

# TOWN OF SALEM, NEW HAMPSHIRE

# ANNUAL REPORT



2024

## ***ABOUT THE COVER***

In 2024, Salem voters approved Ballot Article 8 to construct a new police station. The article passed with a 78% affirmative vote signifying strong support for the project. The Town is so grateful to the voters for recognizing the need for a new police station for our community as Salem continues to grow. Pictured on the front cover is a rendering of the new station. The project is ongoing and anticipated to be completed by the end of 2026. As a way to express our appreciation, members of the police department, other staff members and boards, as well as members of the community, got together for a photo to thank the voters for approving the warrant article.

Did you know Salem will be turning 275 in 2025? The Town is in the process of preparing for Salem's 275<sup>th</sup> anniversary celebration. The 275<sup>th</sup> Anniversary Commission has been working diligently to prepare for the many events taking place in 2025. The first event is a "Salembration" kickoff on August 9th. Stay tuned for more information. Any citizens wishing to participate are encouraged to scan the QR code on the back cover, which opens the 275<sup>th</sup> Anniversary Commission's website. The website provides a great deal of information on the 275<sup>th</sup> anniversary celebration, including plans for future events and how to get involved.

Thank you, Salem, for your continued support of our community. We look forward to a prosperous 2025.

*We would like to express a special thank you to Bob Berthel for his help with the design of this year's cover. Bob has offered his assistance on the cover for many years. We are extremely grateful for his talent and expertise in the design of our town report covers throughout the years.*

# TOWN OF SALEM, NEW HAMPSHIRE



*The Gateway to New Hampshire*

**ANNUAL REPORT**  
**For the Year 2024**



# TABLE OF CONTENTS

---

<b>Telephone Number Reference</b> .....	1
<b>Schedule of Town Holidays</b> .....	2
<b>Town Officials</b> .....	3
<b>Town Council</b> .....	7
<b>Town Manager</b> .....	9

## **TOWN DEPARTMENTS**

Assessing Department .....	13
Community Development Department .....	14
Planning Division .....	18
Community Services Department .....	20
Finance Department .....	24
Fire Department.....	25
Human Resources Department.....	39
Human Services Department.....	48
Municipal Services Department .....	50
Engineering Division .....	51
Public Works Division.....	56
Utilities Division.....	60
Reports of the Depot Village Advisory Committee, Municipal Building Advisory Committee Police Building Advisory Committee, and Road Stablization Committee.....	65
Police Department.....	68
Salem Community Television .....	73
Tax Collector.....	77
Town Clerk.....	78

## **BOARDS, COMMITTEES, AND COMMISSIONS**

Budget Committee .....	83
Communications Committee.....	85
Conservation Commission .....	86
Historic District Commission.....	87
Housing Authority.....	88
Kelley Library Board of Trustees .....	89
Kelley Library Treasurer's Report .....	90
Kelley Library Director .....	91
Kelley Library Statistics .....	92

# TABLE OF CONTENTS

---

Museum Committee .....	93
Planning Board.....	95
Recreation Advisory Committee .....	97
Supervisors of the Checklist.....	99
Trustees of the Trust Funds .....	100
Zoning Board of Adjustment.....	101

## FINANCIAL REPORTS

Town Treasurer's Report.....	105
Independent Auditors' Report.....	107
Balance Sheet (2023 Audited).....	110
Statement of Revenues, Expenditures and Changes in Fund Balances (2023 Audited) .....	111
Cash Balances in General Ledger (2024 Unaudited) .....	112
Schedule of Changes in Unassigned Fund Balance (2024 Unaudited) .....	113
Statement of Revenues, Expenditures & Changes in Fund Balances (2024 Unaudited) .....	114
Balance Sheet (2024 Unaudited).....	115
Statement of Revenue, Expenditures & Changes in Fund Balances–Budget & Actual (2024 Unaudited).....	116
Capital Assets (2024 Unaudited).....	117
Statement of Town Debt (2024 Unaudited) .....	118
Tax Rate Computation and Assessed Valuation Trends .....	119
Tax Rate Computations and Assessed Valuation Trends (5-Year Comparison Graph).....	120
Tax Collector MS-61 Report.....	121
Trustees of the Trust Funds MS-9 Summary Report.....	124
Trustees of the Trust Funds MS-10 Report .....	125

## OTHER

2024 Town Meeting Results.....	129
2025 Town Meeting Warrant .....	137
2025 MS-737 (Budget of the Town) .....	152
2025 Default Budget .....	164

# FOR YOUR REFERENCE

---

Town Hall  
33 Geremonty Drive  
Salem, NH 03079  
[www.salemnh.gov](http://www.salemnh.gov)

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

## DEPARTMENT NUMBERS:

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

## OTHER IMPORTANT NUMBERS:

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

# TOWN HOLIDAYS AND OFFICE HOURS



## 2025 TOWN HALL HOLIDAY SCHEDULE

<b>Holiday</b>	<b>Date</b>
New Year's Day	Wednesday, January 1, 2025
Martin Luther King, Jr./Civil Rights Day	Monday, January 20, 2025
President's Day	Monday, February 17, 2025
Memorial Day	Monday, May 26, 2025
Juneteenth	Thursday, June 19, 2025
Independence Day	Friday, July 4, 2025
Labor Day	Monday, September 1, 2025
Columbus Day	Monday, October 13, 2025
Veterans' Day	Tuesday, November 11, 2025
Thanksgiving Day	Thursday, November 27, 2025
Day After Thanksgiving	Friday, November 28, 2025
Christmas Day	Thursday, December 25, 2025

## TOWN DEPARTMENTS OFFICE HOURS

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

# TOWN OFFICIALS

<b>Town Council</b>	<b>3-year terms</b>	<b>Ethics Committee</b>	<b>3-year terms</b>
<i>Elected terms expire in March</i>			
Joseph Sweeney, <i>Chair</i>	2026	Donna Sytek, <i>Chair</i>	2026
D.J. Bettencourt, <i>Vice-Chair</i>	2026	Donna Loranger, <i>Vice-Chair</i>	2026
Lisa Withrow, <i>Secretary</i>	2027	Pam Russell	2025
Robert Bryant	2026	Marybeth Stramaglia	2025
Jeffrey Hatch	2027	Anthony Conte	2027
Paul Pelletier	2025		
Cathy Ann Stacey	2026		
Keith Stramaglia	2025		
Bonnie Wright	2025		
<b>Budget Committee</b>	<b>3-year terms</b>	<b>Economic Development Committee</b>	<b>3-year terms</b>
<i>Elected terms expire in March</i>			
Jeffrey Boyer, <i>Chair</i>	2027	Rick Dobzelecki, <i>Co-Chair</i>	2026
Tanya Donnelly, <i>Vice-Chair</i>	2026	Baoguo Wei, <i>Co-Chair</i>	2026
Jon Stark, <i>Secretary</i>	2027	Emily Samatis, <i>Secretary</i>	2025
Steven Goddu	2026	Carla Billingham	2027
Scott Olsen	2027	Bianca Carlson	2027
Donna Loranger	2025	Ginger Lever	2025
Brenda Tecce	2025	Jeffrey Hatch, <i>Council Rep.</i>	
D.J. Bettencourt, <i>Council Rep.</i>		Bonnie Wright, <i>Council Rep.</i>	
Bernard Campbell, <i>School Board Rep.</i>			
Sean Lewis ( <i>Term Ended 2024</i> )			
Brian Thornock ( <i>Term Ended 2024</i> )			
<b>Communications Committee</b>	<b>3-year terms</b>	<b>Historic District Commission</b>	<b>3-year terms</b>
<i>Appointed terms expire in April</i>			
Robert Gibbs, <i>Chair</i>	2027	Michael Banks, <i>Chair</i>	2025
Erin Murphy, <i>Secretary</i>	2026	Patricia E. Good, <i>Vice-Chair</i>	2027
Bill Georato	2025	Beverly Glynn, <i>Secretary</i>	2026
Aimee Cozza	2025	Kathryn Burke	2027
Jaime Thornock	2026	Howard Glynn	2027
Lisa Withrow, <i>Council Rep.</i>		Lisa Withrow, <i>Council Rep.</i>	
<b>Conservation Commission</b>	<b>3-year terms</b>	<b>Housing Authority</b>	<b>5-year terms</b>
<i>Appointed terms expire in April</i>			
Georgia Brust, <i>Chair</i>	2025	Virginia Consoli, <i>Chair</i>	2026
Caitlin Fitzpatrick, <i>Vice-Chair</i>	2025	Georgette Smith, <i>Vice-Chair</i>	2027
Claire Karibian, <i>Secretary</i>	2027	Kelly Bryant	2029
Linda Harvey	2026	Donald Simmons	2025
Ruth Tanner Isaks	2027	Sandra Karp, <i>Resident Commissioner</i>	2028
Alan Lord	2026	Sheri McCloskey, <i>Executive Director</i>	
Lori Ball, <i>Alternate</i>	2025		
Claudia DeFuria, <i>Alternate</i>	2027		
Glen Edwards, <i>Alternate</i>	2026		
Keith Stramaglia, <i>Council Rep.</i>			
<b>Kelley Library Trustees</b>	<b>3-year terms</b>		
<i>Elected terms expire in March</i>			
Kathleen Norton, <i>Chair</i>	2026		
Christopher George	2027		
David Hickernell	2025		
Natalie Ducharme, <i>Library Director</i>			

## TOWN OFFICIALS

<b>Museum Committee</b>	<b>3-year terms</b>	<b>Zoning Board of Adjustment</b>	<b>3-year terms</b>
<i>Appointed terms expire in April</i>		<i>Elected terms expire in March Alternate terms expire in April</i>	
Beverly Glynn	2026	Edward Huminick, <i>Chair</i>	2027
Howard Glynn	2027	Dionne Garon, <i>Vice-Chair</i>	2025
Patricia E. Good	2027	Elaine Wall, <i>Secretary</i>	2027
Brian Flanagan	2025	Claire Karibian	2026
Susan Kettinger	2027	Daniel Guild	2026
Dan Zavisza	2025	David L. Bruce, <i>Alternate</i>	2027
Lisa Withrow, <i>Council Rep.</i>		Sylvia das Chagas, <i>Alternate</i>	2026
<b>Planning Board</b>	<b>Staggered terms</b>	<b>Tax Collector</b>	<b>3- year elected term</b>
<i>Elected/Appointed terms expire in March Alternate terms expire in April</i>		Martha Breen	March 2026
Joseph Feole, <i>Chair</i>	2026	<b>Town Clerk</b>	<b>3-year elected term</b>
Sean Lewis, <i>Vice-Chair</i>	2025	Susan Wall	March 2026
Damon Norcross, <i>Secretary</i>	2027	<b>Treasurer</b>	<b>3-year elected term</b>
Bianca Carlson	2026	John Sytek	March 2026
Jim Harvey	2027	<b>Moderator</b>	<b>2-year elected term</b>
Chuck Saba	2025	Bernard W. Campbell	March 2025
Michael Banks, <i>Alternate</i>	2025	Christopher Goodnow (Resigned 2024)	
Beverly Donovan, <i>Alternate</i>	2026		
Vacant, <i>Alternate</i>	2025		
Paul Pelletier, <i>Council Rep.</i>			
Keith Belair (Term Ended 2024)			
<b>Recreation Advisory Committee</b>	<b>3-year terms</b>	<b>NH State Senate – District 22</b>	
<i>Appointed terms expire in April</i>		Daryl Abbas – <i>Term ends November 2026</i>	
Thomas Woelfel, <i>Chair</i>	2026	<b>NH House of Representatives - District 25</b>	
Kevin Richard, <i>Vice-Chair</i>	2026	<i>Terms end November 2026</i>	
James KocZat, <i>Secretary</i>	2024	Lorie Ball	
Patricia E. Good	2025	Tanya Donnelly	
Corinne Gordon	2027	Fred Doucette	
Rachel Hill	2027	John Janigian	
Richard Murray	2026	Dennis Mannion	
Vacant	2027	Valerie McDonnell	
Vacant	2025	Joe Sweeney	
Keith Stramaglia, <i>Council Rep.</i>		John Sytek	
Patricia Corbett, <i>School Board Rep</i>		Susan Vandecasteele	
<b>Supervisors of the Checklist</b>	<b>6-year terms</b>		
<i>Elected terms expire in March</i>			
Kelly Anne Dorton, <i>Chair</i>	2028		
Patricia E. Good	2026		
Melissa Sorcinelli	2030		
<b>Trustees of the Trust Funds</b>	<b>3-year terms</b>		
<i>Elected term expires in March</i>			
Gregory Davis, <i>Chair</i>	2025		
Richard O'Shaughnessy	2026		
Marybeth Stramaglia	2027		
Sean Lewis (Term Ended 2024)			

*Town Council  
and  
Town Manager*



# TOWN COUNCIL

---



*Seated: Cathy Ann Stacey, Joseph Sweeney (Chair), Lisa Withrow (Secretary), Bonnie Wright.  
Standing: Keith Stramaglia, D.J. Bettencourt (Vice-Chair), Robert Bryant, Paul Pelletier, Jeffrey Hatch.*

Fellow Salem Residents,

As we look back on 2024, I'm proud to report that it was yet another incredible year for the Town of Salem. In our second year operating under our new Town Charter, the Salem Town Council has been hard at work tackling challenges and pursuing innovative solutions to make our community even stronger.

One of the highlights of 2024 was Salem voters' approval of the new Police Station project in March. This transformative initiative, set to break ground in April 2025, marks the first major public investment in municipal buildings in decades. Once completed, our police department will have a modern facility that reflects the professionalism and commitment of Salem's finest. Thanks to careful planning, funds approved in the 2024 warrant article have been used to renovate the Department of Public Works building, eliminating the need for a temporary rental facility while saving taxpayer dollars.

This project truly embodies our mission to serve the town efficiently and responsibly. Chief Dolan, Deputy Chief Smith, Municipal Services Director Sorenson, and Town Manager Devine are responsible for the successful management and execution of our Police Station project. We also could not take on this large task without the hard work of the Municipal Buildings Advisory Committee, Trident, The Galante Architecture Studio, and Harvey Construction. Town Councilor and immediate past Chairman Bob Bryant has been the Council's eyes and ears on the projects' progression, and we thank him for serving in this important role.

In January, Fire Chief Craig Lemire was sworn in following past Chief Larry Best. Chief Lemire's approach and leadership has set the Fire Department up for success, and I know the department and town will benefit from his service. Within the next few years, plans will come forward to revitalize our existing fire stations while we secure land and construct a west side fire station while exploring every avenue to protect the taxpayers and our residents. Chief Lemire's vision for Salem Fire is a pragmatic and practical approach for the Town of Salem.

## ***TOWN COUNCIL***

---

This past March, Salem residents re-elected Councilors Bob Bryant and Lisa Withrow, and we welcomed Councilor Jeff Hatch to the team. I want to thank the entire Town Council for the privilege and honor of serving as our Town Council Chairman for the past year. It has been a rewarding and exciting role, and the Town Council has been fantastic to work with. I hope residents sense the improved level of communication and openness of your Town Government. To each Councilor - Cathy, Bob, Keith, Lisa, DJ, Paul, Bonnie, and Jeff - thank you for constantly rolling up your sleeves throughout the year and for our shared commitment to Salem.

Following the election, we undertook a new tradition—asking every board, committee, and town department to present their goals to the Town Council. This process brought alignment and accountability to our shared objectives, and we look forward to reviewing this year's progress and setting new goals for 2025.

In September, we hired Joe Devine as our new Town Manager after a stint as interim Town Manager following his dutiful service as our Assistant Town Manager. Joe has brought a fresh perspective and a strong focus on communication and problem-solving, helping the Council achieve both short-term milestones and long-term goals. His leadership has been a tremendous asset to Salem.

As we head into 2025 and celebrate Salem's 275th Anniversary, the future looks bright. With continued developments set to get under way at Tuscan Village, exciting redevelopments continuing at the mall, and Analogic relocating its headquarters to Salem while bringing with them nearly 500 well paid jobs. Additionally, Salem can be proud of our exciting updates for the Depot Village, the Historic District, the Field of Dreams, the new basketball courts at Hedgehog Park and pickle ball courts at Michelle Memorial Park. Our town is solidifying its position as a regional economic hub and destination. Upcoming discussions on zoning reform in 2025 will help ensure that Salem continues to thrive as a top destination in the Northeast to live, work, and stay throughout our commercial and industrial zones.

On the ballot this March is our proposed Community Aggregation Plan - the Town Council teamed up with Freedom Energy Logistics to bring community aggregation to Salem, paving the way for possible significant savings for all Salem ratepayers. If adopted by the voters, Salem residents will have greater choice in their energy supply.

I would be remiss if I did not take a moment to thank our outgoing Municipal Services Director, Roy Sorenson, for his years of dedicated service to Salem. As Roy transitions to his new role as Town Administrator in Hudson, we wish him all the best. As a Salem resident, I know he'll remain a valued member of our community, and I look forward to building upon his numerous contributions as we work on modernizing municipal buildings and facilities.

Thank you for your trust and support in 2024. Together, we've laid the foundation for an even stronger, more vibrant Salem in the years to come.

Warm regards,

Joe Sweeney, Chair  
Salem Town Council

# TOWN MANAGER

---

As the Town Manager of Salem, I am honored to present the 2024 Annual Report, a comprehensive snapshot of the year's achievements, challenges, and milestones. This report serves as a historical record, reflecting on the collective efforts of our dedicated staff, volunteers, and community members. It highlights the progress we've made and underscores our commitment to maintaining Salem as a vibrant and thriving community.

The Town Manager, appointed by the Town Council under the Town Charter, oversees the operation and management of all Town departments, excluding the library and schools. As the appointing and contracting authority for these departments, the Town Manager supervises budgetary, financial, and personnel administration activities. Collaborating closely with the Town Council, I strive to ensure the efficient allocation of resources to safeguard public safety, protect assets, and enhance Salem's quality of life through professional procedures and collaborative processes.

The year 2024 was a period of transition and opportunity. Following the departure of Chris Dillon in February, I stepped into the role of Interim Town Manager before being appointed as the permanent Town Manager in September. This leadership transition marked a pivotal moment, providing both challenges to overcome and opportunities to build on Salem's strong foundation. One of the year's most historic accomplishments was the overwhelming approval of the Police Station Project. After three unsuccessful attempts in prior years, 78% of voters supported this critical initiative in 2024, far surpassing the three-fifths requirement. This remarkable success was made possible through the tireless efforts of Town staff, the steadfast support of the Town Council, and the active participation of our residents. Preparations for the relocation of the Police Department to the renovated Department of Public Works facility are underway, with transitions scheduled to begin in spring 2025. This effort is complemented by the completion of a cold storage building to house large equipment, further enhancing operational efficiency.

Salem experienced a year of renewal and fresh perspectives in 2024 with the addition of new leadership and staff. Fire Chief Craig Lemire stepped into his role following the retirement of Chief Larry Best, bringing a new chapter of leadership to the Fire Department. Justine Caron joined as our new Human Resources Director, and Tim Moynahan became the Town's first IT Manager, filling a newly created role. In addition to these key appointments, we welcomed several new team members whose energy and expertise have already made a positive impact on our community.

We made significant progress in strengthening Salem's infrastructure. Notable projects included the design-build initiative for Fire Station 3 on Lawrence Road and the final cleanup stages at the former wastewater treatment plant, which included the removal of sludge lagoons. On the recreational front, we added new basketball courts at Hedgehog Park and pickleball courts at Michele Memorial Park, providing enhanced opportunities for community engagement and physical activity.

Salem's financial resilience continues to be a cornerstone of our community's stability, driven by the expertise of the Finance Department and the sound financial management policies adopted by the Town Council. In 2024, S&P reaffirmed the Town's AAA bond rating, a testament to our unwavering commitment to fiscal responsibility and economic vitality.

## ***TOWN MANAGER***

---

Community development was another area of focus this year. We initiated a long-overdue update to Salem's Master Plan, the first comprehensive review since 2001. Partnering with Utile Design and the Master Plan Steering Committee, we laid the groundwork for a vision that will guide Salem's growth and development for decades to come.

In 2024, we were fortunate to secure two significant grants. A Congressional Direct Spending allocation of \$420,000 funded a new records management system for the Police Department. Additionally, the Town received a \$740,000 InvestNH Municipal Grant to support affordable housing at 41 Main Street. These achievements reflect our dedication to fostering workforce housing and enhancing economic development, a commitment further recognized by the Housing Champions Designation from the New Hampshire Department of Business and Economic Affairs. Our partnership with local veterans' groups continued to thrive in 2024. We launched two new Depot banner campaigns for Memorial Day and Veterans Day and received generous donations for the construction of a new Veterans Memorial Plaza. This project, set to be completed in 2025 as part of the Depot Village Project, underscores our deep respect and gratitude for those who have served our nation.

I want to extend my heartfelt thanks to the residents of Salem, whose engagement and collaboration make our community a remarkable place to live and work. Your participation in Town initiatives and unwavering support have been integral to our success.

I am equally grateful to the countless volunteers who dedicate their time and energy to Boards, Committees, the Senior Center, and other Town programs. Your contributions exemplify the spirit of Salem and play a vital role in our community's achievements.

Lastly, I want to recognize the exceptional work of our Town staff. Their unwavering commitment to excellence ensures that Salem continues to thrive, delivering high-quality services and programs to our residents. Across all levels of the organization, their dedication is evident in every accomplishment and initiative highlighted in this report.

As you read through the 2024 Annual Report, I hope you share my pride in our community's achievements. Together, we have made tremendous progress and set the stage for continued success in the years to come. Here's to another year of building a brighter future for Salem.

Respectfully submitted,

Joseph R. Devine, Town Manager

*Town  
Departments*



# ASSESSING DEPARTMENT

---

The Town's Chief Assessor's position remained vacant during 2024, and the Town contracted with Municipal Resources Inc. to continue providing the assessing services of Joe Lessard as the Contracted Interim Chief Assessor.

The New Hampshire real estate sales market has slowed somewhat but continued to experience appreciation between April 2023 and April 2024. As a result, the Town's assessment ratio as of April 1, 2024, dropped from 78.5% last year to the lower 70's. The actual percentage will be posted on the Assessors' website once it has been finalized by the Department of Revenue. Construction of both residential and commercial properties has also continued at a more rapid rate than prior to 2018 although both appreciation of market value and construction have continued slowing from recent past.

Programs for the elderly, blind, disabled, and veterans to help offset their property tax bills can be applied for at our office. Applications for these programs must be filed by April 15 to receive the exemption or credit for that year. Additionally, certain organizations are entitled to exemptions, and those organizations need to apply annually by April 15. Please contact the Assessors' office at 603-890-2115 or visit our website at <https://www.salemnh.gov/158/assessing> for information regarding these programs and other information. New residents may apply for residency either online at the same website or in person during our regular business hours of 8:30 a.m. to 5:00 p.m. The Assessors' Office continues to offer assessment data online at <https://gis.vgsi.com/salemnh/>.

Respectfully submitted,

Joseph W. Lessard, Jr. CNHA  
Contracted Interim Chief Assessor

	<b>Summary of Inventory</b>	
	<b>2023</b>	<b>2024</b>
Land	\$2,281,244,955	\$2,269,921,102
Buildings	\$4,181,191,343	\$4,288,401,500
Utilities	\$ 127,073,600	\$ 128,763,100
Total Gross Valuation	\$6,593,214,998	\$6,687,085,702
 Elderly Exemptions	\$ 31,285,800	\$ 33,247,900
Blind Exemptions	\$ 1,034,900	\$ 1,034,900
Disabled Exemptions	\$ 1,475,500	\$ 1,191,800
Total Net Valuation	\$6,559,418,798	\$6,650,985,802
 Taxes Before Exemptions	\$ 110,989,631	\$ 116,944,120
War Services Credits	\$ 810,725	\$ 816,500
Net Property Tax Commitment	\$ 110,191,072	\$ 116,111,452
 Tax Rate	\$ 16.96	\$ 17.60
Total Current Use Acreage	1,137.89	1,132.44
Total Taxable Properties	12,961	13,044
Total Exempt Properties	507	524

# 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 to provide a better quality of life for its citizens.

**Operations:** The Community Development Department staff consists of John Vogl, GIS Manager/Planning Coordinator and Crayton Brubaker, Community Development Program Manager. The Department operates under the leadership of Town Manager Joe Devine.

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

Both the Community Development Program Manager and GIS Manager work extensively with others throughout the Town to provide necessary technical and/or program assistance. Truly, our list of partners extends throughout this entire report. A summary of the focus areas for the calendar year 2024 follows.

**Final Phase LED Streetlight Conversion:** Since 2018, the Town has undertaken the project of converting all streetlights in Town to LED lights. There have been four successful phases, and the final phase started at the end of 2023 and is expected to be complete by the end of 2025. The remaining 828 lights will be converted in this final phase. The Town will receive incentive funds and save significant energy and money because of these LED installations.

**Salem Bike-Ped Corridor (Rail Trail):** Progress continues on the Salem Bike-Ped Corridor projects. In 2023, approximately 300 feet of the Hampshire Road portion of the Corridor was constructed and a ribbon cutting ceremony was held on October 18, 2023. Phase IV and V (sections adjacent to Tuscan Village) are currently in design and CMAQ funding has been secured for construction. Phase VI, which will complete the trail from Rockingham Park Blvd to Cluff Crossing Road, has secured a CMAQ grant, and construction will be completed in mid-2025. The Town works closely with the Friends of Salem Bike-Ped Corridor to maintain this beloved community asset, search for grant opportunities, and record its assets into Salem's GIS system.

**Cooperative Alliance for Regional Transportation (CART):** Community Development staff participate in the CART Advisory Committee to ensure that Salem residents continue to receive high-quality transportation services. In 2024, CART ridership continued steadfastly and remained above pre-pandemic levels. From July 2023 – June 2024, 3,690 riders were able to utilize this great service between the Salem Shopper Shuttle and Demand Response Shuttle. For more information about CART, please visit: <https://salemnh.gov/1011/CART-Public-Transportation-Services>

**Town Website Updating, New Town Hall Times News Website, and ‘What’s Up Salem?’:** Community Development Staff worked with Town departments and CivicPlus to successfully develop a new website. The cleaner, more modern website launched on August 16, 2023. All data transferred successfully from the old website and staff continue to monitor and update the website for accuracy and accessibility of information to the public. To view the new website, please visit: [salemnh.gov](https://salemnh.gov).

## **COMMUNITY DEVELOPMENT DEPARTMENT**

---

The Town Hall Times launched as a real-time news website in 2024. With over 300 articles posted in its first new year, the Town Hall Times has shifted to a fully digital platform by which residents can be made aware of all the news and community happenings going on in Salem. This innovative solution to provide more widespread local news has been successful and continues to be a hit with getting information out to residents! Previous editions of the newsletter are available on the Town website. To subscribe or read articles, please visit: <https://news.salemnh.gov>

In 2023, Town Manager Joe Devine and former Planning Director Ross Moldoff launched a new, innovative podcast, 'What's Up, Salem?' The podcast has been a hit and has released twenty-two fantastic episodes this year with a variety of special guests. The podcast is available on Apple Podcasts, Spotify, and Amazon Music. A special thanks to SCTV for producing the show!

**Committee Support:** Community Development Department staff serve as the staff liaison(s) to several committees. A brief outline of each Committee's 2024 goal(s) or work highlights are listed below. More in-depth discussion of 2024 accomplishments are included in each Committee or Commission's Town report page.

- **Capital Improvements Plan (CIP) Committee:** The CIP Committee met throughout summer 2024 to listen to Police, Fire, and Municipal Services department capital requests. After individual ranking and robust discussion, the Committee, in coordination with Town staff, developed their list of recommended projects for 2025 to the Town Manager / Town Council. Their full report is linked here: <https://salemnh.gov/2025CIPReport>
- **Communications Committee:** The Communications Committee, formed in 2023, has continued to meet and work on various Town projects. The Committee provides recommendations on various graphics, posts, and strategies, builds relationships with local media outlets, and promotes Town events / news to keep residents informed. The Communications Committee has continually met those goals and objectives. In early 2024, the Committee collaborated with the Police Department, MBAC, and Town Council on getting information to the public regarding the new police station project.
- **Conservation Commission:** The Community Development Program Manager provides staff support to the Conservation Commission. The Commission reviewed various conditional use permits and State wetlands permits. In 2024, the parking lot at Bill Valentine Park was finished, a new picnic bench was installed, and work continues to complete the park. The Conservation Commission and Town Forest goals were updated in 2024 and work will continue to progress in the upcoming year. In 2025, the Commission will update the 2010 Open Space Report with the Rockingham Planning Commission.
- **Depot Village Advisory Committee (DVAC):** The Depot Village Advisory Committee (DVAC) met several times this year to explore opportunities and ideas in the Depot Village. This area houses the Southern NH Chamber, a historical train depot museum, and is a pivotal intersection in Town. In 2024, the Committee selected Tighe & Bond to develop the Depot Village Master Plan for the recreational, historical, economic development, and community gathering opportunities in the Depot Village. Work will continue into 2025.

## **COMMUNITY DEVELOPMENT DEPARTMENT**

---

- **Economic Development Committee (EDC):** The Economic Development Committee met throughout 2024 to hear from guest speakers and discuss the community's approach to economic development. The EDC will continue to lay the foundation for a sustainable development and business environment in Salem. In 2025, the EDC will also work collaboratively with other boards on the promotion / implementation of the Master Plan.

**Grant Assistance, Invest NH, Housing Champions Designation:** Community Development staff worked closely with other Town Departments to apply for available grant funding opportunities. Most notably, staff applied for and received a \$740,000 grant from the Invest NH Municipal Per Unit Grant for the Depot & Main 74-unit affordable housing development. Additionally, the Town received a 'Housing Champions' Designation from the NH Bureau of Economic Affairs (NH BEA) which shows the Town's dedication to encouraging and establishing workforce and other types of housing necessary to the economic development of the town, region, and state. Staff also applied for and received a US Department of Energy grant for improving lighting in various municipal buildings. Staff aided with grant preparation including researching federal and state programs, vetting projects through environmental/historic review steps, and preparing all necessary plans and graphics.

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

In 2024, GIS Manager John Vogl continued to manage the Town's public GIS viewer 'MapGeo for Salem' which can be found at: [salemnh.mapgeo.io](http://salemnh.mapgeo.io). The site provides access to assessing records and parcel mapping plus various map layers, such as zoning, utilities, voting districts, open spaces, etc. Each month, the site records between four to five hundred unique hits, proving that demand for this type of service is high. We are pleased to observe that maps and data generated from the site are frequently included in building permits and land use applications, further demonstrating the utility and demand for this type of service. Tools were also added to facilitate daily, automated updates from assessing records to ensure that ownership information remains current.

GIS Manager John Vogl continued to work closely with the Municipal Services Department to carry out the Town's Asset Management Program. This program is intended to inventory, document, prioritize, and plan for maintenance/improvements to the Town's physical infrastructure, including the regional water line and connected properties in Windham. In 2024, the focus was on building out the stormwater mapping layers, including capturing assets on commercial properties. This information is helpful in addressing incidents that occur incidentally to town infrastructure and/or which may lead to public waterways. In addition, GIS staff worked on updating/locating assets within cross country rights-of-way to improve mapping and build an inventory to schedule a maintenance plan around.

## **COMMUNITY DEVELOPMENT DEPARTMENT**

---

The Town also continued its efforts to improve utilities mapping by committing crews to GPS-locate water shut-off valves and other necessary water assets. GIS Manager John Vogl completed work with the Utilities Division's consultant, Weston & Sampson, to complete the mandatory Lead Service Line Inventory (LSLI) project. This project was undertaken to confirm the absence of lead in water service lines, pursuant to EPA regulations. This work was funded through state grant money which the Town successfully applied for and received. The project resulted in confirming the absence of lead in all but roughly 80 service lines. These remaining lines will be investigated in the near future to positively confirm their material.

Efforts in 2024 also focused on maintaining the Town's base map. Originally derived from a 2019 flyover and remapping project, the base map requires constant attention and updates to remain representative of the existing conditions. This data is continuously folded into the MapGeo service so the site will be reflective of the dynamic developments being constructed throughout Town. This includes all the building updates at Tuscan Village plus all the infrastructure projects throughout Town, including the regional waterline, Depot reconstruction, the annual road program, and Pine Grove Cemetery addition, among others. In 2023, the Town completed a new flyover and obtained new aerial and building/roadway mapping. John Vogl worked with Assessing staff to review and identify visible changes, such as new decks/pools or generators which impact assessments. The goal is to further improve assessing records and identify values that have gone unrecorded throughout the year. Finally, we were happy to see the robust GIS data utilized in the ongoing Master Plans that occurred this year, including the Planning Board's Master Plan Update and the work in the Depot Village Advisory Committee and Recreation Advisory Committee.

The system and all the work put into it continues to grow. We are very excited to see what the new year brings.

Respectfully submitted,

John Vogl, GIS Manager/Planning Coordinator  
Crayton Brubaker, Community Development Program Manager

# COMMUNITY DEVELOPMENT DEPARTMENT

## Planning Division

---

The Planning Division staff includes Planning Director Jacob LaFontaine, Administrative Secretary Bridget Gard, and Code Enforcement Officer Robert McDowell.

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

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

Planning Division highlights for 2024 include:

- Coordinated 20 regular Planning Board meetings with 66 agenda items (down from 79 in 2023).
- Coordinated 12 Zoning Board of Adjustment meetings with 57 agenda items (up from 51 in 2023).
- Coordinated seven Master Plan Steering Committee meetings and worked with Utile Design to comprehensively update Salem's Master Plan for the first time in over 20 years.
- Coordinated seven Historic District Commission meetings, many of which focused on the replacement of the historic home at 292 Main Street.
- Responded to 63 zoning complaints and achieved a 79% correction rate. The most common complaints continue to be commercial vehicles and businesses at residential properties, nonpermitted accessory apartments, signs in the right-of-way, the storing of unregistered/uninspected vehicles, site plan noncompliance and wetland violations. The hiring of Code Enforcement Officer Bob McDowell in January has been critical to resolving violations, many of which would have undoubtedly persisted without his efforts.
- Reviewed several site plans including a 150,000 sq. ft. charitable gaming facility at the Mall at Rockingham Park, an eight-unit apartment building on Pleasant Street, a 55-unit residential development on Main Street, and a 290-seat beer garden, 4,500 sq. ft. conservatory building and five-story parking garage at Tuscan Village.
- Collected over \$500,000 in impact fees for roads, schools, recreation and public safety.
- Awarded an InvestNH Municipal Per Unit Grant in the amount of \$740,000 for the Depot and Main Development at 41 Main Street. The MPU grant provides an incentive of \$10,000 per new unit of affordable housing permitted.
- Awarded Housing Champion Designation through the NH Department of Business and Economic Affairs, which allows Salem to be eligible for infrastructure funding and future MPU grants.

**COMMUNITY DEVELOPMENT DEPARTMENT**  
***Planning Division***

---

Special thanks to former Administrative Secretary Lisa Wojtas who retired after serving the Town for over 20 years. Her guidance, knowledge and support were an invaluable resource and we wish her all the best in retirement. We were happy to welcome Administrative Secretary Bridget Gard, who has excelled and made the transition seamless.

We urge citizens to participate in planning for Salem's future by reading the Master Plan and Land Use Controls, watching meetings on Cable Channel 22 or [salemnh.tv](http://salemnh.tv), writing letters or email messages, visiting the Planning Office, and viewing our webpage at [salemnh.gov](http://salemnh.gov)

Respectfully submitted,

Jacob LaFontaine, Planning Director

# COMMUNITY SERVICES DEPARTMENT

---

**The Recreation Division** is responsible for youth and adult recreation programming, Hedgehog Park summer operations, and department special events. This division coordinates park facility usage, assists youth leagues, and manages the Recreation Master Plan.

**The Senior Services Division** oversees the Ingram Senior Center operations, programming, outdoor activities, and trips. Additionally, the staff coordinates the efforts of over 100 senior volunteers. The Ingram Senior Center is bustling with seniors who come and go for programs, events, trips, and parties.

We kicked off 2024 with our parties. It was "Fat Monday" in February at the Ingram Senior Center, where we let the good times roll! Our seniors wore the Mardi Gras colors purple, green, and gold and adorned masks and beads. DJ Chris Brunelle had everyone on the floor dancing. We celebrated St. Patrick's Day in March with a party at the Irish Cottage in Methuen. Entertainment was provided by Irish singer/storyteller Brian Corcoran.

We organized our second successful annual town-wide yard sale, which was held in May, with 110 households participating. The Special Services Division of the Salem Police Department returned for their annual barbecue, preparing and serving hamburgers and hot dogs to our seniors. Generous donations from Cedar View of Methuen, The Residence at Salem Woods, and Enterprise Bank helped to complete the lunch. We closed the year with our annual firefighters' lunch, which the Salem Firefighters Relief Association provided. Salem's firefighters and family treated our seniors to a delicious ziti and meatball lunch. They gave service with a smile to more than 240 seniors, who paid it forward with donations of 278 pounds of food and \$388 cash to the food pantry. Following tradition, four of Salem's newest firefighter "probies" serenaded the crowd with Christmas carols.

In June, we conducted a town-wide search for Salem's oldest resident to bestow again the distinctive honor of being the recipient of the Boston Post Cane. The honor is a century-old tradition started by the now-defunct Boston Post newspaper. Mr. Jans Brazelis, a resident of Salem since 1978, was recognized at the August Town Council Meeting as Salem's eldest resident at the age of 102. Brian Flanagan, President of Salem Historical Society, read the history of the Boston Post Cane.

A bus full of hopeful seniors visited Encore Boston Harbor in April, July, and November. On the April trip, we made a short stop on our way home at the park and ride in Tewksbury, MA, to glimpse the solar eclipse.

July brought us back to Gloucester for the always popular Gloucester lobster bake cruise aboard the Beauport Princess. We cruised out of one of New England's most photogenic harbors, Gloucester Harbor, and dined on a delicious buffet lunch, including a scrumptious steamed lobster.

In August, we took some extra trips for our more adventurous seniors. Seven seniors aged 61 to 85 took a whitewater rafting trip on the class 1 to class 3 Deerfield River Fife Brook Section in Charlemont, MA. After their beautiful seven-mile rafting trip, they enjoyed a hearty BBQ meal.

## COMMUNITY SERVICES DEPARTMENT

---

For the even more daring, we had five seniors exploring the great outdoors by zip-lining at Gunstock Mountain in Gilford, NH. Our thrill-seeking daredevils were 67 to 78 years. They soared above the trees from peak to peak and peak to base, traveling over a combined 1.6 miles on one of the most extended zip-line tours in the continental U.S. They started on a couple of easy training runs before taking the Panorama lift to the summit where they had the chance to take in the spectacular views of Lake Winnipesaukee before heading down the zip-lines.

We resumed our party season in October, starting with our Halloween party at Lenzi's in Dracut, MA. Next, we returned to Castleton in Windham, where we celebrated our largest party of the season! We had 190 seniors attend our Thanksgiving party with entertainment by the legendary B Street Bombers.

Over 1,100 seniors enjoyed our 15 motorcoach and three-passenger van excursions, a 20% increase from 2023. In addition, 672 celebrated at our five holiday parties, a 15% increase from 2023.



We offered new in-house programs and events this year and continued some favorites. We had several informational programs about estate planning, downsizing, property tax exemptions, and a scam presentation with Officer Shalyn Spencer from the Salem Police Department, and Nancy DeAngelis, Sunny Mulligan, and Christa Clapp from the NH Attorney General's Office. We collaborated with Kelley Library, Meals on Wheels: Rockingham County, and the Salem Council on Aging to offer several fun events. The Salem Council on Aging sponsored an Ice Cream Smorgasbord and a 60's Dance Party in honor of the 22nd Anniversary of the Ingram Senior Center.

