

TOWN OF SALEM, NEW HAMPSHIRE



The Gateway to New Hampshire

ANNUAL REPORT
For the Year 2011

THIS PAGE INTENTIONALLY LEFT BLANK

DEDICATION

The 2011 Town Report is dedicated to Lynn Rapa, James Fox, and Janice Habib. Lynn and Jim were employees of the Town and Janice was a member of the Supervisors of the Checklist. While certainly words cannot speak of how much we miss them, by dedicating this report in their memory, perhaps all who read this dedication will come to know them and the many contributions they made to this community.

Lynn Rapa

Lynn Rapa was hired as the Human Resources Director in March 2005. She passed away on Tuesday, September 6, 2011 after a long and courageous battle with cancer. Lynn worked hard to create a positive relationship between Management and the Unions during her time as HR Director. Lynn was a strong believer in Human Resources being a fair and neutral department and doing what was right. Lynn was also a strong advocate for animal rights and worked diligently to end Greyhound racing. Lynn had a great sense of humor and a positive outlook on life. Her optimism carried her through the difficult times during her illness. Lynn will be missed.



Jim Fox

On March 16, 2011, Detective James “Foxy” Fox lost his courageous battle with Lung Cancer. Detective Fox was a 12-year veteran of NH Law Enforcement. He served six years in Rochester, NH before transferring to the Salem Police Department in 2005. He was a two time recipient of NH Police Standards and Training Council’s “Looking Beyond the Traffic Ticket” DWI Hunter Award. He received several awards during his tenure at Salem Police Department, which include Certificates of Commendations, a Unit Citation and he was a three time recipient of the Department’s Meritorious Service Award. He was also named Detective of the Year for his work in 2010. Jim was an active volunteer in the community. He participated in the Relay for Life, Salem Police Department’s Open House, National Night Out and Salem Police Department’s Citizen Police Academy. He was also a volunteer coach for Salem Youth Baseball, the Salem Wolves Indoor Football Team, and the Salem Rams.



Janice Habib

On September 2, 2011, Janice Habib passed away after a long courageous battle with cancer. Janice was elected as a Supervisor of the Checklist in 1984, a position she held for 27 ½ years until her death in 2011. Janice also volunteered at election time during the 1970s prior to running for public office. Janice had many friends, and loved spending time with her family. Anyone who had the pleasure of knowing Janice would say that wherever she went, smiles and laughter followed. We will miss Janice’s spirit of fun.



THIS PAGE INTENTIONALLY LEFT BLANK

Table of Contents

TOWN OFFICIALS	1
BOARD OF SELECTMEN	5
TOWN MANAGER	7
 TOWN DEPARTMENTS	
Assessing	11
Community Development.....	12
Building Division	14
Health Division	16
Planning Division	17
Engineering Department	19
Finance Department	21
Fire Department	22
Forest Fire Warden.....	29
Southeastern NH Hazardous Materials District	31
Human Resources Department (Including Joint Loss Management Committee Report)	33
Human Services Department	35
Police Department	37
Public Works Department.....	40
Recreation Department	41
Salem Community Television.....	42
Senior Services Department.....	43
Tax Collector	44
Town Clerk	45
 BOARDS, COMMITTEES, AND COMMISSIONS	
Budget Committee	49
Conservation Commission.....	50
Council on Aging	51
Historic District Commission	52
Housing Authority.....	53
Kelley Library Board of Trustees	54
Kelley Library Statistics	55

Table of Contents

Museum Committee	56
Planning Board.....	57
Recreation Advisory Committee.....	59
Supervisors of the Checklist	60
Trustees of the Trust Funds	61
Zoning Board of Adjustment	62

FINANCIAL REPORTS

Town Treasurer's Report.....	65
Kelley Library Treasurer's Report	67
Independent Auditors' Report.....	68
Balance Sheet (2010 Audited)	70
Statement of Revenues, Expenditures and Changes in Fund Balances (2010 Audited).....	71
Bank Balances by Fund by Account (2010 Unaudited)	72
Schedule of Estimated & Actual Revenues & Other Financing Sources (unaudited).....	73
Schedule of Changes in Unreserved–Undesignated Fund Balance (unaudited)	74
Balance Sheet ((unaudited)	75
Combining Statement of Revenues, Expenditures and Changes in Fund Balances(unaudited)	76
Capital Assets (unaudited).....	77
Statement of Town Debt.....	78
Tax Rate Computation and Assessed Valuation Trends.....	79
Tax Rate Computations and Assessed Valuation Trends (5-Year Comparison Graph)	80
Tax Collector MS-61 Report	81
Trustees of the Trust Funds MS-9 Report	84
Trustees of the Trust Funds MS-10 Report.....	96

OTHER

2010 Town Meeting Results	103
Schedule of Town Holidays.....	109

Town Officers

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>		
Elizabeth A. Roth, <i>Chairman</i>		2012	Georgette Smith, <i>Chairman</i>		2012
Susan B. Covey, <i>Vice-Chairman</i>		2012	Kenneth Akerley		2015
Michael J. Lyons, <i>Secretary</i>		2014	Virginia Consoli		2016
Patrick M. Hargreaves		2013	Frank Grzasko		2013
Stephen F. Campbell		2014	Angela Falcone, <i>Resident Commissioner</i>		2013
Everett P. McBride (<i>term ended March 2011</i>)					
Budget Committee		3-year terms	Kelley Library Trustees		3-year terms
<i>Elected terms expire in March</i>			<i>Elected terms expire in March</i>		
Russell Frydryck, <i>Chairman</i>		2012	Martha Breen, <i>Chairman</i>		2013
Paul Huard		2012	Joan Fardella		2012
Everett P. McBride, Jr.		2012	Kathleen Norton		2014
Patrick McDougall		2014	Sally Gilman (<i>term ended March 2011</i>)		
Barry Pietrantonio		2014			
James Ribaud		2012	Museum Committee		3-year terms
Diana Seifert		2013	<i>Appointed terms expire in April</i>		
Elizabeth A. Roth, <i>Selectmen Rep.</i>			Jeffrey Barraclough, <i>Chairman</i>		2012
Bernard H. Campbell, <i>School Board Rep.</i>			Kathryn Burke		2013
Stephen Campbell (<i>resigned in 2011</i>)			Beverly Glynn		2014
Michael Carney, Jr., (<i>term ended March 2011</i>)			Patricia Good		2012
Peter J. Rayno (<i>term ended March 2011</i>)			Jonathan Smith		2012
			Dan Zavisza		2013
			Stephen F. Campbell, <i>Selectmen Rep.</i>		
Conservation Commission		3-year terms	Planning Board		Staggered terms
<i>Appointed terms expire in April</i>			<i>Elected/Appointed terms expire in March</i>		
William Carter, <i>Chairman</i>		2013	James Keller, <i>Chairman</i>		2013
Joan Blondin		2012	Ronald Belanger		2014
Thomas Campbell		2014	Robert Campbell		2014
William Dumont		2012	Ed DeClerq		2012
Linda Harvey		2014	Linda Harvey		2013
Julie Vondrak		2013	Phyllis O'Grady		2012
Jane Lang, <i>Alternate</i>		2012	Adam Webster, <i>Appointed Alternate</i>		2013
Larry Weil, <i>Alternate</i>		2014	Paul Pelletier, <i>Appointed Alternate</i>		2013
Stephen F. Campbell, <i>Selectmen Rep.</i>			Susan B. Covey, <i>Selectmen Rep.</i>		
Anthony Drago (<i>resigned in March 2011</i>)					
Council on Aging		3-year terms	Recreation Advisory Committee		3-year terms
<i>Appointed terms expire in April</i>			<i>Appointed terms expire in November</i>		
Russell Ingram, <i>Chairman</i>		2014	Thomas Woelfel, <i>Chairman</i>		2013
Gerri Beck		2012	Kevin Richard		2014
Linda Cignoni		2012	Thomas Haynes		2013
Barbara Jacques		2013	Richard Murray		2014
Josephine Simard		2013	Fred Russo		2013
Simone Summers		2013	Pete Santarelli		2012
Paul Carlton		2014	Steven Stewart		2012
Elizabeth A. Roth, <i>Selectmen Rep.</i>			Gary Treff		2012
Ann St. Hilaire, (<i>term ended in March 2011</i>)			Dianne Wright		2013
			Patricia Corbett, <i>School Board Rep.</i>		
			Patrick M. Hargreaves, <i>Selectmen Rep.</i>		
Historic District Commission		3-year terms	Supervisors of the Checklist		6-year terms
<i>Appointed terms expire in April</i>			<i>Elected terms expire in March</i>		
Beverly Glynn, <i>Chairman</i>		2014	Sheila Murray, <i>Chairman</i>		2016
Cynthia Brown		2012	Patricia Frydryck		2012
Kathryn Burke		2013	Melissa Sorcinelli		2012
Patricia Good		2012	Janice Habib (<i>in memory</i>)		
Jonathan Smith		2012			
Stephen F. Campbell, <i>Selectmen Rep.</i>					

Town Officers

Trustees of the Trust Funds		3-year terms	Tax Collector	3- year elected term
<i>Elected term expires in March</i>			Cheryl-Ann Bolouk	March 2014
Harley Featherston, <i>Chairman</i>		2013		
Melissa Sorcinelli		2012	Town Clerk	3- year elected term
Ralph Stein		2014	Susan Wall	March 2014
Welfare Fair Hearing Committee		3-year terms	Moderator	2-year elected term
<i>Appointed term expires in September</i>			Christopher Goodnow	March 2012
Mark Dufour, Sr.		2012		
Jeffrey Hatch		2012	Treasurer	3-year elected term
Vacancy		2012	John Sytek	March 2014
Zoning Board of Adjustment		3-year terms	NH State Representatives - District 4	
<i>Elected terms expire in March</i>			<i>Terms End November 2012</i>	
Robert Uttley, <i>Acting Chairman</i>		2014	Charles W. Morse, <i>State Senator – District 22</i>	
Gary Azarian		2012	Gary S. Azarian	Salem
Steven Diantgikis		2012	David Bates	Windham
Patrick McDougall		2013	Ronald J. Belanger	Salem
Vacancy		2012	David J. Bettencourt	Salem
Tina Gauthier, <i>Appointed Alternate</i>		2013	Robert J. Elliott	Salem
Ross Miller, <i>Appointed Alternate</i>		2012	Marilinda J. Garcia	Salem
Peter Rayno, <i>Appointed Alternate</i>		2012	Mary E. Griffin	Windham
Michael Smith, <i>Appointed Alternate</i>		2014	Walter Kolodziej	Windham
Vacancy, <i>Appointed Alternate</i>		2014	Donna C. Mauro	Windham
			Charles E. McMahon	Windham
			Richard Okerman	Windham
			John Sytek	Salem
			Kevin Waterhouse	Windham

Board of Selectmen
and
Town Manager



THIS PAGE INTENTIONALLY LEFT BLANK

Board of Selectmen



Seated: Elizabeth A. Roth (Chairman), Susan B. Covey (Vice-Chairman)
Standing: Patrick M. Hargreaves, Stephen F. Campbell, Michael J. Lyons (Secretary)

2011 continued to offer challenges to the Board of Selectmen as we met head-on the duty to balance expenditures with the needs of the community within a difficult economic climate. Joining our efforts was the newly hired town manager, Keith Hickey. Keith's background as an accountant and his experience as a town manager brought a resurgence of ideas and strategy to the Board and together we outlined future goals of the town. Through our combined efforts, we provided the most cost-effective services to our citizens while continuing to maintain a staff that is efficient and professional.

All departments participated in the strategy to provide stability to their role within the departments while implementing changes introduced by the Town Manager and the Board. Much appreciation goes out to them and the many hours they dedicated to become more cost-effective and efficient!

This year, Salem continued to feel the trickle down effect of the woes of the Federal and State budgets as those direct funding sources were cut. However, through the creative efforts of Town Staff, State and Federal grants were awarded to the Town to supplement our own investments. As a result, we were able to continue improvements to our roads and bridges, as well as fund some services provided by our police, fire and other departments.

The year ended with news that "*Enterasys, a Siemens Enterprise Communications Company and a global provider of hardware, software and communication services, is relocating from Andover, Massachusetts to 9 Northeastern Industrial Drive in Salem bringing 540 jobs to town*" (nheconomy.com). Other developments throughout town, including the anticipated spring 2012 opening of *Lord and Taylor* at the Mall at Rockingham Park join the economic news that provides the proof that our local economy may be turning the corner toward better times!

Board of Selectmen

I would like to close with a parting personal note. In March 2008, I was elected by the Board to serve as Salem's first woman Chairman of the Board of Selectmen and this year I was again elected to serve as Chairman. It has been an honor to serve Salem as Selectman for the past 6 years and although I will not be seeking a third term, I will continue to volunteer my efforts to support our community. Thank you for allowing me to be of service.

Respectfully submitted,

Elizabeth A. Roth, Chairman
Salem Board of Selectmen

Town Manager

Since becoming Town Manager in March 2011, I have learned firsthand what makes Salem such a great community in which to live and work. Salem is made up of some very passionate, hardworking people who are dedicated to maintaining the quality of life resident and visitors of Salem have come to expect.

2011 has been a very busy year for all of the Town departments. Road infrastructure projects funding allowed for a number of streets to be improved during the past year. The Assessing Department completed the required town wide revaluation during the year. The new assessed values on the fall tax bills reflect the impact the economy has had on property values with most values dropping from their previous assessment. The Police and Fire Departments calls for service continue to be higher than most of the previous years. The Department of Public Works has begun the town wide water meter replacement program, something that is scheduled to take several years to complete. Additionally, the Utilities Division has begun its leak prevention program to reduce the amount of water that is lost through leaking pipes, inaccurate meters etc. I would like to thank all of the Department Heads for their hard work and dedication.

Although the economy continues to struggle, Salem's commercial growth has slowly continued to grow, something that not many communities can say. New commercial development and redevelopment reflects the interest business owners still have in relocating to Salem.

Being sensitive to the current state of the economy, the 2012 budget as proposed continues to be very lean with very little invested in the Town's infrastructure, excluding roads. With stagnating revenues, added costs and elimination of funding from the State of New Hampshire and the increased costs of petroleum-based products, maintaining those services at an affordable price continues to be a challenge. The proposed budget does, however, continue to offer the services that Salem residents have come to expect.

On behalf of all of the employees of the Town of Salem, I would like to thank those who volunteer their time in a variety of ways to make Salem the great community to live and work that it is. Please feel free to contact me either by e-mail at townmanager@ci.salem.nh.us or phone at 890-2120 if I can be of any assistance to you.

Respectfully submitted,

Keith R. Hickey, Town Manager

THIS PAGE INTENTIONALLY LEFT BLANK

Town Departments



THIS PAGE INTENTIONALLY LEFT BLANK

Assessing Department

The Assessors' office continues to offer our assessment data on line at www.vgsi.com. This service has helped reduce traffic to our office while giving the public the opportunity of doing research on our data base at their convenience.

The Assessors' office completed a town-wide revaluation for the 2011 tax year. The residential properties were done in house while the commercial and industrial properties were done by Vision Appraisal and the utilities by George Sansoucy. The Town is required by law to update its values every five years. This was the first time that we had completed house to house visits since the revaluation in 2000. The summary below shows that our total assessed value in town dropped by almost 22%. This gives you an indication of what has happened to the market in the last five years.

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. Feel free to call the Assessors' office or visit our web site for information regarding these programs.

Respectfully submitted,

Normand Pelletier, Assessor

Summary of Inventory

	<u>2010</u>	<u>2011</u>
Land	\$2,054,837,899	\$1,617,955,511
Buildings	\$2,583,077,300	\$2,152,311,700
Utilities	<u>\$ 64,343,200</u>	<u>\$ 63,217,300</u>
Total Gross Valuation	\$4,702,258,399	\$3,833,484,511
Elderly Exemptions	\$ 23,118,400	\$ 18,135,400
Blind Exemptions	\$ 1,244,600	\$ 1,080,900
Disabled Exemptions	<u>\$ 200,000</u>	<u>\$ 259,100</u>
Total Net Valuation	\$4,677,695,399	\$3,814,009,111
Equalized Tax Base	\$3,742,156,319	\$3,814,009,111
Taxes Before Exemptions	\$ 69,276,087	\$ 76,663,054
Minus Veterans Exemption	<u>\$ 718,500</u>	<u>\$ 705,125</u>
Net Property Tax Commitment	\$ 68,557,587	\$ 75,957,929
Tax Rate	\$ 14.84	\$ 20.14
Total Current Use Acreage	1,625	1,637
Total Taxable Properties	11,940	11,928
Total Exempt Properties	550	566

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 William J. Scott, Director and Donna Mae D'Agata, Administrative Secretary. The divisions managed by the Community Development Department are as follows: Building Inspection, Health, and Planning.

Energy Conservation SMART EECBG: The Community Development Office applied for and received authorization to proceed with a grant for \$131,000 for energy conservation. The funds allowed the Fire Department to implement an \$85,000 investment in energy efficient LED lighting in all three of the Town Fire Stations. The second project used \$35,000 for the purchase and installation of energy efficient ball-field lighting for the Recreation Department. The balance of funds installed insulation, windows and an insulated door at the Palmer School. Both the Fire and Recreation Departments effectively managed the projects to ensure cost effective success. In addition, further LED improvements were installed in the Depot Train Station lower conference room and the Town Hall conference room. Throughout the project the Town sought means to reduce project costs and expand the use of the funds into multiple projects. What began as a two-project scope expanded as we saved money in each prior project. The project is now completing a lighting audit of Town Hall for future energy projects and hopefully additional grant funds.

Intelligent Transportation Systems: The first phase of the project is funded by a \$750,000 grant from the Federal Highway Administration and matched by local traffic impact fees. The project will integrate coordinated traffic signal controls, traffic monitoring, emergency and incident response support, and communications. The project has completed design and contractor selection and construction is underway in 2011 and will continue throughout the Fall. A second phase of the project was awarded \$260,000 in EECBG funding with no local match required. This phase scheduled for implementation in the fall through spring of 2011/2012 with a system expansion from Kelly Road to the Methuen line. Over the 2012 year, the project will create the signal timing plans to set alternate seasonal approaches to mitigate traffic congestion. The timing plans will be implemented over the late summer of 2012. Currently, no changes have been made to the traffic system until the timing plans are complete.

Depot Intersection: The alternative outlined in the plan would maintain the 4-way traffic signal controlled operations at the Depot Intersection. It would include providing exclusive left-turn lanes on all four approaches with two through lanes in each direction on Route 28 and a single through lane in each direction on Route 97. Currently, the Town is working with the State of New Hampshire Department of Transportation to contract for funding for the design of the left turning lanes on Route 28. The traffic analysis pointed to the construction of independent left turning lanes (North and South Bound lanes of Route 28) as the primary solution to reduce congestion. The project will be funded by impact fees reimbursed by the ITS project above. The next year will be the year for design of the left turning lanes. Please go to the following website for additional information: <http://salemnhprojects.org/project?d=community&p=66>

Community Development Department

Salem Bike-Ped Corridor: The \$1.7 million Transportation Enhancements Grant application filed in September of 2009 was awarded to the Town of Salem in 2010. The Salem Bike-Ped Corridor, encapsulating Route 28, along the abandoned Boston and Maine Railroad Manchester to Lawrence Branch will form the primary non-motorized transportation path from the Methuen town line at Hampshire Road to the existing Windham Rail Trail at Route 111. The Community Development Office is coordinating the establishment of the Southern New Hampshire Rail Trail Alliance or SNHRTA. The SNHRTA represents the combined interests of Derry, Salem and Windham with the Town of Salem serving as the primary grants management entity through its Community Development Office. The grant funded project will create unimpeded access to over ten miles of trails, along the Salem to Concord Bikeway plan, across three communities serving resident populations of over 70,000 persons. A website www.snhрта.org and www.bwanh/sbpc developed by volunteers provides a venue for information. Currently, the project is working on scoping the design, to be implemented over 2012, with first construction over 2013.

Economic Revitalization Zones: ERZ zones are established to stimulate economic redevelopment, expand the commercial and industrial base, create new jobs, reduce sprawl, and increase tax revenues within the state by encouraging economic revitalization in designated areas. With the ERZ Program, a business may be eligible for tax credits to be used against their Business Profit Tax and Business Enterprise Tax in a qualifying ERZ Program project. It is a two-step process, whereby the municipality first applies for the designation based upon specific criteria in a set location, and secondly, a business applies for the actual tax credit directly to the State. No local taxes are part of the credits. In 2011, the Community Development Office sought and gained approval for four ERZ's. The first zone comprised the 9 Northeastern Boulevard; the property known as the former Cisco building began the process in late 2010. The property is undergoing a redevelopment with over 400,000 square feet occupied of the original 600,000 square foot vacancy. Subsequent to the 9 Northeastern Boulevard project, three additional zones were established. The Mall at Rockingham Park was followed closely by the redevelopment of the former Filenes into the currently active reconstruction of 150,000 square feet for a new Lord and Taylor. An additional zone covers an area of undeveloped land near I-93 Exit Two along Keewaydin Drive and Stiles Road which is slated as an area for redevelopment. In keeping with the Depot Redevelopment Plans the Depot area west of Route 28 and north of Pleasant Street was approved to stimulate redevelopment.

Respectfully submitted,

William J. Scott, Community Development Director

Community Development Department

Building Division

"SAFETY IS NO ACCIDENT"

Our Inspectors are available at Town Hall, Building Department, during the following hours: Monday – Friday 8:30-9:30 and 4:00-5:00. The remainder of their day is spent reviewing plans, conducting inspections, and investigating code violations. Our Building Permit Applications are available on line at www.townofsalemnh.org.

The Town continues to use the following Codes:

- International Residential Code (IRC) 2009
- International Building Code (IBC) 2009
- International Plumbing Code (IPC) 2009
- International Mechanical Code (IMC) 2009
- International Energy Conservation Code 2009
- National Electric Code (NFPA70) 2011

For information on these codes, refer to www.nh.gov/safety/boardsandcommissions/bldgcode

The Building Department has a staff of the Chief Building Official, Building Inspector, Electrical Inspector, and an Administrative Secretary. The Building Department is responsible for three major areas of community development:

1. All permits necessary for construction, enlarging, or alterations to residential and commercial properties in the Town of Salem are reviewed and issued by the Building Department.
2. All code enforcement issues must be investigated and brought into compliance.
3. All zoning issues related to the Zoning Board of Adjustment are coordinated through the Building Department.

The Building Department issued 1,020 building permits for a minimum estimated construction cost of \$39,039,631 for the year 2011. We also issued 584 electrical permits, 515 plumbing/gas permits and 302 Sunday Sales permits for a total of 2,421 permits. These permits generated fees of \$312,285 in building permits, \$42,171 in electrical permits, \$25,774 in gas/plumbing permits and \$15,100 in Sunday Sales.

Some of the major issues of 2011:

- Redevelopment and Certificate of Occupancy for three elementary schools
- Redevelopment and Certificate of Occupancies for 9 Northeastern Boulevard
- Further development of new homes on Whiteneck Way and Eagle's Nest Ridge

Community Development Department

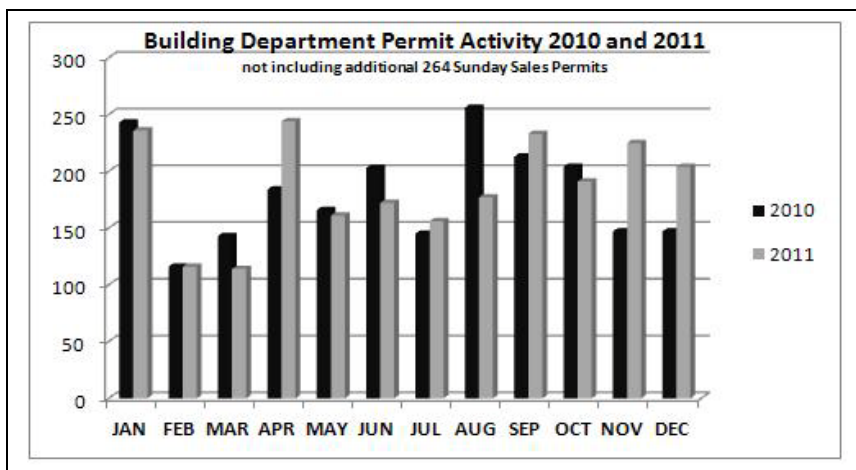
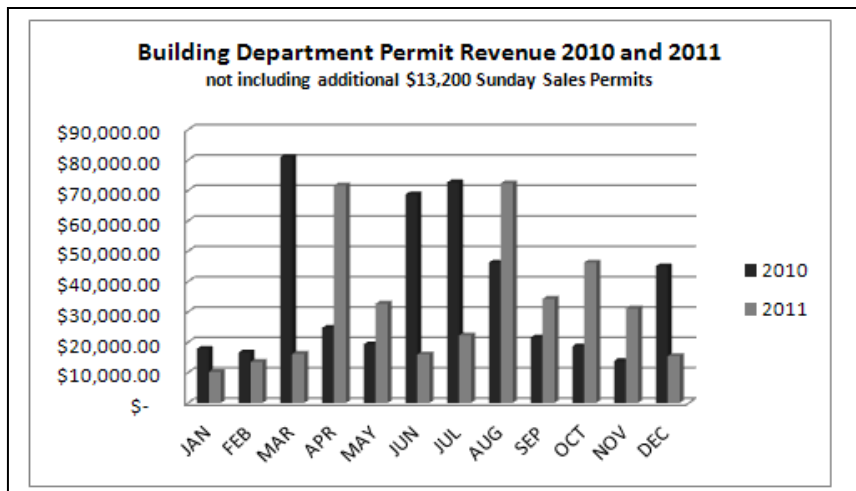
Building Division

We in the Building Department continue to be dedicated to enforcing all provisions of the building codes in the interest of public health, safety and general welfare as well as the enforcement of the zoning regulations, which ensure orderly development within the Town of Salem. It is our pleasure to assist you with construction projects, zoning, and as a source of information.

Respectfully submitted,

Samuel Zannini, Chief Building Official
Liaison to the Zoning Board of Adjustment

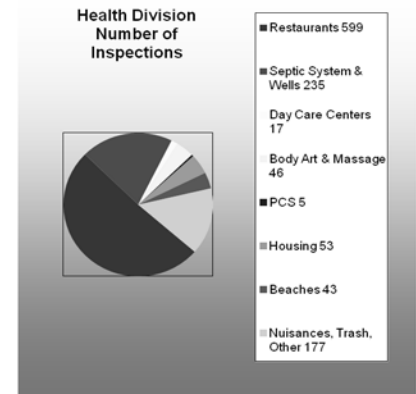
	<u>Permits</u> <u>2010</u>	<u>Permit Fees</u> <u>2010</u>	<u>Permits</u> <u>2011</u>	<u>Permit Fees</u> <u>2011</u>
Building (Includes Sunday Sales)	1,027	\$362,538	1322*	\$327,385*
Electrical	615	\$55,063	584	\$42,171
Plumbing	525	\$28,839	515	\$25,774



Community Development Department

Health Division

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), daycare centers 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 monthly to assess restaurants' food preparation procedures. Complaints received by the Health Officer included nuisances such as improper storage of trash, illegal dumping and odors. Beaches are inspected and tested during the summer months to ensure safe swimming conditions.



Mosquito Control Program: The comprehensive mosquito control program was conducted for the eleventh straight year. Larvaciding (treatment of wet areas and catch basins) and surveillance activities began in April and continued until October. Spraying occurred at the athletic fields prior to the 4th of July events. Fortunately, no positive mosquitoes or birds were detected in Salem for either EEE or West Nile Virus.

Septic Systems/Wells: The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 235 inspections and 67 plan reviews were conducted in 2011.

Groundwater Protection Program: All businesses within the protected watershed areas of Salem are subject to an inspection every three years. The NH Best Management Practices Rules (BMPs) apply to all facilities that handle larger-than-household quantities of hazardous substances and these businesses are identified as Potential Contamination Sources (PCSs). The purpose of this program is to prevent a contaminant release that could adversely affect our drinking water.

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.

2011 Highlights: The following are highlights for 2011:

- No EEE or WNV positive mosquitoes or birds found in Salem for sixth straight year.
- Collaborated with Police Department during investigation of an illegal massage therapy business, issued Cease & Desist Order.
- Conducted 599 food safety inspections, collected 14 food samples.

