshire is enjoying a robust economy and Salem's economic base is expanding. This economic expansion with its increased revenues has opened doors of opportunity for our town to make these investments. However, times of economic prosperity don't continue in perpetuity and we must be diligent in scaling back spending to ensure we don't outstrip the ability of our taxpayers to pay the tab.

As for the current budgets currently before the town, it is my belief that while the Budget Committee might have passed on opportunities to reduce spending and provide taxpayers with some additional relief, the town manager, superintendent of schools, Board of Selectmen, School Board and the Budget Committee have clearly demonstrated a desire and have proposed budgets to make Salem a better community for both today and for future generations. I thank them for their work.

Respectfully submitted,

David J. Bettencourt, Chairman

CONSERVATION COMMISSION

In 2019, the Conservation Commission held 9 regular meetings and 12 site walks. Projects reviewed by the Commission at its regular meetings included applications for wetland filling, for lakeside retaining wall replacement and seasonal docking structures, and for impacts on wetlands by various housing construction projects and associated infrastructure. In addition, the Commission reviewed Conditional Use Permits for proposed encroachment in wetland setbacks or buffers for area sewer, water and roadway improvements.

Other Commission activities in 2019 included the management of the Town Forest, a workshop on the basics of Conservation Easements, and an endorsement of a stewardship project at Valentine Memorial Park planned by a group from Salem High School. In addition, the Commission has joined with the state effort to help restore the habitat of our pollinators such as the monarch butterfly, which complements our efforts to protect wildlife in the various habitat areas in Salem.

The Conservation Fund

The Conservation Fund consists of monies received from various sources for the acquisition and management of conservation lands within the town. Funds legally accumulate from year to year and are managed by the Conservation Commission. The Conservation Fund carry-over from 2018-2019 was \$766,140. In 2019, \$140,000 was received from the Land Use Change Tax, \$150,000 was received as a reimbursement from the ARM grant, and \$4,214 was added from bank interest and donations. The Commission approved expenses for Town Forest land acquisition and management totaling \$49,876. The Fund ended 2019 with a \$1,010,479 balance.

The Town Forest

Salem's Town Forest is managed according to our Town Forest Management Plan, prepared by a certified forester. Timber harvests are conducted periodically for the health of the forest and to limit wildfires. The next timber harvest is scheduled for spring 2020. A major concern was thirty (30) fifty-five gallon drums left illegally on Town Forest property. The EPA assisted with handling the contents, the containment, and the removal of the drums at no cost to the Town.

Salem's Community Development Coordinator and its GIS Manager worked with the Trails Wildlife Program at NH Fish and Game to evaluate our Town Forest trail system in relation to wildlife habitat, to keep large un-fragmented areas as open as possible and to keep trails away from special high-quality habitat. A cleanup and a guided hike were conducted on trails throughout the forest as part of National Trails Day. Other activity in the Town Forest involved the Southeast Land Trust (SELT) which began monitoring the conservation easement held by them on the nearly 350 acres of land that make up the Town Forest. The site visit was conducted by SELT with Town staff and a member of the Conservation Commission.

Respectfully submitted,

Ruth Tanner Isaks, Chair

COUNCIL ON AGING

The Salem Council on Aging (COA) consists of seven residents appointed by the Board of Selectmen.

2019 was a year of updating for the Senior Center. As Co-Chairman, I would like our citizens to realize just how great an impact the Council's efforts have in our community. As you go on to read more detail below, please keep in mind that all our efforts and contributions are saving tax dollars. Many of the improvements we do for senior programming or to the Ingram Senior Center most likely would go unrealized, as they are not provided for in the Senior Services budget.

In 2019, the COA expended more than \$80,000.00 to help address the physical needs of the Ingram Senior Center soon to be in its 18th year. Some of our major expenditures include the purchase of a new sound system; One hundred t-shirts donated to the Intergenerational Collaborative of Salem and updating the first floor of the center.

The two first floor bathrooms have had a face lift (toilets, sinks, floors, paint, counters and sinks replaced). The Creative Arts room and exam room received paint, flooring, new counter and sink. The first floor has all new carpeting and the stairwell has new flooring. The Multipurpose/Dining room had its floors cleaned and moveable wall was serviced.

The Council also sponsors the annual Volunteer Appreciation event which is held at the Pelham Inn. This year 150 of our 174 Volunteers were able to attend the lunch. Volunteers represent a huge savings to our center, and the Town of Salem. Over 1,200 hours of volunteer time was used to offset programs, activities and events at the center.

We would like to thank Chasers for partnering with us to help meet our fundraising goals and to help make it possible for us to contribute to the Town by addressing the needs of the center.

Respectfully submitted,

Linda Cignoni, Co-Chairman

HISTORIC DISTRICT COMMISSION

2019 was very busy in the District and 2020 will continue with all the projects proposed. Again, we have been very appreciative of the inmates at Brentwood when they came and painted School House #5, cleaned the park at Cowbell Corner, Salem's Old Burying Ground, and Parts of the Pine Grove Cemetery. This was accomplished through the cooperation and help from Major David Consentino. We are hoping they will be able to return in 2020 to paint the Alice Hall Library and continue to help maintain the two cemeteries.

The Alice Hall Library had some damage with the roof leaking, the front porch rotting, and several boards on the building needing replacement. Inside, some of the books and the book shelf were damaged with the water, but through the efforts of the Historical Society members, under the direction of Dan Zavisza, they were able to salvage most of the artifacts.

On September 11th, with the efforts of Pat Hargreaves and his committee, enough funds were raised to have the 911 Memorial placed in the green space in the District. Salem is proud to have this memorial in memory of the events that happened that day and "We Will Not Forget".

Public Works, under the direction of Roy Sorenson, Dave Wholley, James Pacheco and the crew, cleaned and grassed the area behind Hose House #2. This is an on-going project in 2020 with benches, a picnic table, shade trees, and a kiosk to be installed for families to enjoy a quiet place and also do some fishing in the Spicket River.

Signs entering the Historic District will be installed to let all know where the District begins and ends. This will help all new residents to be aware of the rules and regulations in effect to preserve this area.

When you are driving by and see our volunteers working in the gardens, give them a shout to thank them. Diane Dube, Lisa Dumont, and Brian Flanagan have been very busy maintaining the three gardens and they are so beautiful and much appreciated.

Respectfully submitted,

Beverly Glynn

SALEM HOUSING AUTHORITY

2019 ~ A Year of Change for the Salem Housing Authority

In May of 2019, I was appointed as the new Executive Director for the Salem Housing Authority and moved to the beautiful state of New Hampshire. With over 17 years in the Public Housing industry, I am extremely excited in my new role here at SHA and look forward to leading our organization in providing the best affordable housing opportunities to the residents of the Town of Salem.

Since my arrival in May, and through the use of HUD's Capital Fund (modernization) grant program, we were able to install brand new bathroom fixtures in seven buildings located at our Millville Arms Development. Fixtures that were replaced include new toilets, lavatories and faucets. Drain valves were also upgraded and replaced. This same work is anticipated at our Telfer Circle Development and expected to begin in the spring of 2020.

Also in 2019, the Housing Authority partnered with Southern New Hampshire Services, Inc., which enabled us to receive energy and weatherization improvements at Telfer Circle. This project included air sealing of all attics and adding more insulation, installing new exterior door weather stripping and sweeps, replacing and venting bathroom fans, replacing the exhaust hoods, and installing new energy efficient refrigerators. This project began in June and is complete with the exception of a few refrigerator replacements. In September, we also completed a much needed upgrade of our Fire Alarm Panel at Telfer Circle.

Lastly, over the summer, we partnered with the Town of Salem and Liberty Utilities, to pursue a Community Development Block Grant through the New Hampshire Community Development Finance Authority. In November, the Housing Authority was awarded approximately \$245,000.00 in funding towards improvements and upgrades at our Millville Arms Development. The work to be completed with this grant funding includes new roofing on seven buildings, insulation and air sealing in all buildings, and the installation of 35 new energy efficient refrigerators.

The Salem Housing Authority is committed to providing and creating diverse housing opportunities that support healthy, viable neighborhoods. We remain grateful for the support and positive working relationship the Town of Salem has provided us throughout the years.

Respectfully submitted,

Board of Commissioners
Virginia Consoli, Chairperson
Kelly Bryant, Vice-Chair
Georgette Smith, Commissioner
Donald Simmons, Commissioner
Sandra Karp, Resident Commissioner

Sheri L. McCloskey, Executive Director

KELLEY LIBRARY TRUSTEES REPORT

In 2019 the Kelley Library Trustees we focused on facility improvements, succession planning and policy revisions. At the beginning of the year the power supply to the library failed. To mitigate this the Trustees reopened the budget at the deliberative session. With the support of those present, we added money to the budget to install a new power line and service pole. We would like to thank the town for supporting this expenditure. Before the new power line was installed, Alison Baker, our Director and Facility Manager, Chris Colella, kept the library open and functioning with a generator. We appreciate the work they put in to maintain service to our community.

Alison Baker will retire at the end of February 2020. Under her tenure the facility has transformed. This includes new flooring, a child friendly bathroom, new air conditioning and an open and functional floor plan. The collection is now browsable and patrons can easily find the materials they are looking for. The Trustees will miss her talent, wisdom, and careful budget planning.

Respectfully submitted,

Kathleen Norton, Chair

KELLEY LIBRARY
BOARD OF TRUSTEES FUNDS
2019

Balance of cash on hand January 1, 2019	
Cash on Hand	894.18
Checking Account	47,504.65
Certificate of Deposit	10,910.27
Brock Trust Fund	8,587.27
Madeleine L. Marois Trust Fund	274.01
Total Cash Balances	68,170.38
Income, 2019	
Materials of Trade (fines & payments for lost/damaged items)	8,078.05
Trust Funds	1,892.15
Gifts	1,478.29
Book Sale	2,115.59
Vending	1,788.14
FAX	895.00
Non-Resident Registrations	560.00
Misc (sale of headphones, refunds, etc)	43.20
Interest	167.00
Total income:	17,017.42
Total Available Funds, 2019	85,187.80
Expenses, 2019	
Materials of Trade (books, etc)	111.33
Furnishing and Equipment	5,982.46
Programs	200.00
Memberships	150.00
Trust income given to town to offset budget	2,130.93
Income given to town to offset budget	5,401.93
Total Expenses:	13,976.65
	Balance
	71,211.15
Cash Balances, December 31, 2019	
Cash on Hand	894.18
Checking Account	50,667.15
Certificate of Deposit	11,018.18
Brock Trust Fund	8,631.64
Madeleine L. Marois Trust Fund	0.00
Total Cash Balances	71,211.15

KELLEY LIBRARY DIRECTOR'S REPORT

The Kelley Library staff and leadership prioritize providing the user a great library experience in a welcoming, well-stocked, well-laid out facility. We invite you to come and see for yourself at your local library.

- 2019 marked the completion of the HVAC project at the library. Over the past 10 years, every HVAC unit (all at least 30 years old) in the library has been replaced. 1 or 2 units were replaced annually to cushion the tax burden for the Salem community. There has been significant savings in utility costs and in repair costs due to these new units. With rising summer temperatures, the Library has become a welcome location to cool off for Salem community members without home air.
- 2019 also marked the completion of the project to update and replace the fire alarm and detection systems. Smoke detectors, alarms, and communication systems with the fire station are now current, compliant, and work together seamlessly. The ongoing problems with false alarms and alarm malfunctions have all been resolved.
- The move to a natural language, word-based organization of non-fiction books, movies and audio has been a project for some years. In 2019, the entire Adult and Teen collections are now organized using NATLAC (Natural Language Classification), with the Children's collection on schedule for completion in early 2020. The move to this more intuitive classification, a marked change from Dewey, has been very successful and welcomed here in Salem. Kudos in particular for the team of librarians that has worked at Kelley to create NATLAC and to reclassify over 21,045 items.
- Programs are an important part of library service, and 2019 marked a significant move to programs on the user's schedule. Many of the Library's programs are now ready to be enjoyed whenever a library user stops in. We understand how busy people and families are, and are moving the library to be more responsive with the extended circulation period introduced in 2018, and a growing emphasis on drop in activities.
- Another long term, valued library employee retired in 2019. The person chosen for replacement brings a varied experience in libraries and a strong focus on teen and preteen library services. These skills will be beneficial to the Salem community and for the library's continued success in meeting the needs of the community.
- A varied team of local residents have been working for some months, preparing and launching the search for the right candidate to replace the current director. The director will be retiring early in 2020, and the team's goal is to have the turnover be seamless.

Did you know? We circulate a wide range of items – from toys, to puppets, to equipment - as well as the more familiar books, DVDs/Blu-rays, music, audiobooks, and magazines? These meet the mission of sparking imagination, creative thinking, and preservation of family records.

Respectfully submitted,

Alison Baker, Director

2019 KELLEY LIBRARY STATISTICS

"A Lifetime of Discovery and Enrichment"

RESOURCES AVAILABLE

Books	66,032
Audio: Books and Music	7,447
Video: DVD, Blu-Ray, Games	11,453
Other: Kindles, etc	330
Magazine and Newspapers: print copies	3,996
Magazines and Newspapers: Microfilm reels	795
Magazine and Newspapers: eResources	14,856
Downloadable: Audio and eBooks	488471
Museum passes	29
Electronic Resources	1,829
Streaming media: Music and Film	279,631
eResources	20
Total	874,889

ITEMS CIRCULATED

Books: Adult	58,325
Books: Children's	36,532
Books: Young Adult	1,870
Magazines	3,377
Audio: Books and Music	7,888
Video: DVD, Blu-Ray, Games	34,249
Other: Kindles, etc	1,620
Museum Passes	944
Downloadable: Audiobooks	9,571
Downloadable: eBooks, eMagazines, eSources	11,196
eResources: Sessions	23,891
Streaming music and film: Sessions	822
Total	190,285

Items added, 2019

IN-HOUSE ACTIVITY

Adult Programs	236
Attendance	1,985
Children's and Teen Programs	227
Attendance	8,128
Meeting Room Reservations, community	444
Public Computer Sessions (23 computers)	8,799
Total visits	99,826

REGISTERED USERS

Adult Cards	5,843
Children's Cards	1,497
Total	7,340

New Registrations, 2019	1,178
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MUSEUM COMMITTEE

The Salem Museum Committee acts as caretakers of five historic buildings located in the Salem Center Historic District: The Old Town Hall, Salem's first meeting house built in 1738, the Alice Hall Memorial Library, formerly Schoolhouse No.1, built in 1861, Schoolhouse No. 5 on School Street (1873) and Hose House No. 2 on Bridge Street (1906). Each building houses artifacts and displays collected by the Salem Historical Society. The Museum Committee also worked in conjunction with the Historical Society to totally renovate the train station at Salem Depot, which is now rented by the Town to the Salem Area Chamber of Commerce.

The Salem Historical Society resides in the Museum Committee buildings. The Society is a non-profit, all-volunteer organization dedicated to preservation of the history of the town of Salem, New Hampshire. Part of its mission is to collect and preserve historical information, photographs and artifacts pertaining to the history of Salem and make them available for viewing by the general public.

Having finished refurbishing the 1906 Hose House No. 2 with the Salem Historical Society, the building has attracted many visitors, especially during events at the Salem Common, such as Memorial Day, Fourth of July, Veterans' Day, and SalemFest. One of the main attractions at the Hose House is the 1907 fire wagon purchased with Historical Society funds from a dealer in Connecticut 3 years ago. At SalemFest in September 2019, a pair of draught horses was hired by the Historical Society and used to draw the fire wagon onto the grounds of the adjoining park. This served as great photo opportunity for citizens, children and others with a backdrop of the fire wagon and horses. In fact, the Salem Fire Department sent a contingent of firefighters to make a group photo with the fire wagon and horse team.

The renovation of the Old Burying Ground begun last year was completed. At the Museum, a display was put together by our former intern, Brenden Nault, in commemoration of the 50th anniversary of the first landing on the moon in June of 1969. The display had original newspapers, Life Magazine, and Look Magazine announcing the success of the first moon landing. A recording of the original video of the first man on the moon was shown at the display continuously during SalemFest and other times the Museum was open after June.

The Museum played host to the annual Lions Club Christmas Tree Lighting ceremony. Refreshments were served in the Museum while Santa Claus and the 3 Wise Men made their visit to the delight of youngsters in attendance.

The Alice Hall Library porch was completely rebuilt during August-September under the auspices of the Town at the request of the Museum Committee. The old porch was so deteriorated that it was becoming a safety hazard. The Library dates back to 1861 as a school, and 1890 as the Town's first library. The library contains not only old books, but a collection of mechanical phonographs and a player piano. A collection of US coins and paper money is displayed in a glass case. The case was donated to the Historical Society by the Kelley Library.

MUSEUM COMMITTEE

The Museum is open Mondays from 2:00 to 5:00 pm, April through the last meeting in November, except holidays. During 2019 the buildings, staffed by Society volunteers, were also opened to the public during events at Veterans Memorial Park at Salem Center, such as Christmas Tree Lighting, Memorial Day, Veterans' Day, Salemfest, etc. The Museum was opened by appointment at other times during the year for Boy Scout groups, local elementary school classes, the Congregational Church Anniversary Service, etc.

The 2020 Historical Society meeting schedule is as follows:

April 14	Doug Seed, History Writer <i>Salem Life Mag.</i>	Salem, Then and Now
May 12	Steve Taylor, NH Humanities Speaker	One-Room Rural Schools of NH
June 9	Eleanor Strang, Retired Kelley Library Dir.	Freedom Train Studies
July 14	Michael Bruno, Author	Cruising NH History
August 11	Bob Hansen	Tracking Salem's Ghost Girl
September 8	Matthew Peters	Peters' Farm (of Salem)
October 13	Brenda Sullivan, Graveyard Historian	Welcome to the Graveyard
November 10	David Howard, Director	Windham Flute Ensemble Recital

All programs start at 7:00 pm and are free and open to the public. We encourage the public to attend our meetings and learn about Salem and New Hampshire history.

Respectfully submitted,

Dan Zavisza

PLANNING BOARD

It is my honor and privilege to provide a summary of the Salem Planning Board's activities in 2019.