We had two new outdoor events this year. One was the Sun-Sational Soiree Solar Eclipse Party. We had games, dancing, and celestial snacks to complement the theme. The other was our Kickoff to Summer BBQ in June. Seniors enjoyed an outdoor lunch, followed by a concert sponsored by the Kelley Library. We also had fun games and activities outside. We collaborated with Meals on Wheels by promoting monthly specials and "munchable mentions" in our newsletter and flyers. Meals on Wheels: Rockingham County has seen an increase of 234% in their congregate meals with the collaboration. One of the events we teamed up with Meals on Wheels was their Picnic Special. This was an outdoor event with music, games, a dunk tank, and the Kona Ice Truck. The seniors enjoyed free shaved ice and the opportunity to dunk town employees.

We expanded one of our quarterly programs, Around the World. This program allows us to travel virtually to a different country, learning about its language, history, and culture. The Residence at Salem Woods sponsors this event by providing a delicious meal for our seniors. We were fortunate to find a second sponsor, Bridges by Epoch. We are now able to offer two programs to accommodate a total of 80-90 people.

We celebrated Tournament Week with friendly competition, award pins, and food. We provided hot dogs, popcorn, pizza, breakfast sponsored by Cedar View Rehab and Healthcare, and an ice cream social by Aspen Hill Rehab.

## **COMMUNITY SERVICES DEPARTMENT**

---

In the fall, we held the Annual Health Fair, which featured over twenty exhibitors who provided details about their businesses and offered prizes, giveaways, and health screenings. We also held a Health and Fitness Day with massages, a balance challenge, and several informational seminars on brain health, healthy eating, safety, and emergency preparedness.

Other programs offered include but are not limited to, Woodcarving, Bingo, Knitting and Crocheting, Corn Hole, Shuffleboard, and Billiards. They also include various support groups, exercise classes, and special events.

In February, the Recreation Division welcomed its new coordinator, Juliann Isabelle-Lanzillo. She holds an associate's degree in Elementary Education and a bachelor's in business administration and marketing.

The Recreation Division started 2024 with its annual Pat's Peak Ski and Ride Program. This program transports kids from Salem, NH, to Pat's Peak, where they learn to Ski or Snowboard and independently hit the slopes.

Spring started the busy season for the department, which kicked off with the annual Easter Egg Hunt at Hedgehog Park in March. The Easter Egg Hunt, in collaboration with Rockingham Christian Church and nonprofit organization Friends of Salem, NH Recreation Inc., welcomed over 1000 guests, where children met the Easter Bunny, played games, and collected eggs in an organized fashion. In May, in collaboration with the Salem, NH Rotary Club, the Recreation Division held their Annual Fishing Derby, which hosted nearly 100 young anglers. The Pond was stocked with Brook Trout for this event, allowing one of the participants to catch a fish almost 21.2" in length!

With many fabulous events hosted at Hedgehog Park, the Community Services Department, the Land Water and Conservation Fund, and the nonprofit organization Friends of Salem, NH Recreation Inc. have seen many improvements to the park this past year. The long-standing bathhouse on the property was demolished over the summer to revitalize the area, and a fence now borders the property. A new shed, donated by Marquis Management, has been added at the entrance to serve as a shelter for seasonal staff and storage for maintenance equipment. The Community Services Department and Town Council accepted a generous donation from Friends of Salem, NH Recreation Inc., to construct a basketball court in the park.

Hedgehog Park wasn't the only Salem Park to see improvements this year. Michelle Memorial Park introduced four new pickleball courts next to the existing tennis courts to meet the sport's rising popularity among Salem residents.

The Summer for the Recreation Division is by far the busiest season. The division runs two Summer Camp programs, one for ages 6 to 10 at the Barron Elementary School and a field trip-based summer camp program for ages 11 to 15. The Younger of the Summer Camp groups welcomed 89 kids for a summer filled with activities and fun. A highlight of our younger summer camp group was the visit from the Salem Fire Department and Salem Police Department to give them a tour of their emergency vehicles and other Emergency Equipment.

## **COMMUNITY SERVICES DEPARTMENT**

---

The field trip-based summer camp for children aged 11 to 15, known as Adventure Camp, welcomed 61 campers. Adventure Camp took the campers hiking through Bear Brook State Park, Pawtuckaway State Park, and Mt. Monadnock, as well as biking on various occasions along the Salem Bike-Ped Corridor to Derry, NH, and back. The campers also visited other locations, such as OSG Paintball, Vertical Dreams Rock Climbing, the Seacoast Science Center, and more. The camp allows kids to socialize, enjoy the outdoors, and explore during the summer.



The Recreation Division also offers Adaptive Programming, which allows individuals to participate in sports programs regardless of ability.

Lastly, 2024 was a significant year for the Recreation Division of the Community Services Department. It featured the Trunk or Treat event held in October and the launch of two new events: Fall Fest at Hedgehog Park and Winter Fest at the Ingram Senior Center, a collaborative effort between the Senior Division and the Recreation Division of the Community Services Department.

While this overview does not cover every program, event, and activity, it highlights the services the Community Services Department provided and achieved. We extend our warmest wishes to all Salem residents, and we look forward to serving you in 2024 and beyond. We hope to see you soon!

The Community Services Department is located within the Russell & Roberta Ingram Senior Center at 1 Sally Sweet's Way. The facility is open Monday through Thursday from 8:30 am to 4:30 pm and Friday from 8:30 am to 3:30 pm.

Respectfully submitted,

Katie Duffey, Community Services Director  
Wendy Peters, Trips/Administrative Coordinator  
Maria Augeri, Program/Volunteer Coordinator  
Trina Reed, Community Services Clerk  
Julie Isabelle-Lanzillo, Community Services Coordinator  
Dennis Iacono, Custodian

# FINANCE DEPARTMENT

---

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

It is the mission of the Finance Department to show that we are worthy of the trust that Salem has placed upon us. Integrity and honesty build a foundation of trust. This we will accomplish by managing public finances diligently and transparently. The Finance Department will exercise prudence in the management of public funds; disclose the information needed for local officials and the public to understand the financial condition of their community, uphold the letter and the spirit of the law, and avoid conflicts of interest. It is our mission to do high quality work, exercise good judgment, and be fair, accurate, dependable, and consistent.

The municipal portion of the 2024 tax rate was set at \$5.66. The 2024 tax rate was set at \$17.60 per thousand.

The Town maintained its AAA credit rating in 2024. S&P Global Ratings credit analyst. Strong credit ratings result in lower interest rates when the town goes out to bond. During 2024 the Town renewed a bond anticipation note (BAN) for the soil and groundwater remediation of the former wastewater treatment facility as authorized by voters (2022 article 8). The Town issued a \$9,110,000 bond for the purposes of rehabilitation of the Millville Lake Dam (\$1,110,000) and construction of a new police station (\$8,000,000). The police station bond is anticipated to be the first of three bond issuances for the construction of a new police station (total authorized is \$38,600,000).

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

This year Finance welcomed one new employee to our team. In April, we welcomed Melissa Cappuchi, utility billing clerk. Additionally, in 2024 we purchased budgeting software to be implanted for the 2026 budget cycle. This will condense the amount of time it takes to compile the budget books. I would like to thank the employees of the Finance Department for their conscientious work this year. Their dedication and key diligence are an invaluable asset to the Town of Salem, as well as their continued work to protect taxpayer assets.

Respectfully submitted,

Nicole McGee, Finance Director



# FIRE DEPARTMENT

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

## A Message from the Chief:

As the Chief of the Department, it is my privilege to convey the 2024 Fire Department Annual Report to the citizens of our community.

I am honored to serve alongside our dedicated Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors, and Administrative Staff, who work tirelessly to protect and serve each of you.

Our commitment to keeping you safe, whether through fire prevention, emergency response, or community outreach, remains our top priority.

I would like to thank the members of our department, citizens of Salem, and town leadership for their support over the past year.

Together, we can make our community a safer place for all. Thank you all for your continued trust and support.

Respectfully submitted,

Craig J. Lemire, Chief of Department

**SALEM FIRE DEPARTMENT**

**Mission Statement**  
"We're here to help"

**Operational Philosophy**  
We take significant risks to save and protect human life, we take measured risks to save and protect property, and we accept limited risk on non-savable life and property.

**Organizational Values**  
*Our values are the basis of our decisions and actions. They are our foundation from which everything is built upon.*

**INTEGRITY**  
We act in the best interest of our community, residents and visitors.  
We are responsible stewards of our organization, facilities, and equipment.  
We conduct ourselves in a moral, ethical, and legal manner.  
We subject all of our actions to front-page newspaper publication.

**COMMUNITY**  
We are an active and highly visible part of the community.  
We are honored to serve and are devoted to the Town of Salem.  
We embrace ethnic and cultural diversity in the community and workplace.  
We act as a team to achieve our common goals, carry out our mission, and uphold our values.

**COMPASSION**  
We work to lessen the burdens of others.  
We respect and support each other and the public.  
We show patience, empathy and kindness regardless of the situation we are confronted with.

**EXCELLENCE**  
We are driven to achieve excellence in all aspects of our profession.  
We are always looking to progress and grow as an organization and as individuals.  
We evaluate our effectiveness and strive to be more efficient and productive.  
We pursue collaboration between labor and management in order to foster growth.  
We will not settle for mediocrity.

## FIRE DEPARTMENT

---

As one of the most diverse fire departments in the state, the primary focus of the department continues to be the provision of emergency services to the community including but not limited to fire, emergency medical, emergency management, fire dispatch, and inspectional services.

### **Administration**

The Department's Administrative Division consists of the Fire Chief and an Administrative Assistant. On January 14, 2024, the town appointed Craig J. Lemire as the next Chief of Department, following the retirement of Chief Lawrence Best in the Fall of 2023.

Chief Lemire was hired by the Salem Fire Department on October 24, 2005, as a Firefighter. He was later promoted to Lieutenant on June 7, 2009, Captain on May 1, 2016, and Battalion Chief on August 1, 2019.

We thank Interim Chief Perry E. Plummer, who assisted the department for over 4 months as the town searched for the next Fire Chief.

### ***2024 Personnel Changes:***



The following members were appointed to the Department:

- Shayna Ravenscroft, Badge #267 - Probationary Firefighter/EMT
- David Jacques, Badge #268 - Probationary Firefighter/EMT
- Cole Ferguson, Badge #269 - Probationary Firefighter/EMT
- Pamela Sternberg, Badge #I-109 Inspectional Services Administrative Secretary
- Dianne Emanuelson, Badge #I-110 Inspectional Services Administrative Secretary

The following members were promoted:

- Shane Murphy, Badge #189 - from Captain to Battalion Chief
- Bryan Plante, Badge #205 - from Lieutenant to Captain
- Thomas Kelley, Badge #203 - from Firefighter to Lieutenant
- Ron Spicer, Badge #193 - from Firefighter to Fire Inspector
- Nicholas Hamilton, Badge #239 – from Firefighter/AEMT to Firefighter/Paramedic
- Nicholas Michaud, Badge #201 – from Firefighter/AEMT to Firefighter/Paramedic

The following members retired in 2024 - we thank them for their service to our community:

- Jeffrey Jensen, Badge #148 - Fire Inspector/AEMT- 24 years
- Debra Scafidi, Fire Prevention Administrative Secretary- 16 years
- Gary Levesque, Badge #149 - Firefighter/EMT- 24 years

Sadly, the following former member passed away:

- Firefighter Alfred Dion – retired in 1987

# FIRE DEPARTMENT

## Recognition:

The following members reached career milestone in 2024:

- FF/AEMT Sean Beaudet- 30 years of service
- Captain Steve Coonrod- 20 years of service
- Lieutenant Dennis Galvin- 20 years of service
- FF/Paramedic PJ Comeau- 10 years of service
- FF/EMT Colton Houle- 10 years of service
- FF/EMT Troy Ward- 10 years of service
- Mechanical Inspector Sam Zannini – 10 years of service



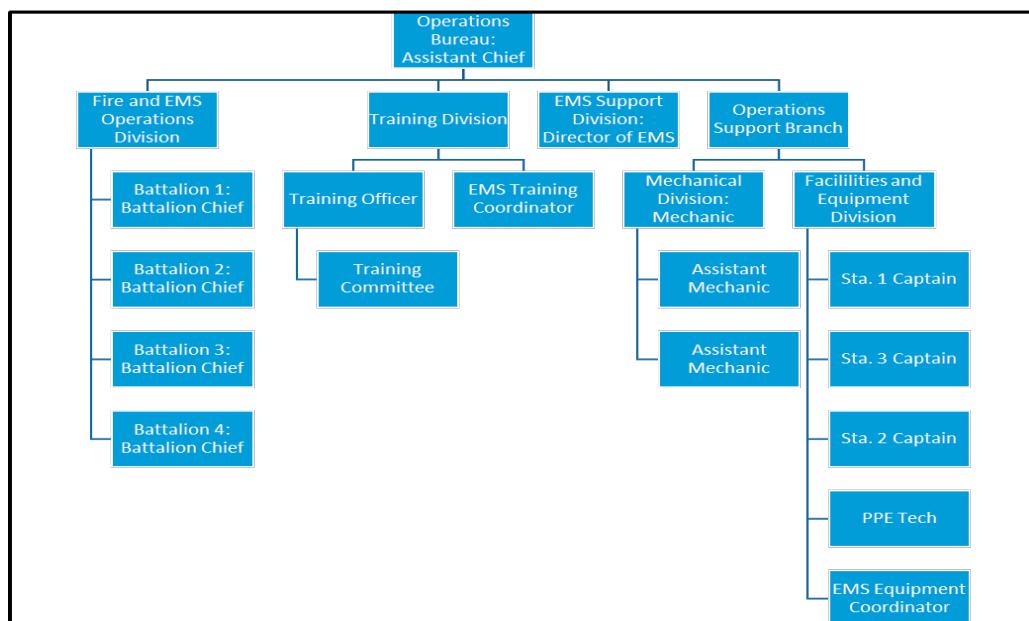
In October we recognized FF/Paramedic/EMS Coordinator William Bagrowski as Firefighter of the Year at the annual Boys and Girls Club Ceremony. Bill has been instrumental in bringing our EMS division to the next level in his time as a Salem firefighter.



In November we recognized Administrative Assistant, Pamela Russell, as the Town's Employee of the Month. Pam is known for her hard work, dedication, and willingness to help our department in any capacity.

## OPERATIONS BUREAU

The Operations Bureau consists of the Fire and EMS Operations Division and is led by the Assistant Chief and consists of the Training Division, EMS Support Division, and the Operations Support Branch which is made up of the Mechanical Division and the Facilities and Equipment Division.



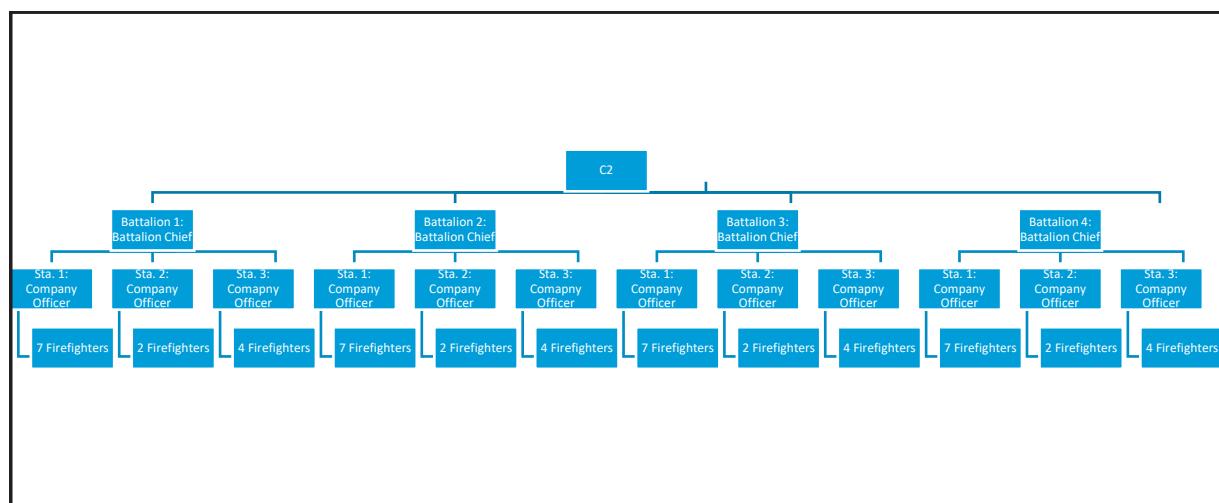
# FIRE DEPARTMENT

## Fire and EMS Operations Division:

The Fire and EMS Operations Division is made up of four Battalions consisting of 1 Battalion Chief, 3 Company Officers, and 13 Firefighters: for a total of 17 members on shift 24/7/365.

These members staff our 3 Fire Stations and are tasked with responding to your fire and EMS emergencies. They can provide basic and advanced life support, technical rescue, auto extrication, HAZMAT, and fire suppression. The community we serve continues to grow and evolve; we are seeing effects of that growth in our calls for service. 2024 is another record-breaking year for the Operations Bureau.

Total calls 6,340, a 2% increase from the 6,208 calls we responded to in 2023 and a 22.6% increase over the past 10 years. Our simultaneous call rate remained consistent at 66%.



## FIRE DEPARTMENT

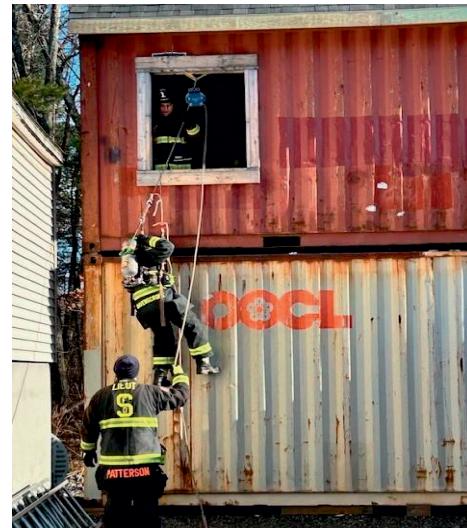
---

### **Training Division:**

The Salem Fire Training Division consists of a Company Officer who also serves as the Training Officer, a Firefighter Paramedic who also serves as the EMS Training Coordinator, and a voluntary committee of dedicated Firefighters, Officers, and Dispatchers, who are committed to Integrity-Community-Compassion-Excellence. This ensures the members of Salem Fire Department are well trained and ready to meet the needs of the community we serve.

This past year we conducted:

- Mental health training.
- Annual firefighting training ranging from ice rescue, stretching hose lines, search and rescue, and throwing ground ladders.
- EMS continuing education training.
- EMS recertification training which included PALS, ACLS, and CPR.
- Our members built a multiuse training prop which will allow us to train on everything from venting a roof to bailing out of windows.
- We conducted our first hands on training using our Gaumard sim-man; an advanced training manikin. This is an advanced EMS training tool, and we are the only fire department in the State of New Hampshire to have one.



<b>2024</b>
<b>Training Hours Conducted</b>
<b>6,798 hours</b>

### **EMS Support Division:**

The Salem Fire Department began delivering medical care in 1965. We have progressed from providing first aid care to a high level of advanced life support care that is integrated with the hospitals.

The Salem Fire Department is the Emergency Medical Services (EMS) provider at the Advanced Life Support (ALS) level. This is performed utilizing all three levels of emergency medical technicians including EMT, Advanced-EMT and Paramedics. Utilizing a multi-tiered response of ambulances, rapid response paramedic vehicles and EMS equipped fire apparatus, the Salem Fire Department essentially brings a lot of the capabilities of an emergency room to you. This includes the same advanced cardiac life support and pediatric advanced life support that would be delivered in an emergency room.

## ***FIRE DEPARTMENT***

---

In 2024, the Salem Fire Department responded to 4,443 requests for medical assistance. These calls resulted in 70% of our total call volume.

Transport was made primarily to three great hospitals that support our region, Holy Family Hospital – Methuen, Lawrence General Hospital and Parkland Medical Center. In addition, we collected over \$1.6 million worth of ambulance revenue for the year.



### **Mechanical Division:**

The Mechanical Division consists of our one full-time mechanic and two firefighter/assistant mechanics. The division is responsible for maintaining a fleet of complex apparatus which includes all department vehicles such as pumper, a ladder truck, command vehicles, building inspector vehicles, and other support vehicles and trailers. In addition, they maintain small engines and the equipment the department utilizes, including our generators. Maintaining the fleet is a monumental task, especially as the demand for that fleet increases. Once again for 2024 the department suffered significant out of service time for the Tower Ladder as well as some of our older ambulances. Our one and only Tower Ladder is essential to our operations, and we are looking to order its replacement with a new and more reliable truck in 2025.

### **Facilities and Equipment Division:**

The Facilities and Equipment Division is tasked with evaluating, ordering, and maintaining department equipment and fire houses. Each fire house is assigned to one Captain who also serves as Company Officers in the Fire and EMS Operations Division. This Division also oversees a Personal Protective Equipment (PPE) Technician who is also a shift firefighter, and the EMS Equipment Coordinator who is also a firefighter/paramedic.

As our firehouses continue to age, they are proving challenging to maintain. Our South Fire Station (170 Lawrence Rd) and Central Fire Station (152 Main St.) are in the most disrepair; however, all our fire houses are starting to show their age and do not meet the needs or industry standards of the modern fire service. The department has recommended and received support from the Municipal Building Advisory Committee and Town Council with a new version of our Fire Department Facilities Plan, which focuses on 170 Lawrence Rd as the highest priority. Utilizing federal funds from the American Rescue Plan (ARPA) and Public Impact Fees we have connected with a Design/Build firm and are developing plans to address issues such as firefighter health, safety, and space.

## ***FIRE DEPARTMENT***

---

This year we were also able to make a few other important improvements to our facilities. We were able to replace our failing HVAC at North Fire Station (279 N. Main Street) and we were also able to eliminate all PFAS containing foam from use by the Salem Fire Department.



**Lawrence Rd Fire Station #3**



**Main Street Central Fire Headquarters**

### **West Side Fire Station**

We need to continue to plan for our future growth and a new West-Side Fire/EMS facility will be an important part of that growth. A station on the west-side of town will help reduce response times west of I-93 where 13% of all incidents occurred in 2024. While this is important, we have yet to find land that will meet the needs of the department and community in this area.

Respectfully submitted,

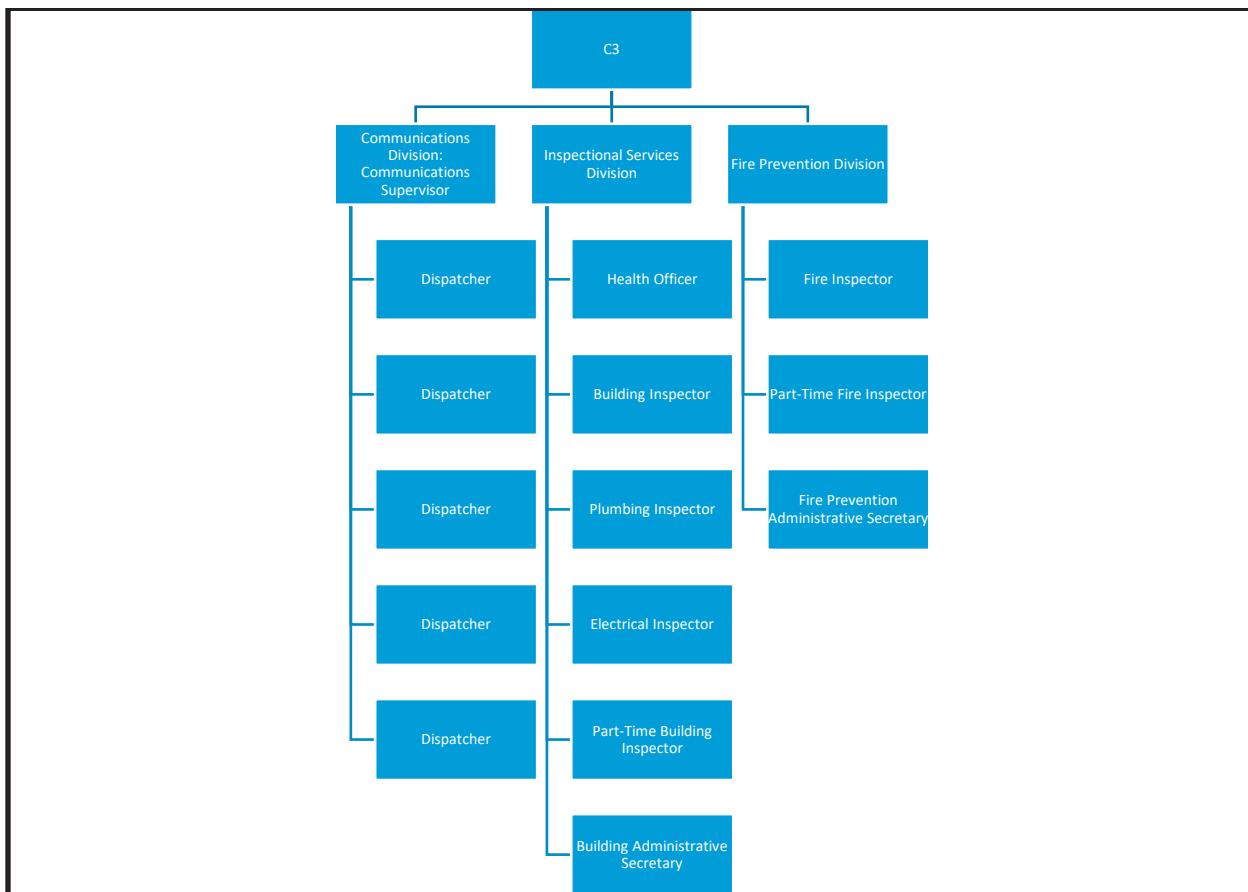
Kennett Colby, Assistant Chief/Chief of Operations

# **FIRE DEPARTMENT**

---

## **FIRE PREVENTION & INSPECTIONS BUREAU**

It is my honor to submit to you the following annual report of the Fire Prevention & Inspections Bureau. The Fire Prevention & Inspections Bureau consists of the Communications/Dispatch Division, Inspectional Services Division, and the Fire Prevention Division.



### **Communications Division- Information Technology/Radio Communications/Dispatch:**

The Communication Division is responsible for receiving calls from the State's 911 center and dispatching resources to respond. They also play an integral role in scene management by facilitating specialty resources, such as air medical transport and mutual aid requests. Additionally, they monitor the Town's radio box system, which transmits a signal directly to the Communication Center when an alarm is activated. Our dedicated staff also notifies commercial property owners when their systems require servicing.

This year has been marked by significant changes. Through collaboration between the Town and the Union, we now have two dispatchers working during our busiest daytime hours.

## ***FIRE DEPARTMENT***

---

The Communications Division consists of one dispatcher supervisor and five dispatchers.

Some of the major highlights from 2024 are:

- Installation of a new dispatch center
- Upgrading equipment to enhance efficiency
- Consolidating older wires and equipment
- Providing new ergonomic consoles
- Installing security film on windows
- Providing training to our dispatchers
- for maydays and other scenarios



### **Inspectional Services Division:**

The Inspectional Services Division Consists of 5 dedicated employees who conduct code compliance inspections of all major disciplines, including building, electrical, gas, and plumbing.

- One full-time Building Inspector
- One part-time Building Inspector
- One full-time Electrical Inspector
- One full-time Gas, Mechanical and Plumbing Inspector
- One Administrative Secretary

Some of the major highlights from 2024 are:

- Construction value exceeded \$168,000,000
- Provide training for emerging building techniques
- Continue to work towards online permitting
- Continued collaboration with Finance to bring online permitting to all disciplines
- Update fee schedule to simplify and standardize
- Information technology which results in inspection efficiencies.
- Continued collaboration with the Planning Department on zoning/code enforcement.
- Continued a proactive role in the redevelopment of the Tuscan Village property.

<b>2024 Activity</b>
<b>3,524 Permits Issued</b>
<b>3,735 Building Safety Inspections</b> (14% increase of 2022)
<b>\$1,984,077 Fees Received</b> (31% increase of 2022)
<b>\$80,560 Waived for town and school buildings</b>

## ***FIRE DEPARTMENT***

---

### **Health Division**

#### **Licenses/Inspections/Food Safety Initiatives:**

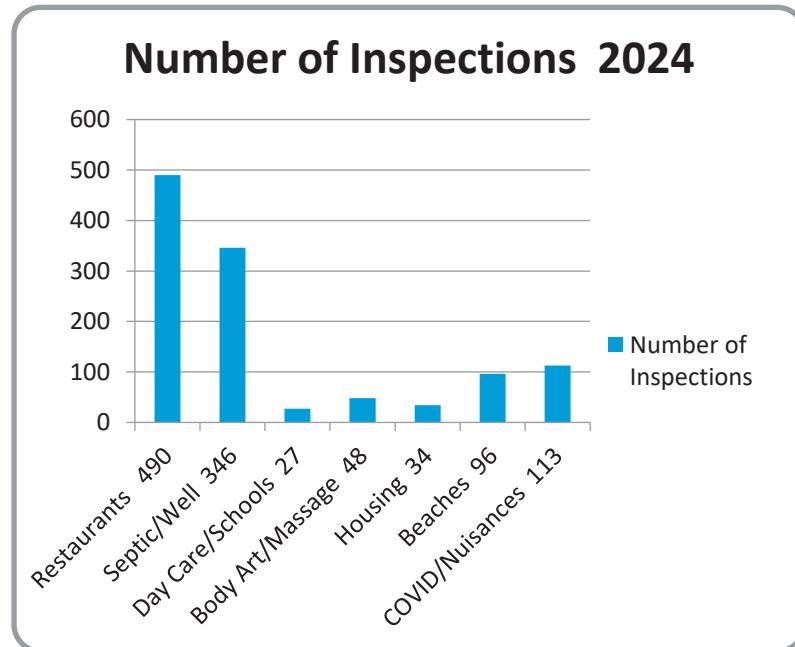
The primary function of the Health Officer involves the inspection and licensing of regulated facilities in Salem. These regulated facilities include food establishments, body art facilities (tattoo & piercing), day care centers, schools, and massage therapy facilities. The major portion of the inspectional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

#### **Septic Systems/Wells:**

The part-time contracted inspector assists the Health Officer with the inspection and plan review duties. A total of 346 inspections and plan reviews were conducted in 2024.

#### **Mosquito Control Program:**

The mosquito control program was conducted for the twenty-fourth straight year. The treatment of wet areas and catch basins and surveillance activities began in April and continued till October. No positive batches of mosquitoes were detected in Salem for West Nile Virus and Eastern Equine Encephalitis in 2024.



## ***FIRE DEPARTMENT***

---

### **2024 Highlights:**

- No positive mosquitoes were found for Eastern Equine Encephalitis or West Nile Virus in Salem during our Mosquito Program from April through October.
- Collected 68 beach samples to determine safe swimming conditions. Beach inspections increased this year due to cyanobacteria blooms requiring swimming advisories.
- Collected 24 food samples during routine inspections to assess food safety.

Respectfully submitted,

Brian A. Lockard, Health Officer

### **Fire Prevention Division:**

The Fire Prevention Division is dedicated to ensuring the safety of our expanding community, which now includes many new places of assembly and business ownership. We also enjoyed the opportunity to engage with the community through various town events and our open house at the Salem Scrabble. We look forward to continuing to serve our residents and customers through education and inspections.

The Fire Prevention Division consists of three dedicated employees.

- One full-time Fire Inspector
- One part-time Fire Inspector
- One Administrative Secretary

Some of the major highlights from 2024 are:

- Establishing a town ordinance to allow Salem to issue burn permits online and are free of charge
- Provide training for a certified Fire Investigator
- Provide online payments for radio boxes
- Continued collaboration with area Departments to bring consistency and efficiency

### **2024 Activity**

**669 Permits Issued**

**\$48,230.50 Permit fees received**

**687 Fire Safety Inspections**

**\$102,600.50 Radio Box Monitoring Fees Collected.**

**Fire and related incidents were investigated for origin and cause, with an estimated fire loss of \$510,915**

Respectfully submitted,

Michael Galipeau, Deputy Fire Chief

# ***FIRE DEPARTMENT***

---

## **Report of the Southern New Hampshire Hazardous Materials Mutual Aid District**

Bruce Breton Selectman, Windham Chairman, Board of Directors		Chief Thomas McPherson, Jr. Windham Fire Department Chairman, Operations Committee

### **About the District:**

The Southeastern New Hampshire Hazardous Materials Mutual Aid District's (the "District") membership is comprised of 15 communities, covering approximately 360 square miles with a population of over 198,000 residents. The District was formed in 1993 to develop a regional approach for dealing with the increasing amounts of hazardous materials being used and transported within these communities.

The District draws its funding from an annual assessment from each community as well as from grants and donations. The FY 2024 operating budget for the District was \$174,219.00. Additionally, in 2024 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$124,212.00. These grant awards included funding for equipment including radiological monitoring devices, confined space rescue equipment, damaged lithium-ion battery containment and disposal supplies, portable radios, detection instruments and sensors as well as numerous training programs for team members. The Fire Chiefs from each member community make up the Operations Committee of the District. The Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community. It is the Board of Directors who approves the budget and any changes to the bylaws of the District. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technical Team Liaison, and one Member-at-Large, manages the operations of the District within the approved budget.

The District has a part-time District Administrator who manages the administrative and several operating functions of the District, including but not limited to, grants management, budgeting, financial management, and emergency planning.

### **District Facility**

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

## **FIRE DEPARTMENT**

---

### **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 officers who serves in the Technical Team Liaison position. The Team maintains a three-level readiness response posture to permit it to immediately deploy an appropriate response to a District community's request for help involving an unplanned release of potentially dangerous chemicals within their jurisdiction. While the Team primarily prepares for response to unplanned accidental chemical releases, it is also equipped and trained to manage a variety of Weapons of Mass Destruction (WMD) and radiological scenarios. The team maintains a host of specialized detection and response equipment to deal with chemical and environmental emergencies.

The Emergency Response Team is made up of 31 members drawn from the ranks of the fire departments within the District. The Team consists of six Technician Team Leaders, 23 Hazardous Materials Technicians, and three Communication/Technology Specialists. In addition to these personnel, the team also includes an industrial chemist from a local industry.

### **District Resources**

The District's response resources include HazMat 1 which is the primary response vehicle and carries 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's other vehicles consist of a Mobile Command Support Unit, Rehab Truck, three Spill Trailers, a Technician Trailer, an Operations/Spill Trailer, a Firefighting Foam Trailer, an Air Supply/Lighting Trailer, a Gator UTV and an SUV command vehicle. The Mobile Command Support Unit is a self-contained, climate controlled mobile communications, research and command post with multiple video monitoring capabilities. This vehicle is available to all member communities and associated public safety agencies for any type of longer-term incident where a command and control facility is required. In 2024, through a generous donation from one of its member communities, the District was able to acquire its own drone (UAV) for aerial incident surveillance, data collection and chemical monitoring. This donation provided the District with advanced capabilities in search and rescue, incident assessment and it is available to assist member communities with any incident where this functionality is required. The District presently has four federally licensed UAV operators available.

The Command Support Unit, HazMat 1 along with the Technician Trailer, Gator and SUV are housed in our Windham facility, while spill trailers are located in Derry, Litchfield and Sandown allowing for rapid deployment throughout the District. The Foam Trailer is housed by Salem Fire, the Operations Trailer is housed by Hooksett Fire and the Air Supply trailer is housed at Plaistow Fire. Activation of the team is made at the request of the local Incident Commander through the Derry Fire Department Dispatch Center.

## FIRE DEPARTMENT

---

The Rehab truck which serves as a firefighter rehabilitation unit is also housed at our Windham facility. This unit is available to our member departments and is equipped with refrigerated cases of water and sports drinks and can serve hot beverages and prepackaged snacks. The truck is also equipped with a heated inflatable shelter to provide first responders with a place to get out of the weather. In order to remove carcinogens from firefighters as soon as possible, this truck is also equipped with garden hoses and soap and brushes to assist with the decontamination of firefighters at the scene. Staffing of this vehicle is done by a team of dedicated volunteers recruited from some of the District's fire departments along with the Derry Community Emergency Response Team (CERT). In late 2024, the District received a generous donation of a low mileage, 2014 custom-built Ford Rehab and Air Supply vehicle from an affiliated New Hampshire public safety organization. This vehicle was acquired with federal funding and originally had a purchase price of nearly \$360,000.00. This self-contained vehicle has the ability to refill multiple breathing apparatus air cylinders on scene as well as providing a climate-controlled environment for firefighters and other emergency personnel to seek rehab services. Our present 2001 Rehab vehicle does not have such advanced capabilities and will be repurposed during the first quarter of 2025.

### **Response Team Training**

The Emergency Response Team members have completed approximately 900 hours of training this calendar year. This training consisted of in-person training programs covering hazardous materials transportation scenarios, Palmtop Emergency Action for Chemicals (PEAC) incident software utilization, hazardous materials simulation and detection equipment reviews, product transfer techniques, chemical protective clothing dexterity drills, spill neutralization methods, personnel and victim decontamination methodologies, waterway protection and booming, comprehensive air monitoring equipment review and leak control techniques, as well as a full-scale response drill in conjunction with a neighboring New Hampshire HazMat team at a large in-state industrial site with multiple chemical hazards. Six Team Leaders attended the International Association of Fire Chiefs HazMat conference in Baltimore, Maryland utilizing federal grant funding. During 2024, the annual New Hampshire HazMat Conference provided 22 Team members with nationally recognized speakers and subject matter experts discussing topics such as emerging trends in HazMat incident management including EV battery incidents and mitigation among others.

### **Emergency Responses**

In calendar year 2024, the Hazardous Materials Team responded to 34 incidents. These included a significant fire and subsequent large spill of heating oil from a business, an aircraft crash with leaking fuel which was impinging on wetlands and multiple spill trailer responses for hydrocarbon fuel spills from motor vehicle crashes, leaking home oil tanks and other hazardous materials spills. Other responses included flammable liquids emergencies, identifying unknown or suspicious substances, as well as requests for technical assistance for member fire departments where a Response Team Leader provided consultation on the handling of an incident.

The Rehab team responded to ten incidents including fire scenes and large-scale training events. For further information about the Southeastern New Hampshire Hazardous Materials District please visit our website at [www.senhhazmat.org](http://www.senhhazmat.org).

# HUMAN RESOURCES DEPARTMENT

---

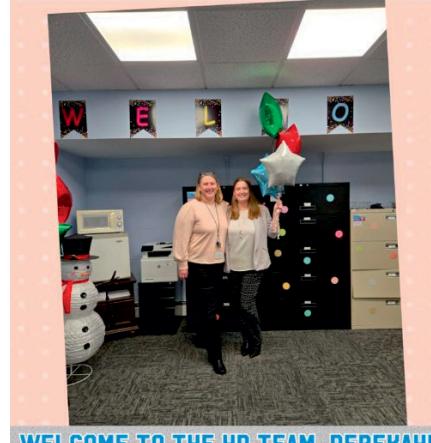
During the first few months of 2024, the Human Resources (HR) Department received a high volume of emails and phone calls from employees and retirees regarding complaints about the new Cigna dental plan provider. Many were frustrated that their existing dental providers were not included in this new plan. To address these concerns, HR collaborated with HUB International, the Town's insurance broker. HR was informed that Cigna would continue to cover dental care costs up to the employee's annual maximum. However, if an employee's dental provider was out of network, they would face higher out-of-network billing rates, which could lead to reaching their annual maximum more quickly.