Respectfully submitted,

Brian A. Lockard, Health Officer

Community Development Department

Planning Division

The primary responsibility of the Planning Division is administering the Town's land use controls, including subdivision and site plan regulations. This involves reviewing plans and proposals to make sure they comply with the Town's regulations, reviewing building permit applications, inspecting sites, answering questions from the public, and working with other Town staff, consultants, and applicants. We arrange Planning Board and Conservation Commission 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 2011 include:

- Coordinated 23 Planning Board meetings with 78 agenda items (up from 49 in 2010). Large projects approved in 2011 include the Tuscan Market store and cafe on Willow Street, extension of Keewaydin Drive to Stiles Road, a large office building on Stiles Road, Car One Auto Body on Pelham Road, and the Clough Farm workforce housing project on Braemoor Woods Drive. Other highlights include adoption of Depot Redevelopment Plan, Design Guidelines, and Subdivision/Site Plan Regulation amendments.
- Coordinated 12 Conservation Commission meetings with 8 agenda items (down from 12 in 2010). Major projects include road and bridge projects for the Town, the sale of the house at 38 Town Farm Road, starting the acquisition of 22 Briar Avenue, and hiring a consultant for conservation easement monitoring.
- Worked with property owners, businesses, and contractors on re-use of vacant stores or redevelopment of sites, including Lord and Taylor (formerly Macy's), 9 Northeastern Boulevard (formerly Digital and Cisco), Jay Gees Ice Cream, and numerous other locations.
- Prepared 5 amendments to the Zoning Ordinance. Prepare legal notices and warrant/ballot articles and set up public hearings.
- Prepared checklist of local permit requirements for new businesses.
- Worked on lease of Town property off North Broadway for cellular tower.
- Collected \$122,000 in impact fees for roads, schools, recreation, and public safety.

Community Development Department

Planning Division

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), volunteering for subcommittees or Board openings, writing letters or email messages, visiting the Planning Office, and viewing our web page at www.townofsalemnh.org. A separate web page with information on development projects is available at www.salemnhprojects.org.

Respectfully submitted,

Ross A. Moldoff, Planning Director

Engineering Department

The Engineering Department provides technical assistance to the Town of Salem and its residents, businesses, development community, construction community, staff, boards and commissions on matters related to municipal engineering, planning, construction, and development. The Engineering Department is also responsible for the planning and implementation of various capital improvement projects.

The Engineering Department was involved in the following activities in 2011:

- *South Policy Street Bridge Replacement* – Construction of a replacement bridge for South Policy Street over Porcupine Brook commenced in June and was completed in September. The project replaced an existing structure that was built in 1935. Work was conducted through the NHDOT Municipally Managed Bridge Program, and the Town will be reimbursed 80% of construction costs through that program.
- *Bridge Design Projects* – Engineering plans were completed for the future replacement of Town Farm Road Bridge over Spicket River. Engineering is ongoing for future bridge replacement at Bluff Street over Hittytity Brook, Bluff Street Extension over Widow Harris Brook and Providence Hill Road over Providence Hill Brook.
- *Cluff Crossing Road and South Policy Street Project* – Approximately 1.1 miles of road reconstruction was conducted on Cluff Crossing Road (2,550 lf), and portions of South Policy Street (1,650 lf), Cross Street (1,100 lf), and Kelly Road (400 lf). The project involved comprehensive storm drain improvements, pavement reclamation, grading, repaving, and the construction of continuous sidewalk and granite curbing within the project limits. Work commenced in April and was completed in November.
- *Brookdale Road and Brady Avenue Project* - Approximately 2.0 miles of road reconstruction was conducted on Brookdale Road (6,100 lf), and Brady Avenue north of Route 38 (4,450 lf). The project involved comprehensive storm drain improvements, pavement reclamation, grading, and repaving. Work commenced in April and was completed in December.
- *Chappy Lane and Lisette Drive Project* – Approximately 0.8 miles of road reconstruction was conducted on Chappy Lane (2,600 lf) and Lisette Drive (1,500 lf). The project, which commenced in June and was completed in September, involved pavement reclamation, minor re-grading, minor drainage improvements and repaving.
- *Road Design Projects* – Efforts were made to further advance the backlog of road designs in anticipation of future construction projects. Designs were undertaken for the reconstruction of Town Farm Road (between Shannon Road and Town Farm Road Bridge) and for reconstruction of the southerly end of Lawrence Road (between Pond and Butler Street).
- *Road Committee and 10-Year Road Program* – The Engineering Director again chaired the Road Stabilization Committee, which updated the 10-Year Road Program. The program outlines future fiscal, design, construction, and maintenance plans for the next decade of road projects and was adopted by the Board of Selectmen on November 21, 2011. The 2011 plan serves as an update of the original 10-Year Plan (which was adopted by the Board of Selectmen on November 08, 2010).

Engineering Department

- *NPDES Phase II Small MS4 General Permit* – In cooperation with the Department of Public Works, the Engineering Department coordinates and oversees the preparation of annual stormwater reports to the U. S. Environmental Protection Agency. The annual report documents the Town's progress with respect to various Stormwater objectives.
- *Drainage Inventory and Assessment* – The Engineering Department continues with a long-term drainage inventory and assessment project. This work involves mapping, evaluating, and updating the Town's drainage system with a goal of improving the knowledge and management of Town drainage assets.
- *Underground Storage Tank Program* – The Engineering Department coordinates an annual program involving testing, monitoring, maintaining and reporting on Town operated underground tanks used for the storage of heating fuel, gasoline and diesel products. The program seeks to maintain compliance with State and Federal regulations. The program also includes the monitoring, testing and remediation of previous releases of petroleum products from underground storage tank systems.
- *Updating of Road Inventory* – Working with the Town Manager's Office, DPW, and the Planning Division, the Engineering Department continues efforts towards revising and updating the status list of roads in Town. The process will continue into 2012 in an attempt to properly categorize all of the roads in Town as being either accepted, unaccepted, or private.
- *Subdivision and Site Plan Review* – The Engineering Department performed technical review of 239 submissions related to subdivision and site plan projects.
- *Permits* – The Engineering Department issued 165 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and sign off on 665 Building Permit Applications and Certificates of Occupancy.
- *Nowell Court Construction & Martin Avenue Drainage Improvements* – Both of these projects were initiated by citizens' petition and authorized by Town Meeting in 2011. Work on Nowell Court involved upgrading approximately 400 linear feet of gravel road to a paved condition and installation of storm drain improvements. Work on Martin Avenue involved the construction of new storm drainage along the northerly end of the road and the replacement of an existing culvert located just beyond the end of Martin Avenue.

As always, the Engineering Department takes great pride in being able to provide prompt and accurate service to the citizens of Salem, and we look forward to serving you to the best of our ability in the coming year.

Respectfully submitted,

Robert E. Puff, Jr., P.E., Director of Engineering

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 utility billing. The Finance Department is responsible for 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 also in charge of accounting and financial reporting, investment of Town funds, purchasing of all Town goods and services, processing payroll, as well as water and sewer billing.

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 principals

The following are highlights from the fiscal year 2011:

- On August 26, 2011, a State of Emergency was declared for pre-landfall preparation for Hurricane Irene and other emergency protective measures incurred from the event. As a result, the Town of Salem incurred costs in excess of \$15,000. The Town was reimbursed approximately \$11,920.25 from the Federal Emergency Management Agency and the State of New Hampshire for this event.
- On December 5, 2011, a State of Emergency was declared due to a severe storm that occurred on October 29th and October 30th 2011. As a result, the Town of Salem incurred costs in excess of \$55,000.
- The Town received reimbursement of approximately \$41,307 from the NHDOT State Bridge Aid program for the construction and engineering of Lawrence Road Bridge.

The actual 2011 tax rate for the Town's portion was set at \$7.33. The 2010 tax rate is set at \$20.14 per thousand. The Town of Salem still maintains one of the lowest tax rates in the State.

In closing, I would like to take this opportunity to acknowledge all the employees of the Finance Department. I want to thank my entire staff for their continued support and hard work. The Finance Department continues to be a success with their dedicated service to the employees, residents and businesses in the Town of Salem.

Respectfully submitted,

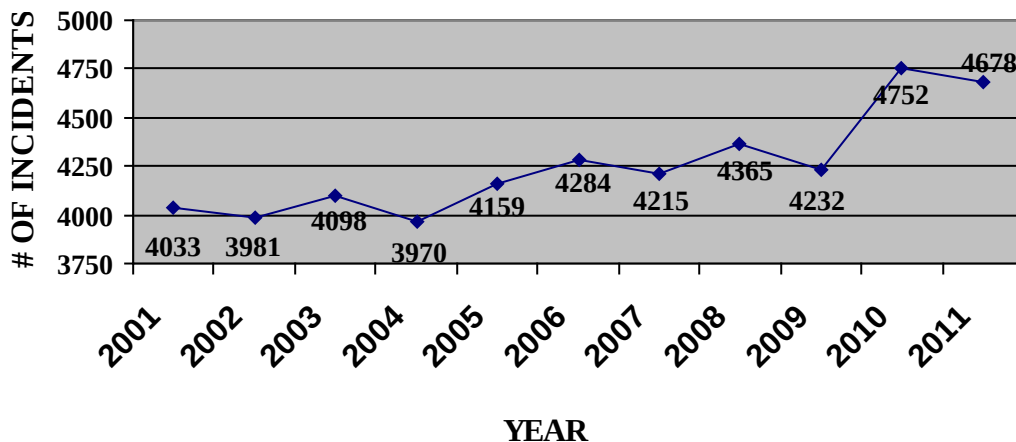
Jane S. Savastano, Finance Director

Fire Department

On behalf of Salem Fire Department, I am pleased to submit our 2011 annual report. First and foremost, we are thankful to report zero fire deaths in 2011 as no civilian or firefighter lost their life in a fire. Our personnel remain committed to fulfilling their mission to provide the town of Salem with fast, clean, friendly, professional fire prevention, fire suppression, emergency ambulance and disaster management services, protecting and preserving life, property and the environment at a reasonable cost.

Also included for your review are the following response statistics and graphs.

10+ YEAR HISTORY of EMERGENCY INCIDENTS

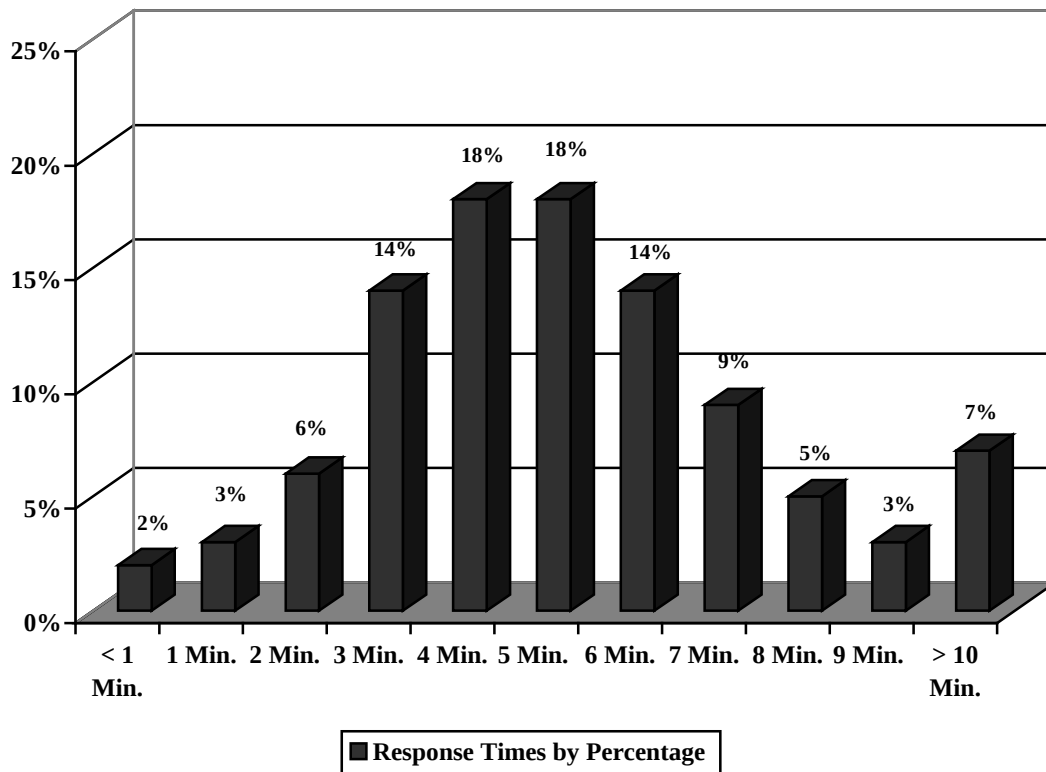


As seen in the line graph above, the previous year's record increase in call volume of twelve percent (12%) leveled off in 2011 as we had a slight decrease in the number of emergency incidents (-74) when compared to 2010. Nevertheless, our personnel continue to respond to an average of thirteen emergencies each day and we will continue to promote our readiness to provide high-quality services to all who request our help.

The next graph reflects the Department's annual response times and is shown in minutes (expressed as a percentage). Response time is the time it takes the first arriving fire and/or EMS unit to "sign off" at the incident location. It is important to note the response time for each emergency incident is recorded using the total time it takes for the first fire truck, ambulance or paramedic vehicle etc. to arrive on the scene after "signing on" via radio. This is also referred to in the fire service as "wheel time".

Fire Department

2011 RESPONSE TIMES
(Listed as Percentage of the Total Number of Emergency Incidents = 4,678)



NFPA 1710 was published in 2001 by the National Fire Protection Association. It is a professional standard titled - Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments. It serves as a benchmark for fire department effectiveness and quality and sets forth a minimum requirement that career fire departments be staffed and organized to deliver fire suppression or emergency medical services unit(s) on scene within four (4) or fewer minutes to ninety percent (90%) of all fire and EMS responses once dispatched. It should be obvious to understand the importance of a fast response to both fire and EMS emergencies.

In addition, there are other time segments associated with emergency response worthy of explanation. These individual time segments, when added together, contribute to the overall time it takes for a responding unit to finally arrive at the reported location where help is requested.

Fire Department

The first is “**alarm handling**” time. This is the time it takes for a person (dispatcher/fire alarm operator) to receive a request for help at a Public Safety Answering Point (PSAP). The professional standard (NFPA 1221) sets a benchmark that 90% of all calls for emergency assistance are handled by dispatch personnel in fewer than 60 seconds.

The next is “**turnout**” time. This is defined as the time it takes for response personnel to acknowledge the official dispatch once a dispatcher/fire alarm operator has concluded the “alarm handling” time by officially dispatching or announcing the call type and details, appropriate units identified to respond and finally, the location of the emergency. Responders next begin to move to their apparatus, don their protective clothing and fasten their seat belts before leaving the station. This is “**turnout**” time.

The professional standard (NFPA 1710) sets benchmarks for turnout times for both fire responses and EMS responses. For fire responses, the benchmark is 90% of all calls having a turnout time fewer than 80 seconds. For EMS responses, the benchmark is 90% of all calls having a turnout time fewer than 60 seconds. The difference is due to the additional and unique protective clothing (structural firefighting) that must be donned by firefighters before they climb aboard fire apparatus, properly secure themselves in their designated riding positions and fasten their seat belts. Once completed, the driver operator is permitted to drive forward and begin the response (wheel time).

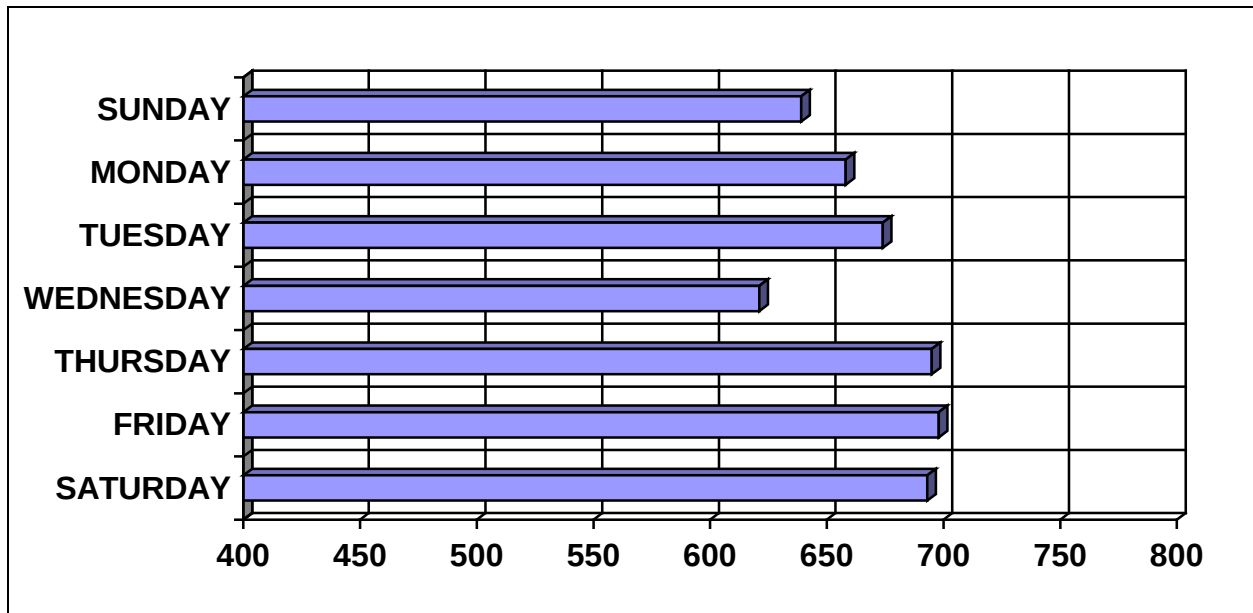
One time segment not mentioned but indeed relevant is the time it takes for a person to become aware of an emergency prior to initiating a process to request help. An undetected fire having sufficient time to grow and spread can quickly destroy property and threaten the lives of both occupants and responding firefighters. In 2011, fires took the lives of thousands of our citizens across the United States. At risk populations most affected by the threat of building fires include the aged, young and disabled. Reducing notification time, alarm handling time, turnout time and response time is worthy of our best effort and should be embraced by all.

NFPA 1710 also requires fire chiefs to report the predictable consequences of not achieving compliance with the response portions of this standard. Salem continues to fall short and is not in compliance. Failure to maintain adequate shift staffing with appropriate on-duty resources will undoubtedly translate to increased property loss and a diminished rate of survivability for cardiac arrest patients. Ever mindful of this actuality, it is critical we closely monitor resources and remain vigilant in maintaining, at a minimum, the current shift staffing of at least fifteen persons while operating four transporting ambulances to reduce risks associated with medical and fire emergencies.

Fire Department

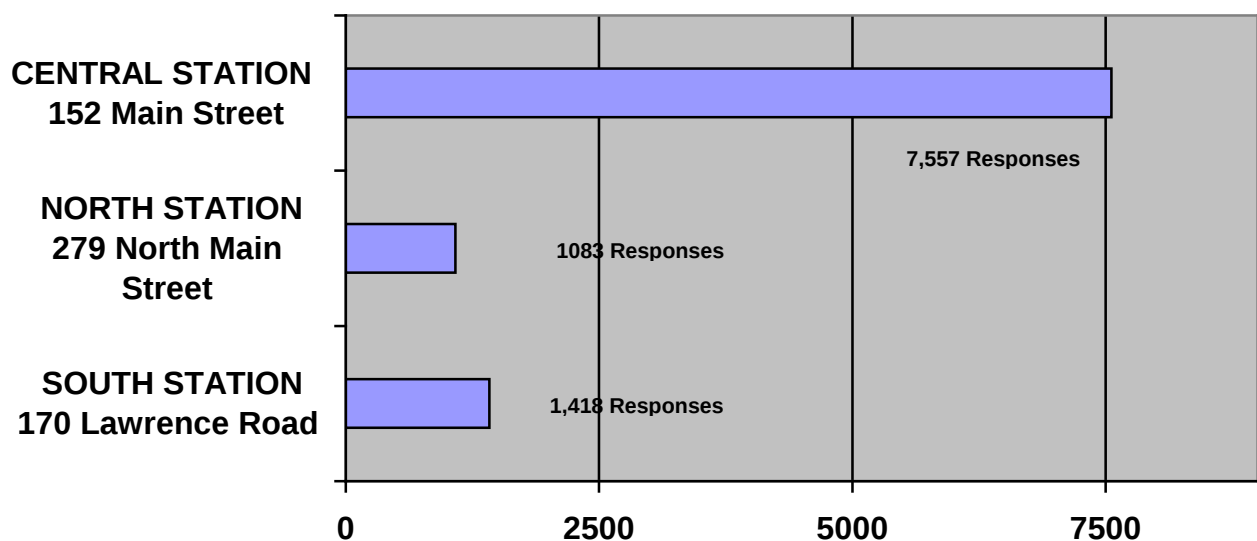
In 2011, we responded to four thousand, six hundred seventy-eight (4,678) incidents. As seen in the next graph, demand for services occurs on a frequent basis regardless of the day of the week.

2011 EMERGENCY INCIDENTS by DAY of WEEK



The following graph reflects the total responses (10,058) of all fire apparatus during 2011 from each of our three fire stations.

2011 TOTAL APPARATUS RESPONSES by FIRE STATION



Fire Department

Emergency incidents can range from a single ambulance response and transport to a multiple alarm fire requiring many engines, ladders and other assorted fire apparatus before an emergency is sufficiently mitigated or otherwise brought under control.

Simultaneous calls refer to those times when fire suppression or emergency medical services personnel are dispatched to an incident while elsewhere in town another emergency call is already in progress. In 2011, Salem Fire Department personnel responded to 4,678 emergency incidents. Forty-two percent (42%) or 1,984 of these incidents occurred while at least one other on-duty crew was either responding to or already operating at another incident. When this happens, the resulting impacts for citizens requesting emergency services are they must wait longer for help to arrive as personnel must respond from further distances.

PERSONNEL

Please remember *Firefighter Jeffrey M. Jensen, Badge #148* who is serving his second combat tour of duty as a Staff Sergeant in the United States Army. He remains in our thoughts and prayers and we look forward to his safe return along with all of our nation's men and women currently serving overseas.

The following personnel retired from Salem Fire Department in 2011. We appreciate their service and wish them a happy and healthy retirement:

Lieutenant Steven J. Woitkun, Badge #135 Hired - 5/8/1989 Retired – 3/31/2011

The following personnel were promoted in 2011.

Captain Paul G. Leischner, Badge #130	promoted to Deputy Chief 1/23/2011
Lt./Station Officer Stephen J. McKenna, Badge#158	promoted to Fire Captain 1/23/2011
Lieutenant Steven J. Woitkun, Badge #135	promoted to Station Officer 1/23/2011
Lieutenant Timothy J. Kenney, Badge #145	promoted to Station Officer 1/23/2011
FF Paramedic Francis J. Enos, Badge #143	promoted to Fire Lieutenant 1/23/2011
Firefighter Stephen E. Coonrod, Badge #164	promoted to Fire Lieutenant 4/3/2011
Lieutenant John W. Judson III, Badge #122	promoted to Station Officer 5/15/2011
Lieutenant Timothy J. Kenney, Badge #145	promoted to Fire Captain 12/4/2011

The following personnel were appointed to Salem Fire Department in 2011:

<i>M. Jared Whelan – Badge #200</i>	<i>Appointed to Firefighter Paramedic on 1/3/2011</i>
<i>Nicholas P. Michaud – Badge #201</i>	<i>Appointed to Firefighter on 8/15/2011</i>

Fire Department

Lastly, I wish to acknowledge the men and women of Salem Fire Department who continue to embrace the concept of delivering exceptional public service to our customers. Salem is a better community because of their combined talents. For more information on our personnel, facilities, apparatus and other facts relating to our services, please visit us on the web at www.townofsalemnh.org and link to Salem Fire Department or send me an e-mail at kbreen@ci.salem.nh.us

Respectfully,

Kevin J. Breen, Chief of Department

Fire Prevention Bureau

I am pleased to submit to you the following as an annual report of the Fire Prevention Bureau, Communication and Information Technology Divisions. During the past year, along with the regular work load of the day to day operations of the division's personnel, the following items highlight the program and project activities of this past year:

1. Our annual Fire Prevention Open House continues to be an extremely successful community event attended by hundreds of families. This annual event historically has been supported by the town through the Fire Prevention budget but is not funded in the upcoming 2012 budget.
2. Continued participation in the town wide fiber optic project.
3. Projects completed in 2011 included:
 - The installation of a new dispatch console in the Fire Alarm Office to replace an aging Zetron Console. This new Motorola Console will be used with the console installed in 2009 as part of a grant received from the State of NH.
 - The reconfiguration of plant wiring to facilitate more efficient servicing of existing fire alarm equipment.
 - The reprogramming of all portable and mobile radios as part of the ongoing statewide interoperability project.
4. Preventative maintenance on our radio master box antennas to improve reception in difficult areas.
5. Extensive service on our aging radio system to bring it up to optimum performance within the system design.

Fire Department Fire Prevention Bureau

6. Some of the statistical highlights for 2011:

- 2,360 inspections were conducted by Fire Prevention/Suppression personnel more than doubling those from 2010
- 1620 permits were issued by the Salem Fire Department an increase of 11.3%
- 126 violation notices were issued down from 272 in 2010
- 316 plans reviewed up from 237 in 2010
- 64 place of assembly inspections
- 18 complaint investigations
- 79 fires related incidents were investigated for origin and cause
- 235 hours of training were conducted.

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

- Full implementation of the mobile data terminal program for our front line apparatus bringing critical information technology to our first responders at emergency incidents.
- Using available technology to fully utilize the recently installed fiber optic plant to continue reducing recurring rental costs.
- Expansion of our radio box receiving capabilities. (We are nearing the maximum allowable accounts per radio frequency)
- Continue to update our Fire Alarm Dispatch Office replacing and relocating aging equipment.

In conclusion I would like to personally thank all of the residents for their continued support of the efforts of all Salem Fire Personnel in bringing the Fire Prevention/Community Preparedness message to our community. I feel privileged to serve as Salem's Fire Marshal and proud of the members of the Salem Fire Department who support all of the community efforts and look forward to continued success in 2012.

Respectfully submitted,

Jeffrey S. Emanuelson, Fire Marshal

Forest Fire Warden and State Forest Ranger

Your local Forest Fire Warden, Fire Department, and the State of New Hampshire Division of Forests & Lands, work collaboratively to reduce the risk and frequency of wildland fires in New Hampshire. To help us assist you, please contact your local Forest Fire Warden or Fire Department to determine if a 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. The New Hampshire Department of Environmental Services also prohibits the open burning of household waste. Citizens are encouraged to contact the local fire department or DES at 603-271-1370 or www.des.state.nh.us for more information. Safe open burning requires diligence and responsibility. Help 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.nhdfl.org.

Both in terms of the number of fires, as well as the number of acres burned, this past fire season was the smallest since records have been kept. Extensive rainfall virtually all season long kept the fire danger down. When fires did start they were kept very small. The largest fire for the season was only 5.4 acres which occurred in Littleton on May 2nd 2011. There was however a small window of high fire danger in the northern third of the state during July when little rainfall was recorded. During this time there were a number of lightning started fires which are fairly unusual in New Hampshire.

As has been the case over the last few years, state budget constraints have limited the staffing of our statewide system of 16 fire lookout towers to Class III or higher fire danger days. Despite the reduction in the number of days staffed, our fire lookouts are credited with keeping most fires small and saving several structures due to their quick and accurate spotting capabilities. The towers fire spotting was supplemented by contracted aircraft and the NH Civil Air Patrol when the fire danger was 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. Several of the fires during the 2011 season threatened structures, a constant reminder that forest fires burn more than just trees. Homeowners should take measures to prevent a wildland fire 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!

