

TOWN OF SALEM, NEW HAMPSHIRE



The Gateway to New Hampshire

ANNUAL REPORT
For the Year 2010



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Town Officers

Board of Selectmen

Elected terms expire in March

Michael J. Lyons, <i>Chairman</i>	2011
Elizabeth A. Roth, <i>Vice-Chairman</i>	2012
Everett P. McBride, Jr., <i>Secretary</i>	2011
Patrick M. Hargreaves	2013
Susan B. Covey (<i>Appointed 2010</i>)	2011
Arthur E. Barnes, III (<i>Resigned in 2010</i>)	

Budget Committee

Elected terms expire in March

Michael Carney, Jr., <i>Chairman</i>	2011
Stephen Campbell	2013
Russell Frydryck	2012
Paul Huard (<i>Appointed 2010</i>)	2011
Peter J. Rayno	2011
James Randazzo (<i>term ended March 2010</i>)	
James Ribaud	2012
Diana Seifert	2013
Bernard H. Campbell, <i>School Board Rep.</i>	
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	
Anne Marie David (<i>Resigned 2010</i>)	

Conservation Commission

Appointed terms expire in April

William Carter, <i>Chairman</i>	2013
Joan Blondin	2012
Anthony Drago	2011
William Dumont	2012
Linda Harvey	2011
Julie Vondrak	2011
Thomas Campbell, <i>Alternate</i>	2012
Patrick McDougall, <i>Alternate</i>	2011
Susan Covey, <i>Selectmen Rep.</i>	

Council on Aging

Appointed terms expire in April

Ann St. Hilaire, <i>Chairman</i>	2011
Gerri Beck	2012
Linda Cignoni	2012
Russell Ingram	2011
Barbara Jacques	2013
Josephine Simard	2013
Simone Summers	2013
David Tilton (<i>Term ended April 2010</i>)	
Elizabeth A. Roth, <i>Selectmen Rep.</i>	

Historic District Commission

Appointed terms expire in April

Beverly Glynn, <i>Chairman</i>	2011
Cynthia Brown	2012
Kathryn Burke	2013
Patricia Good	2012
Jonathan Smith	2012
Elizabeth A. Roth, <i>Selectmen Rep.</i>	

Housing Authority

Appointed terms expire in April

Kenneth Ackerley, <i>Chairman</i>	2015
Virginia Consoli	2011
Angela Falcone, <i>Resident Commissioner</i>	2013
Frank Grzasko	2013
Georgette Smith	2012
Susan Covey, <i>Selectmen Rep.</i>	
George Maihos (<i>Term ended April 2010</i>)	

Kelley Library Trustees

Elected terms expire in March

Martha Breen, <i>Chairman</i>	2013
Joan Fardella	2012
Sally Gilman	2011

Museum Committee

Appointed terms expire in April

Jeffrey Barraclough, <i>Chairman</i>	2012
Kathryn Burke	2013
Beverly Glynn	2011
Patricia Good	2012
Jonathan Smith	2012
Dan Zavisza	2013
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	

Planning Board

Elected/Appointed terms expire in March

James Keller, <i>Chairman</i>	2013
Ronald Belanger	2011
Robert Campbell	2011
Jeffrey Gray	2012
Linda Harvey	2013
Phyllis O'Grady	2012
Edward DeClercq, <i>Appointed Alternate</i>	2011
Susan Covey, <i>Selectmen Rep.</i>	
Gene Bryant, (<i>Resigned in March 2010</i>)	

Recreation Advisory Committee

Appointed terms expire in November

Kevin Richard, <i>Chairman</i>	2011
Thomas Haynes	2013
Richard Murray	2011
Fred Russo	2013
Steven Stewart	2012
Gary Treff	2012
Thomas Woelfel	2013
Dianne Wright	2013
Pete Santarelli	2012
Patricia Corbett, <i>School Board Rep.</i>	
Patrick Hargreaves, <i>Selectmen Rep.</i>	



Town Officers

Supervisors of the Checklist

Elected terms expire in March

Sheila Murray, <i>Chairman</i>	2016
Janice Habib	2014
Kenneth Oros	2011

Trustees of the Trust Funds

Elected term expires in March

Harley Featherston, <i>Chairman</i>	2013
Melissa Sorcinelli	2012
Ralph Stein	2011

Welfare Fair Hearing Committee

Appointed term expires in September

Mark Dufour, Sr.	2012
Jeffrey Hatch	2012
Vacancy	2012

Zoning Board of Adjustment

Elected/Appointed terms expire in March

Gary Azarian, <i>Chairman</i>	2012
Steven Diantgikis	2012
Jeffrey Hatch	2011
Patrick McDougall	2012
Christopher Sousa	2011
Tina Gauthier, <i>Appointed Alternate</i>	2013
Ross Miller, <i>Appointed Alternate</i>	2012
Michael Smith, <i>Appointed Alternate</i>	2011
Robert Uttley, <i>Appointed Alternate</i>	2011

6-year terms

Moderator

Christopher Goodnow

Tax Collector

Cheryl-Ann Bolouk

Town Clerk

Susan Wall

Treasurer

John Sytek

2-year elected term

March 2012

3- year elected term

March 2011

3- year elected term

March 2011

3-year elected term

March 2011

NH State Representatives - District 4

Terms End November 2012

Charles W. Morse, <i>State Senator – District 22</i>	
Gary S. Azarian	Salem
David Bates	Windham
Ronald J. Belanger	Salem
David J. Bettencourt	Salem
Robert J. Elliott	Salem
Marilinda J. Garcia	Salem
Mary E. Griffin	Windham
Walter Kolodziej	Windham
Donna C. Mauro	Windham
Charles E. McMahon	Windham
Richard Okerman	Windham
John Sytek	Salem
Kevin Waterhouse	Windham

Board of Selectmen
and
Town Manager



Board of Selectmen



Seated: Everett P. McBride, Jr. (Secretary); Michael J. Lyons (Chairman), Elizabeth A. Roth (Vice-Chairman); Standing: Patrick M. Hargreaves, Susan B. Covey

For the Town of Salem, as it is for the rest of the country, 2010 will be remembered for navigating our way through the “Great Recession”. Since the 2009 fiscal year, the State of New Hampshire has attempted to balance its budget by pushing costs onto cities and towns of which Salem is no exception. However, as a result of the diligence of Acting Town Manager Dr. Henry E. LaBranche and his senior staff, the community has worked through these shortfalls. Recognizing that any improvement in the State’s financial picture will lag behind a recovering economy the Board and the Town staff has conservatively estimated anticipated revenues for 2011.

In July, the Board accepted the resignation of Town Manager Jonathan Sistare so that he could focus on his recovery from cancer and Town could bring clarity to its’ chief executive position. At about that same time frame, the Board learned that Sergeant Arthur E. Barnes IV, son of Selectman Arthur Barnes, was critically injured in an attack while serving with the Vermont National Guard in Afghanistan. When his son was transported stateside to Walter Reed Hospital Selectman Barnes joined him there and participated in Board of Selectmen Meetings via telephone consistent with the State’s Right to Know Law. When given the opportunity to participate in his son’s recovery and recognizing that his absence from Salem was now going to be significant, Arthur resigned his position on the Board of Selectmen. Today Sergeant Barnes’ recovery has been deemed as miraculous given the injuries that he sustained. After having regrettably accepted Selectman Barnes’ resignation, the Board moved quickly to fill his seat until the next election consistent with State Statute. After a call for candidates and an interview process that was covered on SCTV 23, the Board appointed Susan Covey to fill the vacant seat. Susan is a life long Salem resident who brings to the Board her extensive experience on Salem’s Municipal Budget Committee.

Board of Selectmen

In August the Town was honored to provide the necessary support and participate in the dedication the newly reconstructed Cross St Bridge over Interstate 93. Governor Lynch came to Salem to sign House Bill #1563 dedicating the Cross Street Bridge for our fallen heroes Marine Lance Cpl. Robert Moschillo, Cpl. Nicholas Arvanitis and Staff Sgt. Edmond Lo from the Wars in Iraq and Afghanistan. Further a plaque was dedicated on Veterans Day so honoring the men at that location as well.

With regard to infrastructure the Town constructed and opened three bridges in 2010. They were the Lawrence Road Bridge over the Spicket River, the North Main St. Bridge over the Spicket River and the Emerson Way Bridge over the Widow Harris Brook. The completion of these three bridges brings the Town that much closer to its goal of reconstructing all needed bridges by 2018. With regard to the Lawrence Road Bridge the Town, having already completed its' design in 2008, was prepared when Federal Funds were made available for such projects. Unlike the State of New Hampshire's normal 80/20 program, where the Town receives 80% of the construction costs several years after completion, Salem in this case, received 100% reimbursement 30 days after submitting receipts. This has helped us maintain a healthy fund balance and readied us to design and build our remaining bridges.

The Board in 2010 executed the first year of its retooled Road Program. As a result of the strong support of the Town Meeting, this past summer saw more than 10 miles of new pavement on some of the most heavily traveled roads. The list included Route 28 (Veterans Memorial Parkway to the Post Office), Cluff Road, Pleasant Street, Cross Street, Kelly Road, Atkinson Road, Dyer Avenue, Shannon Road and Lake Street. In addition, the Board adopted the recommended Ten-year Road Program submitted by the Road Stabilization Committee. With Town Meetings continued year to year, this plan will renew 75% of Salem's Road System in addition to coordinating the road activity with water, sewer, and bridgework. Despite all this work, the Town dealt with two setbacks at the same time. The culvert at Hooker Farm Road was severely damaged during the March 21st flood event and had to be replaced. In addition, the Town was informed by the State of New Hampshire that the Bluff Street Extension Bridge over the Widow Harris needed to be repaired and was ordered to be closed immediately. Working with the Public Works and Engineering Departments, the Town Manager was able to complete permanent repairs to Hooker Farm Road and implement a temporary fix on Bluff Street Extension until the Town can get to it with a full reconstruction in 2013. All this was accomplished without asking the voters for more funding via a Special Town Meeting or impacting 2010's established plans.

The Board would also like to recognize two significant public/private volunteer projects during that progressed this past year. First, the revitalization of Hedgehog Park has been remarkable and we look forward to its continued progress. Second, the revitalization of the Salem Depot Train Station completed a three-year restoration effort that culminated in an appreciation and ribbon cutting ceremony. In addition, after having advertised its availability, the Board authorized the Acting Town Manager to sign a lease agreement with the Greater Salem Chamber of Commerce to move its offices to that location. The synergy of this helps the Town as it continues to take steps to turn the Depot into a true mixed use downtown.

Board of Selectmen

In 2010, I am happy to report that after an extensive screening and interview process that involved the use of multiple panels (citizen, employee and professional) and over 100 applicants the Board recently concluded a contract with Mr. Keith Hickey of Merrimack, NH to be Salem's next Town Manager. Mr. Hickey has been Manager in Merrimack for four years and prior to that he served as Town Manager in Bedford, NH for 10 years. Mr. Hickey brings to a Salem a significant amount of credibility in Concord with his serving as a member of the Board of Directors of the Local Government Center and being a member of the panel looking to make recommendations for reforming the State's pension system.

Finally, I would like to extend my best wishes on behalf of the Board and the Town to former Selectman Arthur Barnes and his family for their dedication to our community and our nation. On a personal note I always found Arthur's presence on the Board to be a very calming influence. During times when I needed advice or reassurance, he always took my call and made sure my compass was pointed in the right direction.

Respectfully submitted,

Michael J. Lyons, Chairman

Town Manager

Respectfully, I submit the 2010 annual report. Again, this was a year replete with a number of challenges due to the slow economic recovery taking place throughout the nations, state, as well as, on the local level. Nevertheless, the voters of Salem made the decision to invest in its' community and to continue that investment by addressing deferred infrastructure projects. Further, with the Board of Selectman having adopted a Ten Year Road program, along with a parallel plan for corresponding utility improvements, the infrastructure needs of the community can be addressed in a logical approach, which takes into account the ability to pay for the various improvements.

The community support for this investment is best represented by the approval of not only the general fund operational budget but several other major infrastructure projects. Among the projects approved was the bond issue for the reconstruction of the North Main Street and Emerson Way bridges. The completion of these two projects, along with the completion of the previously approved Lawrence Road Bridge clearly reinforces the desire of the Board of Selectmen, town staff, and voters that infrastructure improvements needed to get done, even in a challenging economy. In addition, major capital outlays were approved for major roadway reconstruction on Cluff Road, as well as engineering for future bridge projects in the Brookdale/Brady, South Policy, and Town Farm Roads.

Along with construction activity taking place, town government saw a resurgence of economic development on Route 28, with new retail construction, remodeling of existing retail buildings, and previously vacant retail spaces being occupied by new operations. With the Board of Selectmen designating Economic Recovery Zones, we anticipate a steady improvement in the business and retail environment.

The Community Development Department completed the Phase I property acquisition and demolition on Haigh Avenue. It is anticipated that Phase II will be completed in the fall of 2011, the net result being that a total of 23 homes were acquired, demolished in order to create in cooperation with the State of New Hampshire a comprehensive flood mitigation intervention.

Public safety remains a top priority within the organization and during difficult economic times the demands on the public safety resources do not diminish and in fact increase as noted by the respect department heads in fire and police. A factor often overlooked by our constituents is that Salem is not just a town with an approximate population of 29,000 but as the retail center of southern NH, we experience a daily population of well over 70,000 and this increases to nearly 100, 000 during the holiday season. Each person represents yet another potential customer who may require public safety services. Given these demands, I commend the job being done by fire and police personnel.

On a different scale than the achievements listed above was the completion of the restoration of the Depot Train Station. Under the guidance of Beverly and Howie Glynn, through the auspices of the Salem Historical Society, a volunteer committee was able to raise over \$270,000 to ensure that a piece of Salem's history would be here for generations to come.

Town Manager

Clearly, I had not expected to be serving the town for the length of time that I have as your Acting Town Manager. The Board of Selectmen has been both supportive and patient as I have attempted to meet their goals and expectations for which I am truly grateful. Likewise my senior staff consisting of the departments heads in Community Development, Finance, Information Technology, Engineering, Public Works, Fire, Police, and Human Resources have both met and exceeded all my expectations. Salem is special to me and I hope that I have helped to keep “the ship afloat” over these past sixteen months.

Nevertheless, whatever progress that has been made, it could not have been achieved without the contributions of Maureen Witley, the Town Manager’s Executive Assistant. Her knowledge of the daily operations, the history of events and projects, and the sensitivity to resident needs is key to the successful operation of the Town Manager’s Office.

Respectfully submitted,

Henry E. LaBranche, Ed.D.
Acting Town Manager

Town Departments



Assessor

The Assessor's office continues to offer our assessment data on line. You may obtain assessment information at www.visionappraisal.com. This service has helped reduce traffic to our office while giving the public the opportunity of doing research on our data base at their convenience.