Although a mid-year transition to a different dental provider was not feasible, HR advocated for the Town to return to Delta Dental as the dental provider for Plan Year 2025. This proposal received unanimous support from union leadership and the Town Manager. HR is pleased to announce that HUB successfully negotiated for Delta Dental to be included in the Town's 2025 Open Enrollment Plan offerings.

From June 24th to December 2nd, the HR department was temporarily relocated due to renovations in the Finance and HR offices. During this period, HR experienced turnover in September 2024. The part-time HR Specialist and the HR Director, in addition to their regular duties, stepped in to cover the responsibilities of the vacant full-time HR Specialist position. They also organized the Annual Benefits Fair, facilitated the 2025 Open Enrollment, hosted the 1st Annual Employee Appreciation Cookout, and managed daily HR operations while providing support to employees and department heads on a range of HR matters.

We are pleased to announce that in early December 2024, the new HR Office was completed just in time for us to welcome our newest team member, who has filled the vacant full-time HR Specialist role. We are grateful for the support of the Town Manager and the Municipal Services team who worked on the renovation project, as well as our colleagues from other departments, for their assistance during the transition into our new location in the lower level of Town Hall.

On December 11th, HR hosted an Open House to thank the Municipal Services team for their hard work on the renovation project, as well as to provide an opportunity for employees to meet our new full-time HR Specialist, Rebekah McGuire.



## HUMAN RESOURCES DEPARTMENT

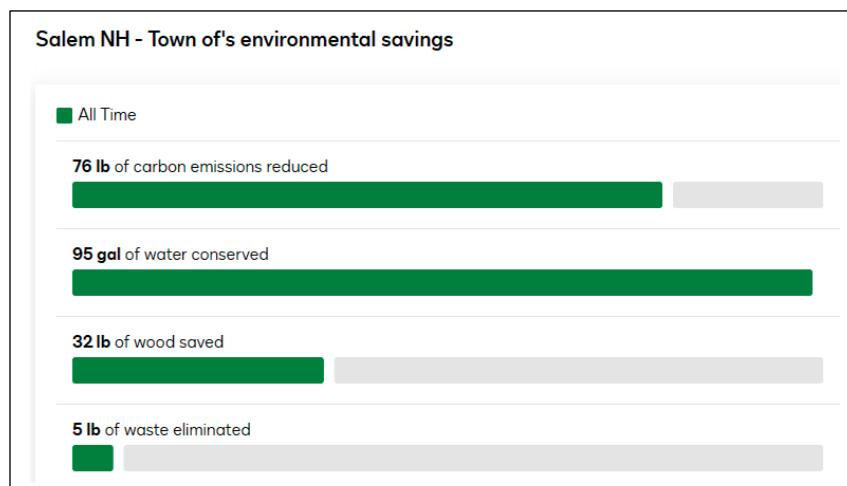
---

### **DATA:**

In 2024, the HR Department processed over 64 new hires, including seasonal employees. The hiring process involves several key steps: HR conducts background and reference checks, assists with psychological testing for police and fire candidates, coordinates pre-employment medical examinations, reviews the results, and prepares notifications and documentation. Once candidates are cleared for hiring, HR generates offer letters, holds individual onboarding meetings with each new hire, and processes Personnel Action Notices (PANs) for every employment action, including new hires, promotions, terminations, step raises, and retirements.

In March, an improvement was made by implementing DocuSign, which facilitated the efficient processing of over 250 PANs in 2024.

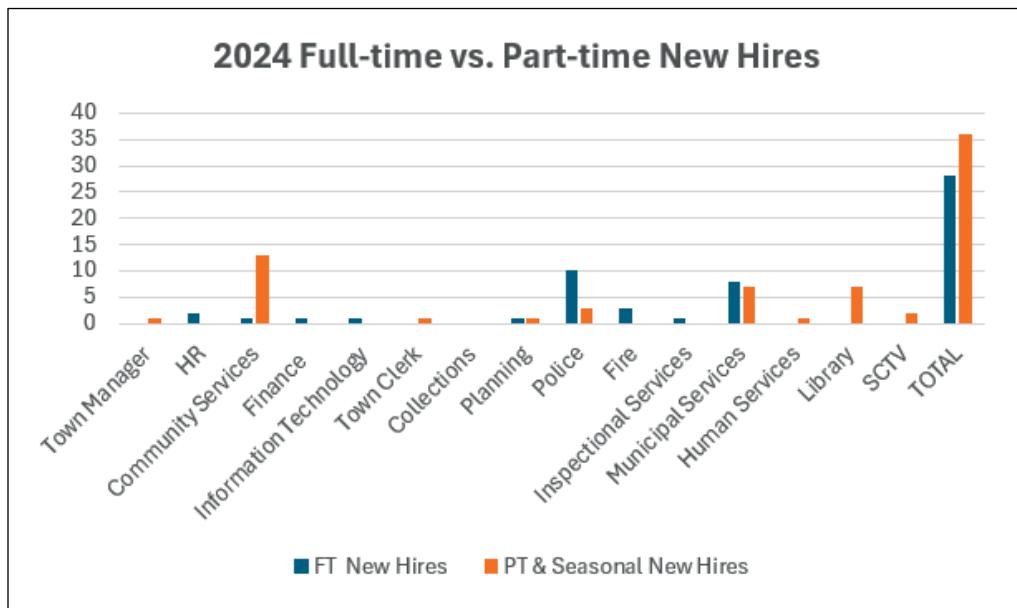
According to the 2024 DocuSign report below, HR's carbon emissions, water usage, wood consumption, and waste were all reduced as a result of utilizing DocuSign for processing PANs.



The following data shows total new hires, including part-time staff hired in 2024:

NEW HIRES	TOTAL #	FT	PT & Seasonal
Department	TOTAL #	FT	PT & Seasonal
Town Manager	1	0	1
HR	2	2	0
Community Services	14	1	13
Finance	1	1	0
Information Technology	1	1	0
Town Clerk	1	0	1
Collections	0	0	0
Planning	2	1	1
Police	13	10	3
Fire	3	3	0
Inspectional Services	1	1	0
Municipal Services	15	8	7
Human Services	1	0	1
Library	7	0	7
SCTV	2	0	2
<b>TOTAL</b>	<b>64</b>	<b>28</b>	<b>36</b>

## HUMAN RESOURCES DEPARTMENT

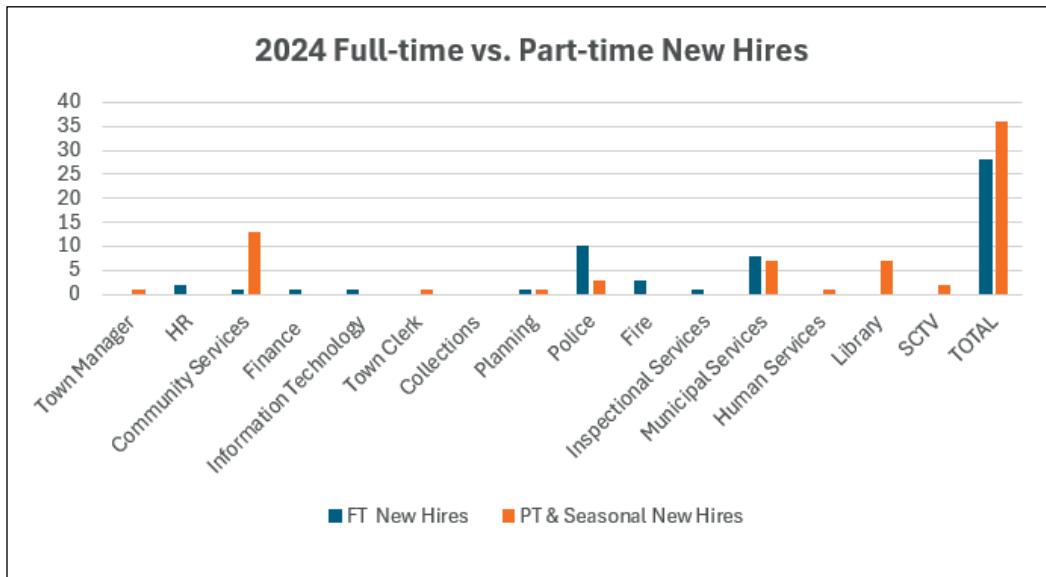
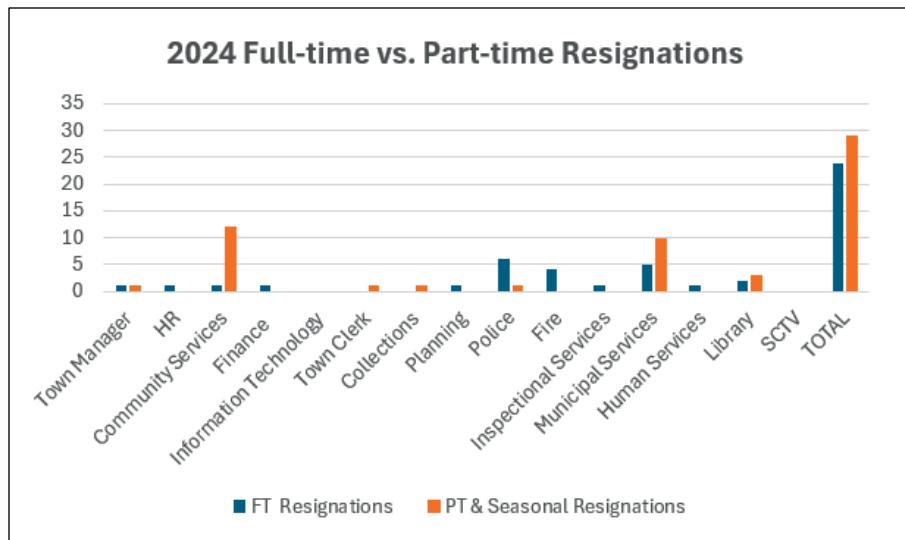


Sixty-four (64) new hires consisted of twenty-eight (28) full-time (FT) employees.

HR also processed over fifty-three (53) resignations which included part-time, seasonal employees. Twenty-four (24) were FT employees, which includes six (6) retirements in 2024:

RESIGNATIONS			
Department	TOTAL #	FT	PT & Seasonal
Town Manager	2	1	1
HR	1	1	0
Community Services	13	1	12
Finance	1	1	0
Information Technology	0	0	0
Town Clerk	1	0	1
Collections	1	0	1
Planning	1	1	0
Police	7	6	1
Fire	4	4	0
Inspectional Services	1	1	0
Municipal Services	15	5	10
Human Services	1	1	0
Library	5	2	3
SCTV	0	0	0
<b>TOTAL</b>	<b>53</b>	<b>24</b>	<b>29</b>

## HUMAN RESOURCES DEPARTMENT



The 2024 Full-Time vs. Part-Time New Hire chart illustrates the total turnover rate for both full-time and part-time seasonal positions, which includes both voluntary and involuntary turnover. The Town anticipates turnover within its seasonal workforce for roles such as summer camps and winter snow removal. However, it's important for the Human Resources department to monitor the turnover rate among full-time employees on an annual basis.

Additionally, conducting Exit Interviews (EIs) can help identify trends in voluntary turnover, which may mitigate future turnover through coaching conversations and potentially training. While research does not strongly indicate that Exit Interviews directly reduce turnover, studies suggest that employees who feel engaged and appreciated are more likely to contribute positively and less likely to leave the organization. The effectiveness of an Exit Interview largely depends on the honesty and openness of departing employees.

## ***HUMAN RESOURCES DEPARTMENT***

---

When conducted properly, an Exit Interview can reveal underlying challenges and opportunities, providing valuable insights that help the Town maintain its competitive edge as an employer of choice. Moreover, Exit Interviews can boost employee engagement and retention by showing that their opinions are valued. There is even potential for departing employees to become future ambassadors for the Town.

Ultimately, the success of the Exit Interview program should be evaluated based on the positive changes it may prompt. The Department of Human Resources plans to enhance data-gathering efforts starting in January 2025, recognizing that tracking metrics over time can convert data points into actionable insights.



The above chart illustrates full-time employee turnover by department for the year 2024. It is important to note that this figure includes both voluntary and involuntary turnover. Understanding the employee turnover rate is crucial, as it directly influences efficiency and morale within the organization.

### Impacts of Turnover:

1. Financial Impact: High turnover leads to increased costs associated with hiring and training new employees, as well as a loss in productivity while new hires acclimate to their roles.
2. Morale and Culture: Frequent turnover can negatively affect employee morale and disrupt the company culture, making it difficult to foster a strong, positive work environment.
3. Operational Challenges: High turnover can interrupt daily operations and reduce overall productivity. The constant need to train new staff can place additional strain on existing employees, leading to inefficiencies.
4. Cost of Replacement: Replacing an employee can cost up to one-third of that employee's annual salary.

## ***HUMAN RESOURCES DEPARTMENT***

---

A study by Salary.com in 2023 found that one of the top reasons employees leave their jobs is due to compensation. However, a 2024 retention report indicates that in 2023, the primary reason workers quit was related to career advancement, with 17.4% citing a lack of opportunities for growth. Other significant factors included health and family concerns, as well as work-life balance issues.

### **EMPLOYEE ENGAGEMENT:**

The Employee Recognition Committee (ERC) was established by the Town Manager in collaboration with the HR Director. It comprises selected members from various departments, including Police, Fire, HR, Inspectional Services, Library, Municipal Services, and SCTV. The committee is responsible for creating the Employee of the Month Program.

The goals of the committee include:

- Developing a program description tailored to the Town.
- Communicating program details to all employees.
- Launching the initiative.
- Reviewing and scoring nominations.
- Making recommendations to the Town Manager.

### **EMPLOYEE OF THE MONTH PROGRAM:**

The Employee of the Month Program is designed to recognize outstanding employee performance and highlight significant contributions made by employees in their positions. This recognition program aims to promote teamwork and foster a positive work environment. The Town of Salem values the strengths of its employees, teams, and departments and is committed to supporting initiatives that cultivate a constructive workplace.

Nomination Criteria:

- Exceptional internal and/or external customer service
- Exceptional teamwork
- Creativity and innovation
- Going above and beyond job responsibilities
- Flexibility as a team member

One award will be presented each month. The selected employee will receive one paid day off and will be recognized on the Town's social media channels.

## ***HUMAN RESOURCES DEPARTMENT***

---

In 2024, three employees were awarded the Employee of the Month recognition, as listed below.



October 2024 Employee of the Month  
recipient, Donna Bergeron,  
Deputy Tax Collector.

November 2024 Employee of the Month  
recipient, Adam Hough,  
Chief Mechanic

December 2024 Employee of the Month  
recipient, Pam Russell, Fire Department  
Administrative Assistant.

### **EMPLOYEE APPRECIATION:**



The 1<sup>st</sup> Annual October Employee Appreciation Cookout was a great success! It was a wonderful afternoon spent celebrating our incredible employees from various departments, including PD, Fire, Municipal Services, the Senior Center, Finance, Inspectional Services, Assessing, Collections, and many others, all of whom provide dedicated service to the Town of Salem.

HR would like to express our sincere appreciation to the entire Senior Center team for their support throughout this event. We would also like to extend a big “Thank you” for the food donations from Romano's Pizzeria, CRACK'D Kitchen & Coffee, Kelly's Roast Beef, Ice Cream Emergency!, and DJ Jim Kocztat, a member of the Recreation Advisory Committee, who provided enjoyable music during the cookout.

## ***HUMAN RESOURCES DEPARTMENT***

---

### **HEALTH/DENTAL & WELLNESS:**

After performing an RFP for medical and dental insurance, HR is pleased to share there was a rate reduction of 4.5% in the Town's health insurance premiums with Cigna for 2024 for active employees and non-Medicare retirees. Further, the dental coverage transitioned to Cigna Dental for all except the Police Union. The Police Union remained with Delta Dental at the current premium rates. Cigna Dental premium was a 5% rate reduction from prior coverage and provided a 1% rate reduction on the medical premium. The Town also transitioned to a 50/50 surplus split was Cigna retroactive to 1/1/23 which provided a refund of unused premium in the amount of \$283,000 while eliminating future deficit carryover. Post 65 retirees on the Town's retiree coverage transitioned to a Medicare Advantage plan through Anthem resulting in a 38.7% rate reduction from the 2023 rate, 43.5% below the United American renewal.

124 Employees and spouses (*this number increase to 142 if disabled retirees and early retirees are included*) on the HSA plan continue to participate in the Town's Wellness Program, earning incentives for participating in health and wellness activities while assisting with defraying the cost of deductibles.

### **EMPLOYEE HEALTH & WELLNESS WEEK:**

In 2024, the HR department shared monthly communications to raise awareness and provide guidance and resources aimed at helping employees achieve comprehensive health and wellness. Some highlights included the Healthy Eating Challenge, distribution of self-care kits, and videos from the Town's Employee Assistance Provider, ComPsych, which offered advice on common mental and behavioral health issues. Additionally, Cigna Coaching provided information about overcoming barriers to accessing and engaging in substance use and pain management treatment. The HR department also shared holiday resources and tips for coping with holiday stress to support employees as they navigated the end of the calendar year.

### **FLU CLINIC & BIOMETRIC SCREENING:**

On September 25, 2024, the HR department partnered with Rite Aid and Cigna to host our Annual Flu Clinic and Biometric Screening event in the Knightly Meeting Room at Town Hall. A total of 46 employees participated, encouraging them to take advantage of their Cigna Wellness Incentive Earnings.

### **EMPLOYEE HEALTH & WELLNESS FAIR:**

On September 26, 2024, we held our annual Employee Health & Wellness Fair to provide employees with essential benefits and wellness information in preparation for the upcoming 2025 Open Enrollment scheduled for November 2024. During this week, we offered health and wellness events, including stress-relieving chair massages and a "Walk with a Friend" activity.

The HR Department would like to thank the following vendors for their participation, as they provided valuable resource materials and contributed items for the raffle: Cigna, Delta Dental, HUB International, The Hartford, and Mission Square.

## ***HUMAN RESOURCES DEPARTMENT***

---

### **WORKERS COMPENSATION:**

Throughout 2024, the HR department managed an increase in the number of workers' compensation claims. These claims required additional follow-up with various departments to gather paperwork, employee status updates, and other necessary documentation.

A total of 85 injury claims were filed in 2024 with the Town's Workers' Compensation Insurance carrier, Primex. This represents an increase of 26 claims compared to those filed in 2023.

In 2024, there were 15 lost time claims and 8 medical-only claims. This shows an increase of 5 lost time claims and an additional 5 medical-only claims compared to 2023.

The HR department is responsible for submitting claims along with the required documentation to Primex for all work-related injuries or exposures, in accordance with Department of Labor regulations. Additionally, HR conducts follow-up activities, including the submission and completion of reports and medical forms throughout the duration of an employee's injury. This process continues until the employee returns to work full-time without restrictions, or, if applicable, is offered Temporary Alternate Duties (TAD) in specific departments and positions.

### **JOINT LOSS MANAGEMENT COMMITTEE:**

The 2024 Joint Loss Management Committee (JLMC), chaired by Heather Craig from the Library, held four meetings throughout the year to discuss safety and conduct site inspections. While all departments are encouraged to participate, this year, the following departments were represented on the committee: Human Resources, Fire, Police, Library, Town Manager's Office, and Municipal Services.

The Committee shared safety and wellness ideas and reviewed potential upgrades to improve the work environment and enhance employee safety. During site inspections, the Committee identified possible workplace hazards and training opportunities. Specifically, it was noted that Automated External Defibrillator (AED) training is necessary for employees working in buildings with an AED. In consultation with Fire Chief Craig Lemire, the Fire Department has volunteered to assist in implementing AED training in 2025.

The Committee also followed up on safety issues reported to them. They look forward to continuing site inspections of Town departments and working toward providing a safe and healthy work environment for all employees in 2025.

Respectfully submitted,

Justine Caron, Human Resources Director

# HUMAN SERVICES DEPARTMENT

---

The Human Services Department provides financial assistance to Salem residents as defined by State Statue 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. I am in the process of updating the Human Services Department information and General Assistance application page on the Town of Salem web page.

Since May 2024, the Town has provided 48 direct assistance vouchers to individuals who had insufficient income due to job loss, an injury or disability. These Salem residents were assisted with vouchers for necessities such as: fuel, medical assistance (for the uninsured), emergency car repairs and rent. This rental category consists of regular rent, emergency shelter costs, and eviction-prevention money. We helped 33 residents with a cost of \$44,178.09. We assisted over 130 residents during the Holidays with \$100 Market Basket gift cards donated by the Rotary and Christmas Fund. We helped 24 residents with Salvation Army vouchers for electric assistance, food and clothes totaling \$4,259.36. We gave out 110 donated gift cards totaling \$7,895 for food, personal needs, clothing, and diapers.

We collaborated with other agencies/churches. Since we no longer have the space to house physical donations, we rely on Isaiah 58's donation center for those types of needs. For back to school, Thanksgiving and Christmas these agencies worked with me to ensure the residents seeking assistance got their needs met. We refer residents to Salem area food banks. St. David's, Isaiah 58, St. Mary & Joseph's, CenterPoint church have all contributed toward rent and hotel payments for those in need, bringing the cost down for the town.

The Human Services Director also oversees the Outside Human Service agencies funded by the Town. The Town funds 5 different Outside Service Agencies who perform various services for Salem residents. All these services are crucial to the families whose circumstances find them in need of help. Working with these agencies helps reduce the Direct Assistance budget. We have a better quality of life here in Salem due to the services provided. They are as follows:

Boys & Girls Club: Mission: “To inspire and enable all young people, especially those who need us the most, to realize their full potential as protective, caring citizens. In 2024, \$35,746 of financial aid was given to 47 Salem children (unduplicated).

CART: Mission: “To provide public transit services. The majority of riders are seniors, disabled and low-income residents.” In 2024, 3607 trips were provided.

Southern New Hampshire Services: Mission: “To prevent, reduce and work towards the elimination of poverty.” In 2024, 356 households were aided with fuel assistance, electric discounts and grants, food pantries, and families were helped with rental aid.

## ***HUMAN SERVICES DEPARTMENT***

---

Greater Salem Caregivers: Mission: “To provide supplemental assistance to adults who are home bound.” In 2024, 2037 units of services were provided at a value of \$42,643.14. Rides, shopping, wellness checks, visits and referrals also are included in units of service.

Rockingham Nutrition, Meals on Wheels: Mission: “To provide nutritious meals, safety and support to residents to maintain their health, well-being and independence.” In 2024, 4641 meals were provided at a value of \$35,086.

Respectfully submitted,

Leslie Kent, Director of Human Services

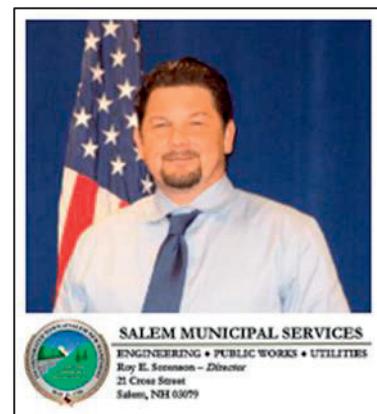
# MUNICIPAL SERVICES DEPARTMENT

---



It is my honor to present this report on behalf of all the extremely hard working and dedicated employees from the Municipal Services Department. In the year 2024 we worked on major infrastructure projects, community projects, and continued planning for the coming years. Engineering and planning began for the area ring roads including the Brunello Road connection and undergrounding of aerial facilities within the Main/Pleasant intersection and corridor that will support vehicular capacity and that which was identified in the 2011 Depot Intersection Redevelopment Plan. Another legacy project, final soil/groundwater contamination cleanup at the Former Wastewater Treatment Facility site continued through the end of the year with final remediation completed. There was a series of special community projects including seasonal banners in the Depot in recognition of fallen soldiers and Veteran's Day commemoration. The Hampshire Road Rail Trail had benches and picnic tables added along with newly landscaped areas. These projects were made possible through kind donations from various community groups. The DPW renovation Project began in earnest over the summer and was fifty percent complete by years end in preparation for the Police Department relocation in April of 2025. All this work was made possible through the men and women of Municipal Services to which I extend my sincere gratitude. It is the full-time staff that do more with less and who are committed to providing the best services possible and this report is in recognition of them.

It was with mixed emotion that I resigned as the Municipal Services Director in November to take the position as Town Administrator for Hudson, NH. I would like to thank the Town of Salem for allowing me to grow personally and professionally over the past nine years and I will always cherish the staff that worked hard throughout to contribute to the success of the Municipal Services Department, which began the same time as my tenure. I would be amiss if I did not thank all the elected officials who supported the numerous projects that have allowed the Town to move forward in a direction that will ensure the prosperity and vitality of the community. And of course, the residents and local organizations who have supported us throughout creating a special partnership for the public interest. Salem has changed significantly since 2016, and I am grateful for being a part of that.



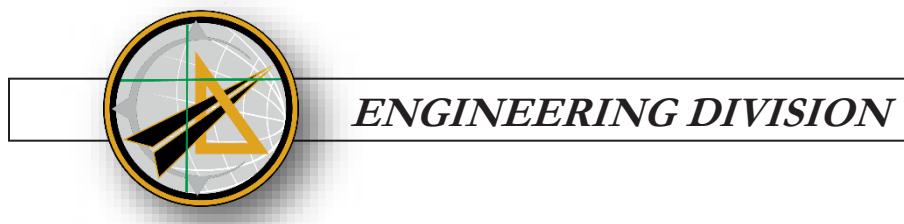
Municipal Services is comprised of Engineering, Public Works, and Utilities, which together as one department provide high quality essential services to the residents, businesses, and visitors to Salem in a professional, efficient, and cost-effective manner. The staff is comprised of forty-three full-time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

## ***MUNICIPAL SERVICES DEPARTMENT***

---

The Divisions work together to establish dynamic communication that is consistent and collaborative notwithstanding reducing duplication and improving efficiency. A GIS (Geographic Information System) driven work order database program is utilized for a responsible asset management and capital improvement program that will help the community prosper well into the future. We monitor our performance and develop goals and objectives so that we may offer the best service possible to the community. We are committed to the residents of Salem and will continue to provide a level of service that everyone can be proud of. Municipal Services is at work for you.

Kim Babaian is our Administrative Assistant and manages all calls and inquiries from the public and serves all divisions for administrative needs.



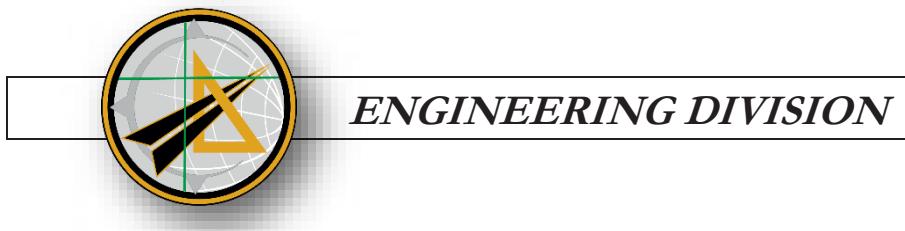
The Salem Engineering Division located at Town Hall is dedicated to providing high quality and prompt engineering assistance to the Town's residents, business community, Municipal Boards, Commissions, Committees, as well as other Town Departments. Our mission seeks to provide professional engineering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

The Engineering staff for 2024 included John Klipfel, PE - Engineering Director, Jim Brown - Senior Engineer, James Danis, PE – Capital Projects Engineer and Todd Welch, PE – Project Engineer.

**The Engineering Division was involved in the following major activities in 2024.**

**Millville Lake Dam Rehabilitation Project:** An inspection of Millville Lake Dam (D209008-Salem) was conducted on June 18, 2015, and found the dam to have structural integrity issues. Based upon the results of that inspection, as well as additional investigation and analysis that was conducted, DES issued a Letter of Deficiency (LOD) to be remedied in accordance with applicable laws. Engineering and inundation mapping began in 2017, and the project was ready for construction in 2024. The project was approved by the voters via Article 9 in the amount of \$2,200,000 for full rehabilitation of the dam. Cost for this project will be reimbursed by a grant through the New Hampshire Department of Environmental Services (NHDES), American Rescue





Plan Act, for High Hazard Dam Rehabilitation, in the amount of One Million Dollars \$1,000,000. The project involved the drawdown of Millville Lake with anticipation of the project completion by spring of 2025.

**Road Stabilization Program:** Within the context of the Annual Road Program, capital road rehabilitation and reconstruction continue towards a goal of improving overall road conditions within the Town. Road Program priorities are guided by road condition and PCI (pavement condition index) ratings, traffic volumes, and opportunities to coordinate road construction with other projects. Most of the funds are dedicated to construction, with a portion of the funds being allocated to engineering design of other main roads. This overall approach enables the Town to execute a well-coordinated construction project, and at the same time, prepare/maintain a healthy backlog of design projects that will be ready for reconstruction in subsequent years. Voters approved of \$3.4 Million to improve various roads throughout the town.

The following roads were completed in 2024:

Road Reconstruction:

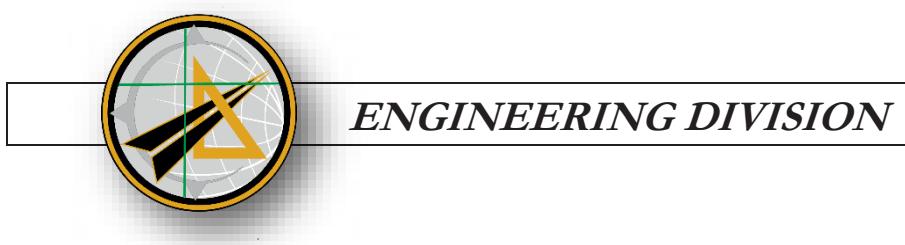
Duffy Avenue - Kelly Road to Barron Avenue  
High Street - Shadow Lake Road to Mountain Avenue  
Union Street - Shadow Lake Rd to Dead End  
Mountain Avenue – High Street to Cul De Sac  
Greenwood Street – Union Street to Dead End  
Dennison Avenue - Hitty Road to Dead End  
London Road - Hitty Road to Dead End  
Helen Road – Joseph Road to Old Rockingham Road  
Pawtucket Lane – Teague Drive to Cul De Sac  
Emileo Lane – Liberty Street to Cul De Sac  
Riversedge Drive – Lawrence Road (S) to Lawrence Road (N)  
Hitching Post Lane – Hampstead Road to Cul De Sac  
King Street – Henry Taylor Street to Dead End



Road Maintenance (Mill/Overlay):

North Main Street – Main Street to Bluff Street  
Glen Road – North Main Street to Blake Road  
Delaney Way – Bluff Street to Cul De Sac  
Lou-Al Lane – Mary's Lane to Arlington Pond Court  
Betty Lane – Lou-Al Lane to Daniel Lane  
Hemlock Lane – Kelly Road – Cul De Sac  
Chestnut Drive – Hemlock Lane to Cul De Sac





## Projects in Design/Engineering Study:

**Salem Depot Ring Roads** – Design efforts on a series of projects known as the Ring Roads continued through 2024. The Ring Roads are essential elements of the Salem Depot Master Plan (2011 Depot Intersection Redevelopment Concept Plan). Part of the Ring Road design effort is to update the master plan. The master plan update will update traffic modeling and further refine the vision of the plan as proposed developments are considered. The purpose of the plan is two-fold. First, improve the area operationally to allow the high volumes of traffic to proceed safely and efficiently through the Main Street/Broadway intersection. Second, encourage redevelopment of the area. Redevelopment of the area is very dynamic with several projects actively being considered, planned, and constructed.

The Ring Roads incorporate three connector roads between Main Street and Broadway along with four intersection projects. The Brunello Road connector makes a physical connection into the Tuscan Development originating at the redeveloped Coca-Cola plant. The connection also includes a signalized intersection on South Broadway at the Coke plant and widening of South Broadway from the Coke plant south to the Central Street intersection. The Willow Street connector formalizes a connection between the Willow Street/Broadway intersection and the Main Street/Pleasant Street intersection. Planning efforts for the Main Street/Pleasant Street intersection ramped up with continued utility undergrounding. Like the Depot Intersection project, all overhead utilities will be constructed underground. The Pleasant Street/Main Street intersection design was finalized in 2024. The Willow Street intersection and the connector road design efforts are not expected to begin until later in 2025 or 2026. The Church Avenue connector concept will connect through to the Brunello Road intersection from its intersection with Main Street. The connector road will also include intersection improvements at the Millville/Church/Main intersection. Planning and design efforts for these projects are planned in future years.

**Main Street/Pleasant Street Intersection** – The focus of this project centered around undergrounding aerial utilities with all the communication duct bank work completed by December. The physical work associated with running cables will continue through 2025. Liberty Utilities will be scheduling to construct their associated infrastructure in 2025 with the ultimate step of removing poles. The intersection and corridor will be completed in the same manner as the Depot Intersection Project including wider sidewalks and decorative street lighting.



**Rail Trail Designs** – The Salem Bike Pedestrian Corridor improvements continued with planning and design efforts on Phases IV, V, and a bid for construction for Phase VI which was awarded in October. The RFQ for the design



## ENGINEERING DIVISION

of phases IV and V across the Tuscan Development frontage was awarded in 2023 and planning has begun with a request for a new crossing at Brunello Road in the northerly portion of Tuscan Village by Market Basket. The new crossing will be known as Brunello Road and link the northerly fifty acres of Tuscan to South Broadway including a signalized intersection at the old Coca-Cola Building. Phase VI of the Salem Bike Pedestrian corridor is a short segment situated between Rockingham Park Blvd and Cluff Crossing Road. The design is more complex than others as it also incorporates signal work, crossings on South Broadway, and connections to adjacent residential and retail developments.

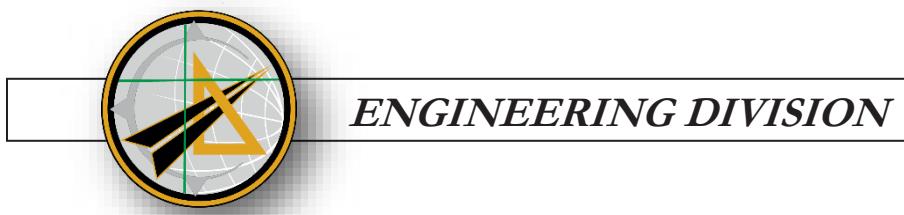
Ermer Road/NH Route 111 Intersection - The Town was notified by NHDOT that it would receive funding assistance for a safety improvement project at the intersection of NH Route 111 and Ermer Road. The Town has had significant concerns for public safety at this intersection and concerns



have only increased over time. The straight alignment, wide shoulders, and good sight distance encourage high speeds along this segment of NH Route 111 creating a large speed differential between through-traffic on NH Route 111 and vehicles entering the intersection from Ermer Road as well as vehicles stopped on NH Route 111 waiting to turn onto Ermer Road. The Town would like to see a traffic signal installed at this intersection. NHDOT indicated that the project will be funded through the Highway

Safety Improvement Program and managed through the Local Public Agency (LPA) process which provides 90% of project funds with a 10% match customarily paid by the community. The intersection itself is controlled by NHDOT therefore they will be key to any design/construction requirements. The Town is working with NHDOT and a design consultant, VHB, on safety improvements at the intersection and the engineering study phase of the project is nearing completion. The engineering study evaluated a variety of safety improvements, of which a round-a-bout and median island were found to provide the largest safety improvements. The project should be ready for advertising for construction in fall of 2026.

Sewer Pump Stations – The Town worked with Underwood Engineers on upgrades to the Brookdale Road and Butler Street Pump Stations. Sewer pump stations are critical to maintaining flow in the Town's sewer system. Both pump stations are at the end of their useful life and need replacement. In 2024, the Town awarded a construction bid for Butler Street Pump Station, and final design for the Brookdale Road Pump Station to be bid in 2025.

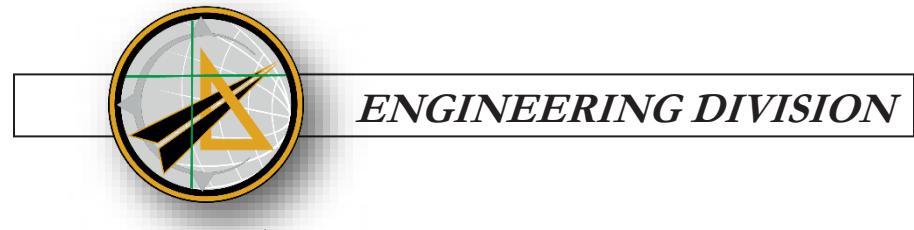


**NPDES Phase II Small MS4 General Permit** – In cooperation with the Division of Public Works, the Engineering Division coordinates and oversees the Town’s Stormwater Management Program (SWMP) to ensure compliance with the National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) General Permit. This work helps to reduce pollution generated by stormwater runoff. Implementation of the SWMP in Years 5 & 6 of the permit term included activities such as: Illicit Discharge Detection and Elimination (IDDE) Program; conducting wet weather screening & sampling of stormwater system outfalls; investigating problem and high priority catchments to identify potential sources of illicit discharges; conducting routine SWPPP inspections; developing and distributing public education materials; providing opportunities for public participation in stormwater management; performing and logging good housekeeping tasks (e.g. catch basin cleaning and street sweeping); and preparation and filing of the Year 5 Annual Report. Town Staff continue to implement the Town’s SWMP through on-going activities.

In 2024 Engineering secured funding for Captains Pond for compliance with the requirements of the MS4 (Small Municipal Separate Storm Sewer) Permit which regulates stormwater discharges specifically to focus on impairments where the receiving water already has an approved TMDL (Total Maximum Daily Load), while also meeting broader watershed management goals. The proposed project work expanded on previous work for Captain’s Pond, a waterbody with phosphorus impairment and approved TMDL. The project will build upon the existing Watershed Management Plan addressing key components of a Phosphorus Source Identification Report (PSIR) in accordance with MS4 General Permit requirements. Funding was through a CWSRF principal forgiveness loan from NHDES in the amount of \$100,000 to expand the Phosphorous Source Identification study of the Captain’s Pond Watershed into abutting Towns and Haverhill, MA.

**Former Wastewater Treatment Plant** – Town Staff, with support from environmental engineering consultant GeoInsight, Inc., continued efforts to remediate the Former Wastewater Treatment Facility (WWTF) site on Sarl Drive. These efforts include on-going Groundwater Management Permit Activities and Thermal Remediation of Impacted Soils. Monitoring/sampling of groundwater occurs in June and November of each year and coordination/communication with NHDES to ensure that the conditions of the existing Groundwater Management Permit (GMP) are met. ERH or electrical resistance heating, an intensive environmental remediation method that uses the flow of alternating current electricity to heat soil and groundwater, was used to evaporate volatile organic compound contaminants located in the soils. ERH work was completed in early 2024. Secondary remediation was needed for PCB/PFAS





impacted soils which involved significant excavation and removal. The soil was above standards as defined by EPA for contamination and was hauled to superfund sites in Indiana for disposal. Over eight thousand tons of contaminated soil were removed from the site along with 730,000 gallons of dewatering. The work was completed near the year end and preparations were being made for repurposing of the property through a private sale contingent upon FEMA regulated map updates. Either way the property may be revitalized for community use now that the cleanup is complete.

**Subdivision and Site Plan Review** – The Engineering Division performed a technical review of over 600 submissions related to subdivision and site plan projects. Among those were plans for the Tuscan Village redevelopment of the former Rockingham Park. The Engineering Division issued over 150 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and signed off on over 1,000 Building Permit Applications and Certificates of Occupancy.