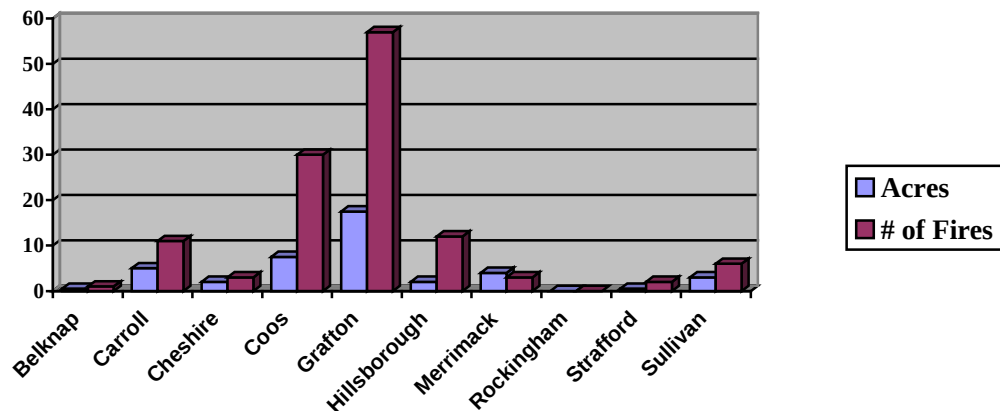
Forest Fire Warden and State Forest Ranger

2011 FIRE STATISTICS

(All fires reported as of November 2011)

(Figures do not include fires under the jurisdiction of the White Mountain National Forest)

COUNTY STATISTICS		
County	Acres	# of Fires
Belknap	.5	1
Carroll	5	11
Cheshire	2	3
Coos	7.5	30
Grafton	17.5	57
Hillsborough	2	12
Merrimack	4	3
Rockingham	0	0
Strafford	.5	2
Sullivan	3	6



CAUSES OF FIRES REPORTED

Arson	7	2011	125	42
Debris	63	2010	360	145
Campfire	10	2009	334	173
Children	2	2008	455	175
Smoking	9	2007	437	212
Railroad	1			
Equipment	1			
Lightning	3			
Misc.*	29	(*Misc.: power lines, fireworks, electric fences, etc.)		

ONLY YOU CAN PREVENT WILDLAND FIRE

Southeastern New Hampshire Hazardous Materials District

About the District: The Southeastern New Hampshire Hazardous Materials Mutual Aid District's membership is comprised of 14 communities, covering of approximately 350 square miles with a population of over 175,000 people within the Route 93 corridor. In June the Town of Atkinson, Board of Selectmen voted to withdraw from membership of the District, reducing the membership to 14 communities. Essentially the District is bordered in the east by Route 125 and the Merrimack River to the west. North and south borders are defined by Manchester, Route 101 and the Massachusetts state line. The District was formed in 1993 to develop a regional approach in dealing with the increasing amounts of hazardous materials being used and transported within these communities. This District is recognized by the State of New Hampshire as the Regional Emergency Planning Committee (REPC) for the member communities. The REPC, which consists of representatives from local government, industry, and the general public, is working with industry to comply with federal regulations for the reporting of chemicals used within and traveling through the District.

The District draws its funding from an annual assessment from each community as well as from grants and donations. The 2011 operating budget for the District was \$112,156.00. Additionally, in 2011 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$157,297.00. The Fire Chiefs from each of the member communities' make-up the Operations Committee of the District. This Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community, who approve the budget and any changes to the bylaws. 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 administration functions of the District, including grants management, financial management, and emergency planning.

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's 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 32 members drawn from the ranks of the fire departments within the District. The team consists of 6 Technician Team Leaders, 18 Technician Level members, 5 Communication Specialists, and 3 Information Technology Specialists. In addition to members drawn from member fire departments, the team also includes members from various backgrounds that act as advisors to the team in their specific areas of expertise. These advisors include an industrial chemist, and several police officers.

Southeastern New Hampshire Hazardous Materials District

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, 2 Response Trucks, 2 Spill

Trailers, a Technician Trailer and a Mobile Decontamination Trailer. With the use of State Homeland Security Program Grant funds this year we added an Operations Trailer which carries a large amount of spill containment equipment, including 1000 feet of floating containment booms, culvert and drain sealing bladders, a fuel transfer pump, and various absorbent materials. This mobile apparatus carries 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 team equipment is store at various locations within the District, allowing for rapid deployment when the team is activated. Activation of the team is made by the request of the local incident commander through the Derry Fire Department Dispatch Center.

Response Team Training: In 2011, the Emergency Response Team completed 1516 hours of training, during monthly training drills and specialized classes attended by team members. This training included confined space entry, hazardous materials operations, Level A entry drills, radiation detection equipment operations, chemical identification, facility familiarization, transportation emergencies, Incident Command.

Additionally, in conjunction with the New Hampshire Fire Academy the District hosted a 24-hour Introduction to CAMEO (Computer Assisted Management of Emergency Operations) class, followed by a 16 hour Advanced CAMEO Class, instructors for these classes were provided by Louisiana State University, funding for our members to attend these classes was provided through a State Homeland Security Grant. The District also received Grant funding to hold Table Top and Functional Exercises for hazardous materials response.

The Team provided 39 hours of instruction to member fire departments, in various Hazardous Materials subjects, including on-scene operations and decontamination.

Emergency Responses: In 2011, the Team responded to 15 incidents within the District. These incidents included requests for technical assistance for member departments where a Response Team Leader provides consultation to the fire department on the handling of an incident. Additionally, team responses included hydrocarbon fuel spills in lakes, identifying spills of unknown substances, assisting the NH State Police Bomb Squad and the U.S. Drug Enforcement Agency. The mobile command post was also used to support member departments during large-scale incident.

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

Respectfully submitted,

Richard Hartung, Selectman, Hampstead, Chairman, Board of Directors
Chief Thomas McPherson, Jr., Windham Fire Department, Chairman, Operations Committee

Human Resources Department

2011 was a year of transition and change for the HR Department. Lynn Rapa, Salem's HR Director for several years, resigned and subsequently passed away after a long, courageous battle with cancer. A new Town Manager, Keith Hickey, started in March. During the year, Mitzi Baron, a former Salem HR Director, came out of retirement to consult and keep the Department running smoothly. Through it all, HR Assistant Anne Fogarty continued to provide a high level of service to Town employees and retirees, always with a smile on her face.

Despite all of the changes, expected and unexpected, 2011 was also a year of accomplishment. We finalized union contracts with AFSCME and the Police Union. Anne worked closely with the Finance Director to reduce health insurance costs for the Town, and oversaw an annual flu vaccine clinic. We oversaw hiring of two Firefighters, six Police Officers, two Special Officers, an Animal Control Officer, a Utilities Manager and a Part Time Collections Clerk.

Unfortunately, Salem has not been immune to the economic pressures on the country, and so we have worked with employees whose jobs were impacted by the 2012 budget.

The HR Department worked closely with all Town Departments on hiring, personnel issues, worker's compensation, benefits, assisting employees with New Hampshire Retirement System and other matters.

We extend our thanks to our dedicated volunteer, Bobbie.

We open 2012 by welcoming a new HR Director, Molly McKean. We already have many projects underway, including hiring new employees, finalizing union contracts, and updating and revising some of our HR policies. We are looking forward to a happy, productive new year.

Respectfully submitted,

Molly McKean, Human Resources Director

2011 Retirements

After many years of service to the Town of Salem, some of our devoted employees retired during 2011. We appreciate their hard work, dedication and distinctive service to the community over the years. *We would like to recognize these fine employees for the commitment, positive attitude, and level of integrity they brought to work every day.*

Devin Kinneen, Police Department – 24 years

Steven Woitkun, Fire Department – 22 years

Anthony Oliveri, Police Department – 13 years

Kevin Swift, Police Department – 24 years

Human Resources Department

Joint Loss Management Committee

The Town of Salem's Joint Loss Management Committee (JLMC) had a very active and productive 2011. This committed group of union and management personnel worked diligently to provide incentives for health and wellness for employees and obtained three AED's for town buildings. They utilized the resources available to them and obtaining grants from the Local Government Center and from Primex to achieve their goal of making the Town of Salem safer for those that work here.

This State mandated committee is required to meet quarterly to review accidents and injuries along with inspecting town facilities. Recognizing many of the Town's facilities are older and may not meet current codes or requirements, this committee scheduled monthly meetings in 2011 to ensure items were addressed.

The past few years, the Town has had a significant reduction in claims for work place injuries (40% decrease the past few years). We believe this is in part to informational brochures frequently published by this committee. In addition, we have seen a reduction in slip, trip, and fall hazards due to procedures addressed by the JLMC.

The many accomplishments and success of this committee can be attributed to those that spend the extra time reviewing ways the Town handles injuries, accidents, and facilities. The employees that served on the Joint Loss Management Committee in 2011 were Chairman, Cynthia, Crescenzi; Vice Chairman, Sharon Savage; Secretary, Chris Dillon; Human Resources Representative, Anne Fogarty; Firefighter, Brian Murray; Library Assistant, Judy Machnik; Custodian, David Boucher; Water Meter Technician, Scott Witkowski; Electrical Inspector, Ken Sherwood; Police Lieutenant, Kristen Fili; and Fire Chief, Kevin Breen.

Respectfully submitted,

Chris Dillon, Chairman

Human Services Department

The Human Services Department provides financial assistance to Salem residents as defined by State Statute RSA 165. Eligibility is based on need and determined each time a formal request for assistance is made through the application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendors for basic emergency needs such as food, fuel for heat, utilities, shelter costs, prescriptions (for life threatening conditions) and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible. The Human Services Department is located at the old Mary Foss School at 287 Lawrence Road. Office hours at the Human Services Department are Monday – Friday from 8:30 a.m. – 3:30 p.m. We can be reached at 603-890-2130.

In 2011, the Town provided direct assistance to 80 families and 200 individuals who had insufficient income due to a job loss, an injury, or a disability. These Salem residents were assisted with vouchers for basic necessities such as food, fuel, medical assistance (for the uninsured) and rent. This rental category consists of regular rent, emergency shelter costs, and eviction prevention money and in 2011, this again increased from \$33,728 (2010) to \$35,522 through year-end. Based on a total 2011 budget for Direct Assistance of \$59,500, it is estimated that approximately \$60,000 has been spent to date.

A significant amount of emergency rental assistance has been used to provide temporary shelter in the local motels for over 20 families. Also in 2011, the Human Services Department collected \$26,173 in reimbursements from past assistance provided to residents in need.

2011 has been a very busy year in the Human Services office with many positive things happening in terms the building of multiple community collaborations, which includes local non-profit organizations, state and municipal agencies, special service clubs, churches and caring individuals. This year with everyone working together our office was able to assist dozens of schoolchildren who were supplied with free backpacks, notebooks and supplies for Back to School as well as donated gift cards for new school clothing.

Thanks to an extremely generous food donation from the Salem Kiwanis, we were able to assist over 50 families with a complete Thanksgiving dinner or a turkey. At Christmastime, the Salem Rotary Club donated 25 complete food baskets. We also received a very generous donation of Market Basket gift cards from the Salem Contractors Association to assist additional families through the holiday season with food. This Christmas over 700 individuals were assisted through the Salem Christmas Fund with Christmas gifts and very generous food baskets, which were distributed with a large cadre of community volunteers.

AARP in conjunction with the Human Services office will once again conduct free 2011 Tax Preparation at two sites: The Salem Boys and Girls Club and University of Southern New Hampshire/Salem Campus. In 2011, our office signed up over 400 individuals who were able to have their taxes done free of charge.

Human Services Department

We also have many anonymous donors who call us and want to assist families in Salem so we are able to create those links and the wonderful senior ladies of greater Salem who knit hats, scarves and mittens for the Town of Salem Human Services office to distribute.

A special thanks to all of those unsung benefactors who so generously donate to their Salem neighbors in need.

Respectfully submitted,

Kathleen R. Walton, Director of Human Services
Barbara Riley, Human Services Assistant

Police Department

In 2011 the Salem Police Department continued to stay active in the community by participating in a number of community efforts such as Toys for Tots, ACS Relay for Life, National Night Out, Derry-Salem Elks Kidfest, Salem Caregivers Walk-a-thon, Crimeline, Salem Lions, and SHS Career Day just to cite a few. We helped with blood drives, youth sports, and a number of other events that help residents of the Salem community. We held our second SPD Citizen Academy, and will host another one in 2012. We hope that these efforts help to show that we want to be an active part of our community and want to have an open relationship with our residents. We have put together several episodes of Salem Police Beat with our partners at SCTV Channel 23, in the hopes that you will gain a better insight into your police agency. We will continue to search for new ways to stay accountable and open with our community.

For 2012, we will be employing social media practices by joining Twitter and Facebook. We hope that by using these tools we can provide you with information that you will find useful. In addition, it can help you to access us easier if you have a question. We are also working hard to keep up with new information for the Town web site.

Also in 2012, the Police Department reorganized the Community Services Unit into other divisions within the Police Department. Working in partnership with the School District, we were able to maintain the School Resource Officer presence in our schools. We thank the Salem School District and Superintendant Michael Delahanty for working with us, the Board of Selectmen, Town Manager Keith Hickey, and everyone else involved in this undertaking. Staffing on the street is being given the highest priority. The activity level on the street for Patrol and Investigations remains high. We will continue to be proactive at concentrating on the issues that drive crime in Salem. This includes the increased drug presence we have been actively working to reduce. This type of crime creates increases in other criminal activity. We will remain focused on those elements in order to maintain our quality of life.

We have an officer called up to active duty. Officer Dale Robeck has been activated and will spend the next year in Afghanistan. We wish him a safe tour of duty. We thank you again for the letters of appreciation, the kind words, and encouragement that we receive from our community. Salem continues to be a great place to live, work, and visit. Our quality of life remains high thanks to you. Your calls to us and to the Crimeline of Southern NH have helped us to capture and arrest criminals who prey on our friends and neighbors. By working together, we can keep Salem safe.

Thank you and we wish you a wonderful 2012!

Respectfully submitted,

Paul T. Donovan, Chief of Police

Police Department

2011 Department Statistics

PATROL DIVISION

<u>Totals</u>		<u>Motion Vehicle Stops:</u>	\$14,521
Total Criminal Calls:	6,908	Summons Issued	\$2,021
Total Non-Criminal Calls:	29,586	Warnings Issued	\$10,319
Total Calls for Service:	36,494		
Total Lobby Calls:	12,891	<u>Motor Vehicle Accidents:</u>	
Total Cases #'s Assigned	6,958	Reported:	1,295
		Investigated:	701

CRIME STATISTICS

Class A Offenses:

Arson	6	Pick Pocket	0
Aggravated Assault	17	Pornography/Obscene Material	6
Bribery	0	Prostitution	3
Burglary/Breaking and entering	100	Purse Snatching	4
Credit Card/ATM	90	Receiving Stolen Property	166
Counterfeiting/Forgery	52	Robbery	18
Destruction/Damage/Vandalism	310	Shoplifting/Willful Concealment	448
Drug/Narcotic Offenses	530	Simple Assault	190
Embezzlement	4	Statutory Rape	6
Extortion/Blackmail	1	Theft from Building	79
False Pretenses/Swindle/Cons	127	Theft from Coin Operated Machine	1
Forcible Fondling	9	Theft from Motor Vehicle	101
Forcible Rape	6	Theft MV Parts/Acc	15
Forcible Sodomy	2	Weapons Law Violations	8
Gambling Offenses	0	Welfare Fraud	0
Homicides	0	Wire Fraud	1
Impersonation	17		
Incest	3	All other Larceny	242
Intimidation	104		
Kidnapping/Abduction	6		
MV Theft	66		

Police Department

2011 Department Statistics

Crime Statistics (cont.)

Class B Offenses:

Bad Checks	2	Family Offences/non-violent	38
Curfew/Loitering/Vagrancy	6	Liquor Law Violations	260
Disorderly Conduct	101	Runaways	12
Driving under the Influence	255	Trespass of Real Property	40
Drunkenness	122	All other Offenses	1,420

TOTAL A & B CRIMES 4,994

TOTAL ARRESTS 2,136

Adult 1,944

Juvenile 192

ADMINISTRATIVE STATISTICS

Alarm Permits	123	Pawn slips	42,713
Arraignments	1,811	PC Hearings	395
Discovery Packets	447	Pistol Permits	203
Grand Jury/Indictments	131	Record Checks	361
Insurance requests	1,717	Subpoenas	822
Parking Tickets	313	Trials	1,219

Patrol Calls for Service 36,494

Dispatch Lobby Calls 12,891

Administrative Statistics 50,255

2011 Total Statistics 99,640

Public Works Department

The Public Works Department consists of two divisions, the Department of Public Works and the Utility Division.

The DPW is responsible for Streets and Shops, Fleet, Parks and Properties and Solid Waste Operation. The DPW maintains to provide services to our community that is cost conscious without sacrificing quality and safety.

Streets and Shops is responsible for the maintenance and upkeep of 375 lane miles of paved roads and 30 lane miles of unpaved roads. In addition to the roads, the DPW maintains the 31 miles of sidewalk. Maintenance of the roads and sidewalks include, snow removal, storm water culverts and catch basins, street signage, striping and sweeping and patching.

Fleet is responsible for the preventive maintenance and upkeep of 95 assorted pieces of equipment including trucks, heavy equipment, cars and specialty seasonal equipment that support both the Highway and Utilities Divisions.

Parks and Properties oversees the operations and upkeep of four cemeteries and the majority of Town owned buildings and land. Daily activities range from accommodating burials to cutting grass and maintaining Town buildings both inside and out.

Solid Waste Operations otherwise known as the Transfer Station handles accepting residential waste, demolition, recycling and hauling and disposal of it.

The Utilities Division provides and services homes and businesses with water and sewer. The Water Treatment Plant complies with all State and Federal Drinking Water standards. The Utility Division provides support for water and wastewater services for the community. Water supply is critical to the health and well-being of our community.

The Department of Public Works and the Utilities divisions encourage our residents to contact us regarding any questions or concerns that they may have. Our office hours are 7:00 AM to 3:30 PM, Monday through Friday. You may contact the DPW at 890-2150 or the Utility Division at 890-2171. If you should have an emergency after office hours please call the Salem Fire Department at 890-2200.

Respectfully submitted,

Rick Russell, Director

Recreation Department

The Recreation Department continued to grow in 2011, both in the number of programs offered to residents and those that participate in the programs. The first program the Department offers each year is the ski and snowboard program to Pat's Peak. This program increased by 29% over the previous year. Other programs that saw large jumps in participation in 2011 included the Hershey Track and Field program, which increased 4.8 times over 2010. Our adaptive programs increased 9.4% and added a junior division. The Palmer School increased 32% for the 2010-2011 school year over the previous school year. Also, although the weather assisted with this figure, our fishing derby had 40% increase over the previous year.

Other programs offered by the Recreation Department in 2011 included the Winter Farmer's Market which was held at the Pleasant Street Methodist Church, our summer fun program, sport camps, karate, mad science camps, tennis, music workshops, and multiple field trips and activities for those with special needs.

In addition to the programs and activities listed above, the Recreation Department focused a lot of energy on the parks in Salem in 2011. In the spring of 2011, the Recreation Department created a Recreation Needs Assessment to evaluate what people in the Town are seeking. The results of this assessment will be used to create a long-range plan for the Department. Although we didn't receive as many responses to the assessment as we would have liked, those that completed it ranged in age and household incomes providing a well rounded sample.

Other improvements to facilities in 2011 included additional sand for the beach area for Hedgehog Park. New swings and playground surfacing material was installed at Linwood Park. A new playground was installed in the fall at Hedgehog Park and the surfacing material is scheduled to be installed prior to the fishing derby of 2012. We also renovated the infield at Palmer Field and the posts were installed for the backstop. The fabric will be put up during the winter of 2012 making Palmer Field usable when the snow melts for 2012. Through the Community Development Department and a grant they received, the Palmer School received insulation in the attic and new windows and doors to help reduce energy costs for that structure. The fence was also modified at the Wal-Mart field to make it easier to enter and use that facility.

The Recreation Department would be unable to do what it does if it weren't for the help of its many volunteers, businesses, and dedicated employees. Because of the hard work and dedication of Jane Lang, the Farmer's Market became its own entity in 2011. Although this began as a Recreation program, it has blossomed into so much more. The Department also puts on the Regional Special Olympic Tournament for the state. We would be unable to do this event if it weren't for Pat Corbett, the dozens of volunteers she rounds up, the Methuen/Salem Rotary Club, Greater Salem Vineyard, and the many officials. Many businesses and non-profits also assist the Recreation Department throughout the year with sponsorships and donations to make programs more affordable. We appreciate your help. Finally, the department is appreciative of its hardest working asset, Jeanine Bannon. As anyone knows that signs up for a program or comes into the department with questions, she is the backbone of Salem Recreation. Thank you.

Respectfully submitted,

Christopher Dillon, Recreation Director

Salem Community Television

Salem Community Television began in 1971 with an agreement between Salem Cable TV and the Town of Salem. In the 1980's, a second channel was added to play Government and Public Access programming. In 2005, The Salem Government Channel was created and is dedicated to air live and taped coverage of Salem meetings. In 2011, SCTV celebrated its 40th year of serving the Salem Community. The main office is located at the High School Media Center, 44 Geremonty Drive in Salem and our telephone number is 603-893-7069 x5118. Staff members include: Tom Giarrosso - Executive Director, Judy Day, Susan McLoughlin, Larry Seaman, and Aaron Shamshoyan.

SCTV shares community media center space with Salem's Learning Channel (SLC6) and students enrolled in vocational television broadcast courses at Salem High School. The shared facilities provide cost effective means and the support necessary for community members to express themselves through the production and distribution of television programs.

All Salem residents and employees of Salem located organizations are eligible for training utilizing SCTV equipment and services for non-commercial programming. SCTV is committed to the idea that community and public access programming should serve the greater Salem community. The public is invited to participate in the creation of these programs.

The Mission of Salem Community Television is to use cable television's unique capabilities to address the communications needs of individuals and organizations in Salem; to provide training and resources to make use of this communication medium; to increase access to the educational, cultural, political, municipal, and human service resources of the Town; to strengthen the ability of Town organizations to serve residents by distributing information to the community; and to provide local television programs and opportunities to create programming for residents of Salem.

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% 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.

SCTV also coordinates several web sites including sctv17.com, sgc23.com, salemchristmas.com, salemondemand.com, and salemnhhistory.com in conjunction with the Salem Historical Society and Salem Media Services. We also contribute to SLC6's web site ssdtv6.com. Over 1,500 programs are available as Video On Demand from your internet browser, including local shows and government meetings since 2006. The channels are also available to view as a live remote video stream over the internet, so Salem meetings can be seen live with an internet connection.

Respectfully submitted,

Tom Giarrosso, Executive Director

Senior Services Department

The mission of Salem Senior Services is to assist the Town of Salem's Senior Citizens in maintaining self-sufficiency in their homes; acquaint them with local, county, state and federal programs; increase their opportunities to interact in the community; and provide them with a center that fosters mental, physical, social and nutritional well-being in a wholesome environment.

A great deal of this is accomplished at and through the existence of the Russell & Roberta Ingram Senior Center. The Center, located at 1 Sally Sweet's Way (off Veteran's Memorial Parkway), is open Monday through Thursday from 8:30 a.m. to 4:30 p.m., Fridays 8:30 a.m. to 3:30 p.m. for community residents 60 years of age and older. Seniors can drop in any time just for coffee and conversation or partake in any of our more than 170 structured activities, programs and services.

In 2011, our number of active participants grew to 2,260! We added another nine new programs or services to our vast array of offerings: an Outdoor Walking Club, a Wood Carving group, three Zumba Gold classes, a monthly Reiki clinic, a Men-Only Bone Builders class, a Quilling class and a 13-station Circuit Exercise program.

A major force in helping us provide all this is our more than 210 volunteers, giving nearly 13,000 hours. No organization is successful without the gift of volunteers who come in and help with any task you ask of them, no matter how large or small. Our long list of angels is too numerous to list here, but you know who you are and please accept our heartfelt gratitude for all you do.

We greatly appreciate the altruistic attitude of so many who give so deeply to support our program, along with our sincere thanks to the Salem Council on Aging for all their help. Together they raised more than \$76,302 this year! Please be sure to also read the Council on Aging's report elsewhere in this book.

Special recognition needs to be given for the efforts and generosity of Salem's Fire Association to treat our seniors to their annual Holiday luncheon. This year, on the 25th Anniversary of this event, they served a record 350 people!

I find the people, work and opportunities connected to this position both exciting and rewarding. I greatly appreciate my dedicated team of staff. I thank and commend Karen Bryant, Dave Boucher, Wendy Peters and Richard Demers for their continued high level of professionalism and enthusiasm.

Last, but certainly not least, we want to thank all of the seniors who have been so gracious and giving. We greatly appreciate your support and ideas. We look forward to delivering the quality services and programming our senior's desire and deserve in the coming year.

Respectfully submitted,

Patti Drelick, Director

Tax Collector

The office of the Tax Collector is responsible for collecting revenue for property, yield, and current use taxes; Town utility fees and all permits and fees issued by other Town departments. There are other major departmental responsibilities including 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.

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 bills, water and sewer bills, recreation fees, building permits and other miscellaneous payments. I would like to thank full-time clerks Jacqueline Delaney and Diane Harty and part-time clerk Christine Wholley (who we welcomed to the department in May) for their hard work and dedication to serving the public, which helps to make the collections department a success.

I enjoy working for and with the people in the community and serving those who live and have business to conduct in the Town of Salem. Elected Tax Collector in 1996, I look forward to many more years of service to the community.

I would also like to express my sincere thanks and appreciation to Deputy Tax Collector Donna Bergeron, who celebrated her tenth year with the Town in September, for her dependability, enthusiasm 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 2011 was \$4,549,789.00. This was an increase of about \$136,510.00 in revenue.

Clerks from both the Tax office and the Town Clerk's office are cross-trained to perform most of the functions of both offices. The clerk's register and title motor vehicles, 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 Jacqueline Delaney and Diane Harty. In May 2011, Christine Wholley was hired as our part-time clerk. I would like to thank them 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.

Christina Fleury is the Deputy Town Clerk. Christina 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, UCC terminations, 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 45 resident marriages, 122 resident deaths and 38 resident births that took place in NH in 2011. We have no record of any out of state vital events.

Respectfully submitted,

Susan Wall, Town Clerk

Boards, Committees,
and
Commissions



THIS PAGE INTENTIONALLY LEFT BLANK

Budget Committee

2011 saw the Salem Municipal Budget Committee say goodbye to three long time members. Former chairman Michael Carney and Peter Rayno chose not to seek re-election. Stephen Campbell resigned to serve on the Board of Selectmen. I want to thank Michael, Peter and Stephen for their service to Salem. Barry Pietrantonio and Patrick McDougall were elected to fill the two positions left open by Michael and Peter. Everett McBride was appointed by the Committee to replace Stephen following his resignation.

This year's budget season was another in a series of difficult budgets to finalize. The continued weak economy ensured that the State of New Hampshire would continue to "push down" its financial problems to the towns and cities. Salem saw its state aid remain flat with respect to last year. The NH Retirement System remains woefully underfunded and Salem was forced by the State to increase the amount it contributes. The Town also expected significant increases in health insurance and workers compensation rates. In spite of these constraints, the new Town Manager Keith Hickey and the Board of Selectmen presented a general fund budget that was effectively flat compared to last year. The Budget Committee added a few services back into the budget and made adjustments to others but the resulting general fund budget was up 0.7% over the previous year.

The School District budget was more difficult. Health insurance, Retirement and Workers Compensation all increased by double digits. Additionally, the funding for the School Resource Officers was moved from the Town budget to the School budget, which resulted in an additional increase in the budget. Finally and possibly most controversial was the addition of an Assistant Superintendant position. With all of this financial pressure, the School Board managed to present a budget with a modest increase of 1.54% in the general fund. The Budget Committee saw fit to make a number of cuts, most significantly the Assistant Superintendant position and resulting in a General Fund budget 1.2% over last years.

The Budget Committee would like to thank the Salem School Board, the Board of Selectmen, Superintendent of Schools, Town Manager and all the various department heads for their assistance with the budgetary process. We encourage comments from the public. Please remember that before we take final votes, we have a public hearing where you can share your thoughts and ideas with us.

Respectfully submitted,

Russell Frydryck, Chairman

Conservation Commission

In 2011, the Salem Conservation Commission conducted 11 meetings with 8 major agenda items. This was down slightly from 2010. Projects reviewed by the Commission included the Town Farm Road bridge, Lawrence Road bridge, and the Martin Avenue drainage improvements. The Commission was very active with a full Commission plus 2 alternates.

In 2011, the Salem Conservation Commission continued its efforts to improve the Salem Town Forest. Conservation Commission members spent many hours clearing and cleaning all trails. Upgrades to Trail A continued with the addition of some stonework for better drainage. 2011 brought much damage to the Town Forest and I would like to thank Bill Dumont for continuing his efforts to make the Forest one of the crowned jewels of the Town of Salem. I encourage everyone in town to visit the Salem Town Forest. The Salem Conservation Commission will continue to work with local organizations and businesses such as Eastern Mountain Sports to improve this vital resource.