Our office is continuing to visit homes in preparation for our next revaluation in 2011. The last time we visited every property was in 2000. We anticipate being able to complete this project by early spring. Once this is done, we will begin our analysis of the sales in order to help us set the values of properties as of April 1, 2011. The residential properties will be done in house, the commercial and industrial properties will be done by Vision Appraisal and the utilities by George Sansoucy. The Town is required by law to update its' values every five (5) years. Homeowners will receive notices of their new values in late summer or early fall. There will be times set aside after the notices go out to schedule an informal hearing should you have questions or issues with the new value that has been set.

Our office offers programs for the elderly, blind, disabled, and veterans to help offset their property tax bills. Homeowners must file by April 15 to receive the exemption or credit for that tax year. Feel free to call the Assessor's office for information regarding these programs

Respectfully submitted,

Normand Pelletier, Assessor

Summary of Inventory

	<u>2009</u>	<u>2010</u>
Land	\$2,053,484,548	\$2,054,837,899
Buildings	\$2,580,959,400	\$2,583,077,300
Utilities	<u>\$ 39,531,400</u>	<u>\$ 64,343,200</u>
Total Gross Valuation	\$4,673,975,348	\$4,702,258,399
Elderly Exemptions	\$ 22,736,000	\$ 23,118,400
Blind Exemptions	\$ 1,154,600	\$ 1,244,600
Disabled Exemptions	<u>\$ 0</u>	<u>\$ 200,000</u>
Total Net Valuation	\$4,650,084,748	\$4,677,695,399
Equalized Tax Base	\$3,811,544,875	\$3,742,156,319
Taxes before Exemptions	\$ 65,377,338	\$ 69,276,087
Minus Veterans Exemption	<u>\$ 748,000</u>	<u>\$ 718,500</u>
Net Property Tax Commitment	\$ 64,629,338	\$ 68,557,587
Tax Rate	\$ 14.05	\$ 14.84
Total Current Use Acreage	1,665	1625
Total Taxable Properties	11,953	11,940
Total Exempt Properties	541	550

Community Development Department

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

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

Intelligent Transportation Systems: The first phase of the project is funded by a \$750,000 grant from the Federal Highway Administration and local traffic impact fees. The project will integrate coordinated traffic signal controls, traffic monitoring, emergency and incident response support, and communications. The project design and contractor selection has been completed. Construction is underway in 2010 and will continue throughout the spring. A second phase of the project was awarded \$260,000 in EECBG funding with no local match required. This phase scheduled for implementation in the summer of 2011 and will extend the project along route 28 to the State line.

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

Depot Intersection: The recently completed Depot Intersection Plan will integrate a Route 28 redevelopment plan, a capacity improvement traffic plan, and a zoning proposal to create redevelopment opportunities while addressing the highway constraints. The alternative outlined in the plan would maintain the 4-way traffic signal controlled operations at the Depot intersection. It would include providing exclusive left-turn lanes on all four approaches with two through lanes in each direction on Route 28 and a single through lane in each direction on Route 97. Connector roadways or internal parcel-to-parcel connections would be provided where possible on each of the four quadrants of the intersection. Access to the properties would be enhanced with traffic signal controlled intersections located on Route 28 at Willow Street (north of the Depot) and in the vicinity of the old Coke facility (south of the Depot). Along Route 97, access to the properties and connector roadways would be provided at Pleasant Street (west of the Depot) and at Church Street (east of the Depot). Please go to the following website for additional information: <http://salemnhprojects.org/project?d=community&p=66>

Community Development Department

Haigh Avenue Phase One Flood Mitigation – Nine Homes: This project was triggered by the May 2006 storm which was the worst event for the area causing evacuations. In June of 2006, 24 homeowners along Haigh Avenue petitioned the Town to seek grants for acquisition of their homes. It was determined that the most feasible project was the acquisition of homes from the lowest elevations up the street in a sequential manner. A FEMA grant filed in 2009 was approved in 2010 in the amount of \$1,889,802 in Flood Mitigation Assistance program funds. The funds are authorized through the Flood Mitigation Assistance Program (FMA-PJ-01-NH-2009-003) with the U.S. Department of Homeland Security, Federal Emergency Management Agency, as administered and allocated by the New Hampshire Department of Homeland Security and Emergency Management. The FEMA funds were matched by \$700,000 in New Hampshire DOT funds. The match from the New Hampshire Department of Transportation will provide an area for wetlands mitigation as part of the I-93 project. Receiving the authorization for the above funding in April of 2010, the Community Development Office proceeded to move forward to clear the nine homes, utilities, and roadway. Working with the residents this occurred within nine months and was completed in November of 2010. The land is now available to NHDOT. <http://salemnhprojects.org/project?d=community&p=47>

Haigh Avenue Phase Two Flood Mitigation – Fourteen Homes: Now that phase one has been completed the Community Development Office applied to FEMA in November of 2010 for \$2.85 million dollars for Phase Two. The funding is comprised of \$2.85 million in FEMA funds and \$1.4 million in NHDOT funds for a total project of \$4.25 million. The project will clear 14 homes from Haigh Avenue and include the utilities and roadway. As with phase one the site will be used for wetlands mitigation for the I-93 project.

Energy Conservation SMART EECBG: The Community Development Office has applied for and received authorization to proceed with a grant for \$131,100 for energy conservation. The funds allowed the Fire Department to implement an \$85,000 investment in energy efficient LED lighting in all of the Town Fire Stations. The second project used \$35,000 for the purchase and installation of energy efficient ball-field lighting for the Recreation Department. The balances of the funds are being used for a lighting audit of Town Hall. Please go to the following website for additional information: <http://salemnhprojects.org/project?d=community&p=81>

ERZ Former Cisco Site: A change in ownership for the former Cisco plant has created a renewed interest in redevelopment of the site. The 656,721 gross square foot series of buildings sited on 100 acres adjacent to I-93 provides the ability to develop a multi-tenant diversified approach. However the site requires incentives to provide the necessary capital to generate the reinvestment to make the site ready for new tenants. The Economic Revitalization Zone was applied for by the Town, and accepted by the State, for the site. With the ERZ Business Tax Credit Program, the site will be eligible for tax credits to be used against the State Business Profit Tax and Business Enterprise Tax. At this point the developer is completing plans to fill 100,000 square feet of the site. <http://salemnhprojects.org/project?d=community&p=87>

Community Development Department

ERZ Mall at Rockingham Park: The Mall at Rockingham Park represents one of the most important economic assets for the Town and the region. With over \$255 million in value and \$3,000,000 in taxes annually the 1.2 million square foot commercial facility is crucial to provide jobs and tax revenues. After four years the 2006 Filenes closure at the Mall represents a vacancy that requires incentives, such as the ERZ program to create new opportunities. The intended outcome of the ERZ designation is to provide incentives for job creation and the reduction of vacant space at the site. With the ERZ Business Tax Credit Program, the site will be eligible for tax credits to be used against the State Business Profit Tax and Business Enterprise Tax. <http://salemnprojects.org/project?d=community&p=87>

Respectfully submitted,

William J. Scott, Community Development Director

Community Development Department

Building Division

"SAFETY IS NO ACCIDENT"

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

The Town continues to use the following Codes:

- International Residential Code (IRC) 2009
- International Building Code (IBC) 2009
- International Plumbing Code (IPC) 2009
- International Mechanical Code (IMC) 2009
- International Energy Conservation Code 2009
- National Electric Code (NFPA70) 2008

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

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

The Building Department issued 1,027 building permits for a minimum estimated construction cost of \$37,865,988 for the year 2010. We also issued 615 electrical permits and 525 plumbing/gas permits, for total permits of 2,167. This year provided the highest revenues for the department \$446,440, which exceeds the department's budget.

Some of the major issues of 2010:

- Construction and Certificate of Occupancy for Lowe's
- Construction and Certificate of Occupancy for Glen Ridge Senior Apartments
- Redevelopment of three elementary schools
- Construction of new CVS & Advanced Auto

The next year will pose challenges for the Building Department as the funding for the Code Enforcement Officer has been eliminated from the budget for 2011. The Building Department will continue to prioritize its responsibilities so as to provide an effective response time for the purpose of maintaining a safe level of construction and development within the community.

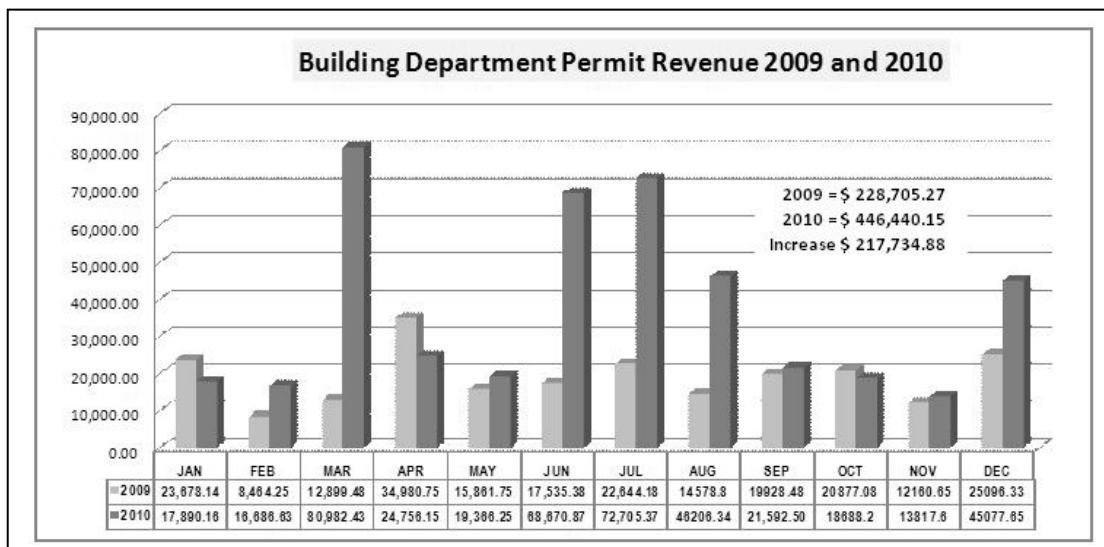
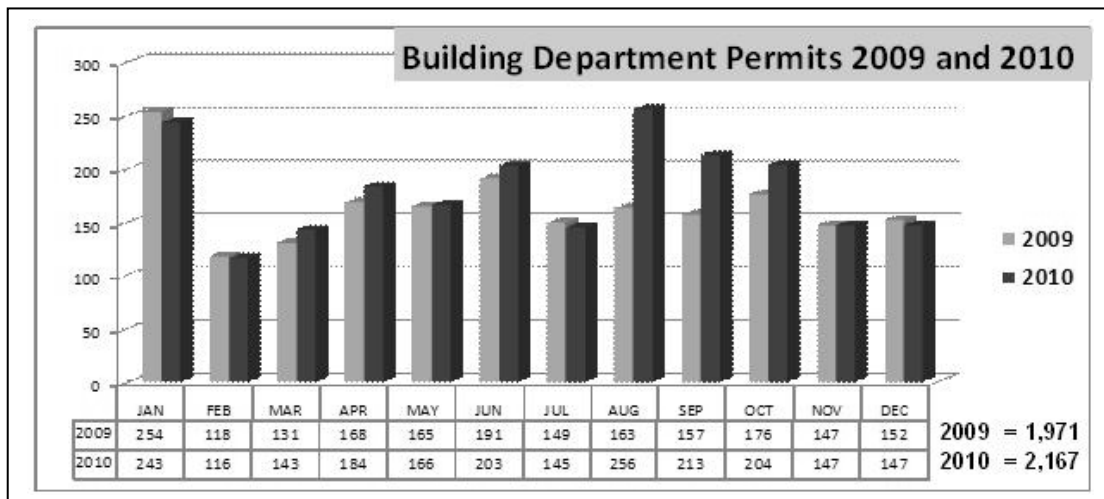
Building Division

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

Respectfully submitted,

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

	<u>Permits 2009</u>	<u>Permit Fees 2009</u>	<u>Permits 2010</u>	<u>Permit Fees 2010</u>
Building	933	\$165,618	1,027	\$362,538
Electrical	599	\$40,027	615	\$55,063
Plumbing	439	\$23,060	525	\$28,839



Community Development Department

Health Division

Licenses/Inspections/Food Safety Initiatives: The primary function of the Health Officer involves the inspection and licensing of regulated facilities in Salem. These regulated facilities include food establishments, body art facilities (tattoo & piercing), day care centers, and massage therapy facilities. The major portion of the inspectional activities is devoted to food establishments; this includes restaurants, school cafeterias, supermarkets, and convenience stores. Food samples are collected and tested monthly to assess restaurants' food preparation procedures. Complaints received by the Health Officer included nuisances such as improper storage of trash, illegal dumping and odors. Beaches are inspected and tested during the summer months to ensure safe swimming conditions.

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

Septic Systems/Wells: The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 259 inspections and 68 plan reviews were conducted in 2010. Other duties include the investigation of complaints concerning failing systems.

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

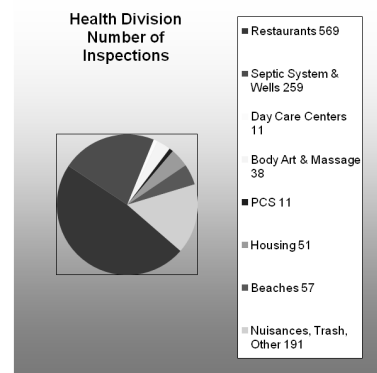
Public Health Preparedness: Salem is a member of a collaborative of ten municipalities, health & human service agencies and other community partners involved in planning and training to deal with public health emergencies.

2010 Highlights: The following are highlights for 2010.

- Received \$5,860 grant for Mosquito Control Program; an increase of over \$600 from 2009.
- No EEE or WNV positive mosquitoes or birds found in Salem for fifth straight year.
- Assessed water quality at 6 beaches; informed public of safe swimming conditions.
- Conducted 569 food safety inspections, collected 23 food samples.

Respectfully submitted,

Brian A. Lockard, Health Officer



Community Development Department

Planning Division

The Planning Division staff consists of Planning Director Ross Moldoff and Administrative Secretary Lisa Wojtas. The primary responsibility of the Planning Division is administering the Town's land use controls, including subdivision and site plan regulations. This involves reviewing plans and proposals to make sure they comply with the Town's regulations, signing permits, inspecting sites, answering questions from the public, and working with other Town staff, consultants, and applicants. We arrange Planning Board and Conservation Commission meetings throughout the year, prepare agendas and information packets, attend the meetings, and work to implement their decisions.