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

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

#### **The Public Works Division was involved in the following major activities in 2024.**

**Street Section** – The mission of the Streets and Shops section is to effectively maintain the town's roadway infrastructure for the safest possible travel while being cost conscience and efficient. A primary responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pothole



patching, turf management at all ball fields, parks and town buildings, roadside litter control (3.4 tons), traffic light signalization, 35 miles of sidewalk maintenance, setting up and breaking down of voting booths, grading 28 gravel roads twice annually, hazardous tree removal, and responding to work order calls from the general public notwithstanding routinely assisting other sections from within the division. Streets and Shops is one of the largest sections and contributes across the division on special projects. The staff includes Eric Becker – Street Foreman, Curt DiGiovanni – Street Foreman, Matt Waldron, Tom Cloutier, Ben Syke, Dan King, Russell Lehew, Chris Pacheco, Owen Kallery, Blake Woekel, and Xander Mondejar.

The winter season included 33 primary salting operations, 15 secondary salting operations, and 8 plowing operations for a total season accumulation of 31.5 inches of snow which was below

seasonal average and slightly less than 2023-2024. We used 3,750 tons of salt, and 1,000 gallons of liquid calcium for snow and ice control. Staff have been closely tracking the materials as required through the MS4 Permit. Storms continue to be driven more by precipitation variance including icing which requires excessive treatment and lasts over many days. The first plowable storm arrived January 7, 2024, which delivered 18 inches of snow and was by far the largest storm of the season. Ironically enough, the last storm of a light winter occurred on April 14, 2024.

There were over 1,750 work orders completed over the year for maintenance including the yearly programs such as street sweeping, signs, and catch basins. Public Works was busy over the year replacing and reconstructing many failed drainage lines and catch basin structures within the Town. Over twenty-nine catch basin and manhole structures that had become compromised or failed were repaired by staff. Public Works along with Engineering administered and managed the annual Road Stabilization work which involved mill and overlay of approximately 12,081 linear feet of Town roads. There were numerous mill/fill patches including Cross Street, Shore Drive, N. Main Street, Lawrence Road, Butler Street, South Policy, Lake Street and Summer Street, which had areas of localized potholes.





## PUBLIC WORKS DIVISION

Community projects continued through 2024 with special Depot Banners for the fallen soldiers of Salem and commemorative Veterans Day Banners. The banner program was also supported through gracious donations from the Salem Historical Society for special seasonal banners. The Veterans group also pledged over \$140,000 for Phase I of the Veterans Plaza at Salem Depot Village which will be constructed in 2025.



**Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department as well as Town Hall vehicles in a cost-efficient manner. The responsibility this section is tasked with requires ensuring that front line emergency response equipment is dependable and operational during town wide snow emergencies, water main breaks, and floods, among other scenarios. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure that downtime is kept to a minimum, which ensures that the department maximizes project efficiencies. The Fleet section performs inventory management, preventive maintenance, repairs, deferment, and capital replacement guided through the VueWorks asset management software that sets critical life values and depreciation through a formal evaluation program that develops a Vehicle Condition Index (VCI). Much of the operation performed by the Fleet Section of Municipal Services consists of preventative maintenance, along with equipment repair, followed by the annual State of N.H. Safety Inspection program that ensures the town vehicles meet all requirements of the road. The Fleet Section is led by Chief Mechanic Adam Hough and Mechanic 2<sup>nd</sup> Class, Michael Flanagan.

**Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the Transfer Station generated by the town's residents, private haulers, and the operation of the municipalities business and projects. The Transfer Station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, motor oil, CRT's, and batteries. Foreman Dave Cantor retired after thirty-eight years of dedicated service. Dave has been a long-standing employee at the Transfer Station over the years and will be missed by the community and the staff. Bill Simone was promoted to assume the duties thereof and monitors the operation including the contracted services (Waste Management, CRT) to assure that all visitors to the Transfer Station are permitted while providing direction and guidance for the disposal of assorted items. In 2024, we collected 6,806 tons of solid waste and 973 tons of recyclables, both of which were slightly lower than 2023. Another 24 tons of E-waste, 616 tons of scrap metal, and 16 tons of clothing were received at the facility as well. The annual Household Hazardous Waste Day was held in late October and saw over 325 cars throughout the day. The compost pile recycling program was overwhelmingly received by the residents who were excited to bring home the product free of charge.





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



The primary function of this section is to perform professional burial services at the town cemeteries for the residents. Maintenance of these cemeteries is extremely time consuming for preservation, lawn mowing, weed trimming, tree pruning, flower planting, Memorial and Veteran Days celebrations, snow plowing, leaf blowing/raking and responding to residents' concerns while enforcing cemetery ordinances and rules. This section also administers facility oversight of the Town Hall, Court House, Depot Train Station, Historic Buildings, Parks Building, and Pine Grove Cemetery for all maintenance issues including

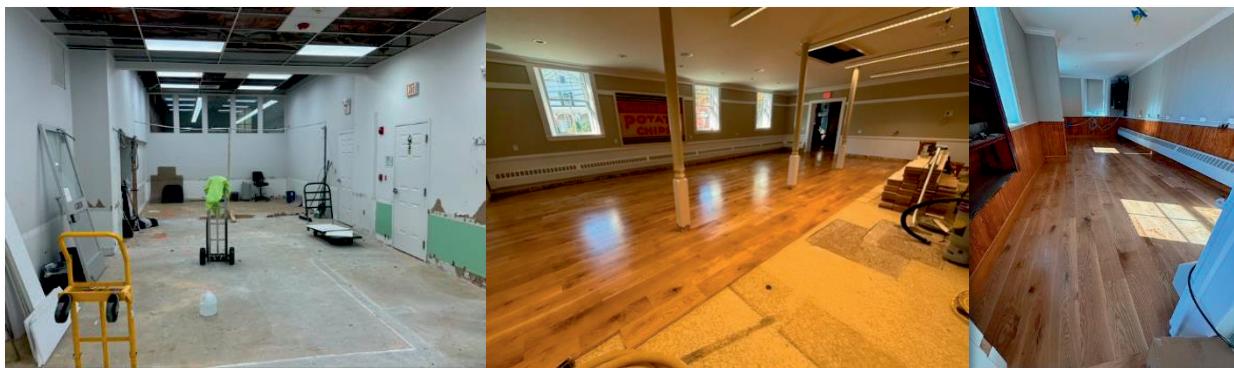
HVAC systems, lighting, sidewalks, parking lots, lawns, irrigation systems, fire and burglary systems, cleaning, and general upkeep. Maintenance of Michelle Memorial Park, Hedgehog Park, Palmer School (field), and the Linwood Ave playground are also part of the operations with turf management, tennis courts, and facility operating needs. Another important duty is management of election polling station set up of which all DPW personnel are used. Staff also assist in moving items for various charities during the holidays, recreation supplies for camps, and files during year end.

It was another busy year for Parks and Properties at the Pine Grove Cemetery. Mapping efforts continued with help from GIS to create an electronic inventory that is now available to the public for grave locations, and the new cremation only section continued selling numerous plots. Overall, there were 42 burials, 59 cremations, and 34 new burial lots sold during the year which were like the overall numbers in 2023. The Pine Grove Cemetery has a culvert that crosses under the road leading to Sections 9-13 and which was failing and would hinder burials in the newest expansion area. Public Works and Engineering worked together to design and permit the culvert replacement that was identified in the 2018 Pine Grove Cemetery Master Plan. The project came out beautifully and represents a clearly defined gateway to the most demanded burial section of the cemetery. Funding for this project was approved by the Town Council via Zone 3 Impact Fees.



## **PUBLIC WORKS DIVISION**

DPW staff led by Facilities Foreman James Pacheco renovated a major portion of the lower level of Town Hall by moving the Finance and Human Resource areas, respectively. The work allowed for a more ergonomic design for staff including creating more space for operations and storage. The work was completed with the assistance of contracted help and was done throughout the year, including moving staff to temporary locations while it was done. Work continued at the Old Town Hall with the main room being renovated including a new ceiling and floor as well as complete paint and trim work. The office used by the Salem Historical society was also updated. This work followed a complete rewiring of all electrical components in the building along with new lighting. Audio and visual infrastructure was also added so the staff could present their meetings and special events in a more formal manner and broadcast to the public.



## **UTILITIES DIVISION**

The Utilities Division is located at 161 North Policy Street – Canobie Lake Water Treatment Plant (WTP). Our mission is to work diligently to provide cost-effective reliable water and wastewater distribution services to the customers. We are committed to customer service, including providing ample safe drinking water for domestic use and firefighting requirements that complies with all state and federal water quality standards. Similarly, we will ensure the most efficient waste system including pump stations and force mains that collect and transport the Town's wastewater to the Greater Lawrence Sanitary District (GLSD). Utilities is committed to providing high quality service while maintaining and evaluating our systems to ensure efficiency and reliability. The Utilities Division is comprised of three sections: Distribution, Systems, and Meters. Fred Wallace is the Utilities Director and manages a staff of thirteen full-time employees.



The Town's drinking water is supplied by Canobie Lake from the months of May through October then transfers to Arlington Pond for the colder months or October through May. The new Regional Line supplies water throughout the year averaging 300,000 gallons per day for Salem's use. The year 2024 started with average precipitation but fell off quickly during the summer months that saw Canobie Lake finish the supply season at a level of 216.2' which was the lowest mark since 2019. This was due to moderate/severe drought conditions that were verified by late fall and early winter. The division completed lead service line inventory which was reported to the Town

Council in October. This was made possible through a grant from NHDES in the amount of \$50,000. On January 15, 2021, the US EPA released the Lead and Copper Rules Revisions (LCRR) to better protect communities from exposure to lead in drinking water. The LCRR requires water systems to develop and maintain an inventory of water service lines with a compliance date of October 16, 2024. The requirements of the inventory involve identifying the service line material along the entire length of the water service. Each

service line is split into two portions: utility/system-owned and customer owned. This is an EPA regulation that will require all water systems nationwide to inventory distribution systems materials and identify lead service lines in their systems. There were only 80 unknowns on the utility side while all customer-owned services were determined to be in compliance.

### **Southern NH Regional Water Interconnection Project (SNHRW)**

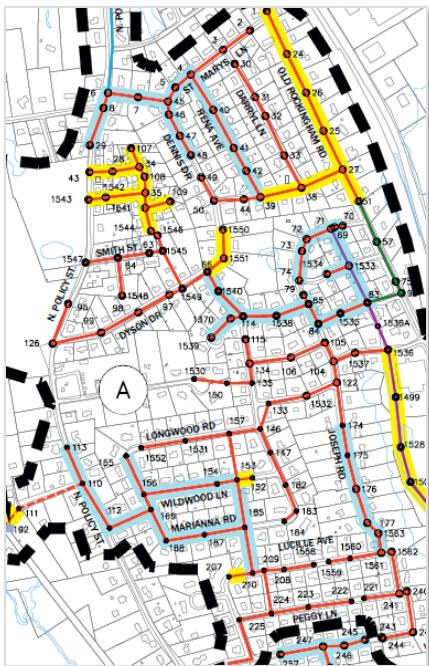
The Northland Road PRV Station in Windham flows on average, and per the SIA agreement, 500,000 gallons per day through Windham to The Canobie Lake PRV Station for distribution throughout Salem's system and of which an average of 250,000 gallons per day is for the Hampstead Area Water Company. The new 12" water main installed on Atkinson Road from Providence Hill Road to Shannon Road helped with water quality and flow in that area to the Westside Drive Station operated by Hampstead Area Water Company. Salem continues to get new water service requests for development in Windham within the regional franchise. Salem also amended a Water Supply Agreement with Pennichuck East Utility to provide up to 60,000 gallons per day for their Edgewood Road water system off Range Road in Windham which was up from the previous request of 30,000 gallons per day. Discussions continued throughout the year with the Partners of the Southern NH Regional Water Project and NHDES on Phase II of the Regional water Project as Manchester Water Works officially opened their Merrimack River Water Treatment Facility.



## Sewer Infiltration and Inflow Identification Program (I/I)

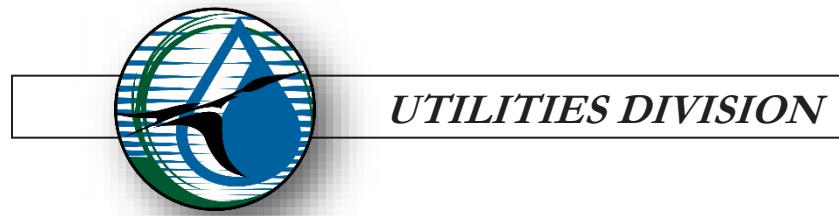
As part of the ongoing Sewer Infiltration and Inflow (I&I) Identification Program, the Town and/or

its contractors conducted annual investigations to pinpoint sources of I&I so that physical improvements (such as the recently completed sewer lining projects) could be performed. In late 2023, the Town received a CWSRF principal forgiveness loan from NHDES for \$100,000 to continue I&I investigations into the Town's sewer system. The Town worked with Underwood Engineers on this project which will involve CCTV of existing sewer mains to identify sources of I&I. CCTV survey of up to 30,000 LF of sewer main targeting 25,000 LF in Basin A and remaining 5,000 LF to target planned road projects areas outlined as high I/I in previous reports. Evaluate and prioritize sewer main repairs technical design and construction phase engineering assistance for sewer main trenchless rehabilitation of approximately 1,200 LF around Dyson Drive eliminating unwanted flow into the sewer system reducing costs to rate payers. For the year, the sewer system flowed over 1,034 million gallons for a mean daily flow of 2.83 which was down from 3.58 in 2023.



**The Utilities Division was involved in the following major activities in 2024.**

- **Distribution Section** - Our mission is to provide safe, accessible, reliable, and sufficient water supply to our customers as we are the responsible custodian of the distribution system that delivers a potable source for drinking but also ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem for the water distribution system. Over 2.4 million gallons of drinking water per day on average (20 year historical) flow from the water treatment plant and is distributed through the town in its vast network of pipes (before Regional Line). The infrastructure must always be operative as it serves potable water to a sizable portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age which can cause emergency breaks that will need to be fixed throughout its life. Major improvements have been identified through a master plan that improves the network alleviating water age, regulating pressure, and creating redundancy. The staff is responsible for the maintenance and repair of over 149 miles of watermain including 3,400 valves and 1020 fire hydrants and provide technical review for new developments. There were over 520 hydrants scraped and painted in 2024. This section is led by Foreman Scott Witkowski, along with John Hackett, Mike Stickney, and Eddie Graziano.



The Town completed the replacement of the water main on Helen Road as part of the overall reconstruction. Work included new piping and valves at the Old Rockingham Road and Joseph Road intersections. There were 17 emergency water main repairs, and 27 hydrants fixed along with an additional 12 replacements. Distribution also inspected over 10,000 feet of new water main installation along with over 100 service inspections. Routine repairs were made to service boxes throughout the Town and staff participated in oversight of distribution-related work as part of the Road Program. The annual flushing program was performed throughout the year for water quality purposes and extended due to water quality issues. Substantial effort continues to fulfill the Dig Safe law requirement for locating and marking water lines for scheduled and emergency which together were more than 1,400 requests.

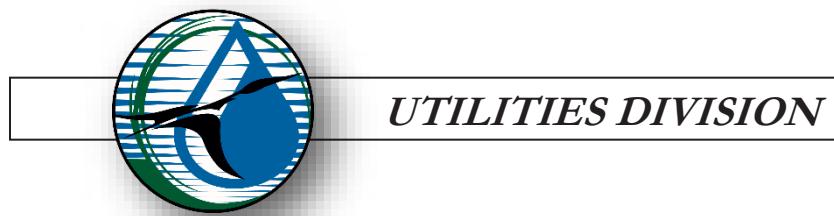


- Systems Section** - As a utility service provider our mission is to operate, maintain, plan, and develop the Town's water and wastewater systems and ensure all work is performed in accordance with State and Federal Permit Requirements and Regulations. We will responsibly treat, store, and distribute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

The Water Treatment Plant produced over 800 million gallons of water in 2024 for an average daily production of 2.19 million gallons per day which was up from 2023 due to minimal precipitation after July. Canobie Lake water pumped 509 million gallons and Arlington Pond

pumped 308 million gallons. The Regional Line flowed 199 million gallons for an average of 542,797 gallons per day including 43,224 gallons per day to Windham, 221,658 gallons per day to Salem along with another 277,915 gallons per day to Hampstead Area Water Company. The new regional water was the offset for production at Canobie Lake WTP. The Utilities Division also operates and maintains three water booster stations and the Arlington.





Pond Pump Station. Three dam locations are also monitored to maintain established levels in their respective water bodies. A major addition to the System's Section was the new infrastructure put online by the Regional Water Project including the two PRV stations. The PRV station on Northland Road in Windham is equipped to boost chloramine and pH residuals to ensure proper disinfection as water enters Windham from the Derry water system. The second station is located on North Broadway just north of Range Road and referred to as the Canobie Lake PRV Station. This station houses the flow control valves which regulate the flow of water from Derry through Windham and into Salem. Water is wheeled through Salem's distribution system and connects to the HAWC system on Westside Drive in Atkinson by the town line. Water supply is critical to the health and well-being of our community and production of safe drinking water remains our number one priority. As for the wastewater system, responsibilities include the maintenance and repair of the collection system which is 60 miles of piping, hundreds of manholes, and 10 pumping stations located throughout the community. The Butler Street sewer is in final design and was awarded in 2024; however, supply chain delays for equipment will carry the project into 2025. Cyanobacteria Advisories (Beach Program) were placed in effect early in the season during May at Arlington Pond and lifted shortly thereafter. Most of the summer months went without advisories, however in September another bloom was discovered that continued into November. Staff were fully engaged in a Cyanobacteria Toxin Monitoring Grant as it will make Salem's current monitoring plan more robust and include training and equipment for monitoring and responding to a Cyanobacteria event in source water. The contractor was selected by the state through their RFP process and is 100% funded through NHDES. Utilities staff along with the Engineering Division received a grant from NHDES in the amount of \$29,283, Local Source Water Protection Grant Agreement for Arlington Mill Reservoir Phosphorus Source Identification, which will help with cyanobacteria investigation. Staff worked closely with members of the Arlington Pond Protective Association to secure the funds.

- **Meters Section** – Our mission is to ensure that all water meters and backflow devices are functioning accurately and inspected in a timely fashion for our customers. A water meter is a device that measures how much water you use and is like an electricity or gas meter. We use readings from the meter to calculate how much to charge you for your water and sewerage usage if applicable. The Town experienced continued significant development in 2024 with the Tuscan



Village which required new metering and cross connection controls. This section is led by Foreman Kyle Fox, along with Pete Parrino, Kelly Demers, and Rob Parnell. Mr. Demers retired in January after working in Salem for over thirty-seven years in various capacities. We wish him the best and will miss him. The Town's system includes automatic meter reading technology that saves labor time, prevents recording errors, and more importantly identifies leaks and/or excessive usage by analysis of



## UTILITIES DIVISION

data collected. We can also generate an hourly report for any customer showing use throughout the day. The real time information will help the consumer with conservation by showing how much water is used during specific times of the day so they may adjust daily routines such as lawn watering. The town currently has 8,529 meters in the system. Along with the responsibilities of maintaining the meters, staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of over 3,130 backflow prevention assemblies, which was 400 more assemblies than 2023. Demand for service has grown exponentially with the new development throughout the Town. These devices are vital to the protection of our water system from backflow and/or potential contamination.

### Reports of the Depot Village Advisory Committee, Municipal Building Advisory Committee, Police Building Advisory Committee, and Road Stabilization Committee

The Municipal Services Department serves as members and staff liaisons to various subcommittees established by the Board of Selectmen (now Town Council). These committees include the Depot Village Advisory Committee (DVAC), Municipal Building Advisory Committee (MBAC), and the Road Stabilization Committee. For 2024, staff submitted the following reports to provide information on these committees to the residents.

#### Depot Village Advisory Committee:



Otherwise known as DVAC, this committee was charged by the BOS in April of 2023 to investigate and recommend improvements for parcels of land around the Depot Intersection Project and surrounding area which also abuts the rail trail. Its objective was to develop short- and long-term planning for best uses of the property with planning guided by the following core factors: recreational, historical, connectivity, mode shift, community, and destinations. A major banner campaign was completed in 2024 for the decorative street light poles that extend the limits of the Depot Intersection Project. The banners now represent the different seasons of the year, the Town Spirit, and celebrate the Veterans, past and present, including those that served the ultimate sacrifice. The banners were made possible through a combination of Town funds and generous donations from the various Veteran's Groups and the Salem Historical Society. The

committee also reviewed qualifications from consultants to begin the process of creating a Depot Village Master Plan which will be completed in 2025. The first major project to be included will be Veterans Plaza at Salem Depot Village which will be constructed in 2025 through a donation of \$140,000 from the Veteran's Organizations.

*Reports of the Depot Village Advisory Committee, Municipal Building Advisory Committee, Police Building Advisory Committee, and Road Stabilization Committee*

**Municipal Buildings Advisory Committee (MBAC):**

The Municipal Buildings Advisory Committee played a crucial role in establishing Article 8: Construct New Police Station (Bond) - \$38,600,000. Two major public meetings were held in advance of the town vote that advised the public on the importance of the project. This was a culmination of three years work by the committee analyzing best paths forward for a new police station. The project passed overwhelmingly with over 78% support, overcoming three previous failures dating back to 2004. The Town's Owners Project Manager, Trident, continued to help MBAC with technical information including examination of relocation efforts for police operations which resulted in rehabilitation/renovation of DPW becoming part of the overall project. This was the result of the findings from a 2021 feasibility study that determined certain upgrades could be made at DPW to improve operations and bring all buildings into compliance. A cost benefit analysis was performed based on relocating the police operations to an available site within the Town versus the DPW upgrades and discovered that the value of improvement thereof was more beneficial to the cause. This collaborative project addressed facility needs for two of the Town's largest departments. MBAC also finalized concepts for the Town Hall and presented the findings to the Town Council for future consideration. There was also concerted effort put forth for beginning the design process for South Fire renovations/rehabilitation which is expected to be completed in 2025.



**Police Station Building Committee:**

The Police Station Building Committee reviews the progress of the project each month, and/or as scheduled, and confirms a report from the Owners Project Manager or Construction Manager from said meetings. It is comprised of Town Manager Joe Devine, Municipal Services Director Roy E. Sorenson, Councilor Bob Bryant, Finance Director Nicole McGee, Police Chief Joel Dolan, and professional support from Trident as the owner's project manager. Harvey Construction serves as the Construction Manager and provides project updates including items for review required by the project. Much of the discussion in 2024 was centered around the renovation/rehabilitation of DPW which began in earnest by mid-summer. The project continued forward concurrently with final design of the new police station. Each project respectively remained ahead of schedule and within budget with the expectation that the Police Department would be equipped to relocate to DPW by April of 2025. The work at DPW was at more than 50% complete by years end including the newly constructed northerly wing and fully enclosed storage building on the rear of the property.



*Reports of the Depot Village Advisory Committee, Municipal Building Advisory Committee, Police Building Advisory Committee and Road Stabilization Committee*

**Road Stabilization Committee:**

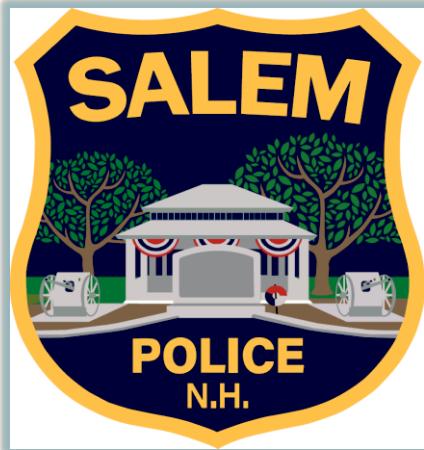
The 10 Year Road Program was supported overwhelmingly during the public vote and continues to be a top priority for infrastructure improvements. Development of the program is based on a pavement management principle and/or data driven by PCI (pavement condition index) which is a tool used to rate the condition of the road and the proper method of rehabilitation if required. The program is designed to maximize efforts for a responsible and feasible road program. The Committee is comprised of Municipal Services Director Roy E. Sorenson, Councilor Lisa Withrow, Engineering Director John Klipfel, Capital Project Engineer James Danis, and Public Works Director Geoff Benson including professional support from Project Engineer Todd Welch, and GIS Coordinator John Vogl. The program for 2024 was financed through Article 13 in the amount of \$3,400,000 and the Town Council added another \$200,000 to help offset some of the inflationary costs that resulted in some roads being deferred. The overall program has taken a shift since its original inception with the overall cost of work being split proportionately with reconstruction and mill/overlay resulting in a more balanced approach. This was made possible by the success of the program over the past ten years with priority focused on main road reconstruction. In addition, staff continues to develop alternative treatment methods for maintenance performance that help extend the useful life of reconstructed roads. One of the larger projects for the year was the portion of South Broadway from Rockingham Park Boulevard to Cluff Crossing Road which was also part of the overall construction of Node 10 of the local area improvements around the Tuscan Village Development.



# SALEM POLICE DEPARTMENT

## 2024 YEAR END REVIEW

---



I would be remiss if I did not start this year's review with a heartfelt Thank You to the Salem community. After three failed attempts, and over 20 years of conversations, Salem voters overwhelmingly supported Article 8 approving a much needed, modern, police facility. Residents supported the initiative with over 78% of the vote, making it the most successful municipal project in the history of the Town. I have said it many times, we are grateful to work in a community where we are appreciated and supported. We will continue to work tirelessly to maintain that support and provide exceptional law enforcement services to our community.



## **POLICE DEPARTMENT**

---

I will stay on the topic of the new police department as a lot of behind-the-scenes work has taken place throughout 2024. We continue to work with Trident, our owner's project manager, The Galante Architecture Studio (TGAS), and Harvey Construction to bring the project together. The final design is close and should be ready in early 2025. In preparation for our relocation, design and construction are well underway at our temporary facility which will be located at 21 Cross Street, the Municipal Services building. Once we move into the new office space, our current facility on Veterans Memorial Parkway will be razed to make room for the modern 40,000 square foot complex. One of the caveats with this project is once we vacate the Municipal Services building, the town will have several thousand square feet of newly created office space. Construction on the police department is expected to be completed late Summer/early Fall of 2026.



The next two years will pose new challenges, but we are excited to see the project come to fruition and occupy our permanent space. This is a building which is designed and expected to last more than 50 years. Details and status photos will be posted on the town website located under the tab for the police station project. Stay tuned as the project progresses.

We are currently conducting three background investigations on police officer candidates. If all successfully meet our standards for hire, our staffing level will be 67 full-time officers. This will be an all-time high and leave us three down from our budgeted allotment of 70. Our recruitment efforts continue to bring in high quality candidates who are eager and honored to serve in the Salem Community.

We welcomed several new members to our team in 2024. These positions are both sworn officers and civilian employees. Melody Smith and Ariana Dell'Ali joined our team in the Support Services Division. Melody has taken on the role as our CALEA Accreditation Manager and has already successfully completed our first annual review. Ariana brings a technological skillset to our experienced team.



## **POLICE DEPARTMENT**

---

We were also fortunate to hire several promising police officers who have attended the New Hampshire Police Academy and will finish their field training in early 2025. Once they complete their field training, they will be released to solo patrol servicing the Town. Officers Kyle Boucher and Ian Boisvert, both joined us shortly after completing their bachelor's degrees. They joined Officer Kyra Olms who graduated from the police academy in April and has been patrolling the streets of Salem since being released from field training. Additionally, Jarred Lozowski joined our ranks. Jarred came to us with over five years of experience with the Atkinson Police Department. He is also the son of retired Captain John Lozowski, who retired in 2012. We are excited to add all three officers to our patrol division.

Detective James Carlin became the first trained polygraph operator in the history of the Salem Police Department. Detective Carlin attended an intensive 12-week training course in Pennsylvania. We utilize the polygraph extensively in our hiring process and having an in-house operator will allow us to expand the capabilities of our Investigations Division. We look forward to seeing Detective Carlin excel in this role.

Officer Joshua Peters was chosen as the next K9 handler for the Salem Police Department. Officer Peters is the newest officer to serve in this role. The Salem Police Department has had a K9 program dating back to the early 1980's. This storied and historical program remains to be one of the most respected in the K9 community. Officer Peters and K9 Taco attended and completed the rigorous 16-week training through the Boston Police K9 academy and began officially patrolling the town in December.



Officer Peters and K9 Taco



Officer Lawrence & Comfort Dog

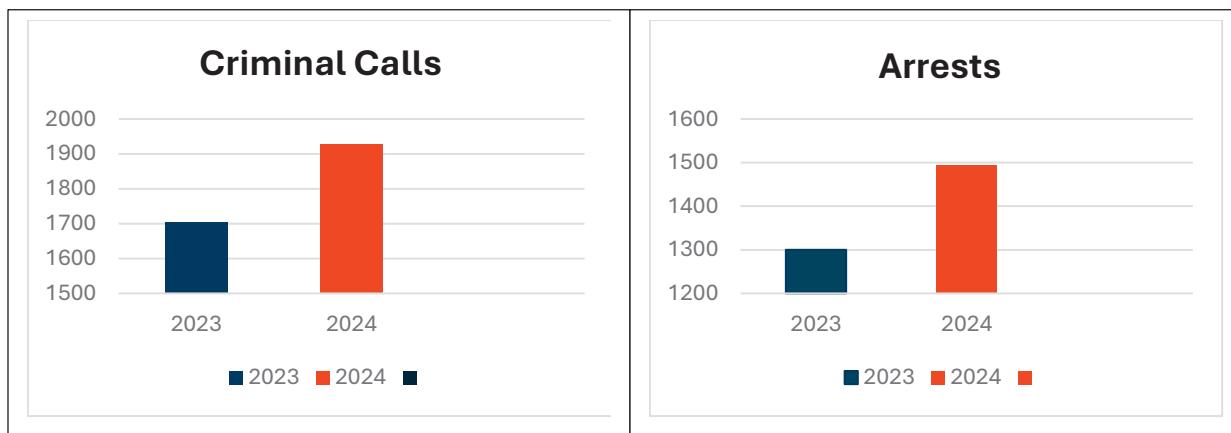
Training Officer Nicholas Manent, and Detective Joshua Dempsey were both promoted to the rank of Sergeant. Both officers have broad experience and bring a wealth of job knowledge to the patrol division. Detective Jeffery Czarneck has taken over the role of Training Officer, bringing years of training and experience with him. Officers Jake Genest, and Arthur Harvey were assigned to the Investigations Services Division after many successful years in patrol. These officers are well respected, and the assignments are well-deserved. Officer Shalyn Spencer earned her position as Elder Affairs Officer and quickly made a great impression on anyone who has had the opportunity to meet her. Shay is knowledgeable and compassionate in her role, and we are lucky to have her in this position to help some of the more vulnerable members of the community.

## **POLICE DEPARTMENT**

---

As we do every year, we said goodbye to several employees. During 2024, Attorney Timothy Prather, Elizabeth Mello, Michael Patterson, and Amardeep Singh left our agency. We wish them all well and success as they move on to their next chapter.

2024 promised to be another busy year and it did not disappoint. Overall, our statistics remained consistent with 2023. Our total calls for service remained steady at 24,555 with 1,493 resulting in an arrest. Our criminal calls for service, which are calls of a more serious nature, increased from 1704 in 2023 to 1929 in 2024. These calls tend to be more complex in nature and take more staff hours to complete. With the town expanding rapidly we expect this trend to continue. I can assure you our staff are well trained and highly capable of handling any calls or challenges that may come our way.



You may notice a difference when looking at our officer's uniforms. Over the past year, we changed our uniform patch. The changing of our patch was not an easy decision and is a paradigm shift in law enforcement. The older patch, as far as we can research, is the original patch to the Salem Police Department. The patch, emblazoned with the phrase, "Gateway to the White Mountains" was symbolic of a Salem Police Officer, and some of our officers were hesitant to make such a change. The concept and project were over two years in the making.

The lions share of the work was put in by Sergeant Joshua Dempsey. He worked closely with the Salem High School Graphic Arts class to put together a new design that is more reflective of the Salem community. The new patch depicts the gazebo and Veteran's Memorial at the Town Common. The newly restored, historical field cannons are also on the patch. This patch allows us to pay tribute to our veterans, while wearing something which is readily recognizable to anyone familiar with the town.

While we may not wear it on a daily basis, we have not completely retired our old patch. We will continue to wear the patch on our Class A (dress) uniforms to honor and recognize our past. These uniforms are worn at ceremonial and remembrance services. We feel it is fitting to retain the patch for these purposes.

## ***POLICE DEPARTMENT***

---



As we move into 2025, we will continue to take care of our greatest asset, our employees. Our Wellness Team has grown to 9 members, who offer peer-to-peer support, and continue to bring forward programs and events for officers and their families to unwind in a safe and healthy manner. The team will continue to monitor and work with staff so the day-to-day pressures and critical incidents do not become overwhelming.

In closing, I again want to thank the community for the show of support at the polls. The PD project was a long time in the making, but we felt good about the project we presented, and this proved to be true with the result. Please keep up to date with the progress through the town website as we share frequent updates. While our location may temporarily change, the quality of service we provide will not.



**Coffee with a Cop**



**The new patch design**



**Shop with a Cop**

Respectfully submitted,

**Joel P. Dolan**  
Chief of Police

# SALEM COMMUNITY TELEVISION

## Your source for all things Salem

---

### Public Access and Beyond

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



*Susan McLoughlin Interviews Roy Sorenson*

*Salem Little League Champs at the  
Salem Holliday Parade*

## **SALEM COMMUNITY TELEVISION**

---

### **SCTV 17**

Organizations and volunteers in town continue to provide programming for us to share with the community. Dan Zavisza brings us programs from his travels around the world and from the Salem Historical Society.



Michael Riley is always willing to volunteer his time to shoot a variety of different programs during the day. Mike often covers programs at the Senior Center, Veterans Ceremonies, Play Among the Stars, presentations at the Kelley Library, and service organization events.

Bob Berthel produced a special documentary on concerts by local favorites the Salem Boyz, who helped celebrate the opening of the Field of Dreams pavilion in May.



## SALEM COMMUNITY TELEVISION

---

### SGC

Salem's Government Channel provides gavel to gavel coverage of the Annual Deliberative Session, Town Council, Budget Committee, Zoning Board of Adjustment, Planning Board, Municipal Building Advisory Committee (MBAC), Recreation Advisory Committee, and Conservation Commission meetings. In 2024, SGC added Master Plan Steering Committee coverage on the channel.

Annually SGC also invites all local candidates for public office in Salem to come into the studio and record a statement between three and five minutes long. These statements run for several weeks until election day.

SGC broadcasts local election results live. In 2024 we broadcast the results of 4 elections including the local March election, Primaries, and the State/Federal elections.

### Funding

PEG (Public, Education, Government) Access is funded through franchise fees from Comcast. In 2009, Town Meeting established a Revolving Fund under RSA 31:95-h for the purpose of providing public, educational, and governmental programming (PEG) and designated 100 percent of the revenue from cable franchise fees be used in support of the stations. We receive 5% of gross revenues generated from Cable Television. Comcast makes these payments to the Town quarterly.

In 2024 Salem Community Television received \$613,540.39 from franchise fees. This represents a roughly \$23,074.94 increase over fees collected in 2023.

During the presentation of the 2022 budget to the Board of Selectmen, the Executive Director was charged with coming back to the board with a Fund balance policy and plan to reach the goal no later than 2025. The Board of Selectmen adopted a 30% Fund Balance Policy. Salem Community Television must maintain 30% of the station's annual budget excluding major purchases over \$500,000. SCTV has accomplished the goal set by the Board.

The Salem Town Council approved the 2024 SCTV budget on December 18, 2023 at an amount of \$596,966. The 2025 SCTV budget was approved on December 16, 2024 for \$608,733.

### 2025 SCTV Budget

<b>Expenditures</b>	
<b>Staff</b>	
Full Time Staff	\$ 310,117
Part Time Staff	\$ 28,200
Training & Development	\$ 4,200
Benefits (FICA, Ins., Ret.)	\$ 146,773
<b>Totals</b>	\$ 489,290
<b>Operating Costs</b>	
Supplies/ Maint/Fees	\$ 64,443
<b>Capital Purchases</b>	
New & Replacement	\$ 55,000
<b>Total Expenditures</b>	\$ 608,733

## ***SALEM COMMUNITY TELEVISION***

---

### **Staff**

Tom Giarrosso, Executive Director  
Sean Fichera, Operations Manager  
Susan McLoughlin, Government Access Program Manager  
Open, Public Access Program Manager  
Brenden Nault, Production and Engineering Assistant  
Robert Berthel, Archivist and editor  
Chris Hazel, Production and Engineering Assistant  
Kenny Chouinard, Production and Engineering Assistant  
McKayla Phillips, Production and Engineering Assistant

Welcome to our new Production and Engineering Assistants McKayla Phillips and Kenny Chouinard who will be helping with production and meeting coverage. Both are students at Salem High School, and eager to create new local video projects.

### **Volunteers**

Michael Riley	Jackie Hazel
Dan Zavisza	Brenda Tecce
Bob Hanson	Aaron Shamshoyan
Brian Nippert	Aleesha Pinkham

# TAX COLLECTOR

---

As Salem's tax collector, I am responsible for collecting real estate taxes inclusive of yield, excavation, and current use as well as town utility fees for water and sewer. Utility revenue supports water and sewer operations. Real estate tax revenue provides operating support for both the town and school district as well as New Hampshire's State Education Fund and Rockingham County government.

The tax rate for 2024, established by New Hampshire's Division of Revenue Administration and issued in late October, was \$17.60 per thousand. This is an increase over 2023's tax rate of \$16.96.

The grid included below provides a breakdown for the 2024 tax rate:

	**2024 RATE**	2023 RATE
Municipal	\$ 5.66	\$ 5.48
County	\$ 0.74	\$ 0.73
Local Education	\$ 9.74	\$ 9.24
State Education	\$ 1.46	\$ 1.51
<b>TOTAL</b>	<b>\$17.60</b>	<b>\$16.96</b>

To offer a quick review, July tax bills are one-half of the prior year's full tax. July tax bills are estimated payments. December tax bills always reflect a new tax rate and establish the total tax liability for the year. Property owners with escrow accounts should reference their monthly mortgage statements to ensure that a withdrawal occurs to pay the semi-annual tax bills.

I offer my sincere appreciation to our collection staff: Deputy Tax Collector Donna Bergeron, along with Deputy Town Clerk Jennifer Dudley, Collection Clerks Nicole Morse, Damarys Ruiz-Garcia, Melanie Swenson and Heather McGowan, who work diligently to ensure accuracy in all transactions.

Respectfully submitted,

Martha D. Breen, Tax Collector

# **TOWN CLERK**

---

The total gross revenue for the Town Clerk's office in 2024 was \$8,034,103.41. This is an increase of about \$354,800.41 in revenue.

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

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

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

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

The full-time clerks in this office are Nicole Morse, Melanie Swenson and Damarys Ruiz-Garcia. Melanie has been with us since May 2023 and Damarys has been with us since July 2023. Heather McGowan is our part-time clerk, and she has been part of the team since April of 2022. I would like to thank all the Collections clerks for their dedication and the challenging work they put in daily which makes the Collections Department a success; they are all assets to the Town of Salem, and I am so grateful to have them on my team. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

Jennifer Dudley is my Deputy Town Clerk. Jennifer and I continue to perform all other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, State liens and attachments, dredge and fill applications, pole permits, Article of Agreement (non-profit filings), oaths of office, and Sheriff's writs. We are also 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 18 resident marriages, 190 resident deaths and 56 resident births which took place in NH in 2023. We have no record of any out-of-state vital events.