In 2011, the Salem Conservation Commission continued the work at the Hawkins Farm property on Town Farm Road. With the Hawkins name-stone repositioned, efforts were focused on the 20 plots of community gardens located on the property. Salem residents have the opportunity to grow vegetables that benefit their families and local organizations. The Peters family had another successful harvest of corn on the property and the trail that meanders around the property gives local residents a great place to walk. The Commission plans to expand the gardens to 24 plots in 2012. We also completed the subdivision and sale of the house on the Hawkins property. I would like to thank the Blondins and Jane Lang for their work in the community gardens.

In 2011, the Commission hired a consultant to develop a plan to monitor all the Town's conservation easements. This process will take several years to complete but is necessary to comply with State of New Hampshire regulations.

In an effort to protect floodplains and Prime Wetlands and increase flood storage, the Commission has started the process to purchase acreage off Briar and Martin Avenues. The Commission is committed to protecting such lands in the Town of Salem.

In closing, the Commission would like to thank all the voters and taxpayers for their support in 2011. We thank Ross Moldoff, Sue Strugnell, and Judy Day for their support. I personally would like to thank all the members of the Commission for their dedication month after month volunteering their time and talent to make Salem a better community.

Sincerely,

William P Carter, Chairman
Salem Conservation Commission

Council on Aging

The Salem Council on Aging (COA) consists of seven Salem residents appointed by the Board of Selectmen. Their mission is to help insure Salem provides its older residents with the opportunity to maintain self-sufficiency in their homes; acquaint them with local, county, state and federal programs; increase their opportunities to interact in the community; and provide them with a center which fosters mental, physical, social and nutritional well-being in a wholesome environment.

We extend our tremendous appreciation to Ann St. Hilaire, who stepped down this year after 21 years of outstanding service and dedication to the Council. We welcomed Paul Carlton as a new member to the Council.

2011 was a very busy and exciting year for the Council. We want to thank ALL who have helped us in our fundraising efforts. We continue to actively fundraise, solicit donations and seek grants, resulting in more than \$78,555 in 2011. We continued our commitment to volunteering our time as a designated charity for the Texas Hold'em events at Rockingham Park. This effort raised \$53,942. As in the past, the 'Off Broadway Thrift and Gift Shop' continues to be a huge contributor to this fund, bringing in \$14,161 this year. Other major contributions include the donation of \$2,570 from Salem Seniors Bingo, \$713 from the 45's Card Group and \$412 from the lobby donation box. More than 100 other individuals gave very generous donations, such as memorials in memory of a loved one or in appreciation of the good times and services they receive at our center, totaling \$4,217. We also received a small grant from the State for the implementation of the Better Choices, Better Health wellness program created by Stanford University.

We expended more than \$42,718 to help enhance and supplement the facility, programs and services offered by Salem Senior Services. Some of our major expenditures included the Volunteer Appreciation event, MySeniorCenter.com – a communication and data management tool to enhance client service, stage curtains for the Multipurpose Room, a 13-station Circuit Exercise equipment program, awards for the Tournament Challenges held during the annual Anniversary Celebration event, several entertainment events, mailing packages for the 'support our troops project', and several miscellaneous repairs, supplies and enhancements to the Ingram Senior Center building.

Salem Senior Services continues to grow and by year-end had more than 2260 seniors regularly participating in programs and activities. Please drop in and check us out when you're in the neighborhood!

Respectfully submitted,

Russell Ingram, Chairman

Historic District Commission

The Salem Historic Commission had an eventful year. It has been listed on the National Register of historic places. This was not an easy task, as there were piles of forms and paperwork that need to be filed in order for this to take place. Ross Moldoff, Planning Director and Lisa Mausolf, Preservation Consultant were extremely helpful during this process. The certificates are on display at the Museum and the Old Town Hall. The buildings are the first, in the town of Salem, to be listed on the National Register. Many thanks to the Historic District Commission Board Members and to the residents in the town for supporting the funding of this project, with their help another piece of history has been preserved.

A future project for this committee includes preserving old records that are stored at the Old Town Hall. These records contain information regarding the town, its residents and its history. There are records stored in an old vault that are decaying with age. Our hope is to secure a grant so that these records may be preserved for future generations. It is our goal to have these records transferred to microfiche.

Respectfully submitted,

Beverly Glynn, Chairman

Salem Housing Authority

Serving the Community Since 1971

In 2011, the Housing Authority celebrated the agency's 40th Anniversary! On September 28, Board members and staff welcomed tenants, former Commissioners, and a host of invited guests from the local community and beyond! Several tenants were recognized for reaching a milestone of 20 years of occupancy or more. Guests were invited to tour several of the apartment units and were treated to some musical entertainment while enjoying refreshments and the perfect early autumn weather. It was a great day to celebrate and reflect on the history of the organization!

The Housing Authority operates mainly from rental income and federal housing program subsidies (no Town or State monies). This year was full of uncertainty waiting for the outcome of federal appropriations bills, and unfortunately, in the end the news was not good. We will be operating for calendar year 2012 with no federal subsidy, relying on our reserves to sustain operations. The same impact is being felt at many housing authorities across the country. In addition, our public housing modernization grant money we receive by formula each year through HUD is also being reduced as a result of federal budget cuts.

Our public housing waiting list remains quite extensive, with applicants waiting an average of three to five years to be housed. Our public housing units (158 in total) at Millville Arms, Telfer Circle and Hilda Place remain fully occupied. The Downing Way property (Low Income Housing Tax Credit property) also remains fully occupied and a small waiting list is maintained for that building.

Several modernization projects at our public housing properties were completed in 2011, including siding repair work at Millville Arms, window replacements at Telfer Circle, and roof replacement at Hilda Place. These projects were completed through the use of operating monies and HUD Capital Fund grants. Plans for the upcoming year include some paving work, boiler replacement, and exterior trim work.

Respectfully submitted,

Board of Commissioners

Georgette Smith (Chairperson)
Virginia E. Consoli (Vice-Chairperson)
Frank Grzasko
Kenneth Akerley
Angela Falcone, Resident

Diane E. Kierstead, Executive Director

Kelley Library Trustees

The Kelley Library works hard to create and maintain a library that reflects the desires and interests of our citizens. Further, we aim to provide the residents of Salem access to high quality materials that meet their information and recreational needs.

The Kelley Library continued to maintain and upgrade its facility in 2011. The library roof was replaced during the summer. Insulation, not part of the original roof, was added, as well as a fix to an area prone to ice jams and leakage. Work on the interior of the library included changes to the layout on the Main floor, further expanding the open feeling of the building while making use of the library simpler and more intuitive.

The Children's Room also saw some big change in 2011. The bench seating was removed from under the windows to allow for a cozier seating area for parents and children. The new play area had comfortable chairs added for shared reading as well. New tables and display racks were also added throughout the room. These improvements ensure the library remains aesthetically appealing and functional.

Use of the library saw a big jump in 2011. The Children's Room in particular saw several months' growth in circulation of nearly 30% over 2010. The circulation library-wide grew 5%, easily passing the 300,000 mark to reach a total of 306,051. This is the second busiest year ever for the Kelley Library, and the first year of over 300,000 in 5 years. Of real interest is the strong growth in the book circulation throughout the library, particularly for children in elementary and middle school.

In 2011, library programs continued to expand and were well attended. This year the focus was book groups. The library offered two books groups for adult readers in 2011, one focusing on fiction titles and the other on non-fiction titles. The library also served as the site for a book group for middle school readers. To learn more about library programs visit our virtual branch, www.kelleylibrary.org and use our online calendar to send yourself reminders for library events.

Considerable time and effort was dedicated to crafting the library budget. Every element of every line was examined; alternative and more cost effective solutions have been explored and adopted. Ultimately the library budget was decreased 10% to effectively manage the tax rate for 2012. This large of a decrease inevitably included reductions in personnel and hours of operation.

The Trustees would like to thank Alison Baker, Director, Michele Garneau, Assistant Director and their staff for their dedication and commitment to the library. Your efforts ensure the Kelley Library remains one of the finest public libraries in the State of New Hampshire.

Respectfully Submitted,

Kathleen Norton, Trustee

2011 Kelley Library Statistics **Dedicated to Serving You**

ADULT CIRCULATION:

Books, Magazines, and Paperbacks	99,816
Books on tape and CD, Music CDs, and Electronic Media	26,964
Video Cassettes and DVDs	52,479
Museum Passes	817
Downloadable audio books	1,226
Downloadable eBooks	2,129
Interlibrary loans from GMILCS libraries	13,778
ADULT TOTAL:	197,209

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	85,612
Books on tape and CD, Music CDs, and Electronic Media	
Video Cassettes and DVDs	23,230
CHILDREN'S TOTAL:	108,842

Grand Total

306,051

OTHER ACTIVITIES AND SERVICES:

27,394	Reserve Requests Placed
21,906	Reserve Requests Processed
1,644	Inter-Library Loans Processed, other than Gmils Libraries
1,335	Adult and Children's Library Cards Issued (Total of 15,796 registered patrons)
2,287	Story Hour Attendance at 105 Story Hours (for ages 9 mos. - 6)
1,248	Program Attendance at 88 other Children's Programs
155	Field Trip Attendance at 5 Field Trips to Library
190	Program Attendance at 19 Teen Programs
804	Program Attendance at 111 Programs for Adults
514	Meeting room usages by Salem Non-Profit Organizations
18,814	Computer Bookings (10 public computers)

MATERIALS ADDED:

7,929	Books (including paperbacks)
1,990	Books on tape and CD, Music CDs, Electronic Media, Video Cassettes, DVDs, and Microfilm reels
9,919	Total Library Materials Added
18,899	Total Library Materials Withdrawn (damaged, worn out, outdated)

COLLECTIONS: As of December 31, 2011 the library offered:

95468	Books: hard and soft cover, large print, reference
279	Current Magazine and Newspaper Subscriptions in hard copy, plus access to nearly 11,118 subscriptions online
5034	Music CDs and other Electronic media
2638	Books on Tape and CD
7379	Video Cassettes and DVDs
13	Museum passes
20	Online research databases

Museum Committee

The Salem Museum Committee works to preserve and care for three of Salem's most historical buildings. The Old Town Hall (built 1738), Alice Hall Memorial Library (built 1861), and Schoolhouse #5 (built 1873), all located within the Salem Center Historic District, are preserved as part of the Salem Historical Museum and contain artifacts of historical significance to Salem from various time periods, offering visitors a view of what life was like for residents of Salem throughout the Town's history.

In the last year, the Museum has put up a new display of items from the Granite State Potato Chip Company, and in August, installed an exhibit on the Civil War at the Kelley Library. For SalemFest, an antique quilt exhibit was installed in the Museum. We also had a summer intern working with us who organized the Museum's scrapbook collection.

The Salem Museum is open to the public April through October on Mondays from 2:00 - 5:00 p.m. and by appointment. School classes, youth organizations, and other groups are invited to visit any time of the year. The Museum is a volunteer-run organization and is always looking for additional help. Anyone interested in learning more about the history of Salem is encouraged to get involved by volunteering during museum hours and attending meetings of the Salem Historical Society on the second Tuesday of each month in the Museum's meeting room. The Historical Society features interesting lectures on topics related to the history of Salem and New England.

Topics for 2012 are as follows:

- March 13 Barbara Brown, Lawrence Textile Strike
- April 10 Maggie Stier, The Old Man of the Mountain: Substance & Symbol
- May 8 Calvin Knickerbocker, Your Hit Parade
- June 21 *to be announced*
- July 10 Sheila Charles, Archaeology of the 1782 Stephen Chase House, Portsmouth
- August 11 Field Trip to the Bread & Roses Strike Exhibit in Lawrence
- Sept. 11 Richard Hesse, Civil Liberties vs. Security
- Oct. 9 Steve Taylor, The Great Sheep Boom and Its Enduring Legacy
- Nov. 13 Adam Boyce, The Old Country Fiddler

The Museum Committee greatly appreciates the continued support of the Salem Historical Society and the group of Monday afternoon volunteers who faithfully manage the museum's collection and give tours. Without your work and dedication, Salem would not be able to enjoy this great community resource.

Respectfully submitted,

Jeffrey Barraclough, Chairman

Planning Board

It is my pleasure and honor to report to you a summary of the initiatives and activities undertaken by the Salem Planning Board in 2011. During the past year, the Planning Board focused on three key initiatives including the Depot Redevelopment Plan, Design Guidelines, and Subdivision/Site Plan Regulation amendments. This past year the Planning Board observed a significant increase in activity and plans with nearly double the number of agenda items from the previous year. As has been the case recently, a majority of the major activity involves commercial development with minimal growth on the residential side.

This year the Planning Board adopted the Depot Redevelopment Plan that provides both a vision and specifics for the eventual redevelopment of the Depot. In addition, the Board finalized and adopted new Design Guidelines that will be used for all new projects. The Guidelines formalize what the town expects from developers with respect building designs, landscaping, lighting, and more.

A majority of the remaining projects reviewed by the Board in 2011 were commercial and principally retail. In addition, the Planning Board held 23 regular meetings and considered 78 agenda items throughout the year. The most notable project was the continued expansion of the Tuscan Village development and now the new market. We trust that this development and energy will continue to fuel interest in other areas of the Depot.

This year we have seen a dramatic increase in development activity. The Planning Board continues to focus on ways in which we can foster redevelopment and diversify and expand our commercial activities. As the Planning Board moves into 2012, we will continue to think of creative and timely approaches to diversify our tax base and ensure that we continue to attract quality business and rational development that do not dilute our quality of life.

Thank you for your continued support of the Planning Board and I thank all of the Board members and town staff for their dedication and tireless work on your behalf.

Respectfully submitted,

Jim Keller, Chairman

Major Projects Approved by Planning Board in 2011

Applicant	Project	Location	Map/Lot
Salem Corporate Park	re-approval of road extension	Keewaydin Dr.	106-7848
Keewaydin Dr. Realty	120-child day care (8500 sf change-of-use)	Keewaydin Dr.	106-7854
EIP	revised site plan (former Cisco building)	Northeastern Blvd.	88-7501
Car One Auto Body	9900 sf auto repair building	Pelham Rd.	105-7776
Salem Icenter	outdoor street hockey rink	Lowell Rd.	105-7798
Planet Fitness	3365 sf expansion (change of use)	No. Broadway	63-6757
Taurus So. Broadway	16,000 sf church (change of use)	So. Broadway	144-202
Tuscan Kitchen	4000 sf retail store/café (change of use)	Willow St.	89-1151
Withrow/Subway	34 seat restaurant (1850 sf change of use)	So. Broadway	136-215
DHB	3 lot subdivision	Cross St.	135-8923
Meadows	3 lot subdivision	Cross St.	142-9435
Park Place Realty	50,000 sf office building (re-approval)	Stiles Rd.	106-11156
Clough Farm	32-unit workforce housing	Braemoor Woods Rd.	109-12266
Jay Gees	3640 sf restaurant/ice cream shop	So. Broadway	136-231
Young Brothers	15,840 sf industrial expansion	Pelham Rd.	96-7446

Recreation Advisory Committee

The Recreation Advisory Committee in 2011 focused their efforts and recommendations on the completion of several of the facilities in town while coordinating and completing several of the phases at the Hedgehog Park. These recreational facilities will allow for the improvements needed and committed that provide additional services to the community of Salem. The committee continues to work with Chris Dillon, Recreation Director, on identifying the activities required to have the completion dates accomplished.

Hedgehog Park continues to be the major facility that encompasses the Committee's time and emphasis of funding efforts to minimize any financial impact on the residents. The Finance Committee that was established in 2010 continues to brainstorm on creative measures and opportunities to raise funds for completion of the phases that will bring the park to completion over the next couple of years. Phase II was completed this year which encompassed the purchasing and installation of the Playground equipment. The surface area around the equipment will be finalized in April of 2012 and then phase III efforts will commence.

The completion of a facility that happened in 2011 is the Palmer School. The school had an energy efficient upgrade performed that will eventually decrease the expenses that will allow for continued utilization of the school for community development programs. The Palmer Field renovations were also completed and allow the field to be utilized for sports activities in the spring of 2012. Another field that was completed in 2011 is the Linwood Field.

One of major accomplishments the Recreation Advisory Committee committed to and brought to fruition is a survey that will not only benefit the Committee's energies to continue meeting the expectations of the town for recreational activities, but also continue identifying the needs assessment of the community. The survey was made available to the community through the Town of Salem's website that identifies the recreational activity needs of the community. The responses from the survey have provided substantial feedback to the committee for identifying future opportunities on fields and facility recreational needs.

The completion of the Town of Salem's School phase I project has allowed for providing usage at the North Salem, Lancaster, and Barron gyms for addition recreational activities and that the fields should be available for usage in the spring of 2012. The increase in the available fields in town due to the renovations allows for maintaining one of the committees goals of continued increase in the percentage of the participation in recreational programs for the community.

In closing, the success that the Committee has seen this year in recreational activities would not have been accomplished without the hard work of the Recreation Department that consists of Chris Dillon, Recreation Director, and Jeanine Bannon. The Committee would also like to thank the other departments within town that have dedicated their time and efforts and as well as the many volunteers that have made the recreational programs in Salem such a success. We would also like to thank the School Board members Patricia Corbert and Robert Bryant and Selectmen Representative Pat Hargreaves for their support and time to the success of this Committee.

Respectfully submitted,

Tom Woelfel, Chairman

Supervisors of the Checklist

The Supervisors of the Checklist were saddened this past year to lose a dedicated and seasoned member of our board. Janice Habib, who served the town of Salem for over thirty years, died in September. Jan's commitment to accuracy, her upbeat personality, kindness and sense of humor made working many late evenings, long election days, and lengthy town meetings, more bearable. Janice was valued, respected, and loved by all of us. She is sorely missed.

In March of 2010, Melissa Sorcinelli was elected to fill the vacancy left by Ken Oros. Melissa's knowledge of technology was of tremendous benefit over the summer months when state law required a purging of the voter checklist. Each voter, more than 20,000 were on the list at the time, had to be verified as active and domiciled in Salem. Election History of the ElectionNet state program, proved the validity of many of the voters, and the remainder were required to re-register. Those who did not re-register were successfully removed. The paper files were then updated to reflect a reduction of 4,500 voters. This timely and tedious task is repeated every ten years.

The Supervisors appointed Patricia Frydryk in October to fill the void left from Jan's passing. It was necessary to have three members to aid in the preparation of the recent Presidential Primary, and to assist in accurately amending the list to reflect the many changes made by voters following the primary.

The next nine months will be especially busy for the Supervisors. In addition to the local March election, we have the Presidential Election in November, and another State and Federal primary on September 11, 2012.

Changes to be implemented beginning with the September Primary, will be the merging of polling areas. Voters from Ward 3 (Barron School) and Ward 4 (Municipal Office Building) will vote at the Senior Center on Veterans Memorial Parkway. Voters who previously voted at Ward 2 (Soule School), will vote at Ward 1 (Fisk School). Fisk, Lancaster and North Salem polling areas will remain intact.

For voters who wish to determine their voter status, a copy of the most updated list is always available to view at the Kelley Library and the Town Hall.

The goal of our board, in addition to presenting an accurate and up to date list, is to make the privilege of voting accessible to anyone who is legally eligible. I am proud to say, that in the 32 years I have served as one of the Supervisors, we have not had one incident of reported voter fraud. As always it is an honor for us to serve the people of Salem.

Respectfully submitted,

Sheila Murray, Chairman

Trustees of Trust Funds

The three Trustees of Trust Funds are elected officials who are authorized by NH 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 maintain cemetery plots, 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.

In accordance with their fiduciary duties, the Trustees seek to:

1. Preserve the capital of the funds
2. Generate modest principal growth real (inflation-adjusted) purchasing power of the non-expendable funds
3. Generate income sufficient to annually fund the expenditures contemplated by the trusts.

In October 2002, the Trustees and Citizens Bank implemented a new system to handle the day-to-day transactions of the Expendable Trust Funds and the Capital Reserve accounts. By implementing this system, the Trustees are able to save the Town approximately \$6,500 in management fees every year.

The Trustees would like to thank Tax Collector Cheryl-Ann Bolouk for volunteering to do their record keeping for the past twenty-one years.

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

Respectfully submitted,

Harley G. Featherston, Chairman

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 Ordinances. 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 meeting is held the first Tuesday of each month. Petitions are usually due two ½ weeks prior to the meeting date. The meetings are televised and broadcast live on SCTV (23) and rerun throughout the month. You can also view the meeting on the Town website at www.townofsalemnh.org or www.sgc23.org. The public is invited and encouraged to attend the meetings.

This year we will have three vacancies as Alternate Members. If you are interested in applying for one of these 3-year appointed positions, please contact Pam Russell at Town Hall Building Department.

2011	Granted	Granted with stipulations	Denied	Withdrawn	Tabled	Continued
Variance	22	32	2	0	1	1
Equitable Waiver	1	0	0	0	0	0
Re-hearing	1	0	3	0	0	0
Appeal of Administrative Decision	0	2	0	0	0	0
Special Exception	0	0	0	0	0	0
Totals	24	34	5	0	1	1

Respectfully submitted,

Robert Uttley, Acting Chairman

Financial Reports



THIS PAGE INTENTIONALLY LEFT BLANK

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 Board of Selectmen. One of these responsibilities is to maximize the earnings on the balances of Town accounts. This is the money collected in property taxes and various fees and held for use in paying the operating expenses of the town. These balances are considerable amounting, on average, to one quarter of the Town and School District budgets.

Interest rates and consequently interest earnings continued at the historic low levels we have experienced in recent years. This situation started in response to the events of 9/11 and continued in support of the 2009 stimulus package. Ben Bernanke, Chairman of the Federal Reserve, stated in late January that these near-zero interest rates would continue into 2014. This may be good news for those paying interest on consumer loans and home mortgages. However, it is not such good news for the Town which traditionally has realized significant earnings on its funds on deposit. For example, the interest earned by the Town in 2011 was \$37,181. This stands in sharp contrast to the nearly \$693,000 earned in 2000. In general, because the Town's Investment Policy requires both liquidity and a 100% guarantee of the safety of funds, our interest rates tend to be low.

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 Reports 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	Balance	Receipts & Interest	Withdrawals	Balance
	of Fees	12/31/2010	2011	2011	12/31/2011
School	15	240,836	50,170	137,409	153,597
Recreation	13	20,972	11,746		32,718
Public Safety	21	149,961	30,296		180,257
Roads	10	835,359	95,320	160,580	770,099

Town Treasurer

As always, I thank Melanie Murray, Accounting and Budget Manager, who compiled the data for this report with her usual expertise and good cheer.

Respectfully submitted,

John Sytek, Town Treasurer

Kelley Library Treasurer's Report - 2011

Balance of cash on hand January 1, 2011	55,707.79
---	-----------

Income, 2011

Town of Salem	1,433,460.19
Library Fees	14,143.12
Materials of Trade (fines & payments for lost/damaged items)	15,556.27
Trust Funds	1,446.41
Gifts & Grants	2,819.99
Interest	228.65

Total income:	1,467,654.63
---------------	--------------

Total Available Funds, 2011	1,523,362.42
-----------------------------	--------------

Expenses, 2011

Personnel Services	1,093,359.61
Fees & Charges	9,972.99
Materials of trade	180,321.49
Supplies	21,487.83
Services and Charges: Building	77,082.89
Services and Charges: Other	63,625.17
Equipment and Furniture	14,115.74

Total Expenses:	1,459,965.72
-----------------	--------------

Balance of Cash on Hand, December 31, 2011	63,396.70
--	-----------

Cash Balances, December 31, 2011

Cash on Hand	889.48
Checking Account	41,070.81
Certificate of Deposit	10,446.42
Brock Trust Fund	6,042.83
Madeleine L. Marois Trust Fund	4,947.16

Total Cash Balances	63,396.70
---------------------	-----------

Madeleine L. Marois Trust fund activity (for the purchase of recorded classical music) as follows:

Balance on January 1, 2011	4,937.28
Interest, 2011	9.88
Expenses, 2011	0.00
Balance on December 31, 2011	4,947.16



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

102 Perimeter Road
Nashua, NH 03063-1301
Tel (603) 882-1111 • Fax (603) 882-9456
www.melansonheath.com

INDEPENDENT AUDITORS' REPORT

To the Board of Selectmen
Town of Salem, New Hampshire

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Salem, New Hampshire, as of and for the year ended December 31, 2010, which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Salem, New Hampshire's management. Our responsibility is to express an opinion 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 of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

The government-wide financial statements do not include any of the Town's infrastructure capital assets, accumulated depreciation, nor depreciation expenses related to those assets. These amounts have not been determined. Therefore, in our opinion, the financial statements referred to above do not present fairly the financial position of the governmental activities of the Salem, New Hampshire, as of December 31, 2010, and the changes in financial position for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Also, in our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of each major fund, and the aggregate remaining fund information of the Town of Salem, New Hampshire, as of December 31, 2010, and the respective changes in financial position and cash

Additional Offices:

Andover, MA • Greenfield, MA • Ellsworth, ME • Manchester, NH

flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages, and the supplementary information on page 38, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

In accordance with *Government Auditing Standards*, we have also issued a report dated July 13, 2011 on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and 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 the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
July 13, 2011

TOWN OF SALEM, NEW HAMPSHIRE
GOVERNMENTAL FUNDS
BALANCE SHEET
DECEMBER 31, 2010

ASSETS

	General	Water Fund	Sewer Fund	Expendable Trust Fund	Nonmajor Governmental Funds	Total Governmental Funds
Cash and short-term investments	\$ 20,879,971	\$ 1,800,436	\$ 2,871,412	\$ 2,704,476	\$ 3,577,130	\$ 31,833,425
Investments	-	-	-	-	1,030,628	1,030,628
Receivables:						
Property taxes	3,387,456	-	-	-	-	3,387,456
User fees	-	305,989	230,923	-	-	536,912
Departmental and other	1,359,891	-	-	-	196,422	1,556,313
Intergovernmental	386,520	-	144,851	-	-	531,371
Special assessment	-	10,589	22,952	-	-	33,541
Due from other funds	27,118	-	-	-	22,584	49,702
Other assets	176,416	-	-	-	-	176,416
TOTAL ASSETS	\$ 26,217,372	\$ 2,117,014	\$ 3,270,138	\$ 2,704,476	\$ 4,826,764	\$ 39,135,764

LIABILITIES AND FUND BALANCES

Liabilities:						
Accounts payable	\$ 236,182	\$ 42,207	\$ 26,273	\$ -	\$ 5,155	\$ 309,817
Accrued liabilities	312,216	8,824	608	340,232	9,947	671,827
Deferred revenues	3,789,227	316,578	253,875	-	-	4,359,680
Tax refunds payable	459,110	-	-	-	-	459,110
Retainage payable	7,073	12,229	3,026	-	52,998	75,326
Due to other governments	16,659,732	-	-	-	-	16,659,732
Due to other funds	22,584	-	-	-	27,118	49,702
Other liabilities	84,994	-	-	-	-	84,994
TOTAL LIABILITIES	21,571,118	379,838	283,782	340,232	95,218	22,670,188

Fund Balances:

Reserved for:						
Encumbrances and continuing appropriations	904,332	1,006,712	130,440	-	1,415,615	3,457,099
Prepaid expenditures	176,416	-	-	-	-	176,416
Expenditures	-	228,577	605,111	-	-	831,688
Perpetual (unexpendable) permanent funds	-	-	-	-	832,076	832,076
Unreserved:						
Undesignated, reported in:						
General fund	3,565,506	-	-	-	-	3,565,506
Special revenue funds	-	503,887	2,250,805	2,364,244	1,063,529	6,182,465
Capital project funds	-	-	-	-	1,229,917	1,229,917
Permanent funds	-	-	-	-	190,409	190,409
TOTAL FUND BALANCES	4,646,254	1,737,176	2,986,356	2,364,244	4,731,546	16,485,576
TOTAL LIABILITIES AND FUND BALANCES	\$ 26,217,372	\$ 2,117,014	\$ 3,270,138	\$ 2,704,476	\$ 4,826,764	\$ 39,135,764

See notes to financial statements.