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

The following are Planning Division highlights for 2010:

- Worked with property owners, businesses, and contractors on the re-use of vacant stores or redevelopment of sites, including Krystal Ballroom Dance Studio (former Tweeter, Etc.), Not Just Curtains (former Tarot Card Reader), Used Book Superstore/Discount Pet Supply/Balducci's/Mattress Discounter (former Furniture World), Sports Authority (former Linen's N Things), Naser Jewelers (former Butcher Boy), 19 Main Street (former Lorenzo Building), Ultimate Electronics (former Circuit City), Tuscan Kitchen (former DeVito's), Lowe's (former Staples/Namco), Equity Partners (former Cisco), First Integrity Mortgage, Jim's Ice Cream Barn, Market Basket, CVS/Advance Auto Placement, and more.
- Coordinated 22 Planning Board meetings with 49 agenda items (down from 58 in 2009). Large projects approved in 2010 include the Tuscan Kitchen restaurant on Main Street, a 22 lot subdivision on Silver Brook Road (off Salem Street), a new roller coaster at Canobie Lake Park, and expansions at 3 elementary schools.
- Coordinated 12 Conservation Commission meetings with 12 agenda items (down from 23 in 2009). Major projects include 6 different road and bridge projects for the Town and work on an open space plan with the Rockingham Planning Commission.
- Prepared 4 amendments to the zoning ordinance dealing with redevelopment in the Salem Depot area, temporary signs, and impact fees. Prepare legal notices and warrant/ballot articles and set up public hearings.
- Worked with consultants on the Old Town Hall nomination to the National Register of Historic Places and on design guidelines for new development.
- Assisted our attorneys on the four court cases (Harrington, Abbas, Silver Farm, and DiBitetto).

Planning Division

- Reviewed permit applications for new single family dwellings, commercial buildings and alterations, in-law and accessory apartments, signs, and occupancy requests.
- Inspected sites for compliance with approved plans.
- Collected and process escrow funds for plan reviews by consultants and performance guarantees.
- Collected \$70,000 in impact fees for roads, schools, recreation, and public safety.

Special thanks to Maureen Sullivan, Administrative Secretary for the past 8 years, who left in July for a position with the Department of Public Works.

We urge citizens to participate in planning for Salem's future by reading the Master Plan and Land Use Controls, attending meetings, or watching them on Cable Channel 23, volunteering for subcommittees or Board openings, writing letters or email messages, visiting the Planning Office, and viewing the Town's web page at www.townofsalemnh.org.

Respectfully submitted,

Ross A. Moldoff, Planning Director

Engineering Department

There were several highlights in 2010 including, the completion of Bridge Replacements at Lawrence Road over Spicket River, North Main Street over Widow Harris Brook, and Emerson Way over Widow Harris Brook and the development of a 10-Year Road Program and 10-Year Bridge Program.

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

The 2010 calendar year was both busy and productive for the Engineering Department, and included our involvement in the following areas:

- Lawrence Road Bridge Replacement – Construction of a replacement bridge for Lawrence Road over the Spicket River was started in May of the year and was completed in October. The new bridge replaced an existing structure which had a weight restriction of 13 tons and was listed as a NHDOT ‘red list’ structure. Work was conducted in accordance with NHDOT Municipally Managed Bridge Program and FHWA requirements. The project benefitted fiscally from the American Recovery and Reinvestment Act of 2009 (ARRA), in that the NHDOT utilized ARRA funds within their Municipally Managed Bridge Program to facilitate a 100% reimbursement to the Town for costs associated with the construction effort.
- North Main Street Bridge – Construction of a replacement bridge for North Main Street over Widow Harris Brook was started in August of the year and was completed in November. The new bridge replaced an existing structure which was built in 1900 and last rebuilt in 1930. Work was conducted in accordance with NHDOT Municipally Managed Bridge Program requirements, and the Town will be reimbursed 80% of construction costs through that program.
- Emerson Way Bridge – Construction of a replacement bridge for Emerson Way over Widow Harris Brook was started in September of the year and was completed in December. The new bridge replaced an existing structure which was built in 1935 and was listed as a NHDOT ‘red list’ structure. Work was conducted in accordance with NHDOT Municipally Managed Bridge Program requirements and the Town will be reimbursed 80% of construction costs through that program.
- Bridge Design – Engineering associated with two additional bridges was initiated during the year. Plans are in progress for the future replacement of South Policy Street bridge over Porcupine Brook, and Town Farm Road bridge over Spicket River.

Engineering Department

- Emergency Repairs – Heavy rains in the spring prompted significant damage and subsequent road closure at two culvert locations. A sink hole developed in Hooker Farm Road at a culvert and forced the closure of the road in early March of the year. Similarly, an inspection report from NHDOT regarding a culvert along Bluff Street Extension resulted in a mid May closing at Widow Harris Brook. The Engineering Department, working with DPW private consultants and contractors, facilitated emergency repairs such that Hooker Farm Road was reopened in late April and Bluff Street Extension was reopened in mid June.
- 10 Year Road and Bridge Plans – The Engineering Director was chairman of the Road Stabilization Committee which formulated a 10 Year Road Program. The program outlines future fiscal, design, construction, and maintenance plans for the next decade of road projects and was adopted by the Board of Selectmen on November 08, 2010. The work of the Road Stabilization Committee also involved discussion of how road and bridge projects could be effectively coordinated. This ultimately led to the development of a 10 Year Bridge Program, which was adopted by the Board of Selectmen on August 16, 2010.
- 2010 Roadway Improvement Program – Reconstruction of approximately 4300 linear feet of Cluff Road between Rte 28 and Lawrence Road. Various drainage improvements and minor road realignment was conducted as part of the project. Work was started in April of the year and completed in October.
- Sunset Road Reconstruction – The Sunset Road project was initiated by citizen petition and authorized by Town Meeting in 2010. The project involved reclaiming and repaving of approximately 600 linear feet of road, along with minor drainage improvements. Work was undertaken and completed in the fall of the year.
- Road Design – Substantial efforts were made to advance road design in anticipation of upcoming construction projects. Completing the remaining design inventory from 2009, designs for reconstruction of Cluff Crossing Road and South Policy Street (from Raymond Ave to Cross St) were finalized, as was the design for Chappy Lane and Lisette Drive. In addition, design work on Stiles Road, and segments of Pelham Road, Brookdale Road, and Brady Avenue were completed.
- Updating of Road Inventory – Working with the Town Managers Office, DPW, and Planning Dept, the Engineering Department continues efforts towards revising and updating the status list of roads in Town. The process was initiated in 2009 and will continue into 2011 in an attempt to properly categorize all of the roads in Town as being either accepted, unaccepted, or private.
- NPDES Phase II Small MS4 General Permit – In cooperation with the Department of Public Works, the Engineering Department coordinates and oversees the preparation of annual stormwater reports to the U. S. Environmental Protection Agency. The annual report documents the Town's progress with respect to various Stormwater objectives.

Engineering Department

- Drainage Inventory and Assessment – The Engineering Department continues with an ongoing town-wide drainage inventory and assessment project. This project involves the cataloging and evaluation of the Town’s drainage structures and stormwater outfalls. The effort will improve the Town’s ability to manage the drainage system, improve planning associated with capital improvements, and further the Town’s compliance with Federal stormwater regulatory requirements.
- Culvert Cleaning – The Engineering Department, working in cooperation with the DPW, advanced maintenance efforts on the Town’s drainage system at 8 locations Town-wide. Work involved the development of plans and specifications, environmental permitting, and construction associated with repairing, cleaning, and stabilizing pipe culverts and their associated inlets and outlets.
- Subdivision and Site Plan Review – The Engineering Department performed technical review of 169 submissions related to subdivision and site plan projects.
- Permits – The Engineering Department issued 153 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. In addition, Engineering participated in the review and sign off on 679 Building Permit Applications and Certificates of Occupancy.

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

Respectfully submitted,

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

Finance Department

The Finance Department is comprised of many functions that interact with all departments within the town. The functions within the Finance Department include budget preparation, payroll, purchasing, accounts payable, accounts receivable, cash management, water, and sewer billing. All of these functions play a critical role within the town as well as the community. The year 2010 was a busy year for the Finance Department.

The following are highlights from the fiscal year 2010:

- On March 29, 2010, a State of Emergency was declared due to a severe winter storm that began on February 23, 2010. As a result, the Town of Salem incurred costs in excess of \$220,000. The Town was reimbursed approximately \$166,500 from the Federal Emergency Management Agency and the State of New Hampshire for this event.
- On May 12, 2010, a State of Emergency was declared due to a severe flooding for the period March 14 thru March 31, 2010. As a result, the Town of Salem incurred costs in excess of \$205,000. The Town was reimbursed approximately \$155,000 from the Federal Emergency Management Agency and the State of New Hampshire for this event.
- The Town received reimbursement of approximately \$1,030,000 from the NHDOT State Bridge Aid program for the construction of Lawrence Road Bridge. The remaining reimbursements will be received in 2011.
- The Town received voter authorization to obtain a \$1,297,000 Bond Issue to fund the reconstruction of the North Main Street and Emerson Way Bridges. Both Bridge projects are eligible for 80% reimbursement from the NHDOT State Bridge Aid Program.
- The Town received an AA credit rating and a very favorable interest rate of 2.62% for the 2010 Bond Issue.

The actual 2010 tax rate for the Town portion was set at \$5.15. This is an increase of \$.36 or 7.56% as compared to the 2009 Tax Rate. Overall, the Town, School, State and County tax rate increased in 2010 by \$.79 per \$1,000 dollars of assessed valuation or 5.62% from the 2009 tax rate. The 2010 tax rate is set at \$14.84 per \$1,000 of assessed valuation. The Town of Salem still maintains one of the lowest tax rates in the State.

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

Respectfully submitted,

Jane S. Savastano, Finance Director

Fire Department

On behalf of Salem Fire Department, I submit our 2010 annual report representing a snapshot of the department's yearly activities and response statistics. Our members remain committed to fulfilling our mission to provide the town of Salem with fast, clean, friendly, professional fire prevention, fire suppression, emergency ambulance and disaster management services, protecting and preserving life, property, and the environment at a reasonable cost.

In addition to thousands of emergency medical services (EMS) calls, Salem Fire Department responded to twenty-four structure fires in 2010. We are thankful to report that this year, no civilian or firefighter lost their life in a fire. Because of our members' dedication and hard work, we continued to deliver quality services while experiencing a record increase in call volume. Requests for EMS and fire suppression services rose twelve percent (12%) in 2010. As seen in accompanying graphs, we dispatched crews to more than five hundred (500) additional emergency incidents when compared to 2009. Salem Fire Department has not experienced growth of this magnitude in more than thirty years.

In 2010, many public safety agencies in our region struggled to maintain emergency services because of various economic factors. Decreasing budgets and revenue shortfalls affects all of us. The public's interest in increasing or decreasing funding for costly public safety resources is understandable. Salem Fire Department remains committed to providing the highest quality services to our residents and visitors. Our officers and firefighters will continue to practice sound management principles and make efficient, effective, economical and ethical use of existing resources.

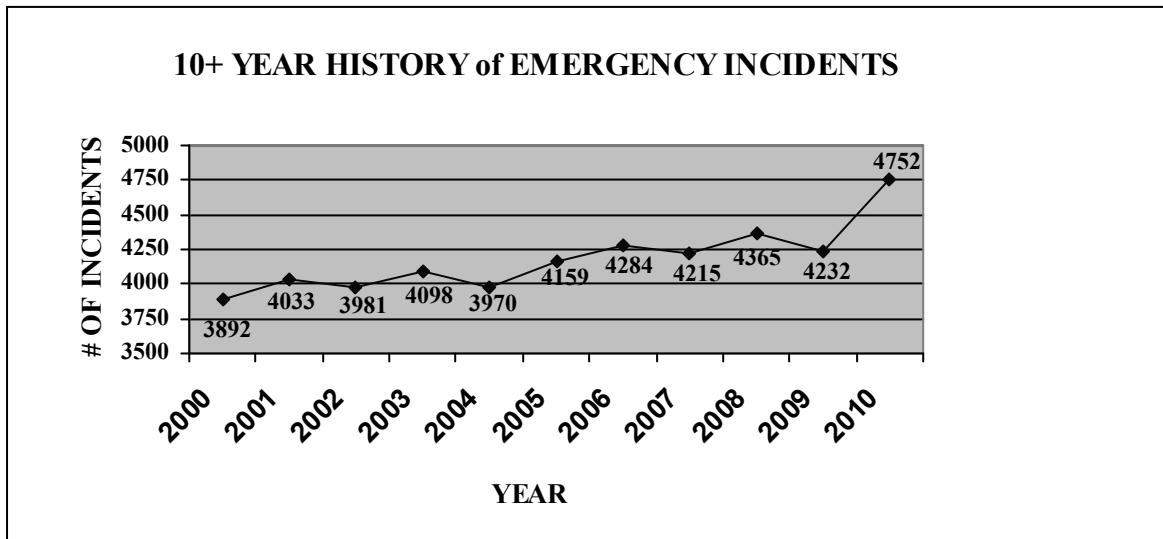
In the past two decades, Salem Fire Department experienced a sixty-two (62%) increase in demands for our services. Despite this increase, we operate today with fewer on-duty shift personnel even after adding new programs and services (e.g. advanced life support – paramedics, hazardous materials response).

The following information is offered for your review:

- In 2010, Salem Fire Department operated 365/7/24 with fifteen (15) persons per shift as compared to sixteen (16) persons per shift in 1990.
- In 2010, Salem Fire Department responded to a record 4,752 incidents. In 1990, Salem Fire Department responded to 2,928 incidents.
- In 2003, Salem Fire Department suffered a reduction in its Insurance Services Office (ISO) Public Protection Class rating, dropping two whole points. This score is generally assigned once every ten years and is used by private insurance companies to set rate premiums. Salem's retrogression from a 3 rating to a 5 rating (whereby a score of 1 is the best and a score of 10 is the worst) was primarily due to inadequate fire department shift staffing.
- Salem Fire Department applied for and won two (2) Department of Homeland Security (DHS), Staffing for Adequate Fire and Emergency Response (SAFER) grants (2007 and 2008) totaling more than \$825,000. These two highly competitive cost-sharing grants enabled us to hire eight firefighters and restored on-duty shift strength from thirteen to fifteen persons. This grant award brings us closer to complying with national standards.

Fire Department

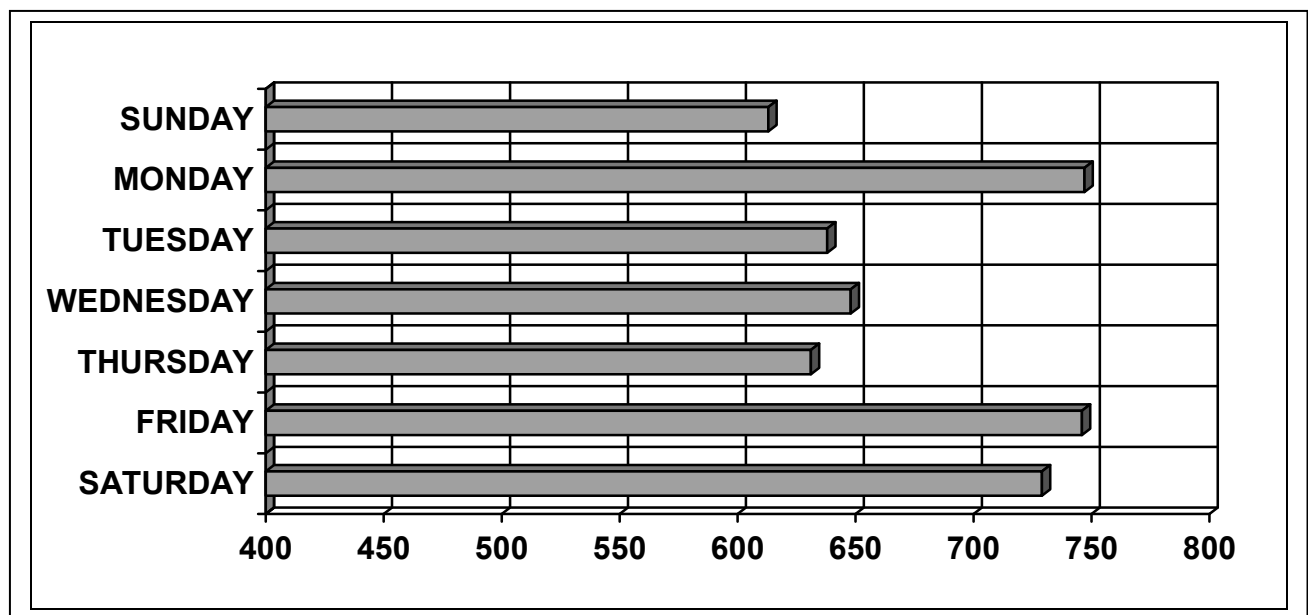
Also included for your review are the following response statistics and graphs.