The Board held 21 regular meetings and 5 special meetings for the Tuscan Village project.

As in the last few years, the majority of the Board's time was spent with the Tuscan Village on the site of the former Rockingham Park. This year saw significant site plan approvals, including the medical office building, the Hanover Apartments, Klemm's gas station/store/carwash and The Pressed Café. The site plan for the South and Central Village was also approved. This is the major shopping and downtown portion of the project with twenty-six buildings, a park and an outdoor stage.

Several of the buildings in the North Village have been constructed and are operating, including the new Market Basket and Homesense. The Corsa Apartments are complete as is most of the first phase of the townhouses known as the Villas at Tuscan Village.

The Board approved three dog daycare facilities, two on South Broadway and one on Range Road. The Board also approved a community center for the Temple of Witchcraft and several small restaurants.

There were three large residential projects that gained approval. A 23 lot subdivision on Duston Road, a 38 unit workforce housing project on Braemoor Woods Road, and a 12 unit townhouse development on Main Street.

I thank all of the members of the Board and Town staff for their dedication and hard work during 2019, as well as the professionalism of the applicants as they appeared before us.

Respectfully submitted,

Keith Belair, Chair

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 2019

<u>Applicant</u>	<u>Project</u>	<u>Location</u>	<u>Map/Lot</u>
Taylor	5400 sf commercial bldg.	Trolley Lane	107-4114
Funhouse Plaza	60 seat restaurant (Five Guys)*	South Broadway	128-711
Dot Cube	8400 sf office*	Lawrence Road	151-142
Hanover	281 unit apartment bldg.	Artisan Drive	107-12574
Clough Development	38 unit workforce housing	Braemoor Woods Road	109-12265
Puppy Paradis	2168 sf dog day care/boarding*	South Broadway	151-119
BHT	12 unit townhouse	Main Street	89-3931
Klemm	14,000 sf gas station/convenience store	Mall Road	98-7887
Juicilicious	12 seat café-1000 sf*	North Broadway	81-3004
OMJ Realty	revised Tuscan Village signs standards	Rockingham Park Blvd.	98-7887
OMJ Realty	740,000 sf mixed use project	Rockingham Park Blvd.	98-7887
OMJ Realty	116,000 sf medical office	Tuscan Blvd.	107-12605
OMJ Realty	5000 sf restaurant (172 seats)	Artisan Drive	107-12575
Salem Nutrition	18 seat café-1400 sf*	North Broadway	81-3127
Wolf Pack Canine	dog day care/boarding-4500 sf*	South Broadway	136-217
Hannah Sweet Tooth	23-seat bakery/café-2364 sf*	Main Street	76-7383
Prosperity Properties	10,000 sf industrial addition	Northwestern Drive	96-10331
Happy Tails	pet day care-3600 sf*	Range Road	54-3524
Duston Realty	23 lot subdivision	Duston Road	23-6327
New Age Heating	1952 sf garage	Cross Street	127-4254
Temple of Witchcraft	5700 sf community center	North Policy Street	80-3761
Black Brook Realty	30 unit townhouse project	Central Street	98-12542
GMA Salem	restaurant/medical office*	South Broadway	136-372

*change of use

RECREATION ADVISORY COMMITTEE

The Recreation Advisory Committee (RAC) began 2019 by electing new leadership on the committee. Kelly Moss was elected as Chair and Rachel Hill was elected as Vice-chair. Jim Koczat continued in his position as secretary. In 2019, the RAC continued to build upon the successes of 2018. A goal for 2019 was to increase the committee's visibility in the town with the aim of building support for the funding of recreation facilities within the town.

In 2019, the committee was joined by the new Community Services Director in the town, Danny Hopkins. Danny brought extensive experience to the table and developed a series of proposals for recreation projects to consider for the coming years, including both large and small projects encompassing maintenance and upkeep, as well as expansion of facilities. The Committee reviewed the plans and agreed with the strategic vision of the new director.

RAC hosted our third annual July 4th Fun run/walk event at the Field of Dreams. The race had 62 participants, a 32% increase over 2018. It continued to be free for participants and included breakfast as well as both a 1-mile and a 2.5-mile course. The route of the 1-mile course was changed due to the high school track construction and this year went down to the library parking lot and back.

RAC also hosted our first annual Winter Carnival at Hedgehog Park on February 16th. Attendance was not counted, but estimated at between 70-100 attendees. The weather was good but the ice was not thick enough for ice skating. The Girl Scouts were present to do activities and sell cookies. Food and beverages were served. The event was also free of charge to participants.

In addition to our two main events, RAC participated in the annual Fishing Derby at Hedgehog Park by providing music, popcorn and running a 50/50 raffle. RAC participated in the annual town Halloween party, with members acting as DJ and costume contest judges. RAC also entered a float into the annual town holiday parade. The float carried a mailbox and collected Letters to Santa which were then responded to by members of the senior center, an expansion of a program implemented in 2018.

The Committee also discussed plans for a community survey to elicit the opinions of the public to determine their interests in further recreation development in the town. Draft surveys were developed and input to these surveys was sought from leaders of multiple sports leagues within the town. It was then determined that additional feedback would be sought from other departments within the town and the distribution of the survey was put on hold until 2020.

The Recreation Advisory Committee looks forward to continued success in 2020 in achieving its goals for increased participation in expanded and improved recreation within the Town of Salem.

Respectfully submitted,

Kelly Moss, Chair

SUPERVISORS OF CHECKLIST

This past year was quiet (in terms of work for the Supervisors) because there was just one election, the local election, held in March. Our duties, however, are always ongoing and include registering new voters, updating voter information (i.e. change of address, name, or party affiliation) and removing voters who have moved or are deceased. After each election, we are responsible for reporting to the State how many people voted, registered and/or changed party affiliation.

The total number of registrations processed by the Supervisors during 2019 was 477. As of December 31, 2019, the total number of registered voters in the Town of Salem was 22,729. This number is comprised of 9,260 undeclared voters, 5,921 Democrats, and 7,548 Republicans.

This year will be very busy with four elections including the Presidential Election in November. As is always, the case in years when we have a Presidential Election, voter turnout will be higher than usual. Please be sure that you know where you go to vote. If you have moved within Salem since the last time you voted, your polling location may be different. In order to have your correct address listed on the voter list, you must complete a new registration form. If you appear at the incorrect polling place you will be asked to go to the polling location where your name appears on the checklist. After voting you can go to the Supervisors table and complete a new registration form. The New Hampshire Secretary of State makes it easy for you to check the status of your absentee ballot, check your party affiliation and, find your correct polling location. Just visit the website at: <http://sos.nh.gov/VoteInforLook.aspx>

Additionally, a resident may check their registration status at any time by visiting either the Clerk's office at Town Hall or the reference desk at the Kelley Library. The complete Voter Registration Checklist is updated periodically throughout the year and a copy is always available at each of these places. If you find that any of the information is not correct, you may fill out a new registration form at Town Hall during regular business hours or at any of the special sessions held by the Supervisors. These sessions are mandated by the State of New Hampshire and are held at various times throughout the year. Notices of these special sessions are always publicized in the local newspapers, on the Town website, the local government channel, and are posted at the Town Hall. While New Hampshire does allow new registrations on election days, we highly recommend that you ensure you are registered to vote prior to Election Day.

Should you have any questions regarding voter registration, please feel free to contact us at 603-685-6414.

Respectfully submitted,

Melissa M. Sorcinelli, Chair
Patricia E. Good
Sheila M. Murray

TRUSTEES OF TRUST FUNDS

The Trustees of Trust Funds are comprised of three elected officials who are authorized by New Hampshire State Statute (RSA 31:19-38-a) to administer various non-expendable trust funds created by gifts and legacies to the Town. In accordance with their fiduciary duties, the Trustees seek to preserve the capital of the funds. The Trustees also currently administer separate capital reserve funds appropriated by Town Meeting.

The Trust funds are held to purchase library or educational material and scholarships. The Capital Reserve Funds are appropriated for road improvements, school district improvements, or the purchase of capital equipment.

The Trustees disburse funds throughout the year as necessary from the capital reserve accounts and disburse income annually to carry out the designated purposes of the non-expendable trusts. Since 1994, the day-to-day management of these funds has been performed by Citizens Bank Investment Services.

The New Hampshire Attorney General's office states that:

1. Trustees of the Trust Funds are the custodians of the Town's perpetual care funds, charitable trusts, private donations, and capital reserve/expendable trust funds. The Trustees of the Trust Funds act in a fiduciary capacity and make decisions regarding expenditure from these funds based on the wishes of the donor in the case of privately donated funds, and release capital reserve funds and expendable trust funds to the appropriate government officials upon request, and make the decisions on how these funds are to be invested, based upon the statutes and the investment policy adopted by the Trustees.
2. Authority to administer Town trust funds is vested solely in the Trustees and income therefore cannot be turned over to Selectmen for purposes contrary to the judgment of the Trustees.

After 6 years as a Trustee (5 years as Chairman), Thomas Linehan decided not to run for re-election. His dedicated service to the Town of Salem will be missed. In March, Greg Davis was elected as a Trustee of Trust Funds.

The Trustees wish to thank Tax Collector Cheryl-Ann Bolouk for volunteering to perform their record keeping functions for the past twenty-nine years.

If you have any questions or suggestions regarding the Trust Funds, please contact the Trustees at the Town Hall.

Respectfully submitted,

Teresa (Tess) Holland, Chair
Carol Houle
Gregory Davis

ZONING BOARD OF ADJUSTMENT

The Zoning Board of Adjustment derives its power to hear petitions, and grant relief, from the New Hampshire Revised Statutes Annotated (RSA) and from the Town of Salem Zoning Ordinance. The Zoning Board of Adjustment is a quasi-judicial board and hears cases brought forth by property owners who seek relief from the strict terms of the Town of Salem zoning requirements. Relief is granted by way of Variance as well as through Appeals of Administrative Decisions made by town officials.

The primary goal of the Board is to uphold the strict terms of the ordinance in a professional, polite and courteous manner. Board members follow a strict set of criteria and use all applicable ordinances, statutes, and case law when deciding each petition separately and on its own merits.

The Zoning Board of Adjustment meetings are held the first Tuesday of each month. The meetings are televised and broadcast live on SCTV 23 and rerun throughout the month. The meeting can also be viewed on the Town website at www.salemnh.gov or www.sgc23.org. The public is invited and encouraged to attend the meetings.

This year saw an increase in the number of applications. In 2018, we heard thirty-eight applications; this year, we heard fifty-one. Of that fifty-one, forty-three were variance requests, of which thirty-four were granted at the first hearing. Three were denied, and two were withdrawn. Four petitions were either tabled or continued from their first meeting. We heard one request for an equitable waiver, which was granted. There were four rehearing requests. Two were denied, one was granted, and the last was withdrawn by the applicant. There were three requests for an appeal of administrative decision. One was denied, one was tabled, and one was withdrawn.

Unfortunately, several of our decisions were challenged in court this year. We were successful in having our decision upheld in one of the cases, while the other is still pending its hearing, which will be held in late January, 2020.

As we begin 2020, I would like to thank my fellow Board members for the time they give to the Town of Salem every year to ensure that this important community service is completed. I would also like to thank Planning Director Ross Moldoff and Administrative Secretary Lisa Wojtas for all their hard work in putting the applications together and helping to keep the Board running smoothly and efficiently.

Respectfully submitted,

Bernard W. Campbell, Chairman

Zoning Board of Adjustment Petitions – 2019

<u>2019</u>	Total Applications	Granted	Denied	Withdrawn	Tabled	Continued
Variance	43	34	3	2	2	2
Equitable Waiver	1	1	0	0	0	0
Re-hearing	4	1	2	1	0	0
Appeal of Administrative Decision	3	0	1	1	1	0
Special Exception	0	0	0	0	0	0
Totals	51	36	6	4	3	2

Financial Reports

TOWN TREASURER

The Treasurer has duties and responsibilities established by both statute and Town investment policy. This policy is reviewed and approved annually by the Selectmen. The principal elements of this policy require the liquidity and safety of Town funds and, consistent with these constraints, maximizing the earnings on Town funds on deposit. This is the money collected in property taxes and various fees, and held for use in paying the operating expenses of the town. Liquidity means that the Town has sufficient cash on hand to meet its expenses, both current and capital. Safety requires that Town funds are never at risk.

As we saw last year, the equities markets continued their somewhat bumpy rise. However, interest rates on instruments available to the Town also continued at the low levels experienced since the events of 9/11. This is of interest since Town income is augmented by interest earned on deposits and the challenge of getting a maximum, safe return remains a continuing responsibility. In 2019, the Town earned \$137,172 in interest, net of compensating balance requirements.

I include the following remarks for reference and for new readers to this space. RSA 41:29 provides in part that: "The town treasurer shall have custody of all moneys belonging to the Town, and shall pay out the same only upon orders of the Selectmen." However, essentially all the financial dealings of the Town are handled by the Finance Department. Nonetheless, the Town Treasurer, a part-time elected official, has specific tasks and responsibilities not handled by it. This is due to both statute and Town practice.

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I describe how the Town actually guarantees the safety of its funds. Because Town balances generally exceed FDIC insurance limits, a collateralization procedure is used. That is, our bank purchases US Government securities in the Town's name for 102% of current balances. The amounts on deposit are monitored and the collateralization is adjusted on a weekly basis.

The Treasurer also has custody of impact fees. These are the fees assessed on new dwellings and other structures for their impact on the community and are kept in an account separate from the Town's general fund. There are four such impact fees, *viz.* School, Recreation, Public Safety and Roads. The activity in each of these accounts is summarized in the following table.

Impact Fee	Number of Fees	Balance 12/31/18	Receipts 2019	Withdrawals 2019	Balance 12/31/19
School	111	763,881	377,998	0	1,141,879
Recreation	107	346,080	81,837	(138,000)	289,917
Public Safety	48	653,894	82,521	(20,241)	794,626
Roads	72	1,187,022	968,678	(115,500)	2,040,200

I'd like to conclude this year's report with a comment about the Finance Department. The Treasurer, like you, is a citizen (*i.e.* not an employee) but one who gets to work with the Finance Department on an almost daily basis. When I first became Treasurer, I found in the Finance Department a culture of excellence. That tradition has continued under Finance Director Nicole McGee and Accounting and Budget Manager, Melanie Murray (who compiled the data for this report. Thank you, Melanie!). They set a tone for the Finance Department that is efficient and courteous to the citizens of Salem and enjoys a genuine warmth and camaraderie. You can be proud of the job done by your Finance Department.

Respectfully submitted,

John Sytek, Town Treasurer



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-1380 • AX 603-224-1380

INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Selectmen and Town Manager
Town of Salem
Salem, New Hampshire

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem as of and for the year ended December 31, 2018, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem, as of December 31, 2018, the respective changes in financial position, and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Change in Accounting Principle

As discussed in Note 2-C to the financial statements, in fiscal year 2018 the Town adopted new accounting guidance, Governmental Accounting Standards Board (GASB) Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. Our opinions are not modified with respect to this matter.

Town of Salem
Independent Auditor's Report

Other Matters

Required Supplementary Information – Accounting principles generally accepted in the United States of America require that the following be presented to supplement the basic financial statements:

- Management's Discussion and Analysis,
- Schedule of the Town's Proportionate Share of Net Pension Liability,
- Schedule of Town Contributions – Pensions,
- Schedule of the Town's Proportionate Share of the Net Other Postemployment Benefits Liability,
- Schedule of Town Contributions – Other Postemployment Benefits,
- Schedule of Changes in the Town's Total Other Postemployment Benefits Liability and Related Ratios, and
- Notes to the Required Supplementary Information

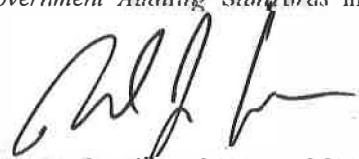
Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information – Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Salem's basic financial statements. The combining and individual fund schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The Schedule of Expenditures of Federal Awards is presented for purposes of additional analysis as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and is also not a required part of the basic financial statements.

The combining and individual fund schedules and the Schedule of Expenditures of Federal Awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund schedules and the Schedule of Expenditures of Federal Awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards – In accordance with *Government Auditing Standards*, we have also issued our report dated August 8, 2019 on our consideration of the Town of Salem's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Salem's internal control over financial reporting and compliance.