TOWN OF SALEM, NEW HAMPSHIRE
GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2010

	General	Water Fund	Sewer Fund	Expendable Trust Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:						
Property taxes	\$ 23,272,079	\$ -	\$ -	\$ -	\$ 7,592	\$ 23,279,671
Penalties, interest, and other taxes	269,120	14,806	13,722	-	-	297,648
Charges for services	1,287,955	3,361,407	2,348,126	-	1,374,313	8,371,801
Intergovernmental	4,155,536	-	-	-	2,855,162	7,010,698
Licenses and permits	5,102,647	-	-	-	-	5,102,647
Investment income	172,019	740	1,298	-	147,733	321,790
Contributions	65	-	-	305,829	19,196	325,090
Miscellaneous	699,952	177,396	232,998	-	609,689	1,720,035
Total Revenues	34,959,373	3,554,349	2,596,144	305,829	5,013,685	46,429,380
Expenditures:						
Current:						
General government	5,219,552	-	-	740,090	687,342	6,646,984
Public safety	17,639,522	-	-	-	1,262,960	18,902,482
Highway and streets	3,721,123	64,574	-	3,009,946	5,196,503	11,992,146
Redevelopment and housing	-	-	-	-	2,992	2,992
Sanitation	1,105,688	-	-	-	-	1,105,688
Water distribution and treatment	-	2,057,010	-	-	-	2,057,010
Sewer distribution and treatment	-	-	1,827,002	-	-	1,827,002
Health	340,720	-	-	-	-	340,720
Welfare	223,543	-	-	-	-	223,543
Culture and recreation	2,062,365	-	-	63,122	70,074	2,195,561
Debt service	860,626	670,103	67,320	-	-	1,598,049
Capital outlay	-	110,002	2,841	-	-	112,843
Total Expenditures	31,173,139	2,901,689	1,897,163	3,813,158	7,219,871	47,005,020
Excess (deficiency) of revenues over expenditures	3,786,234	652,660	698,981	(3,507,329)	(2,206,186)	(575,640)
Other Financing Sources (Uses):						
Proceeds of bonds	-	-	-	-	1,297,000	1,297,000
Transfers in	321,175	-	106,316	3,610,733	140,100	4,178,324
Transfers out	(3,610,733)	(318,316)	(185,003)	(3,897)	(60,375)	(4,178,324)
Total Other Financing Sources (Uses)	(3,289,558)	(318,316)	(78,687)	3,606,836	1,376,725	1,297,000
Change in fund balance	496,676	334,344	620,294	99,507	(829,461)	721,360
Fund Equity, at Beginning of Year, as restated	4,149,578	1,402,832	2,366,062	2,264,737	5,561,007	15,744,216
Fund Equity, at End of Year	\$ 4,646,254	\$ 1,737,176	\$ 2,986,356	\$ 2,364,244	\$ 4,731,546	\$ 16,465,576

See notes to financial statements.

BANK BALANCES BY FUND BY ACCOUNT
December 31, 2011 (unaudited)

	<u>Beginning of Year</u>	<u>Deposits</u>	<u>Expenditures</u>	<u>End of Year</u>
<u>Citizens Bank - Operating</u>				
General Fund	\$ 20,603,612	\$ 146,466,403	\$ 145,627,486	\$ 21,442,529
Sewer Fund	\$ 2,871,412	2,326,771	1,811,880	3,386,303
Water Fund	\$ 1,800,436	3,232,861	3,322,848	1,710,449
Outside Detail-Police	\$ 103,315	1,408,864	1,360,847	151,332
SCTV Fund	\$ 344,681	414,836	319,664	439,853
Outside Detail-Fire	\$ 9,029	40,639	39,055	10,613
GIS Fund	\$ 26,273	908	5,945	21,236
Recreation	\$ 39,731	73,099	59,771	53,059
Total	\$ 25,798,489	\$ 153,964,381	\$ 152,547,496	\$ 27,215,374
<u>General Fund:</u>				
Bank of America-Ambulance	\$ 274,934	\$ 978,584	\$ 1,080,000	\$ 173,518
<u>Capital Projects:</u>				
Citizens Bank	\$ 2,695,267	\$ 455,065	\$ 1,387,726	\$ 1,762,606
<u>CDBG Grants:</u>				
Citizens Bank	\$ 13,970	\$ 13,228	\$ 26,010	\$ 1,188
<u>Forfeiture and Seizure:</u>				
Citizens Bank	\$ 189,304	\$ 189,843	\$ 126,915	\$ 252,232
<u>Trust:</u>				
Citizens Bank-Performance Escrow	\$ 1,247,129	\$ 187,533	\$ 297,990	\$ 1,136,672
<u>Special Revenue Fund:</u>				
Citizens Bk-Conservation Comm.	\$ 93,867	\$ 63,554	\$ 8,035	\$ 149,386
Citizens Bank - LLEBG	\$ 233			\$ 233
<u>TOTAL</u>	<u>\$ 30,313,193</u>	<u>\$ 155,852,188</u>	<u>\$ 155,474,172</u>	<u>\$ 30,691,209</u>

Town of Salem, New Hampshire
General Fund
Schedule of Estimated and Actual Revenues and Other Financing Sources
And Expenditures and Other Uses - Budget and Actual
For the Year Ended December 31, 2011
Unaudited

	2011		
	Original/Final Budget	Actual	Variance Favorable (Unfavorable)
Revenues and other sources			
Property Taxes	\$ 26,714,513	\$ 26,714,513	\$ -
Interest and penalties on taxes	307,579	323,205	15,626
Licenses, permits and fees	4,776,389	5,087,566	311,177
Charges for Services	1,745,195	1,803,375	58,180
Intergovernmental	2,143,890	2,598,173	454,283
Investment Income	51,572	55,535	3,963
Miscellaneous	507,310	493,773	(13,537)
Use of Fund Balance	2,513,747	2,513,747	-
Total Revenues	\$ 38,760,195	\$ 39,589,887	\$ 829,692
Expenditures and other sources			
Current:			
General Government	\$ 4,912,042	\$ 5,031,024	\$ (118,982)
Public Safety	17,110,365	17,225,176	(114,811)
Highways and streets	4,191,634	4,140,320	51,314
Sanitation	1,178,554	1,138,715	39,839
Health	186,354	185,911	443
Welfare	312,282	291,912	20,370
Culture and recreation	2,392,574	2,353,013	39,561
Debt Service	1,004,843	1,004,843	-
Capital Outlay	7,552,528	7,314,060	238,468
Total Expenditures	\$ 38,841,176	\$ 38,684,974	\$ 156,202

Town of Salem New Hampshire
General Fund
Schedule of Changes in Unreserved - Undesignated Fund Balance
For the Year Ended December 31, 2011
Unaudited

Unreserved - Undesignated Fund Balance - January 1, 2011		\$ 6,492,653
Deductions:		
Unreserved fund balance used to reduce 2011 tax rate		2,513,747
Additions:		
2011 budget summary:		
Revenue surplus	\$ 829,692	
Unexpended balance of appropriations	156,202	
Other Adjustments	52,816	
Total 2011 Budget Surplus		1,038,710
Unreserved-Undesignated Fund Balance - December 31, 2011		\$ 5,017,616

Town of Salem, New Hampshire
Governmental Funds
Balance Sheet
December 31, 2011 (Unaudited)

	General Fund	Sewer Fund	Water Fund	Non-Major Governmental Funds	Capital Project Fund	Total Governmental Funds
Assets						
Cash and equivalents	\$ 21,616,047	\$ 3,386,303	\$ 1,710,449	\$ 1,078,899	\$ 1,762,606	\$ 29,554,304
Investments						
Receivables:						
Property Taxes	3,608,920					3,608,920
Accounts	367,851	405,257	249,471	187,506		1,210,085
Intergovernmental	253,982					253,982
Special assessments		2,328,172	1,468,744			3,796,916
Interfund Receivable				28,750		28,750
Voluntary Tax Liens	271,215	15,340				286,555
Tax Lien - Reserve for Uncollectible	(271,215)					(271,215)
Prepaid Expenses	185,027					185,027
Total Assets	\$ 26,031,827	\$ 6,135,072	\$ 3,428,664	\$ 1,295,155	\$ 1,762,606	\$ 38,653,324
Liabilities and Fund Balances						
Liabilities						
Accounts payable	\$ 376,240	\$ 11,501	\$ 54,025	\$ 67,388		\$ 509,154
Accrued salaries and wages	597,128	3,872	11,397	17,761		630,158
Contracts and retainage payable	16,545		41,724			58,269
Intergovernmental Payable	18,974,096					18,974,096
Interfund payable	5,750					5,750
Deferred revenue	9,614	2,332,976	1,464,127			3,806,717
Total Liabilities	\$ 19,979,373	\$ 2,348,349	\$ 1,571,273	\$ 85,149	\$ -	\$ 23,984,144
Fund Balances						
Reserved for:						
Encumbrances	\$ 909,838	\$ 424,349	\$ 548,067	\$ 50,331	\$ 738,578	\$ 2,671,163
Endowments						-
Special Purposes		785,899	317,760			1,103,659
Unreserved:						-
Designated for Contingency	125,000					125,000
Undesignated reported in:						-
General Fund	5,017,616					5,017,616
Trust & Agency						-
Special Revenue Funds	-	2,576,475	991,564	1,159,675	1,024,028	5,751,742
Total Fund Balances	\$ 6,052,454	\$ 3,786,723	\$ 1,857,391	\$ 1,210,006	\$ 1,762,606	\$ 14,669,180
Total Liabilities and Fund Balances	\$ 26,031,827	\$ 6,135,072	\$ 3,428,664	\$ 1,295,155	\$ 1,762,606	\$ 38,653,324

Town of Salem, New Hampshire
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Funds
December 31, 2011 (Unaudited)

	General Fund	Sewer Fund	Water Fund	Non-Major Governmental Funds	Capital Project Fund	Total
Revenues						
Taxes	\$ 27,018,390					\$ 27,018,390
Intergovernmental	2,617,501			12,203	450,464	3,080,168
Licenses & Permits	5,087,566			-		5,087,566
Charges for services	1,546,375	2,082,670	3,092,307	1,618,109		8,339,461
Investment earnings	55,535	147	81	185	176	56,124
Contributions				-		-
Proceeds of General Obligation Bonds				-		-
Miscellaneous	\$ 493,773	\$ 491,491	\$ 404,831	\$ 689,540	\$ 3,400	\$ 2,083,035
Total Revenues	\$ 36,819,140	\$ 2,574,308	\$ 3,497,219	\$ 2,320,037	\$ 454,040	\$ 45,664,744
Expenditures						
Current:						
General government	\$ 5,373,137	\$ -	\$ -	421,558	\$ 1,064,065	\$ 6,858,760
Public safety	16,990,706			1,683,801		18,674,507
Sanitation	1,136,715	2,358,748				3,495,463
Highway and Streets	3,080,638				269,638	3,350,276
Health	185,911					185,911
Water distribution and treatment			2,773,436			2,773,436
Welfare	291,912					291,912
Culture and recreation	2,010,900			59,189		2,070,089
Conservation				8,268		8,268
Capital Outlay	7,441,575					7,441,575
Debt Service:						
Principal retirement	817,000	46,800	498,200			1,362,000
Interest and fiscal charges	\$ 187,843	\$ 21,960	\$ 160,525	\$ -	\$ -	\$ 370,328
Total Expenditures	\$ 37,516,337	\$ 2,427,508	\$ 3,432,161	\$ 2,172,816	\$ 1,333,703	\$ 46,882,525
Excess Deficiency of Revenues Over (Under) Expenditures	(697,197)	146,800	65,058	147,221	(879,663)	(1,217,781)
Other Financing Sources (Uses)						
Transfers in	257,000	87,765				\$ 344,765
Transfers out		(115,000)	(229,765)			\$ (344,765)
Total Other Financing Sources (Uses)	257,000	(27,235)	(229,765)			-
Net Change in Fund Balances	(440,197)	119,565	(164,707)	147,221	(879,663)	\$ (1,217,781)
Fund Balances Beginning of Year, as restated	6,492,651	3,667,158	2,022,098	6,752,041	2,642,269	15,886,961
Fund Balances End of Year	\$ 6,052,454	\$ 3,786,723	\$ 1,857,391	\$ 6,899,262	\$ 1,762,606	\$ 14,669,180

Town of Salem, New Hampshire
Capital Assets
For the Year Ended December 31, 2011

	Balance 12/31/2010	Additions	Deductions	Balance 12/31/2011
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 9,744,797	\$ -	\$ -	\$ 9,744,797
Land improvements	509,289	-	-	509,289
Construction in progress	-			-
Total capital assets not being depreciated	<u>\$ 10,254,086</u>	<u>-</u>	<u>-</u>	<u>\$ 10,254,086</u>
Depreciable				
Buildings	\$ 7,821,790	26,171	-	\$ 7,847,961
Machinery and equipment	7,197,184	221,769	49,800	7,369,153
Vehicles	7,603,465	155,735	-	7,759,200
Total depreciable capital assets	<u>\$ 22,622,438</u>	<u>403,675</u>	<u>49,800</u>	<u>\$ 22,976,313</u>
Total capital assets	<u>\$ 32,876,524</u>	<u>403,675</u>	<u>49,800</u>	<u>\$ 33,230,399</u>
Accumulated depreciation:				
Buildings	\$ (3,421,618)	(165,037)	-	\$ (3,586,655)
Machinery and equipment	(2,986,752)	(328,291)	17,707	(3,297,336)
Vehicles	(5,061,257)	(610,198)	-	(5,671,455)
Total accumulated depreciation	<u>\$ (11,469,628)</u>	<u>(1,103,526)</u>	<u>17,707</u>	<u>\$ (12,555,447)</u>
Net Book Value, Capital Assets	<u>\$ 21,406,897</u>	<u>(699,852)</u>	<u>67,507</u>	<u>\$ 20,674,952</u>

STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 2011

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/10	New Issues 2011	Bonds retired 2011	Outstanding Debt 12/31/11
Spicket Hill Water Tower	1998	1,023,000	4.82%	2013	265,000		85,000	180,000
Arlington Pipeline	1996	2,900,000	5.71%	2016	1,235,000		180,000	1,055,000
Canobie Water /Sewer	1998	1,170,354	4.92%	2018	610,000		65,000	545,000
Road/Water T Plant Projects	1994	1,100,000	5.75%	2014				
Water Treatment Plant	1994	3,600,000	5.75%	2014				
Old Rockingham Pleasant St	1996	1,650,000	5.75%	2016				
		6,350,000			900,000		225,000	675,000
Blake Road Water Project	2004	695,900	4.41%	2024	490,000		35,000	455,000
Arterial Road Bond - North Main Street	2006	4,000,000	3.75%	2016	2,400,000		400,000	2,000,000
Bridge Reconstruction- Lawrence Road	2009	2,394,500	2.02%	2019	2,150,000		240,000	1,910,000
Bridge Reconstruction- N Main/Emerson	2010	1,297,000	2.62%	2020	1,297,000		132,000	1,165,000
Totals		22,630,754			9,347,000	0	1,362,000	7,985,000

TAX RATE COMPUTATIONS AND ASSESSED VALUATION TRENDS

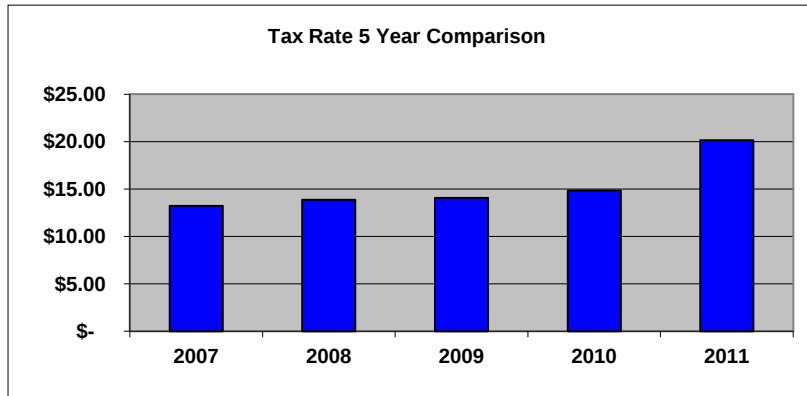
2007-2011

	2007	2008	2009	2010	2011
Total Town Appropriations	\$38,453,905	\$37,007,334	\$39,996,401	\$40,788,937	\$44,483,092
Less Revenues and Credits	(18,762,919)	(15,736,412)	(18,549,358)	(17,634,901)	(17,836,079)
Net Town Appropriations	19,690,986	21,270,922	21,447,043	23,154,036	26,647,013
Net School Tax Assessment	25,459,807	27,984,948	28,872,900	31,154,214	35,804,128
State Education Taxes	10,450,722	9,920,903	9,760,335	10,102,755	8,965,888
County Tax Assessment	3,961,635	4,056,856	4,311,378	3,919,470	3,921,291
Total Town, School and County	59,563,150	63,233,629	64,391,656	68,330,475	75,338,320
Business Profits Tax Reimbursement	(188,295)	(188,295)	0	0	0
War Service Credits	755,000	748,000	735,500	718,500	705,125
Overlay	283,604	293,336	122,728	227,112	619,609
Property Taxes to be Raised	\$60,413,459	\$64,086,670	\$65,249,884	\$69,276,087	\$76,663,054
Net Assessed Valuation	\$4,579,495,504	\$4,623,083,845	\$4,650,084,748	\$4,677,695,399	\$3,814,009,111
Total Tax Rate	\$13.21	\$13.88	\$14.05	\$14.84	\$20.14

TAX RATE COMPUTATION AND ASSESSED VALUATION TRENDS

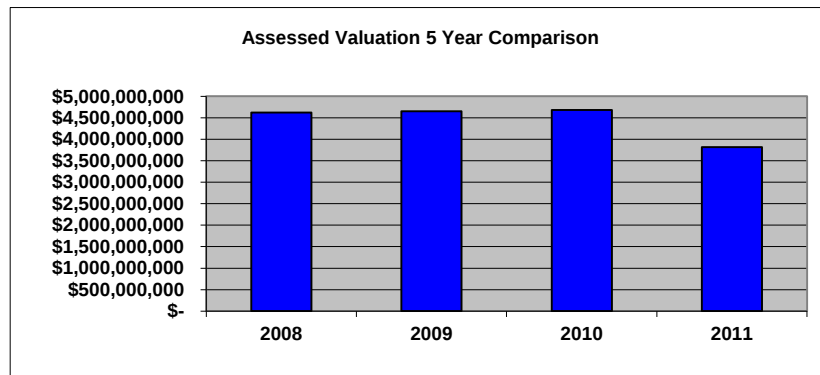
Tax Rate 5 year Comparison

2007	\$	13.21
2008	\$	13.88
2009	\$	14.05
2010	\$	14.84
2011	\$	20.14



Assessed Valuation 5 year Comparison

2001	\$	2,341,774,298
2008	\$	4,623,083,845
2009	\$	4,650,084,748
2010	\$	4,677,695,399
2011	\$	3,814,009,111



TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2011

MS-61

***ON LEVIES OF ***

DR.		<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>Prior</u>
UNCOLLECTED TAXES					
BEG. OF YEAR:					
Property Taxes	#3110	xxxxxxxxxxxxxx	2,444,716		
Resident Taxes	#3180	xxxxxxxxxxxxxx	25,030	8,580	1,830
Land Use Change	#3120	xxxxxxxxxxxxxx			
Yield Taxes	#3185	xxxxxxxxxxxxxx			
Utilities	#3189	xxxxxxxxxxxxxx	545,583	11,837	
Excavation	#3187	xxxxxxxxxxxxxx			
 TAXES COMMITTED					
THIS YEAR					
Property Taxes	#3110	75,983,319			
Resident Taxes	#3180		1,580		
Land Use Change	#3120	73,000			
Yield Taxes	#3185	9,281			
Utilities	#3189				
Excavation	#3187				
 OVERPAYMENT:					
Property Taxes	#3110	71,098	2,010		
Resident Taxes	#3180		10	20	40
Land Use Change	#3120				
Yield Taxes	#3185				
Interest Collected on Delinquent Tax	#3190	37,607	117,988		
Collected Resident Tax Penalties	#3190		1,125	11	1
TOTAL DEBITS		<u>\$ 76,174,305</u>	<u>\$ 3,138,042</u>	<u>\$ 20,448</u>	<u>\$ 1,871</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2011

MS-61

ON LEVIES OF

CR.	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>Prior</u>
REMITTED TO TREASURER DURING FY:				
Property Taxes	73,179,127	2,446,726		
Resident Taxes		11,260	110	10
Land Use Change	73,000			
Yield Taxes	8,716			
Utilities		545,583	11,837	
Interest - Property Tax	37,607	117,988		
Penalties- Resident Tax		1,125	11	1
Excavation				
Deeded to Municipality	9,298			
DISCOUNTS ALLOWED:				
ABATEMENTS MADE:				
Property Taxes	12,514			
Resident Taxes		8,450	8,490	1,860
Land Use Change				
Yield Taxes	392			
Utilities				
UNCOLLECTED TAXES END OF YEAR: #1080				
Property Taxes	2,853,479			
Resident Taxes		6,910		
Land Use Change				
Yield Taxes	172			
Excavation				
Utilities				
TOTAL CREDITS	<u>\$ 76,174,305</u>	<u>\$ 3,138,042</u>	<u>\$ 20,448</u>	<u>\$ 1,871</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2011

MS-61

DR.	***ON LEVIES OF***			<u>PRIOR</u>
	<u>2010</u>	<u>2009</u>	<u>2008</u>	
Unredeemed Liens Bal. @ Beg. Fiscal Yr.		498,186	277,129	131,983
Liens Executed During Fiscal Year	1,328,888			
Interest & Costs Col. After Lien Execution	36,195	43,897	78,952	7,338
Overpayment/Adjustment				
TOTAL DEBITS	<u>\$ 1,365,083</u>	<u>\$ 542,083</u>	<u>\$ 356,081</u>	<u>\$ 139,321</u>

CR.

REMITTANCE TO TREASURER

Redemptions	683,404	156,846	230,280	16,739
Int & Cost (after Lien) #3190	36,195	43,897	78,952	7,338
Abatements of Unredeemed Taxes	60,684	59,360	29,324	106,165
Liens Deeded to Municipality	12,215	11,533	9,881	
Unredeemed Liens Bal End of Year #1110	572,585	270,447	7,644	9,079
TOTAL CREDITS	<u>\$ 1,365,083</u>	<u>\$ 542,083</u>	<u>\$ 356,081</u>	<u>\$ 139,321</u>

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, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF HOW INVESTED TRUST FUND	PRINCIPAL					INCOME					TOTAL		
			Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income	
	NON-EXPENDABLE TRUST FUNDS:														
	A & O Hall	Flowers	534.10	0.00	30.07		564.17	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.66	
	Ackerman Mem Sch	Scholarship	12,299.88	0.00	692.39		12,992.27	289.27	1.26%	317.11	(289.27)	(29.57)	287.54	13,279.82	
	Albert Kelly III	Annual Scholarship	6,788.47	0.00	382.14		7,170.61	5,445.50	0.69%	175.02	0.00	(16.32)	5,604.20	12,774.81	
	Alice R. Dustin	Flowers	267.10	0.00	15.04		282.13	6.28	0.03%	6.89	(6.28)	(0.64)	6.24	288.38	
	Anna B. Taylor	Flowers	534.17	0.00	30.07		564.24	12.57	0.05%	13.77	(12.57)	(1.28)	12.48	576.73	
	Annie B. Stevens	Flowers for Lot	178.02	0.00	10.02		188.05	4.19	0.02%	4.59	(4.19)	(0.43)	4.16	192.21	
	B Howard/E Smith	Flowers	88.99	0.00	5.01		94.00	2.10	0.01%	2.29	(2.10)	(0.21)	2.08	96.08	
	Bailey, John	Books for Library	3,788.35	0.00	213.26		4,001.60	89.09	0.39%	97.67	(89.09)	(9.11)	88.57	4,090.17	
	Bicent'l Scholarp	Scholarship	15,477.00	0.00	871.24		16,348.24	364.00	1.58%	399.02	(364.00)	(37.20)	361.81	16,710.05	
	Billy Doucette Mem Scholarship	Scholarship	16,475.53	0.00	927.45		17,402.98	(12,225.55)	1.68%	424.76	0.00	(39.60)	(11,840.40)	5,562.58	
	Budget/Ciark	Cemetery Lot Maint	3,560.58	0.00	200.43		3,761.01	83.74	0.36%	91.80	(83.74)	(8.56)	83.23	3,844.25	
	C Cross/W Priest	Flowers	267.10	0.00	15.04		282.13	6.28	0.03%	6.89	(6.28)	(0.64)	6.24	288.38	
	Cemetery	Various	3,026.25	0.00	170.35		3,196.61	71.18	0.31%	78.02	(71.18)	(7.27)	70.74	3,267.35	
	Cemetery Fund	General Maintenance	307,896.09	0.00	17,332.20		325,228.29	7,241.30	31.44%	7,937.94	(7,241.30)	(740.14)	7,197.80	332,426.08	
	Chas A Quimby	Flowers for Lot	178.02	0.00	10.02		188.05	4.19	0.02%	4.59	(4.19)	(0.43)	4.16	192.21	
	Chas McLaughlin	Lot Care	1,780.58	0.00	100.23		1,880.82	41.88	0.18%	45.91	(41.88)	(4.28)	41.62	1,922.44	
	Clarence J. Sylvian	Flowers	177.99	0.00	10.02		188.01	4.18	0.02%	4.59	(4.18)	(0.43)	4.16	192.18	
	Clarence Cameron	Flowers	1,068.28	0.00	60.14		1,128.42	25.12	0.11%	27.54	(25.12)	(2.57)	24.97	1,153.39	
	Clinton L. Silver	Flowers	177.99	0.00	10.02		188.01	4.18	0.02%	4.59	(4.18)	(0.43)	4.16	192.18	
	Clyde R. Coolidge	Flowers	356.05	0.00	20.04		376.09	8.38	0.04%	9.18	(8.38)	(0.86)	8.32	384.41	
	Counc//Fine Arts	Books for Library	772.79	0.00	43.50		816.30	18.17	0.08%	19.92	(18.17)	(1.86)	18.07	834.36	
	Edm. H. Pettingill	Flowers	356.05	0.00	20.04		376.09	8.38	0.04%	9.18	(8.38)	(0.86)	8.32	384.41	
	Elinor Grace Smith	Flowers	654.31	0.00	36.83		691.14	15.39	0.07%	16.87	(15.39)	(1.57)	15.29	706.44	
	Enoch Taylor	High School Support	77,366.66	0.00	4,355.15		81,721.81	1,819.55	7.90%	1,994.81	(1,819.55)	(185.98)	1,808.63	83,530.44	
	Evelyn Murray	Nursing Scholarship	0.00	0.00	0.00		0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	
	Frankie Linehan	Annual Scholarship	26,556.16	50.00	1,494.91		28,101.07	5,426.06	2.71%	684.65	(1,000.00)	(63.84)	5,046.87	33,147.94	
	G Burkhardt	Flowers	534.00	0.00	30.06		564.06	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.55	
	G P Henderson	Flowers	534.14	0.00	30.07		564.21	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.70	
	Gertrude Silver	Flowers	356.05	0.00	20.04		376.09	8.38	0.04%	9.18	(8.38)	(0.86)	8.32	384.41	
	Harold J. Rolfe	Flowers	534.00	0.00	30.06		564.06	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.55	
	Howard Smith	Flowers	533.98	0.00	30.06		564.04	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.53	
	Isiah Woodbury Jr.	Flowers	555.03	0.00	31.24		586.27	13.05	0.06%	14.31	(13.05)	(1.33)	12.98	599.25	
	John W. Woodbury	Flowers	1,030.77	0.00	58.02		1,088.80	24.24	0.11%	26.57	(24.24)	(2.48)	24.09	1,112.89	
	J & T Consoli	Flowers	534.12	0.00	30.07		564.19	12.56	0.05%	13.77	(12.56)	(1.28)	12.49	576.68	
	John Dix	Public Improvements	34,191.98	0.00	1,924.75		36,116.72	804.15	3.49%	881.51	(804.15)	(82.19)	799.32	36,916.04	
	John McVoy	Care of Needy	123,741.09	0.00	6,965.68		130,706.77	2,910.22	12.64%	3,190.20	(2,910.22)	(297.46)	2,892.74	133,599.50	
	Lancaster	Lot Care	4,450.13	0.00	250.51		4,700.64	104.66	0.45%	114.73	(104.66)	(10.70)	104.03	4,804.67	
	Lancaster Fd	Selectman's Disc	(0.00)	0.00	(0.00)		(0.00)	0.00	0.00%	(0.00)	0.00	0.00	0.00	(0.00)	
	Spelling B	Spelling Bee Prizes	3,609.37	0.00	203.18		3,812.55	84.89	0.37%	93.05	(84.89)	(8.68)	84.38	3,896.92	
	Laura Taylor	Flowers	356.05	0.00	20.04		376.09	8.38	0.04%	9.18	(8.38)	(0.86)	8.32	384.41	
	M Janigan	Flowers	534.19	0.00	30.07		564.26	12.57	0.05%	13.77	(12.57)	(1.28)	12.49	576.75	
	Madeline A. Little	Salem Elem Sch Books	5,340.54	0.00	300.63		5,641.18	125.60	0.55%	137.69	(125.60)	(12.84)	124.85	5,766.03	