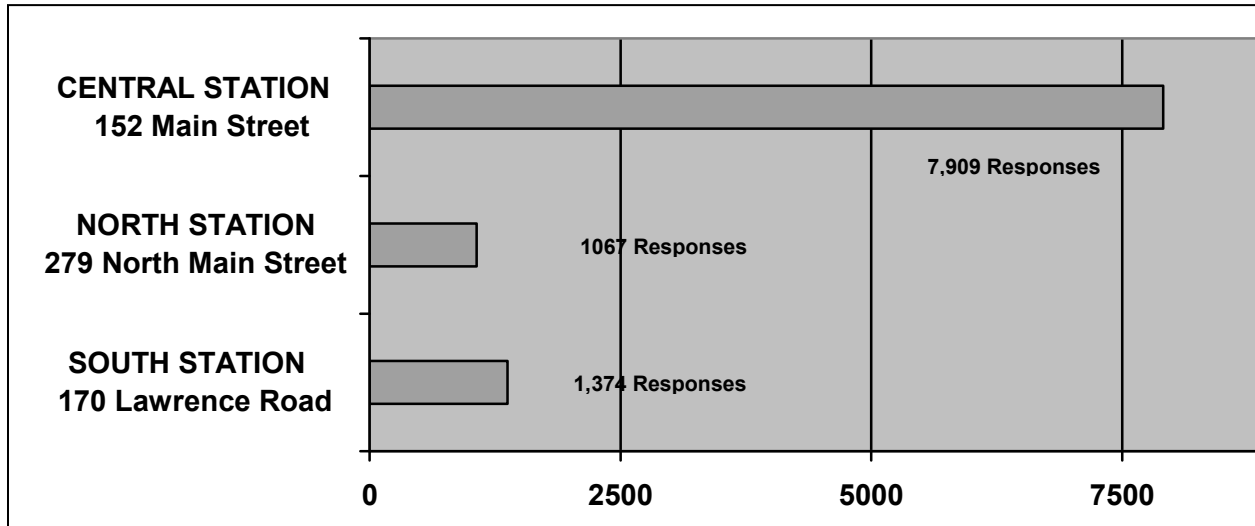
In summary, the voters of Salem have earned our gratitude. Several years ago, we asked for their assistance to achieve modest increases in our on-duty shift staffing. In numerous public forums, voters listened to honest, detailed presentations and overwhelmingly backed our request to restore fire department personnel. As we review incident data from 2010, we are mindful that your support made all the difference.

In 2010, we responded to four thousand, seven hundred fifty-two (4,752) incidents. As seen in the accompanying graph, demands for our services occur on a frequent basis regardless of the day of the week.

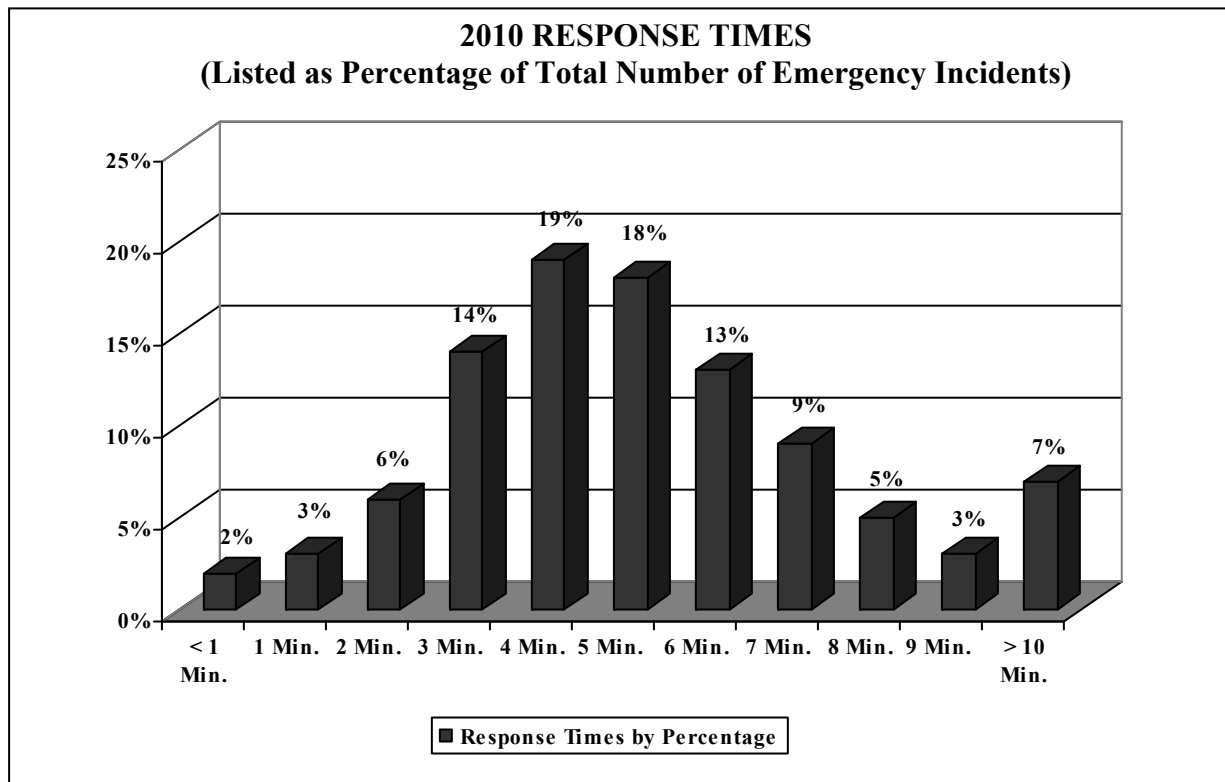
2010 EMERGENCY INCIDENTS by DAY of WEEK



Fire Department



The above graph reflects the number of responses from each fire station by counting the times Salem Fire Department apparatus left their respective station to respond to incidents.



The above graph reflects response times in minutes (expressed as a percentage) that it took for the first arriving fire and/or EMS unit to “sign off” at the incident location. It is important to note that the response time for each emergency incident is recorded using the time it takes for the first fire truck, ambulance, or paramedic to arrive on the scene after “signing on” via radio. This is also referred to in the fire service as “wheel time”.

Fire Department

NFPA 1710 was published in 2001 by the National Fire Protection Association. It is a professional standard entitled - Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments. It serves as a benchmark for fire department effectiveness and quality and sets forth a minimum requirement that career fire departments be staffed and organized to deliver fire suppression or emergency medical services unit(s) on scene within four (4) or fewer minutes to ninety percent (90%) of all fire and EMS responses once dispatched. Perhaps even more important is the requirement that communities similarly sized to Salem have at least fifteen (15) firefighters assembled at the scene of all building fires within eight minutes.

Simultaneous calls refer to those times when fire suppression or emergency medical services personnel are dispatched to an incident while elsewhere in town another emergency call is already in progress. This is important to track because it is a prime indicator of whether a community should increase its on-duty shift strength. In 2010, of the 4,752 emergency incidents we responded to, forty-two percent (42%) or 1,975 of these incidents occurred while at least one other on-duty crew was responding to or operating at another incident. Therefore, we are frequently unable to send (dispatch) a sufficient number of fire suppression personnel to comply with this national standard.

Appropriate staffing levels continue to be the single most important factor affecting fire departments. In Salem, we deliver our fire suppression and emergency medical services from three fire stations. As seen in the following table, staffing levels in our district stations (North and South) remain constant at three persons (1 Lieutenant and 2 Firefighters). Staffing levels at Headquarters Station on Main Street (Central Station) include nine persons as described.

	HEADQUARTERS #1 152 Main Street	STATION #2 279 North Main Street	STATION #3 170 Lawrence Road
# of Personnel assigned at listed stations = 15	9 persons	3 persons	3 persons
Staffed positions at each fire station	Captain (1) Lieutenant (1) Firefighters (7)	Lieutenant (1) Firefighters (2)	Lieutenant (1) Firefighters (2)
Emergency response apparatus available at each fire station	Shift Cmdr. (C5)* Engine #1* Engine #4 Squad #1 Rescue #1* Rescue #4* Paramedic #1* Forestry #1 <i>*denotes units staffed with on-duty personnel Squad #1 & Forestry #1 are cross staffed Eng #4 is a reserve engine</i>	Engine #2 Rescue #2 Forestry #2 <i>Personnel cross staff listed apparatus and take 1 of the 3 vehicles listed depending on dispatch/emergency</i>	Engine #3 Ladder #1 Rescue #3 <i>Personnel cross staff listed apparatus and take 1 of the 3 vehicles listed depending on dispatch/emergency</i>

Fire Department

The standard (NFPA 1710) also requires fire chiefs to report the predictable consequences of not achieving compliance with this standard. Failure to maintain adequate shift staffing with appropriate on-duty resources will undoubtedly translate to increased property loss and a diminished rate of survivability for cardiac arrest patients. Therefore, we must remain vigilant in maintaining, at a minimum, the current shift staffing of at least fifteen persons to reduce risks associated with medical and fire emergencies.

ENERGY CONSERVATION

In January of 2010, Salem Fire Department responded to the community's desire to reduce operational costs in municipal services. The department's newly formed Energy Conservation Committee sprang into action. This team led by Captain Jonathan C. Brackett, identified distinct areas where the Fire Department had the greatest opportunity to realize measurable gains in conserving energy and reducing corresponding costs. In addition to educating personnel and enforcing numerous energy conservation measures, a primary focus was centered on reducing energy consumption associated with all of the various lighting fixtures in use at each of our three fire stations. This was ultimately achieved through the replacement of these inefficient fixtures with highly efficient light emitting diode (LED) lighting fixtures.

Capitalizing on a grant made possible by the American Recovery and Reinvestment Act, Salem Fire Department was able to undertake a major project which involved the replacement of more than six hundred fifty (650) lighting fixtures in three fire stations. By the end of 2010, one hundred percent (100%) of the various interior and exterior fixtures at each of the town's three fire stations had been converted to LED lighting. Initial analysis suggests this project should reduce electrical consumption by more than 45,000 KWh per year. Additionally, the LED lighting selected for this project comes with a five year warranty and an anticipated life span in excess of 50,000 hours which should also significantly reduce lighting maintenance costs.

We would like to thank Salem's Community Development Director, William J. Scott for helping us achieve success with this project. It was Mr. Scott who secured grant funding which totaled approximately one hundred thirty-one thousand dollars (\$131,000). Salem Fire Department used approximately eighty-five thousand dollars (\$85,000) of this grant to complete our station lighting project.

PERSONNEL

Please remember **Firefighter Ronald A. Spicer Jr. – Badge #193** who in September, 2010, began serving his second combat tour of duty as a Staff Sergeant in the United States Army. He remains in our thoughts and prayers and we look forward to his safe return along with all of our nation's men and women serving overseas.

The following personnel retired from Salem Fire Department in 2010. We appreciate their service and commitment and we wish them a happy and healthy retirement.

Lieutenant Alan G. Briand – Badge #108

Hired - 4/13/1981

Retired – 5/31/2010

Fire Department

The following personnel were promoted in 2010.

Lieutenant Chris J. Hamilton – Badge #166 promoted to Fire Lieutenant on 6/13/2010

The following personnel were appointed to Salem Fire Department in 2010:

Kennett J. Colby – Badge #197	Appointed to Firefighter Paramedic on 1/1/2010
Michael J. Galipeau – Badge #198	Appointed to Firefighter Paramedic on 1/1/2010
Phillip L. MacCallum – Badge #199	Appointed to Firefighter Paramedic on 6/21/2010

Lastly, I wish to thank the men and women of Salem Fire Department who remain committed to public service each and every day. It is truly an honor to serve as their Fire Chief.

For more information on our personnel, facilities, apparatus and other facts relating to our services, please visit us on the web at www.townofsalemnh.org and link to Salem Fire Department or e-mail me at kbreen@ci.salem.nh.us

Respectfully submitted,

Kevin J. Breen, Chief of Department

Fire Prevention Bureau

I am pleased to offer the following report of the Fire Prevention Bureau, Communications and Information Technology Divisions. This year, along with the regular work load of day to day operations, the following items highlight the program and project activities completed:

- 1) Installation of mobile data technology terminals in the senior command staff vehicles (4) to bring the Red Alert CAD system to the field. This has resulted in an increase in productivity and situational awareness for our shift commanders and chief officers. Although plans to bring this technology to all front line emergency response vehicles was not supported in the 2011 budget request, we will bring it forward in 2012 as part of our commitment to serve all of our customers by utilizing revenue received through fire alarm monitoring fees.
- 2) All desk top computers were updated at Salem Fire as part of the IT Department's technology upgrade program.
- 3) Continued participation in the town wide fiber optic project.
- 4) Projects for 2011 include the installation of a new dispatch console in the Fire Alarm Office to replace an aging Zetron Console. This new Motorola console will be identical to the console installed in 2009 as part of a grant received from the State of NH.

Fire Department

Fire prevention bureau

5) Some of the statistical highlights for 2010 are as follows:

- 1163 Inspections were conducted by Fire Prevention/Suppression personnel
- 1437 Permits were issued by the Salem Fire Department
- 272 Violation notices were issued
- 237 Plans reviewed
- 68 Place of assembly inspections
- 36 Complaint investigations
- 44 Fires were investigated for origin and cause
- 240 Hours of public fire education training delivered

In conclusion, I would like to personally thank all of the residents for their continued support of Salem Fire personnel in bringing the Fire Prevention/Community Preparedness messages to our community. I am proud to serve as Salem's Fire Marshal and proud of the members of Salem Fire Department who support all of the community efforts and look forward to continued success in 2011.

Respectfully submitted,

Jeffrey S. Emanuelson, Fire Marshal

Forest Fire Warden and State Forest Ranger

Your local Forest Fire Warden, Fire Department, and the State of New Hampshire Division of Forests & Lands, work collaboratively to reduce the risk and frequency of wildland fires in New Hampshire. To help us assist you, please contact your local Forest Fire Warden or Fire Department to determine if a permit is required before doing ANY outside burning. Under State law (RSA 227-L:17) a fire permit is required for all outside burning, unless the ground is completely covered with snow. The New Hampshire Department of Environmental Services also prohibits the open burning of household waste. Citizens are encouraged to contact the local fire department or DES at 1-800-498-6868 or www.des.state.nh.us for more information. Safe open burning requires diligence and responsibility. Help us to protect New Hampshire's forest resources. For more information please contact the Division of Forests & Lands at (603) 271-2214, or online at www.nhdfl.org.