August 8, 2019



PLODZIK & SANDERSON
Professional Association

EXHIBIT C-1
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Balance Sheet
December 31, 2018

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 40,209,502	\$ 452,343	\$ 1,423,868	\$ 42,085,713
Investments	98,380	-	471,822	570,202
Receivables, net of allowance for uncollectible:				
Taxes	2,707,271	-	-	2,707,271
Accounts	1,765,007	-	450,949	2,215,956
Intergovernmental receivable	338,812	-	-	338,812
Interfund receivable	9,531	424,015	150,000	583,546
Voluntary tax liens	147,415	-	-	147,415
Voluntary tax liens reserved until collected	(147,415)	-	-	(147,415)
Prepaid items	248,820	-	-	248,820
Total assets	<u><u>\$ 45,377,323</u></u>	<u><u>\$ 876,358</u></u>	<u><u>\$ 2,496,639</u></u>	<u><u>\$ 48,750,320</u></u>
LIABILITIES				
Accounts payable	\$ 980,008	\$ 150,748	\$ 47,237	\$ 1,177,993
Accrued salaries and benefits	900,436	-	28,020	928,456
Retainage payable	-	150,584	-	150,584
Contracts payable	-	18,114	-	18,114
Intergovernmental payable	26,777,788	-	-	26,777,788
Interfund payable	574,015	-	9,531	583,546
Total liabilities	<u><u>29,232,247</u></u>	<u><u>319,446</u></u>	<u><u>84,788</u></u>	<u><u>29,636,481</u></u>
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - Property taxes	542,608	-	-	542,608
Unavailable revenue - Bond premiums	88,274	-	-	88,274
Total deferred inflows of resources	<u><u>630,882</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>630,882</u></u>
FUND BALANCES				
Nonspendable	248,820	-	483,684	732,504
Restricted	124,458	556,912	186,618	867,988
Committed	2,750,914	-	1,741,549	4,492,463
Assigned	958,693	-	-	958,693
Unassigned	11,431,309	-	-	11,431,309
Total fund balances	<u><u>15,514,194</u></u>	<u><u>556,912</u></u>	<u><u>2,411,851</u></u>	<u><u>18,482,957</u></u>
Total liabilities, deferred inflows of resources, and fund balances	<u><u>\$ 45,377,323</u></u>	<u><u>\$ 876,358</u></u>	<u><u>\$ 2,496,639</u></u>	<u><u>\$ 48,750,320</u></u>

EXHIBIT C-3
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Fiscal Year Ended December 31, 2018

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
REVENUES				
Taxes	\$ 30,223,612	\$ -	\$ 162,375	\$ 30,385,987
Licenses and permits	8,408,239	-	-	8,408,239
Intergovernmental receivable	3,217,314	682,099	1,199,035	5,098,448
Charges for services	3,161,877	-	1,718,091	4,879,968
Miscellaneous	<u>2,348,046</u>	<u>37,247</u>	<u>584,856</u>	<u>2,970,149</u>
Total revenues	<u>47,359,088</u>	<u>719,346</u>	<u>3,664,357</u>	<u>51,742,791</u>
EXPENDITURES				
Current:				
General government	6,836,688	-	819,238	7,655,926
Public safety	25,975,761	-	1,986,986	27,962,747
Highways and streets	4,310,896	4,479,756	-	8,790,652
Sanitation	1,088,217	-	-	1,088,217
Health	106,263	-	-	106,263
Welfare	263,180	-	-	263,180
Culture and recreation	2,084,061	-	105,980	2,190,041
Conservation	-	-	84,650	84,650
Debt service:				
Principal	626,000	-	-	626,000
Interest	78,280	-	-	78,280
Capital outlay	<u>1,855,471</u>	<u>724,212</u>	<u>491,391</u>	<u>3,071,074</u>
Total expenditures	<u>43,224,817</u>	<u>5,203,968</u>	<u>3,488,245</u>	<u>51,917,030</u>
Excess (deficiency) of revenues over (under) expenditures	<u>4,134,271</u>	<u>(4,484,622)</u>	<u>176,112</u>	<u>(174,239)</u>
OTHER FINANCING SOURCES (USES)				
Transfers in	480,857	4,430,170	-	4,911,027
Transfers out	(4,430,170)	-	(55,594)	(4,485,764)
Capital leases	<u>2,357,295</u>	<u>-</u>	<u>-</u>	<u>2,357,295</u>
Total other financing sources (uses)	<u>(1,592,018)</u>	<u>4,430,170</u>	<u>(55,594)</u>	<u>2,782,558</u>
Net change in fund balances	2,542,253	(54,452)	120,518	2,608,319
Fund balances, beginning	<u>12,971,941</u>	<u>611,364</u>	<u>2,291,333</u>	<u>15,874,638</u>
Fund balances, ending	<u>\$ 15,514,194</u>	<u>\$ 556,912</u>	<u>\$ 2,411,851</u>	<u>\$ 18,482,957</u>

Town of Salem, New Hampshire
Cash Balances by Fund by Account
December 31, 2019 (Unaudited - Prior to Year End Close)

	Beginning Balance	Deposits	Expenditures	Ending Balance
<u>Citizens Bank - Operating:</u>				
General Fund	\$ 10,013,648	\$ 153,346,282	\$ 154,515,487	\$ 8,844,443
Sewer Fund	3,133,236	3,783,476	3,491,468	3,425,244
Water Fund	2,645,126	4,936,919	4,656,307	2,925,737
Outside Detail-Police	21,068	1,578,479	1,404,707	194,839
SCTV Fund	236,725	445,448	516,974	165,199
Outside Detail-Fire	20,092	32,624	36,410	16,306
Recreation	172,008	208,561	197,490	183,079
Ambulance	829,986	1,982,063	2,500,000	312,049
Grants and Donations	13,743	230,271	208,315	35,699
Road Program	(122,682)	4,718,945	4,627,466	(31,203)
Capital Projects	200,415	9,702,689	9,684,218	218,885
Total	17,163,364	180,965,756	181,838,843	16,290,277
<u>General Fund:</u>				
Citizens Bank	26,041,242	55,383,794	55,000,000	26,425,036
<u>CDBG Grants:</u>				
Citizens Bank	551		551	-
<u>Forfeiture and Seizure:</u>				
Citizens Bank	104,197	57,639	52,569	109,267
<u>Trust:</u>				
Citizens Bank-Performance Escrow	3,686,114	1,808,479	595,570	4,899,023
<u>Special Revenue Fund:</u>				
Citizens-Conservation Comm.	538,442	417,630	49,876	906,196
Salem Co-op-Conservation Comm.	227,698	1,585	125,000	104,283
<u>TOTAL</u>	<u>\$ 47,761,607</u>	<u>\$ 238,634,883</u>	<u>\$ 237,662,409</u>	<u>\$ 48,734,081</u>

Town of Salem, New Hampshire
General Fund
Schedule of Changes in Unassigned Fund Balance
For the Year Ended December 31, 2019
Unaudited - Prior to Year End Close

Unassigned Fund Balance - December 31, 2018, as restated	\$ 11,338,323
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2018 Summary:

Current Year Revenues	48,457,178
Current Year Expenditures	(47,110,442)
Current Year Encumbered	(479,705)
Prior Year Unencumbered Funds	29,651
Net Revenue, Expenditure and Encumbrances	896,682

Unassigned Fund Balance - December 31, 2019	\$ 12,235,005
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Town of Salem, New Hampshire
Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
December 31, 2019 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
REVENUES						
Taxes	\$ 32,105,301	\$ 121,561	\$ -	\$ 141,000	\$ 6,734,329	\$ 32,246,301
Intergovernmental	2,895,166	-	-	201,640	-	9,952,697
Licenses and permits	8,914,439	-	-	-	-	8,914,439
Charges for services	3,992,038	3,554,272	3,765,436	2,103,988	-	13,505,733
Investment earnings	118,412	8,226	6,068	4,465	-	131,172
Contributions	-	-	-	44,530	-	44,530
Bond proceeds	220,180	-	880,720	-	3,170,524	4,271,424
Miscellaneous	211,642	116	97,603	55,864	-	365,224
Total revenues	48,457,178	3,684,174	4,749,827	2,641,487	9,904,853	69,437,520
Expenditures						
General government	6,395,293	-	-	539,289	-	6,934,582
Public safety	24,808,088	-	-	1,718,866	-	26,526,954
Sanitation	1,056,969	2,777,359	-	-	-	3,834,328
Highway and streets	4,573,542	-	-	-	-	4,573,542
Water distribution and treatment	-	-	2,288,493	-	-	2,288,493
Welfare	253,433	-	-	-	-	253,433
Culture and recreation	2,148,126	-	-	201,979	-	2,350,105
Conservation	-	-	-	6,398	-	6,398
Interfund Transfer:	-	-	517,750	8,051	38,038	563,839
Debt service:	-	-	-	-	-	-
Principal	626,000	-	552,026	-	-	1,178,026
Interest	59,730	-	98,379	-	-	158,109
Capital outlay	7,668,967	661,955	1,017,528	-	14,406,331	23,754,780
Total expenditures	47,590,147	3,439,314	4,474,176	2,474,583	14,444,369	72,422,589
Excess (deficiency) of revenues over (under) expenditures						
Net change in fund balances	867,031	244,860	275,651	106,905	(4,539,516)	(2,985,068)
Fund balances, beginning, as restated	13,343,372	3,370,599	2,885,750	1,860,004	(2,514,985)	18,944,740
Fund balances, ending	\$ 14,210,403	\$ 3,615,460	\$ 3,161,402	\$ 2,026,909	\$ (7,054,501)	\$ 15,959,672

Town of Salem, New Hampshire
 Governmental Funds
 Balance Sheet
 December 31, 2019 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Trust & Agency	Total
ASSETS							
Cash and equivalents	\$ 35,581,927	\$ 3,419,905	\$ 2,922,196	\$ 1,708,558	\$ 187,683	\$ 4,899,023	\$ 48,719,292
Investments	34,143	-	-	-	-	-	34,143
Receivables:							
Property taxes	2,856,722	-	-	350,099	171,542	-	2,856,722
Accounts receivable	884,981	227,329	260,861	-	858,684	-	1,894,481
Intergovernmental	129,952	-	-	-	-	-	988,636
Special assessments	-	2,618,803	1,719,920	-	-	-	4,338,733
Interfund receivable	170,538	-	-	12,961	247,795	-	431,294
Voluntary liens	142,708	15,340	-	-	-	-	158,048
Tax lien - reserve for uncollectible	(147,415)	-	-	-	-	-	(147,415)
Prepaid expenses	219,698	-	29,015	-	-	-	248,713
Total assets	\$ 39,873,255	\$ 6,281,378	\$ 4,931,992	\$ 2,071,618	\$ 1,465,704	\$ 4,899,023	\$ 59,522,969
LIABILITIES							
Accounts payable	\$ 611,275	\$ 16,974	\$ 31,573	\$ 34,990	\$ 90,050	\$ -	\$ 784,863
Accrued salaries and benefits	353,970	7,501	19,170	9,719	-	-	390,360
Contracts and retainage payable	37,376	12,097	-	-	705,012	-	754,485
Due to others	-	-	-	-	-	-	4,899,023
Intergovernmental payable	24,587,875	-	-	-	7,725,143	-	32,313,018
Interfund payable	-	-	-	-	-	-	-
Deferred revenue	-	2,629,346	1,719,847	-	-	-	4,349,193
Deferred inflow of resources	72,355	-	-	-	-	-	72,355
Total liabilities	25,662,851	2,665,918	1,770,590	44,709	8,520,205	\$ 4,899,023	43,563,297
FUND BALANCES							
Restricted for:							
Special revenue	103,715	-	-	140,158	-	-	243,873
Enterprise funds	-	2,531,761	960,818	-	-	-	3,492,579
Committed for:							
Encumbrances	668,040	235,573	100,095	10,182	565,988	-	1,579,879
Special revenue	-	-	-	1,876,569	-	-	1,876,569
Capital projects	-	-	-	-	(7,620,489)	-	(7,620,489)
Reserves	1,203,643	-	-	-	-	-	1,203,643
Unassigned/unrestricted	12,235,005	848,126	2,100,488	-	-	-	15,183,619
Total fund balances	14,210,403	3,615,460	3,161,402	2,026,909	(7,054,501)	-	15,959,672
Total liabilities and fund balances	\$ 39,873,254	\$ 6,281,378	\$ 4,931,992	\$ 2,071,618	\$ 1,465,704	\$ 4,899,023	\$ 59,522,969

Town of Salem, New Hampshire
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual (Non-GAAP Budgetary Basis)
General Fund
For the Year Ended December 31, 2019
Unaudited - Prior to Year End Close

	2019		
	Final Budget	Actual	Variance Favorable (Unfavorable)
Revenues and other sources			
Taxes	31,548,509	32,105,301	556,792
Intergovernmental	2,566,256	2,895,166	328,910
Licenses and permits	7,666,775	8,914,439	1,247,664
Charges for services	3,955,839	3,992,038	36,199
Investment earnings	29,000	118,412	89,412
Bond proceeds	1,071,000	220,180	(850,820)
Miscellaneous	102,643	211,642	108,999
Use of fund balance	2,736,155	2,736,155	-
Total Revenues	49,676,177	51,193,333	1,517,156
Expenditures and other sources			
Current:			
General government	6,650,729	6,395,293	255,436
Public safety	25,724,858	24,808,088	916,770
Sanitation	949,838	1,056,969	(107,131)
Highways and streets	4,551,960	4,573,542	(21,582)
Welfare	280,666	253,433	27,233
Culture and recreation	2,260,874	2,148,126	112,748
Debt service	696,126	685,730	10,396
Capital outlay	8,561,126	7,668,967	892,159
Total Expenditures	49,676,177	47,590,147	2,086,030

Town of Salem, New Hampshire
Capital Assets
For the Year Ended December 31, 2019
Unaudited - Prior to Year End Close

	Balance			Balance
	12/31/2018	Additions	Disposals	12/31/2019
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 10,647,227	\$ 2,549,781	\$ -	\$ 13,197,008
Construction in progress	<u>600,179</u>	<u>694,381</u>	<u>320,825</u>	<u>973,735</u>
Total capital assets not being depreciated	<u>11,247,406</u>	<u>3,244,162</u>	<u>320,825</u>	<u>14,170,743</u>
Depreciable				
Land improvements	4,270,159	429,825	-	4,699,984
Buildings	9,666,340	30,793	-	9,697,133
Machinery and equipment	19,462,443	698,192	1,130,658	19,029,977
Infrastructure	<u>215,268,713</u>	<u>4,251,162</u>	<u>6,168,948</u>	<u>213,350,927</u>
Total depreciable capital assets	<u>248,667,655</u>	<u>5,409,972</u>	<u>7,299,606</u>	<u>246,778,021</u>
Total capital assets	<u>259,915,061</u>	<u>8,654,134</u>	<u>7,620,431</u>	<u>260,948,764</u>
Accumulated depreciation:				
Land improvements	(389,497)	(1,817)	-	(391,314)
Buildings	(5,064,266)	(149,344)	-	(5,213,610)
Machinery and equipment	(11,584,990)	(869,684)	1,024,360	(11,430,314)
Infrastructure	<u>(153,925,552)</u>	<u>(7,166,523)</u>	<u>5,993,460</u>	<u>(155,098,615)</u>
Total accumulated depreciation	<u>(170,964,305)</u>	<u>(8,187,368)</u>	<u>7,017,820</u>	<u>(172,133,853)</u>
Net Book Value, Capital Assets	\$ 88,950,756	\$ 466,766	\$ 14,638,251	\$ 88,814,911

Town of Salem, New Hampshire
Statement of Town Debt
For the Year Ending December 31, 2019
December 31, 2019 (Unaudited - Prior to Year End Close)

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/18	New Issues	Reductions	Outstanding Debt 12/31/19
Blake Road Water Project	2004	695,900	4.41%	2024	210,000	(35,000)	175,000	
Bridge Reconstruction-Lawrence Road	2009	2,394,500	2.02%	2019	235,000	(235,000)	-	
Bridge Reconstruction-N Main/Emerson	2010	1,297,000	2.62%	2020	255,000	(130,000)	125,000	
Bridge Reconstruction-Bluff Street/Providence Hill	2013	1,189,909	1.81%	2023	585,000	(121,000)	464,000	
Water Improvements-Pond Street	2013	692,091	1.81%	2023	345,000	(69,000)	276,000	
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	840,000	(140,000)	700,000	
Water Discharge Management	2014	1,075,000	1.70%	2024	635,000	(110,000)	525,000	
Water Improvement-North Policy	2014	825,000	1.70%	2024	485,000	(85,000)	400,000	
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	770,000	(110,000)	660,000	
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	1,370,361	(143,026)	1,227,335	
Depot Land Acquisition	2019	2,830,000	1.96%	2029	-	2,830,000	-	2,830,000
Drinking Water Capacity Rights	2019	1,000,000	1.50%	2024	-	1,000,000	-	1,000,000
Totals		16,036,673			5,730,361	3,830,000	(1,178,026)	8,382,335

Town of Salem, New Hampshire
Tax Rate Computation and Assessed Valuation Trends
2015-2019

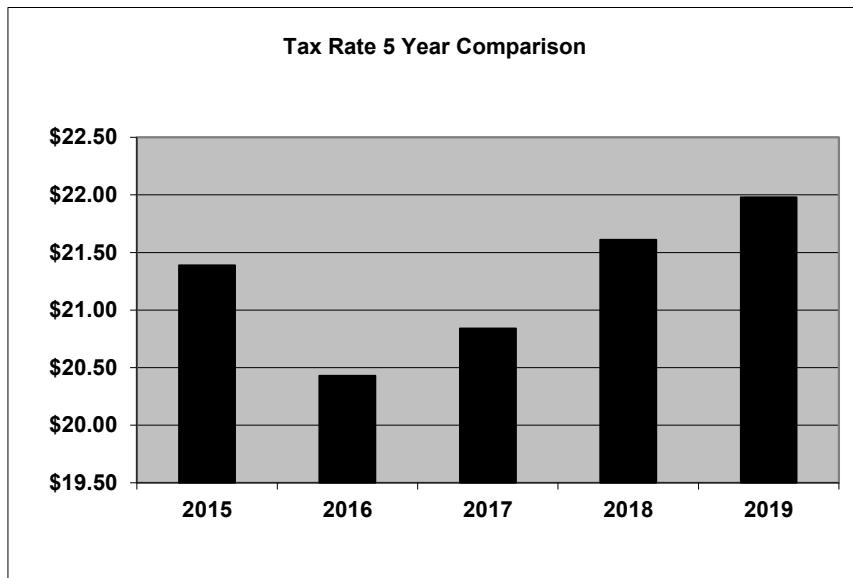
	2015	2016	2017	2018	2019
Total Town Appropriations	\$49,573,896	\$50,724,197	\$51,647,763	\$63,688,847	\$61,843,740
Less Revenues and Credits	(22,490,943)	(22,923,207)	(23,763,096)	(34,585,264)	(30,541,668)
Net Town Appropriations	27,082,953	27,800,990	27,884,667	29,103,583	31,302,072
Net School Tax Assessment	42,042,634	45,781,316	48,298,412	51,581,244	53,395,203
State Education Taxes	9,448,622	10,301,041	9,895,948	10,177,796	9,917,459
County Tax Assessment	4,588,487	4,461,348	4,676,020	4,620,581	4,811,300
Total Town, School and County	83,162,696	88,344,695	90,755,047	95,483,204	99,426,034
War Service Credits	636,000	606,500	639,000	646,000	641,167
Overlay	503,060	586,457	709,632	701,765	631,603
Property Taxes to be Raised	<u><u>\$84,301,756</u></u>	<u><u>\$89,537,652</u></u>	<u><u>\$92,103,679</u></u>	<u><u>\$96,830,969</u></u>	<u><u>\$100,698,804</u></u>
Net Assessed Valuation	\$3,948,473,772	(1)	\$4,392,820,340	\$4,429,068,500	\$4,490,128,901
Total Tax Rate	\$21.39	\$20.43	\$20.84	\$21.61	\$21.98