Respectfully submitted,

Susan M. Wall, Town Clerk

**TOWN CLERK**  
*RECEIPTS AND VITAL STATISTICS - 2024*

Automobile Tax Permits 2024 (39,322)	\$7,803,236.91
Title Fees	15,958.00
Municipal Agent Fee	120,099.00
Marriage License Fees*	16,200.00
Certified Copy Fees**	32,035.00
Dog License Fees*** 2024 (4,922)	19,362.50
Elections	240.00
Uniform Commercial Code & Other Liens	6,510.00
Collection Fees	1,495.00
Filing Fees	42.00
Legal Fees - Dogs	18,925.00
Gross Receipts Remitted to the Treasurer	\$8,034,103.41

\*Less Remittance to State of NH for Marriage License Fees - 13,932.00

\*\*Less Remittance to State of NH for Certified Copy Fees - 17,319.00

(1,423 copies @ \$ 8.00 ea. = \$11,384.00)  
(1,187 copies @ \$ 5.00 ea. = \$ 5,935.00)

\*\*\*Less Remittance to State of NH for Dog License Fees - 2,120.50  
(4,241) Licenses @ \$.50 ea. - \$2,120.50

\*\*\*Less Remittance to State of NH for Animal Population Control Fees - 9,844.00  
(4,922) Licenses @ \$2.00 ea. - \$9,844.00

## VITAL STATISTICS --2024

# MARRIAGES

Salem Residents -- Married in NH 18

## BIRTHS

Resident Births -- Born in NH 56

## DEATHS

## Salem Residents -- Died in NH 190

Susan M. Wall  
Town Clerk, Salem NH

*This page intentionally left blank.*

*Boards, Committees,*

*and*

*Commissions*



# BUDGET COMMITTEE

---

It has been an honor and privilege to serve our community as your Chairman of Salem's Municipal Budget Committee for a full second year term, cumulatively spanning Budget years ending 2024 and 2025. I thank each of the unpaid volunteer members of this committee for spending many hours of their valuable time and expertise contributing to the well-being of our community. I also thank all the town and school district personnel for providing us with financial and operational information critical to engaging in difficult discussions and prudent conclusions leading to well informed decisions.

Consistent with prior years, both the town and school district submitted well-prepared proposals and made available staff and leadership personnel to answer all the Budget Committee's questions and budgetary concerns. We have found both the town and school district to be helpful and cooperative. With the adoption of the Town Charter in March of 2023, Salem's governmental structure currently has a nine-member Town Council/Budgetary Town Meeting form of government. 2024-2025 Budget year was Salem's first full year under this new government structure. With some anticipated modifications resulting in charter amendments the Town Council and Budget committee were able to collaborate sufficiently to produce a reasonable Budget for the taxpayers.

Under new Charter structure the Budget Committee's primary task remains to set the operating budgets for both the Town and the School District. Operating budgets will still be presented to residents for consideration at Town and School deliberative sessions respectfully and eventually at the polls where residents vote whether to approve these budgets or revert to the default budgets. The default budgets are essentially the same appropriations as the previous year that have been adjusted by debts service, contracts, and other obligations.

During each Budgetary year, Budget Committee members can sit as a Budget Committee representative on several subcommittees including the Capital Improvements Programs (CIP), Municipal Building Advisory Committee (MBAC), MBAC Finance Committee and Depot Advisory Committee providing direct budgetary interaction with town department heads and staff prior to budget formations.

Throughout many recent years of successful school building reconstructions, major Town building properties renovations have been grossly deferred. Something historical happened in 2024. After several decades of taxpayer objections and low voter acceptances at the poles, the Budget Committee was able to unanimously support with recommendation a Non-partisan \$38,600,000 Bond Warrant Article needed to construct a new Police station. The Budget Committee participated in the efficient timing of Bonding amounts and approximate personal real estate tax impacts for a range of taxpayers. After the 2/17/24 Town deliberative session the Warrant Article was moved with Budget Committee support to the 3/12/24 Town Ballot where it received 3,680 of the 4,705 votes cast equating to an unprecedented 78.2% of voter approval. As of today, construction is underway and on Budget, to provide temporary Police Department operational relocation space at the DPW facility with plans now to break ground on the actual Police station in early May of 2025. As predicted and supported by the Budget Committee, larger construction

## ***BUDGET COMMITTEE***

---

Police station Bonding will continue to increase efficiently for the next few years with marginal calculated impacts on taxpayers. Throughout 2025 the Budget Committee continues to monitor the Police Construction budget through participation in MBAC.

Also, of note in 2024, the Budget Committee considered an efficient Bonding authorization to rehabilitate the State condemned, Town owned Millville Lake dam which was a \$2.2 million dollar Warrant project assuring only a lower \$1.2 million burden on the taxpayers. For 2025 the Budget Committee continues to monitor the Town's pursuit of possible building renovations to select fire stations, potential land acquisitions for a West side satellite station and a potentially much needed renovation of Town Hall.

In early 2024 the Budget Committee welcomed two newly elected Members. The actual 2024 tax year Second tax bills sent to the taxpayers on 12/6/24 for the Town and School budget tax rate increased 3.28% and 4.19% respectively from the prior year.

With the two newly elected Members the Budget Committee formulated a goal to present a combined 2025 Town and 2025-2026 School budget to the voters that ensures any percentage tax rate increase does not exceed the 2024 Northeast Region CPI Index rate of 3.1% excluding debt service. This goal was marginally reached but was respected.

For the \$73,569,114, 2025 Town Operating budget prior to the Town deliberative session on 2/8/25, the Budget Committee proposed Warrant reductions to the Town reducing the % tax rate increase to 3.44% which was mostly worked on during 2024. As of this writing, if all the Town Warrants pass as presented by the Town, the percentage Municipal tax rate increase will be 4.22%.

For the \$92,271,141, 2025-2026 School Operating budget prior to the school deliberative session on 2/6/25, the Budget Committee proposed reductions to the School board reducing the % tax rate increase to 3.57% which was mostly worked on during 2024. As of this writing the school board voted without recommendation on their operating budget indicating they may adopt their "Default Budget" which would approximate a 4.49% tax rate increase. It is unclear what the School Deliberative session will resolve. However, most of the Budget Committee hopes the taxpayers vote to approve the 3.57% rate increase in Local and State Education tax rate (School rate), which is with recommendation from the majority of the Budget Committee on the School Operating Budget warrant Article #3.

We look forward to your continued Budget Committee support in providing the taxpayers of Salem invaluable assistance ensuring the prudent allocation of public funds.

Respectfully submitted,

Jeffrey S. Boyer, Chair

# COMMUNICATIONS COMMITTEE

---

The Communications Committee (hereafter Committee) is one of the new committees established by the new Town Charter, which was passed during the 2023 Town Meeting. On June 5, 2023, the Town Council passed a resolution establishing the mission, goals, and objectives of the Committee. The Committee held its inaugural meeting on June 15, 2023. Since then, the Committee has met regularly to discuss the communication needs of the town.

The Committee is tasked with improving the communication efforts from Town Hall to the residents of Salem. The Committee has evaluated the effectiveness of current efforts, made suggestions and recommendations for improvements, laid the foundation for gathering performance metrics, and will continually provide recommendations to Town staff and the Town Council for improvements in communications. The Committee will also develop and propose a comprehensive communication strategy that leverages various channels to keep residents informed, engaged, and empowered to shape their community. This Committee is responsible to the Town Council.

To date, the Committee has advised on Town web and digital projects; developed and designed the Town Access flyer, a compilation of all Town informational resources; developed and designed three promotional pieces for the Salem Police Department police station project; and attended the Salem Scramble to distribute these materials to generate awareness within the community. Future plans include exploring sending out mailings and continually providing clearer information on items that appear on each election ballot.

The Committee has also begun to promote our already existing media such as:

- New and regularly updated Website
- A regularly published Town Hall Times
- What's Up Salem Podcast

The Committee has laid the foundation for solid communication networks by:

- Engaging with social media, newsletter, and website engagement and statistics
- Meeting with local newspaper representatives to establish collaboration opportunities
- Collaborating with the Police Department, Municipal Buildings Advisory Committee, and Town staff on getting information on the new police station project to the public
- Developing social media and website infographics, flyers, postcards, mailings, and grass roots efforts throughout the community
- Collaborating with the Salem School District and continuing a strong relationship between Town and School District communication tools, resources, and audiences
- Purchasing a banner and sign for in person presentations.
- Developing a new resident Quick Start Guide

Respectfully submitted,

Bob Gibbs, Chair

# CONSERVATION COMMISSION

---

The Conservation Commission held sixteen meetings in 2024. The Commission reviewed numerous New Hampshire Department of Environmental Services (NHDES) applications and Conditional Use Permit (CUP) requests and provided recommendations to applicants to mitigate impacts to wetlands and conservation areas. Site walks were conducted for nearly all reviewed applications. Non-public sessions were utilized to discuss land acquisition for conservation purposes. Other Commission activities included management of the Town Forest and the oversight of conservation easements and open space covenants / easements. The Commission continues in its effort to protect wildlife and to help restore pollinators such as the monarch butterfly.

## **SALEM TOWN FOREST**

The Salem Town Forest trails were maintained throughout the year by removing fallen trees and brush from trails and cleaning up debris. Many volunteers were involved in these efforts. A special thank you to all our wonderful Town Forest volunteers, including Glen Edwards and Claudia DeFuria! The Salem Municipal Services Department (MSD) assisted the Commission with mowing, signage installation, and routine maintenance activities. The Conservation Commission installed a beaver deceiver in 2024, an eco-friendly device to prevent flooding and protect beavers. In 2024, the Conservation Commission and Town Council took proactive steps to incorporate the last remaining land (the “Glugeth parcel”) inside the Town Forest into the easement so it will be protected for conservation purposes in perpetuity.

## **WILLIAM VALENTINE PARK RESTORATION PROJECT**

Steady progress is being made on William Valentine Memorial Park Restoration Project. The Town received a necessary Shoreland Impact Permit in early 2023. A landscape bed near Lawrence Road was installed and donated by Belko Landscaping. A handicap accessible bench was donated by the Knights of Columbus. A guardrail was installed in 2024 creating a new parking lot area. In 2025, the Commission will work with the Town to complete the park's renovation including a new informational kiosk and a pollinator meadow.

## **CONSERVATION FUND**

The Conservation Commission oversees the Conservation Commission Fund, which is authorized by NH RSA 36-A. Revenues are received from various sources including donations and Salem's *Land Use Change Tax*; these monies legally accumulate yearly with interest. Expenses are authorized by the Conservation Commission for maintenance and upkeep of conservation areas, the Town Forest, and other necessary items related to the Commission's oversight. At the beginning of 2024, the Conservation Fund balance was \$1,747,740.34. Expenditures in 2024 included improvements at Bill Valentine Park, new signage, upkeep and maintenance expenses at the Town Forest. The balance as of December 2024 was \$1,841,380.68.

Respectfully submitted,

Georgia Brust, Chair

# HISTORIC DISTRICT COMMISSION

---

The Salem Historic District Commission (HDC) continued its mission in 2024 to preserve the historical integrity and enhance the cultural heritage of Salem, New Hampshire. This year marked significant progress in the conservation of historic structures, collaboration with property owners, and community engagement. Throughout the year, the HDC conducted seven meetings at Town Hall and one site visit.

**292 Main Street - Demolition and Reconstruction:** The HDC approved and oversaw the demolition and reconstruction of the historical structure, ensuring adherence to historical design and materials. A certified structural engineer determined that the structure was beyond rehabilitation. Shortly thereafter, the HDC was invited to meet onsite with the property owners to inspect the state of the structure. It was evident that it was beyond repair and that demolition was the best option to move forward. The HDC provided guidance for screening of electrical meters and generators, along with the development of a meditation garden. The HDC also approved changes to the colonial front door, period windows, along with roofing materials and wooden clapboard siding that aligns with period materials to maintain historical accuracy while addressing modern building codes. The outcome was an excellent recreation of the original structure that should fit nicely within the District.

**301 Main Street - Exterior Improvements:** The HDC monitored exterior improvements to bring Smoke 'N Barley into compliance including signage. The installation of vinyl wraps with historical content was approved with the help of the Historical Society. The HDC ensured that attention was paid to the landscaping along Main Street to match the aesthetic quality of the District. We continue to work with the property owner to make incremental improvements to the site.

**300 Main Street –** The HDC met with the property owner to explore viable business opportunities that would enhance the District while meeting existing septic system limitations. Our discussion included the enhancement of signage and landscaping to integrate the property with the District.

In 2024, The HDC set SMART goals with the Town Council to modernize regulations and begin the process of crafting design criteria guidelines to assist those looking to enhance properties within the District. Currently, an updated draft of the HDC's regulations is under review. The HDC participated in the Master Plan Steering Committee to ensure the HDC's interests were represented and aligned with town-wide plans. In August, all HDC members completed Ethics Training conducted by the Ethics Committee. The HDC partnered with the Historical Society to provide historical images for property enhancements and to promote the District's heritage.

The HDC would like to thank the Salem community, property owners in the District, Town Staff, and the Salem Historical Society for their continued support and dedication to preserving our historic heritage. We look forward to another successful year of conservation of the Historic District and continued community collaboration in 2025. This report highlights the dedication and efforts made by the Salem Historic District Commission in preserving the historical charm and integrity of Salem. Thank you to Commission members: Beverly and Howie Glynn, Pat Good, Kathy Burke and Lisa Withrow.

Respectfully submitted,

Michael J. Banks, Chair

# HOUSING AUTHORITY

---

This year, with funds received through the Department of Housing and Urban Development's Capital Fund Grant Program, the Salem Housing Authority was able to complete upgrades to our Telfer Circle and Millville Arms Developments. Upgrades include the installation of lightning rods on 15 Buildings as well as installing new kitchen faucets in 150 apartments. SHA also upgraded the insulation at our Downing Way development through the NHSaves Program.

Earlier this year, the Salem Housing Authority submitted a Congressionally Directed Spending Request application to Senator Shaheen's office to help construct a 23-unit, age-restricted, affordable housing development with a preference for Veterans, at our Millville Arms site. We are excited to announce that our application is in the final round of the approval process. SHA continues to research other funding sources for the construction of this proposed housing development.

We continue to receive applications for our public housing waiting list which remains quite long. The public housing program at SHA is for low-income elderly and/or disabled households. Our public housing facilities include Millville Arms, Telfer Circle, and Hilda Place (a total of 158 rental units).

SHA also operates a Low-Income Housing Tax Credit program at Downing Way (located behind Telfer Circle). Downing Way is a non-subsidized property for occupants 62 years of age and older and consists of 24 rental units. Applications continue to be accepted for Downing Way's waiting list also.

For more information about our public housing program or about our Downing Way rental property, we welcome you to contact our office at 603-893-6417.

As always, SHA thanks the Town of Salem for supporting our mission to provide decent, safe, affordable housing to the residents of Salem.

Respectfully submitted,

Board of Commissioners

Virginia Consoli, Chairperson

Georgette Smith, Vice-Chair

Kelly Bryant, Commissioner

Donald Simmons, Commissioner

Sandra Karp, Resident Commissioner

Sheri L. McCloskey, Executive Director

# KELLEY LIBRARY BOARD OF TRUSTEES

---

The Library Trustees are pleased to present this report, summarizing the key activities, financial highlights, and decisions made throughout the year. Our ongoing goal is to ensure the library remains a vital resource for the community. We are dedicated to managing our budget responsibly, maximizing every dollar to support and enhance the wide range of services we offer. This year, we concentrated on careful management of expenditures, which included necessary building improvements and operational costs, while striving to maintain quality services for our patrons.

A significant project this year was the planned upgrade of the library's elevator system to improve accessibility. During a recent inspection, rust was discovered on the original hydraulic fluid tank, which needs to be replaced to prevent potential leaks. This is in line with ADA regulations, which require the library's elevator to always be fully functional.

Regarding staffing, the Trustees faced the difficult decision not to fill the vacant full-time Children's Librarian position, opting instead for a temporary, part-time role to ensure continued service in the Children's Room. This decision was made based on current budgetary constraints. We recognize the importance of this position and are committed to ensuring the Children's Room remains well-staffed and welcoming. Nonetheless, we were able to hire a new Head of Youth Services and fill several part-time positions throughout the year. Additionally, we approved revisions to the Employee Manual to better reflect our commitment to fostering a supportive and efficient work environment for all staff members.

In March 2024, the library introduced an online payment system through Square, allowing patrons to conveniently pay library fees, make donations, and use other services online.

Following a sewer blockage that damaged the Children's Room carpet, our facilities manager quickly addressed the issue by replacing the damaged tiles and taking preventative measures. We also improved the layout and functionality of the Children's Fiction area and the Kelly Room by installing new shelving and furniture.

We were fortunate to receive generous donations from community organizations, including the Salem Area Women's Club and the June R. Belanger Supplemental Trust. These contributions funded the purchase of new display carts, educational toys, and other activities that have significantly enhanced our offerings to the community.

Looking to the future, we will continue to assess our resources, including staffing and budget allocations, to ensure that we maintain the high-quality services our patrons rely on. We will also focus on improving our technology infrastructure and finding new ways to engage with patrons both in person and online.

We sincerely thank Natalie Ducharme, the Library Director, Laura Stevens, the Assistant Director, and their dedicated staff for their hard work and commitment. We also deeply appreciate the continued support of the residents and taxpayers, whose generosity helps make the library a vital community resource. The library is a place for all, and we look forward to another year of serving our growing community.

Respectfully submitted,

Kate Norton, Chair  
Chris George, Vice-Chair  
David Hickernell, Treasurer

# Kelley Library Treasurer's Report 2024

Balance of cash on hand January 1, 2024	
Cash on Hand	894.18
Checking Account	66,011.72
Certificate of Deposit	11,409.89
Brock Trust Fund	8,575.75
 Total Cash Balances	86,891.54
Income, 2024	
Materials of Trade (fines & payments for lost/damaged items)	4,543.54
Trust Funds (Brock)	1,789.30
Gifts	4,555.48
Book Sale	2,425.60
Vending	650.84
FAX and Printing	4,728.31
Non-Resident Registrations	1,097.25
Misc (sale of headphones, refunds, etc)	118.65
Interest	294.87
Grant	300.00
Total income:	20,503.84
 Total Available Funds, 2024	107,395.38
Expenses, 2024	
Materials of Trade (books, etc)	1,010.28
Furnishing and Equipment	8,635.35
Programs	425.44
Memberships	150.00
Trustee Income given to town to offset budget	8,887.40
Misc	7.99
Square Fees	22.39
Brock Deposit	1,784.83
 Total Expenses:	20,923.68
 Balance	86,471.70
Cash Balances, December 31, 2024	
Cash on Hand	894.18
Checking Account	65,356.47
Certificate of Deposit	11,640.83
Brock Trust Fund	8,580.22
 Total Cash Balances	86,471.70

# KELLEY LIBRARY DIRECTOR'S REPORT

---

*The Kelley Library staff and leadership continued to make the library a welcoming space and ready to serve the changing needs of the community of Salem. Maintaining the long history of quality books, films and music and services, the library is also ensuring that library services and material are easily available online. As always, we invite you to visit online, by phone or in person to discover what's happening at your local library.*

- Kelley Library and other GMILCS libraries welcomed Londonderry's Leach Library. This is the 13th library to join GMILCS, Inc. This is the largest consortium in New Hampshire. Member libraries include Amherst Town Library, Bedford Public Library, Derry Public Library, Goffstown Public Library, Hooksett Public Library, Manchester City Library, Merrimack Public Library, Nesmith Library (Windham), Rodgers Memorial Library (Hudson), Wadleigh Memorial Library (Milford), H. Raymond Danforth Library (New England College), Kelley Library and our newest member Leach Library (Londonderry). Kelley Library cards are accepted at all of these libraries.
- Thanks to a generous bequest from the June R. Belanger Supplemental Trust, the library is updating and replacing furnishings, equipment, and more. This year, an office pod called a "TalkBox" was added. It looks like an oversized phone booth. It is private and quiet, perfect for those with Zoom meetings, telehealth appointments, proctoring exams, etc.
- Again, thanks to the June R. Belanger Supplemental Trust bequest, a sensory wall was added to the children's room. It offers 2 giant liteBrites and a MagWiz magnetic wall with gears. These are great for STEM learning and imaginative play. With the Salem Area Women's Club donation, educational toys were purchased for Playgroup and Story Explorers. Items were also purchased for various children's cool collections.
- The children's room now offers Tonies and a Tonie Box for preschool through elementary age children. Tonies are the new audiobooks. When a Tonie character is placed on a Tonie Box it will start reciting a story. For younger children, multiple stories and songs are available on one character. For elementary children, entire books are on one character. We offer over 100 characters including Sesame Street, Disney, Nat Geo for kids, and characters from Roald Dahl books such as James and the Giant Peach, The BFG, Charlie and the Chocolate Factory, etc. Halloween and Christmas Tonies are offered seasonally.
- Programming is an important part of library service. The Youth Services Department now offers Story Explorers (modeled after Reading Rainbow), Baby & Me, monthly art programs, and Dungeons & Dragons for tweens/teens. Drop-in activities are available whenever you and your family drop in. These include interactive bulletin boards, outdoor story walks, coloring/activity sheets, and the super popular scavenger hunts. We hosted several art exhibits throughout the year by local artists. Adult programming includes the Knitters Club, Bone Builders, guest speakers and performers. Three book groups are offered at the library and books are supplied for Salem Resident book groups as well. If you are interested in starting a book group, the library can help. We are planning ahead to winter 2025 programs which will include jigsaw puzzle tournaments and Dungeons & Dragons for adults.

***Did you know?*** The adult cool collection offers almost 200 jigsaw puzzles, a sewing machine, giant lawn games, Nintendo classic mini system, DVD player, VCR player and many more items.

Respectfully submitted,

Natalie Ducharme. Director

**2024 KELLEY LIBRARY STATISTICS**  
**"A Lifetime of Discovery and Enrichment"**

**RESOURCES AVAILABLE**

Books	62,596
Audio: Books and Music	4,889
Video: DVD, Blu-Ray, Games	9,347
Other: Library of Things	728
Magazine and Newspapers: print copies	1,960
Magazines and Newspapers: Microfilm reels	740
Magazine and Newspapers: eResources	3,559
Downloadable: Audio and eBooks	1,398,699
Museum passes	20
Electronic Resources (in catalog)	963
Streaming media: Music and Film	610,276
eResources (online databases)	15
<b>Total</b>	<b>2,093,792</b>

**ITEMS CIRCULATED**

Books: Adult	53,136
Books: Children's	42,175
Books: Young Adult	2,056
Magazines	1,942
Audio: Books and Music	2,140
Video: DVD, Blu-Ray, Games	12,107
Other: Library of Things	3,500
Museum Passes	708
Downloadable: Audiobooks	18,050
Downloadable: eBooks, eMagazines, eSources	15,681
eResources: Sessions	10,985
Streaming music, film and TV: Sessions	416
<b>Total</b>	<b>162,896</b>

Items added, 2024	7,174
-------------------	-------

**IN-HOUSE ACTIVITY**

Adult Programs	69
Attendance	799
Children's and Teen Programs (passive and active)	259
Attendance	9,105
Meeting Room Reservations, community	635
Public Computer Sessions (20 computers)	5,215
Total visits	81,954

**REGISTERED USERS**

Adult Cards	8,457
Children's Cards	1,555
<b>Total</b>	<b>10,012</b>

New Registrations, 2024	996
-------------------------	-----

# MUSEUM COMMITTEE

---

The Old Town Hall/Meetinghouse is one of four historic buildings owned by the Town of Salem in the Historic District. The other structures are the Alice Hall Library, Salem's first library building built in 1861, Schoolhouse No. 5 on School Street (1873), and Hose House No. 2 on Bridge Street (1906). The Salem Museum Committee acts as the caretaker of these historic buildings. The Salem Historical Society was established in 1956 to "study, preserve, and publicize the history of Salem". The Society is a nonprofit organization.

The Old Town Hall 4-year restoration project was completed in December. The project included: a redesigned restroom, 34 restored windows and external doors, clapboard replacement, a new electrical system, LED lighting, external illumination dusk-to-dawn, security, audio/visual system, and new hardwood floors. Historically accurate clapboards on the exterior and the first-floor interior walls and ceilings were painted. This winter, the goal is to return and restore furniture and artifacts. The renovated museum office oversees historical documents, processes donated artifacts, schedule events, educates the public, and in partnership with the DPW maintains the 4 historic structures. The museum is scheduled to be ready for the public in May 2025 to celebrate Salem's 275<sup>th</sup> anniversary.



This year, as the craftspeople rebuilt the museum next door, the Alice Hall library was staged as the lifeboat. Monthly speaker meetings and construction meetings were held here. We have acquired and set up dynamic displays: Firefighter, police, and military uniforms, a police patch collection from across the United States, and a Little League baseball scene from the 1950's.

Fun events this year included: The 2<sup>nd</sup> annual ice cream social sponsored by SGS Homes in May, outreach elementary school programs, the members picnic at the Museum, the 7<sup>th</sup> annual Soul Stroll in October, a documentary presentation of our restoration project, and Christmas tree lighting with Santa in December.

We're grateful for the support and spirit of the following organizations:

The Salem Historical Society and its members, The Salem Meetinghouse Restoration Committee, The Salem Historic District, The Salem Department of Public Works, The Town of Salem Office, The Greater Salem Area Woman's Club, The Lions Club, The NH Philharmonic Orchestra, and donors from our community.

## ***MUSEUM COMMITTEE***

---

Programs and Presenters for the 2025 season are:

April 8	Memories of Rockingham Park Part II	Scott Oldeman
May 13	Sharing Salem's History as the 275 <sup>th</sup> Comes Around	Doug Seed
June 10	Salem Witch Judge Samuel Sewall-To Slavery Advocate	Eleanor Strang
July 8	Picnic at the Museum	
August	No meeting-Salem's 275 <sup>th</sup> Celebration	
September 9	Methuen-The Golden Years: Searles & Tenney	Tom Spitalere
October 14	Murder in Plain Sight	Damian Costello
November 11	Range the Wildwood Over: Loggers' Songs & Stories	Jeff Wagner

All programs start at 7:00 PM. Free and open to the public. Old Town Hall Museum, 310 Main Street.

Respectfully submitted:

Daniel Zavisza, Museum Committee Officer  
Brian Flanagan, Salem Historical Society President

# PLANNING BOARD

---

It is my honor and privilege to provide a summary of the Salem Planning Board's activities in 2024. The Board held 20 regular meetings with 70 agenda items.

As with most years in the recent past, the Tuscan Village was in front of the Board often. This year there were 19 agenda items for the Tuscan Village project alone. We saw plans come through for restaurants such as Tavern in the Square and Capital Grille, as well as a new five-story parking garage and the Samuel Adams beer garden.

This year saw several commercial development applications including, most notably, the Live! Casino. A new casino application was approved to redevelop the old Lord and Taylor department store at the Mall at Rockingham park. This will be a \$160 million-dollar charitable gaming facility with historical horse racing machines, table games including poker, several premier food and beverage concepts, a signature center bar, a sports lounge, golf simulators and similar amenities, special event space and more. It is projected to provide more than \$121.1 million in funding for charitable organizations in Salem and the surrounding area.

The Board heard and approved two applications for residential development. An updated plan for 55 units of senior housing was approved at 380 Main St. This also included a percentage of workforce housing that the Board advocated for. A four-home subdivision was approved on North Main Street at Higgins Lane.

We also continued with the Town's Master Plan update and had a working session with the consultant, Utile Design, at the Salem High School Media Center. We look forward to finalizing and adopting the Master Plan in 2025. The Board also held a discretionary hearing for your new Salem Police Station.

The Planning Board members are providing a volunteer service to make planning board decisions on your behalf. The Board members continue to do this work out of their love for the community and their passion for service. I would like to personally thank the members of the Board that give up their second and fourth Tuesdays of each month to volunteer for the Town, as well as the residents for putting trust in us to make decisions on their behalf.

Respectfully submitted,

Joseph Feole, Chair

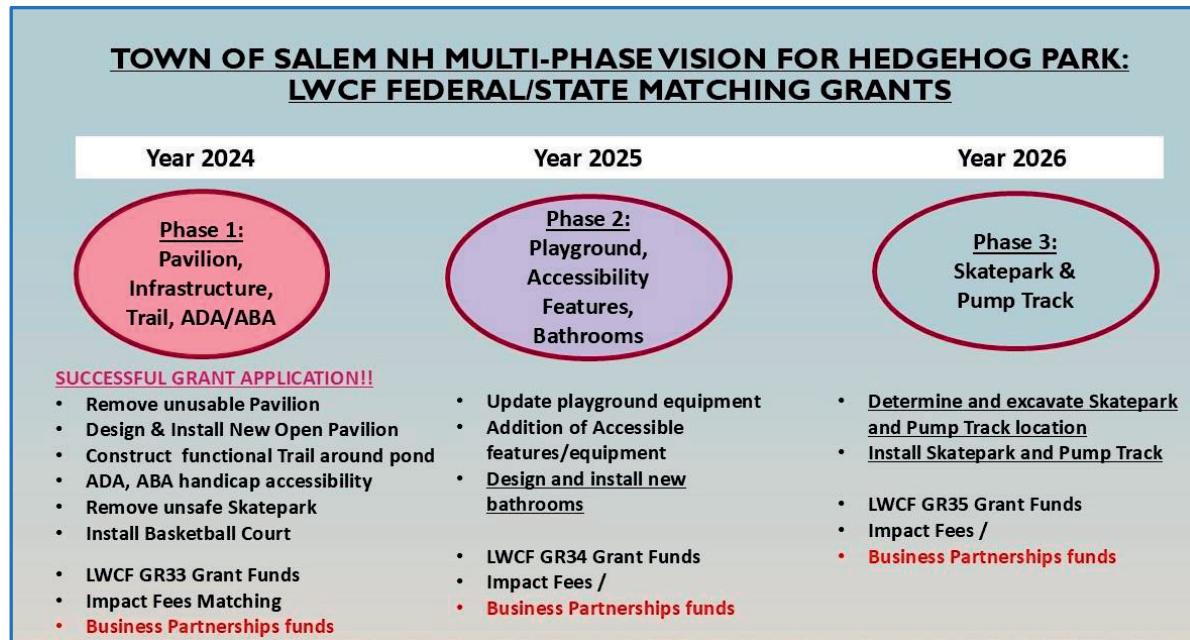
Major Projects Approved by Planning Board - 2024				
Applicant	Project	Location	Map & Lot	Approved
<b>Casella Waste</b>	Office, metal container repair, vehicle parking and maintenance	Pelham Road-051-053	105/777 & 7779	01.25.24
<b>Tuscan Village</b>	290-seat beer garden	Via Toscana-011	108/12652	03.14.24
<b>Cedar Crest</b>	Four-story eight-unit residential building	Pleasant Street-010	089/01129	03.26.24
<b>Industrial Way Associates</b>	56,830 sq. ft. light manufacturing use	Industrial Way-006	087/7509	04.09.24
<b>Michael's Gluten Free Shop</b>	2,200 sq. ft. retail food business	Stiles Road-008	096/07785	05.14.24
<b>Tuscan Village</b>	4,500 sq. ft. conservatory building	Artisan Drive-014-018	108/12651	06.11.24
<b>Ten Harris Rd, LLC</b>	Four lot single-family subdivision	Higgins Ln/N. Main St	035/05494	09.24.24
<b>Five Northeastern Blvd, LLC</b>	15,000 sq. ft. office addition	Northeastern Blvd-005	088/07500	10.08.24
<b>Town of Salem</b>	35,750 sq. ft. police station	Veterans Blvd-009	108/07960	10.08.24
<b>Village Playroom</b>	2,345 sq. ft. playroom	Main Street-130	089/11045	10.08.24
<b>Main St 380, LLC</b>	55 age-restricted residential units	Main Street-380	076/07303	11.12.24
<b>Canobie Lake Toyota</b>	4,220 sq. ft. addition to existing car dealership	S. Broadway-417	144/00204	11.26.24
<b>PPE Casino Resorts (Live!)</b>	151,500 sq. ft. charitable gaming facility w. 1,340 gaming positions	Mall Road-001	116/11151	11.26.24
<b>World Mission Society Church</b>	8,000 sq. ft. church	Lawrence Rd-287	151/00142	12.10.24

# RECREATION ADVISORY COMMITTEE

The Recreation Advisory Committee (RAC) began 2024 with the re-election of Thomas Woelfel as Chair, the voting of Kevin Richard as Vice-Chair, and Jim Kocztat Secretary to the board. Keith Stramaglia remained as the Town Council Representative, while Peter Morgan continued as the School Board Representative, and Katie Duffey, Community Services Director, the liaison to the Recreational Advisory Committee. The RAC meetings continued to be videotaped by the local Salem TV in 2024 allowing the Town of Salem to view.

The RAC 2024 goals were to continue upon the successful foundation that was achieved in 2023 and to remain involved in maintaining the committee's distinguishability through participation in town events, support and collaboration for the planning, funding, and the positive impact that recreation programs and the Community Services Department have on citizens of all ages in the town. The committee's commitment on the enhancement of recreational activities is focused on the Hedgehog Park (HHP) transformation. The RAC addressed the Town Council with a comprehensive presentation on our Multi Phase Vision for HHP.

The collaboration consisted of Katie Duffey, the Community Services Director, the Salem Recreational Department, Recreational Advisory Committee, and the non-profit organization "Friends of Salem" on establishing future recreational activities and experiences for the Town of Salem community at Hedgehog Park. The 3-year phase at HHP allows for the development and beautification that will provide both recreational and passive sporting events as well as supporting ADA and ABA accessibility on the trails and grounds. The community has already witnessed improvements at the park with the installation of a basketball court and the removal of the dilapidated "warming hut" and skateboard park at HHP.



## ***RECREATION ADVISORY COMMITTEE***

---

The following are activities and volunteering events that the RAC participated in and supported on various occasions with the various organizations in Salem:

- Easter Egg Hunt and Cookout at Hedgehog Park
- Annual Fishing Derby at Hedgehog Park
- 4<sup>th</sup> of July Fun Road Race
- Family Fun Day, hosted by the Field of Dreams
- Halloween Trunk and Treat Event/Costume Parade at Senior Center
- 53<sup>rd</sup> Salem Holiday Parade and “Letters to Santa Mailbox”

With the significant accomplishments that took place in 2024 and the establishing of a “Parks and Recreation System Master Plan, the opportunity to enhance the Town’s commitment to recreational locations and activities looks exhilarating!

Respectfully submitted,

Thomas Woelfel, Chair

# **SUPERVISORS OF THE CHECKLIST**

---

The primary duty of the Supervisors of the Checklist is to register new voters, maintain accurate voting records, and remove voters who have moved out of Salem or are deceased. After each election, we are responsible for reporting to the State the number of people who voted, registered, and/or changed party affiliation.

In 2024, there were four (4) elections: on January 23, 2024, the Presidential Primary was held for voters to indicate preferences for nominees for president of the U.S.; the Town Election was held on March 12, 2024; on September 10, 2024, the State Primary was held for voters to indicate preferences for nominees for state offices, i.e. Governor, Executive Council, Senator, Representatives; the General Election was held on November 5, 2024 to elect the President of the United States as well as US Senators and US Representatives, Governor, and State Representatives.

The total number of new registrations accepted by the Supervisors during 2024 was 3,889.

As of December 31, 2024, the total number of registered voters in the Town of Salem is 21,609. This number is comprised of 7,831 undeclared voters, 5,046 Democrats, and 8,732 Republicans.

We would remind everyone that registration status may be checked any time using the following URL: <https://app.sos.nh.gov/Public/PartyInfo.aspx>. In addition, a complete Voter Registration Checklist is always available at Town Hall and the Kelley Library. If any of the information is incorrect or needs to be updated, you must complete a new registration form at the Town Hall during regular business hours or at any of the special sessions held by the Supervisors. These sessions, which are mandated by the State of New Hampshire, are held at various times throughout the year. Notices of these special sessions are publicized on the Town of Salem Web Site, on the local government channel and posted at the Kelley Library and on the lower level of the Municipal Office Building outside the Knightly room. While New Hampshire does allow new registrations on election days, we highly recommend that you ensure you are registered to vote prior to Election Day.

Respectfully submitted,

Kelly Dorton, Chair  
Patricia E. Good  
Melissa Sorcinelli

# TRUSTEES OF TRUST FUNDS

---

The Trustees of Trust Funds are comprised of three 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. Additionally, since its inception in 2021, the Trustees administer the “Other Post-Employment Benefits” (OPEB) Trust Fund.

The Trustees disburse income annually to carry out the designated purposes of the non-expendable trusts and they also, with authorization from the Town Council, disburse funds throughout the year as necessary from the capital reserve accounts. Since 1994, the day-to-day management of these funds has been performed by Citizens Bank Investment Services, except for the OPEB Trust Fund which is managed by Bartholomew & Company.

The New Hampshire Attorney General’s office states that:

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

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

Respectfully submitted,

Gregory Davis, Chair  
Marybeth Stramaglia  
Richard O’Shaughnessy

# ZONING BOARD OF ADJUSTMENT

---

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

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

The Zoning Board of Adjustment meetings are held on the first Tuesday of each month in the Knightly Meeting Room at the Salem Town Hall. The meetings are televised and broadcast live on SCTV 22 and rerun throughout the month. The meeting can also be viewed at [salemnh.tv](http://salemnh.tv) or <https://www.facebook.com/sctv17>. The public is invited to attend and is encouraged to offer comments when appropriate.

In 2024, we had 57 applications, compared to 51 in 2023, 54 in 2022, 63 in 2021, 50 in 2020, 51 in 2019, and 38 in 2018. Of those 57, 47 were variance requests, a decrease of one from last year. Ten of the applications were granted, 32 were granted with stipulations, none were denied, and five were withdrawn by the petitioner. We heard three requests for equitable waivers, two more than last year. Two were granted and one was granted with stipulations. This year, there were three rehearing requests and all three were denied. There were four requests for appeals of administrative decisions, two more than last year. One was granted, one was granted with stipulations, and two were denied. We had no special exception applications, consistent with last year. Our total for the year was 13 applications granted, 34 granted with stipulations, five denied, and five withdrawn. We ended the year with no pending lawsuits.

I would like to thank my fellow board members for the community service time they give to the Town of Salem every year. In addition to attending our monthly meetings, board members must drive to each site and thoroughly review each application package prior to our meeting.

## 2024 Changes in Attitudes and Changes in Latitudes:

**New Members:** The Board welcomed two new members. Alternate Daniel Guild became a full member, and Elaine Wall was elected in March of 2024. After being appointed in 2023 to fill the seat vacated by Bonnie Wright, who was elected to the Town Council, Dionne Garon was elected to finish out the remainder of the term.

**Member Departures:** In 2024 we saw the departure of long-time ZBA Board Member Jeff Hatch who was elected to the Salem Town Council in March 2024. It has been my personal pleasure to have served with Jeff for many years on the ZBA. I trust he will be a great addition to the Council.

## ***ZONING BOARD OF ADJUSTMENT***

---

Staff Departures: In 2024 we saw the departure of two very important long-time staff members who were ZBA fixtures for years. Administrative Secretary Lisa Wojtas and Recording Secretary Sue Strugnell. Lisa always made sure our monthly information packages were complete and delivered on time and Sue's meeting minutes were extraordinary. It has been my pleasure to serve with Lisa and Sue for more years than I can remember.