This past fire season had a slightly lower number of fires, as well as lower number of acres burned than the 5-year average. What made this fire season somewhat unusual was that it lasted most of the summer. New Hampshire typically has a fairly active spring fire season and then the summer rains tend to dampen fire activity later in the season. This year virtually all areas of the state had fires throughout the summer due to the continuous dry spells throughout the season.

As has been the case over the last few years, state budget constraints have limited the staffing of our statewide system of 16 fire lookout towers to Class III or higher fire danger days. Despite the reduction in the number of days staffed, our fire lookouts are credited with keeping most fires small and saving several structures due to their quick and accurate spotting capabilities. The towers fire spotting was supplemented by contracted aircraft and the NH Civil Air Patrol when the fire danger was especially high.

The largest fire for the season was 10.3 acre fire in Charlestown. Many homes in New Hampshire are located in the wildland urban interface, which is the area where homes and flammable wildland fuels intermix. Several of the fires during the 2010 season threatened structures, a constant reminder that forest fires burn more than just trees. Homeowners should take measures to prevent a wildland fire from spreading to their home. Precautions include keeping your roof and gutters clear of leaves and pine needles, and maintaining adequate green space around your home free of flammable materials. Additional information and homeowner recommendations are available at www.firewise.org.

Please help Smokey Bear, your local fire department, and the state's Forest Rangers by being fire wise and fire safe!

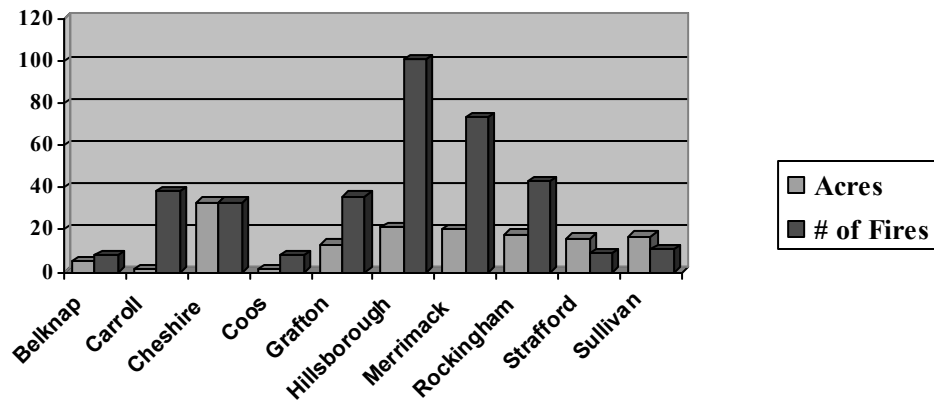
Forest Fire Warden and State Forest Ranger

2010 FIRE STATISTICS

(All fires reported as of November 2010)

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

COUNTY STATISTICS		
County	Acres	# of Fires
Belknap	5	8
Carroll	1	38
Cheshire	33	33
Coos	1	8
Grafton	13	36
Hillsborough	21	101
Merrimack	20	73
Rockingham	18	43
Strafford	16	9
Sullivan	17	11



CAUSES OF FIRES REPORTED

Arson	3
Debris	146
Campfire	35
Children	13
Smoking	13
Railroad	0
Equipment	18
Lightning	4
Misc.*	128 (*Misc.: power lines, fireworks, electric fences, etc.)

YEAR

TOTAL FIRES

TOTAL ACRES

2010	360	145
2009	334	173
2008	455	175
2007	437	212
2006	500	473

ONLY YOU CAN PREVENT WILDLAND FIRE

Southeastern New Hampshire Hazardous Materials District

About the District: The District's membership is made up of 15 communities of approximately 360 square miles with a population of over 180,000 people within the Route 93 corridor. Essentially the District is bordered in the east by Route 125 and the Merrimack River to the west. North and south borders are defined by Manchester, Route 101 and the Massachusetts state line. The District was formed in 1993 to develop a regional approach in dealing with the increasing amounts of hazardous materials being used and transported within these communities. This District is recognized by the State of New Hampshire as the Regional Emergency Planning Committee (REPC) for the member communities. The REPC which consists of representatives from local government, industry, and the general public is working with industry to comply with federal regulations for the reporting of chemicals used within and traveling through the District.

The District draws its funding from an annual assessment from each community as well as from grants and donations. In 2010 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$151,707.00. The Fire Chiefs from each of the member communities' make-up the Operations Committee of the District. This Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community, who approve the budget and any changes to the bylaws. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technician Team Liaison, and one Member at Large, manages the operations of the District within the approved budget. The District employs a part-time REPC Director to manage the administration functions of the District, including grants management, financial management, and emergency planning.

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

The Emergency Response Team is made up of 39 members drawn from the ranks of the fire departments within the District. The team consists of 6 Technician Team Leaders, 28 Technician Level members, 5 Communication Specialists, and 3 Information Technology Specialists. In addition to members drawn from member fire departments, the team also includes members from various backgrounds that act as advisors to the team in their specific areas of expertise. These advisors include an industrial chemist, and several police officers.

The Team maintains a fleet of vehicles and specialized equipment with a value of close to \$1,000,000. The vehicles consist of a mobile Command Support Unit, 2 Response Trucks, 2 Spill Trailers, an Entry/Intervention Trailer and a Mobile Decontamination Trailer. This mobile apparatus carries the team's equipment, which includes chemical detection and identification instruments, containment supplies, plugging, patching and intervention supplies, communication

Southeastern New Hampshire Hazardous Materials District

equipment, computer based and other chemical reference guides as well as chemical protective equipment. The team equipment is stored at various locations within the District, allowing for rapid deployment when the team is activated. Activation of the team is made by the request of the local incident commander through the Derry Fire Department Dispatch Center.

Response Team Training: In 2010, the emergency response team completed 1808 hours of training, during monthly training drills and specialized classes attended by team members. This training included confined space entry, hazardous materials operations, level A entry drills, radiation detection equipment operations, chemical identification, facility familiarization, transportation emergencies, and incident command. Additionally, training was provided by the Domestic Preparedness Equipment Training Assistance Program on various chemical detection equipment, Weapons of Mass Destruction, Personnel Protective Equipment, and “Hot Area Operations”.

The Team also provided 88 hours of instruction to member fire departments, in various Hazardous Materials subjects, including on-scene operations and decontamination. The District in conjunction with the International Association of Firefighters provided a 80 hour Hazardous Materials Technician Class to 27 members of member fire departments.

Emergency Responses: In 2010, the Team responded to 19 incidents within the District. These incidents included requests for technical assistance for member departments where a Response Team Leader provides consultation to the fire department on the handling of an incident. Additional responses included incidents involving the identification of spills of unknown substances, hydrocarbon spills, large propane and natural gas leaks and response of the mobile command post to support departments during large scale incident.

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

Respectfully submitted,

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

Human Resources Department

The year 2010 has been busy and challenging for Salem's Human Resource Department. We have dedicated time and research keeping abreast of the ever-changing legal landscape under the leadership of the Obama Administration and Congress. The changes commenced in January and many were finalized in December. These include, but are not limited to: *The U. S. Patient Protection & Affordable Care Act*, *the American Recovery and Reinvestment Act (ARRA)*, *the Children's Health Insurance Program Reauthorization Act (CHIPRA)*, *the newly-revised Family Medical Leave Act*, and *the expanded Americans with Disability Act*.

Salem's Human Resources Department works closely with all Town Departments especially Finance, Fire, Police and DPW. The Human Resources Director is involved in union relations including mediations, arbitrations, grievance processing, union negotiations, processing workers compensation claims and working towards getting injured employees back to work as soon as possible. After we conduct comprehensive background investigations, we focus on hiring individuals who are best suited for their positions.

- By the end of 2010, a collective bargaining agreement was successful settled between management and the Salem Public Administrators Association (SPAA). The four other unions: Salem Police Relief (representing the Police employees), Professional Firefighters of Salem (Local #2892), AFSCME and SEA have not completed negotiations.
- Finance and HR have partnered to apply for the *Federal Early Retiree Reinsurance Grant*, which is part of the U. S. Patient Protection & Affordable Care Act. Salem was successful in receiving the Grant, which could represent the Town's receiving a significant portion of the total Federal \$5 billion of reimbursement funds available. Salem will work with Local Government Center to enter all of the necessary data so that full reimbursement is maximized.
- All of our employees have received training on Fraud Prevention—How to Recognize it and Prevent it at the Workplace. Updated Sexual Harassment training was also conducted early in the Year.
- Historically, we have worked with interns from Salem High School and have had another successful year keeping them busy in Finance and the Building Inspection area.
- By the end of 2010, eighteen (18) full-time and part-time employees were hired. Specifically: Three Firefighters, two clerks in Collections, one Information Technology administrator, six Police Officers, two part-time Crossing Guards, one Police Records clerk, two part-time Assessing employees, one part-time clerk in the Senior Center. We extend a warm welcome to all these employees and wish them continued success in their new positions.

Respectfully submitted,

Lynn A. Rapa, Director of Human Resources
Anne M. Fogarty, Human Resources Assistant

Joint Loss Management Committee

The Town of Salem's Joint Loss Management Committee (sometimes referred to as JLMC, JLC or Safety Committee) is an employee health and safety committee. This committee is a state requirement for all municipalities and meets regularly to review safety issues and organize health initiatives. The committee is a cooperative effort involving staff and management from various departments working together to control workplace hazards. This relationship allows the employees who are most familiar with a work task to provide input regarding safeguards instituted in the work environment.

The committee sponsors a voluntary employee walking program twice per year. During each walking session, employees record the distance they have walked and report back into a coordinator. This program aims to motivate employees to exercise at their own comfort level in a group atmosphere. Studies have shown regular exercise leads to less down-time due to illness. In 2010, the committee applied for a grant through the Local Government Center. The grant was only applicable toward employee health related programs. The committee was awarded the grant of almost \$4,000 in order to fund incentives for the employee walking program, with the goal of increasing registration numbers. We look forward to adding more exciting aspects to the program this spring with the aid of the grant.

The committee applied for a second grant in 2010 from Primex. This grant was directly applicable toward safety issues either relating to claim trends or for preventative measures. The committee was awarded the grant for \$10,000 to purchase defibrillator units for the Town Hall, Library and Senior Center, as well as wrist rests for computers in the Town buildings. The award of this grant came at the end of the 2010 year and we look forward to the purchase and distribution of this equipment.

In an effort to keep health and safety at the forefront of our employees' minds, the committee distributes information regularly tailored to the season. Each informational poster might remind employees of the dangers of being in the sun too long, electrical hazards, slips and falls or working on ladders. We encourage employees to be safety conscious when performing their work duties and encourage them to report all unsafe conditions.

We look forward to another productive and safe year.

Respectfully submitted,

Cynthia Crescenzi, Chairman
Christopher Dillon, Vice-Chairman
Sharon Savage, Secretary
Lynn Rapa, Human Resources Liaison

Human Services Department

The Human Service Department is located at 287 Lawrence Road (the old Mary Foss School Building) is open Monday-Friday from 8:30-3:30. Please call 890-2130 for an appointment. 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 using guidelines adopted by the 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. Whenever possible, referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized.

In 2010, the Town provided assistance to 100's of low-income families and individuals both through direct Town assistance, or in collaboration with local community groups. Additionally, Salem residents who had insufficient income due to a job loss, an injury or disability were assisted with vouchers for basic necessities such as: food, fuel, medical assistance (for the uninsured) and rent. This rental category consists of regular rent, emergency shelter costs, and eviction prevention money and in 2010 this number increased from \$20,422 (2009) to \$24,230 (2010). Based on a total 2010 budget for Direct Assistance of \$59,500, it is estimated that \$40,104 has been spent to date. Also in 2010, the Human Services Department collected approximately \$40,000 in reimbursements from past assistance provided to residents in need.

2010 has been a very busy year in the Human Services office with many positive things happening despite the downturn in the economy. Through a food donation from the Salem Kiwanis we were able to assist over 50 families with a complete Thanksgiving dinner. Again this year we received a very generous donation of Market Basket gift cards from the Salem Contractors Association to assist additional families through the holiday season with food. In addition dozens of school children were supplied with back packs, notebooks and supplies for Back to School as well as privately donated gift cards for new school clothing. We also were the beneficiaries of several school and community coat drives in which car-loads of gently used coats were donated to our **"Free Thrift Store"**. This Christmas over 155 families or 560 individuals were assisted through the Salem Christmas Fund with Christmas gifts and very generous food baskets which were distributed with a large cadre of community volunteers.

Again this year, volunteers have immensely improved the quality of life for Salem Residents through their selfless dedication and commitment to assist us in serving our low income townspeople. I would like to acknowledge and thank specifically the Salem Rotary Club who donated and organized 25 Christmas Food Baskets to be given away by our office. We also have many anonymous donors who call us and want to assist families in Salem so we are able to create those links....again a Win-Win for the Town of Salem. A special thanks to all of those unsung benefactors who so generously donate to their Salem neighbors in need.

Respectfully submitted,

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

Information Technology Department

The Information Technology Department is responsible for installation and maintenance of computer equipment and software including general user applications, specialized business applications, email, phone systems, GIS services and network infrastructure. The Department consists of four employees (IT Director, two Systems Administrators, GIS Project Lead) who support approximately 250 employees in nine networked locations and several stand-alone facilities. Emergency 24x7 support is also provided for public safety agencies.

This year saw the beginning and end to many major projects for IT. The data transfer was completed for the Police Department's new system. The new system assumes responsibility for all major functions in the Police Department and centralizes efforts while bringing new functionality to areas that only had manual tracking available previously. Additionally, the last major installations to the Town Hall system replacement were completed in 2010. Finalization of the project will continue through 2011.

Other new projects began in 2010. All municipal servers were replaced. This is a significant undertaking that must be carefully planned to avoid considerable outages. New desktop computers were also installed throughout most of the facilities, replacing ill performing desktops that were eight years old. A perpetual replacement cycle for equipment is needed in order to maintain effective services.

One of the newest and most exciting projects is one that has been in the works for a few years. The Fiber Network Project has undergone a long negotiation process with the utility companies and all parties involved. The initial fiber has been strung to some key municipal facilities and the entire project has the potential to connect thirty to fifty-two municipal and school facilities and assets. Phase one was begun in 2010 and will continue into 2011 with phases two and three. The entire project consists of ten phases and could grow larger.

The GIS program continues to make great strides and pushes the envelope in the municipal geo-spatial arena, while providing quality and timely mapping services and products to internal departments, the residents and businesses of Salem, and the general public at large. GIS worked diligently with contractors and other departments to near completion of asset layers for the water, sewer and drainage systems in town. Mapping capabilities reach far beyond street mapping in Salem and are vital to many departments.