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	PRINCIPAL					INCOME				Fees	Balance End Year	TOTAL Principal & Income
			%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year			
	Margaret Gurney	Flowers	0.06%	534.12	0.00	30.07		564.19	0.06%	13.77	(12.56)	(1.28)	12.49	576.68
	Mario Bucheri	Mem Site Care	0.05%	445.00	0.00	25.05		470.05	0.05%	11.47	(10.47)	(1.07)	10.40	480.45
	McClary Teifer Fund	Upk of Salem Ctr Cam	1.02%	9,955.09	0.00	560.40		10,515.49	1.02%	256.65	(234.13)	(23.93)	232.73	10,748.22
	Ordway	School Support	0.14%	1,329.21	0.00	74.82		1,404.04	0.14%	34.27	(31.26)	(3.20)	31.07	1,435.11
	R Noyes	Flowers	0.05%	534.14	0.00	30.07		564.21	0.05%	13.77	(12.56)	(1.28)	12.49	576.70
	S L Rogers	Flowers for Lot	0.01%	88.99	0.00	5.01		94.00	0.01%	2.29	(2.10)	(0.21)	2.08	96.08
	S L Rogers	Flowers for Lot	0.01%	88.99	0.00	5.01		94.00	0.01%	2.29	(2.10)	(0.21)	2.08	96.08
	S & T Roberts	Flowers	0.04%	336.05	0.00	20.04		376.09	0.04%	9.18	(8.38)	(0.86)	8.32	384.41
	School Prize	Scholarship Medals	0.10%	993.65	0.00	55.93		1,049.59	0.10%	25.62	(23.37)	(2.39)	23.23	1,072.82
	Serena Hall	Flowers	0.05%	534.14	0.00	30.07		564.17	0.05%	13.77	(12.56)	(1.28)	12.49	576.66
	Simpson-Maxwell	Assist Needy Children	0.92%	9,004.24	0.00	506.87		9,511.11	0.92%	232.14	(211.77)	(21.65)	210.49	9,721.61
	Simpson-Maxwell	District Nurses	4.33%	42,401.22	0.00	2,386.86		44,788.08	4.33%	1,093.16	(997.22)	(101.93)	991.23	45,779.31
	W. Westerdale	Flowers	0.05%	534.19	0.00	30.07		564.26	0.05%	13.77	(12.57)	(1.28)	12.49	576.75
	Walter E. Kimball	Flowers	0.02%	178.02	0.00	10.02		188.05	0.02%	4.59	(4.19)	(0.43)	4.16	192.21
	Watts, Donald and Edna	Flowers	0.05%	528.83	0.00	29.77		558.60	0.05%	13.63	(12.44)	(1.27)	12.36	570.96
	Cemetery	Perpetual Care	20.33%	199,139.84	0.00	11,210.05		210,349.89	20.33%	5,134.07	(4,683.49)	(478.71)	4,655.37	215,005.26
2001	Ackerman, Guy L		0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	3.31	153.06
2011	Agudelo, Heladio (Jim)		0.00%	0.00	260.00	0.00		260.00	0.00%	0.00	0.00	0.00	0.00	260.00
2002	Albee, Earl E		0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	3.31	153.06
2008	Albright, Elfriede		0.01%	123.39	0.00	6.95		130.34	0.01%	2.90	(2.90)	(0.30)	2.88	133.22
2002	Alberiti, Kevin		0.02%	218.21	0.00	12.28		230.49	0.02%	5.13	(5.13)	(0.52)	5.10	235.59
2002	Alterisio, Beverly		0.01%	145.47	0.00	8.19		153.66	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2007	Andreas, Jacob		0.02%	189.07	0.00	10.64		199.71	0.02%	4.44	(4.44)	(0.45)	4.42	204.13
2005	Anderson, Donald		0.01%	136.22	0.00	7.67		143.89	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2007	Anttil, Beverly		0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	2.95	136.09
2005	Anzolino, John C.		0.01%	65.98	0.00	3.71		69.70	0.01%	1.70	(1.55)	(0.16)	1.54	71.24
2003	Babikian, Gregory H		0.03%	280.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	6.80	314.13
2002	Bailargeon, August		0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	6.63	306.12
2002	Bamford, Maria E.		0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	6.63	306.12
2008	Barbera, Vincent		0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	(5.81)	(0.59)	5.77	266.44
2008	Barclay, John R.		0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	(5.81)	(0.59)	5.77	266.44
2004	Barker, Raymond		0.02%	222.10	0.00	12.50		234.60	0.02%	5.23	(5.23)	(0.53)	5.19	239.79
2009	Bascio, Michael		0.01%	63.71	0.00	3.59		67.30	0.01%	1.64	(1.50)	(0.15)	1.49	68.79
2004	Bastien, Doris		0.01%	74.03	0.00	4.17		78.20	0.01%	1.74	(1.74)	(0.18)	1.73	79.93
2010	Batta, George A.		0.01%	65.00	0.00	3.66		68.66	0.01%	1.68	0.00	(0.16)	1.52	70.18
2003	Bergeron, Gilbert		0.01%	74.03	0.00	4.17		78.20	0.01%	1.74	(1.74)	(0.18)	1.73	79.93
2007	Bilodeau, David		0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	(5.81)	(0.59)	5.77	266.44
2003	Blakeslee, Edward		0.03%	290.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	6.80	314.13
2002	Blouin, Earl		0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	3.31	153.06
2010	Boden, Arthur T., Jr.		0.01%	65.00	0.00	3.66		68.66	0.01%	1.68	0.00	(0.16)	1.52	70.18
2010	Bonanno, Andrew J.		0.01%	130.00	0.00	7.32		137.32	0.01%	3.35	0.00	(0.31)	3.04	140.36
2011	Borges, Albert		0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2006	Bourque, James		0.01%	131.97	0.00	7.43		139.39	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2008	Boutin, Annie L.		0.01%	123.39	0.00	6.95		130.34	0.01%	2.90	(2.90)	(0.30)	2.88	133.22
2003	Boutin, Zelfa		0.02%	222.10	0.00	12.50		234.60	0.02%	5.23	(5.23)	(0.53)	5.19	239.79
2004	Brazil, Richard		0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	(3.48)	(0.36)	3.46	159.86

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				Fees	Balance End Year	TOTAL Principal & Income
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year		
2011	Briggs, Norma J.			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	65.00
2008	Brousseau, Alphonse			0.02%	185.08	0.00	10.42		195.50	0.02%	4.77	(4.35)	0.00	199.83
2010	Brown, Carol L.			0.01%	65.00	0.00	3.66		68.66	0.01%	1.68	0.00	0.00	70.18
2002	Brunelle, Raymond			0.03%	283.53	0.00	15.96		299.50	0.03%	7.31	(6.67)	0.00	306.12
2005	Bobis, Marc L.			0.01%	131.97	0.00	7.43		139.39	0.01%	3.40	(3.11)	0.00	142.48
2002	Boudreau, Teresa			0.01%	70.88	0.00	3.99		74.87	0.01%	1.83	(1.66)	0.00	76.53
2008	Boyko, Pauline			0.06%	246.76	0.00	13.89		260.67	0.06%	6.36	(5.81)	0.00	266.44
2006	Burnham, Linda			0.01%	128.05	0.00	7.10		133.14	0.01%	3.25	(2.97)	0.00	136.09
2003	Burris, Eugene			0.02%	146.07	0.00	8.33		156.40	0.02%	3.82	(3.48)	0.00	159.86
2002	Buscemi, Dora			0.01%	141.77	0.00	7.98		149.75	0.01%	3.65	(3.34)	0.00	153.06
2007	Bythewood, Dorothy			0.01%	61.69	0.00	3.47		65.17	0.01%	1.59	(1.45)	0.00	66.61
2011	Callahan Ann M			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	65.00
2009	Calma, Mary S.			0.03%	254.85	0.00	14.35		269.20	0.03%	6.57	(5.99)	0.00	275.16
2004	Campbell, William			0.06%	296.13	0.00	16.67		312.80	0.06%	7.63	(6.97)	0.00	319.72
2008	Campos, Carlos Sr.			0.01%	123.39	0.00	6.95		130.34	0.01%	3.18	(2.90)	0.00	133.22
2006	Capozzi, Bruce			0.01%	131.97	0.00	7.43		139.39	0.01%	3.40	(3.11)	0.00	142.48
2003	Carney, Jr., Joseph			0.03%	290.95	0.00	16.38		307.32	0.03%	7.50	(6.85)	0.00	314.13
2004	Carr, Raymond			0.03%	296.13	0.00	16.67		312.80	0.03%	7.63	(6.97)	0.00	319.72
2004	Carroll, Margaret			0.02%	148.07	0.00	8.33		156.40	0.02%	3.82	(3.48)	0.00	159.86
2005	Carter, Edna G.			0.01%	68.11	0.00	3.83		71.95	0.01%	1.76	(1.60)	0.00	73.54
2008	Casey, Karen			0.01%	123.39	0.00	6.95		130.34	0.01%	3.18	(2.90)	0.00	133.22
2002	Catalfimo, Catherine			0.03%	290.95	0.00	16.38		307.32	0.03%	7.50	(6.85)	0.00	314.13
2007	Catarinus, Carole			0.01%	126.05	0.00	7.10		133.14	0.01%	3.25	(2.97)	0.00	136.09
2007	Cavanaugh, John			0.03%	126.05	0.00	7.10		133.14	0.03%	3.25	(2.97)	0.00	136.09
2003	Charlebois, David			0.03%	290.95	0.00	16.38		307.32	0.03%	7.50	(6.85)	0.00	314.13
2002	Chorley, David			0.01%	141.77	0.00	7.98		149.75	0.01%	3.65	(3.34)	0.00	153.06
2010	Chiccarone, Peter			0.03%	280.00	0.00	14.64		274.64	0.03%	6.70	0.00	0.00	280.71
2006	Clifton, Walter S			0.01%	131.97	0.00	7.43		139.39	0.01%	3.40	(3.11)	0.00	142.48
2007	Coco, Horace J.			0.03%	246.76	0.00	13.89		260.67	0.03%	6.36	(5.81)	0.00	266.44
2007	Conley, Richard A.N.			0.01%	65.98	0.00	3.71		69.70	0.01%	1.70	(1.55)	0.00	71.24
2006	Connors, Maurice			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	0.00	147.08
2005	Connearney, Kevin			0.02%	204.33	0.00	11.50		215.84	0.02%	5.27	(4.81)	0.00	220.61
2011	Cooney, Patrick W.			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	65.00
2010	Cossette, Sandra A.			0.02%	195.00	0.00	10.98		205.98	0.02%	5.03	0.00	0.00	210.54
2004	Coty, Bernard W.			0.03%	296.13	0.00	16.67		312.80	0.03%	7.63	(6.97)	0.00	319.72
2003	Couture, Doris			0.03%	290.95	0.00	16.38		307.32	0.03%	7.50	(6.85)	0.00	314.13
2009	Coville, Jacqueline			0.01%	63.71	0.00	3.59		67.30	0.01%	1.64	(1.50)	0.00	68.79
2003	Cox, Sheila			0.03%	290.95	0.00	16.38		307.32	0.03%	7.50	(6.85)	0.00	314.13
2006	Crane, William A.			0.01%	126.05	0.00	7.10		133.14	0.01%	3.25	(2.97)	0.00	136.09
2010	Cronin, John F.			0.01%	130.00	0.00	7.32		137.32	0.01%	3.35	0.00	0.00	140.36
2007	Croteau, Deborah			0.03%	252.09	0.00	14.19		266.29	0.03%	6.50	(5.93)	0.00	272.18
2003	Crumpler, Betty Jane			0.01%	145.47	0.00	8.19		153.66	0.01%	3.75	(3.42)	0.00	157.06
2009	Curran, Brenda J.			0.03%	127.43	0.00	7.17		134.60	0.03%	3.29	(3.00)	0.00	137.58
2010	D'Agate, John Abdul			0.03%	280.00	0.00	14.64		274.64	0.03%	6.70	0.00	0.00	280.71
2004	Dawson, Barbara			0.02%	148.07	0.00	8.33		156.40	0.02%	3.82	(3.48)	0.00	159.86
2004	Dawson, Lynne			0.02%	148.07	0.00	8.33		156.40	0.02%	3.82	(3.48)	0.00	159.86
2010	Day, Stephen R.			0.01%	65.00	0.00	3.66		68.66	0.01%	1.68	0.00	0.00	70.18

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME				Fees	Balance End Year	TOTAL Principal & Income
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year			
2011	DeAmicis, Robert A.			0.00%	130.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2004	DeCesare, Helen			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	3.48	(0.36)	3.46	159.86
2003	Decker, Nancy G.			0.02%	218.21	0.00	12.28		230.49	0.02%	5.13	5.13	(0.52)	5.10	235.59
2011	Delaney, Norman G.			0.00%	130.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2002	Dellicioppa, David			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	3.34	(0.34)	3.31	153.06
2001	Deloge, Jean			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	3.34	(0.34)	3.31	153.06
2003	Demellia, Michael			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	3.48	(0.36)	3.46	159.86
2003	Demers, Rudolph			0.01%	72.74	0.00	4.09		76.83	0.01%	1.71	1.71	(0.17)	1.70	78.53
2011	Dennis, Robert L.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2010	DesRosa, Philip A. Sr.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2005	DesFosses, Gloria			0.01%	136.22	0.00	7.67		143.89	0.01%	3.51	3.51	(0.33)	3.18	147.08
2010	Desmanches, Rene			0.03%	260.00	0.00	14.64		274.64	0.03%	6.70	6.70	(0.63)	6.08	280.71
2008	DeVito, Stephen D.			0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	5.81	(0.59)	5.77	266.44
2003	Dew, Robert			0.01%	145.47	0.00	8.19		153.66	0.01%	3.42	3.42	(0.35)	3.40	157.06
2011	Donabedian, Daniel			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2006	Donovan, Rita			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	3.11	(0.32)	3.09	142.48
2009	Dube, Richard			0.01%	130.00	0.00	7.32		137.32	0.01%	3.35	3.35	(0.31)	3.04	140.36
2002	Dubreuil, Denise			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	1.66	(0.17)	1.66	76.53
2005	Dubois, John			0.01%	136.22	0.00	7.67		143.89	0.01%	3.51	3.51	(0.33)	3.18	147.08
2004	Duffy, Thresa			0.01%	74.03	0.00	4.17		78.20	0.01%	1.74	1.74	(0.18)	1.73	79.93
2005	Duggan, Paul			0.03%	272.45	0.00	15.34		287.78	0.03%	6.41	6.41	(0.65)	6.37	294.15
2002	Dunaway, James			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	3.34	(0.34)	3.31	153.06
2005	Duvernay, Bertrand			0.01%	136.22	0.00	7.67		143.89	0.01%	3.51	3.51	(0.33)	3.18	147.08
2007	Dymek, Doris			0.02%	185.08	0.00	10.42		195.50	0.02%	4.35	4.35	(0.44)	4.33	199.83
2010	Espinal, Andrea L.			0.01%	65.00	0.00	3.66		68.66	0.01%	1.88	1.88	(0.16)	1.52	70.18
2011	Fairweather, Ethel M			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2010	Fallier, Nancy J.			0.01%	65.00	0.00	3.66		68.66	0.01%	1.88	1.88	(0.16)	1.52	70.18
2002	Fameth, Douglas			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	1.66	(0.17)	1.66	76.53
2007	Faucher, Lucia			0.02%	189.07	0.00	10.64		199.71	0.02%	4.44	4.44	(0.45)	4.42	204.13
2004	Fawcett, Walter			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	3.48	(0.36)	3.46	159.86
2006	Ferris, Virginia M.			0.03%	263.93	0.00	14.86		278.79	0.03%	6.21	6.21	(0.63)	6.17	284.96
2006	Fichera, Philip D.			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	3.11	(0.32)	3.09	142.48
2002	Filton, Ruth E.			0.03%	283.53	0.00	15.96		299.50	0.03%	7.31	7.31	(0.67)	6.63	306.12
2006	Fitzgerald, Diane			0.03%	263.93	0.00	14.86		278.79	0.03%	6.21	6.21	(0.63)	6.17	284.96
2007	Fleming, Dorothy			0.03%	252.09	0.00	14.19		266.29	0.03%	5.93	5.93	(0.61)	5.89	272.18
2011	Flessas, Carol M.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2005	Ford, Joan			0.01%	136.22	0.00	7.67		143.89	0.01%	3.51	3.51	(0.33)	3.18	147.08
2002	Foulds Jr., Samuel T.N.			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	3.34	(0.34)	3.31	153.06
2004	Fowler, George			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	3.48	(0.36)	3.46	159.86
2011	Fox, James J.			0.00%	0.00	260.00	0.00		260.00	0.00%	0.00	0.00	0.00	0.00	260.00
2005	Fredette, Joseph			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	3.20	(0.33)	3.18	147.08
2007	Freitas, Marilyn			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	2.97	(0.30)	2.95	136.09
2001	Fusco, George C.			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	3.34	(0.34)	3.31	153.06
2003	Frederick, Ruth A.			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	3.48	(0.36)	3.46	159.86
2008	Gagnon, Gilman J.			0.01%	123.39	0.00	6.95		130.34	0.01%	2.90	2.90	(0.30)	2.88	133.22
2009	Gallagher, William T.			0.01%	127.43	0.00	7.17		134.60	0.01%	3.29	3.29	(0.31)	2.98	137.58
2007	Gallant, Joseph A.			0.01%	63.02	0.00	3.55		66.57	0.01%	1.48	1.48	(0.15)	1.47	68.04

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME				Fees	Balance End Year	TOTAL Principal & Income
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year			
2002	Galluzzo, David			0.03%	283.53	0.00	15.96		299.50	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2008	Garabedian, Carol E			0.03%	254.85	0.00	14.35		269.20	0.03%	6.57	(5.99)	(0.61)	5.96	275.16
2005	Garabedian, Carolyn			0.03%	232.45	0.00	15.34		287.78	0.03%	6.41	(6.41)	(0.65)	6.37	294.15
2005	Garcia, Gilbert			0.01%	171.97	0.00	7.43		139.39	0.01%	3.11	(3.11)	(0.32)	3.09	142.48
2009	Gardella, Doris T			0.01%	127.43	0.00	7.17		134.60	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2002	Garvey, Carol			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	3.31	153.06
2002	Garvey, Charles			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	3.31	153.06
2003	Gazda, Richard J.			0.01%	145.47	0.00	8.19		153.66	0.01%	3.42	(3.42)	(0.35)	3.40	157.06
2008	Gazda, Richard F.			0.01%	61.69	0.00	3.47		65.17	0.01%	1.59	(1.45)	(0.15)	1.44	66.61
2006	Gentile, William			0.03%	263.93	0.00	14.86		278.79	0.03%	6.21	(6.21)	(0.63)	6.17	284.96
2004	George, Ernest J.			0.03%	272.45	0.00	15.34		287.78	0.03%	6.41	(6.41)	(0.65)	6.37	294.15
2003	Georgiana, Katlin Eliz			0.02%	218.21	0.00	12.28		230.49	0.02%	5.13	(5.13)	(0.52)	5.10	235.59
2010	Gilchrist, Bruce			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	0.00	65.00
2004	Gill, Ann			0.03%	272.45	0.00	15.34		287.78	0.03%	6.41	(6.41)	(0.65)	6.37	294.15
2005	Gili, Jeannette			0.03%	131.97	0.00	7.43		139.39	0.03%	3.11	(3.11)	(0.32)	3.09	142.48
2008	Gingues, Diane M.			0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	(5.81)	(0.59)	5.77	266.44
2007	Girard, Barbara J.			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	2.95	136.09
2005	Girard, Juliette			0.01%	65.98	0.00	3.71		69.70	0.01%	1.55	(1.55)	(0.16)	1.54	71.24
2003	Giragosian, Anthony			0.01%	145.47	0.00	8.19		153.66	0.01%	3.42	(3.42)	(0.35)	3.40	157.06
2006	Giusti, Joan			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	(3.11)	(0.32)	3.09	142.48
2002	Gosselin, Loretta M.			0.01%	145.47	0.00	8.19		153.66	0.01%	3.42	(3.42)	(0.35)	3.40	157.06
2003	Gould, William			0.03%	290.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	6.80	314.13
2010	Goterch, Walter			0.00%	0.00	260.00	0.00		260.00	0.00%	0.00	0.00	0.00	0.00	260.00
2008	Grassi, Constance			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	(0.33)	3.18	147.08
2005	Graziani, Arthur Jr.			0.01%	123.39	0.00	6.95		130.34	0.01%	2.90	(2.90)	(0.30)	2.88	133.22
2011	Green, William T			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	0.00	65.00
2003	Grover, Roderick			0.03%	290.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	6.80	314.13
2006	Gucciardi, Lee Ann			0.03%	252.09	0.00	14.19		266.29	0.03%	5.93	(5.93)	(0.61)	5.89	272.18
2009	Guerin, Alfred L.			0.03%	130.00	0.00	7.32		137.32	0.03%	3.35	0.00	(0.31)	3.04	140.36
2009	Gugliotta, Francis			0.03%	254.85	0.00	14.35		269.20	0.03%	5.99	(5.99)	(0.61)	5.96	275.16
2006	Gugliotta, Glendolyn			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	2.95	136.09
2007	Habib, Christopher			0.01%	61.69	0.00	3.47		65.17	0.01%	1.45	(1.45)	(0.15)	1.44	66.61
2001	Hadwah, Julia Maloff			0.02%	212.65	0.00	11.97		224.62	0.02%	5.00	(5.00)	(0.51)	4.97	229.59
2004	Hall, David H.			0.02%	148.07	0.00	8.33		156.40	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2002	Hamel Jr., Charles			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	(1.66)	(0.17)	1.66	76.53
2006	Hamel, Dorothy I			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	(3.11)	(0.32)	3.09	142.48
2009	Hanlon, Patricia			0.01%	127.43	0.00	7.17		134.60	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2008	Harless, Gordon			0.01%	61.69	0.00	3.47		65.17	0.01%	1.45	(1.45)	(0.15)	1.44	66.61
2003	Harrison, Patrick			0.01%	72.74	0.00	4.09		76.83	0.01%	1.71	(1.71)	(0.17)	1.70	78.53
2009	Harvey, Catherine C.			0.03%	260.00	0.00	14.64		274.64	0.03%	0.00	0.00	(0.63)	6.08	280.71
2010	Hebert, Roland H.			0.01%	130.00	0.00	7.32		137.32	0.01%	3.35	0.00	(0.31)	3.04	140.36
2005	Henderson, Noble			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	(0.33)	3.18	147.08
2006	Hewitt, Timothy E.			0.00%	65.98	0.00	3.71		69.70	0.00%	1.55	(1.55)	(0.16)	1.54	71.24
2011	Heuser, Vaughndella J.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	0.00	130.00
2002	Hilberg, Elizabeth			0.03%	290.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	6.80	314.13
2010	Hines, Sheila L.			0.03%	280.00	0.00	14.64		274.64	0.03%	6.70	0.00	(0.63)	6.08	280.71
2002	Hobbs, Megan			0.01%	145.47	0.00	8.19		153.66	0.01%	3.42	(3.42)	(0.35)	3.40	157.06