(1) Revaluation occurred in 2016

Town of Salem, New Hampshire
Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)
2015-2019

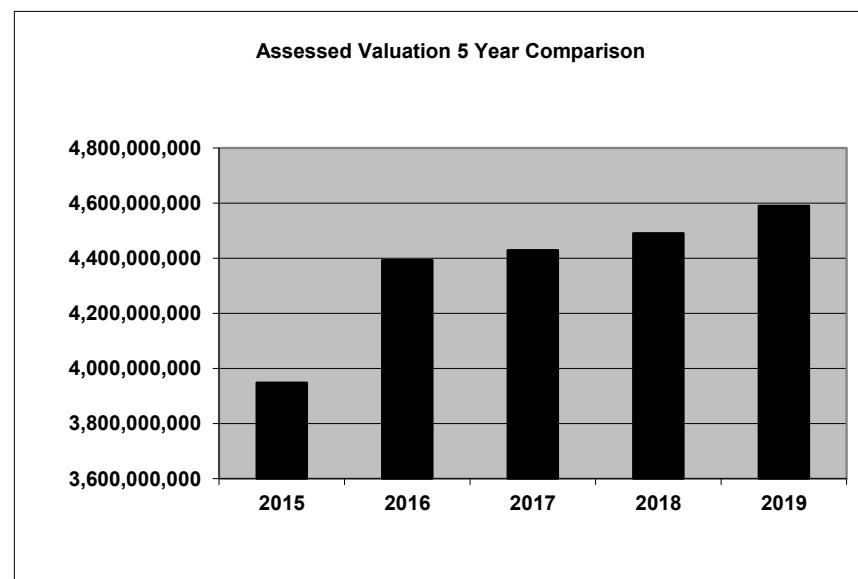
Tax Rate 5-Year Comparison

2015	21.39
2016	20.43
2017	20.84
2018	21.61
2019	21.98



Assessed Valuation 5-Year Comparison

2015	3,948,473,772
2016	4,392,820,340
2017	4,429,068,500
2018	4,490,128,901
2019	4,590,080,181



TAX COLLECTOR'S REPORT

For the Municipality of Salem, NH

Year Ending December 31, 2019 **MS-61**

	***ON LEVIES OF ***		
Debits	<u>2019</u>	<u>2018</u>	<u>2017</u>

Uncollected Taxes Beginning of Year

Property Taxes	#3110	xxxxxxxxxxxxxx	1,927,950.07
Resident Taxes	#3180	xxxxxxxxxxxxxx	
Land Use Change Taxes	#3120	xxxxxxxxxxxxxx	
Yield Taxes	#3185	xxxxxxxxxxxxxx	
Excavation Tax	#3187	xxxxxxxxxxxxxx	
Other Taxes	#3189	xxxxxxxxxxxxxx	
Property Tax Credit Balance		xxxxxxxxxxxxxx	(55,715.78)

Taxes Committed This Year

Property Taxes	#3110	100,076,959.00	
Resident Taxes	#3180		
Land Use Change Taxes	#3120	140,000.00	
Yield Taxes	#3185		
Excavation Tax	#3187		
Other Taxes	#3189		

Overpayment Refunds

Property Taxes	#3110	36,294.56	5,966.00	
Resident Taxes	#3180			
Land Use Change Taxes	#3120			
Yield Taxes	#3185			
Excavation Tax	#3187			
Interest and Penalties on Delinquent Taxes	#3190	22,935.93	92,419.24	
Interest and Penalties on Resident Taxes	#3190			

Total Debits	<u>100,136,189.49</u>	<u>2,110,619.53</u>	<u>-</u>	<u>-</u>
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TAX COLLECTORS REPORT

Page 2

For the Municipality of Salem, NH**Year Ending December 31, 2019****MS-61*******ON LEVIES OF*******Credits** 2019 2018 2017 Prior**Remitted to Treasurer**

Property Taxes	97,913,147.41	1,155,381.51
Resident Taxes		
Land Use Change Taxes		140,000.00
Yield Taxes		
Interest (Include Lien Conversion)	22,935.93	92,419.24
Penalties		
Excavation Tax		-
Other Taxes		
Conversion to Lien(Principal Only)		722,818.78

Discounts Allowed**Abatements Made**

Property Taxes	320.00	-
Resident Taxes		
Land Use Change Taxes		
Yield Taxes		
Excavation Tax		
Other Taxes		
Current Levy Deeded		

Uncollected Taxes-End of Year #1080

Property Taxes	2,244,778.02	
Resident Taxes		
Land Use Change Taxes		
Yield Taxes	-	
Excavation Tax		
Other Taxes		
Property Tax Credit Balance	<u>(44,991.87)</u>	
Total Credits	<u>100,136,189.49</u>	<u>2,110,619.53</u>

TAX COLLECTOR'S REPORT

Page 3

For the Municipality of Salem, NH

Year Ending December 31, 2019

MS-61

*****ON LEVIES OF*****

Summary of Debits	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>Prior</u>
Unredeemed Liens				
Balance Beginning of Year	480,712.27	274,166.87	24,441.87	
Liens Executed During Fiscal Year	769,520.30			
Interest & Costs Collected After Lien Execution	21,040.29	65,752.75	82,980.41	5,298.52
 <hr/>	 <hr/>	 <hr/>	 <hr/>	 <hr/>
Total Debits	790,560.59	546,465.02	357,147.28	29,740.39

Summary of Credits

Redemptions	328,414.33	243,183.08	257,766.06	18,297.89
Interest and Costs Collected (After Lien Execution) #3190	21,040.29	65,752.75	82,980.41	5,298.52
Abatements of Unredeemed Liens	362.19	327.73	193.59	
Liens Deeded to Municipality				-
 <hr/>	 <hr/>	 <hr/>	 <hr/>	 <hr/>
Unredeemed Liens Bal End of Year #1110	440,743.78	237,201.46	16,207.22	6,143.98
 <hr/>	 <hr/>	 <hr/>	 <hr/>	 <hr/>
Total Credits	790,560.59	546,465.02	357,147.28	29,740.39

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Cheryl-Ann Bolouk, CTC, Tax Collector

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2019

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	% Beginning Year	INCOME						Fees	Balance End Year	Principal & Income
					Principal New Funds Created	Adoptions/ Sales of Securities	Game or (Leases) on Sale of Securities	Withdrawals	Balance End Year	Beginning Year			
NON-EXPENDABLE TRUST FUNDS													
1976	A & O Hall	Flowers	0.05%	806.15	0.00	32.77	0.00	838.92	18.35	0.05%	23.43	(18.35)	(2.46)
1973	Ackerman Mem Sch	Scholarship	1.24%	18,564.88	0.00	754.70	0.00	19,319.58	422.58	1.24%	539.47	(422.64)	482.82
1983	Albert Kelly III	Flowers	0.03%	10,246.20	0.00	4,165.3	0.00	10,662.73	9.18	0.03%	11.71	(9.18)	19,802.40
1983	Alice R. Dustin	Flowers	0.03%	403.14	0.00	16.39	0.00	419.53	18.35	0.05%	23.43	(12.23)	7,271.75
1987	Anna B. Stevens	Flowers for Lot	0.05%	806.26	0.00	32.78	0.00	838.04	279.62	6.12	7.81	(6.12)	20.97
1951	B. Howard E. Smith	Flowers	0.02%	268.70	0.00	10.92	0.00	279.62	130.77	3.06	3.90	(3.06)	860.01
1948	Bailey, John	Books for Library	0.01%	154.31	0.00	5.46	0.00	5,565.04	130.41	0.01%	166.16	(130.15)	143.27
1938	Baird Scholarships	Scholarship	0.38%	5,717.96	0.00	232.45	0.00	24,305.93	531.73	0.38%	1,577.82	(174.53)	6,099.14
1977	Bairt Scholarships	Scholarship	1.57%	23,360.23	0.00	949.06	0.00	(25,061.87)	194.46	0.00	8,440.08	(8,440.08)	24,977.55
1989	Billy Bouquette Mem Scholarship	Cemetery Lot Maint	0.36%	24,867.41	0.00	194.46	0.00	5,592.65	122.33	0.00	80.25	(80.25)	16,720.00
1989	Budgett Clark	Flowers	0.37%	5,374.18	0.00	218.47	0.00	5,392.65	16.17	0.36%	156.17	(16.38)	139.78
1967	C Cross/W Prest	Various	0.03%	403.14	0.00	16.39	0.00	419.53	9.18	0.03%	11.71	(12.23)	5,732.43
1916	Cemetery Fund	General Maintenance	0.31%	4,567.69	0.00	185.69	0.00	4,752.38	10.92	0.05%	10.92	(10.92)	4,872.19
1916	Chas A Quinby	Flowers for Lot	0.15%	464,724.24	0.00	18,892.04	0.00	483,162.28	10,578.20	3.15%	132.73	(10.578.20)	495,704.04
1940	Chas McLaughlin	Lot Care	0.18%	2,687.53	0.00	109.25	0.00	2,796.78	6.12	0.02%	7.81	(6.12)	266.61
1975	Clarence J. Sylvan	Flowers	0.02%	268.65	0.00	10.92	0.00	273.57	61.17	0.18%	78.10	(61.17)	8,866.69
1970	Clarence Cameron	Flowers	0.11%	1,612.41	0.00	65.35	0.00	187.96	36.70	0.11%	46.85	(36.70)	6,981.90
1956	Clinton L. Silver	Flowers	0.02%	268.65	0.00	10.92	0.00	279.57	6.12	0.02%	7.81	(6.12)	286.55
1970	Clyde R. Coolidge	Flowers	0.04%	537.40	0.00	21.85	0.00	559.25	12.23	0.04%	15.62	(12.23)	1,719.90
1973	Council/Line Arts	Books for Library	0.08%	1,166.42	0.00	47.42	0.00	1,123.84	26.65	0.08%	33.89	(26.65)	1,244.18
1924	Edm. H. Pettingill	Flowers	0.04%	537.40	0.00	21.85	0.00	559.25	12.23	0.04%	15.62	(12.23)	573.23
1921	Elinor Grace Smith	Flowers	0.07%	987.59	0.00	40.15	0.00	1,027.74	22.48	0.07%	22.48	(22.48)	1,053.42
1921	Epoch Taylor	High School Support	7.83%	118,773.63	0.00	4,747.10	0.00	121,520.78	2,658.04	7.83%	3,383.29	(2,658.04)	124,558.13
1984	Frankie Littlehan	Annual Scholarship	2.70%	40,254.70	0.00	4,382.27	0.00	42,239.79	1,537.46	2.70%	1,537.46	(1,537.46)	43,913.28
1986	G. Burkhardt	Flowers	0.05%	16,364.92	0.00	838.27	0.00	42,239.79	1,537.46	2.70%	1,537.46	(1,537.46)	43,913.28
1986	G.D. Henderson	Flowers	0.05%	806.00	0.00	32.77	0.00	838.77	18.35	0.05%	23.43	(18.35)	839.73
1986	Gertude Silver	Flowers	0.04%	537.40	0.00	21.85	0.00	559.25	12.23	0.04%	15.62	(12.23)	573.23
1968	Harold J. Rolfe	Flowers	0.05%	806.00	0.00	32.77	0.00	838.77	18.35	0.05%	23.42	(18.35)	839.73
2002	Howard Smith	Flowers	0.05%	805.97	0.00	32.76	0.00	838.73	18.35	0.05%	23.42	(18.35)	839.69
1997	Isiah Woodbury Jr.	Flowers	0.06%	837.74	0.00	34.06	0.00	871.80	19.07	0.06%	24.34	(19.07)	21.79
1997	John W. Woodbury	Flowers	0.10%	1,555.80	0.00	63.25	0.00	1,619.05	35.41	0.10%	45.21	(35.41)	1,659.52
1981	J. & C. Cossi	Flowers	0.05%	806.19	0.00	32.77	0.00	838.35	18.35	0.05%	23.43	(18.35)	839.92
1981	John Dix	Public Improvements	3.46%	51,607.80	0.00	2,091.97	0.00	53,703.77	1,17.74	3.46%	1,409.68	(1,17.74)	55,048.92
1986	John Mc Coy	Care of Needy	12.52%	186,681.13	0.00	7,592.57	0.00	194,361.70	1,251.30	12.52%	4,527.27	(4,527.27)	199,129.67
1953	Lancaster	Lot Care	0.45%	6,716.83	0.00	273.05	0.00	6,698.88	152.89	0.45%	195.18	(152.89)	7,164.59
1971	Leahy	Spelling Bee Prizes	0.37%	5,447.81	0.00	221.47	0.00	124.00	1,028.82	0.37%	158.31	(16.61)	5,810.99
1945	Laura Taylor	Flowers	0.04%	537.40	0.00	21.85	0.00	559.25	12.23	0.04%	15.62	(12.23)	573.23
1985	M. Jantang	Flowers	0.05%	806.29	0.00	32.78	0.00	839.05	18.35	0.05%	23.43	(18.35)	839.96
1988	Madelaine A. Little	Salem Elm Sich Books	0.54%	8,060.77	0.00	32.77	0.00	838.46	18.35	0.05%	23.43	(18.35)	839.96
1981	Marie L. Cossi	Flowers	0.05%	806.19	0.00	32.77	0.00	838.77	18.35	0.05%	23.43	(18.35)	839.96
1975	Margaret Gurney	Mem Site Care	0.05%	671.66	0.00	27.30	0.00	699.96	15.62	0.05%	19.52	(15.62)	7,164.43
1974	Mario Bucheri	Upk of Salem Cr Cem	1.01%	15,025.76	0.00	6,101.53	0.00	15,635.59	342.02	1.01%	436.63	(45.80)	16,027.42
1988	McCrary Teller Fund	School Support	0.13%	2,006.26	0.00	81.56	0.00	2,087.82	45.67	0.13%	58.30	(45.67)	52.18
1976	Ordway	Flowers	0.05%	806.21	0.00	32.77	0.00	839.98	18.35	0.05%	23.43	(18.35)	839.96
1968	R. Noyes	Flowers for Lot	0.01%	134.31	0.00	5.46	0.00	139.77	3.06	0.01%	3.90	(3.06)	143.27
1938	S. L. Rogers	Flowers for Lot	0.01%	134.31	0.00	5.46	0.00	139.77	3.06	0.01%	3.90	(3.06)	143.27
1937	S. & T. Roberts	Flowers	0.04%	537.40	0.00	21.85	0.00	559.25	12.23	0.04%	15.62	(12.23)	573.23
1944	School Prize	Scholarship Medals	0.10%	1,498.77	0.00	60.97	0.00	1,560.74	34.14	0.10%	43.58	(4.57)	1,598.75
1975	Sarena Hall	Flowers	0.05%	806.15	0.00	32.77	0.00	833.92	18.35	0.05%	23.43	(2.43)	839.89
1964	Simpson-Maxwell	Assist Needy Children	0.91%	13,590.59	0.00	552.49	0.00	14,443.08	309.35	0.91%	304.92	(309.35)	14,466.59
1965	W. Westerdale	District Nurses	4.29%	63,988.45	0.00	2,601.67	0.00	66,600.12	1,436.75	4.29%	1,486.75	(1,486.75)	68,264.76
1969	Walter E. Kimball	Flowers	0.05%	806.29	0.00	32.78	0.00	839.07	18.35	0.05%	23.43	(18.35)	839.96
1993	Watts, Donald and Edna	Flowers	0.02%	268.70	0.00	10.92	0.00	279.62	6.12	0.02%	7.81	(6.12)	286.61
1993	Cemetery, Cemetery,	Perpetual Care	28.30%	422,142.89	0.00	3,145.00	0.00	442,448.90	9,530.53	28.30%	12,266.92	(9,530.77)	20.76
			100%	1,516,547.54	3,583.27	60,334.49	(25,061.87)	1,555,903.43	32,328.79	100%	43,426.53	(25,355.84)	46,342.09
													1,602,245.52