Staff Additions: In 2024 we saw the addition of two new staff members, Administrative Secretary Bridget Gard and Recording Secretary Jennfier Hernandez. Both have been GREAT additions.

I would also like to thank Jacob LaFontaine, our Planning Director, and Bridget Gard our new Administrative Secretary. They work hard in putting the applications together and helping to keep the Board running smoothly and efficiently. I also thank Salem's SGTV for their assistance in broadcasting our meetings.

Respectfully submitted,

Ed Huminick, Chair  
with our members, Dionne Garon (Vice-Chair) Claire Karibian, Daniel Guild, Elaine Wall and  
Alternates David Bruce and Sylvia Das Chagas.

## ***ZONING BOARD OF ADJUSTMENT PETITIONS - 2024***

---

<u>2024</u>	<u>Total Applications</u>	<u>Granted</u>	<u>Granted with Stipulations</u>	<u>Denied</u>	<u>Withdrawn</u>
Variance	47	10	32	0	5
Equitable Waiver	3	2	1	0	0
Re-hearing	3	0	0	3	0
Appeal of Administrative Decision	4	1	1	2	0
Special Exception	0	0		0	0
<b>Totals</b>	<b>57</b>	<b>13</b>	<b>34</b>	<b>5</b>	<b>5</b>

*Financial  
Reports*



# TOWN TREASURER

---

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

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

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

As mentioned above, the Town seeks to maximize interest earnings on the amounts it has on hand. These fund balances are typically the taxes and fees collected but not yet expended. Because of statutory constraints and because these amounts decrease during the tax cycle due to payroll and other obligations, opportunities for investment are limited. The rates we can obtain are influenced by Federal Reserve policy. The Fed determines its discount rate based on meeting its twin goals of price stabilization (inflationary pressures) and maximum employment. For these reasons, the Fed cut its rates late in 2024 with further cuts expected in 2025. This will have negative impact on interest earnings by the Town. In an effort to maximize such earnings, the Town and its bank last year embarked on a system of programmatically apportioning its fund balances among several corresponding banks with short term instruments. These FDIC guaranteed deposits satisfy the Town's goals of funds that are both protected and liquid. It should be noted that the Town has issued bonds for capital projects. Because these were negotiated at a time of low fixed rates, the Town is not subject to any increased interest expense.

In 2024, the Town earned \$996,915 in interest, net of compensating balance requirements.

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.

## TOWN TREASURER

---

<b>Impact Fee</b>	<b>Number of Fees</b>	<b>Balance 12/31/2023</b>	<b>Receipts 2024</b>	<b>Withdrawals 2024</b>	<b>Balance 12/31/2024</b>
<b>School</b>	32	\$2,963,259	\$268,851	\$875,000	\$2,357,110
<b>Recreation</b>	32	\$852,329	\$62,155	\$207,539	\$706,945
<b>Public Safety</b>	55	\$1,502,272	\$145,648	\$96,664	\$1,551,256
<b>Roads</b>	56	\$3,006,350	\$534,931	\$532,883	\$3,008,398

I thank Nicole McGee, Finance Director, and Bob Blanchette, Accounting and Budget Manager, for assembling the data above. Their good work and competence make our Finance Department something that the people of Salem can be proud of.

Respectfully submitted,

John Sytek, Town Treasurer

## INDEPENDENT AUDITORS' REPORT

To the Town Council  
**Town of Salem, New Hampshire**

### Report on the Audit of the Financial Statements

#### *Opinions*

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Salem, New Hampshire (the Town), as of and for the year ended December 31, 2023, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Salem, New Hampshire, as of December 31, 2023, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinions*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Town and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### *Responsibilities of Management for the Financial Statements*

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for twelve months beyond the financial statements date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, the budgetary comparison for the General Fund, and certain pension and OPEB be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational,

economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### ***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the accompanying supplementary information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated September 30, 2024 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 solely 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 effectiveness of the Town's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

*Marcum LLP*

Merrimack, NH  
September 30, 2024

**TOWN OF SALEM, NEW HAMPSHIRE**

Governmental Funds  
Balance Sheet  
December 31, 2023

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets</b>			
Cash and short-term investments	\$ 56,711,280	\$ 10,839,711	\$ 67,550,991
Investments	158,447	696,605	855,052
Taxes receivable	2,423,230	-	2,423,230
Accounts receivable, net	1,317,117	388,532	1,705,649
Leases receivable	939,622	-	939,622
Due from other governments	4,855	702,785	707,640
Due from other funds	9,338	277,801	287,139
Prepaid items	296,531	-	296,531
Property held for resale	<u>109,564</u>	<u>-</u>	<u>109,564</u>
<b>Total Assets</b>	<b><u>\$ 61,969,984</u></b>	<b><u>\$ 12,905,434</u></b>	<b><u>\$ 74,875,418</u></b>
<b>Liabilities</b>			
Accounts payable	\$ 595,481	\$ 459,568	\$ 1,055,049
Accrued liabilities	2,010,549	22,823	2,033,372
Unearned revenue	-	1,162,416	1,162,416
Retainage payable	-	128,469	128,469
Tax refunds payable	445,399	-	445,399
Due to other governments	71,908	-	71,908
Due to other funds	136,690	141,111	277,801
Due to fiduciary funds	34,352,261	-	34,352,261
Notes payable	1,338,200	-	1,338,200
Other liabilities	<u>18,529</u>	<u>-</u>	<u>18,529</u>
<b>Total Liabilities</b>	<b><u>38,969,017</u></b>	<b><u>1,914,387</u></b>	<b><u>40,883,404</u></b>
<b>Deferred Inflows of Resources</b>			
Unavailable revenues	1,235,560	-	1,235,560
Related to leases	<u>874,985</u>	<u>-</u>	<u>874,985</u>
<b>Total Deferred Inflows of Resources</b>	<b><u>2,110,545</u></b>	<b><u>-</u></b>	<b><u>2,110,545</u></b>
<b>Fund Balances</b>			
Nonspendable	406,095	567,433	973,528
Restricted	20,743	3,856,060	3,876,803
Committed	3,847,986	6,699,136	10,547,122
Assigned	1,989,973	-	1,989,973
Unassigned	<u>14,625,625</u>	<u>(131,582)</u>	<u>14,494,043</u>
<b>Total Fund Balances</b>	<b><u>20,890,422</u></b>	<b><u>10,991,047</u></b>	<b><u>31,881,469</u></b>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<b><u>\$ 61,969,984</u></b>	<b><u>\$ 12,905,434</u></b>	<b><u>\$ 74,875,418</u></b>

The accompanying notes are an integral part of these financial statements.

**TOWN OF SALEM, NEW HAMPSHIRE**

Governmental Funds  
 Statement of Revenues, Expenditures, and Changes in Fund Balances  
 For the Year Ended December 31, 2023

	<u>General Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Revenues</b>			
Property taxes	\$ 31,171,413	\$ 32,276	\$ 31,203,689
Interest, penalties, and other taxes	266,442	-	266,442
Licenses, permits, and fees	9,268,287	2,348,742	11,617,029
Intergovernmental	3,631,360	2,086,732	5,718,092
Charges for services	2,952,736	1,608,711	4,561,447
Investment income	555,908	223,193	779,101
Other	<u>1,380,291</u>	<u>1,250,156</u>	<u>2,630,447</u>
<b>Total Revenues</b>	<b>49,226,437</b>	<b>7,549,810</b>	<b>56,776,247</b>
<b>Expenditures</b>			
Current:			
General government	7,499,192	1,403,574	8,902,766
Public safety	28,606,281	1,937,336	30,543,617
Highways and streets	4,084,355	4,590,557	8,674,912
Health and welfare	287,468	-	287,468
Sanitation	1,566,148	147,229	1,713,377
Culture and recreation	2,136,541	319,527	2,456,068
Conservation	-	27,662	27,662
Capital outlay	3,087,792	1,620,195	4,707,987
Debt service:			
Principal	1,190,782	-	1,190,782
Interest	<u>175,602</u>	<u>-</u>	<u>175,602</u>
<b>Total Expenditures</b>	<b><u>48,634,161</u></b>	<b><u>10,046,080</u></b>	<b><u>58,680,241</u></b>
<b>Excess (Deficiency) of Revenues</b>			
Over Expenditures	592,276	(2,496,270)	(1,903,994)
<b>Other Financing Sources (Uses)</b>			
Issuance of bonds	74,973	-	74,973
Principal forgiveness	74,973	-	74,973
Transfers in	197,210	4,946,561	5,143,771
Transfers out	<u>(4,524,855)</u>	<u>(618,916)</u>	<u>(5,143,771)</u>
<b>Total Other Financing Sources (Uses)</b>	<b><u>(4,177,699)</u></b>	<b><u>4,327,645</u></b>	<b><u>149,946</u></b>
<b>Change in Fund Balance</b>	<b>(3,585,423)</b>	<b>1,831,375</b>	<b>(1,754,048)</b>
<b>Fund Balance, at Beginning of Year</b>	<b>24,475,845</b>	<b>9,159,672</b>	<b>33,635,517</b>
<b>Fund Balance, at End of Year</b>	<b>\$ 20,890,422</b>	<b>\$ 10,991,047</b>	<b>\$ 31,881,469</b>

The accompanying notes are an integral part of these financial statements.

**Town of Salem, New Hampshire**  
**Cash Balances in General Ledger**  
**December 31, 2024 (Unaudited - Prior to Year End Close)**

	<u>Beginning Balance</u>	<u>Deposits</u>	<u>Expenditures</u>	<u>Ending Balance</u>
<b><u>Citizens Bank - Operating:</u></b>				
General Fund	\$ 9,798,144	\$ 301,402,049	\$ 306,888,523	\$ 4,311,670
Sewer Fund	6,912,561	15,816,623	17,199,234	5,529,951
Water Fund	2,424,656	10,857,010	11,207,295	2,074,371
Outside Detail-Police	569,774	1,431,662	1,333,747	667,689
SCTV Fund	353,608	617,907	415,666	555,848
Outside Detail-Fire	22,094	130,413	141,024	11,483
Recreation	175,260	291,889	245,368	221,780
Ambulance	128,252	1,685,935	1,775,000	39,188
Grants and Donations	1,347,175	1,733,868	2,008,057	1,072,986
Road Program	317,198	2,910,030	3,528,858	(301,630)
Capital Projects	981,845	20,396,161	13,005,586	8,372,420
CDBG	198	147,103	146,330	971
<b>Total</b>	<b>23,030,765</b>	<b>357,420,650</b>	<b>357,894,689</b>	<b>22,556,727</b>
<b><u>General Fund:</u></b>				
Citizens Bank	42,798,182	75,996,915	65,000,000	53,795,097
<b><u>Forfeiture and Seizure:</u></b>				
Citizens Bank	169,591	287,546	245,523	211,614
<b><u>Trust:</u></b>				
Citizens Bank-Performance Escrow	9,386,495	1,329,356	1,861,871	8,853,979
<b><u>Special Revenue Fund:</u></b>				
Citizens-Conservation Comm.	1,651,441	282,664	92,924	1,841,181
Salem Co-op-Conservation Comm.	96,100	337	96,437	-
<b><u>TOTAL</u></b>	<b><u>\$ 77,132,574</u></b>	<b><u>\$ 435,317,468</u></b>	<b><u>\$ 425,191,443</u></b>	<b><u>\$ 87,258,598</u></b>

**Town of Salem, New Hampshire**  
**General Fund**  
**Schedule of Changes in Unassigned Fund Balance**  
**For the Year Ended December 31, 2024**  
**Unaudited - Prior to Year End Close**

---

---

<b>Unassigned Fund Balance - December 31, 2023, as restated</b>	<b>\$ 15,034,239</b>
---	----------------------

**2024 Summary:**

<b>Current Year Revenues</b>	<b>57,445,885</b>
<b>Current Year Expenditures</b>	<b>(51,679,460)</b>
<b>Current Year Encumbered</b>	<b>(3,085,813)</b>
<b>Prior Year Unencumbered Funds</b>	<b>202,030</b>
<b>Net Revenue, Expenditure and Encumbrances</b>	<b>2,882,643</b>

<b>Unassigned Fund Balance - December 31, 2024</b>	<b>\$ 17,916,882</b>
--	----------------------

Town of Salem, New Hampshire  
**Governmental Funds**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**December 31, 2024 (Unaudited - Prior to Year End Close)**

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
<b>REVENUES</b>						
Taxes	\$ 36,467,190	\$ 99,560	\$ -	\$ 24,550	\$ -	\$ 36,491,740
Intergovernmental	3,944,328	-	-	1,211,630	9,077	5,264,595
Licenses and permits	10,397,786	-	-	-	-	10,397,786
Charges for services	4,444,492	4,159,888	5,224,944	2,483,307	5,600	16,318,231
Investment earnings	891,051	61,534	22,412	100,994	8,022	1,084,012
Contributions	-	-	-	317,012	-	317,012
Bond proceeds	1,211,298	28,654	-	-	8,682,424	9,922,377
Miscellaneous/Other Financing Sources	89,741	684,463	258,97	255,253	5,913,391	7,201,544
Total revenues	<b>57,445,885</b>	<b>5,034,099</b>	<b>5,506,052</b>	<b>4,392,746</b>	<b>14,618,514</b>	<b>86,997,297</b>
<b>Expenditures</b>						
General government	8,295,863	-	-	512,928	-	8,808,791
Public safety	29,569,248	-	-	1,659,689	-	31,228,937
Sanitation	1,250,103	2,711,162	-	-	-	3,961,265
Highway and streets	5,045,285	-	-	14,525	-	5,059,810
Water distribution and treatment	-	-	4,331,144	63,700	-	4,394,844
Welfare	157,843	-	-	-	-	157,843
Culture and recreation	2,171,378	-	-	260,383	-	2,431,761
Conservation	-	-	-	17,724	-	17,724
Interfund Transfer	3,440,000	2,445,085	323,915	8,240	-	6,217,240
Debt service:						
Principal	531,019	325,547	484,193	-	-	1,340,760
Interest	188,232	263,303	65,467	-	-	517,003
Capital outlay	4,116,301	392,220	138,712	1,167,484	8,617,276	14,431,994
Total expenditures	<b>54,765,272</b>	<b>6,137,318</b>	<b>5,343,432</b>	<b>3,704,673</b>	<b>8,617,276</b>	<b>78,567,972</b>
Excess (deficiency) of revenues over (under) expenditures	<b>2,680,613</b>	<b>(1,103,219)</b>	<b>162,621</b>	<b>688,072</b>	<b>6,001,238</b>	<b>8,429,325</b>
Net change in fund balances	<b>2,680,613</b>	<b>(1,103,219)</b>	<b>162,621</b>	<b>688,072</b>	<b>6,001,238</b>	<b>8,429,325</b>
Fund balances, beginning, as restated	<b>20,274,241</b>	<b>1,147,877</b>	<b>2,138,316</b>	<b>3,745,224</b>	<b>1,506,489</b>	<b>28,812,148</b>
Fund balances, ending	<b>\$ 22,954,854</b>	<b>\$ 44,658</b>	<b>\$ 2,300,937</b>	<b>\$ 4,433,296</b>	<b>\$ 7,507,727</b>	<b>\$ 37,241,472</b>

Town of Salem, New Hampshire  
 Governmental Funds  
 Balance Sheet  
 December 31, 2024 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Trust & Agency	Total
<b>ASSETS</b>							
Cash and equivalents	\$ 56,661,319	\$ 5,895,002	\$ 2,551,022	\$ 5,502,664	\$ 7,821,745	\$ 8,854,477	\$ 87,286,229
Investments	34,143	-	-	-	-	-	34,143
Receivables:							
Property taxes	3,577,284	-	-	-	-	-	3,577,284
Accounts receivable	1,319,322	277,358	356,966	229,547	-	-	2,183,193
Intergovernmental	12,663	33,688	-	17,620	-	-	63,971
Special assessments	-	1,600,377	1,254,795	-	-	-	2,855,173
Prepaid expenses	302,453	9,028	10,797	-	-	-	322,278
<b>Total assets</b>	<b>\$ 61,907,184</b>	<b>\$ 7,815,454</b>	<b>\$ 4,173,580</b>	<b>\$ 5,749,831</b>	<b>\$ 7,821,745</b>	<b>\$ 8,854,477</b>	<b>\$ 96,322,271</b>
<b>LIABILITIES</b>							
Accounts payable	\$ 228,221	\$ 3,751	\$ 79,198	\$ 140,307	\$ 3,645	\$ -	\$ 455,123
Contracts and retainage payable	-	1,300	7,127	13,812	310,373	-	332,612
Due to others	35,854,826	-	-	-	-	8,854,477	44,709,313
Intergovernmental payable	1,556,504	87,331	-	-	-	-	1,613,824
Notes payable	1,334,000	5,336,000	-	-	-	-	6,670,000
Deferred revenue	100	2,342,414	1,786,318	1,162,416	-	-	5,291,247
Deferred inflow of resources	8,678	-	-	-	-	-	8,678
<b>Total liabilities</b>	<b>38,952,329</b>	<b>7,770,796</b>	<b>1,872,643</b>	<b>1,316,535</b>	<b>314,018</b>	<b>8,854,477</b>	<b>59,080,798</b>
<b>FUND BALANCES</b>							
Restricted for:							
Special revenue	-	-	-	-	-	-	-
Enterprise funds	-	6,131,821	4,295,974	925,126	-	-	-
Committed for:							
Encumbrances	4,176,278	1,099,259	329,870	-	286,168	-	5,891,575
Special revenue	20,743	-	-	3,508,170	-	-	3,528,913
Capital projects	-	-	-	-	7,221,559	-	7,221,559
Reserves	840,951	-	-	-	-	-	840,951
Unassigned/unrestricted	17,916,882	(7,186,421)	(2,324,907)	-	-	-	8,405,554
<b>Total fund balances</b>	<b>22,954,855</b>	<b>44,658</b>	<b>2,300,937</b>	<b>4,433,296</b>	<b>7,507,727</b>	<b>-</b>	<b>37,241,473</b>
Total liabilities and fund balances	\$ 61,907,184	\$ 7,815,454	\$ 4,173,580	\$ 5,749,831	\$ 7,821,745	\$ 8,854,477	\$ 96,322,271

**Town of Salem, New Hampshire**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance**  
**Budget and Actual (Non-GAAP Budgetary Basis)**  
**General Fund**  
**For the Year Ended December 31, 2024**  
**Unaudited - Prior to Year End Close**

	Final Budget	Actual	Variance Favorable (Unfavorable)
<b>Revenues and other sources</b>			
Taxes	36,065,949	36,467,190	401,241
Intergovernmental	4,923,466	3,944,328	(979,138)
Licenses and permits	8,814,900	10,397,786	1,582,886
Charges for services	4,356,067	4,444,492	88,425
Investment earnings	225,000	891,051	666,051
Bond proceeds	1,300,000	1,211,298	(88,702)
Miscellaneous	54,678	89,741	35,063
Use of fund balance	1,500,000	-	(1,500,000)
<b>Total Revenues</b>	<b>57,240,060</b>	<b>57,445,885</b>	<b>205,825</b>
<b>Expenditures and other sources</b>			
Current:			
General government	8,497,592	8,295,863	201,729
Public safety	30,719,676	29,569,248	1,150,428
Sanitation	1,781,467	1,250,103	531,364
Highways and streets	5,585,465	5,045,285	540,180
Welfare	279,548	157,843	121,705
Culture and recreation	2,312,924	2,171,378	141,546
Debt service	710,388	719,252	(8,864)
Capital outlay	4,159,973	4,116,301	43,672
Interfund Transfer	3,440,000	3,440,000	-
<b>Total Expenditures</b>	<b>57,487,033</b>	<b>54,765,272</b>	<b>2,721,761</b>

**Town of Salem, New Hampshire**  
**Capital Assets**  
**For the Year Ended December 31, 2024**  
**Unaudited - Prior to Year End Close (in Thousands)**

---



---

	<b>Balance</b>			<b>Balance</b>
	<b>12/31/2023</b>	<b>Additions</b>	<b>Disposals</b>	<b>12/31/2024</b>
<b>Governmental activities:</b>				
Capital assets not being depreciated:				
Land	\$ 14,195			\$ 14,195
Construction in progress	6,613	169		6,782
Intangible Assets	1,071			1,071
<b>Total capital assets not being depreciated</b>	<b>21,879</b>	<b>169</b>	<b>-</b>	<b>22,048</b>
Depreciable				
Land improvements	4,472	77		4,549
Buildings	9,092			9,092
Machinery and equipment	16,017	506	249	16,274
Infrastructure	221,334	3,333	(1,251)	225,918
<b>Total depreciable capital assets</b>	<b>250,915</b>	<b>3,916</b>	<b>(1,002)</b>	<b>255,833</b>
<b>Total capital assets</b>	<b>272,794</b>	<b>4,085</b>	<b>(1,002)</b>	<b>277,881</b>
Accumulated depreciation:				
Land improvements	(1,496)	(222)		(1,718)
Buildings	(5,514)	(318)		(5,832)
Machinery and equipment	(10,383)	(1,358)	(249)	(11,492)
Infrastructure	(173,800)	(6,459)	(1,169)	(179,090)
<b>Total accumulated depreciation</b>	<b>(191,193)</b>	<b>(8,357)</b>	<b>(1,418)</b>	<b>(198,132)</b>
<b>Net Book Value, Capital Assets</b>	<b>\$ 81,601</b>	<b>\$ (4,272)</b>	<b>\$ (2,420)</b>	<b>\$ 79,749</b>

**Town of Salem, New Hampshire**  
**Statement of Town Long Term Debt**  
**For the Year Ending December 31, 2024**  
**(Unaudited - Prior to Year End Close)**

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/23	New Issues	Reductions	Outstanding Debt 12/31/24
Blake Road Water Project	2004	695,900	4.41%	2024	35,000		(35,000)	-
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	140,000		(140,000)	-
Water Discharge Management	2014	1,075,000	1.70%	2024	105,000		(105,000)	-
Water Improvement-North Policy	2014	825,000	1.70%	2024	80,000		(80,000)	-
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	220,000		(110,000)	110,000
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	633,232		(154,194)	479,038
Depot Land Acquisition	2019	2,830,000	1.96%	2029	1,690,000		(285,000)	1,405,000
Drinking Water Capacity Rights	2019	1,000,000	1.50%	2024	200,000		(200,000)	-
Route 28 Sewer Main and Bridge	2021	6,601,937	2.00%	2040	5,611,646		(330,497)	5,281,550
Route 28 Water Main	2021	2,883,125	0.81%	2030	2,018,189		(288,313)	1,729,875
West Duston Area Water/Sewer Expansion	2021	1,180,000	0.82%	2031	940,000		(120,000)	820,000
Millville Dam Repairs	2024	1,100,000	3.28%	2044	-	1,100,000		1,100,000
Police Station Construction (#1)	2024	8,000,000	3.28%	2044	-	8,000,000		8,000,000
<b>Totals</b>		<b>30,228,235</b>			<b>11,673,067</b>	<b>9,100,000</b>	<b>(1,847,694)</b>	<b>18,925,463</b>

**Town of Salem, New Hampshire**  
**Tax Rate Computation and Assessed Valuation Trends**  
**2020-2024**

	2020	2021 (1)	2022	2023	2024
<b>Total Town Appropriations</b>	<b>\$64,750,029</b>	<b>\$58,198,151</b>	<b>\$69,414,005</b>	<b>\$72,547,384</b>	<b>\$106,963,574</b>
Less Revenues and Credits	<b>(32,525,150)</b>	<b>(26,846,484)</b>	<b>(37,828,791)</b>	<b>(38,436,972)</b>	<b>(70,839,652)</b>
<b>Net Town Appropriations</b>	<b>32,224,879</b>	<b>31,351,667</b>	<b>31,585,214</b>	<b>34,110,412</b>	<b>36,123,922</b>
Net School Tax Assessment	54,401,248	54,133,081	59,338,816	60,640,429	64,773,769
State Education Taxes	10,107,905	10,311,794	7,264,594	9,711,832	9,533,040
County Tax Assessment	4,810,331	4,751,787	4,667,756	4,775,684	4,895,532
<b>Total Town, School and County</b>	<b>101,544,363</b>	<b>100,548,329</b>	<b>102,856,380</b>	<b>109,238,557</b>	<b>115,326,263</b>
War Service Credits	630,667	598,251	592,000	816,500	837,750
Overlay	612,841	1,917,425	918,901	1,001,005	705,343
<b>Property Taxes to be Raised</b>	<b>\$102,787,871</b>	<b>\$103,064,005</b>	<b>\$104,367,281</b>	<b>\$111,055,862</b>	<b>\$116,869,356</b>
<b>Net Assessed Valuation</b>	<b>\$4,676,922,757</b>	<b>\$6,461,830,390</b>	<b>\$6,512,647,718</b>	<b>\$6,559,418,798</b>	<b>\$6,650,985,802</b>
<b>Total Tax Rate</b>	<b>\$22.02</b>	<b>\$15.98</b>	<b>\$16.05</b>	<b>\$16.96</b>	<b>\$17.60</b>

(1) Revaluation occurred in 2021

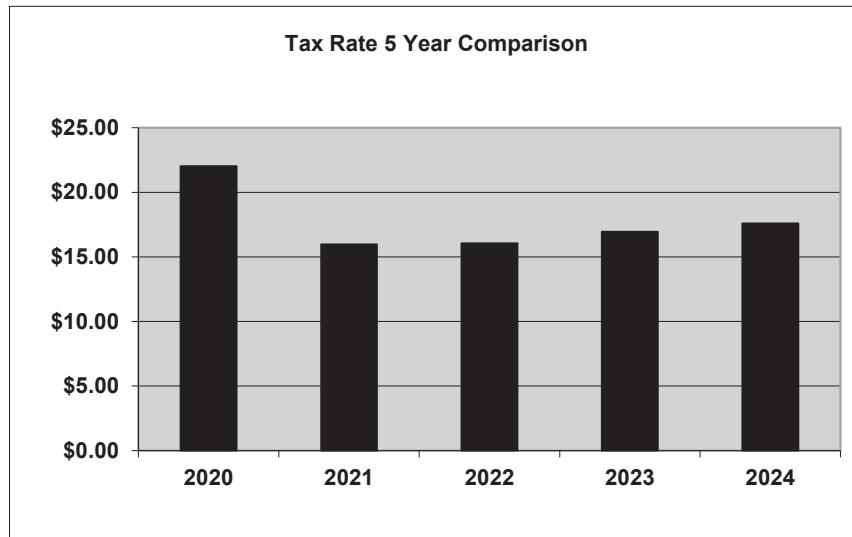
**Town of Salem, New Hampshire**  
**Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)**  
**2020-2024**

---

---

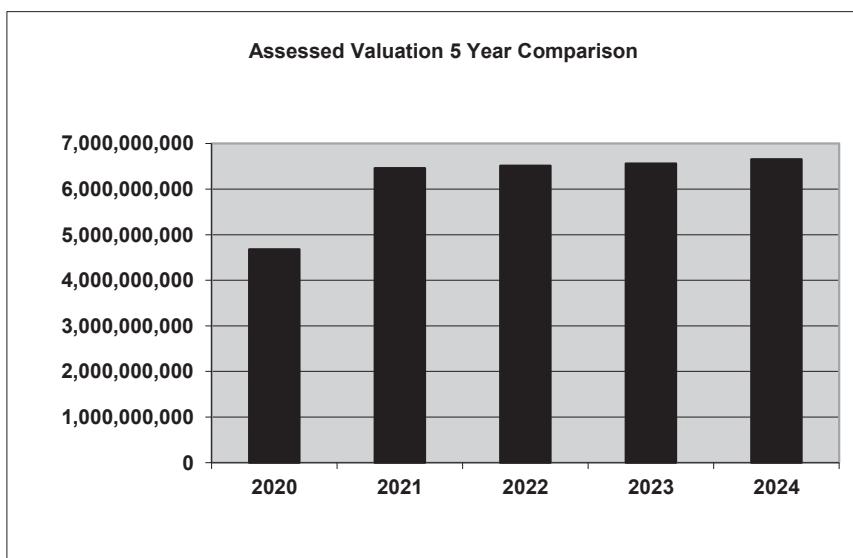
**Tax Rate 5-Year Comparison**

2020	22.02
2021	15.98
2022	16.05
2023	16.96
2024	17.60



**Assessed Valuation 5-Year Comparison**

2020	4,676,922,757
2021	6,461,830,390
2022	6,512,647,718
2023	6,559,418,798
2024	6,650,985,802



## TAX COLLECTOR'S REPORT

**For the Municipality of Salem, NH**

**Year Ending December 31, 2024**

**MS-61**

	<u>Debits</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>Prior</u>
--	---------------	-------------	-------------	-------------	--------------

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

### **Uncollected Taxes Beginning of Year**

Property Taxes	#3110	xxxxxxxxxxxx	2,076,604.48
Resident Taxes	#3180	xxxxxxxxxxxx	
Land Use Change Taxes	#3120	xxxxxxxxxxxx	
Yield Taxes	#3185	xxxxxxxxxxxx	
Excavation Tax	#3187	xxxxxxxxxxxx	
Other Taxes	#3189	xxxxxxxxxxxx	
Property Tax Credit Balance		xxxxxxxxxxxx	(9,481.14)

### **Taxes Committed This Year**

Property Taxes	#3110	116,129,026.00	6,270.00
Resident Taxes	#3180		
Land Use Change Taxes	#3120	82,500.00	29,000.00
Yield Taxes	#3185	1,176.45	
Excavation Tax	#3187		
Other Taxes	#3189		

### **Overpayment Refunds**

Property Taxes	#3110	269,025.58	38,203.00
Resident Taxes	#3180		
Land Use Change Taxes	#3120		
Yield Taxes	#3185		
Excavation Tax	#3187		
Interest and Penalties on Delinquent Taxes	#3190	34,748.29	56,685.77

Interest and Penalties on Resident Taxes	#3190		
---	-------	--	--

<b>Total Debits</b>	<b><u>116,516,476.32</u></b>	<b><u>2,197,282.11</u></b>	<b><u>-</u></b>
---------------------	------------------------------	----------------------------	-----------------

## **TAX COLLECTORS REPORT**

Page 2

## For the Municipality of Salem, NH

## **Year Ending December 31, 2024**

**MS-61**

## Credits

2024

2023

2022

## Prior

## **Remitted to Treasurer**

Property Taxes	113,269,938.51	1,133,816.05
Resident Taxes		
Land Use Change Taxes	82,500.00	24,000.00
Yield Taxes	1,176.45	
Interest (Include Lien Conversion)	34,748.29	56,685.77
Penalties		
Excavation Tax		
Other Taxes		
Conversion to Lien(Principal Only)		468,983.97

## Discounts Allowed

## Abatements Made

Property Taxes	14,223.00	508,796.32
Resident Taxes		
Land Use Change Taxes		5,000.00
Yield Taxes		
Excavation Tax		
Other Taxes		
Current Levy Deeded	3,314.00	

**Uncollected Taxes-End of Year #1080**

Property Taxes	3,128,308.36	0.00	
Resident Taxes			
Land Use Change Taxes			
Yield Taxes			
Excavation Tax			
Other Taxes			
Property Tax Credit Balance	(17,732.29)	-	
<b>Total Credits</b>	<b>116,516,476.32</b>	<b>2,197,282.11</b>	

## TAX COLLECTOR'S REPORT

Page 3

For the Municipality of Salem, NH	Year Ending December 31, 2024			MS-61
***ON LEVIES OF***				
Summary of Debits	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>Prior</u>
Unredeemed Liens			233,032.25	184,981.52
Balance Beginning of Year				
Liens Executed During Fiscal Year		492,125.41		
Interest & Costs Collected After Lien Execution		11,277.10	22,785.22	40,556.72
<b>Total Debits</b>	<b>0.00</b>	<b>503,402.51</b>	<b>255,817.47</b>	<b>225,538.24</b>
 <b>Summary of Credits</b>				
Redemptions		219,766.70	123,109.47	124,819.37
Interest and Costs Collected (After Lien Execution)	#3190	11,277.10	22,785.22	40,556.72
Abatements of Unredeemed Liens		-	6,291.74	31.26
Liens Deeded to Municipality		3,372.46	3,194.90	3,176.40
Unredeemed Liens Bal End of Year	#1110	262,694.51	106,727.88	56,954.49
 <b>Total Credits</b>	<b>0.00</b>	<b>503,402.51</b>	<b>255,817.47</b>	<b>225,538.24</b>

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.

Martha Breen, Tax Collector

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2024

M5.9

Date of Creation	Name of Trust Fund	Type	Purpose	How invested	% Beginning Year	Balance Beginning Year	Gains or (Losses) on Sale of Securities	Additional/ New Funds Created	Balance End Year	Balance Beginning Year	% Earned During Year	Expenditure During Year	Fees	Balance End Year	TOTAL		
															Principal	Income	
<b>NON-EXPENDABLE TRUST FUNDS:</b>																	
10/10/1976	A & O Hall	Trust	Flower/Flag	Common Investment	0.05%	1,047.82	64.86	1,112.68	29.56	40.69	(29.56)	(3.51)	37.18	1,149.86			
10/10/1973	Ackerman Mem Sch	Trust	Scholarship	Common Investment	1.23%	24,130.28	1,493.70	25,223.88	680.92	1.23%	(80.91)	856.09	26,480.07				
10/10/1988	Albert Kelly III	Trust	Scholarship	Common Investment	0.68%	13,317.82	824.39	14,142.21	8,373.79	0.68%	517.14	0.00	44.66	8,866.28	22,988.49		
11/10/1983	Alice R. Dustin	Trust	Flower/Flag	Common Investment	0.03%	525.99	32.44	556.43	14.79	0.03%	20.35	0.00	17.65	18.59	575.01		
11/15/1987	Ann B. Taylor	Trust	Flower/Flag	Common Investment	0.05%	1,047.97	64.87	1,112.84	29.57	0.05%	40.69	(3.51)	37.18	1,150.02			
10/25/1951	Annie B. Stevens	Trust	Flower/Flag	Common Investment	0.02%	349.25	21.62	370.87	9.86	0.02%	13.56	(9.86)	(1.17)	12.39	383.26		
10/20/1948	B Howard Smith	Trust	Flower/Flag	Common Investment	0.01%	172.59	10.81	185.40	4.93	0.01%	6.78	(4.93)	6.19	191.59			
12/10/1938	Bailey, John	Trust	Library	Common Investment	0.38%	7,432.10	480.06	7,982.16	209.72	0.38%	288.60	(205.72)	(24.92)	263.67	8,155.84		
10/15/1977	Bicent'ly Scholarp	Trust	Scholarship	Common Investment	1.55%	30,365.24	1,879.53	32,242.76	866.80	1.55%	1,179.03	(856.80)	(101.81)	1,077.23	33,319.99		
11/16/2002	Billy Doucette Mem Scholarship	Trust	Cemetery/Perpetual Care	Common Investment	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	(0.00)	(0.00)		
10/30/1989	Blodgett/Cark	Trust	Flower/Flag	Common Investment	0.36%	6,985.26	432.40	7,417.65	197.11	0.36%	271.24	(197.11)	(23.42)	247.82	7,685.48		
11/19/1987	C Cross/W Priest	Trust	Flower/Flag	Common Investment	0.03%	523.99	32.44	556.43	14.79	0.03%	20.35	(14.79)	(17.65)	18.59	575.01		
10/30/1916	Cemetery Fund	Trust	Beautification	Common Investment	0.30%	5,937.00	367.51	6,304.51	167.53	0.30%	230.54	(167.53)	(19.91)	210.63	6,515.15		
10/30/1916	Chase A Quimby	Trust	Flower/Flag	Common Investment	30.85%	604,335.66	37,390.87	641,330.53	17,045.11	30.85%	23,485.46	0.00	(2,054.42)	38,475.15	679,905.68		
12/13/1940	Charles McLaughlin	Trust	Flower/Flag	Common Investment	0.02%	349.25	21.62	370.87	9.86	0.02%	13.56	(9.86)	(1.17)	12.39	383.26		
11/23/1975	Clarence J. Sullivan	Trust	Flower/Flag	Common Investment	0.18%	3,493.18	216.23	3,709.42	98.57	0.18%	135.64	(96.57)	(12.39)	123.93	3,833.35		
12/19/1945	Clarence Cameron	Trust	Flower/Flag	Common Investment	0.02%	348.18	21.61	370.79	9.85	0.02%	13.56	(9.85)	(1.17)	12.39	383.18		
10/25/1970	Clinton L. Silver	Trust	Flower/Flag	Common Investment	0.11%	2,078.78	129.73	2,225.51	69.14	0.11%	81.38	(69.14)	(7.03)	74.36	2,289.87		
10/25/1936	Clyde R. Coolidge	Trust	Flower/Flag	Common Investment	0.02%	349.18	21.61	370.79	9.85	0.02%	13.56	(9.85)	(1.17)	12.39	383.18		
11/21/1970	Council/Fine Arts	Trust	Library	Common Investment	0.04%	698.51	43.24	741.74	19.71	0.04%	27.12	(19.71)	(2.34)	24.78	766.52		
11/25/1973	Edm. H. Pettingill	Trust	Flower/Flag	Common Investment	0.08%	1,516.09	93.85	1,609.84	42.79	0.08%	58.87	(42.79)	(5.08)	53.78	1,663.73		
11/23/2002	Elinor Grace Smith	Trust	Flower/Flag	Common Investment	0.04%	698.51	43.24	747.74	19.71	0.04%	27.12	(19.71)	(2.34)	24.78	766.52		
11/19/1921	Enoch Taylor	Trust	Educational Purposes	Common Investment	0.07%	1,283.65	79.46	1,363.11	36.22	0.07%	49.85	(36.22)	(4.30)	45.54	1,408.65		
11/19/1921	Frankie Linehan	Trust	Scholarship	Common Investment	7.75%	151,178.19	9,355.40	161,175.38	4,893.77	7.75%	5,893.77	(4,283.02)	(508.94)	5,384.84	166,580.42		
12/16/1987	G Burkhardt	Trust	Flower/Flag	Common Investment	2.71%	52,375.72	3,279.15	56,252.87	5,984.44	2.71%	2,057.02	(5,984.44)	(0.00)	(177.63)	7,843.84		
12/16/1987	G D Henderson	Trust	Flower/Flag	Common Investment	0.05%	1,047.62	64.85	1,112.47	29.56	0.05%	40.68	(29.56)	(3.51)	37.17	1,149.64		
12/14/1971	Gertrude Silver	Trust	Flower/Flag	Common Investment	0.05%	1,047.89	64.87	1,112.76	29.57	0.05%	40.69	(29.57)	(3.51)	37.18	1,149.94		
12/12/1973	Harold J. Roife	Trust	Flower/Flag	Common Investment	0.04%	1,047.62	64.85	1,112.47	29.56	0.04%	27.12	(29.56)	(2.34)	24.78	766.52		
12/11/1988	Howard Smith	Trust	Flower/Flag	Common Investment	0.05%	1,047.59	64.85	1,112.43	29.56	0.05%	40.68	(29.56)	(3.51)	37.17	1,149.64		
10/10/1987	Ishah Woodbury Jr.	Trust	Flower/Flag	Common Investment	0.06%	1,088.88	67.40	1,156.29	30.72	0.06%	42.28	(30.72)	(3.65)	38.84	1,194.92		
10/10/1987	John W. Woodbury	Trust	Flower/Flag	Common Investment	0.10%	2,022.19	2,447.36	57.06	78.52	0.10%	42.28	(57.06)	(7.95)	71.74	2,219.11		
12/13/1986	J. S. & T. Consoli	Trust	Flower/Flag	Common Investment	0.05%	1,047.86	64.86	1,112.72	29.57	0.05%	40.69	(29.57)	(3.51)	37.17	1,149.94		
12/15/1982	John Dix	Trust	Poor/Indigent	Common Investment	3.43%	67,075.82	4,152.27	71,231.09	1,892.87	3.43%	2,604.74	(1,892.87)	(224.92)	2,379.81	73,610.91		
11/11/1987	John McVoy	Trust	Flower/Flag	Common Investment	12.40%	242,071.11	15,027.44	257,786.04	7,426.57	12.40%	9,426.57	(9,426.57)	(0.00)	(15,462.87)	273,248.91		
10/15/1953	Lancaster	Trust	Flower/Flag	Common Investment	0.45%	8,730.40	540.42	9,270.82	24.63	0.45%	33.90	(24.63)	(2.93)	30.97	9,580.56		
10/15/1953	Spelling B	Trust	Educational Purposes	Common Investment	0.36%	7,080.96	432.32	7,515.29	199.82	0.36%	274.98	(199.82)	(23.74)	261.21	7,770.50		
12/11/1945	Laura Taylor	Trust	Flower/Flag	Common Investment	0.04%	698.51	43.24	741.74	19.71	0.04%	27.12	(19.71)	(2.34)	24.78	766.52		
12/10/1985	M. Janigan	Trust	Flower/Flag	Common Investment	0.05%	1,048.01	64.87	1,112.88	29.57	0.05%	40.69	(29.57)	(3.51)	37.18	1,150.06		
12/12/1988	Madelaine A. Little	Trust	Flower/Flag	Common Investment	0.54%	10,377.26	64.86	11,125.81	295.65	0.54%	406.84	(295.65)	(35.13)	371.71	11,497.53		
10/15/1975	Margaret Gurney	Trust	Flower/Flag	Common Investment	0.05%	1,047.86	64.86	1,112.72	29.57	0.05%	40.69	(29.57)	(3.51)	37.17	1,149.90		
10/15/1974	Mario Bucheri	Trust	Flower/Flag	Common Investment	0.04%	872.01	54.04	927.05	24.63	0.04%	33.90	(24.63)	(2.93)	30.97	958.02		
11/15/1988	McClary Teller Fund	Trust	Flower/Flag	Common Investment	1.00%	19,330.20	1,208.95	20,739.15	561.11	1.00%	758.38	(551.11)	(65.49)	692.89	21,432.04		
12/13/1976	Ordway	Trust	Educational Purposes	Common Investment	0.13%	2,807.70	161.42	3,069.12	1,132.70	0.13%	101.26	(1,132.70)	(73.59)	92.52	2,861.64		
12/10/1985	R. Noyes	Trust	Flower/Flag	Common Investment	0.05%	1,047.89	64.87	1,112.76	29.57	0.05%	40.69	(29.57)	(3.51)	37.18	1,149.94		
12/15/1987	S. L. Rogers	Trust	Flower/Flag	Common Investment	0.01%	174.59	10.81	185.40	4.93	0.01%	6.78	(4.93)	(0.59)	6.19	191.59		
12/16/1988	S. L. Rogers	Trust	Flower/Flag	Common Investment	0.01%	174.59	10.81	185.40	4.93	0.01%	6.78	(4.93)	(0.59)	6.19	191.59		
10/15/1987	S & Roberts	Trust	Flower/Flag	Common Investment	0.10%	1,949.37	120.67	2,070.04	55.01	0.10%	75.70	(55.01)	(6.54)	69.16	2,139.20		
10/15/1944	School Prize	Trust	Flower/Flag	Common Investment	0.05%	1,047.82	64.86	1,112.68	29.56	0.05%	40.69	(29.56)	(3.51)	37.18	1,149.86		
10/16/1975	Sorena Hall	Trust	Poor/Indigent	Common Investment	0.90%	17,684.79	1,093.47	18,758.27	488.47	0.90%	685.94	(488.47)	(59.23)	626.71	19,384.98		
11/15/1984	Simpson-Maxwell	Trust	Flower/Flag	Common Investment	4.25%	83,183.96	5,149.20	88,333.16	2,347.33	4.25%	3,230.12	(2,347.33)	(57.57)	5,298.52	93,631.68		
11/15/1985	Simpson-Maxwell	Trust	Poor/Indigent	Common Investment	0.05%	1,048.01	64.87	1,112.88	29.57	0.05%	40.70	(29.57)	(3.51)	37.18	1,150.06		
12/22/1982	W. Westerdale	Trust	Flower/Flag	Common Investment	0.02%	346.25	21.62	370.87	9.86	0.02%	13.56	(9.86)	(1.17)	12.39	383.26		
12/26/1989	Walter E. Kimball	Trust	Cemetery/Perpetual Care	Common Investment	20.98%	1,037.47	64.22	1,101.69	29.27	0.05%	40.29	(29.27)	(3.48)	36.81	1,138.50		
11/19/1900	Common Cemetery	Trust	Cemetery/Perpetual Care	Common Investment	20.98%	566,743.75	3,380.00	55,124.05	-	20.98%	65,937.60	15,925.46	22,033.98	(4,609.10)	1,902.67	637,093.29	
	<b>TOTAL NON-EXPENDABLE FUNDS 3063007143</b>				100%	1,958,249.04	3,380.00	121,218.26	0.00	2,082,847.30	67,639.87	1.00	76,040.75	(16,034.47)	(6,566.25)	121,079.90	2,203,927.21

## REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2024

# Shares or Units	Description of Principal Investments	CUSIP	Type	Beginning Year	Balance Additions/ Purchases	Book Value Adjustments	Proceeds From Sales	Capital Gains (Losses)	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Total Principal & Income	Beginning of Year Fair Market Value	Unrealized Gains or Losses	End of Year Fair Market Value		
<b>NON-EXCLUDABLE FUND(S)</b>																		
994110702	MONEY MARKET			73,519.08	0.00	0.00	(4,313,53)	30,695.55	61,351,51	6,064.04	47,275.99	114,791.54	145,287.09	0.00	0.00	145,287.09		
G1151C101	STOCK			3,813.93	9,301.91	714.85	948.36	3,860.42	0.00	26,771 (257.71)	0.00	3,580.42	17,194.59	12,601.92	16,182.34			
002986102	STOCK			10,888.59	0.00	24,01	1,172.39	19,312.12	914.93	0.00	19,026.59	4,738.77	23,747.92	23,747.91				
002986103	STOCK			10,249.01	0.00	58.47	1,120.58	10,200.55	0.00	10,235.39	24,460.60	10,235.13	47,242.52					
002986104	STOCK			10,249.01	0.00	58.47	1,120.58	10,200.55	0.00	10,235.39	24,460.60	10,235.13	47,242.52					
027917097	STOCK			2,676.19	0.00	136.67	1,04	15,649.10	0.00	15,600.53	151.60	14,402.99	14,402.99					
027917098	STOCK			23,581.13	0.00	136.67	1,04	15,649.10	0.00	15,600.53	151.60	14,402.99	14,402.99					
027917099	STOCK			886.72	0.00	1,537.23	22,302.62	0.00	0.00	0.00	22,302.62	44,626.60	38,937.36	61,887.98				
02819106	STOCK			18,027.09	0.00	0.00	887.74	17,104.10	0.00	38,813.90	0.00	0.00	26,976.96	40,660.60	12,601.92	40,660.60		
G10410108	STOCK			4,504.09	0.00	0.00	0.00	4,504.09	0.00	0.00	10,226 (108.26)	0.00	10,226 (108.26)	10,226 (108.26)				
034410105	STOCK			5,963.30	0.00	4,421.14	6,487.06	5,157.97	0.00	47,213 (472.13)	0.00	5,738.87	11,111.00	11,111.00	11,111.00			
037453109	STOCK			1,963.00	0.00	551.69	8,841.47	731.73	0.00	22,04 (221.04)	0.00	8,641.81	23,48.72	14,776.91	14,776.91			
038222010	STOCK			8,821.85	0.00	0.00	0.00	0.00	0.00	20,637 (203.67)	0.00	17,537.39	0.00	17,537.39	1,382.72			
049560105	STOCK			7,271.87	0.00	0.00	0.00	0.00	0.00	23,19.52	0.00	0.00	0.00	0.00	2,064.31	19,610.70		
065050104	STOCK			0.00	0.00	17,53.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
065050105	STOCK			14,594.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
065050106	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
065050107	STOCK			132,590.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
065050108	STOCK			44,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
065050109	STOCK			112,603.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
080815105	MUTUAL FUND/INDEX FUND/DEF			7,782.73	0.00	309.54	7,747.27	7,338.00	0.00	17,000 (170.00)	0.00	7,338.00	12,040.00	4,873.65	12,040.00			
19,211.00	STOCK			17,515.66	0.00	12,113.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
20,000.00	MUTUAL FUND/INDEX FUND/DEF			3,675.00	0.00	135.35	3,650.00	3,545.30	0.00	15,97.50	0.00	0.00	14,048.50					
20,250.00	MUTUAL FUND/INDEX FUND/DEF			15,475.42	0.00	19,418.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,600.00	STOCK			10,722.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
4,170.97	STOCK			4,170.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.09	STOCK			8,808.17	0.00	6,338.02	8,039.57	2,669.42	0.00	42,07.66	0.00	0.00	24,689.42	0.00	0.00	0.00		
21,677.10	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.11	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.12	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.13	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.14	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.15	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.16	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.17	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.18	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.19	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.20	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.21	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.22	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.23	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.24	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.25	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.26	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.27	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.28	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.29	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.30	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.31	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.32	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.33	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.34	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.35	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.36	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.37	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.38	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.39	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.40	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.41	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.42	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.43	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.44	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.45	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.46	STOCK			12,104.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
21,677.47	STOCK			12,104.02	0.00	0.00	0.00	0										



2024

*Town Meeting*

*Results*



# TOWN MEETING RESULTS—MARCH 12, 2024

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

<u>Elected Office</u>	<u>Votes</u>	<u>Elected Office</u>	<u>Votes</u>
Three for Town Council (3 years)		One for Supervisor of Checklist (6 years)	
<i>Robert “Bob” Bryant</i>	<b>2,135</b>	Jaime Thornock	1,536
Daniel Guild	1,313	<i>Melissa M. Sorcinelli</i>	<b>2,358</b>
<i>Jeffrey Hatch</i>	<b>2,239</b>		
Donna Loranger	1,728		
<i>Lisa Withrow</i>	<b>2,468</b>	One for Library Trustee (3 years)	
		<i>Christopher George</i>	<b>3,549</b>
Three for Budget Committee (3 years)		One for Trustees of Trust Funds (3 years)	
<i>Jeffrey Boyer</i>	<b>2,074</b>	<i>Marybeth Stramaglia</i>	<b>3,439</b>
Gary Karibian	1,631		
<i>Scott Olsen</i>	<b>1,939</b>		
<i>Jon Stark</i>	<b>1,994</b>	Two for Planning Board (3 years)	
Brian Tipton Thornock	1,756	Lawson Brouse	1,010
		<i>Jim Harvey</i>	<b>2,534</b>
One for Budget Committee (1 year)		<i>Damon Norcross</i>	<b>2,602</b>
<i>Brenda Tecce</i>	<b>2,139</b>		
Ross Cooper	1,667	Two for Zoning Board of Adjustment (3 years)	
		<i>Edward Huminick</i>	<b>3,468</b>
One for Moderator (2 years)			
<i>Christopher Goodnow</i>	<b>3,581</b>	One for Zoning Board of Adjustment (1 year)	
		<i>Dionne Garon</i>	<b>3,242</b>

## Article 02: Charter Amendment 1:

Shall the Town of Salem approve Charter Amendment 1 below relative to amending Article 3 of the Charter by adding the position of “recording secretary” to the Town Council, adding items to be voted on by official ballot consistent with state law and modifying current language for the Town Council’s ability to sale, lease, transfer, mortgaging, pledging or conveyance of Town property?

The amendment relates to Article 3 of the Town Charter by adding the position of recording secretary to the Town Council where one Council member will be selected for a one-year term and will be responsible for record keeping during non-public sessions. Furthermore, the amendment adds items to the official ballot, which would now include Collective Bargaining Agreements (CBA), statutory citations for bond articles and debt, increasing the amount for considering the sale, lease, transfer, mortgaging, pledging and conveying town property; items placed on the ballot by

## ***TOWN MEETING RESULTS–MARCH 12, 2024***

the Library Trustees, initiative petitions moved to the ballot by the Town Council in accordance with §7.3, items related to the expenditure of utility surplus funds, and any item related to the establishment of, expenditure from, transfer to or from, or discontinuance of, a Capital Reserve Fund, according to RSA 35.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 2,855 No – 885**

## Article 03: Charter Amendment 2

Shall the Town of Salem approve Charter Amendment 2 by amending Article 4 of the Charter by clarifying who shall fill the Town Manager's responsibilities if the Town Manager is unable to do so. Further, to clarify the Library Budget procedures consistent with New Hampshire state law?

The amendment relates to Article 4 of the Town Charter by adding that the Assistant Town Manager, or such designee as the Town Council selects, shall take over the duties of the Town Manager where the Town Manager is unable to do so and until such time as an Acting Manager is appointed by the Town Council. Further, Article 4 is amended to require the Library Trustees submit their budget requests through the Town Council as appropriate but shall also have the ability to bring separate petitions for capital expenditures or employee agreements directly to the Budget Committee for review. The Budget Committee may, at its discretion, pass those articles on to the voters with or without amendment or recommendation.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 3,689 No – 735**

## Article 04: Charter Amendment 3

Shall the Town of Salem approve the Charter Amendments relative to Article 5 of the Charter and reflecting changes consistent with NH statutes regarding the default budget, when the deliberative session will be held, what can be placed on the ballot and the issuance of bonds?

The amendment relates to Article 5 and seeks to follow the statutory process of municipal finance and budget law, regarding how the default budget is calculated pursuant RSA 40:13, following the issuance of bonds and notes pursuant to RSA 33:7, RSA 33:8 and RSA 33:8-a, and including collective bargaining agreements as part of the official ballot vote.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 3,403 No – 880**

## Article 05: Charter Amendment 4

Shall the Town of Salem approve the Charter Amendments relative to Article 6 of the Charter by revising language to be more cohesive and clarifying expectations of public officials; the proposed amendments will also aid the Ethics Committee in their responsibilities and carrying out the initial intent of the charter commission?

## ***TOWN MEETING RESULTS–MARCH 12, 2024***

The amendment relates to Article 6 of the Town Charter by defining Elected/Appointed Officials (EAOs) throughout the Code of Ethics, removing employees from the requirements of this Article 6, and adding annual training requirements for EAOs by the Ethics Committee.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 3,547 No – 783**

## **Article 06: Charter Amendment 5**

Shall the Town of Salem approve Charter Amendment 5 relative to Article 7.3 Initiative Petitions clarifying the process of initiative petitions with budgetary impacts?

The amendment relates to Article 7.3 of the Town Charter by requiring any initiative petition which would require that the expenditure of Town funds cannot be passed, except at the annual Municipal Election, and only after being reviewed by the Budget Committee, so that they can provide a recommendation, and the tax impact of said petition be appropriately calculated.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 3,652 No – 653**

## **Article 07: Charter Amendment 6**

Shall the Town of Salem approve Charter Amendment 6 relative to Article 9 of the Charter increasing the number of alternates on the planning board and regular and alternate members of the conservation commission?

The amendment relates to Article 9 of the Town Charter and would increase the number of alternates on the Planning Board from 3 to 5. Further, the number of Conservation Commission members would increase from 6 to 7 members, while the alternates for the Conservation Commission would increase from 3 to 5 alternate members.

Recommendations: Town Council: With Budget Committee: N/A

**Passed on official ballot vote on March 12, 2024: Yes – 3,101 No – 1,222**

**Article 08: Construct New Police Station (Bond) \$38,600,000**

Shall the Town vote to raise and appropriate the sum of Thirty-Eight Million Six Hundred Thousand Dollars (\$38,600,000) for the final design, permitting, engineering, construction, and fit up of a new police station on the existing site, and other related costs, including the costs for any temporary relocation of current police operations, whether in whole or in part, including storage costs, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than Thirty-Eight Million Six Hundred Thousand Dollars (\$38,600,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Town Council to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Town Council to issue, negotiate, sell and

## ***TOWN MEETING RESULTS–MARCH 12, 2024***

deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Town Council to take any and all actions necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote.

Recommendations: Town Council: With

## Budget Committee: With

*Needed 2,823 for 3/5 vote to pass.*

**Passed on official ballot vote on March 12, 2024: Yes – 3,680 No – 1,025**

**Article 09: Millville Lake Dam Rehabilitation (Bond) \$2,200,000**

Shall the Town vote to raise and appropriate the sum of Two Million Two Hundred Thousand Dollars (\$2,200,000) for the rehabilitation of Millville Lake Dam, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than Two Million Two Hundred Thousand Dollars (\$2,200,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended), to authorize the Town Council to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Town Council to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Town Council to take any and all actions necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote. This project is contingent upon receiving any available grant award.

Recommendations: Town Council: With

### Budget Committee: With

*Needed 2,733 for 3/5 vote to pass.*

Passed on official ballot vote on March 12, 2024: Yes – 3,292 No – 1,262

**Article 10: Senior Center HVAC Replacement (NHCDDFA Loan)** **\$0.00**

Shall the Town vote to raise and appropriate the sum of Zero Dollars (\$0) for the replacement of the heating, ventilation, and air conditioning (HVAC) system at the Ingram Senior Center located at 1 Sally Sweets Way, Salem, NH; and to authorize the issuance of not more than \$0.00 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended), and to authorize the Town Council to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Town Council to offset a portion of said appropriation by applying for a New Hampshire Community Development Finance Authority (NHCDFA) Community Center Investment Program (CCIP) forgivable loan, it being understood that, if the application is successful, the Town would receive \$686,800 from the forgivable loan, and that the repayment of the loan may include up to 100% principal forgiveness; and the remaining \$121,200 to come from taxation? This project is contingent upon successful award of any available grant and/or loan and approval of this warrant article. Requires a 3/5 ballot vote.

Recommendations: Town Council: With

### Budget Committee: With

*Needed 2,753 for 3/5 vote to pass. Amended from \$808,000 to \$0.00*

Passed on official ballot vote on March 12, 2024: Yes - 3,883 No - 704

## ***TOWN MEETING RESULTS–MARCH 12, 2024***

---

**Article 11: Captain's Pond Watershed Management Plan (CWSRF Loan) \$100,000**

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

Recommendations: Town Council: With

Budget Committee: With

*Needed 2,717 for 3/5 vote to pass.*

**Passed on official ballot vote on March 12, 2024:** Yes – 3,297      No – 1,231

**Article 12: 2024 Operating Budget \$62,174,684**

Shall the Town raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$62,174,684? Should this article be defeated, the default budget shall be \$57,848,906, which is the same as last year, with certain adjustments required by previous action of the Town or by law; or the Town Council may hold one (1) special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only.

Recommendations: Town Council: With

Budget Committee: With

**Passed on official ballot vote on March 12, 2024:** Yes – 2,754      No – 1,698

**Article 13: 2024 Road Construction and Engineering Program \$3,400,000**

Shall the Town vote to raise and appropriate the sum of Three Million Four Hundred Thousand Dollars (\$3,400,000) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads, associated drainage improvements, right-of-way work as necessary, and engineering? Shall the Town further authorize the Town Council to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, drainage, and engineering of roads as outlined in the Annual Road Program.

Recommendations: Town Council: With

Budget Committee: With

**Passed on official ballot vote on March 12, 2024:** Yes – 3,576      No – 944

## ***TOWN MEETING RESULTS–MARCH 12, 2024***

---

**Article 14: IAFF Local 2892 Collective Bargaining Agreement \$438,890**

Shall the Town vote to approve the cost items included in the collective bargaining agreement reached between the Town Council and the members of the Professional Firefighters of Salem, IAFF, Local 2892 which call for the following changes to salaries and benefits at the current staffing level:

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2024	\$438,890 Increase	Placement in new wage schedule April 1, 2024 and buydown sick leave
2025	\$470,122 Increase	4.00% salary adjustment April 1, 2025
2026	\$558,288 Increase	4.00% salary adjustment April 1, 2026

and further to raise and appropriate the sum of \$438,890, such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels?

Recommendations: Town Council: With

Budget Committee: With

**Passed on official ballot vote on March 12, 2024: Yes – 3,306 No – 1,210**

**Article 15: Other Post-Employment Benefits (OPEB) Trust Fund \$50,000**

Shall the Town vote to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) to be placed in the Other Post Employment Benefits (OPEB) Trust Fund, previously established in accordance with New Hampshire RSA Chapter 31:19-c for the purpose of paying for other post-employment benefits to employees and their beneficiaries after their termination of service as provided in the law and administrative expenses, with \$40,000 to come from taxation, \$5,000 from the sewer fund, and \$5,000 from the water fund?

Recommendations: Town Council: With

Budget Committee: With

**Passed on official ballot vote on March 12, 2024: Yes – 2,727 No – 1,696**

***Total appropriations passed \$106,963,574.00***

***This is a true copy of the results of the March 12, 2024 Town Meeting Vote.***

***Attest: Susan M. Wall, Town Clerk***

2025

*Town Meeting*

*Warrant*

&

*Voters Guide*



## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

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

### **FIRST SESSION OF ANNUAL MEETING – DELIBERATIVE**

You are hereby notified to meet at Salem High School in said Salem on Saturday, February 8, 2025 at 9:00 a.m. The session shall consist of explanation, discussion and debate on warrant articles 7 through 19. Warrant articles may be amended subject to the following limitations: (a) warrant articles whose wording is prescribed by law shall not be amended, (b) warrant articles that are amended shall be placed on the official ballot for a final vote on the main motion as amended, and (c) no warrant article shall be amended to eliminate subject matter of the article.

### **SECOND SESSION OF ANNUAL MEETING – VOTING**

Voting on warrant articles 1 through 19 shall be conducted by official ballot to be held in conjunction with Town Meeting voting on Tuesday, March 11, 2025. You are hereby notified to meet at your respective polling places as follows:

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

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

### **Article 01: Choose All Necessary Town Officers for Ensuing Year**

<p><b>Three for Town Council (3 years)</b> Bonnie Wright Robert Morin Paul Pelletier Keith Stramaglia</p> <p><b>Two for Budget Committee (3 years)</b> Missie Banks Brian Thornock</p>	<p><b>One for Town Moderator (1 year)</b> Bernard W. Campbell</p> <p><b>One for Library Trustee (3 years)</b> David Hickernell Douglas R. Knight</p> <p><b>One for Trustee of the Trust Funds (3 years)</b> Gregory Davis</p>	<p><b>Two for Planning Board (3 years)</b> Sean Lewis Charles Saba</p> <p><b>One for Zoning Board of Adjustment (1 year)</b> Daniel Guild</p> <p><b>One for Zoning Board of Adjustment (3 years)</b> Dionne Garon</p>
--	---	---

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### Article 02: Charter Amendment 1

Shall the Town of Salem approve Charter Amendment 1 below relative to amending Section 3.2 of the Charter by clarifying the timeline for the Town Council's organizational meeting?

The proposed amendment relates to Section 3.2 of the Town Charter by specifying that the Town Council's organizational meeting shall occur within ten (10) calendar days following the certification of the annual town election results. The amendment further clarifies the timeline for the Councilors to take their oaths of office, adopt rules, and conduct business required by law or ordinance.

Recommendations: Town Council: With

Budget Committee: N/A

**Please note new language is in bold *italics*, deleted language is strikethrough.**

Full Text of the Proposed Amendment to Section 3.2:

§3.2 Organizational Meeting

The Councilors shall meet in their capacity as the Council within ten (10) calendar days following the ***certification*** of the annual town election results for the purpose of taking their respective oaths of office, adopting rules, and transacting business required by law or ordinance to be addressed at such a meeting.

### Article 03: Charter Amendment 2

Shall the Town of Salem approve Charter Amendment 2 below relative to amending Section 3.3.1 of the Charter to clarify the residency qualifications for Town Council candidates and further create a new Section 3.3.5 requiring candidates to file a declaration of candidacy form?

The proposed amendment relates to Section 3.3.1 of the Town Charter by clarifying the qualifications for candidates running for the office of Town Councilor. The amendment removes the section requiring the candidate to be a resident of Town for at least one (1) calendar year but makes it necessary for them to be a registered voter of the town per RSA 669:19. Additionally, the amendment incorporates language consistent with state law requiring candidates to file a formal "declaration of candidacy" as part of their eligibility for office.

Recommendations: Town Council: With

Budget Committee: N/A

**Please note new language is in bold *italics*, deleted language is strikethrough.**

Full Text of the Proposed Amendment to Section 3.3:

§3.3 Qualifications of Councilors

§3.3.1 Residency and Domicile

To be eligible for election to the office of Town Councilor, a candidate must be 18 years of age, and a resident of the Town ~~for at least one (1) calendar year before the election~~. If a Councilor or any elected or appointed official establishes a domicile in another location outside the Town boundary lines, the office shall be declared vacant and shall be filled as provided by this Charter.

***§ 3.3.5 Declaration of Candidacy***

***Consistent with state law, a candidate must file a "declaration of candidacy" with the Town Clerk to qualify for the office of Town Councilor.***

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### Article 04: Charter Amendment 3

Shall the Town of Salem approve Charter Amendment 3 below relative to amending Section 8.7 of the Charter to align penalties for violations of the Charter with statutory authority and remove language creating enforceable misdemeanors?

The proposed amendment relates to Section 8.7 of the Town Charter by updating the language regarding violations and penalties to align with state law. The amendment removes the provision that makes willful violations of the Charter misdemeanors, as the Town does not have the statutory authority to create enforceable misdemeanors.

Recommendations: Town Council: With

Budget Committee: N/A

**Please note new language is in bold *italics*, deleted language is strikethrough.**

*Full Text of the Proposed Amendment to Section 8.7:*

~~§8.7 Violations and Penalties~~

All willful violations of provisions of this Charter, unless otherwise provided, are hereby declared ~~to be misdemeanors, and all such~~ violations and all violations of Town ordinances for which no other punishment is provided shall be punishable by a fine in accordance with state statutes.

### Article 05: Charter Amendment 4

Shall the Town of Salem approve Charter Amendment 4 below relative to deleting §2.10 of the Charter regarding campaign finance reporting?

This amendment relates to §2.10 of the Town Charter, which requires the Town Council to adopt a Town Ordinance mandating campaign finance reporting for candidates and interest groups participating in municipal elections. The proposed amendment deletes §2.10 entirely from the Charter.

Recommendations: Town Council: With

Budget Committee: N/A

**Please note new language is in bold *italics*, deleted language is strikethrough.**

*Full Text of Proposed Amendment to Section 2.10:*

~~§ 2.10 Campaign Finance Reporting~~

~~The Town Council shall adopt (within 1 calendar year of the adoption of the Charter), as a Town Ordinance, a requirement that candidates and interest groups participating in municipal elections shall file a report with the Town Clerk detailing the donations and expenses incurred during a municipal election. These reports will be made public by the Town and available to all citizens of Salem.~~

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### Article 06: Charter Amendment 5

Shall the Town of Salem approve the amendments to Article 6 of the Town Charter to revise and enhance the Code of Ethics for Elected and Appointed Officials (EAOs), providing clearer definitions, roles, and expectations? These amendments clarify the exclusion of Town employees from Article 6, establish mandatory annual ethics training for EAOs, and ensure more comprehensive guidance to support the Ethics Committee's responsibilities.

The proposed amendments to Article 6 of the Town Charter aim to modernize and clarify the Code of Ethics for Elected and Appointed Officials (EAOs). Key changes include:

- Refined Definitions: Ensuring consistency in the use of terms such as EAOs and excluding Town employees from the provisions of this Article.
- Annual Training Requirement: Mandating the Ethics Committee to provide annual training for all EAOs to strengthen understanding and adherence to ethical standards.
- Enhanced Ethics Committee Roles: Clarifying processes and responsibilities of the Ethics Committee, including investigation protocols, advisory opinions, and complaint handling.
- Alignment with Intent: Reinforcing the original goals of the Charter to promote integrity, transparency, and accountability among public officials.

These revisions are designed to better support ethical governance and uphold public trust in Salem's government.

Recommendations: Town Council: With

Budget Committee: N/A

**Please note new language is in bold *italics*, deleted language is strikethrough.**

#### Full Text of the Proposed Amendment to Article 6:

##### §6.1 Preamble

It is the policy of the Town of Salem to uphold, promote and demand the highest standards of ethics and conduct from all of its officials, whether elected *or* appointed. All members of the Town Council, Boards, Commissions, and Committees (hereafter Elected / Appointed Officials (EAOs)) shall maintain the highest standards of personal integrity, truthfulness, honesty, and fairness in discharging their public duties, and never abuse their positions or powers for improper or personal gain. ***EAOs are bound to uphold the Constitution of the United States and the Constitution of this state and to carry out impartially the laws of the nation, state and municipality and thus to foster respect for all government.***

##### §6.2 Purpose

The purpose of this code is to establish guidelines for the ethical standards of conduct for Elected/ Appointed Officials (EAOs). The citizens expect public servants and volunteers to act in the best interest of the Town. ***EAOs should be loyal to the lawful objectives expressed by the residents/citizens, as applicable, and the programs developed to attain those objectives.*** The citizens expect EAOs to disclose any personal, financial, or other interests in matters affecting the Town that come before them for action. The citizens expect EAOs to remove themselves from decision making if they have a conflict of interest. The citizens expect EAOs to be independent, impartial, and responsible to their fellow townspeople in their actions. The citizens expect that the

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

Town's official decisions and policies be made through the proper channels of government *in full compliance with NH RSA 91-A*. The citizens expect that a public office or a volunteer position in the Town is not to be used for personal gain. It is important that the public has confidence in the integrity of its government and that EAOS have an opportunity to protect their personal reputation. This code establishes a process by which one may obtain guidance regarding potential ethical issues, and it establishes a course of action for resolving disputes in a manner that is fair to all of the parties involved.

### §6.3.2 No Conflicts of Interest

- A. EAOS of the Town of Salem shall avoid conflicts of interest. An EAOS shall not participate in any matter in which they, or a member of their family, have a personal *or financial* interest that may directly or indirectly affect or influence the performance of their duties. In such instances, they shall recuse themselves from discussion and decision-making. Recusal means to remove themselves completely from all further participation in the matter in question. EAOS who have been recused shall immediately leave the room or shall seat themselves with the other members of the public who are present. When recused, they shall not participate in further discussions, unless they clearly state for the record that they are doing so only as a general member of the public. As a recused person, they shall not deliberate or vote on the matter in question.
- B. *No EAOS shall engage in or accept private employment or render services for private interests when such employment or service is incompatible with the proper discharge of their official duties or would tend to impair their independence of judgment or action in the performance of their official duties.*
- C. *No board, committee or commission member EAOS shall appear in their official capacity on behalf of any private interest(s) before any agency of the Town.*
- D. *No EAOS may appear before Town agencies on behalf of constituents in the course of their duties as a representative of the electorate or in performance of public or civic obligations. However, no EAOS shall receive any gift or compensation that is contingent upon a specific action by a Town agency.*

### §6.3.6-7 Use of influence.

*No EAOS shall attempt to use or threaten to use personal or political influence to secure any benefit. "Personal influence" under this section shall mean any activity inconsistent with recognized practices allowed by the laws of the State of New Hampshire and the Town of Salem.*

### §6.3.7 8 No Improper Gifts

No EAOS shall accept any valuable gift, whether in the form of service, loan, thing, or promise, from any person, firm or corporation which to their knowledge is interested directly or indirectly in any manner whatsoever in business dealings with the Town, nor shall any such EAOS accept any gift, favor or thing of value that may tend to influence them in the discharge of their duties or grant

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

in the discharge of their duties any improper favor, service or thing of value. As used in this section" valuable gift" shall mean a gift exceeding \$50 in the aggregate from any single source during any calendar year. "Valuable gift" shall not include tickets or free admission from any source to a charitable or ceremonial event provided that acceptance of any tickets or free admission as permitted by this section shall be limited to \$250 in the aggregate from any single source during any calendar year.

### §6.3.¶ 9 Disposition of Fees

No EAO of the Town shall collect any fees, salaries, or other payments in connection with official duties for personal use, except as provided for by ordinance or State Law.

### §6.3.¶ 10 A Duty to Cooperate

All EAOs of the Town of Salem shall cooperate with the Ethics Committee regarding any complaint or inquiry alleging violation of this Code of Ethics.

### §6.3.¶ 11 Fair and Equal Treatment

Acting in their official capacity, all EAOs of Town government shall give each and every person fair and equal treatment. No EAO shall in the course of their official duties give or deny any person special consideration, advantage, or treatment as a result of the person's public status, position, sex, race, religion, creed, sexual orientation, or national origin.

### §6.3.¶ 12 Future Employment

- A. No EAO of the Town shall solicit, negotiate for, or promise to accept employment with any person, firm, or corporation with which the EAO's Council or Board is engaged on behalf of the Town in the transaction of business which is, or may be, affected by the EAO's official action ***during their term.***
- B. No elected officer may become employed by the Town within one year after their term of office ends.
- C. ***This section shall not apply to employment as a poll worker at any federal, state, or local election.***

### §6.3.¶ 13 Municipal Code

Nothing in this charter shall prohibit the Town Council from establishing more stringent or specific ethics rules in a Municipal Code.

### §6.5 Exclusions

The provisions of this Code of Ethics shall not be interpreted so as to bar:

- A. Any EAO who is a ~~r~~esident of the Town of Salem from fully participating in any public proceeding conducted by the Town.

### §6.6 Ethics Committee

The Ethics Committee shall: Educate EAOs of the Town government regarding the provisions of the ethics code; Provide advice and counsel to EAOs regarding ethical issues with which they are confronted; and hear and resolve ethics complaints, which are filed against EAOs. ~~officials, and board members and employees of Town government.~~

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### **Article 07: CWSRF Loan - Stormwater Management Planning \$100,000**

Shall the Town vote to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) for the purpose of stormwater planning work to improve receiving water quality through the development of a watershed management plan for Arlington Pond, and to authorize the issuance of not more than \$100,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33), and to authorize the Town Council to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Town Council to offset a portion of said appropriation by applying for and accepting a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness. This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote.

Recommendations: Town Council: With

Budget Committee: With

*Background: This project includes tasks to assist the Town in improving the water quality of Arlington Pond, which has a listed impairment on the most recent Integrated List of Waters for cyanobacteria. The project includes the development of a broader watershed management plan that would examine the causes and sources of pollution within the Arlington Pond Watershed, estimate pollutant loadings and required reductions to restore designated uses of the water body, identify management measures, discuss future funding sources, foster public engagement, and present an overall project schedule for implementation.*

*Originator: Town Council*

*Funding Source: Loan – Principal Forgiveness*

*Rate Impact: \$0.00*

### **Article 08: 2025 Operating Budget \$73,861,954**

Shall the Town raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$73,861,954? Should this article be defeated, the default budget shall be \$62,713,012, which is the same as last year, with certain adjustments required by previous action of the Town or by law; or the Town Council may hold one (1) special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only.

Recommendations: Town Council: With

Budget Committee: Without

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

*Originator: Town Council*

*Funding Source: Property Tax Water Rate Sewer Rate*

*Rate Impact: \$5.37 \$4.55 \$5.45*

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### What is the Default Budget?

*The default budget is used if the proposed budget isn't approved. It starts with last year's budget, adjusting for legal obligations, debt payments, and any salary or benefit changes. It excludes one-time expenses and cuts for positions eliminated in the proposed budget.*

### How is the Default Budget Calculated?

1. *Starting Point: It begins with the previous year's budget.*
2. *Debt and Contracts: Ongoing debt and multi-year contracts approved by the voters are included.*
3. *Legal Requirements: Costs required by law are added.*
4. *One-Time Costs Removed: Special projects or one-time purchases from the previous year are excluded.*
5. *Salary and Benefits: Costs for eliminated positions are removed.*

### What's the Difference Between the Proposed and Default Budget?

*The proposed 2025 budget includes several items that would not be funded in the default budget, such as:*

- *Taser Replacement (\$345,000) – Funded by the unassigned fund balance, no tax impact.*
- *Bridge Street Bridge Project (\$6.2 million) – 8% funded via taxation and 92% funded by state aid and grants.*
- *Ladder Truck (\$2.6 million) – Funded by the unassigned fund balance, no tax impact.*
- *Sidewalk Tractor (\$202,300) – Tax-funded.*
- *Fleet Replacement (\$25,877) – Tax-funded.*
- *Town-Wide Revaluation (\$200,000) – Required by law for property assessments.*

### What Happens if the Default Budget is Adopted?

*If the default budget is approved, essential projects and equipment replacements may be delayed or not funded, leading to possible higher costs later. The town will continue operations under the existing financial commitments, but new initiatives and improvements will be limited.*

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### **Article 09: 2025 Road Construction and Engineering Program \$3,400,000**

Shall the Town vote to raise and appropriate the sum of Three Million Four Hundred Thousand Dollars (\$3,400,000) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads, associated drainage improvements, right-of-way work as necessary, and engineering? Shall the Town further authorize the Town Council to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, drainage, and associated attributes as necessary for complete streets engineering and construction of roads as outlined in the Annual Road Program.

Recommendations: Town Council: With

Budget Committee: With

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

*Efforts will focus on all or part of the following streets:*

#### Road Reconstruction:

*Duffy Avenue - Kelly Road to Barron Avenue*

*Dwight Avenue – Dyer Avenue to Morrison Avenue*

*Morrison Avenue – Taylor Street to Dwight Avenue*

*Valeska Lane – Cross Street to Dead End*

*Kiowa Road – Samoset Drive to Cul-de-sac*

*Lawrence Road (Sidewalk/Drainage) – Veterans Memorial Parkway to Town Village Drive*

#### Road Maintenance - Mill/Overlay:

*Olive Avenue – Lou Avenue to Bannister Road*

*Lou Avenue – Townsend Avenue to Johnson Avenue*

*Robert Avenue – Dawson Avenue to Highland Avenue*

*Teague Drive – Parker Circle to Damascus Drive*

*Damascus Drive – Corinthian Drive to Teague Drive*

*Asbury Street – Millville Street to Cul-de-sac*

*Dominic Drive – Lawrence Road to Cul-de-sac*

*Harmony Lane – Millville Street to Cul-de-sac*

*Meisner Circle – Meisner Road to Cul-de-sac*

*Dawson Avenue – School Street to Johnson Avenue*

*Dewey Street – Dyer Avenue to Dead End*

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### Road Maintenance Mill/Overlay (cont.):

*Zachary's Crossing – East Broadway to Autumn Woods Road  
Ashwood Avenue – Redwood Road to Birchwood Road  
Joyce Heard Avenue – Streeter Avenue to Spencer Avenue  
Silverthorne Drive – Golden Oaks Drive to Cul-de-sac  
Jennings Road – North Main Street to Dead End  
Hampshire Street – South Broadway to Mass State Line  
Waldron Road – Kelly Road to Meredith Road*

### Preservation:

*Castle Ridge Road – Braemoor Woods Road to Cluff Road  
Cole Street – Lawrence Road to Dead End  
Shepard Avenue – Ackerman Street to Garrison Road  
Birch Road – Old Rockingham Road to Jill Road  
Jill Road – Pumping Station Road to Dead End  
Gail Road – Birch Road to Cul-de-sac  
Eagles Nest Ridge – Castle Ridge Road to Cul-de-sac  
Orchard Terrace – North Policy Street to North Policy Street  
Peggy Lane – Lucille Avenue to Veronica Avenue*

*Originator:* Town Council

*Funding Source:* Property Tax

*Rate Impact:* \$0.51

### **Article 10: Municipal Equipment Purchases and Facility Improvements \$277,840**

Shall the Town vote to raise and appropriate the sum of Two Hundred Seventy-Seven Thousand Eight Hundred Forty Dollars (\$277,840) for the purpose of funding the following municipal facility improvements and equipment purchases?