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME				TOTAL		
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income
2002	Hockridge, Joan			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2007	Hoffman, George F.			185.08	0.00	10.42		195.50	4.35	0.02%	4.77	(4.35)	(0.44)	4.33	199.83
2010	Hohmann, Margaret M			195.00	0.00	10.98		205.98	0.00	0.02%	5.03	0.00	(0.47)	4.56	210.54
2009	Homsey, Glenn M.			260.00	0.00	14.64		274.64	0.00	0.03%	6.70	0.00	(0.63)	6.08	280.71
2006	Howell, John J.			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2007	Hutchings, Judith			252.09	0.00	14.19		266.29	5.93	0.03%	6.50	(5.93)	(0.61)	5.89	272.18
2005	Ichton, Joseph			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2008	Jaques, Marie			61.69	0.00	3.47		65.17	1.45	0.01%	1.99	(1.45)	(0.15)	1.44	66.61
2004	Jendrick, James T			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2002	Johnson, Edwin			70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2008	Johnson, James L.			127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2004	Kandres, Charles			204.33	0.00	11.50		215.84	4.81	0.02%	5.27	(4.81)	(0.49)	4.78	220.61
2009	Karamoutopoulos, John			130.00	0.00	7.32		137.32	3.34	0.01%	3.35	0.00	(0.31)	3.04	140.36
2002	Kaufman, Edith			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2007	Keo, Jim			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2008	Kimball, Harold F.			61.69	0.00	3.47		65.17	1.45	0.01%	1.99	(1.45)	(0.15)	1.44	66.61
2007	King, Mary S.			63.02	0.00	3.55		66.57	1.48	0.01%	1.62	(1.48)	(0.15)	1.47	68.04
2010	Koza, Barbara J.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2010	Kurgan, Lois S.			65.00	0.00	3.66		68.66	0.00	0.01%	1.88	0.00	(0.16)	1.52	70.18
2011	Lai, Man Yip			0.00	260.00	0.00		260.00	0.00	0.00%	0.00	0.00	0.00	0.00	260.00
2005	LaFontaine, Richard			197.95	0.00	11.14		209.09	4.65	0.02%	5.10	(4.65)	(0.48)	4.63	213.72
2005	Lamphere, Lorraine T.			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2003	Landry, Raymond I			148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2004	Landry, Wilfred A.			272.45	0.00	15.34		287.78	6.41	0.03%	7.02	(6.41)	(0.65)	6.37	294.15
2007	Lanouette, Lionel			61.69	0.00	3.47		65.17	1.45	0.01%	1.59	(1.45)	(0.15)	1.44	66.61
2011	LaPlante, John J.			0.00	65.00	0.00		65.00	0.00	0.00%	0.00	0.00	0.00	0.00	65.00
2008	LaRoche, Joan			61.69	0.00	3.47		65.17	1.45	0.01%	1.59	(1.45)	(0.15)	1.44	66.61
2003	Laspina, Alfred J.			72.74	0.00	4.09		76.83	1.71	0.01%	1.88	(1.71)	(0.17)	1.70	78.53
2007	Laycock, Beatrice			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2005	Leamy, Brenda			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2010	Leary, Thomas F.			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2009	LeBlanc, Donald S.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2008	Leone, Paul J., Sr.			123.39	0.00	6.95		130.34	2.90	0.01%	3.18	(2.90)	(0.30)	2.88	133.22
2005	Lerich, Robert Sr.			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2002	Lesnitsky, George			283.53	0.00	15.96		299.50	6.67	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2002	Létoir, René P.			70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2009	Limosani, Michael F.			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2009	Lorenzo, Joseph D.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2010	Loveloy, Thomas G.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2011	Lund, Nancy D.			0.00	65.00	0.00		65.00	0.00	0.00%	0.00	0.00	0.00	0.00	65.00
2007	Lund, Nancy L.			252.09	0.00	14.19		266.29	5.93	0.03%	6.50	(5.93)	(0.61)	5.89	272.18
2002	Lustenberger, Noreen			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2006	Lutey, Wesley R., Sr.			272.45	0.00	15.34		287.78	6.41	0.03%	7.02	(6.41)	(0.65)	6.37	294.15
2006	Lynch, Daniel A.			197.95	0.00	11.14		209.09	4.65	0.02%	5.10	(4.65)	(0.48)	4.63	213.72
2008	MacDonald, Colin			131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2008	MacDonald, William			123.39	0.00	6.95		130.34	2.90	0.01%	3.18	(2.90)	(0.30)	2.88	133.22
2005	MacNamara, Thomas			65.98	0.00	3.71		69.70	1.55	0.01%	1.70	(1.55)	(0.16)	1.54	71.24
2001	MacPhie, Barbara J			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2009	Mahoney, Enith			127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2010	Mallie, Elizabeth			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2003	Maker, Joseph T			145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2003	Maker, Ronald R.			145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2010	Maloney, Stephen F.			195.00	0.00	10.98		205.98	0.00	0.02%	5.03	0.00	(0.47)	4.56	210.54
2007	Manduca, Joseph			63.02	0.00	3.55		66.57	1.48	0.01%	1.62	(1.48)	(0.15)	1.47	68.04
2005	Marchalitis, Wayne F.			68.11	0.00	3.83		71.95	1.60	0.01%	1.76	(1.60)	(0.16)	1.59	73.54
2011	Marin, Cheryl			0.00	260.00	0.00		260.00	0.00	0.00%	0.00	0.00	0.00	0.00	260.00
2008	Marshall, Norman			254.85	0.00	14.35		269.20	5.99	0.03%	6.57	(5.99)	(0.61)	5.96	275.16
2002	Marsden, Linda			70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2010	Martin, Claire L.			126.05	0.00	7.32		133.14	2.97	0.01%	3.35	0.00	(0.31)	3.04	140.36
2007	Mathon, Gerard			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2011	Mawson, Eileen			0.00	65.00	0.00		65.00	0.00	0.00%	0.00	0.00	0.00	0.00	65.00
2010	McCarthy, Richard E, Dr.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2007	McColligan, Alice			63.02	0.00	3.55		66.57	1.48	0.01%	1.62	(1.48)	(0.15)	1.47	68.04
2004	McGuire, Edward			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2006	McGrath, Sheila P.			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2003	McDonough, Thomas			148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL				
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income	
2011	McInnis, George			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2011	McLean, Marlana S.			0.00%	0.00	195.00	0.00		195.00	0.00	0.00%	0.00	0.00	0.00	0.00	195.00
2011	Meisel, Frank R. Jr.			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2008	Melanson, Joseph S.			0.01%	123.39	0.00	6.95		130.34	2.90	0.01%	3.18	(2.90)	(0.30)	2.88	133.22
2003	Meredith, Michael			0.02%	218.21	0.00	12.28		230.49	5.13	0.02%	5.63	(5.13)	(0.52)	5.10	235.59
2010	Morrow, Earl K.			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2009	Michalski, Donald C			0.01%	127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2009	Miller, Joan T			0.01%	127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2002	Miller, Yvonne			0.01%	70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2005	Milley, Karen W.			0.01%	136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2010	Minnon, Jean E.			0.03%	260.00	0.00	14.64		274.64	0.00	0.03%	6.70	0.00	(0.63)	6.08	280.71
2003	Monaghan, Dorothy			0.01%	145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2011	Monty, Donald L. Jr.			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2003	Moorehouse, Thomas			0.01%	145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2007	Moir, Nathan			0.01%	126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2011	Morelle, Amelia P.			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2004	Mosques, Thomas			0.02%	148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2011	Muir, Richard W.			0.00%	0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2003	Munro, Claire			0.01%	145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2006	Murphy, Robert			0.01%	126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2004	Murray, Richard			0.02%	148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2002	Narinkевичus, Walter			0.01%	141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2009	Neuhauser, Margit			0.02%	191.14	0.00	10.76		201.90	4.50	0.02%	4.83	(4.50)	(0.46)	4.47	206.37
2009	Noonan, Cynthia D.			0.01%	127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2005	Nutter, Harold R			0.01%	136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2006	O'Connell, Mark J.			0.01%	131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2002	O'Clare, Doreen			0.03%	283.53	0.00	15.96		299.50	6.67	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2003	O'Neill, Theresa			0.01%	145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				Fees	Balance End Year	TOTAL Principal & Income
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year		
2006	Olds, David W.			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	(3.11)	(0.32)	142.48
2010	Olds, Howard W.			0.03%	260.00	0.00	14.64		274.64	0.03%	0.00	0.00	(0.63)	280.71
2009	Olivera, Joseph J.			0.01%	63.71	0.00	3.59		67.30	0.01%	1.50	(1.50)	(0.15)	68.79
2007	Oliveri, Richard P			0.03%	246.78	0.00	13.89		260.67	0.03%	5.81	(5.81)	(0.59)	266.44
2002	Ouellette, Patrick			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	(1.66)	(0.17)	76.53
2002	Overka, Sandra M.			0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	306.12
2002	Packard, Cynthia			0.06%	283.53	0.00	15.96		299.50	0.06%	6.67	(6.67)	(0.68)	306.12
2006	Palombi, Joan M.			0.00%	131.97	0.00	7.43		139.39	0.00%	3.11	(3.11)	(0.32)	142.48
2010	Pappalardo, Mara C.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	130.00
2007	Parhiala, Susan			0.01%	126.05	0.00	7.10		133.14	0.01%	3.25	(2.97)	(0.30)	136.09
2007	Parsons, Warren			0.02%	189.07	0.00	10.64		199.71	0.02%	4.44	(4.44)	(0.45)	204.13
2008	Patnode, George W.			0.03%	123.39	0.00	6.95		130.34	0.03%	2.90	(2.90)	(0.30)	133.22
2007	Patti, Josephine			0.01%	252.09	0.00	14.19		266.29	0.01%	5.93	(5.93)	(0.61)	272.18
2010	Paulman, Herbert F.			0.01%	130.00	0.00	7.32		137.32	0.01%	0.00	0.00	(0.31)	140.36
2002	Peredna, Ronald			0.01%	141.77	0.00	7.98		149.75	0.01%	3.34	(3.34)	(0.34)	153.06
2002	Partridge, Stuart			0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	306.12
2011	Pereira, Manuel C.			0.00%	0.00	130.00	0.00		130.00	0.00%	0.00	0.00	0.00	130.00
2010	Peront, Clement E.			0.01%	65.00	0.00	3.66		68.66	0.01%	0.00	0.00	(0.16)	70.18
2006	Peters, Robert J.			0.02%	197.95	0.00	11.14		209.09	0.02%	4.65	(4.65)	(0.48)	213.72
2010	Phaneuf, Kay E.			0.01%	130.00	0.00	7.32		137.32	0.01%	0.00	0.00	(0.31)	140.36
2005	Prevete, Andrew			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	(0.33)	147.08
2003	Priestley, Anne			0.04%	436.42	0.00	24.57		460.99	0.04%	10.27	(10.27)	(1.05)	471.19
2002	Proulx, Normand			0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	306.12
2004	Puglia, Geraldine (Steeves)			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	(3.48)	(0.36)	159.86
2006	Queenan, Patricia M.			0.01%	131.97	0.00	7.43		139.39	0.01%	3.11	(3.11)	(0.32)	142.48
2009	Quinn, William M.			0.01%	127.43	0.00	7.17		134.60	0.01%	3.00	(3.00)	(0.31)	137.58
2011	Randall, Charles R.			0.00%	0.00	260.00	0.00		260.00	0.00%	0.00	0.00	0.00	260.00
2010	Ray, Cassandra R.			0.03%	260.00	0.00	14.64		274.64	0.03%	0.00	0.00	(0.63)	280.71
2004	Razzaboni, Napoleon			0.02%	148.07	0.00	8.33		156.40	0.02%	3.48	(3.48)	(0.36)	159.86
2002	Reid, Richard			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	(1.66)	(0.17)	76.53
2002	Reitano, Joyce			0.03%	283.53	0.00	15.96		299.50	0.03%	6.67	(6.67)	(0.68)	306.12
2005	Richardson, Rodney			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	(0.33)	147.08
2007	Riley, John Sr.			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	136.09
2002	Robbins, Gretel			0.01%	70.88	0.00	3.99		74.87	0.01%	1.66	(1.66)	(0.17)	76.53
2011	Robinson, Madonna M			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	65.00
2010	Rouff, Pearl M.			0.00%	0.00	65.00	0.00		65.00	0.00%	0.00	0.00	0.00	65.00
2007	Royle, Mary R.			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	136.09
2008	Ruffen, Thomas F.			0.04%	370.17	0.00	20.84		391.01	0.04%	8.70	(8.70)	(0.89)	399.66
2005	Rubino, Joseph			0.01%	136.22	0.00	7.67		143.89	0.01%	3.20	(3.20)	(0.33)	147.08
2003	Ruppert, John			0.03%	290.95	0.00	16.38		307.32	0.03%	6.85	(6.85)	(0.70)	314.13
2004	Saab, Katherine			0.03%	272.45	0.00	15.34		287.78	0.03%	6.41	(6.41)	(0.65)	294.15
2006	Samaro, Karen			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	136.09
2008	Sambataro, Mark			0.01%	123.39	0.00	6.95		130.34	0.01%	3.18	(2.90)	(0.30)	133.22
2008	Santagati, Kevin			0.03%	254.85	0.00	14.35		269.20	0.03%	5.99	(5.99)	(0.61)	275.16
2007	Sapochetti, Ernestine			0.01%	126.05	0.00	7.10		133.14	0.01%	2.97	(2.97)	(0.30)	136.09
2007	Savard, Carole			0.03%	252.09	0.00	14.19		266.29	0.03%	5.93	(5.93)	(0.61)	272.18
2010	Sayer, James A., Jr.			0.01%	65.00	0.00	3.66		68.66	0.01%	0.00	0.00	(0.16)	70.18

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL			
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income
2004	Schofield, Thomas F.			148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2010	Schofield, Eric W.			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2006	Schwarzenberg, Frances			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2009	Seale, Marilyn			65.98	0.00	3.71		69.70	1.55	0.01%	1.70	(1.55)	(0.16)	1.54	71.24
2009	Sears, Elmo D.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2010	Selfridge, Maura			0.00	130.00	0.00		130.00	0.00	0.00%	1.59	(1.45)	(0.15)	0.00	130.00
2007	Seubert, Edward			61.69	0.00	3.47		65.17	1.45	0.01%	3.51	(3.20)	(0.33)	1.44	66.61
2005	Shambarger, Pamela			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2003	Sheehan, Robert			72.74	0.00	4.09		76.83	1.71	0.01%	1.88	(1.71)	(0.17)	1.70	78.53
2004	Sherman, Jeannette			74.03	0.00	4.17		78.20	1.74	0.01%	1.91	(1.74)	(0.18)	1.73	79.93
2008	Shoukal, Michael J.			127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2007	Silva, Patricia A.			123.39	0.00	6.95		130.34	2.90	0.01%	3.18	(2.90)	(0.30)	2.88	133.22
2004	Smith, Richard J.			222.10	0.00	12.50		234.60	5.23	0.02%	5.73	(5.23)	(0.53)	5.19	239.79
2007	Sousa, Maxwell C			252.09	0.00	14.19		266.29	5.93	0.03%	6.50	(5.93)	(0.61)	5.89	272.18
2006	Souza, Florence			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2002	Spencer, Ralph			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2010	Stanley, Houle Irene D.			260.00	0.00	14.64		274.64	0.00	0.03%	6.70	0.00	(0.63)	6.08	280.71
2001	Steele, George			141.77	0.00	7.98		149.75	3.34	0.01%	3.29	(3.34)	(0.34)	3.31	153.06
2009	Stephanian, Stephen			127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2011	Stevens, Robert H.			0.00	65.00	0.00		65.00	0.00	0.00%	0.00	0.00	0.00	0.00	65.00
2011	Stewart, David C			0.00	65.00	0.00		65.00	0.00	0.00%	0.00	0.00	0.00	0.00	65.00
2010	St. Cyr, Daniel P.			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2007	St. Jean, Phillip			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2007	St. Jean, Roger J.			126.05	0.00	7.98		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2005	Stocks, Joseph			272.45	0.00	15.34		287.78	6.41	0.03%	7.02	(6.41)	(0.65)	6.37	294.15
2011	Stoodley, Scott M.			0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2008	Stoprya, Francis			61.69	0.00	3.47		65.17	1.45	0.01%	1.59	(1.45)	(0.15)	1.44	66.61
2009	Stuart, Robert			191.14	0.00	10.76		201.90	4.50	0.02%	4.93	(4.50)	(0.46)	4.47	206.37
2010	Stys Craig M.			0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2009	Sullivan, James			63.71	0.00	3.59		67.30	1.50	0.01%	1.64	(1.50)	(0.15)	1.49	68.79
2006	Sullivan, Joan			131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2002	Suszek, Ann M			283.53	0.00	15.96		299.50	6.67	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2004	Sylvester, Paul			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2006	Taylor, Ann			263.93	0.00	14.86		278.79	6.21	0.03%	6.80	(6.21)	(0.63)	6.17	284.96
2005	Taylor, Eileen F.			131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2007	Tesoro, Kathleen			252.09	0.00	14.19		266.29	5.93	0.03%	6.50	(5.93)	(0.61)	5.89	272.18
2001	Therault, Blanche			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2001	Thibault, William F			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2005	Thomas, Dorothy			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2003	Thompson, Marianna			145.47	0.00	8.19		153.66	3.42	0.01%	3.75	(3.42)	(0.35)	3.40	157.06
2006	Thompson, William J.			197.95	0.00	11.14		209.09	4.65	0.02%	5.10	(4.65)	(0.48)	4.63	213.72
2002	Tikomb, Lucille B			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2010	Todd, Raymond W.			130.00	0.00	7.32		137.32	0.00	0.01%	3.35	0.00	(0.31)	3.04	140.36
2002	Tomasino, Joseph			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2002	Tokanel, Shawn			141.77	0.00	7.98		149.75	3.34	0.01%	3.65	(3.34)	(0.34)	3.31	153.06
2002	Trammell, Mildred			70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2004	Trepanier, Kenneth			68.11	0.00	3.83		71.95	1.60	0.01%	1.76	(1.60)	(0.16)	1.59	73.54
2001	Turcotte, Yvonne			283.53	0.00	15.96		299.50	6.67	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2007	Turner, Edgar			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2006	Valcourt, Diane			252.09	0.00	14.19		266.29	5.93	0.03%	6.50	(5.93)	(0.61)	5.89	272.18
2009	Valencia, Taylor			63.71	0.00	3.59		67.30	1.50	0.01%	1.64	(1.50)	(0.15)	1.49	68.79
2006	Valentine, William			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2005	Valley, Wallace			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2004	Vaughan, Bobby D			222.10	0.00	12.50		234.60	5.23	0.02%	5.73	(5.23)	(0.53)	5.19	239.79
2010	Wainwright, Doris			0.00	130.00	0.00		130.00	0.00	0.00%	0.00	0.00	0.00	0.00	130.00
2006	Waites, Helen			197.95	0.00	11.14		209.09	4.65	0.02%	5.10	(4.65)	(0.48)	4.63	213.72
2005	Watkevitch, John C.			136.22	0.00	7.67		143.89	3.20	0.01%	3.51	(3.20)	(0.33)	3.18	147.08
2004	Wallace, Clifton			148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2004	Wallace, Frederick			148.07	0.00	8.33		156.40	3.48	0.02%	3.82	(3.48)	(0.36)	3.46	159.86
2004	Ware, Brian			296.13	0.00	16.67		312.80	6.97	0.03%	7.02	(6.97)	(0.71)	6.92	319.72
2005	Waterhouse, William			272.45	0.00	15.34		287.78	6.41	0.03%	7.02	(6.41)	(0.65)	6.37	294.15
2004	Werner, Ida M.			222.10	0.00	12.50		234.60	5.23	0.02%	5.73	(5.23)	(0.53)	5.19	239.79
2006	West, Robert E.			126.05	0.00	7.10		133.14	2.97	0.01%	3.25	(2.97)	(0.30)	2.95	136.09
2002	White, Evelyn			283.53	0.00	15.96		299.50	6.67	0.03%	7.31	(6.67)	(0.68)	6.63	306.12
2009	Whittaker, Hannah S.			65.00	0.00	3.66		68.66	0.00	0.01%	1.68	0.00	(0.16)	1.52	70.18
2005	Wiggin, Arthur			131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME					TOTAL			
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income
2006	Williams, Irene			0.01%	65.98	0.00	3.71		69.70	1.55	0.01%	1.70	(1.55)	(0.16)	1.54	71.24
2008	Williams, Robin L			0.01%	127.43	0.00	7.17		134.60	3.00	0.01%	3.29	(3.00)	(0.31)	2.98	137.58
2006	Willis, Kathleen			0.01%	131.97	0.00	7.43		139.39	3.11	0.01%	3.40	(3.11)	(0.32)	3.09	142.48
2009	Wright, Walter F.			0.03%	254.85	0.00	14.35		269.20	5.99	0.03%	6.57	(5.99)	(0.61)	5.96	275.16
2001	Yamout, Adnan M			0.01%	70.88	0.00	3.99		74.87	1.66	0.01%	1.83	(1.66)	(0.17)	1.66	76.53
2002	Yeung, Chuen Chi			0.02%	212.65	0.00	11.97		224.62	5.00	0.02%	5.48	(5.00)	(0.51)	4.97	229.59
2005	York, Peter			0.03%	272.45	0.00	15.34		287.78	6.41	0.03%	7.02	(6.41)	(0.65)	6.37	294.15
2005	Zeytoonlian, Haig			0.01%	68.11	0.00	3.83		71.95	1.60	0.01%	1.76	(1.60)	(0.16)	1.59	73.54
100.00%	TOTAL NON-EXPENDABLE FUNDS 3053007143				979,338.49	5,315.00	55,128.27	0.00	1,039,782.76	20,357.50	100.00%	25,248.66	(22,711.52)	(2,354.20)	20,540.34	1,060,323.10

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

*Date of Creation	NAME OF TRUST FUND	PURPOSE OR HOW INVESTED TRUST FUND	PRINCIPAL				INCOME				TOTAL					
			%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Principal & Income		
	LIBRARY TRUST FUNDS															
	Kelley Library	034044	100%	19,590.02	5,011.10					24,601.12	0.00	100%	11.10	(11.10)	0.00	24,601.12
	TOTAL LIBRARY TRUST FUNDS			19,590.02	5,011.10		0.00	0.00		24,601.12	0.00	1.00	11.10	(11.10)	0.00	24,601.12
	EXPENDABLE TRUST FUNDS															
	SSD Athletic Facilities	035145	1.81%	23,428.65	13,637.31					37,065.96	0.00	1.8%	14.31	(14.31)	0.00	37,065.96
	Lancaster Fund Sel Disc	035377	14.19%	83,313.82	87.61					183,401.43	0.00	14.2%	87.61	(87.61)	0.00	183,401.43
	Hedgehog Park	035540	0.65%	8,353.29	30,009.25					11,122.54	0.00	0.6%	9.25	(9.25)	0.00	11,122.54
	Salem Depot Train Station	036512	0.01%	100.00	0.01					100.01	0.00	0.0%	0.01	(0.01)	0.00	100.01
	Anniversary Celebration	033532	0.89%	11,449.43	5.49					11,454.92	0.00	0.9%	5.49	(5.49)	0.00	11,454.92
	Town Sidewalk	031636	0.00%	0.18	0.00					(0.18)	0.00	0.0%	0.00	0.00	0.00	0.00
	Public Access TV	031638	0.00%	5.68	0.00					0.00	0.00	0.0%	0.00	0.00	0.00	0.00
	Depot Improvement	031639	16.65%	215,102.56	69,032.30					232,961.68	0.00	16.7%	86.30	(86.30)	0.00	232,961.68
	Performing Arts	031640	0.22%	2,784.56	1.34					2,785.90	0.00	0.2%	1.34	(1.34)	0.00	2,785.90
	Seifert Auditorium	031641	4.10%	52,925.89	3,656.12					55,849.55	0.00	4.1%	26.12	(26.12)	0.00	55,849.55
	Strategic Plan	031642	0.80%	10,328.97	4.95					10,333.92	0.00	0.8%	4.95	(4.95)	0.00	10,333.92
	Historic District Maintenance	031643	0.22%	2,779.22	1.33					2,780.55	0.00	0.2%	1.33	(1.33)	0.00	2,780.55
	Pelham Road	031644	0.47%	6,105.39	2.92					6,108.31	0.00	0.5%	2.92	(2.92)	0.00	6,108.31
	Sidewalk	031645	4.70%	60,679.00	24.33					(57,000.00)	0.00	4.7%	24.33	(24.33)	0.00	3,703.33
	Rte 28 Road Improvement	031646	9.45%	122,001.31	58.30					122,059.61	0.00	9.4%	58.30	(58.30)	0.00	122,059.61
	Snow	031647	18.51%	239,031.20	165,171.69					404,202.89	0.00	18.5%	171.69	(171.69)	0.00	404,202.89
	Senior Center Building	031648	0.15%	1,879.51	0.52					1,030.03	0.00	0.1%	0.52	(0.52)	0.00	1,030.03
	Land Acquisition	031649	8.34%	107,758.35	51.51					107,809.86	0.00	8.3%	51.51	(51.51)	0.00	107,809.86
	Emp Separation Benefits	031650	6.44%	83,170.38	336,195.20					244,226.11	0.00	6.4%	111.60	(111.60)	0.00	244,226.11
	Land & Heritage	031651	9.88%	127,630.13	61.02					127,691.15	0.00	9.9%	61.02	(61.02)	0.00	127,691.15
	Beebe Waste Oil Trust Fund	032559	0.01%	68.22	0.00					68.22	0.00	0.0%	0.00	0.00	0.00	68.22
	Police Overtime Exp Trust	033266	1.58%	20,397.59	9.77					20,407.36	0.00	1.6%	9.77	(9.77)	0.00	20,407.36
	Ingram Senior Center EPTF	034710	0.45%	5,762.71	2.76					5,765.47	0.00	0.4%	2.76	(2.76)	0.00	5,765.47
	Info Technology Exp Trust	034838	0.51%	6,616.75	0.77					1,409.52	0.00	0.5%	0.77	(0.77)	0.00	1,409.52
	TOTAL EXPENDABLE TRUST FUNDS		82%	1,291,672.79	618,014.50		0.00	(317,348.97)		1,592,338.32	0.00	100.00%	731.90	(731.90)	0.00	1,592,338.32

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

*Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME				TOTAL				
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	Balance Beginning Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income	
	TOTAL COMBINED TRUST FUNDS				2,290,601.30	628,340.60	55,129.27	(317,348.97)	2,656,722.20	20,357.50		25,991.86	(23,454.52)	12,354.20	20,540.34	2,677,282.54
	CAPITAL RESERVE FUNDS															
	School District Reconstruction	031626		29,536.21	14.10			29,550.31	0.00	2.1%	14.10	(14.10)		0.00	29,550.31	
	Pelham Road Improvement	031627		91,282.66	43.62			91,326.28	0.00	6.6%	43.62	(43.62)		0.00	91,326.28	
	Road Improvement	031628		1,023,035.44	6,007,471.17		(5,100,817.92)	1,929,688.69	0.00	73.4%	382.17	(382.17)		0.00	1,929,688.69	
	Salem Revaluation	031629		143,757.46	43.67		(127,596.09)	16,205.04	0.00	10.3%	43.67	(43.67)		0.00	16,205.04	
	Salem Recreation Land	031630		43,900.89	20.36		(10,843.48)	33,077.77	0.00	3.2%	20.36	(20.36)		0.00	33,077.77	
	Fire Fighting Apparatus	031631		2.27	0.00		2.27	2.27	0.00	0.0%	0.00	0.00		0.00	2.27	
	Historical Commission	031632		3.94	0.00		3.94	3.94	0.00	0.0%	0.00	0.00		0.00	3.94	
	Water	031633		9,108.09	4.37			9,112.46	0.00	0.7%	4.37	(4.37)		0.00	9,112.46	
	Sewer	031634		12,571.25	6.00			12,577.25	0.00	0.9%	6.00	(6.00)		0.00	12,577.25	
	Kelley Library Building Fund	036267		40,014.69	60,014.72		(98,047.60)	1,981.81	0.00	2.9%	14.72	(14.72)		0.00	1,981.81	
TOTAL CAPITAL RESERVES				1,993,212.90	6,067,618.01	0.00	(5,337,305.09)	2,123,525.82	0.00	100.00%	529.01	(529.01)		0.00	2,123,525.82	
TOTAL ALL TRUST FUNDS				3,683,814.20	6,695,958.61	55,129.27	(5,654,854.06)	4,780,248.02	20,357.50		26,520.67	(23,983.53)	(2,354.20)	20,540.34	4,800,788.36	

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

# Shares or Units	HOW INVESTED	PRINCIPAL				INCOME			TOTAL Principal & Income	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Proceeds From Sales	Balance End Year	Expended During Year	Balance Beginning Year	Balance End Year				
25,000	1/15/2014 due 3.15%	Cash & Cash Equivalents	544.82	7,857.81	8,402.63	75.19	44,869.39	53,272.02	54,381.81	(0.00)	53,272.02
25,000	1/18/2021 due 3.75%	Federal Home Loan Mortgage Corp 4.50%	23,785.00	25,030.75	23,785.00	1,125.00	(1,125.00)	23,785.00	27,482.00	(482.75)	26,999.25
25,000	11/20/2016 due 2.85%	Beacon Dickinson	25,255.00	25,030.75	25,030.75	0.00	0.00	25,030.75	25,030.75	0.00	25,030.75
25,000	5/1/2017 due 2.85%	Coigrate Palliative	25,124.75	25,255.00	25,255.00	937.50	(937.50)	25,255.00	26,357.50	1,246.25	27,403.75
25,000	1/1/2020 due 85.00%	Secur Group	25,000.00	(25,000.00)	25,124.75	(298.96)	0.00	25,124.75	26,400.00	1,325.00	26,448.75
25,000	1/1/2020 due 85.00%	Ind BK Banc & Dye	25,000.00	0.00	25,124.75	(212.50)	0.00	25,124.75	26,400.00	1,325.00	26,448.75
25,000	01/15/14 due 5.150%	Marshall & Isley	25,000.00	0.00	25,000.00	212.50	0.00	25,000.00	25,078.75	78.75	25,444.00
25,000	09/23/19 due 5.625%	Morgan Stanley	25,000.00	25,762.75	25,762.75	2,287.48	(2,287.48)	25,000.00	24,738.25	329.50	24,707.75
25,000	02/15/17 due 5.30%	Occidental Petroleum Corp	24,782.50	24,888.00	24,888.00	222.66	(222.66)	24,782.50	25,612.75	830.25	25,312.75
35,576.01	12/01/13 due 1.65%	Schering Plough Corp	34,342.39	35,557.39	34,342.39	566.96	(566.96)	34,342.39	36,640.27	2,297.88	38,369.54
4,160.0	01/15/15 due 1.65%	ISHares Comex Gold TR	39,900.90	32,482.92	32,482.92	0.00	0.00	32,482.92	31,029.00	6,283.22	38,356.80
1,233.0	01/15/15 due 1.65%	ISHares S&P Small Cap Index Fund	49,593.89	49,593.89	49,593.89	0.00	0.00	49,593.89	44,431.51	(209.61)	84,213.90
250.0	01/15/15 due 1.65%	Select Sector SPDR Metals	3,995.47	7,017.13	7,017.13	862.54	(862.54)	3,995.47	5,761.50	(150.18)	8,375.00
1,766.0	01/15/15 due 1.65%	SPDR S&P Midcap 400 EFT TR	91,952.86	91,952.86	91,952.86	1,108.43	(1,108.43)	91,952.86	111,323.68	(3,336.44)	107,815.24
1,766.0	01/15/15 due 1.65%	Templeton Global Bond Adviser #616	36,906.36	36,906.36	36,906.36	1,250.93	(1,250.93)	36,906.36	38,670.25	(1,763.89)	38,670.25
1,766.0	01/15/15 due 1.65%	Templeton Global Bond Adviser #616	36,906.36	36,906.36	36,906.36	1,250.93	(1,250.93)	36,906.36	38,670.25	(1,763.89)	38,670.25
3,969.2	01/15/15 due 1.65%	Templeton Intl Energy Fund #456	41,835.25	55,166.65	55,166.65	955.32	(955.32)	41,835.25	46,300.44	(6,703.52)	41,598.92
1,486.0	01/15/15 due 1.65%	Thorburn Intl Energy Fund #456	40,397.50	40,397.50	40,397.50	574.77	(574.77)	40,397.50	42,845.76	(6,073.81)	36,771.95
5,041.4	01/15/15 due 1.65%	Vanguard Admiral GNMA Fund #536	51,142.24	51,780.15	51,780.15	1,822.64	(1,822.64)	51,142.24	53,524.96	2,283.11	55,908.09
7,305.4	01/15/15 due 1.65%	Vanguard Intermediate-Term Bond Index #1350	74,407.66	75,691.84	75,691.84	1,669.04	(1,669.04)	74,407.66	80,651.30	5,333.16	85,984.96
75	01/15/15 due 1.65%	3M Company	4,419.48	4,419.48	4,419.48	165.00	(165.00)	4,419.48	6,472.50	(342.75)	6,129.75
120	01/15/15 due 1.65%	Abbott Laboratories	4,849.78	6,165.81	6,165.81	190.60	(190.60)	4,849.78	4,851.45	880.12	6,747.60
99	01/15/15 due 1.65%	Aetna Inc. New	3,961.98	3,136.57	3,136.57	46.50	(46.50)	3,136.57	7,937.60	(215.50)	4,008.05
59	01/15/15 due 1.65%	Affiliated Managers Group Inc.	6,178.19	4,087.50	4,087.50	24.00	(24.00)	4,087.50	6,520.16	(253.01)	4,000.00
0	01/15/15 due 1.65%	Alliac Inc.	5,048.96	0.							