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2019

# Shares or Units	DESCRIPTION OF PRINCIPAL INVESTMENT	PRINCIPAL										INCOME										TOTAL
		Balance Beginning Year	Additions/ Purchases	Book Value	Capital Gains (Losses)	Proceeds from Sales	Income Year	Balance Beginning Year	Income During Year	Deposited	Income During Year	Balance End Year	Deposited	Income During Year	Deposited	Income During Year	Balance Beginning Year	Income During Year	Deposited	Income During Year	Balance End Year	
NON-EXPENDABLE FUNDS																						
25,000	Becton Dickinson & Co	37,356.99	18,604.56	0.00	0.00	55,963.55	40,677.39	1,305.83	3,833.03	45,816.25	101,779.80	78,036.38	0.00	0.00	0.00	0.00	78,036.38	0.00	0.00	0.00	101,779.80	
0	Morgan Stanley	25,630.75	0.00	0.00	0.00	(25,000.00)	25,030.75	0.00	781.36	25,307.5	24,666.50	829.25	23,485.75	0.00	0.00	0.00	0.00	25,307.5	0.00	0.00	0.00	23,485.75
50,000	Univ. Pacific Corp	52,739.50	0.00	0.00	0.00	52,739.50	0.00	1,406.36	52,739.50	50,432.50	52,739.50	50,432.50	0.00	0.00	0.00	0.00	52,739.50	0.00	0.00	0.00	52,739.50	
50,000	US Treas Note 6/30/23	50,031.24	0.00	0.00	0.00	50,031.24	0.00	1,375.00	50,031.24	47,605.50	50,031.25	47,605.50	0.00	0.00	0.00	0.00	50,031.25	0.00	0.00	0.00	48,684.50	
50,000	US Treas Note 10/21/22	50,007.20	0.00	0.00	0.00	50,007.20	0.00	1,375.00	50,007.20	50,077.03	50,007.20	50,077.03	0.00	0.00	0.00	0.00	50,007.20	0.00	0.00	0.00	48,895.00	
50,000	US Treas Note 11/15/22	50,056.98	0.00	0.00	0.00	50,056.98	0.00	1,625.00	50,056.98	50,125.50	50,056.98	50,125.50	0.00	0.00	0.00	0.00	50,056.98	0.00	0.00	0.00	50,125.50	
235,000	Shares Core SPB 500 Eff	37,895.90	0.00	0.00	0.00	37,895.90	0.00	1,568.98	37,895.90	38,464.50	37,895.90	38,464.50	0.00	0.00	0.00	0.00	37,895.90	0.00	0.00	0.00	38,464.50	
1,886,737	Un�on Disciplined Equity Instl	4,903.74	0.00	0.00	0.00	4,903.74	0.00	45,575.23	4,903.74	45,575.23	4,903.74	45,575.23	0.00	0.00	0.00	0.00	45,575.23	0.00	0.00	0.00	45,575.23	
0	OpenGamma Mortgage Backed Sec Fd	55,044.25	177.81	0.00	0.00	55,044.25	0.00	55,223.06	55,044.25	55,223.06	0.00	55,223.06	0.00	0.00	0.00	0.00	55,223.06	0.00	0.00	0.00	55,223.06	
0	Select Sector SPDR Energy	9,519.93	0.00	0.00	0.00	9,519.93	0.00	4,228.37	(13,745.35)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
205,000	Select Sector SPDR Energy	16,881.17	0.00	0.00	0.00	16,881.17	0.00	(446.10)	(16,435.07)	12,062.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
355,000	SPDR S&P Midcap 400 ETF	57,140.73	0.00	0.00	0.00	57,140.73	0.00	0.00	0.00	57,140.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
4,579,113	Transamerica International Equity I	74,158.29	0.00	0.00	0.00	74,158.29	0.00	0.00	0.00	74,158.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
5,169,043	Vanguard Admiral GMM Fund #576	53,154.00	0.00	0.00	0.00	53,154.00	0.00	75,806.85	53,154.00	75,806.85	0.00	75,806.85	0.00	0.00	0.00	0.00	75,806.85	0.00	0.00	0.00	75,806.85	
7,509,046	Vanguard Admiral Thm-Tm Bd Indx Adm #5714	126,782.83	0.00	0.00	0.00	126,782.83	0.00	50,330.59	126,782.83	50,330.59	0.00	50,330.59	0.00	0.00	0.00	0.00	50,330.59	0.00	0.00	0.00	50,330.59	
1,285,313	Vanguard S&P Bond Index Adm # 5132	24.83	0.00	0.00	0.00	24.83	0.00	30,024.83	24.83	30,024.83	0.00	30,024.83	0.00	0.00	0.00	0.00	30,024.83	0.00	0.00	0.00	30,024.83	
30,000,000	Western Asset Core Bond I	204.67	0.00	0.00	0.00	30,000,000	0.00	0.00	0.00	30,024.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
55	Accenture PLC Ireland	4,280.94	0.00	0.00	0.00	4,280.94	0.00	0.00	0.00	124.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
50	Abgen Bios Inc	51,448.24	0.00	0.00	0.00	51,448.24	0.00	0.00	0.00	5,148.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
15	Algen Technology Inc	5,929.48	0.00	0.00	0.00	5,929.48	0.00	0.00	0.00	5,929.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
12	Alphabet Inc Com C1 C	3,548.55	0.00	0.00	0.00	3,548.55	0.00	0.00	0.00	3,548.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
14	Amazon Com Inc	8,218.58	5,066.79	0.00	0.00	8,218.58	0.00	0.00	0.00	13,285.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
100	American Express Co	10,704.66	0.00	0.00	0.00	10,704.66	0.00	0.00	0.00	10,704.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
49	American Tower Corp	10,046.26	0.00	0.00	0.00	10,046.26	0.00	0.00	0.00	10,046.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
65	Amgen Inc	4,647.77	0.00	0.00	0.00	4,647.77	0.00	0.00	0.00	4,647.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
50	Analog Devices, Inc	5,492.79	0.00	0.00	0.00	5,492.79	0.00	0.00	0.00	5,492.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
176	Apple Inc	8,621.31	0.00	0.00	0.00	8,621.31	0.00	0.00	0.00	535.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	AT & T Inc	13,751.36	3,751.47	0.00	0.00	13,751.36	0.00	0.00	0.00	17,395.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
490	Avery Dennison Corp	6,222.34	0.00	0.00	0.00	6,222.34	0.00	0.00	0.00	6,222.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
38	Bank of America Corporation	3,941.23	0.00	0.00	0.00	3,941.23	0.00	0.00	0.00	3,941.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
385	Bard CR Inc.	7,526.80	0.00	0.00	0.00	7,526.80	0.00	0.00	0.00	2,983.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Becton Dickinson & Co	10,342.68	0.00	0.00	0.00	10,342.68	0.00	0.00	0.00	6,067.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
44	Berkshire Hathaway Inc Del C1 B New	4,587.83	0.00	0.00	0.00	4,587.83	0.00	0.00	0.00	13,807.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
47	Biocon Inc	9,220.05	0.00	0.00	0.00	9,220.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	BlackRock Inc	10,401.88	0.00	0.00	0.00	10,401.88	0.00	0.00	0.00	7,144.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
38	Boeing Company	2,747.53	0.00	0.00	0.00	2,747.53	0.00	0.00	0.00	3,193.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Bristol-Myers Squibb Co	7,971.90	0.00	0.00	0.00	7,971.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Caterpillar Inc	9,565.31	0.00	0.00	0.00	9,565.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
270	Charles Schwab Corp	7,811.93	0.00	0.00	0.00	7,811.93	0.00	0.00	0.00	2,691.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Chubb Limited	8,385.43	0.00	0.00	0.00	8,385.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Church & Dwight Co Inc	12,073.40	0.00	0.00	0.00	12,073.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	China Corporation	6,647.90	0.00	0.00	0.00	6,647.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
38	Dollar Gen Corp New	7,952.65	0.00	0.00	0.00	7,952.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
245	Clenco Systems	11,595.50	0.00	0.00	0.00	11,595.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
165	Clipart Corp	14,063.26	0.00	0.00	0.00	14,063.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0	Comcast Corp	1,870.31	0.00	0.00	0.00	1,870.31	0.00	0.00	0.00													

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH, ON DECEMBER 31, 2019

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2019

# Shares or Units	DESCRIPTION OF PRINCIPAL INVESTMENTS	PRINCIPAL										INCOME										TOTAL
		Beginning Year	Additions/ Purchases	Book Value	Capital Gains (Losses)	Proceeds from Sales	Balance End Year	Beginning Year	Income During Year	Deposited During Year	Balance End Year	Interest & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value							
Expendable Trust Funds																						
SSD ATHLETIC FACILITIES	94,776.85	7,671.95	0.00	0.00	102,448.80	836.42	882.94	0.00	1,719.36	104,168.16	95,613.27	(0.00)	104,168.16									
Cash & Cash Equivalents	174,286.50	(52,500.00)	0.00	0.00	121,786.50	1,702.43	791.23	0.00	2,493.66	124,280.16	175,988.93	0.00	124,280.16									
LANCASTER FUD SELFC	0.00	0.00	0.00	0.00	11,150.67	106.57	67.73	0.00	174.30	11,324.97	11,257.24	(0.00)	11,324.97									
Cash & Cash Equivalents	11,150.67	0.00	0.00	0.00	50,106.02	478.89	304.34	0.00	783.23	50,889.25	50,584.91	0.00	50,889.25									
SALEM DEPOT TRAIN STATION	50,106.02	0.00	0.00	0.00	200,001.00	622.49	860.07	0.00	1,482.56	201,348.56	120,623.49	0.00	201,348.56									
Cash & Cash Equivalents	120,001.00	80,000.00	0.00	0.00	682,687.82	5,595.05	4,068.22	0.00	9,663.27	692,351.09	681,953.29	(0.00)	682,351.09									
PERFORMING ARTS	676,358.24	6,329.88	0.00	0.00	1,787.83	18.17	10.85	0.00	29.02	1,816.85	1,806.00	0.00	1,816.85									
Cash & Cash Equivalents	1,787.83	0.00	0.00	0.00	75,347.50	541.29	411.55	0.00	952.84	76,300.34	60,901.29	0.00	76,300.34									
SERFERT AUDIT	60,660.00	14,987.50	0.00	0.00	10,341.59	98.85	62.82	0.00	161.67	10,503.26	10,440.44	(0.00)	10,503.26									
Cash & Cash Equivalents	10,441.59	0.00	0.00	0.00	2,782.48	2,782.48	2,657	0.00	43.47	2,825.95	2,825.95	0.00	2,825.95									
STRATEGIC PLAN	0.00	0.00	0.00	0.00	6,112.82	0.00	6,112.82	0.00	95.53	6,208.35	6,171.22	0.00	6,208.35									
HISTORICAL DISTRICT	0.00	0.00	0.00	0.00	8,705.11	83.17	52.87	0.00	136.04	8,841.15	8,788.28	(0.00)	8,841.15									
PELHAM ROAD	0.00	0.00	0.00	0.00	122,148.74	1,167.48	741.95	0.00	1,909.43	124,059.17	123,317.22	0.00	124,059.17									
SIDEWALK	0.00	0.00	0.00	0.00	250,000.00	0.00	669,112.30	4,631.33	3,677.75	0.00	8,309.08	677,421.38	423,743.63	0.00	677,421.38							
RT 28 ROAD IMPROVEMENT	0.00	0.00	0.00	0.00	107,889.55	0.00	0.00	107,889.55	1,031.17	655.31	0.00	1,686.48	109,576.03	108,920.72	0.00	109,576.03						
SNOW	0.00	0.00	0.00	0.00	127,785.43	0.00	127,785.48	1,221.32	776.17	0.00	1,987.49	129,006.80	129,782.97	(0.00)	129,782.97							
CASH & CASH EQUIVALENTS	0.00	0.00	0.00	0.00	20,422.41	0.00	20,422.41	195.17	124.04	0.00	319.21	20,741.62	20,617.58	0.00	20,741.62							
LAND ACQUISITION	0.00	0.00	0.00	0.00	11,463.40	0.00	11,463.40	119.57	69.64	0.00	179.21	11,642.61	11,572.97	0.00	11,642.61							
CASH & CASH EQUIVALENTS	25,000.17	0.00	0.00	0.00	0.00	25,000.17	230.83	151.81	0.00	382.64	25,382.81	25,231.00	0.00	25,382.81								
LAND AND HERITAGE	0.00	0.00	0.00	0.00	15,732.47	0.00	15,732.47	0.00	77.33	0.00	77.33	15,809.80	0.00	0.00	15,809.80							
POLICE OVERTIME EXP TRUST	0.00	0.00	0.00	0.00	438,410.09	0.00	438,410.09	0.00	1,672.51	0.00	1,672.51	440,082.60	0.00	(0.00)	440,082.60							
ANNIVERSARY CELEBRATION	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00	10,000.00	0.00	34.57	0.00	34.57	10,034.57	0.00	0.00	10,034.57						
SALEM HOME HOUSE NO. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
BOULICETTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
WATER CAPITAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SENIOR CAPITAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Cash & Cash Equivalents	2,050,592.16	770,631.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,855,526.65	
TOTAL ALL TRUST FUNDS	4,804,138.81	1,828,475.55	0.00	0.00	55,625.39	251,478.71	6,356,951.14	75,226.64	75,347.34	15,547.17	15,755.17	0.00	34,302.90	2,855,373.33	0.00	2,855,526.65	0.00	0.00	0.00	0.00	0.00	7,065,283.10

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2019

Town Meeting

Results

TOWN MEETING RESULTS–MARCH 12, 2019

Article 1 - Election of Officers (*bold italic print identifies winner*)

Two for Selectman (3 years) <i>Lisa Withrow</i>	2,949	One for Library Trustee (3 years) <i>Martin Isaks</i>	2,885
One for Selectman (1 year) <i>Arthur Barnes</i> Paul Donovan	2,590 1,092	One for Trustee of Trust Funds (3 years) <i>Gregory Davis</i>	2,911
Two for Budget Committee (3 years) Genevieve Doyle Kenneth Tarara <i>D. J. Bettencourt</i> <i>Stephen Boyd</i>	1,205 1,126 2,152 1,368	Two for Planning Board (3 years) <i>Michael Banks</i> Chris Graham <i>Jeffrey Hatch</i>	1,891 1,445 1,663
One for Supervisor of Checklist (6 years) <i>Patricia Good</i>	3,016	One for Zoning Board of Adjustment (3 years) <i>Bonnie Wright</i>	2,891

Article 2: Add Side Setback Requirement for Signs

Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would add a side setback requirement for new signs?

Passed on official ballot vote on March 12, 2019: Yes – 2,800 No – 1,115

Article 3: Allow Flag Signs as Temporary Commercial Signs

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would allow flag signs and eliminate portable or wheeled signs as commercial temporary signs?

Passed on official ballot vote on March 12, 2019: Yes – 2,628 No – 1,281

Article 4: Rezone Land on Sand Hill Road and Hampshire Road

Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would rezone land at 19 Sand Hill Road and off Hampshire Road from Rural District to Residential District?

Passed on official ballot vote on March 12, 2019: Yes – 2,249 No – 1,593

Article 5: Southern NH Regional Water Line – Bond \$5,355,000

Shall the Town vote to raise and appropriate the sum of up to Five Million Three Hundred Fifty-Five Thousand Dollars (\$5,355,000) for the purpose of purchasing drinking water rights capacity of up to 1.5 million gallons per day from Manchester Water Works as a member of the Joint Public Works Agreement for the Southern New Hampshire Regional Water Project and to cover the costs associated with obtaining a bond issue, and to authorize the issuance of not more than \$5,355,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33), and

TOWN MEETING RESULTS–MARCH 12, 2019

to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon; and to further authorize the Board of Selectmen to apply for, accept, and expend, without further action by the town, unanticipated money from a state, federal, or other governmental unit or a private source, and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Needed 2,418 for 3/5 vote to pass

Passed on official ballot vote on March 12, 2019: Yes – 3,086 No - 944

Article 6: Fire Engine-Pumper - Lease/Purchase \$750,221

Shall the Town vote to authorize the Board of Selectmen to enter into a long-term/purchase agreement in the amount of Seven Hundred Fifty Thousand Two Hundred Twenty-One Dollars (\$750,221) payable over a term of 60 (Sixty) months for a Fire Engine-Pumper and related equipment for the Fire Department and to raise and appropriate the sum of One Hundred Sixty-Six Thousand One Hundred Sixty Dollars (\$166,160) for the first year's payment for that purpose? Requires a 3/5 Ballot Vote.

Needed 2,396 for 3/5 vote to pass

Passed on official ballot vote on March 12, 2019: Yes – 2,973 No – 1,020

Article 7: 2019 Operating Budget

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$48,820,114? (\$1,941,155 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$47,293,501 which is the same as last year, with certain adjustments required by previous action of the town or by law; or the Board of Selectmen may hold one special meeting in accordance with RSA 40:13, X and XVI to take up the issue of a revised budget only.

Amended from \$48,779,218 to \$48,820.114

Passed on official ballot vote on March 12, 2019: Yes – 2,291 No – 1,604

Article 8: 2019 Road Construction and Engineering Program **\$4,730,677**

Shall the Town vote to raise and appropriate the sum of Four Million Seven Hundred Thirty Thousand Six Hundred Seventy-Seven Dollars (\$4,730,677) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

Amended from \$4,809,103 to \$4,730,677

Passed on official ballot vote on March 12, 2019: Yes – 2,898 No – 1,038

TOWN MEETING RESULTS–MARCH 12, 2019

Article 9: Replace HVAC System at District Court \$788,426

Shall the Town vote to raise and appropriate the sum of Seven Hundred Eighty-Eight Thousand Four Hundred Twenty-Six Dollars (\$788,426) for the replacement of and improvements to the HVAC System at the Salem District Court House located at 35 Geremonty Drive, Salem, NH, with \$710,000 to come from unassigned fund balance?

Amended from \$510,000 to \$788,426.

Passed on official ballot vote on March 12, 2019: Yes – 2,102 No – 1,818

Article 10: Snow Expendable Trust Fund \$250,000

Shall the Town vote to raise and appropriate the sum of Two Hundred Fifty Thousand Dollars (\$250,000) to be placed in the Snow Expendable Trust Fund previously established in 1998 for the purpose of managing winter weather as well as other declared weather related emergencies, including but not limited to plowing and removing snow, sanding and chemically treating streets, and otherwise responding to hazardous conditions?

Passed on official ballot vote on March 12, 2019: Yes – 3,033 No - 926

Article 11: Bluff Street Extension Bridge Construction \$900,000

Shall the Town vote to raise and appropriate the sum of Nine Hundred Thousand Dollars (\$900,000) for construction and construction engineering for the replacement of the Bluff Street Extension Bridge over Widow Harris Brook (NHDOT Bridge No. 116/116), a Town-owned and maintained bridge with critical deficiencies and limited loading capacity? The Town will be reimbursed 80% (up to \$720,000) of the actual construction and construction engineering costs by the New Hampshire Department of Transportation (NHDOT) through the NHDOT Municipal Managed Bridge Aid Program. The remaining 20% of the costs (up to \$180,000) shall be funded by the Town through the Roadway Improvement Capital Reserve Fund. This is a non-lapsing appropriation per RSA 32:7,VI and will not lapse until December 31, 2024.

(Majority Vote Required).

Passed on official ballot vote on March 12, 2019: Yes – 2,912 No – 1,042

Article 12: Public Safety Radio Tower and Shed \$85,000

Shall the Town raise and appropriate the sum of Eighty-Five Thousand Dollars (\$85,000) for the purpose of constructing an 85' monopole and 10 x 12 shed at Fire Station #3, 170 Lawrence Road, for the sole purpose of emergency communications in support of the public safety communications replacement project approved in 2018 with said funds to come from unassigned fund balance?