- Purchase of a skid steer for Municipal Services: \$34,900
- Paving the rear parking lot at Central Fire: \$100,000
- Purchase of large garage lifts for the Fleet Division at Municipal Services: \$71,713
- Replacement of flooring at the Fire Station and Town Hall: \$46,927
- Replacement of windows at the Hose House (Old Fire Station): \$24,300

Recommendations: Town Council: With

Budget Committee: Without

*Background: This article funds essential municipal equipment and facility improvements aimed at maintaining the Town's infrastructure and supporting operations. The skid steer will improve efficiency in municipal services, while paving, flooring, and window replacements will enhance safety, usability, and maintenance of Town facilities. The garage lifts will support the Fleet Division by improving vehicle maintenance capabilities.*

*Originator:* Town Council

*Funding Source:* Property Tax

*Rate Impact:* \$0.0375

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### **Article 11: Other Post-Employment (OPEB) Trust Fund \$50,000**

Shall the Town vote to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) to be placed in the Other Post-Employment Benefits (OPEB) Trust Fund, previously established in accordance with New Hampshire RSA Chapter 31:19-c for the purpose of paying for other post-employment benefits to employees and their beneficiaries after their termination of service as provided in the law and administrative expenses, with \$40,000 to come from the taxation, \$5,000 from the sewer fund, and \$5,000 from the water fund?

Recommendations: Town Council: With

Budget Committee: With

*Background: This article provides funding for a trust fund for other post-employment benefits other than pensions. Credit rating agencies as well as the auditors want to see that the Town annually funds an OPEB trust fund. Regularly funding an OPEB trust will help maintain the Town's AAA credit rating as well as reduce the liability on the Town's financial statements. The money in the account can only be used as allowed by RSA Chapter 31:19-c. This fund will allow the Town to earn interest to help pay for future obligations. Five Thousand Dollars (\$5,000) will be appropriated from the Sewer Fund and Five Thousand Dollars (\$5,000) will be appropriated from the Water Fund with the remainder to come from taxation.*

*Originator: Town Council*

*Funding Source: Property Tax and Water/Sewer Fund*

*Rate Impact: \$0.01*

### **Article 12: Town Facility Maintenance & Improvement Capital Reserve Fund \$50,000**

Shall the Town vote to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) to be placed in the Town Facility Maintenance and Improvement Capital Reserve Fund previously established in 2021 for the purpose of future repairs, improvements, and/or replacement for all municipal facilities?

Recommendations: Town Council: With

Budget Committee: With

*Background: This article provides funding for a capital reserve fund for unanticipated building repairs that occur during a year. Examples include HVAC failure and replacement, roof repairs, etc. This fund may also be used for capital improvements to town buildings as well as a funding source to build new municipal facilities. The purpose of this fund is not to be used for land acquisition. With aging municipal facilities, it is prudent to have a funding source to pay for unexpected repairs and plan for upgrades that will occur in future years.*

*Originator: Town Council*

*Funding Source: Property Tax*

*Rate Impact: \$0.01*

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### **Article 13: Kelley Library Capital Reserve Fund \$8,000**

Shall the Town vote to raise and appropriate the sum of Eight Thousand Dollars (\$8,000) to be placed in the Kelley Library Building Capital Reserve Fund previously established in 2010 for the purpose of funding capital improvements to the building from unassigned fund balance?

Recommendations: Town Council: With

Budget Committee: With

*Background: This article funds a transfer to the Kelley Library Capital Reserve Fund. In 2024 the Library received an incentive check in the amount of \$8,000 from Liberty Utilities as a result of their furnace upgrade. The warrant article would allow that money to be placed in the capital reserve fund. This warrant article will be funded with unassigned fund balance.*

*Originator: Town Council*

*Funding Source: Unassigned Fund Balance*

*Rate Impact: \$0.00*

### **Article 14: Adoption of Salem Community Choice Electric Aggregation Plan N/A**

Shall the Town of Salem vote to adopt the Salem Community Choice Electric Aggregation Plan which authorizes the Town Council to develop and implement a Salem Community Choice Aggregation Program as described therein (pursuant to RSA 53-E)?

This program would allow the Town to provide Salem residents and businesses access to competitive markets for supplies of energy and related energy services. Majority vote required.

Recommendations: Town Council: With

Budget Committee: N/A

*Background: The Town Council voted to enter into a Community Power Consultant Agreement with Freedom Energy Logistics / Colonial Power Group and establish an Electric Aggregation Committee (i.e. Energy Committee) on September 9, 2024. On September 30, 2024, the Electric Aggregation Committee (i.e. Energy Committee) unanimously voted to accept the draft Community Choice Electric Aggregation Plan and present it to the Town Council. Pursuant to RSA 53-E, the Energy Committee held two public hearings on November 4, 2024 and December 2, 2024 through the regular Town Council meetings. If approved, the Town Manager and Town Council would be allowed to establish a Community Choice Aggregation Program pursuant to the provisions of the Community Choice Electric Aggregation Plan.*

*Originator: Town Council*

*Funding Source: N/A*

*Rate Impact: N/A*

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### Article 15: Redistribution of Election Districts

N/A

Shall the Town pursue a redistribution of the Town's election districts? This redistribution plan includes reducing the number of polling places from five to four by closing the Soule School polling district, relocating the Senior Center polling district to the Woodbury School, and renumbering the districts to ensure they are consecutive.

Recommendations: Town Council: With

Budget Committee: With

*Background: This article funds the redistribution of Salem's election districts to enhance efficiency and better align with current voter needs. By reducing the number of polling places and consolidating resources, the Town seeks to improve accessibility, reduce operational costs, and ensure a streamlined election process. The renumbering of districts ensures consistency and clarity for all voters.*

*Originator:* Town Council

*Funding Source:* N/A

*Rate Impact:* N/A

### Article 16: By Petition: Kelley Library Elevator Repair

\$15,083

By Petition: Shall the Town vote to raise and appropriate the sum of Fifteen Thousand Eighty-Three Dollars (\$15,083) for the purpose of being added to the Kelley Library Capital Reserve Fund to replace the elevator's rusted hydraulic fluid tank.

Recommendations: Town Council: With

Budget Committee: With

*Background: This is a citizen petition warrant article requesting funding for the Kelley Library Elevator Repair.*

*Originator:* Petitioners

*Funding Source:* Property Tax

*Rate Impact:* 0.002

### Article 17: By Petition: The Upper Room

\$7,500

By Petition: Shall the Town vote to raise and appropriate the sum of Seven Thousand Five Hundred Dollars (\$7,500) for the purpose of strengthening individuals and families by providing them with the education services and resources needed to lead healthy self-sufficient lives through The Upper Room, a Family Resource Center's 18 prevention, intervention, and engagement programs for children, youth, and families?

Recommendations: Town Council: Without

Budget Committee: Without

*Background: This is a citizen petition warrant article requesting funding for The Upper Room.*

*Originator:* Petitioners

*Funding Source:* Property Tax

*Rate Impact:* \$0.001

## 2025 TOWN MEETING WARRANT AND VOTERS GUIDE

---

### **Article 18: By Petition: Isaiah 58**

**\$10,000**

By Petition: Shall the Town vote to raise and appropriate the sum of Ten Thousand Dollars (\$10,000) for the purpose of providing housing and/or services to the unhoused or housing insecure population of the Town of Salem through Isaiah 58 NH?

Recommendations: Town Council: Without

Budget Committee: Without

*Background: This is a citizen petition warrant article requesting funding for Isaiah 58.*

*Originator: Petitioners*

*Funding Source: Property Tax*

*Rate Impact: \$0.002*

### **Article 19: By Petition: Field of Dreams**

**\$10,000**

By Petition: Shall the Town vote to raise and appropriate the sum of Ten Thousand Dollars (\$10,000) for the purpose of maintaining the Field of Dreams and raising funds for improvements?

Recommendations: Town Council: With

Budget Committee: With

*Background: This is a citizen petition warrant article requesting funding for the Field of Dreams.*

*Originator: Petitioners*

*Funding Source: Property Tax*

*Rate Impact: \$0.002*

**GIVEN UNDER OUR HANDS AND SEAL THIS TWENTY-SEVENTH (27<sup>TH</sup>) DAY OF  
JANUARY, 2025.**

---

## D.J. Bettencourt, Vice-Chair

Signed by:  
  
Lisa Withrow  
6EBCE1A3F0D948D...

DocuSigned by:  
  
Robert Bryant  
719AFF0281DF4F2...

Signed by:  
  
Jeffrey Hatch  
FC347C90AA16429...

DocuSigned by:  
  
Pelletier, Paul  
4E97C56300B8408...  
Paul Pelletier, Councilor

Signed by:  
*Cathy Ann Stacey*  
FC0D968B76F34DD...  
Cathy Ann Stacey, Councilor

Signed by:  
  
keith Stramaglia  
118B2C20F9694F1...  
Keith Stramaglia, Councilor

Signed by:  
  
64CB234FC95F41E...  
\_\_\_\_\_  
\_\_\_\_\_  
Bonnie Wright, Councilor



**2025**  
**MS-737**

**Proposed Budget**

**Salem**

For the period beginning January 1, 2025 and ending December 31, 2025

**Form Due Date: 20 Days after the Annual Meeting**

This form was posted with the warrant on: January 27, 2025

**BUDGET COMMITTEE CERTIFICATION**

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

Name	Position	Signed by:
Bernard H. Campbell	Budget Committee	<i>Bernard H. Campbell</i> Signed by: <i>Bernard Campbell</i>
Brenda Tecce	Budget Committee	
	Budget Committee	
Donna Loranger	Budget Committee	<i>Donna Loranger</i> Signed by: <i>Donna Loranger</i>
Jeff Boyer	Budget Committee	<i>Jeff Boyer</i> Signed by: <i>Jeff Boyer</i>
Jon Stark	Budget Committee	<i>Jon Stark</i> Signed by: <i>Jon Stark</i>
Scott Olsen	Budget Committee	<i>Scott Olsen</i> Signed by: <i>Scott Olsen</i>
Steve Goddu	Budget Committee	<i>Steve Goddu</i> Signed by: <i>Steve Goddu</i>
Tanya Donnelly	Budget Committee	<i>Tanya Donnelly</i> Signed by: <i>Tanya Donnelly</i>

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

**For assistance please contact:**  
 NH DRA Municipal and Property Division  
 (603) 230-5090  
<https://www.revenue.nh.gov/about-dra/municipal-and-property-division/municipal-bureau>



## Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2024	Appropriations for period ending 12/31/2024	Selectmen's Appropriations for period ending 12/31/2025 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Not Recommended)	
<b>General Government</b>								
4130	Executive	08	\$599,564	\$674,581	\$712,209	\$0	\$712,209	\$0
4140	Election, Registration, and Vital Statistics	08	\$394,276	\$379,843	\$315,032	\$0	\$315,032	\$0
4150	Financial Administration	08	\$2,850,068	\$3,084,441	\$3,451,098	\$0	\$3,451,098	\$0
4152	Property Assessment		\$0	\$0	\$0	\$0	\$0	\$0
4153	Legal Expense	08	\$457,419	\$163,700	\$164,500	\$0	\$164,500	\$0
4155	Personnel Administration	08	\$1,756,697	\$1,799,237	\$1,627,209	\$0	\$1,627,209	\$0
4191	Planning and Zoning	08	\$536,217	\$567,740	\$579,471	\$0	\$579,471	\$0
4194	General Government Buildings	08	\$396,648	\$249,167	\$217,449	\$0	\$217,449	\$0
4195	Cemeteries	08	\$758,656	\$739,704	\$713,892	\$0	\$713,892	\$0
4196	Insurance Not Otherwise Allocated	08	\$449,551	\$523,196	\$511,498	\$0	\$511,498	\$0
4197	Advertising and Regional Associations		\$0	\$0	\$0	\$0	\$0	\$0
4198	Contingency		\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	08	\$842,707	\$1,060,649	\$1,092,126	\$0	\$1,092,126	\$0
	<b>General Government Subtotal</b>		<b>\$9,041,803</b>	<b>\$9,242,258</b>	<b>\$9,384,484</b>	<b>\$0</b>	<b>\$9,384,484</b>	<b>\$0</b>
<b>Public Safety</b>								
4210	Police	08	\$13,737,036	\$14,374,196	\$14,825,432	\$0	\$14,825,432	\$0
4215	Ambulances		\$0	\$0	\$0	\$0	\$0	\$0
4220	Fire	08	\$14,809,471	\$15,383,642	\$16,013,468	\$0	\$16,013,468	\$0
4240	Building Inspection	08	\$991,361	\$945,364	\$1,032,049	\$0	\$1,032,049	\$0
4290	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0
4299	Other Public Safety		\$0	\$0	\$0	\$0	\$0	\$0
	<b>Public Safety Subtotal</b>		<b>\$29,537,868</b>	<b>\$30,703,202</b>	<b>\$31,870,949</b>	<b>\$0</b>	<b>\$31,870,949</b>	<b>\$0</b>
<b>Airport/Aviation Center</b>								
4301	Airport Administration		\$0	\$0	\$0	\$0	\$0	\$0
4302	Airport Operations		\$0	\$0	\$0	\$0	\$0	\$0
4309	Other Airport		\$0	\$0	\$0	\$0	\$0	\$0
	<b>Airport/Aviation Center Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**Appropriations**

<b>Highways and Streets</b>		<b>Appropriations</b>				
4311	Highway Administration	08	\$561,618	\$543,459	\$579,921	\$0
4312	Highways and Streets	08	\$3,116,172	\$3,654,305	\$3,673,189	\$0
4313	Bridges		\$0	\$0	\$0	\$0
4316	Street Lighting	08	\$606,859	\$647,997	\$734,596	\$0
4319	Other Highway, Streets, and Bridges		\$0	\$0	\$0	\$0
<b>Highways and Streets Subtotal</b>			<b>\$4,284,649</b>	<b>\$4,845,761</b>	<b>\$4,987,706</b>	<b>\$0</b>
<b>Sanitation</b>						
4321	Sanitation Administration		\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	08	\$1,250,103	\$1,781,467	\$1,755,908	\$0
4325	Solid Waste Facilities Clean-Up		\$0	\$0	\$0	\$0
4326	Sewage Collection and Disposal		\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0
<b>Sanitation Subtotal</b>			<b>\$1,250,103</b>	<b>\$1,781,467</b>	<b>\$1,755,908</b>	<b>\$0</b>
<b>Water Distribution and Treatment</b>						
4331	Water Administration		\$0	\$0	\$0	\$0
4332	Water Services		\$0	\$0	\$0	\$0
4335	Water Treatment		\$0	\$0	\$0	\$0
4338	Water Conservation		\$0	\$0	\$0	\$0
4339	Other Water		\$0	\$0	\$0	\$0
<b>Water Distribution and Treatment Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>						
4351	Electric Administration		\$0	\$0	\$0	\$0
4352	Generation		\$0	\$0	\$0	\$0
4353	Purchase Costs		\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance		\$0	\$0	\$0	\$0
4359	Other Electric Costs		\$0	\$0	\$0	\$0
<b>Electric Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**Appropriations**

<b>Health</b>		<b>Appropriations</b>				
4411	Health Administration	\$0	\$0	\$0	\$0	\$0
4414	Pest Control	\$11,282	\$11,511	\$0	\$0	\$0
4415	Health Agencies and Hospitals	\$0	\$0	\$0	\$0	\$0
4419	Other Health	\$0	\$0	\$0	\$0	\$0
	<b>Health Subtotal</b>	<b>\$11,282</b>	<b>\$11,511</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Welfare</b>						
4441	Welfare Administration	\$0	\$0	\$0	\$0	\$0
4442	Direct Assistance	08	\$89,639	\$173,248	\$103,920	\$0
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0
4445	Vendor Payments		\$0	\$0	\$0	\$0
4449	Other Welfare	08	\$66,625	\$106,300	\$107,300	\$0
	<b>Welfare Subtotal</b>	<b>\$156,264</b>	<b>\$279,548</b>	<b>\$211,220</b>	<b>\$0</b>	<b>\$211,220</b>
<b>Culture and Recreation</b>						
4520	Parks and Recreation	08	\$535,693	\$571,992	\$645,387	\$0
4550	Library	08	\$1,544,161	\$1,673,723	\$1,716,440	\$0
4583	Patriotic Purposes	08	\$25,583	\$12,600	\$5,000	\$0
4589	Other Culture and Recreation		\$64,144	\$54,809	\$0	\$0
	<b>Culture and Recreation Subtotal</b>	<b>\$2,169,581</b>	<b>\$2,312,924</b>	<b>\$2,366,827</b>	<b>\$0</b>	<b>\$2,366,827</b>
<b>Conservation and Development</b>						
4611	Conservation Administration	\$0	\$0	\$0	\$0	\$0
4612	Purchase of Natural Resources	\$0	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0	\$0
4631	Redevelopment and Housing Administration	\$0	\$0	\$0	\$0	\$0
4632	Other Redevelopment and Housing	\$0	\$0	\$0	\$0	\$0
4651	Economic Development Administration	\$0	\$0	\$0	\$0	\$0
4652	Economic Development	\$0	\$0	\$0	\$0	\$0
4659	Other Economic Development	\$0	\$0	\$0	\$0	\$0
	<b>Conservation and Development Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**New Hampshire**  
Department of  
Revenue Administration

**2025**  
**MS-737**

### Appropriations

<b>Debt Service</b>		<b>Appropriations</b>				
4711	Principal - Long Term Bonds, Notes, and Other Debt	08	\$531,019	\$688,602	\$811,020	\$0
4721	Interest - Long Term Bonds, Notes, and Other Debt	08	\$188,232	\$21,786	\$921,162	\$0
4723	Interest on Tax and Revenue Anticipation Notes	08	\$0	\$0	\$1	\$0
4790	Other Debt Service Charges		\$0	\$0	\$0	\$0
	<b>Debt Service Subtotal</b>		<b>\$719,251</b>	<b>\$710,388</b>	<b>\$1,732,183</b>	<b>\$0</b>
<b>Capital Outlay</b>						
4901	Land		\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	08	\$1,202,883	\$1,209,973	\$4,217,030	\$0
4903	Buildings		\$6,445,189	\$38,600,000	\$0	\$0
4909	Improvements Other than Buildings	08	\$2,913,418	\$2,950,000	\$6,550,000	\$0
	<b>Capital Outlay Subtotal</b>		<b>\$10,561,490</b>	<b>\$42,759,973</b>	<b>\$10,767,030</b>	<b>\$0</b>
<b>Operating Transfers Out</b>						
4911	To Revolving Funds		\$0	\$0	\$0	\$0
4912	To Special Revenue Funds		\$0	\$0	\$0	\$0
4913	To Capital Projects Funds		\$0	\$0	\$0	\$0
4914A	To Airport Proprietary Fund		\$0	\$0	\$0	\$0
4914E	To Electric Proprietary Fund		\$0	\$0	\$0	\$0
4914O	To Other Proprietary Fund		\$0	\$0	\$0	\$0
4914S	To Sewer Proprietary Fund	08	\$4,556,582	\$4,679,493	\$4,918,639	\$0
4914W	To Water Proprietary Fund	08	\$5,389,922	\$6,187,048	\$5,574,168	\$0
4918	To Non-Expendable Trust Funds		\$0	\$0	\$0	\$0
4919	To Fiduciary Funds		\$0	\$0	\$0	\$0
	<b>Operating Transfers Out Subtotal</b>		<b>\$9,946,504</b>	<b>\$10,866,541</b>	<b>\$10,492,807</b>	<b>\$0</b>
	<b>Total Operating Budget Appropriations</b>				<b>\$73,569,114</b>	<b>\$0</b>
						<b>\$73,569,114</b>



**Special Warrant Articles**

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2025 (Recommended)	Selectmen's Appropriations for period ending 12/31/2025 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Not Recommended)
4915	To Capital Reserve Fund		\$0	\$0	\$0	\$0
4916	To Expendable Trust Fund		\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds		\$0	\$0	\$0	\$0
4449	Other Welfare	17		\$0	\$7,500	\$7,500
		<i>Purpose: By Petition: The Upper Room \$7,500</i>				
4449	Other Welfare	18		\$0	\$10,000	\$0
		<i>Purpose: By Petition: Isaiah 58 \$10,000</i>				
4902	Machinery, Vehicles, and Equipment	10		\$106,613	\$0	\$0
		<i>Purpose: Municipal Equipment Purchases and Facility Improvements \$277,840</i>				
4903	Buildings	10		\$71,227	\$0	\$0
		<i>Purpose: Municipal Equipment Purchases and Facility Improvements \$277,840</i>				
4909	Improvements Other than Buildings	07		\$100,000	\$0	\$0
		<i>Purpose: CWSRF Loan - Stormwater Management Planning</i>				
4909	Improvements Other than Buildings	10		\$100,000	\$0	\$0
		<i>Purpose: Municipal Equipment Purchases and Facility Improvements \$277,840</i>				
4909	Improvements Other than Buildings	15		\$15,000	\$0	\$0
		<i>Purpose: Redistribution of Election Districts \$15,000</i>				
4909	Improvements Other than Buildings	19		\$10,000	\$0	\$0
		<i>Purpose: By Petition: Field of Dreams \$10,000</i>				
4915	To Capital Reserve Funds	09		\$3,400,000	\$0	\$0
		<i>Purpose: 2025 Road Construction and Engineering Program \$3,400,000</i>				
4915	To Capital Reserve Funds	12		\$50,000	\$0	\$0
		<i>Purpose: Town Facility Maintenance &amp; Improvement Capital Reserve Fund \$50,000</i>				
4915	To Capital Reserve Funds	13		\$8,000	\$0	\$0
		<i>Purpose: Kelley Library Capital Reserve Fund \$8,000</i>				
4915	To Capital Reserve Funds	16		\$15,083	\$0	\$0
		<i>Purpose: By Petition: Kelley Library Elevator Repair \$15,083</i>				
4916	To Expendable Trusts	11		\$50,000	\$0	\$0
		<i>Purpose: Other Post Employment Benefits Trust Fund \$50,000</i>				
		<b>Total Proposed Special Articles</b>	<b>\$3,925,923</b>	<b>\$17,500</b>	<b>\$3,648,083</b>	<b>\$295,340</b>



### Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2025 (Recommended)	Committee's Appropriations for period ending 12/31/2025 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2025 (Not Recommended)
			\$0	\$0	\$0	\$0
		Total Proposed Individual Articles				

**New Hampshire**  
 Department of  
 Revenue Administration



**2025**  
**MS-737**

**Revenues**

Account	Source	Revenues			Selectmen's Estimated Revenues for Period ending 12/31/2025	Budget Committee's Estimated Revenues for period ending 12/31/2025
		Article	Actual Revenues for period ending 12/31/2024	Estimated Revenues for Period ending 12/31/2025		
<b>Taxes</b>						
3120	Land Use Change Taxes for General Fund		\$1,176	\$0	\$0	\$0
3180	Resident Taxes		\$0	\$0	\$0	\$0
3185	Yield Taxes	08	\$0	\$1,500	\$1,500	\$1,500
3186	Payment in Lieu of Taxes	08	\$91,989	\$70,000	\$70,000	\$70,000
3187	Excavation Tax		\$0	\$0	\$0	\$0
3189	Other Taxes	08	\$22,253	\$25,000	\$25,000	\$25,000
3190	Interest and Penalties on Delinquent Taxes	08	\$194,007	\$133,500	\$133,500	\$133,500
	<b>Taxes Subtotal</b>		<b>\$309,425</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>
<b>Licenses, Permits, and Fees</b>						
3210	Business Licenses and Permits	08	\$65,455	\$58,700	\$58,700	\$58,700
3220	Motor Vehicle Permit Fees	08	\$7,881,563	\$7,450,000	\$7,450,000	\$7,450,000
3230	Building Permits	08	\$2,044,067	\$1,185,000	\$1,185,000	\$1,185,000
3290	Other Licenses, Permits, and Fees	08	\$74,843	\$429,200	\$429,200	\$429,200
	<b>Licenses, Permits, and Fees Subtotal</b>		<b>\$10,465,928</b>	<b>\$9,122,900</b>	<b>\$9,122,900</b>	<b>\$9,122,900</b>
<b>From Federal Government</b>						
3311	Housing and Urban Development		\$0	\$0	\$0	\$0
3312	Environmental Protection		\$0	\$0	\$0	\$0
3313	Federal Emergency		\$0	\$0	\$0	\$0
3314	Federal Drug Enforcement		\$0	\$0	\$0	\$0
3319	Other Federal Grants and Reimbursements		\$0	\$0	\$0	\$0
	<b>From Federal Government Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**Revenues**

<b>State Sources</b>	
3351	Shared Revenues - Block Grant
3352	Meals and Rooms Tax Distribution
3353	Highway Block Grant
3354	Water Pollution Grant
3355	Housing and Community Development
3356	State and Federal Forest Land Reimbursement
3357	Flood Control Reimbursement
3359	Railroad Tax Distribution
3360	Water Filtration Grants
3361	Landfill Closure Grants
3369	Other Intergovernmental Revenue from State of NH
3379	Intergovernmental Revenues - Other
	<b>State Sources Subtotal</b>
	<b>\$3,944,328</b>
	<b>\$8,470,000</b>
	<b>\$8,470,000</b>
<b>Charges for Services</b>	
3401	Income from Departments
3402	Water Supply System Charges
3403	Sewer User Charges
3404	Garbage-Refuse Charges
3405	Electric User Charges
3406	Airport Fees
3409	Other Charges
	<b>Charges for Services Subtotal</b>
	<b>\$3,142,956</b>
	<b>\$3,841,555</b>
	<b>\$3,841,555</b>
<b>Miscellaneous Revenues</b>	
3500	Special Assessments
3501	Sale of Municipal Property
3502	Interest on Investments
3503	Rents of Property
3504	Fines and Forfeits
3506	Insurance Dividends and Reimbursements
3508	Contributions and Donations
3509	Revenue from Misc Sources Not Otherwise Classified
	<b>Miscellaneous Revenues Subtotal</b>
	<b>\$2,223,494</b>
	<b>\$1,392,003</b>



**Revenues**

<b>Interfund Operating Transfers In</b>	
3911	From Revolving Funds
3912	From Special Revenue Funds
3913	From Capital Projects Funds
3914A	From Airport Proprietary Fund
3914E	From Electric Proprietary Fund
3914O	From Other Proprietary Fund
3914S	From Sewer Proprietary Fund
3914W	From Water Proprietary Fund
3915	From Capital Reserve Funds
3916	From Trust and Fiduciary Funds
3917	From Conservation Funds
	<b>Interfund Operating Transfers In Subtotal</b>
	<b>\$10,540,151</b>
	<b>\$10,502,807</b>
	<b>\$10,502,807</b>
<b>Other Financing Sources</b>	
3934	Proceeds from Long-Term Notes/Bonds/Other Sources
9998	Amount Voted from Fund Balance
9999	Fund Balance to Reduce Taxes
	<b>Other Financing Sources Subtotal</b>
	<b>\$1,110,000</b>
	<b>\$6,053,000</b>
	<b>\$39,612,265</b>
	<b>\$39,612,265</b>



<b>Budget Summary</b>		<b>Selectmen's Period ending 12/31/2025 (Recommended)</b>	<b>Budget Committee's Period ending 12/31/2025 (Recommended)</b>
<b>Item</b>			
Operating Budget Appropriations		\$73,569,114	\$73,569,114
Special Warrant Articles		\$3,925,923	\$3,648,083
Individual Warrant Articles		\$0	\$0
Total Appropriations		\$77,495,037	\$77,217,197
Less Amount of Estimated Revenues & Credits		\$39,612,265	\$39,612,265
<b>Estimated Amount of Taxes to be Raised</b>		<b>\$37,882,772</b>	<b>\$37,604,932</b>



**Supplemental Schedule**

<b>1. Total Recommended by Budget Committee</b>	<b>\$77,217,197</b>
<b>Less Exclusions:</b>	
2. Principal: Long-Term Bonds & Notes	\$1,749,939
3. Interest: Long-Term Bonds & Notes	\$628,475
4. Capital outlays funded from Long-Term Bonds & Notes	\$0
5. Mandatory Assessments	\$0
6. Total Exclusions (Sum of Lines 2 through 5 above)	\$2,378,414
<b>7. Amount Recommended, Less Exclusions (Line 1 less Line 6)</b>	<b>\$74,838,783</b>
8. 10% of Amount Recommended, Less Exclusions (Line 7 x 10%)	\$7,483,878
<b>Collective Bargaining Cost Items:</b>	
9. Recommended Cost Items (Prior to Meeting)	\$0
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
<b>12. Bond Override (RSA 32:18-a), Amount Voted</b>	<b>\$0</b>
<b>Maximum Allowable Appropriations Voted at Meeting:</b>	
<i>(Line 1 + Line 8 + Line 11 + Line 12)</i>	
	<b>\$84,701,075</b>



**New Hampshire**  
Department of  
Revenue Administration

**2025**  
**MS-DTB**

**Default Budget of the Municipality**

**Salem**

For the period beginning January 1, 2025 and ending December 31, 2025

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

This form was posted with the warrant on: January 27, 2025

**GOVERNING BODY OR BUDGET COMMITTEE CERTIFICATION**

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

Name	Position	Signature
Cathy Ann Stacey	Town Councilor	<p>Signed by:            Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Jeffrey Hatch	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Joseph Sweeney	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Keith Stramaglia	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Lisa S. Withrow	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Robert Bryant	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Paul Pelletier	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
David Bettencourt	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>
Bonnie Wright	Town Councilor	<p>          Signed by:          FC347D90A16429          SIGNED BY:          D2F0390A7127444          118B2E20F59341          6EBC1A3F0D948D...</p>

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

**For assistance please contact:**  
 NH DRA Municipal and Property Division  
 (603) 230-5090  
<https://www.revenue.nh.gov/about-dra/municipal-and-property-division/municipal-bureau>



**New Hampshire**  
**Department of**  
**Revenue Administration**

**2025**  
**MS-DTB**

**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>General Government</b>					
4130	Executive	\$674,581	(\$2,133)	\$0	\$672,448
4140	Election, Registration, and Vital Statistics	\$379,843	(\$93,533)	(\$10,750)	\$275,560
4150	Financial Administration	\$3,084,441	\$97,956	\$0	\$3,182,397
4152	Property Assessment	\$0	\$0	\$0	\$0
4153	Legal Expense	\$163,700	\$0	\$0	\$163,700
4155	Personnel Administration	\$1,794,275	(\$18,046)	\$0	\$1,776,229
4191	Planning and Zoning	\$567,740	\$11,643	\$0	\$579,383
4194	General Government Buildings	\$249,167	\$0	(\$47,391)	\$201,776
4195	Cemeteries	\$739,704	\$15,358	(\$41,922)	\$713,140
4196	Insurance Not Otherwise Allocated	\$523,196	\$48,302	\$0	\$571,498
4197	Advertising and Regional Associations	\$0	\$0	\$0	\$0
4198	Contingency	\$0	\$0	\$0	\$0
4199	Other General Government	\$1,060,649	\$2,849	(\$110,432)	\$953,066
<b>General Government Subtotal</b>		<b>\$9,237,296</b>	<b>\$62,396</b>	<b>(\$210,495)</b>	<b>\$9,089,197</b>
<b>Public Safety</b>					
4210	Police	\$14,374,196	\$435,998	\$0	\$14,810,194
4215	Ambulances	\$0	\$0	\$0	\$0
4220	Fire	\$15,386,055	\$595,385	(\$35,191)	\$15,946,249
4240	Building Inspection	\$947,913	\$103,962	\$0	\$1,051,875
4290	Emergency Management	\$0	\$0	\$0	\$0
4299	Other Public Safety	\$0	\$0	\$0	\$0
<b>Public Safety Subtotal</b>		<b>\$30,708,164</b>	<b>\$1,135,345</b>	<b>(\$35,191)</b>	<b>\$31,808,318</b>
<b>Airport/Aviation Center</b>					
4301	Airport Administration	\$0	\$0	\$0	\$0
4302	Airport Operations	\$0	\$0	\$0	\$0
4309	Other Airport	\$0	\$0	\$0	\$0
<b>Airport/Aviation Center Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Highways and Streets</b>					
4311	Highway Administration	\$543,459	\$24,983	\$0	\$568,442
4312	Highways and Streets	\$3,654,305	\$63,193	(\$22,086)	\$3,695,412
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$647,997	\$0	(\$9,000)	\$638,997
4319	Other Highway, Streets, and Bridges	\$0	\$0	\$0	\$0
<b>Highways and Streets Subtotal</b>		<b>\$4,845,761</b>	<b>\$88,176</b>	<b>(\$31,086)</b>	<b>\$4,902,851</b>



**New Hampshire**  
**Department of**  
**Revenue Administration**

**2025**  
**MS-DTB**

**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Sanitation</b>					
4321	Sanitation Administration	\$0	\$0	\$0	\$0
4323	Solid Waste Collection	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	\$1,781,467	\$3,489	\$0	\$1,784,956
4325	Solid Waste Facilities Clean-Up	\$0	\$0	\$0	\$0
4326	Sewage Collection and Disposal	\$0	\$0	\$0	\$0
4329	Other Sanitation	\$0	\$0	\$0	\$0
		<b>Sanitation Subtotal</b>	<b>\$1,781,467</b>	<b>\$3,489</b>	<b>\$0</b>
<b>Water Distribution and Treatment</b>					
4331	Water Administration	\$0	\$0	\$0	\$0
4332	Water Services	\$0	\$0	\$0	\$0
4335	Water Treatment	\$0	\$0	\$0	\$0
4338	Water Conservation	\$0	\$0	\$0	\$0
4339	Other Water	\$0	\$0	\$0	\$0
		<b>Water Distribution and Treatment Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>					
4351	Electric Administration	\$0	\$0	\$0	\$0
4352	Generation	\$0	\$0	\$0	\$0
4353	Purchase Costs	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance	\$0	\$0	\$0	\$0
4359	Other Electric Costs	\$0	\$0	\$0	\$0
		<b>Electric Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Health</b>					
4411	Health Administration	\$0	\$0	\$0	\$0
4414	Pest Control	\$11,511	\$0	\$0	\$11,511
4415	Health Agencies and Hospitals	\$0	\$0	\$0	\$0
4419	Other Health	\$0	\$0	\$0	\$0
		<b>Health Subtotal</b>	<b>\$11,511</b>	<b>\$0</b>	<b>\$11,511</b>
<b>Welfare</b>					
4441	Welfare Administration	\$0	\$0	\$0	\$0
4442	Direct Assistance	\$173,248	(\$1,133)	\$0	\$172,115
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445	Vendor Payments	\$0	\$0	\$0	\$0
4449	Other Welfare	\$106,300	\$0	\$0	\$106,300
		<b>Welfare Subtotal</b>	<b>\$279,548</b>	<b>(\$1,133)</b>	<b>\$0</b>



### Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Culture and Recreation</b>					
4520	Parks and Recreation	\$626,601	\$10,642	(\$7,000)	\$630,243
4550	Library	\$1,673,723	\$12,623	\$0	\$1,686,346
4583	Patriotic Purposes	\$12,600	\$0	\$0	\$12,600
4589	Other Culture and Recreation	\$0	\$0	\$0	\$0
	<b>Culture and Recreation Subtotal</b>	<b>\$2,312,924</b>	<b>\$23,265</b>	<b>(\$7,000)</b>	<b>\$2,329,189</b>
<b>Conservation and Development</b>					
4611	Conservation Administation	\$0	\$0	\$0	\$0
4612	Purchase of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631	Redevelopment and Housing Administration	\$0	\$0	\$0	\$0
4632	Other Redevelopment and Housing	\$0	\$0	\$0	\$0
4651	Economic Development Administration	\$0	\$0	\$0	\$0
4652	Economic Development	\$0	\$0	\$0	\$0
4659	Other Economic Development	\$0	\$0	\$0	\$0
	<b>Conservation and Development Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service</b>					
4711	Principal - Long Term Bonds, Notes, and Other Debt	\$688,602	\$1,021,795	\$0	\$1,710,397
4721	Interest - Long Term Bonds, Notes, and Other Debt	\$21,786	\$0	\$0	\$21,786
4723	Interest on Tax and Revenue Anticipation Notes	\$0	\$0	\$0	\$0
4790	Other Debt Service Charges	\$0	\$0	\$0	\$0
	<b>Debt Service Subtotal</b>	<b>\$710,388</b>	<b>\$1,021,795</b>	<b>\$0</b>	<b>\$1,732,183</b>
<b>Capital Outlay</b>					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$1,209,973	\$0	(\$735,000)	\$474,973
4903	Buildings	\$0	\$0	\$0	\$0
4909	Improvements Other than Buildings	\$650,000	\$0	\$0	\$650,000
	<b>Capital Outlay Subtotal</b>	<b>\$1,859,973</b>	<b>\$0</b>	<b>(\$735,000)</b>	<b>\$1,124,973</b>



**New Hampshire**  
 Department of  
 Revenue Administration

**2025**  
**MS-DTB**

### Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Operating Transfers Out</b>					
4911	To Revolving Funds	\$0	\$0	\$0	\$0
4912	To Special Revenue Funds	\$0	\$0	\$0	\$0
4913	To Capital Projects Funds	\$0	\$0	\$0	\$0
4914A	To Airport Proprietary Fund	\$0	\$0	\$0	\$0
4914E	To Electric Proprietary Fund	\$0	\$0	\$0	\$0
4914O	To Other Proprietary Fund	\$0	\$0	\$0	\$0
4914S	To Sewer Proprietary Fund	\$4,679,493	\$249,634	(\$780,000)	\$4,149,127
4914W	To Water Proprietary Fund	\$6,187,048	(\$286,789)	(\$397,967)	\$5,502,292
4915	To Capital Reserve Funds	\$0	\$0	\$0	\$0
4916	To Expendable Trusts	\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds	\$0	\$0	\$0	\$0
4918	To Non-Expendable Trust Funds	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds	\$0	\$0	\$0	\$0
<b>Operating Transfers Out Subtotal</b>		<b>\$10,866,541</b>	<b>(\$37,155)</b>	<b>(\$1,177,967)</b>	<b>\$9,651,419</b>
<b>Total Operating Budget Appropriations</b>		<b>\$62,613,573</b>	<b>\$2,296,178</b>	<b>(\$2,196,739)</b>	<b>\$62,713,012</b>



**New Hampshire**  
Department of  
Revenue Administration

**2025**  
**MS-DTB**

### **Reasons for Reductions/Increases & One-Time Appropriations**

<b>Account</b>	<b>Explanation</b>
----------------	--------------------

*No reasons entered for reductions/increases or one-time appropriations.*

*This page intentionally left blank.*





The 275th Anniversary Commission's purpose is to plan, coordinate, and promote the celebrations of Salem's 275th anniversary, which will take place throughout the year 2025, with emphasis around the premier 'Salembration' event on Saturday, August 9, 2025. The Commission will also develop and implement a marketing and publicity plan to promote the celebrations and collaborate with local businesses and organizations to ensure success.



[Salem275.com](http://Salem275.com)



Salem Town Hall • 33 Geremonty Drive  
Salem, NH 03079  
[www.salemnh.gov](http://www.salemnh.gov)