The Information Technology Department looks forward to another year of serving the Town and its departments.

Respectfully submitted,

Cynthia Crescenzi, Information Technology Director
Michael Weston, Systems Administrator
Robert Gannon, GIS Project Lead
Anthony Arnold, Systems Administrator

Police Department

The Salem Police Department saw a number of changes of personnel in 2010, most notably the promotion of Shawn Patten to Deputy Police Chief, James Chase to Lieutenant, and Shane Smith to Sergeant. Retiring from Salem PD were Shane Childs, June Frechette, Eric Lamb, and William Ganley. New hires include Officers Keating, Pappalardo, Turner, Holland and O'Donnell. We all, new and old, remain committed to our community and will do our best to keep Salem a safe and vibrant community.

In order to make this work, we need the help of our citizens. Our agency has taken on as much as it can handle based on our staffing level. We need your help. Call us if you see a crime occurring or have information about a crime, or we ask that you to contact the Southern NH Crimeline at 893-6600 to provide the information anonymously. Your tip can help us solve a serious crime quickly, leaving more time for other investigations. Callers to Crimeline are eligible for a cash award upon the arrest and conviction of a criminal - and your tip remains anonymous. Also, look for opportunities to create your own Neighborhood Watch in 2011. The Community Service Unit (CSU) will be providing more on this in the near future.

Our first Citizen Police Academy was a great success. We enjoyed working with our academy attendees. We hope to have a Spring and a Fall session in 2011. CSU will be providing more information on the next Citizen Academy in the early Spring. If you wish to learn more about your police department, take the time to attend the Citizen Police Academy. You'll like it!

Also for 2011 we will conduct a major review our agency structure. The ever increasing activity level has had an impact on our ability to deliver police services. In 2011 we will lose a sworn position as well. We will review our present structure after first reviewing our calls for service by day of week, time of day, location, and type of crimes. This will help us to assess where, when and how to refocus our resources in order to be more efficient, and to increase our effectiveness against those committing serious crimes. Our resources will remain focused on the delivery of Patrol services as a priority, followed by narcotics offenses, then major crimes, and finally general calls for service. Our work level has increased approximately 150% since the 1990's and we'll need to make the maximum use of the personnel we have. Understanding this, we will prioritize the delivery of services to meet the most serious needs of the community first, and we will reduce services in areas where there are other agencies or businesses that can handle the issues. By doing so, we will maintain the highest level of services in the areas that have a high impact on public safety.

We thank you again for your support, kind letters, and cards. We will continue to work hard to keep Salem a great place to live, work, and visit.

Respectfully submitted,

Paul T. Donovan, Chief of Police

Police Department 2010 Department Statistics

<u>Patrol Division:</u>		<u>+/- From 2009</u>
Total Calls for Service:	38,158	+22%
Total Class A & Class B Criminal Calls:	8,305	
Total Non-Criminal Calls	29,853	
Total Case #'s Assigned	6,587	+15%
 <u>Motor Vehicle Stops</u>	 15,843	 -11%
Summonses Issued	2,101	
Warnings Issued	8,458	
 <u>Motor Vehicle Accidents</u>		
Reported	1,293	+15%
Investigated	714	

CRIME STATISTICS

Class A Offenses

Arson	17	+93%
 <u>Assaults</u>		
Aggravated Assault	29	+79%
Simple Assault	229	-23%
Intimidation	106	
Bribery	0	
Burglary/Breaking and Entering	103	+51%
Counterfeiting/Forgery	61	+29%
Destruction/Damage/Vandalism of Property	229	+15%
 <u>Drug/Narcotic Offenses</u>		
Drug/Narcotic Violations	324	-23%
Drug Paraphernalia	2	
 Embezzlement	1	
Extortion/Blackmail	2	
 <u>Fraud Offenses</u>		
False Pretenses/Swindle/Confidence Game	70	
Credit Card/Automated Teller Machine	83	
Impersonation	15	
Welfare Fraud	0	
Wire Fraud	3	

Police Department 2010 Department Statistics

Gambling Offenses	0	
Homicide Offenses	0	
Kidnapping/Abduction	1	
<u>Larceny/Theft Offenses</u>		
Pocket-picking	1	
Purse Snatching	4	
Shoplifting/Willful Concealment	443	-1%
Theft from Buildings	90	+54%
Theft from Coin-operated Machine	1	
Theft from Motor Vehicle	98	-46%
Theft of Motor Vehicle Parts/Accessories	28	
All other Larceny	234	+19%
Motor Vehicle Theft	57	+51%
Pornography/Obscene Material	2	
Prostitution Offenses	0	
Robbery	16	+50%
<u>Sex Offenses; Forcible</u>		
Forcible Rape	5	
Forcible Sodomy	3	
Sexual Assault w/Object	0	
Forcible Fondling	8	
<u>Sex Offenses; Non-Forcible</u>		
Incest	3	
Statutory Rape	5	
Stolen Property Offenses (receiving)	134	
Weapon Law Violations	18	+45%
<u>Class B Offenses:</u>		
Bad Checks	19	
Curfew/Loitering/Vagrancy	5	
Disorderly Conduct	113	+24%
Driving Under the Influence	290	+10%
Drunkenness	115	
Family Offenses; Non-Violent	33	+33%
Liquor Law Violations	174	-34%
Peeping Tom	1	
Runaway	11	
Trespass of Real Property	37	
All other Offenses	1,536	+82%

Police Department 2010 Department Statistics

<u>Total Arrests</u>	2,330	+5%
Adult	2,152	+7%
Juvenile	178	-15%
Total Charges	4,913	+32%
 <u>Administrative statistics</u>		
Pawn Slips	39,919	+6%
Insurance Requests	1,652	+11%
Parking Tickets	731	+35%
Pistol Permits	384	+27%
Alarm Permits	120	+71%
Record Checks	693	+65%
Subpoenas	758	
Discovery Packets	385	
Arraignments	1,745	
Trials	1,236	
PC Hearings	409	
Grand Jury/Indictments	96	
 2010 Total Year-end Statistics	 86,286	 +11%
Patrol Calls for Service	38,158	+22%
Administrative Statistics	48,128	+2%

Public Works Department

HIGHWAY DIVISION

Administration

Operations Manager Dave Wholley reports that the milling and paving of Lake Street, Atkinson Road, Pleasant Street, Cross Street, Kelly Road, Dyer Avenue, Mascoma Road and sections of Shannon Road, Main Street, Samoset Road and South Broadway (Rte 28) were satisfactorily completed in 2010. New drainage culverts were installed on Theresa, Helen and Catherine Roads with all work performed in house. Hooker Farm Road and Bluff Street Extension saw major drainage culvert repair work completed. The Town's Museum and the Alice Hall Library were painted and the parking lot to the Museum was repaved. Grading along Route 28 (Broadway) southbound from Cluff Crossing Road to Hagop Road was completed to streamline maintenance requirements. All Town owned catch basins were cleaned in 2010. In 2010 every member of the department picked up litter on 57 main streets that totaled over 114 miles and 6.59 tons of litter picked up. All Town streets were swept and all gravel roads were graded in 2010.

The DPW worked with the State of New Hampshire from the dedication to the installation of the memorial marker at the Cross Street Bridge for the three fallen soldiers from Salem.

Public Works Administrative Assistant Maureen Sullivan reports that in 2010, the Highway Division completed 1,297 work orders generated by resident requests, which is a 12% increase over 2009 (see chart). These requests were in addition to the Department's regular maintenance duties performed during the year.

WORK ORDERS: 2010		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
	TOTALS												
CULVERT	14	2	0	4	0	0	2	2	0	2	1	0	1
DEBRIS	55	2	4	6	4	8	5	3	2	10	3	4	4
CATCH BASIN REPAIR	53	0	0	0	0	4	7	22	6	4	2	7	1
DRAINAGE	67	2	4	25	14	4	6	0	4	3	2	0	3
LIGHTS	55	2	2	3	8	2	1	4	2	2	11	7	11
MAILBOX	75	25	1	9	3	2	0	0	0	2	0	0	33
POTHOLE/SINKING ROAD	304	7	20	29	92	60	16	23	8	12	13	17	7
SNOW/ICE	56	21	4	0	1	0	0	0	0	0	0	0	30
TOWN PROPERTY	48	5	7	5	0	6	6	4	3	2	1	5	4
STOP SIGN	49	5	1	15	2	0	0	8	4	2	3	8	1
SIGNS	237	19	17	65	26	19	15	10	24	12	8	11	11
TREES/BRANCHES	160	7	6	32	22	9	11	13	16	18	10	9	7
WINTER OPS DAMAGE	29	0	1	0	10	17	0	0	0	0	0	0	1
SIDEWALK	1	0	0	0	0	0	0	0	0	0	0	0	1
MISC.	94	0	8	4	0	5	9	13	17	10	7	9	12
TOTAL	1297	97	75	197	182	136	78	102	86	79	61	77	127

Public Works Department

Mrs. Sullivan is responsible for the coordination of the Department's annual household hazardous waste day in Salem. In 2010, approximately 411 households participated in this program. Mrs. Sullivan also responds to citizen inquiries to our office, reports payroll hours for both the Highway and Utility Divisions, as well as oversees all related logistics and paperwork for the Department. Mrs. Sullivan transferred to the Public Works Department from the Planning Department in July and has continued to expand her role and is a valuable asset to the department.

Streets and Shops

Forman Wayne Kezer and John Bettencourt are responsible for the Streets and Shops operations, including the upkeep and maintenance of 375 lane miles of paved roadway, and 30 lane miles of unpaved roads, along with 31 miles of sidewalk that include, snow removal, storm water culverts and catch basins, street signage, stripping, sweeping, and patching. The 2009-2010 winter season resulted in 26 primary route treatments, 12 secondary route treatments, and 7 plowing operations with 44 inches of total snowfall accumulation. Town wide 49 catch basins were repaired. New drainage lines were installed on Parkview and Haigh Avenues. Repair and repaving to sections of sidewalks on Millville Street and Meisner Road were completed.

Fleet

Chief Mechanic Ted Puzniak reports that his operation is responsible for the preventive maintenance and upkeep of ninety-five (95) assorted pieces of equipment including trucks, heavy equipment, cars, and specialty seasonal equipment all of which supports not only the Highway and Utilities Divisions, but Town inspector's vehicles as well. The majority of these vehicles are mandated to go through State inspections twice annually. This operation keeps the vehicles moving, not only on a daily basis, but during emergency operations of the department, such as snow removal and flood events.

The year 2010 saw the replacement of a one ton dump truck, two one ton pick up trucks and the Animal Control vehicle. The need for a fleet of vehicles to meet the demands of this department, which oftentimes operates 24 hours a day, cannot be taken lightly. This operation made sure that those demands were met consistently. This operation is also responsible for the building and grounds at 21 Cross Street. With the help of the citizens who provide the funding necessary to rotate out older pieces of equipment, we are assured that these demands are met.

Parks and Property

Foreman Rich Houle oversees the operations for the upkeep of four cemeteries and the majority of Town owned buildings and land. In 2010, this operation performed 71 regular burials and 40 cremation burials. Daily activities range from accommodating burials and cutting grass on all Town properties, to building maintenance problems in Town buildings. A total of 48 building and grounds requests were completed. In addition, Parks and Property maintains sports playing complexes and oversees custodial services at Town Hall. In our continued effort to improve our sport facilities, we continue to cooperatively assist with field improvements. Outside of the daily duties, this division also has a role in plowing Town parking lots and clearing walkways at Town buildings.

Public Works Department

Solid Waste Operations

Foreman Dave Cantor reports that the Transfer Station on Shannon Road was responsible for the handling, hauling and disposal of 9,640 tons of municipal solid waste (MSW); 2,029 tons of recyclables, 1,034 tons of construction demolition material(C&D).Television and monitors totaled 71 tons (E-waste). Metal was 532 tons and used motor oil disposed of was 5,890 gallons. Single Stream or Zero Sort recycling was put in place starting on September 1st 2008 and has seen a significant increase in recyclables to date. Total Town wide recycling for 2010 was at 17.4% up 4.0% from 2009 which represents an approximate cost savings of \$26,500. On October 6, 2009, the Board of Selectmen implemented a fee for the disposal of video devices that has resulted in a reduction of E-waste.

Animal Control Operations

Animal Control Officer (ACO) Kelly Demers is responsible for enforcing State Laws and Local Ordinances pertaining to the welfare and control of domestic, exotic, and wild animals. Kelly is also considered the local Rabies Control Authority and handles many animals, which have been reported to be sick, injured and/or abandoned, including animal bite situations that require quarantine reports. This operation is responsible for the enforcement of issues related with animals and the humane treatment of them. The upkeep and records keeping for the animal kennel is also the responsibility of this operation. Direct interdepartment cooperation with the Police Department takes place on a day to day basis with calls for animal related issues that need to be responded to.

UTILITIES DIVISION

The Utilities Division provides and services 7,206 homes and businesses with water and 4,545 homes and businesses with sewer. The Water treatment Plant continues to comply with ALL State and Federal Drinking Water standards. This is accomplished through teamwork and a dedicated staff. We provide a quality product and service and seek complete customer satisfaction. The Utilities staff listens, acknowledges, responds, takes action, reports, and follows up with all aspects of operations.

The plant continues to run very well and produces a high quality drinking water. In 2010 The Water Treatment Plant treated and filtered 881 million gallons of water with an average daily flow of 2.42 million gallons per day. This is 56 million gallons more than the previous year 825 million gallons, with an average daily flow of 2.26 million gallons per day.

Canobie Lake Water Treatment Facility participated in the State of New Hampshire Environmental Laboratory Accreditation Program. This program is an audit that review's Chemical, Microbiological and Quality Assurance methods that are presently instituted within the laboratory for testing the quality of our drinking water. The audit was conducted by the Environmental Laboratory Accreditation Program. Maria Poor, Chemist, was the lead participant in this audit. The Canobie Lake Water Treatment Laboratory was very proud to be awarded our Certification for Accreditation on April 11, 2009. This accreditation will need to be renewed in December 2011. The 2009 Water Quality Report was sent out to all customers in 2010. All contents and layout design work was done by our chemist Maria Poor.

Public Works Department

We also have been undergoing additional improvements and upgrades in our laboratory testing. A new addition to our laboratory is another Chemistry Machine called the Radiometer analytical titration workstation. This machine will be able to do the following testing, alkaline, pH, hardness, calcium, and conductivity. All of this testing is extremely important to monitor the good quality of our drinking water.

Distribution

Foreman Glenn Burton manages the distribution operations which is responsible for the maintenance and repair of over 130 miles of water main. This includes 1,750 valves, 899 fire hydrants, and 6,650 service lines. The annual flushing of all Town owned hydrants was completed. This section also oversaw the construction of water system upgrades and repairs to water lines on Main Street, North Main Street, Cluff Crossing Road and Haigh Avenue.