Passed on official ballot vote on March 12, 2019: Yes – 3,129 No - 914

Article 13: Transfer Road Program Funds \$734,874

Shall the Town vote to raise and appropriate the sum of Seven Hundred Thirty-Four Thousand Eight Hundred Seventy-Four Dollars (\$734,874) to be placed in the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering, with said funds to come from the Road Construction Road Program capital projects fund (this represents the unused road program monies)?

Passed on official ballot vote on March 12, 2019: Yes – 2,864 No – 1,118

TOWN MEETING RESULTS–MARCH 12, 2019

Article 14: By Petition: Fund Kelley Library Employees' Economic Benefits \$13,489

By Petition: Shall the Town vote to raise and appropriate a sum of Thirteen Thousand Four Hundred Eighty-Nine Dollars (\$13,489) being a 1.9% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost of living increase determined for other similar municipal employees?

Passed on official ballot vote on March 12, 2019: Yes – 3,191 No – 885

Article 15: By Petition: Establish Redistricting Commission

By Petition: Shall the Town vote to establish a redistricting commission to divide the town into 2 or more districts for the purpose of electing representatives to the general court?

Passed on official ballot vote on March 12, 2019: Yes – 933 No – 3,138

Total appropriations passed \$62,427,801.00

This is a true copy of the results of the March 12, 2019 Ballot Vote.

Attest: Susan M. Wall, Town clerk

2020
Town Meeting
Warrant

2020 WARRANT ARTICLES

TOWN OF SALEM, NEW HAMPSHIRE

To the inhabitants of the Town of Salem in the County of Rockingham and the State of New Hampshire qualified to vote in Town affairs:

FIRST SESSION OF ANNUAL MEETING – DELIBERATIVE

You are hereby notified to meet at Salem High School in said Salem on Saturday, February 1, 2020 at 9:00 a.m. The session shall consist of explanation, discussion and debate on warrant articles 7 through 25. Warrant articles may be amended subject to the following limitations: (a) warrant articles whose wording is prescribed by law shall not be amended, (b) warrant articles that are amended shall be placed on the official ballot for a final vote on the main motion as amended, and (c) no warrant article shall be amended to eliminate subject matter of the article.

SECOND SESSION OF ANNUAL MEETING – VOTING

Voting on warrant articles 1 through 25 shall be conducted by official ballot to be held in conjunction with Town Meeting voting on March 10, 2020. You are hereby notified to meet at your respective polling places as follows:

District 1	Fisk School
District 2	Soule School
District 3	Barron School
District 4	Ingram Senior Center
District 6	North Salem School

The polls will open at 7:00 a.m. and will not close before 7:00 p.m.

Article 1: Choose All Necessary Town Officers for Ensuing Year

Two for Selectman (3 years) Michael "Mike" Lyons Cathy Stacey	Two for Budget Committee (3 years) Tanya Donnelly Steven Goddu	Two for Planning Board (3 years) Beverly Donovan Joseph Feole Robert Gibbs
One for Town Clerk (3 years) Susan Wall	One for Supervisor of Checklist (6 years) Patricia Good	Two for Zoning Board of Adjustment (3 years) John J. Manning Thomas Raskow, Jr. Bernard W. Campbell Claire Karibian
One for Tax Collector (3 years) Stephen Boyd Martha Breen Kerry Keenan	One for Library Trustee (3 years) Kathleen Norton	
One for Moderator (2 years) Christopher Goodnow	One for Trustee of Trust Funds (3 years) Write-in	
One for Treasurer (3 years) John Sytek		

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ZONING AMENDMENTS (new text in *italics*, deleted text in ~~strikethrough~~)

Article 2: Revise Building Permit Timeframe

To see if the Town will vote to adopt Amendment #1, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-902E to read as follows:

E. Failure to issue permit deemed a denial. If the Building Inspector shall fail to grant the application within ~~15 days of the filing thereof~~ *the time periods specified in RSA 676:13*, the application shall be considered denied as of that date unless an extension of time is agreed upon, in writing, by the applicant and the Building Inspector.

Article 3: Revise Home Occupation Ordinance

To see if the Town will vote to adopt Amendment #2, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-709 as follows:

Home occupations are allowed in ~~the Residential, Rural, and Recreational Districts~~ *all residential dwellings*.

Article 4: Allow Electronic Price Change Signs

To see if the Town will vote to adopt Amendment #3, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Modify Section 490-702E and H as follows:

E. Prohibited signs and materials. The following types of signs are expressly prohibited in all districts unless otherwise provided for in this section:

(1) Animated, moving, flashing, and intensely lighted signs and signs that emit audible sound, noise, or visible matter. This includes scrolling, flashing, or repeating messages, images or displays. Electronic reader boards and electronic changeable copy signs are prohibited, *except that the Planning Board may grant a conditional use permit under Section 490-702 H for static electronic price change signs for gas stations*.

H. Conditional use permits.

(1) The Planning Board may grant a conditional use permit to modify the requirements of Subsection D(2) *and as noted above*, in limited respects, provided that the Board finds that all of the following criteria are met:

- (a) The modification complies with the purposes of the sign regulations noted in Subsection A.
- (b) The applicant's particular situation justifies a modification to the requirements.
- (c) The site is suitable for the proposed modification.
- (d) There will be no adverse impact on neighboring properties.
- (e) There will be no adverse impact on traffic or pedestrian safety.
- (f) The aesthetic character of the site and the surrounding area will not be adversely affected.
- (g) The modification will be consistent with the spirit and intent of this chapter and the Master Plan.

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Article 5: Increase Size of Accessory Apartments

To see if the Town will vote to adopt Amendment #4, as proposed by citizens petition, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-801B(4) to increase the maximum allowable size of accessory apartments from 750 square feet to 950 square feet.

The Planning Board recommends approval of this amendment.

Article 6: Allow Sports Betting

To see if the Town will vote to adopt Amendment #5, as proposed by citizens petition, to amend the Salem Zoning Ordinance and Zoning Map as follows:

To allow sports betting as a permitted use.

The Planning Board recommends approval of this amendment.

Article 7: Land Acquisition (Bond) \$2,300,000

Shall the Town vote to raise and appropriate the sum of Two Million Three Hundred Thousand Dollars (\$2,300,000) (gross appropriation) for the purpose of purchasing land identified as Tax Map 90, Lot 1397, and abutting property identified as Tax Map 82, Lot 1294 to construct a new fire station, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Nine Hundred Thousand Dollars (\$1,900,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended) with the remaining balance of Four Hundred Thousand Dollars (\$400,000) to come from Public Safety Impact Fees; to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This article is requesting funding to purchase property to be used for a new Main Street-Headquarters Fire Station. The current Main Street-Headquarters Fire Station property was purchased in 1965 and the Fire Station, which is 12,360 square feet, was constructed in 1967 (53 years old). The new Headquarters Fire Station would be constructed to meet the current and future needs of the Town and Fire Department. It would include: a modern fire dispatch center; meet ADA regulations; will continue to be geographically located in the current Main Street-Headquarters Fire Station area, which will minimize the effect of response time changes and continue maximizing the advantage of a centrally located fire station; a modern disaster Emergency Operations Center for the Town; improved health and safety for visitors and employees; better protect our significant financial investment in apparatus and specialized equipment currently stored out in the elements; and improve overall Fire Department efficiency.

Funding Source: Property Tax, Public Safety Impact Fees

Rate Impact: \$0.00

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Article 8: Land Acquisition (Bond) \$1,200,000

Shall the Town vote to raise and appropriate the sum of One Million Two Hundred Thousand Dollars (\$1,200,000) (gross appropriation) for the purpose of purchasing land identified as Tax Map 84, Lot 1595 and Tax Map 84, Lot 1614, for intersection improvements at Bridge Street, School Street, and Main Street, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than \$1,200,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: Within the context of transportation infrastructure improvements, Municipal Services performs field analysis to look at corridor and intersection improvements. In 2019, as part of that process, an analysis was done on the Main Street Corridor including the School Street/Main Street/Bridge Street intersection as it was identified to have considerable congestion, limiting traffic flow, notwithstanding collaterally effected the Lawrence Road connection. A consultant was procured to perform traffic counts and collect data to present conceptual designs that would improve traffic through the area. The designs were limited given limited right of way and the feasibility of building a new intersection was negligible. Upon learning that two parcels were available directly abutting the intersection, it was recommended the Town seek to purchase those so a comprehensive design could be done to construct an intersection that provides an improved level of service limiting traffic impacts.

Funding Source: Property Tax

Rate Impact: \$0.00

Article 9: West Duston Road Neighborhood Water and Sewer (Bond) \$1,600,000

Shall the Town vote to raise and appropriate the sum of One Million Six Hundred Thousand Dollars (\$1,600,000) for water and sewer improvements in the West Duston Road neighborhood, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Six Hundred Thousand Dollars (\$1,600,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue, negotiate, sell, and deliver such bonds or notes and to determine the rate of interest thereon and the maturity and other terms thereof; to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

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Background: This article is requesting funding for addition of water and sewer infrastructure and related work (engineering, permitting, inspection, and right-of-way) on West Duston Road, Community Street, Lakeside Street, and Lakeview Street. Sewer construction addresses failing septic systems adjacent to Canobie Lake, the Town's primary water supply. Water construction expands the water system to extend service to the neighborhood. Road reconstruction for this project will be funded through the Road Construction and Engineering Program which includes the following: West Duston Road, Community Street, Lakeview Street, Lakeside Street, and McGrath Street.

<i>Funding Source:</i>	<i>Water Rate</i>	<i>Sewer Rate</i>
<i>Rate Impact:</i>	<i>\$0.00</i>	<i>\$.12</i>

Article 10: Policy Brook Flood Hazard Mitigation (Bond) \$4,230,000

Shall the Town vote to raise and appropriate the sum of Four Million Two Hundred Thirty Thousand Dollars (\$4,230,000) for two culvert replacements in the Policy Brook watershed at #142 Main Street and on the former railroad corridor adjacent to #72 South Broadway, to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Fifty-Seven Thousand Five Hundred Dollars (\$1,057,500) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); with the remaining balance of Three Million One Hundred Seventy-Two Thousand Five Hundred Dollars (\$3,172,500) to come from a Federal Emergency Management Agency (FEMA) Pre-Disaster Hazard Mitigation Grant; to authorize the Board of Selectmen to issue, negotiate, sell, and deliver such bonds or notes and to determine the rate of interest thereon and the maturity and other terms thereof; to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote. This project is contingent upon receiving the grant award from the Federal Emergency Management Agency (FEMA).

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: Work is identified in the Town's Hazard Mitigation Plan and is planned to be partially (75%) funded by a FEMA Pre-Disaster Hazard Mitigation grant. The project proposes to replace two culvert crossings affecting the Policy Brook watershed. The first involves the replacement of an approximate 700' long culvert system running under Main Street and across private property at #142 Main Street (Rite Aid). The proposed structure will be approximately 3'x12' in size and designed to convey the 50-year storm event before overtopping of Main Street. The second involves replacement of an approximately 5'X5' (granite block constructed) box culvert under the former railroad corridor that currently serves as a multi-use trail. The proposed structure will be approximately 5'X12' in size and designed to satisfy the 50-year storm event.

<i>Funding Source:</i>	<i>Property Tax & FEMA Grant</i>
<i>Rate Impact:</i>	<i>\$0.00</i>

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Article 11: Stormwater Planning Project (CWSRF Loan) \$75,000

Shall the Town vote to raise and appropriate the sum of Seventy-Five Thousand Dollars (\$75,000) for the purpose of stormwater planning work relative to management of the municipal storm drain system in accordance with the 2017 NH Small MS4 General Permit, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness. This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This project includes tasks to assist the Town in complying with the requirements of the MS4 (Small Municipal Separate Storm Sewer) Permit which regulates stormwater discharges specifically to focus on impairments where the receiving water already has an approved TMDL (Total Maximum Daily Load). In particular investigations to locate sources of illicit discharges located in catchments tributary to bacteria impaired waters and gather data so prioritization and ranking analysis can be performed. The scope also includes the development of a Phosphorus Source Identification Report for Captain Pond which is impaired with phosphorus.

Funding Source: *Loan – Principal Forgiveness*

Rate Impact: \$0.00

Article 12: Wastewater Asset Management (CWSRF Loan) \$30,000

Shall the Town vote to raise and appropriate the sum of Thirty Thousand Dollars (\$30,000) for the purpose of planning work relative to management of the municipal wastewater pump station system through the previously established Asset Management Plan development project, and to authorize the issuance of not more than \$30,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness. This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This article funds the total anticipated cost of developing Phase II of an asset management plan for the Towns wastewater collection system. Phase I, Article 10 of the 2017 Town Warrant, was recently completed and paid in full. This project will assist in continued development of inventory along with prioritization of assets based on condition assessment, criticality, life cycle cost analysis, and developing funding strategy including an implementation plan. All data gathered will be entered into the Town database and VUEWorks GIS asset and work order system. This loan qualifies for 100% principal forgiveness from the NHDES Clean Water State Revolving Fund and has no tax rate impact.

Funding Source: *Loan – Principal Forgiveness*

Rate Impact: \$0.00

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Article 13: 2020 Operating Budget \$52,477,166

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$52,477,166? (\$2,648,000 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$49,120,792 which is the same as last year, with certain adjustments required by previous action of the town or by law; or the Board of Selectmen may hold one special meeting in accordance with RSA 40:13, X and XVI to take up the issue of a revised budget only.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This article provides funding for the recurring annual operating costs of providing a broad range of public services to the community. Please review the financial report and recommendations of the Budget Committee detailed in the warrant as shown on the MS-737 Form. The operating budget is a "bottom line budget" by law in New Hampshire. Therefore, the final vote taken on this article will be based on the aggregate appropriation.

<i>Funding Source:</i>	<i>Property Tax</i>	<i>Water Rate</i>	<i>Sewer Rate</i>
<i>Rate Impact:</i>	<i>\$6.04</i>	<i>\$3.65</i>	<i>\$4.85</i>

Article 14: 2020 Road Construction and Engineering Program \$4,730,677

Shall the Town vote to raise and appropriate the sum of Four Million Seven Hundred Thirty Thousand Six Hundred Seventy-Seven Dollars (\$4,730,677) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: Within the context of the 10-Year Road Program, capital road rehabilitation and reconstruction continues towards a goal of improving overall road conditions within the Town. Road Program priorities are generally guided by road condition and PCI (pavement condition index) ratings, traffic volumes, and opportunities to coordinate road construction with other projects. A majority of the funds are dedicated to construction, with a portion of the funds being allocated to engineering design of other main roads. This overall approach enables the Town to execute a well-coordinated construction project, and at the same time, prepare/maintain a healthy backlog of design projects that will be ready for reconstruction in subsequent years. Efforts will focus on all or part of the following streets:

Road Reconstruction:

- *Industrial Way – Commercial Drive to Manor Parkway*
- *Bluff Street Extension – North Main Street to Town Farm Road*
- *Community Street – West Duston Road to Lakeside Street*

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- *Lakeview Street – Lakeside Street to West Duston Road*
- *Lakeside Street – Dead End to Dead End*
- *McGrath Street – West Duston Road to Dead End*
- *Woodmeadow Drive – School Street to Cul-de-Sac Loop*
- *Woodmeadow Drive 2 – Woodmeadow Drive to Cul-de Sac Loop*
- *Woodmeadow Drive 1 – Woodmeadow Drive to Cul-de-Sac Loop*
- *Plaistead Circle – Hooker Farm Road to Loop*

Road Maintenance (Mill/Overlay):

- *Shannon Road – Hooker Farm Road to Haverhill Road*
- *Camelot Court – Shannon Road to Colleen Drive*
- *Colleen Drive – Camelot Court to Cul-de-Sac*
- *Hawthorne Avenue – Wheeler Avenue to Iris Avenue*
- *Birch Hill Road – Butler Street to Redwood Road*
- *Birchwood Road – Ashwood Avenue to Birch Hill Road*
- *Hutch Road – Hawthorne Avenue to Floral Avenue*
- *Trina Road – Joseph Road to Marianna Road*
- *Bagnell Avenue – Kelly Road to Barron Avenue*
- *Durham Street – Lawrence Cul-de-Sac*
- *Clifton Avenue – Millville Street to Connell Drive*
- *Henderson Circle – Main Street to Alta Avenue*
- *Dyson Drive – North Policy Street to Dennis Drive*
- *Maple Place – Main Street to Dead End*

Crack Seal:

- *Miscellaneous Locations*

Funding Source: *Property Tax & Roadway Capital Reserve Fund*

Rate Impact: *\$1.01*

Article 15: Traffic Signal System Optimization **\$1,500,000**

Shall the Town vote to raise and appropriate the sum of One Million Five Hundred Thousand Dollars (\$1,500,000) for traffic signal system optimization with One Million Two Hundred Thousand Dollars (\$1,200,000) to come from a grant from the New Hampshire Department of Transportation grant, and to authorize the Board of Selectmen to apply for, accept, and expend, without further action by the town, unanticipated money from a state, federal, or other governmental unit or a private source, and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work. This project is contingent upon receiving the grant award from New Hampshire Department of Transportation.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: Work is planned to be partially (80%) funded by a Congestion Mitigation & Air Quality (CMAQ) grant. The proposed project involves traffic signal optimization to reduce congestion. This will include updating Salem's current Intelligent Transportation System (ITS) to an Adaptive Traffic Signal Control (ATSC) system, allowing a real-time, automated response to

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current traffic conditions. In addition, the current system will be expanded to the north, tying in the entire length of the Route 28 corridor in Salem. The system improves emergency response, allows for detouring from I-93 during an emergency, improves traffic flow, and reduces congestion and emissions. This grant opportunity allows the Town to undergo a major upgrade and expansion of the system with 80% of the cost offset by CMAQ funds.

Funding Source: *Property Tax & NH Department of Transportation Grant*
Rate Impact: *\$0.06*

Article 16: Salem Administrative and Technical Employees Union (SEA) Collective Bargaining Agreement \$36,864

Shall the Town vote to approve the cost items included in the collective bargaining agreement reached between the Board of Selectmen and the members of the State Employees Association (SEA), Local 1984, which call for the following changes to salaries and benefits at the current staffing level:

Fiscal Year	Estimated Increase/Decrease	Explanation
2020	\$36,864	1.9% Salary Adjustment Effective April 1, 2020

and further to raise and appropriate the sum of Thirty-Six Thousand Eight Hundred Sixty-Four Dollars (\$36,864) such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? Shall the Town, if article is defeated, authorize the governing body to call one special meeting, at its option, to address article cost items only?