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

# Shares or Units	DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME				TOTAL	
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expected During Year	Balance End Year	Principal & Income
325	Microsoft Corp	5,053.22	5,560.33		3.25	(1,962.71)	8,654.09	0.00	131.20	(131.20)	0.00	8,654.09
50	Monsanto Co. New	0.00	3,480.39				3,480.39	0.00	29.00	(29.00)	0.00	3,480.39
95	Nordstrom Inc.	4,615.07			242.00	(1,203.47)	3,653.60	0.00	93.15	(93.15)	0.00	3,653.60
60	Norfolk Southern Corp	3,960.11					3,960.11	0.00	99.60	(99.60)	0.00	3,960.11
218	Oracle Systems Corp	5,790.78			1,671.08	(3,492.08)	3,969.78	0.00	61.14	(61.14)	0.00	3,969.78
50	General Bread Co. Cl A	3,660.98					3,660.98	0.00	19.14	(19.14)	0.00	3,660.98
50	Peapack Energy Corp	3,660.98					3,660.98	0.00	19.14	(19.14)	0.00	3,660.98
90	PepsiCo Inc.	3,732.75					3,732.75	0.00	179.10	(179.10)	0.00	3,732.75
315	Pfizer Inc.	4,667.87	2,406.25		151.56	(1,511.97)	5,713.71	0.00	242.00	(242.00)	0.00	5,713.71
105	PNC Financial Services Group	3,056.34	2,910.30				5,966.64	0.00	57.50	(57.50)	0.00	5,966.64
0	PNM Res Inc.	4,208.49			969.82	(5,178.31)	0.00	0.00	130.00	(130.00)	0.00	0.00
89	Procter & Gamble Co.	3,703.92	2,816.55		163.28	(1,593.21)	5,090.54	0.00	186.55	(186.55)	0.00	5,090.54
50	Schlumberger Ltd.	0.00	4,711.30				4,711.30	0.00	12.50	(12.50)	0.00	4,711.30
90	Starbucks Corp	2,506.04			374.44	(919.23)	1,961.25	0.00	53.65	(53.65)	0.00	1,961.25
0	Stryker Corp	0.00	6,275.03				6,275.03	0.00	47.70	(47.70)	0.00	6,275.03
0	SunTrust Banks Inc.	0.00	6,292.60				6,292.60	0.00	3.50	(3.50)	0.00	6,292.60
0	Target Corp	5,664.27					5,664.27	0.00	0.00	0.00	0.00	5,664.27
60	United Therapeutics Corp.	3,705.46	3,464.59		1,233.14	(4,204.31)	3,464.59	0.00	11.40	(11.40)	0.00	3,464.59
160	United Therapeutics Corp.	4,705.46	2,657.70		1,074.77	(4,199.28)	4,199.28	0.00	152.95	(152.95)	0.00	4,199.28
142	Univision Corp	4,609.32					4,609.32	0.00	60.72	(60.72)	0.00	4,609.32
85	Verizon Communications	0.00	3,014.98				3,014.98	0.00	42.50	(42.50)	0.00	3,014.98
50	Visa Inc.	0.00	4,400.09				4,400.09	0.00	11.00	(11.00)	0.00	4,400.09
101	Walmart Stores	7,829.49	1,045.92		249.89	(4,014.07)	5,111.23	0.00	163.27	(163.27)	0.00	5,111.23
100	Walt Disney Co.	6,333.91			1,278.97	(4,797.81)	2,815.07	0.00	90.00	(90.00)	0.00	2,815.07
118	Waste Mgmt. Inc. Del	5,246.67			61.98	(979.23)	4,329.42	0.00	168.98	(168.98)	0.00	4,329.42
24	Wells Fargo & Co. New	4,308.61			106.93	(725.96)	3,689.56	0.00	74.52	(74.52)	0.00	3,689.56
60	Yum Brands Inc.	0.00	3,139.80				3,139.80	0.00	17.10	(17.10)	0.00	3,139.80
0	Zimmer Hldgs Inc.	0.00	3,700.76				3,700.76	0.00	0.00	0.00	0.00	3,700.76
	Total Non-Expendable Funds	945,657.87	272,999.29	1,215.00	53,914.28	(259,333.88)	1,015,452.56	54,036.99	25,248.56	(34,416.16)	44,869.39	1,060,321.95
												1,199,492.08

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

# Shares or Units	DESCRIPTION OF PRINCIPAL (Acct #)	HOW INVESTED					PRINCIPAL				INCOME			TOTAL	
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expected During Year	Balance End Year	Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	Capital Reserve Funds														
	SCHOOL DISTRICT RECONSTRUCT	29,536.21	14.10				29,550.31	0.00	14.10	(14.10)	0.00	29,550.31	29,536.21	0.00	29,550.31
	PELHAM ROAD	91,282.66	43.62				91,326.28	0.00	43.62	(43.62)	0.00	91,326.28	91,282.66	0.00	91,326.28
	ROAD IMPROVEMENT	1,023,035.44	906,653.25				1,929,688.69	0.00	382.17	(382.17)	0.00	1,929,688.69	1,023,035.44	0.00	1,929,688.69
	SALEM REVALUATION	143,757.46	(127,552.42)				16,205.04	0.00	43.67	(43.67)	0.00	16,205.04	143,757.46	0.00	16,205.04
	SALEM RECREATION LAND	43,900.89	(10,823.12)				33,077.77	0.00	20.36	(20.36)	0.00	33,077.77	43,900.89	0.00	33,077.77
	FIRE-FIGHTING APPARATUS	2.27	0.00				2.27	0.00	0.00	0.00	0.00	2.27	2.27	0.00	2.27
	HISTORICAL COMMISSION	3.94	0.00				3.94	0.00	0.00	0.00	0.00	3.94	3.94	0.00	3.94
	WATER & Sewer	9,108.09	4.37				9,112.46	0.00	4.37	(4.37)	0.00	9,112.46	9,108.09	0.00	9,112.46
	SEWER	12,571.25	6.00				12,577.25	0.00	6.00	(6.00)	0.00	12,577.25	12,571.25	0.00	12,577.25
	KELLEY LIBRARY BUILDING FUND	40,014.69	(38,032.88)				1,981.81	0.00	14.72	(14.72)	0.00	1,981.81	40,014.69	0.00	1,981.81
	Cash & Cash Equivalents														
	Total Capital Reserve Funds	1,393,212.90	730,312.92	0.00	0.00	0.00	2,123,525.82	0.00	629.01	(629.01)	0.00	2,123,525.82	1,393,212.90	0.00	2,123,525.82
	Library Trust Funds														
	KELLEY LIBRARY TRUST FUNDS	19,590.02	5,011.10				24,601.12	0.00	11.10	(11.10)	0.00	24,601.12	19,590.02	0.00	24,601.12
	Cash & Cash Equivalents														
	Total Library Trust Funds	19,590.02	5,011.10	0.00	0.00	0.00	24,601.12	0.00	11.10	(11.10)	0.00	24,601.12	19,590.02	0.00	24,601.12

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2011

# Shares or Units	HOW INVESTED	PRINCIPAL					INCOME			TOTAL	
		Balance Beginning Year	Balance End Year	Proceeds From Sales	Book Value Adjustments	Capital Gains (Losses)	Balance Beginning Year	Income During Year	Balance End Year	Principal & Income	Unrealized Gain/Loss
	Expendable Trust Funds										
	SSD ATHLETIC FACILITIES	23,428.65	37,065.96				0.00	14.31	0.00	37,065.96	0.00
035145	Cash & Cash Equivalents										
035377	LANCASTER FUND SEL DISC	183,313.82	183,401.43				0.00	87.61	0.00	183,401.43	0.00
035540	Cash & Cash Equivalents	8,353.29	11,122.54				0.00	9.25	0.00	11,122.54	0.00
035540	Cash & Cash Equivalents	100.00	100.01				0.00	0.01	0.00	100.01	0.00
035542	SALEM DEPOT TRAIN STATION	11,449.43	11,454.92				0.00	5.49	0.00	11,454.92	0.00
033832	Cash & Cash Equivalents	0.18	0.00				0.00	0.00	0.00	0.00	0.00
031636	ANNIVERSARY CELEBRATION	5.68	0.00				0.00	0.00	0.00	0.00	0.00
031636	TOWN SIDEWALK	215,102.56	232,961.68				0.00	86.30	0.00	232,961.68	0.00
031636	Cash & Cash Equivalents	2,784.56	2,785.90				0.00	1.34	0.00	2,785.90	0.00
031640	Cash & Cash Equivalents	52,925.89	55,849.55				0.00	26.12	0.00	55,849.55	0.00
031641	SEIFERT AUDIT	10,328.97	10,333.92				0.00	4.95	0.00	10,333.92	0.00
031642	STRATEGIC PLAN	2,779.22	2,780.55				0.00	1.33	0.00	2,780.55	0.00
031643	Cash & Cash Equivalents	6,105.39	6,108.31				0.00	2.92	0.00	6,108.31	0.00
031644	HISTORICAL DISTRICT	60,679.00	3,703.33				0.00	24.33	0.00	3,703.33	0.00
031645	Cash & Cash Equivalents	122,001.31	122,059.61				0.00	58.30	0.00	122,059.61	0.00
031646	RT 28 ROAD IMPROVEMENT	239,031.20	404,202.89				0.00	171.69	0.00	404,202.89	0.00
031647	Cash & Cash Equivalents	1,879.51	1,030.03				0.00	0.52	0.00	1,030.03	0.00
031648	SNOW	107,758.35	107,809.86				0.00	51.51	0.00	107,809.86	0.00
031649	SENIOR CENTER BUILDING	83,170.38	244,226.11				0.00	111.60	0.00	244,226.11	0.00
031650	Cash & Cash Equivalents	127,630.13	127,691.15				0.00	61.02	0.00	127,691.15	0.00
031651	LAND AND HERITAGE	68.22	68.22				0.00	0.00	0.00	68.22	0.00
032359	BEESLEY TRUST FUND	20,397.59	20,407.36				0.00	9.77	0.00	20,407.36	0.00
033296	POLICE OVERTIME EXP TRUST	5,762.71	5,765.47				0.00	2.76	0.00	5,765.47	0.00
034710	INGRAM SENIOR CENTER EPTF	6,616.75	1,409.52				0.00	0.77	0.00	1,409.52	0.00
034838	Cash & Cash Equivalents						0.00	0.00	0.00		0.00
	TOTAL EXPENDABLE TRUST FUNDS	1,291,672.79	1,692,335.32	0.00	0.00	0.00	0.00	791.90	0.00	1,692,335.32	0.00
	TOTAL ALL TRUST FUNDS	3,650,139.58	4,765,917.82	(259,333.88)	1,215.00	53,914.28	54,036.99	26,920.57	44,869.39	4,800,787.21	(4,254.26)
										3,902,724.23	4,939,957.34

THIS PAGE INTENTIONALLY LEFT BLANK

Results of 2011 Town Meeting



THIS PAGE INTENTIONALLY LEFT BLANK

Town Meeting Results–March 8 & 12, 2011

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

For Selectman (3 years) Roland Theberge <i>Stephen Campbell</i> <i>Michael “Mike” Lyons</i> Everett McBride	1,276 <i>1,758</i> <i>1,641</i> 1,454	For Tax Collector (3 years) <i>Cheryl-Ann Bolouk</i>	2,762
For Selectman (1 year) John J. Manning <i>Susan Covey</i>	1,120 <i>2,147</i>	For Treasurer (3 years) <i>John Sytek</i>	2,727
For Budget Committee (3 years) Donald Sorcinelli, Jr. <i>Patrick McDougall</i> <i>Barry Pietrantonio</i>	1,293 <i>1,705</i> <i>1,520</i>	For Library Trustee (3 years) <i>Kathleen Norton</i>	2,616
For Budget Committee (1 year) Paul Welch <i>Paul Huard</i>	1,225 <i>1,472</i>	For Trustee of Trust Funds (3 years) <i>Ralph Stein</i>	2,521
For Town Clerk (3 years) <i>Susan Wall</i>	2,855	For Supervisor of the Checklist (1 year) <i>Melissa Sorcinelli</i>	2,499
		For Planning Board (3 years) <i>Robert Campbell</i> <i>Ronald Belanger</i>	2,050 <i>1,919</i>
		For Zoning Board of Adjustment (3 years) <i>Robert Uttley</i> <i>Ronald “Ron” Giordano</i>	1,995 <i>1,548</i>

Article 2 – Adopt the Provisions of RSA 71:1-C

By Petition: To see if the Town will adopt the provisions of RSA 72:1-C, which authorizes any city or town to elect not to assess, levy and collect a resident tax.

Passed on official ballot vote on March 8, 2011: Yes – 1718 No – 1118

Article 3 – Revise Sign Ordinance

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 (1) restrict the type and number of signs allowed for the opening of a new business and (2) prohibit outdoor display of products in parking lots and landscape areas unless approved by the Planning Board.)

Passed on official ballot vote on March 8, 2011: Yes – 2,156 No – 1,133

Article 4 – Revise Political Sign Regulation

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 revise the regulation on political signs to require them to meet State laws.)?

Passed on official ballot vote on March 8, 2011: Yes – 2,600 No – 655

Town Meeting Results–March 8 & 12, 2011

Article 5 – Revise Impact Fee Ordinance

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 clarify that public safety, recreation and road impact fees are required for new in-law and accessory apartments and new senior housing units.)?

Passed on official ballot vote on March 8, 2011: **Yes – 1,802** **No – 1,340**

Article 6 – Adopt Depot Village Overlay District

Are you in favor of the adoption of Amendment No. 4, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: (This amendment would allow the Planning Board to modify underlying zoning restrictions in the Salem Depot area to facilitate mixed-use (retail/office/residential), pedestrian-friendly development. It contains stricter requirements for permitted uses, parking lots, landscaping, building design, lighting, signs, pedestrian access, and road improvements. Use of the ordinance is voluntary.)?

Failed on official ballot vote on March 8, 2011: **Yes – 2,236** **No – 899**

Article 7 - Road/Bridge Construction Brookdale Road and South Policy Street Bridge - Bond Issue **\$5,798,108.00**

To see if the town will vote to raise and appropriate the sum of Five Million Seven Hundred Ninety-Eight Thousand One Hundred Eight Dollars (\$5,798,108.00) for the purpose of road repairs and improvements to all or part of, but not limited to, the following streets: Brookdale Road, Brady Avenue, Pelham Road and Stiles Road, as listed in the 10-Year Road Program and further for the replacement of the bridge at South Policy Street where South Policy Street crosses over Porcupine Brook and the reconstruction of South Policy Street from Lowell Road to MacGregor Avenue and to cover the costs associated with obtaining a bond issue; and further to authorize the issuance of not more than \$5,686,259.00 of bonds or notes for such purposes in accordance with the provisions of the Municipal Finance Act (RSA 33); and to authorize \$94,453.00 to be funded by the water fund and \$17,396.00 to be funded by the sewer fund, and to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon and to accept any and all State Aid or other revenue source that may become available for this project and take any and all action necessary to carry out this vote. Requires 2/3 ballot vote. The bridge construction is eligible for 80% (approximately \$698,344.00) reimbursement through the New Hampshire Department of Transportation Municipally Managed Bridge Aid Program.

Amended from \$6,846,000 to \$5,798,108

Needed 2,204 for 2/3 vote to pass

Failed on official ballot vote on March 8, 2011: **Yes – 2,114** **No – 1,191**

Article 8 - 2011 Operating Budget **\$35,410,856.00**

To see if the Town will vote to raise and appropriate the sum of Thirty-Five Million Four Hundred Ten Thousand Eight Hundred Fifty-Six Dollars (\$35,410,856) for the operational expenses of the Town for fiscal year 2011. This article does not include special or separate warrant articles.

Amended from \$34,936,778 to \$35,140,856

Passed on official ballot vote on March 8, 2011: **Yes – 1,918** **No – 1,346**

Town Meeting Results–March 8 & 12, 2011

Article 9 - 2011 Operating Budget

\$35,410,856.00

To see if the Town will vote, if article 8 fails to pass, to raise and appropriate the sum of Thirty-Five Million Four Hundred Ten Thousand Eight Hundred Fifty-Six Dollars (\$35,410,856.00) for the operational expenses of the Town for fiscal year 2011, or such other amount as the Town Meeting shall determine, for the operational expenses of the Town for fiscal year 2011. This article does not include special or separate articles.

Tabled at deliberative session – March 12, 2011

Article 10 - Expendable Trust Fund – Employee Separation

\$325,000.00

To see if the Town will vote to raise and appropriate the sum of Three Hundred Twenty-Five Thousand Dollars (\$325,000.00), to be placed in the Employee Separation Benefits Expendable Trust Fund previously established in 2002 for the purpose of funding the buy-out of employee benefits upon separation of employment and to authorize the transfer of this amount from the December 31, 2010 General Fund Unreserved Fund Balance. No amount to be raised by taxation.

Passed at deliberative session – March 12, 2011

Article 11 - Expendable Trust Fund – Library Employment Separation

\$5,000.00

By Petition: To see if the Town will vote to raise and appropriate the sum of Five Thousand Dollars (\$5,000), to be placed in the Kelley Library Employment Separation Benefits Expendable Trust Fund previously established in 2006 for the purpose of funding the buy-out of library employee benefits upon separation of employment, and to authorize the transfer of the December 31, 2010 General Fund Unreserved Fund Balance in that amount for this purpose. No amount to be raised by taxation.

Passed at deliberative session – March 12, 2011

Article 12 - Winter Weather Operations

\$1,000,000.00

To see if the Town will vote to raise and appropriate the sum of Five Hundred Thousand Dollars (\$500,000.00), for the purpose of winter weather operations, including, but not limited to, plowing and removing snow, sanding and chemically treating streets, and otherwise responding to hazardous road conditions related to winter weather.

Amended from \$500,000 to \$1,000,000

Passed at deliberative session – March 12, 2011

Article 13 - Expendable Trust Fund - Snow Management

\$165,000.00

To see if the Town will vote to raise and appropriate the sum of One Hundred Sixty-Five Thousand Dollars (\$165,000) to be placed in the Snow Expendable Trust Fund previously established for the purpose of managing winter weather, including but not limited to plowing and removing snow, sanding and chemically treating streets, and otherwise responding to hazardous road conditions related to winter weather and to authorize the transfer of the December 31, 2010 General Fund unreserved fund balance in that amount for this purpose. No amount to be raised by taxation.

Passed at deliberative session – March 12, 2011

Article 14 - Wheel Loader

\$150,550.00

To see if the town will vote to raise and appropriate the sum of One Hundred Fifty Thousand Five Hundred Fifty Dollars (\$150,550.00) for the purpose of purchasing a Wheel Loader for the Department of Public Works.

Passed at deliberative session – March 12, 2011

Town Meeting Results–March 8 & 12, 2011

Article 15 - Trackless Machine with V Plow

\$20,000.00

To see if the town will vote to raise and appropriate the sum of One Hundred Twenty-Nine Thousand Six Hundred Twenty-Five Dollars (\$129,625) for the purpose of purchasing a new Trackless Machine with V Plow for the Department of Public Works.

Amended from \$129,625 to \$20,000

Passed at deliberative session – March 12, 2011

Article 16 - 2011 Road Construction and Engineering Program

\$5,939,314.00

To see if the Town will vote to raise and appropriate the sum of Three Million Three Hundred Fifty-Five Thousand Six Hundred Seventy-Eight Dollars (\$3,355,678.00) 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 including but not limited to the following streets: Cluff Crossing Road, portions of South Policy Street, Cross Street and Kelly Road, Chappy Lane and Lisette Drive, and maintenance and overlay on Geremonty Drive, Veteran's Memorial Parkway, Meisner Road, Geremonty Drive Extension, Hitty Road, Jericho Lane, Penobscot Avenue, Samoset Drive, Kimball Avenue, Green Haven Road and engineering of Bluff Street Extension, Town Farm Road and Lawrence Road as outlined in the 10-year Road Program and also to raise and appropriate the additional sum of Twenty One Thousand Three Hundred Twenty-Five (\$21,325.00) for this project to come from the water fund, and to authorize the Board of Selectmen to take all other action necessary in connection therewith.

Amended from \$3,377,003 to \$5,939,314

Passed at deliberative session – March 12, 2011

Article 17 - Bridge / Culvert Construction - South Policy Street Over Porcupine Brook

\$731,547.00

To see if the Town will vote to raise and appropriate the sum of Eight Hundred Thirty-Six Thousand Dollars (\$836,000.00) for the replacement of the bridge at South Policy Street over Porcupine Brook and to authorize \$206,000.00 be raised by taxation and further authorize \$630,000.00 from the December 31, 2010 General Fund Unreserved Fund Balance.

Amended from \$836,000 to \$731,547

Passed at deliberative session – March 12, 2011

Article 18 - Bridge Engineering- Various Locations

\$385,000.00

To see if the Town will vote to raise and appropriate the sum of Three Hundred Eighty-Five Thousand Dollars (\$385,000.00) for the purpose of engineering design, costs estimates, and bid documents, obtaining permits and easements as may be required, for the reconstruction of bridges at Bluff Street, Bluff Street Extension, Providence Hill Road and further to authorize the use of \$385,000.00 from the December 31, 2010 General Fund Unreserved Fund Balance.

Passed at deliberative session – March 12, 2011

Town Meeting Results–March 8 & 12, 2011

Article 19 - Library Roof Replacement

\$60,000.00

By Petition: To see if the Town will vote to raise and appropriate the sum of Sixty Thousand Dollars (\$60,000.00), for the purpose of replacing and repairing the Kelley Library Roof and further to authorize this amount to be placed into the Kelley Library Building Capital Reserve Fund previously established for maintaining, preserving and improving the Library Building and to authorize the Library Trustee's to take all other action necessary in connection therewith.

Passed at deliberative session – March 12, 2011

Article 20 - Fire Station Generator

\$65,000.00

To see if the Town will vote to raise and appropriate the sum of Sixty-Five Thousand Dollars (\$65,000.00) for the purpose of purchasing a generator for the Central Fire Station.

Passed at deliberative session – March 12, 2011

Article 21 - Sale of Property/Land on Town Farm Road - Revenue

\$0.00

To see if the Town will authorize the Board of Selectmen and Conservation Commission to sell the house at 38 Town Farm Road and approximately one-half acre of land, being a portion of Tax Map 58, Lot 6917, on such terms and conditions and at a price that the Board of Selectmen and Conservation Commission determine are in the best interests of the Town, with all proceeds to be deposited in the Conservation Fund.

Amended language of article as follows: To strike the words “with all” and replace with “and to appropriate up to \$300,000.00 from the proceeds to be deposited in the Conservation Fund.

Passed at deliberative session – March 12, 2011

Article 22 - Discontinue Salem Public Access TV Expendable Trust Fund

\$5.68

To see if the Town will vote to discontinue the Salem Public Access TV Expendable Trust created in 1997. Said funds with accumulated interest to date of withdrawal are to be transferred to the General Fund.

Passed at deliberative session – March 12, 2011

Article 23 - Reduction of Polling Places in the Town of Salem

\$0.00

To see if the Town will vote to authorize the Selectmen to reduce the amount of polling places in the Town of Salem.

Passed at deliberative session – March 12, 2011

Article 24 - Salem Softball Program

\$1,500.00

By Petition: To see if the Town will vote to raise and appropriate the sum of One Thousand Five Hundred Dollars (\$1,500.00) for the purpose of supporting Salem softball in its efforts to continue providing the children of Salem superior softball program and maintaining the town fields.

Passed at deliberative session – March 12, 2011

Article 25 - Install Drainage and Pave Nowell Court

\$91,000.00

By Petition: To see if the Town will raise and appropriate the sum of Ninety-One Thousand Dollars (\$91,000.00) for the purpose of installing drainage and paving Nowell Court to eliminate flooding of the road.

Passed at deliberative session – March 12, 2011

Town Meeting Results–March 8 & 12, 2011

Article 26 - Install Drainage and Culverts on Martin Avenue \$95,000.00

By Petition: To see if the Town will raise and appropriate the sum of Ninety-Five Thousand Dollars (\$95,000.00) for the purpose of installing two drain inlets at the low point of Martin Avenue to redirect street storm water runoff away from private property and for the purpose of replacing two culverts at the end of Martin Avenue.

Passed at deliberative session – March 12, 2011

Article 27 - Fund The Upper Room A Family Resource Center \$10,000.00

By Petition: To see if the Town will raise and appropriate the sum of Ten Thousand Dollars (\$10,000.00) for the purpose of supporting prevention and early intervention programs and services that strengthen children and families through the Upper Room, A Family Resource Center.

Passed at deliberative session – March 12, 2011

Article 28 - Salem Youth Baseball - Improvements to Town Owned Facilities \$7,000.00

By Petition: To see if the Town will raise and appropriate the sum of Seven Thousand Dollars (\$7,000.00) for the purpose of continued improvements to Town owned facilities including the installation of energy efficient lighting at Michelle Park's Joseph Bergeron's Field, new fencing at Palmer Field, and improvements to Michelle Park's 90 foot diamond.

Passed at deliberative session – March 12, 2011

Article 29 - Salem Rams - Athletic Field Improvements \$7,000.00

By Petition: To see if the Town will raise and appropriate the sum of Seven Thousand Dollars (\$7,000.00) for the purpose of assisting the Salem Rams to meet the cost to replace old, damaged practice field lights behind Woodbury School. The Rams plan to pay the additional \$63,000 (estimated) for the improvement.

Failed at deliberative session – March 12, 2011

This is a true copy of the results of the 2011 deliberative session held on March 12, 2011 and for the Articles 1-8 Ballot vote on March 8, 2011.

Attest:

Susan M. Wall
Town clerk

Holidays, Meeting Schedule and Office Hours

2012 TOWN HALL HOLIDAY SCHEDULE

HOLIDAY	DATE
New Year's Day	Monday, January 2, 2012
President's Day	Monday, February 20, 2012
Memorial Day	Monday, May 28, 2012
Independence Day	Wednesday, July 4, 2012
Labor Day	Monday, September 3, 2012
Columbus Day	Monday, October 8, 2012
Veterans' Day	Monday, November 12, 2012
Thanksgiving Day	Thursday, November 22, 2012
Day After Thanksgiving	Friday, November 23, 2012
Christmas Day	Tuesday, December 25, 2012

MEETING SCHEDULES

BOARDS & COMMITTEES	MEETING SCHEDULE	TIME	LOCATION
Board of Selectmen	1 st , 2 nd , and 4 th Mondays	7:00 pm	Town Hall
Budget Committee	2 nd and 4 th Wednesday	7:00 pm	Town Hall
Conservation Commission	1 st Wednesday	7:00 pm	Town Hall
Council on Aging	3 rd Friday	9:30am	Senior Center
Housing Authority	2 nd Tuesday	5:00 pm	Housing Authority
Planning Board	2 nd and 4 th Tuesday	7:00 pm	Town Hall
Recreation Advisory Committee	1 st Wednesday	7:00 pm	Town Hall
Zoning Board of Adjustment	1 st Tuesday	7:00 pm	Town Hall

TOWN DEPARTMENTS OFFICE HOURS

TOWN OFFICE	HOURS
Assessing Office	Monday – Friday 8:30 am–5:00 pm
Community Development Department	Monday – Friday 8:30 am–5:00 pm
Building/Zoning	Monday – Friday 8:30 am–5:00 pm
Building/Electrical/Plumbing Permitting	Monday– Friday 8:30-9:30 am, 4:00 pm–5:00 pm
Building/Electrical/Plumbing Inspection	Monday – Friday By Appointment
Engineering Department	Monday – Friday 8:30 am–5:00 pm
Health Officer	Monday–Friday 8:30-9:30 am, 4:00 pm–5:00 pm or By Appointment
Finance Department	Monday – Friday 8:30 am–5:00 pm
Human Resources Department	Monday – Friday 8:30 am–5:00 pm
Human Services Department	Monday – Friday 8:30am–3:30 pm or By Appointment
Planning Division	Monday – Friday 8:30 am-5:00 pm
Public Works/Highway Department	Monday – Friday 7:00 am–3:30 pm
Recreation Department	Monday – Friday 8:30 am–5:00 pm
Senior Center	Monday – Thursday – 8:30 am-4:30 pm Friday – 8:30 am–3:30 pm
Tax Collector's Office	Monday – Friday 8:30 am–5:00 pm
Town Clerk's Office	Monday – Friday 8:30 am–5:00 pm
Town Manager's Office	Monday – Friday 8:30 am–5:00 pm