Meters

Foreman Ray Sarcione oversees the meter operations, which is responsible for the quarterly reading of 6,665 residential water meters, as well as monthly reading of 889 commercial water meters. 2010 was the fourth year of our Meter Validation Program. It has resulted in an estimated 2,190 validated meter readings. Other functions included the installation of 49 new meters, the replacement of 454 older meters, and 2,193 general service calls. Our Cross-Connection Prevention Program, headed up by Fred Wallace completed the inspection and testing of 1,656 system wide Backflow Prevention Devices in 2010.

Water Treatment/Sewer

Foreman Pete Floriddia oversees the operation of the Canobie Lake Water Treatment Facility, 2 water booster stations, 3 dams, and the daily water level monitoring of each lake associated with these 3 dams. The Foreman is also responsible for the maintenance and upkeep of over 60 miles of sewer lines with 1,150 manholes that service 3,922 residential and 623 commercial sewer users. The Foreman is also responsible for the preventive maintenance of 10 sewer pump stations.

DIRECTOR'S REPORT

In closing, I would like to mention that not every one of the 39 members of the DPW is listed above, but it is because of the efforts of every member of this department that the work and annual goals are accomplished. The department responds to emergency situations 24/7- 365 days a year. Whether it is for a water main break or a snow storm these professionals make sure it all gets done even with it sometimes being under extremely adverse weather conditions.

2010 was the third year of the Winter Warrior Award, which is presented to individuals who make it in to EVERY emergency "call out" during the period of Nov 15 to April 15. In 2010 we congratulated NINE employees who achieved this milestone with Ryan Pike making it three years in a row for him.

Public safety and safe drinking water are top priorities in this department and I assure you that these goals were met in 2010.

Public Works Department

Special thanks go out to all the residents of this community along with members of the other Town Departments and Town Boards for their continued support and understanding of the needs of the DPW. Together we can make Salem a better place to live, work and visit.

Lastly, I do want to take this time to say THANK YOU to each one of the DPW employees for a job well done over the last year.

Respectfully submitted,

Rick Russell, Public Works Director

Recreation Department

Although 2010 was a difficult year for the nation and the economy, the Salem Recreation Department worked diligently to help provide programs and facilities to help lift resident's spirits. In 2010, the Recreation Advisory Committee established a goal of increasing participation in Recreation programs by 10%. We are proud to announce participation increased by 24% over the previous year. In addition to programs, the Recreation Department was also able to open the Salem Skate Park in July of 2010.

Winter and spring programs the Recreation Department offered residents included the 5-week Pat's Peak ski and/or snowboarding program, Karate classes, Family Skate, and Special Olympic Snow Shoeing, Basketball, Track and Field, and Bowling. Summer Programs included Karate classes, Mad Science classes, tennis lessons, a tennis tournament, Skyhawk Camps, Farmer's Market, Hershey Track and Field, the traditional "Playground Program", Special Needs Camp, archery, swimming lessons, and a weekly sport camp. Fall programs included Arts and Activities, Special Olympic Soccer and Bowling, Karate, and a Family Fun Skate and the start of a Winter Farmer's Market.

Special events run by the Recreation Department in 2010 included the Annual Fishing Derby on April 17th. This event is sponsored by the Greater Salem Rotary Club. The weather this year was cold and rainy, but it didn't stop 106 participants with an additional 147 friends and family from coming out and spending the day with others in the community. Comcast sponsored a Comcast Cares Day on April 24th. Over 90 volunteers from in and around the community helped clean up Hedgehog Park for the summer and assisted with widening and cleaning up the trail around the pond. The Independence Day Celebration is run by the Recreation Department and assisted by the Salem Olympic Devils. The estimated attendance at and around the High School Complex for the festivities was around 10,000. Other Special Events in 2010 included the Grand Opening of the Salem Skate Park on July 31st. NOTB Helped sponsor activities for the opening including demonstrations, competitions, providing food and music to help celebrate the opening. The Town Halloween Party was held on Saturday, October 30th. Refreshments for this event were sponsored by the Salem Lions Club. Other sponsors include Citizen's Bank, Key Club, Enterprise Bank, Pentucket Bank, Park Place Bowling, and McDonalds.

Construction of Phase I of the Hedgehog park project began in 2009, but was completed in 2010. This included widening the entrance/exit of the park, an accessibility walkway to the bathrooms, the skate park, additional gravel parking area, and improving the trail around the pond. Phase II will be completed in 2011. Other projects in 2010 included replacing the footings, sleeves and posts for the tennis courts at Michele Memorial Park, the Palmer School/Field Parking lot received a "top coat" of pavement, and the lights on Joe Bergeron Field were changed over to more energy efficient lighting thanks to a grant received through the Economic Development Department.

Recreation Department

The Recreation Department would like to thank those that make the programs and Special Events we run so successful. Whether it be the participants, summer staff members, Special Olympic Coaches, Palmer School Instructors, the Department of Public Works, Human Resources, Police and Fire Departments, the Salem School District and its employees, the youth leagues, sponsors and countless volunteers, our programs would not be possible without you. The Recreation Department would like to thank Jane Lang and Michelle Roux for all the work they do for the Salem Farmer's Market. As always, I want to Thank Jeanine Bannon for all she does to make ideas a reality for the people in Salem.

Respectfully submitted,

Christopher Dillon, Recreation Director

Salem Community Television

Salem Community Television began in 1971 with an agreement between Salem Cable TV and the Town of Salem. In the 1980's, a second channel was added to play Government and Public Access programming. In 2005, The Salem Government Channel was created and is dedicated to air live and taped coverage of Salem meetings. In 2011, SCTV celebrates its 40th year of serving the Salem Community. The main office is located at the High School Media Center, 44 Geremonty Drive in Salem and our telephone number is 603-893-7069 x1118. Staff members included: Tom Giarrosso - Executive Director, Judy Day, Susan McLoughlin, Larry Seaman, and Aaron Shamshoyan.

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

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

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

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

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

Respectfully submitted,

Tom Giarrosso, Executive Director

Senior Services

“We don’t stop laughing because we grow old; we grow old because we stop laughing.” - Michael Pritchard. While our headline quotes Michael Pritchard, most anyone affiliated with Salem Senior Services throughout the past 17 years would tell you this philosophy was the mantra of our dear friend, Lois Kurgan. On August 2, 2010, Lois S. (Haigh) Kurgan lost her brave battle with cancer. And though so many miss the daily hug she gave so freely, we will forever feel her warmth in our hearts and halls of our Senior Center. Thank you, Lois, for touching so many and giving us great reason to dedicate this annual report to you. Salute!

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

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

We added another 10 new programs or services to our vast array of activities and services: The Healthy Weigh program, the Better Choices, Better Health program, a fifth golf league at Atkinson Country Club, the Seniors Got Talent show!, a Fibromyalgia Support Group (thanks to Northeast Rehab Hospital providing professional counselors), an Arthritis Support Group, Mahjong, FanTan, Mr. Fix-It, and The Men’s Roundtable.

A major force in helping us offer all this is our more than 200 volunteers, giving nearly 13,700 hours. No organization is successful without the gift of volunteers who come in and help with any task you ask of them, no matter how large or small. Our long list of angels is too numerous to list here, but you know who you are and please accept our heartfelt gratitude for all you do.

We greatly appreciate the altruistic attitude of so many who give so deeply to support our program. Our sincere thanks go to the Salem Council on Aging for all their help ~ more than \$28,400 this year! Please be sure to also read the Council on Aging’s report elsewhere in this book.

Special recognition needs to be given for the efforts and generosity of Salem’s Fire Association to treat our Seniors to their annual Holiday luncheon.

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

Senior Services

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

Respectfully submitted,

Patti Drelick, Director

Staff members:

Karen Bryant, Clerk/Van Driver

David Boucher, Custodian

Lois Kurgan, Clerk

Wendy Peters, Clerk

Richard Demers, Van Driver

Tax Collector

The office of the Tax Collector is responsible for collecting revenue for property taxes; resident taxes; yield, and current use taxes; Town utility fees and all permits and fees issued by other Town departments. There are other major departmental responsibilities, which include responding to inquiries from banks, mortgage companies, attorney's offices and the general public. All of these transactions are handled in a courteous and timely manner.

The collection clerks work under the supervision and direction of both the Tax Collector and Town Clerk. They are trained to register motor vehicles, accept payments for resident and property tax bills, water and sewer bills, recreation fees, building permits and other miscellaneous payments. This was a year of change for the collections department. Full-time clerk Lisa Wojtas left to take a position in the planning department and part-time clerk Roxanne Colella resigned in October. I would like to thank full-time clerks Jacqueline Delaney and Diane Harty (who we welcomed to the department in September) for their dedication to serving the public which helps to make the collections department a success.

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

I would also like to express my sincere thanks and appreciation to Deputy Tax Collector Donna Bergeron for her enthusiasm, dependability, and accuracy in our record keeping.

Respectfully submitted,

Cheryl-Ann Bolouk, CTC, Tax Collector

Town Clerk

The total gross revenue for the Town Clerk's office in 2010 was \$4,322,727.00. This was a decline of about \$232,000.00 in revenue.

Clerks from both the Tax office and the Town Clerk's office are cross trained to perform most of the functions of both offices. The clerk's register and title motor vehicles, license dogs, sell landfill permits, accept payments for both resident and 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.

As you will note in the Tax Collector's report, our departments share two full time clerks, Jacqueline Delany and Diane Harty. Ms. Harty began her tenure with the Town of Salem in September 2010 to fill the position of Lisa Wojtas who transferred to the Planning Department. Roxanne Colella was our part-time clerk, who resigned October 2010. I would like to thank them for their dedication and hard work making the Collections Department a success; they are all assets to the Town of Salem. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

Christina Fleury joined the Town of Salem as Deputy Town Clerk in January 2010. Christina and I continue to perform all other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, UCC terminations, State liens and attachments, dredge and fill applications, pole permits, Article of Agreement (non-profit filings), oaths of office, and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the book-keeping duties of the Town Clerk's office, which maintains an accounting of its own revenue.

There were 114 resident marriages, 137 resident deaths and 32 resident births which took place in NH in 2010. We have no record of any out of state vital events.

Respectfully submitted,

Susan Wall, Town Clerk

Town Clerk – Receipts and Vital Statistics

RECEIPTS - 2010

Automobile Tax Permits 2010 (34,554)	\$4,308,982.00
Title Fees	12,290.00
Marriage License Fees*	20,060.00
Certified Copy Fees**	31,348.00
Dog License Fees*** 2010 (3,873)	26,000.00
Elections	75.00
Uniform Commercial Code & Other Liens	7,215.00
Collection Fees	634.00
Filing Fees	40.00
Recording Fees	234.20
Legal Fees - Dogs	6400.00
Gross Receipts Remitted to the Treasurer	<u>\$4,413,278.20</u>
 *Less Remittance to State of NH for Marriage License Fees	 - 17,113.00
**Less Remittance to State of NH for Certified Copy Fees (672 copies @ \$8.00 ea. = \$ 5,376.00) (701 copies @ \$5.00 ea. = \$ 3,505.00) (712 copies @ \$11.00 ea. = \$ 7,832.00) (693 copies @ \$ 7.00 ea. = \$ 4,851.00)	 - 21,564.00
***Less Remittance to State of NH for Dog License Fees (3,873) Licenses @ .50 ea. - \$ 1936.50	 - 1,936.50
 ***Less Remittance to State of NH for Animal Population Control Fees (3,531) Licenses @ \$2.00 ea - \$ 7,062.00	 - 7,062.00
Net Revenue to the Town	<u>\$4,365,602.70</u>

VITAL STATISTICS --2010

MARRIAGES

Salem Residents -- Married in NH	113
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BIRTHS

Resident Births -- Born in NH	32
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DEATHS

Salem Residents -- Died in NH	137
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Boards, Committees,
and
Commissions



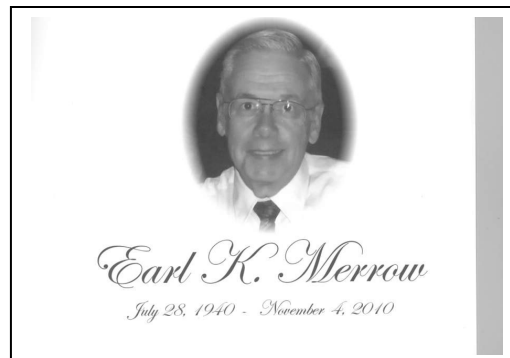
Budget Committee



*Seated: Diana Seifert, Michael Carney (Chairman), Everett McBride (Selectman Rep.)
Standing: Paul Huard, Russell Frydryck, Bernard Campbell, Stephen Campbell,
James Ribaud; Not pictured: Peter Rayno*

In Memoriam - Earl Merrow

The Salem Municipal Budget Committee would like to dedicate this year's report to Earl Merrow. Earl passed away on November 4th, 2010. With his passing, Salem lost a dedicated public servant who worked to make the town a better place to live. After Earl moved to Salem over 30 years ago, he quickly began volunteering his time. He was a Little League coach for a number of years and was instrumental in the founding of the Salem Tax Payers' Association. Earl served 10 years on the Salem Conservation Commission fighting to protect Salem's open space and wetlands. But for most, Earl will be most remembered for his 19 years on the Salem Municipal Budget Committee where he served numerous terms as Chairman, Vice-Chairman or Secretary. Earl was a true fiscal conservative. He believed in small government and was always concerned about the ability of the residents of Salem to pay their taxes. He asked tough questions and demanded complete answers. Although many people may have disagreed with Earl, he earned their respect by his hard work and thorough understanding of the issues. And at the end of the night, after the votes were taken, he never let a disagreement carry over to the next night. He may have disagreed with you on a vote but he never let politics get in the way of friendships. Earl will be sorely missed. Thank you to his wife Joanne and his sons Michael and Sean for the many nights when Earl could have been at home with his family but instead was at the town hall, helping to make Salem a better place to live.



Budget Committee

2010 saw the Salem Municipal Budget Committee say goodbye to two of its members. Ann-Marie Marie David resigned due to health issues and Jim Randazzo chose not to seek re-election. I want to thank both Ann-Marie and Jim for all their service to Salem. The committee appointed Paul Huard to replace Ann-Marie and Diana Seifert was elected in March to replace Jim. Both Paul and Diana quickly familiarized themselves with the budget process and became active members of the committee.

This year's budget season was one of the most difficult in memory. The continued weak economy forced the State of New Hampshire to "push down" its financial problems to the towns and cities. Salem saw its share of state aid cut, reducing its overall revenues. The NH Retirement System remains woefully underfunded and Salem was forced by the State to increase the amount it contributes. The Town presented a budget that represented an increase of over 5% in the tax rate to the Budget Committee. The tax impact was a result of both increases in spending and reduced revenue. The Committee made numerous reductions; the most controversial was to reduce the funding for the Code Enforcement Officer from the Inspections Department. It was difficult but the committee felt with the increasing retirement costs, higher health care costs and increases in other benefits it was the right decision. The budget recommended by the Committee represents a 4.35% increase, a level which no one was happy with but it was the opinion of the majority of the committee, any additional cuts would result in reductions in levels of service that would be unacceptable. Action taken by the voters at the deliberative sessions could increase or decrease the tax impact

The School District budget was even more difficult. The amount of state aid provided to the District is uncertain at this point in time. The formula required by state law, results in an increase in aid to Salem of over \$3 million compared to last year. However, the Department of Education has notified the District the increase will probably not be coming. The District built their budget based upon the higher level of funding and it represented a 1.2% decrease in the tax rate. Without the funding, the budget increases taxes by 7.4%. The Municipal Budget Committee elected to use the reduced level of state aid as it deliberated the budget. Because of this, it eliminated a number of staff positions and reduced numerous accounts. Even after its reductions the budget still represented a 5.4% increase in the tax rate or a reduction of 2.85% if the additional funding does materialize.