Recommendations: Board of Selectmen: With Budget Committee: With

Background: There are 31 full-time members and 8 part-time members in this collective bargaining unit. This is a one-year contract. If this article is adopted by the voters the Town's 2020 Operating Budget will be increased by \$36,864. The members of this union have agreed to a one year contract extension.

Funding Source: *Property Tax*
Rate Impact: *\$0.01*

Article 17: Establishment of an OPEB Trust **\$50,000**

Shall the Town vote to authorize the establishment of an OPEB Trust (pursuant to RSA Chapter 31:19-c) for the purpose of paying for other post-employment benefits to employees and their beneficiaries after their termination of service as provided in law and administrative expenses and to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) towards this purpose, and to designate the Board of Selectmen as agents to expend?

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This article creates and provides funding for a trust fund for other post-employment benefits other than pension. An example of an OPEB benefit would be health insurance. Credit rating agencies as well as the auditors want to see that the Town has established and is funding an irrevocable OPEB trust fund. Establishing and regularly funding an OPEB trust will help with

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the Town's credit rating as well as reduce the liability on the Town's financial statements. The money in the account can only be used as allowed by RSA Chapter 31:19-c. This fund will allow the Town to earn interest to help pay for future obligations. The Town's current rating from Standard and Poor's is AA+/Stable.

Funding Source: *Property Tax*
Rate Impact: *\$0.01*

Article 18: Change Elderly Exemption Threshold

Shall the Town vote to modify the elderly exemption from property tax in the Town of Salem under RSA 72:39-a, based on assessed value, for qualified taxpayers, to be as follows: for a person 65 years of age up to 75 years \$82,000; for a person 75 years of age up to 80 years \$122,900; for a person 80 years of age or older \$163,800? To qualify, the person must have been a New Hampshire resident for at least three (3) years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least five (5) years. In addition, the taxpayer must have a net income of not more than \$36,150 or, if married, a combined net income of less than \$48,200; and own net assets not in excess of \$72,400 excluding the value of the person's residence.

Recommendations: Board of Selectmen: With

Budget Committee: N/A

Background: This action is required of the Town Meeting in order to update the exemption amounts. The last time the exemption amounts were updated was 2014. The income and expense limits changes proposed are based on adjusting the 2014 limits by the annual cost of living adjustment.

<u>Exemption</u>	<i>Present</i>	<i>Proposed</i>
<i>65-75 years of age</i>	\$68,300	\$82,000
<i>75-80 years of age</i>	\$102,400	\$122,900
<i>80 & over</i>	\$136,500	\$163,800

<u>Income</u>	<i>Present</i>	<i>Proposed</i>
<i>Single Person</i>	\$34,100	\$36,150
<i>Married Person</i>	\$45,500	\$48,200
<i>Net Assets</i>	\$68,300	\$72,400

*Funding Source: Property Tax
Rate Impacts: \$0.01 (Anticipated tax rate impact)*

Article 19: Change Disable Exemption Threshold

Shall the Town vote to modify the disabled exemption on the principal place of abode of a disabled person in the amount of \$24,000, in accordance with RSA 72:37-b? No exemption shall be allowed unless the person applying for such exemption has, in the calendar year preceding April 1, a net income from all sources of less than \$36,150 for a single person, or less than \$48,200 for married persons. Further, no exemption shall be allowed where net assets, excluding the actual residence, are in excess of \$72,400. All applicants for the exemption must have been a New Hampshire resident for at least five (5) years.

Recommendations: Board of Selectmen: With

Budget Committee: N/A

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Background: This action is required of the Town Meeting in order to update the exemption amounts. The last time the exemption amounts were updated was 2014. The income and net assets changes proposed are based on adjustment the 2014 amounts by the annual cost of living adjustments.

<i>Income</i>	<i>Present</i>	<i>Proposed</i>
<i>Single Person</i>	\$34,100	\$36,150
<i>Married Person</i>	\$45,500	\$48,200
<i>Net Assets</i>	\$68,300	\$72,400

Funding Source: *Property Tax*

Rate Impacts: *<\$0.01 (Anticipated tax rate impact.)*

Article 20: Remove Conservation Land Designation from Portions of Town Parcels

Shall the Town vote to remove Conservation Land designation from portions of Town-owned parcels of land as follows:

- A. A 15 foot offset along the Emery Road right-of-way on #2 Emery Road (Map 70, Lot 4516), #6 Emery Road (Map 70, Lot 4515), and #8 Emery Road (Map 70, Lot 4514);
- B. A 20 foot offset along the Canobie Avenue right-of-way on #2 Emery Road (Map 70, Lot 4516);
- C. A 50 foot offset along the Emery Road right-of-way for a distance of 110 feet running westerly from the northeast corner of #26 Lake Shore Road (Map 79, Lot 4522);
- D. A 40 foot offset along the Lake Shore Road right-of-way of #26 Lake Shore Road (Map 79, Lot 4522)?

Recommendations: Board of Selectmen: With

Budget Committee: N/A

Background: Removal of portions of Town owned parcels from Conservation Land designation is necessary to facilitate improvements and future maintenance of planned cul-de-sac, drainage, and utility work along Emery Road and Canobie Avenue as part of the 10-Year Road Program and water system master planning efforts along Lake Shore Road.

Funding Source: *No funding requested*

Article 21: Retain Town-Owned Property (Map 8, Lot 5900)

Shall the Town vote, pursuant to RSA 80:80 (IV), to retain the following one (1) parcel of land for public uses, and further designate it as Conservation Land subject to the jurisdiction of the Conservation Commission in accordance with RSA 36-A:4?

- Off Partridge Circle, Map 8, Lot 5900

Recommendations: Board of Selectmen: With

Budget Committee: N/A

Background: This 9.5 acre parcel of land is currently Town owned and has no road frontage. The parcel abuts a Conservation Easement, Town owned land designated for conservation, and is adjacent to the Windham Town Forest. This designation would create a larger, contiguous block of land protected for conservation uses and managed by the Conservation Commission.

Funding Source: *No funding requested*

2020 TOWN MEETING WARRANT & VOTERS GUIDE

Article 22: Change Tax Collector Position from Elected to Appointed

Shall the powers and duties of the office of collector of taxes be transferred from said office to that of town manager?

Recommendations: Board of Selectmen: With

Budget Committee: N/A

Background: The Board of Selectmen voted to bring a question to the voters to make the tax collector position appointed rather than elected. The provisions of RSA 37:16 allows for the Board of Selectmen to designate the town manager as the collector of taxes. If this article passes, the elected tax collector will hold office until the next election in March 2021.

Funding Source: No funding requested

Article 23: Allow Sports Betting in Town of Salem

By petition: Shall we allow the operation of sports book retail locations within the Town of Salem?

Recommendations: Board of Selectmen: With

Budget Committee: N/A

Funding Source: No funding requested

Article 24: Fund Kelley Library Employees' Economic Benefits \$20,322

By Petition: Shall the Town vote to raise and appropriate a sum of Twenty Thousand Three Hundred Twenty-Two Dollars (\$20,322) being a 2.8% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost of living increase determined by the Social Security Administration?

Recommendations: Board of Selectmen: With

Budget Committee: With

Funding Source: Property Tax

Rate Impact: \$0.01

Article 25: Discontinue a Portion of Ash Street

By Petition: Shall the Town vote to discontinue the following described right-of-way or highways: A portion of Ash Street running from its western terminus approximately 130.7 feet to the western sideline of Ash Street, as shown on Property Tax Map 80?

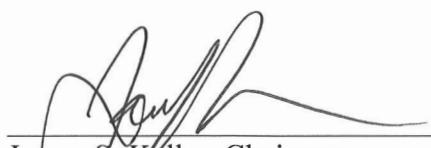
Recommendations: Board of Selectmen: With

Budget Committee: N/A

Background: Discontinuance of Flume Road in 1979 and consolidation of abutting lots makes public use of this dead end portion of Ash Street (an unmaintained Class VI highway) unnecessary.

Funding Source: No funding requested

GIVEN UNDER OUR HANDS AND SEAL THIS TWENTY SEVENTH DAY (27TH) DAY OF JANUARY, 2020.



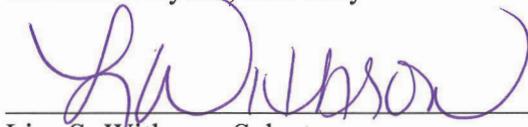
James S. Keller, Chairman



Arthur E. Barnes, III, Vice-Chairman



Michael J. Lyons, Secretary



Lisa S. Withrow, Selectman



Robert F. Bryant, Selectman



New Hampshire Department of Revenue Administration

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Proposed Budget

For the period beginning January 1, 2020 and ending December 31, 2020

Form Due Date: 20 Days after the Annual Meeting

This form was posted with the warrant on: January 27, 2020

BUDGET COMMITTEE CERTIFICATION
Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Name	Position	Signature
D.J. Bettencourt	Chairman	
Steven Goddu	Vice-Chair	
Sean Lewis	Secretary	
Peter Edgerly	Member	
Paul Huard	Member	
Thomas Plante	Member	
Stephen Boyd	Member	
Robert Bryant	Selectmen Representative	
Bernard Campbell	School Board Representative	

This form must be signed, scanned, and uploaded to the Municipal Tax Rate Setting Portal: www.mtc.ca.gov

<https://www.proptax.org/>

For assistance please contact:
NIH DRA Municipal and Property Division
(603) 230-5090

New Hampshire
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Appropriations

Account	Purpose	Article	Actual	Expenditures for	Appropriations	Appropriations for	Selectmen's	Committee's	Budget
			period ending	for period ending	12/31/2019	period ending	12/31/2020	period ending	12/31/2020
General Government							(Recommended)	(Not Recommended)	(Recommended)
0000-0000	Collective Bargaining		\$0	\$0	\$0	\$0	\$0	\$0	\$0
4130-4139	Executive	07	\$382,161	\$369,804	\$590,319	\$0	\$590,319	\$0	\$0
4140-4149	Election, Registration, and Vital Statistics	07	\$222,370	\$264,719	\$296,982	\$0	\$296,982	\$0	\$0
4150-4151	Financial Administration	07	\$2,127,215	\$2,179,647	\$2,530,242	\$0	\$2,530,242	\$0	\$0
4152	Revaluation of Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0
4153	Legal Expense	07	\$215,140	\$105,628	\$168,360	\$0	\$168,360	\$0	\$0
4155-4159	Personnel Administration	07	\$1,548,839	\$1,619,350	\$1,743,849	\$0	\$1,743,849	\$0	\$0
4191-4193	Planning and Zoning	07	\$560,535	\$680,367	\$604,516	\$0	\$604,516	\$0	\$0
4194	General Government Buildings	07	\$215,172	\$213,656	\$196,168	\$0	\$196,168	\$0	\$0
4195	Cemeteries	07	\$407,277	\$446,026	\$573,752	\$0	\$573,752	\$0	\$0
4196	Insurance	07	\$367,482	\$420,462	\$363,531	\$0	\$363,531	\$0	\$0
4197	Advertising and Regional Association		\$0	\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	07	\$737,681	\$797,096	\$706,843	\$0	\$706,843	\$0	\$0
129	General Government Subtotal		\$6,783,872	\$7,096,755	\$7,774,562	\$0	\$7,774,562	\$0	\$0
Public Safety									
4210-4214	Police	07	\$11,511,688	\$12,157,246	\$12,304,562	\$0	\$12,304,562	\$0	\$0
4215-4219	Ambulance		\$0	\$0	\$0	\$0	\$0	\$0	\$0
4220-4229	Fire	07	\$12,347,594	\$12,607,136	\$13,181,541	\$0	\$13,181,541	\$0	\$0
4240-4249	Building Inspection	07	\$12,347,594	\$853,150	\$868,484	\$0	\$868,484	\$0	\$0
4290-4298	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0	\$0
4299	Other (Including Communications)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Public Safety Subtotal		\$36,206,876	\$25,617,532	\$26,354,587	\$0	\$26,354,587	\$0	\$0
Airport/Aviation Center									
4301-4309	Airport Operations		\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Airport/Aviation Center Subtotal		\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2019	Appropriations for period ending 12/31/2019	Selectmen's Appropriations for Appropriations for period ending 12/31/2020 (Recommended)	Committee's Appropriations for Appropriations for period ending 12/31/2020 (Not Recommended)	Budget Committee's period ending 12/31/2020 (Recommended)
Highways and Streets							
4311	Administration	07	\$513,212	\$512,088	\$527,389	\$0	\$527,389
4312	Highways and Streets	07	\$2,941,456	\$3,023,704	\$2,995,629	\$0	\$2,995,629
4313	Bridges		\$0	\$0	\$0	\$0	\$0
4316	Street Lighting	07	\$591,925	\$570,142	\$654,710	\$0	\$654,710
4319	Other		\$0	\$0	\$0	\$0	\$0
Highways and Streets Subtotal			\$4,046,593	\$4,105,934	\$4,177,728	\$0	\$4,177,728
Sanitation							
4321	Administration		\$0	\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	07	\$992,269	\$949,838	\$1,018,607	\$0	\$1,018,607
4325	Solid Waste Cleanup		\$0	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal		\$0	\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0	\$0
Sanitation Subtotal			\$992,269	\$949,838	\$1,018,607	\$0	\$1,018,607
Water Distribution and Treatment							
4331	Administration		\$0	\$0	\$0	\$0	\$0
4332	Water Services		\$0	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other		\$0	\$0	\$0	\$0	\$0
Water Distribution and Treatment Subtotal			\$0	\$0	\$0	\$0	\$0
Electric							
4351-4352	Administration and Generation		\$0	\$0	\$0	\$0	\$0
4353	Purchase Costs		\$0	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance		\$0	\$0	\$0	\$0	\$0
4359	Other Electric Costs		\$0	\$0	\$0	\$0	\$0
Electric Subtotal			\$0	\$0	\$0	\$0	\$0



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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2019	Appropriations for period ending 12/31/2019	Selectmen's Appropriations for Appropriations period ending 12/31/2020 (Recommended)	Committee's Appropriations for Appropriations period ending 12/31/2020 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2020 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2020 (Not Recommended)
Health								
4411	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4414	Pest Control	07	\$107,598	\$107,326	\$108,303	\$0	\$108,303	\$0
4415-4419	Health Agencies, Hospitals, and Other		\$0	\$0	\$0	\$0	\$0	\$0
	Health Subtotal		\$107,598	\$107,326	\$108,303	\$0	\$108,303	\$0
Welfare								
4441-4442	Administration and Direct Assistance	07	\$139,903	\$167,166	\$172,294	\$0	\$172,294	\$0
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	07	\$110,250	\$113,500	\$113,500	\$0	\$113,500	\$0
	Welfare Subtotal		\$250,153	\$280,666	\$285,794	\$0	\$285,794	\$0
Culture and Recreation								
4520-4529	Parks and Recreation	07	\$531,751	\$581,875	\$580,655	\$0	\$580,655	\$0
4550-4559	Library	07	\$1,516,856	\$1,613,181	\$1,562,408	\$0	\$1,562,408	\$0
4583	Patriotic Purposes	07	\$23,101	\$22,879	\$23,250	\$0	\$23,250	\$0
4589	Other Culture and Recreation	07	\$54,933	\$42,939	\$49,499	\$0	\$49,499	\$0
	Culture and Recreation Subtotal		\$2,126,641	\$2,260,874	\$2,215,812	\$0	\$2,215,812	\$0
Conservation and Development								
4611-4612	Administration and Purchasing of Natural Resources		\$0	\$0	\$0	\$0	\$0	\$0
4619	Other Conservation		\$0	\$0	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing		\$0	\$0	\$0	\$0	\$0	\$0
4651-4659	Economic Development		\$0	\$0	\$0	\$0	\$0	\$0
	Conservation and Development Subtotal		\$0	\$0	\$0	\$0	\$0	\$0

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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2019	Appropriations for period ending 12/31/2019	Selectmen's Appropriations for Appropriations for period ending 12/31/2020 (Recommended)	Committee's Appropriations for Appropriations for period ending 12/31/2020 (Not Recommended)	Budget Committee's period ending 12/31/2020 (Recommended)	Budget Committee's period ending 12/31/2020 (Not Recommended)
Debt Service								
4711	Long Term Bonds and Notes - Principal	07	\$626,000	\$626,000	\$711,000	\$0	\$711,000	\$0
4721	Long Term Bonds and Notes - Interest	07	\$59,375	\$59,375	\$171,469	\$0	\$171,469	\$0
4723	Tax Anticipation Notes - Interest	07	\$0	\$1	\$1	\$0	\$1	\$0
4790-4799	Other Debt Service	07	\$356	\$10,750	\$250	\$0	\$250	\$0
		Debt Service Subtotal	\$685,731	\$696,126	\$882,720	\$0	\$882,720	\$0
Capital Outlay								
4901	Land		\$0	\$0	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	07	\$1,599,017	\$1,636,023	\$1,843,107	\$0	\$1,653,107	\$0
4903	Buildings	07	\$778,576	\$788,426	\$200,000	\$0	\$200,000	\$0
4909	Improvements Other than Buildings	07	\$2,095,959	\$6,340,000	\$426,500	\$0	\$306,500	\$0
		Capital Outlay Subtotal	\$4,473,552	\$8,764,449	\$2,469,607	\$0	\$2,159,607	\$0
Operating Transfers Out								
4912	To Special Revenue Fund		\$0	\$0	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund		\$0	\$0	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport		\$0	\$0	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric		\$0	\$0	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other		\$0	\$0	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	07	\$3,051,541	\$3,137,083	\$3,395,468	\$0	\$3,395,468	\$0
4914W	To Proprietary Fund - Water	07	\$3,059,505	\$3,111,606	\$4,103,978	\$0	\$4,103,978	\$0
4918	To Non-Expendable Trust Funds		\$0	\$0	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds		\$0	\$0	\$0	\$0	\$0	\$0
		Operating Transfers Out Subtotal	\$6,111,046	\$6,248,689	\$7,499,446	\$0	\$7,499,446	\$0
		Total Operating Budget Appropriations				\$0	\$52,787,166	\$0

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Special Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2020 (Recommended)	Committee's Appropriations for period ending 12/31/2020 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2020 (Not Recommended)
4915	To Capital Reserve Fund		\$0	\$0	\$0
4916	To Expendable Trust Fund		\$0	\$0	\$0
4917	To Health Maintenance Trust Funds		\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal	03	\$850,000	\$0	\$850,000
		<i>Purpose: West Duston Road Water and Sewer</i>			
4326-4328	Sewage Collection and Disposal	06	\$30,000	\$0	\$30,000
		<i>Purpose: Wastewater Asset Management (CWSRF Loan)</i>			
4331	Administration	03	\$750,000	\$0	\$750,000
		<i>Purpose: West Duston Road Water and Sewer</i>			
4550-4559	Library	14	\$20,322	\$0	\$20,322
		<i>Purpose: Fund Kelley Library Employees' Economic Benefits</i>			
4901	Land	01	\$2,300,000	\$0	\$2,300,000
		<i>Purpose: Land Acquisition - Fire Station</i>			
4901	Land	02	\$1,200,000	\$0	\$1,200,000
		<i>Purpose: Land Acquisition - Traffic Improvements</i>			
4909	Improvements Other than Buildings	04	\$4,230,000	\$0	\$4,230,000
		<i>Purpose: Policy Brook Flood Hazard Mitigation</i>			
4909	Improvements Other than Buildings	05	\$75,000	\$0	\$75,000
		<i>Purpose: Stormwater Planning Project (CWSRF Loan)</i>			
4915	To Capital Reserve Fund	08	\$4,730,677	\$0	\$4,730,677
		<i>Purpose: 2020 Roadway Construction and Engineering Program</i>			
4916	To Expendable Trusts/Fiduciary Funds	11	\$50,000	\$0	\$50,000
		<i>Purpose: Establish an OPEB Trust Fund</i>			
		Total Proposed Special Articles	\$14,235,999	\$0	\$14,235,999

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Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2020 (Recommended)	Committee's Appropriations for period ending 12/31/2020 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2020 (Recommended)
4140-4149 Election, Registration, and Vital Statistics		10	\$856	\$0	\$856
4150-4151 Financial Administration		10	\$10,412	\$0	\$10,412
4191-4193 Planning and Zoning		10	\$4,967	\$0	\$4,967
4210-4214 Police		10	\$5,565	\$0	\$5,565
4220-4229 Fire		10	\$1,113	\$0	\$1,113
4240-4249 Building Inspection		10	\$6,925	\$0	\$6,925
4311 Administration		10	\$1,113	\$0	\$1,113
4520-4529 Parks and Recreation		10	\$3,417	\$0	\$3,417
4589 Other Culture and Recreation		10	\$2,496	\$0	\$2,496
4909 Improvements Other than Buildings		09	\$1,500,000	\$0	\$1,500,000
Total Proposed Individual Articles			\$1,536,864	\$0	\$1,536,864

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State Sources		Revenues		
Account	Source	Article	Actual Revenues for period ending 12/31/2019	Estimated Revenues for period ending 12/31/2020
Taxes				
3120	Land Use Change Tax - General Fund	07	\$0	\$1,000
3180	Resident Tax		\$0	\$0
3185	Yield Tax		\$0	\$0
3186	Payment in Lieu of Taxes	07	\$55,259	\$70,000
3187	Excavation Tax		\$0	\$0
3189	Other Taxes	07	\$12,615	\$10,000
3190	Interest and Penalties on Delinquent Taxes	07	\$290,702	\$173,100
9991	Inventory Penalties		\$0	\$0
	Taxes Subtotal		\$358,576	\$254,100
Licenses, Permits, and Fees				
3210	Business Licenses and Permits	07	\$54,005	\$51,750
3220	Motor Vehicle Permit Fees	07	\$7,107,668	\$6,350,000
3230	Building Permits	07	\$1,524,306	\$1,105,000
3290	Other Licenses, Permits, and Fees	07	\$305,041	\$324,625
3311-3319	From Federal Government	07, 04	\$0	\$3,386,317
	Licenses, Permits, and Fees Subtotal		\$8,991,020	\$11,217,692
State Sources				
3351	Shared Revenues		\$0	\$0
3352	Meals and Rooms Tax Distribution	07	\$1,499,657	\$1,481,559
3353	Highway Block Grant	07	\$668,666	\$670,216
3354	Water Pollution Grant		\$0	\$0
3355	Housing and Community Development		\$0	\$0
3356	State and Federal Forest Land Reimbursement		\$0	\$0
3357	Flood Control Reimbursement		\$0	\$0
3359	Other (Including Railroad Tax)	07, 09	\$559,494	\$1,200,000
3379	From Other Governments		\$0	\$0
	State Sources Subtotal		\$2,727,817	\$3,351,775
				\$3,654,581



Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2019	Estimated Revenues for period ending 12/31/2020	Selectmen's Revenues for period ending 12/31/2020	Budget Committee's Estimated Revenues for period ending 12/31/2020
Charges for Services						
3401-3406	Income from Departments	07	\$3,481,842	\$3,077,398	\$3,077,398	\$3,077,398
3409	Other Charges		\$0	\$0	\$0	\$0
	Charges for Services Subtotal		\$3,481,842	\$3,077,398	\$3,077,398	\$3,077,398
Miscellaneous Revenues						
3501	Sale of Municipal Property	07	\$26,131	\$1,000	\$1,000	\$1,000
3502	Interest on Investments	07	\$118,412	\$120,000	\$120,000	\$120,000
3503-3509	Other	07, 01	\$922,818	\$1,687,217	\$1,612,217	\$1,733,217
	Miscellaneous Revenues Subtotal		\$1,067,361	\$1,808,217	\$1,733,217	\$1,733,217
Interfund Operating Transfers In						
3912	From Special Revenue Funds		\$40,398	\$0	\$0	\$0
3913	From Capital Projects Funds		\$0	\$0	\$0	\$0
3914A	From Enterprise Funds: Airport (Offset)		\$0	\$0	\$0	\$0
3914E	From Enterprise Funds: Electric (Offset)		\$0	\$0	\$0	\$0
3914O	From Enterprise Funds: Other (Offset)		\$0	\$0	\$0	\$0
3914S	From Enterprise Funds: Sewer (Offset)	07	\$3,684,174	\$3,395,468	\$3,395,468	\$3,395,468
3914W	From Enterprise Funds: Water (Offset)	07	\$3,869,107	\$4,103,978	\$4,103,978	\$4,103,978
3915	From Capital Reserve Funds		\$0	\$0	\$0	\$0
3916	From Trust and Fiduciary Funds		\$0	\$0	\$0	\$0
3917	From Conservation Funds		\$0	\$0	\$0	\$0
	Interfund Operating Transfers In Subtotal		\$7,593,679	\$7,499,446	\$7,499,446	\$7,499,446
Other Financing Sources						
3934	Proceeds from Long Term Bonds and Notes	03, 05, 06	\$1,100,900	\$5,862,500	\$5,862,500	\$5,862,500
9998	Amount Voted from Fund Balance	07	\$0	\$2,663,918	\$2,663,918	\$2,663,918
9999	Fund Balance to Reduce Taxes		\$0	\$0	\$0	\$0
	Other Financing Sources Subtotal		\$1,100,900	\$8,526,418	\$8,526,418	\$8,526,418
	Total Estimated Revenues and Credits		\$25,321,195	\$35,735,046	\$35,962,852	\$35,962,852



Budget Summary

Item	Selectmen's Period ending 12/31/2020 (Recommended)	Budget Committee's Period ending 12/31/2020 (Recommended)
Operating Budget Appropriations	\$52,787,166	\$52,477,166
Special Warrant Articles	\$14,235,999	\$14,235,999
Individual Warrant Articles	\$1,536,864	\$1,536,864
Total Appropriations	\$68,560,029	\$68,250,029
Less Amount of Estimated Revenues & Credits	\$35,735,046	\$35,962,852
Estimated Amount of Taxes to be Raised	\$32,824,983	\$32,287,177



Supplemental Schedule

1. Total Recommended by Budget Committee	\$68,250,029
Less Exclusions:	
2. Principal: Long-Term Bonds & Notes	\$1,415,193
3. Interest: Long-Term Bonds & Notes	\$291,985
4. Capital outlays funded from Long-Term Bonds & Notes	\$5,862,500
5. Mandatory Assessments	\$0
6. Total Exclusions (Sum of Lines 2 through 5 above)	\$7,569,678
7. Amount Recommended, Less Exclusions (Line 1 less Line 6)	\$60,680,351
8. 10% of Amount Recommended, Less Exclusions (Line 7 x 10%)	\$6,068,035
Collective Bargaining Cost Items:	
9. Recommended Cost Items (Prior to Meeting)	\$36,864
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
12. Bond Override (RSA 32:18-a), Amount Voted	\$0
Maximum Allowable Appropriations Voted at Meeting: (Line 1 + Line 8 + Line 11 + Line 12)	\$74,318,064



Default Budget of the Municipality

Salem

For the period beginning January 1, 2020 and ending December 31, 2020

RSA 40:13, IX (b) "Default budget" as used in this subdivision means the amount of the same appropriations as contained in the operating budget authorized for the previous year, reduced and increased, as the case may be, by debt service, contracts, and other obligations previously incurred or mandated by law, and reduced by one-time expenditures contained in the operating budget. For the purposes of this paragraph, one-time expenditures shall be appropriations not likely to recur in the succeeding budget, as determined by the governing body, unless the provisions of RSA 40:14-b are adopted, of the local political subdivision.

This form was posted with the warrant on: January 27, 2020.

GOVERNING BODY CERTIFICATION

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Name	Position	Signature
James S. Keller	Board of Selectmen	
Arthur E. Barnes	Board of Selectmen	
Michael J. Lyons	Board of Selectmen	
Lisa S. Withrow	Board of Selectmen	
Robert F. Bryant	Board of Selectmen	

This form must be signed, scanned, and uploaded to the Municipal Tax Rate Setting Portal:
<https://www.proptax.org/>

For assistance please contact:
NH DRA Municipal and Property Division
(603) 230-5090
<http://www.revenue.nh.gov/mun-prop/>



Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
General Government					
0000-0000	Collective Bargaining	\$0	\$0	\$0	\$0
4130-4139	Executive	\$369,804	\$180,888	\$0	\$550,692
4140-4149	Election, Registration, and Vital Statistics	\$264,719	\$27,538	(\$1,500)	\$290,757
4150-4151	Financial Administration	\$2,179,647	\$66,816	(\$54,198)	\$2,192,265
4152	Revaluation of Property	\$0	\$0	\$0	\$0
4153	Legal Expense	\$105,628	\$0	\$0	\$105,628
4155-4159	Personnel Administration	\$1,619,350	\$4,829	\$0	\$1,624,179
4191-4193	Planning and Zoning	\$680,367	(\$71,243)	\$0	\$609,124
4194	General Government Buildings	\$213,656	\$8	(\$30,337)	\$183,327
4195	Cemeteries	\$446,026	\$109,156	(\$18,700)	\$536,482
4196	Insurance	\$420,462	(\$46,931)	\$0	\$373,531
4197	Advertising and Regional Association	\$0	\$0	\$0	\$0
4199	Other General Government	\$797,096	\$12,130	(\$106,800)	\$702,426
General Government Subtotal		\$7,096,755	\$283,191	(\$211,535)	\$7,168,411
Public Safety					
4210-4214	Police	\$12,157,246	(\$24,043)	(\$9,339)	\$12,123,864
4215-4219	Ambulance	\$0	\$0	\$0	\$0
4220-4229	Fire	\$12,607,136	\$403,432	(\$34,381)	\$12,976,187
4240-4249	Building Inspection	\$853,150	\$18,637	\$0	\$871,787
4290-4298	Emergency Management	\$0	\$0	\$0	\$0
4299	Other (Including Communications)	\$0	\$0	\$0	\$0
Public Safety Subtotal		\$25,617,532	\$398,026	(\$43,720)	\$25,971,838
Airport/Aviation Center					
4301-4309	Airport Operations	\$0	\$0	\$0	\$0
Airport/Aviation Center Subtotal		\$0	\$0	\$0	\$0
Highways and Streets					
4311	Administration	\$512,088	\$4,550	\$0	\$516,638
4312	Highways and Streets	\$3,023,704	\$5,746	\$0	\$3,029,450
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$570,142	\$0	\$0	\$570,142
4319	Other	\$0	\$0	\$0	\$0
Highways and Streets Subtotal		\$4,105,934	\$10,296	\$0	\$4,116,230



Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
Sanitation					
4321	Administration	\$0	\$0	\$0	\$0
4323	Solid Waste Collection	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	\$949,838	\$10	\$0	\$949,848
4325	Solid Waste Cleanup	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal	\$0	\$0	\$0	\$0
4329	Other Sanitation	\$0	\$0	\$0	\$0
Sanitation Subtotal		\$949,838	\$10	\$0	\$949,848
Water Distribution and Treatment					
4331	Administration	\$0	\$0	\$0	\$0
4332	Water Services	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other	\$0	\$0	\$0	\$0
Water Distribution and Treatment Subtotal		\$0	\$0	\$0	\$0
Electric					
4351-4352	Administration and Generation	\$0	\$0	\$0	\$0
4353	Purchase Costs	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance	\$0	\$0	\$0	\$0
4359	Other Electric Costs	\$0	\$0	\$0	\$0
Electric Subtotal		\$0	\$0	\$0	\$0
Health					
4411	Administration	\$0	\$0	\$0	\$0
4414	Pest Control	\$107,326	\$23	\$0	\$107,349
4415-4419	Health Agencies, Hospitals, and Other	\$0	\$0	\$0	\$0
Health Subtotal		\$107,326	\$23	\$0	\$107,349
Welfare					
4441-4442	Administration and Direct Assistance	\$167,166	\$855	\$0	\$168,021
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	\$113,500	\$0	\$0	\$113,500
Welfare Subtotal		\$280,666	\$855	\$0	\$281,521
Culture and Recreation					
4520-4529	Parks and Recreation	\$581,875	\$5,645	(\$8,154)	\$579,366
4550-4559	Library	\$1,613,181	(\$13,107)	(\$57,632)	\$1,542,442
4583	Patriotic Purposes	\$22,879	\$0	\$0	\$22,879
4589	Other Culture and Recreation	\$42,939	\$0	(\$2,339)	\$40,600
Culture and Recreation Subtotal		\$2,260,874	(\$7,462)	(\$68,125)	\$2,185,287



Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
Conservation and Development					
4611-4612	Administration and Purchasing of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing	\$0	\$0	\$0	\$0
4651-4659	Economic Development	\$0	\$0	\$0	\$0
Conservation and Development Subtotal		\$0	\$0	\$0	\$0
Debt Service					
4711	Long Term Bonds and Notes - Principal	\$626,000	\$85,000	\$0	\$711,000
4721	Long Term Bonds and Notes - Interest	\$59,375	\$112,095	\$0	\$171,470
4723	Tax Anticipation Notes - Interest	\$1	\$0	\$0	\$1
4790-4799	Other Debt Service	\$10,750	\$0	(\$10,000)	\$750
Debt Service Subtotal		\$696,126	\$197,095	(\$10,000)	\$883,221
Capital Outlay					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$1,469,863	(\$55,241)	(\$171,545)	\$1,243,077
4903	Buildings	\$0	\$0	\$0	\$0
4909	Improvements Other than Buildings	\$0	\$0	\$0	\$0
Capital Outlay Subtotal		\$1,469,863	(\$55,241)	(\$171,545)	\$1,243,077
Operating Transfers Out					
4912	To Special Revenue Fund	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	\$3,137,083	\$26,859	(\$366,500)	\$2,797,442
4914W	To Proprietary Fund - Water	\$3,111,606	\$505,455	(\$200,493)	\$3,416,568
4915	To Capital Reserve Fund	\$0	\$0	\$0	\$0
4916	To Expendable Trusts/Fiduciary Funds	\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds	\$0	\$0	\$0	\$0
4918	To Non-Expendable Trust Funds	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds	\$0	\$0	\$0	\$0
Operating Transfers Out Subtotal		\$6,248,689	\$532,314	(\$566,993)	\$6,214,010
Total Operating Budget Appropriations		\$48,833,603	\$1,359,107	(\$1,071,918)	\$49,120,792



Reasons for Reductions/Increases & One-Time Appropriations

Account	Explanation
4311	Salaries and benefits
4441-4442	Salaries and benefits
4240-4249	Salaries and benefits
4195	Salaries and benefits and phase I expansion of cemetery
4140-4149	Benefits, elections, and renewal scanners
4130-4139	Position redefined in proposed operating budget
4150-4151	Salary and benefits, office chair, computers and equipment, and operating system upgrade
4220-4229	Salaries and benefits, equipment, and building repairs
4194	Salary and benefits, cleaning services, and carpeting on main floor
4312	Salaries and benefits
4196	Premium decrease
4550-4559	Salaries and benefits, building repairs, and equipment
4721	Debt service
4711	Debt service
4902	Contract and equipment
4589	Repair
4790-4799	Debt service
4199	Premium decrease, salary and benefits, cleaning services, and construction engineering
4520-4529	Salaries and benefits and repairs
4414	Salaries and benefits
4191-4193	Position redefined in proposed operating budget and salary and benefits
4210-4214	Salaries and benefits and equipment
4324	Salaries and benefits
4914S	Salaries and benefits, debt service, contract, and equipment
4914W	Salaries and benefits, premium changes, contract, debt service, and equipment

~ NOTES ~



Above: Behind the scenes photos from the 9-11 Memorial Dedication
Photos courtesy: Salem Community Television

On the cover: 9-11 Memorial Dedication, September 2019
Photo courtesy - Pam Russell

Town of Salem , New Hampshire



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