The Budget Committee would like to thank the Salem School Board, the Board of Selectmen, Superintendent of Schools, Town Manager and all the various department heads for their assistance with the budgetary process. We encourage comments from the public. Please remember before we take final votes, we have a public hearing where you can share your thoughts and ideas with us. Unfortunately, many times only one or two people attend. This is your chance to be an active participate in the process.

Respectfully submitted,

Michael J. Carney, Chairman

Conservation Commission



Seated: Susan Covey (Selectman Representative.), William Carter (Chairman), Julie Vondrak; Standing: Joan Blondin, Anthony Drago, Thomas Campbell, Patrick McDougall, William Dumont.

In 2010, the Salem Conservation Commission continued to be very active as a Commission. Having a full set of members plus two alternates, the Commission set goals to achieve. The two major goals the Commission achieved were an Open Space Plan for Salem coordinated by Julie LaBranche of the Rockingham Planning Commission and an updated Town Forest Management plan that was prepared by forester Ron Klemarczyk. The commission also conducted site walks and invited guest speakers that assisted members in complete knowledge of conservation matters in the state.

In 2010, the Salem Conservation Commission was active in the upkeep of the Salem Town Forest. Working with the community and organizations within the community such as Eastern Mountain Sports and Keurig, the Commission was able to complete many projects in the forest. We were able to stain the Wally Shultz Bridge, the parking lot sign board, and the sign at the entrance of the Town Forest. Many hours were spent in the maintenance of the trails throughout the forest and we made many improvements in the parking area. I would like to thank Bill Dumont for his countless hours spent on the upkeep of the Town Forest.

In 2010, the Salem Conservation Commission completed its acquisition of the Hawkins property by making its final payment to the previous owners. Our second year at Hawkins allowed us to expand our community gardens which have allowed many Salem residents to grow vegetables. The Peter's family continued their efforts in growing corn on the property and the Hawkins trail continues to give residents a great walk in the nature. We continue to work with the Salem Housing Authority to keep the house occupied.

With the completion of the Lawrence Road Bridge, the Commission will work to install a canoe launch on the property.

Conservation Commission

In closing, it is the Commission's goal to continue its efforts in 2011 for the preservation of town land and the protection of wetlands. In 2011, we will continue to monitor conservation easements. In 2010, the commission started a comprehensive tree inventory and we will continue the efforts in 2011.

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

Respectfully submitted,

William P. Carter - Chairman

Council on Aging



Seated: Russell Ingram, Ann St. Hilaire (Chairman), Josie Simard; Standing: Gerri Beck, Linda Cignoni, Patti Drelick (Director), Simone Sommers, Barbara Jacques; Not pictured: Elizabeth Roth (Selectmen Representative)

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

This year we welcomed Simone Sommers as a new member to the Council. We extend our great appreciation to David Tilton for his years of service to the Council.

2010 Highlights:

We want to thank ALL who have helped us in our fundraising efforts. We continue to actively fundraise, solicit donations and seek grants, resulting in more than \$71,000 in 2010. As in the past, the 'Off Broadway Thrift and Gift Shop' continues to be a huge contributor to this fund, bringing in \$15,183.46 this year. Other major contributions include the donation of \$2,236 from Salem Seniors Bingo, \$536.15 from the lobby donation box and \$471 from the 45's Card Group. Kristine LeBlanc donated a cherry podium in loving memory of her grandfather, Moe Levy; and more than 50 other individuals gave very generous donations, such as memorials in memory of a loved one or in appreciation of the good times and services they receive at our center, totaling \$2,841.87. We continued our commitment to volunteering our time as a designated charity for the Texas Hold'em events at Rockingham Park. This effort raised \$49,184.00. We also received a small grant for the implementation of the new Better Choices, Better Health wellness program created by Stanford University.

Council on Aging

We expended more than \$28,445 to help enhance and supplement the facility, programs, and services offered by Salem Senior Services. Some of our major expenditures included the Volunteer Appreciation event, a new projector and mount for the 12' screen in the multipurpose room along with colored spotlights, mirrored walls for the exercise room, a lawnmower, a copier, a laptop computer, van maintenance, lanyards, and laminated name badges for all participants, the monthly internet fees for the computer lab, awards for the Tournament Challenges held during the annual Anniversary Celebration event, several entertainment events, mailing packages for the 'support our troops project', and several miscellaneous repairs, supplies, and enhancements to the Ingram Senior Center building.

Salem Senior Services continues to grow and by year-end had more than 2105 seniors regularly participating in programs and activities. Patti Drelick, Director of the Senior Center, and her staff, work tirelessly to continually bring new activities, events, programs, and services to our Senior residents. We thank them for their talent and devotion.

Please drop in and check us out when you are in the neighborhood!

Respectfully submitted,

Ann St. Hilaire, Chairman

Historic District Commission



*Pictured above is the Refurbished Salem Depot Train Station
Members of the Historic District Commission are: Jeffrey Barraclough (Chairman),
Beverly Glynn, Daniel Zavisza, Jonathan Smith, Kathryn Burke,
Patricia Good, and Everett McBride (Selectmen Rep.)*

The Salem, New Hampshire Train Station was built in 1867 and was used continuously until the late 1900s. Passenger service stopped in the mid 1950's. Prior to the service ending, many celebrities traveled on the train to visit Rockingham Race Track for an afternoon of thrills and excitement. The daily trains also transported freight and animals. They also played a major role in the development of a bustling, Salem, N.H. In the late 1990s, the trucking industry took over the transportation of goods and the train station was closed. The train traffic ended. For a short period of time the train station served as an office for a local attorney, but shortly thereafter the building fell into disrepair. In 2008, the Salem Board of Selectmen voted to save the building at the urging of local citizens. The Salem Historic District Commission was authorized by the Board of Selectmen to oversee the train station's renovation.

The restoration of the train station was a Community effort. As the Restoration Committee began its fund raising efforts, donors were quick to share their memories of the station. Thus the seed was planted for a book to be published with the story writing contest contacting the senior citizens to participate. Coordinating with the Art Teachers of the Woodbury Junior High and the Salem High School, stories were read to the students and provided the inspiration for the beautiful artwork in the book. The book and videos will remain of sale at the museum housed in the train station and all the proceeds will be donated to the Train Station Trust Fund, in order to preserve the future of this historical building.

When you visit the train museum you will notice the handmade semaphore, a gift to the Salem Depot from Mike Covey. Many thanks to all for a project completed at no cost to the taxpayers, but with the cooperation of all. A historic building has been restored and preserved for future generations to enjoy.

Respectfully submitted,

Beverly Glynn, Chairperson

Salem Housing Authority



*Seated: Kenneth Akerley, Frank Grzasko; Standing: Diane Kierstead, Virginia Consoli (Chairperson), Angela Falcone.
Not pictured: Georgette Smith (Vice-Chairperson)*

Public Housing Modernization Efforts Continue

Though the Salem Housing Authority is not a department of the Town of Salem, we are most grateful for the opportunity to participate in this annual Town Report. In 2010, the Salem Housing Authority completed a number of improvement projects utilizing both operating monies and grant monies received through HUD's Capital Fund program. At the Telfer Circle elderly housing complex, all dwelling unit smoke detectors were replaced with new equipment including strobe lights to meet the needs of residents with hearing impairments. The Millville Arms complex benefitted from structural and cosmetic improvements through renovations to the dwelling unit building front entrances (new doors, rails, columns), and most recently all windows at Millville Arms were replaced with new, energy efficient windows! Our next planned capital improvement project will complete window replacement at Telfer Circle.

The public housing units, which include Millville Arms, Telfer Circle, and Hilda Place, remain 100% occupied. These units are federally subsidized and applicants must qualify within the established income limits. In addition, these low income units (158 total) are restricted for occupancy by elderly or disabled households. A waiting list of applicants is maintained, and currently wait time is several years.

Several years ago, the Housing Authority built a Low Income Housing Tax Credit rental unit property (Downing Way). Downing Way is limited to occupants 62 years of age and older who also qualify within certain income limits. All of the units at Downing Way (24 total) are presently occupied, and a small waiting list is maintained for the property.

Salem Housing Authority

The Housing Authority (SHA) owns two single family homes that are leased to local families at below market prices, and currently we manage a single family home rental on behalf of the Town.

In 2010, the SHA welcomed two new Board members, Kenneth Akerley and Angela Falcone. The Board has spent time this past year working on several important policy updates, establishing goals for expanding affordable housing in the community, and in that vein, conducting a market survey through an outside consultant.

2010 Highlights

- Window replacement project completed – Millville Arms
- Smoke detector replacements completed – Telfer Circle
- Front entrance renovations completed – Millville Arms
- Completion of market survey

Respectfully submitted,

Board of Commissioners

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

Diane E. Kierstead, Executive Director

Kelley Library Trustees



Martha Breen, Joan Fardella, Sally Gilman

Each day the Kelley Library welcomes the people of Salem who come seeking a book, a job, free Internet access, and a place to gather with friends or a connection with their community. The Library provides more than just a book. It provides the resources that are vital to the educational and economic advancement of our community. The extensive resources and dynamic collections along with a very competent staff promote literacy, educational opportunities and personal enrichment.

This year we welcomed Michelle Garneau as the new Assistant Director. Her vast knowledge of libraries and her experience has proved to be a great asset. One of Michelle's many responsibilities is the training and management of our popular and successful volunteer program. All ages are welcome to apply to the program. Their contributions to the library are most appreciated.

Paula Weaver retired in 2010. We will miss her friendly smile and willingness to help. We welcomed new employees to the Kelley Library this year.

Improvements to the interior of the library include bright new paint, furniture, area rugs, shelving, lighting, shades, and some rearrangement of seating. These new touches both practical and cosmetic have served to make the library a most welcoming and comforting place to visit. Our children's room is a delightful space both for children and parents.

Programming at the library is widely diverse with offerings for all age groups, tastes and interests. The Kelley Library Calendar highlights all programs and events monthly and is available at the desk. Patrons visiting our website, which is www.kelleylibrary.org, will be pleased to learn that all library resources are available at their fingertips.

Kelley Library Trustees

The Knitting Circle is new this year and welcomes knitters of all levels. Movie Night features famous classic movies and offers free popcorn. Two Book Discussion Groups, fiction and non-fiction, offers readers an opportunity to join in lively and thoughtful discussions.

The Kelley Library Adult Series (KLAS) remains a very popular program. A wide range of experts from many fields share their knowledge and expertise.

Classic New England favorites baked beans and apple pie were two community baking contests featured at our library. The Annual Holiday Tea featuring the Windham Ensemble offered the community a time to gather and enjoy holiday music and delicious sweets.

Additional new programming for children and families include a Lego Club and Family Night, which have proven to be extremely popular.

The Kelley Board of Library Trustees thanks the Salem Women's Club for their continual support and annual donation to the Large Print Collection.

To the Kelley Library Staff along with Alison Baker, Director, and Michelle Garneau, Assistant Director, the Trustees Martha Breen, Sally Gilman and Joan Fardella say Thank You for your dedication and commitment to the library helping to make it and keep it the "heart and jewel" of the Salem Community.

Respectfully Submitted,

Joan Fardella, Trustee

Kelley Library Director's Report

Kelley Library continues to provide and maintain the quality services and collections that have served the community well for years, while moving forward with changes, new materials and services. We invite you to come and see for yourself what's new at the library.

- This year, the collection focus was on books in a variety of formats. The primary expansion was the Large Print collection. To meet the significant growth in interest, the Kelley Library now purchases Large Print editions of the major fiction publications, as well as a variety of non-fiction titles. The CD Book collection was similarly expanded to meet the growing demand, and downloadable audiobooks are available through the library website. The library also offers books on Kindles, further expanding the options from standard print formats to a variety of digital formats.
- The library's website (www.kelleylibrary.org) was relaunched in early 2010 after a complete redesign. The new website now functions not only as a gateway to information and services, but also as a virtual branch. Library users can do almost all library activities through the website, from research, to reserves, from booking museum passes to asking reference questions all from the comfort of home, office or phone. The Library now has a presence on Facebook, Twitter, Flickr and Youtube as well.
- Programming continues to expand. This year the focus was on creating a sense of community by creating ongoing program series. Two weekly knitting groups were launched. A Lego Club for kids of all ages meets every other week. There is a family night program each month featuring activities that the whole family can enjoy. Literacy is always a key focus of all activities at the Kelley Library. This year, the READ Dog program was introduced to great success. We have hosted two READ dogs, Dixie and Saydi, who provide a friendly, non-judgmental listener to children learning to or practicing reading. In addition, the program provides children a chance to address fears of being around dogs, but presenting a safe, calm interaction with them.
- Work on the interior of the library continued with fresh paint on the main floor. Shelving, furniture, and collections were rearranged throughout the library to accommodate the growth of a variety of collections. Comfortable and welcoming browsing and seating areas were created to enhance the library experience for all users. There is a fresh look to the library that results in a welcoming and comfortable yet new environment.
- 2010 saw the addition of Michele Garneau as the Assistant Director. Michele has a wide range of experience in libraries throughout the United States and abroad. This experience and skills have proved beneficial in all aspects of library services at Kelley. Under her sure hand, the programming has bloomed and behind the scenes processes have been improved.

Respectfully submitted,

Alison Baker, Library Director

2010 KELLEY LIBRARY STATISTICS
"Dedicated to serving you"

ADULT CIRCULATION:

Books, Magazines, and Paperbacks	102,251
Books on tape and CD, Music CDs, and Electronic Media	24,982
Video Cassettes and DVDs	48,036
Museum Passes	743
Downloadable audio books	1,354
Interlibrary loans from GMILCS libraries	13,778
ADULT TOTAL:	191,144

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	79,566
Books on tape and CD, Music CDs, and Electronic Media	
Video Cassettes and DVDs	18,127
CHILDREN'S TOTAL:	97,693

OTHER ACTIVITIES AND SERVICES:

26,014	Reserve Requests Placed
15,540	Reserve Requests Processed
1,364	Inter-Library Loans Processed, other than Gmils Libraries
1,195	Adult and Children's Library Cards Issued (Total of 17081 registered patrons)
3,104	Story Hour Attendance at 130 Story Hours (for ages 9 mos. - 6)
2,501	Program Attendance at 162 Other library Programs
147	Field Trip Attendance at 6 Field Trips to Library
787	Meeting room usages by Salem Non-Profit Organizations
23,148	Computer Bookings (10 public computers)

MATERIALS ADDED:

7,945	Books (including paperbacks)
2,095	Books on tape and CD, Music CDs, Electronic Media, Video Cassettes, DVDs, and Microfilm reels
10,040	Total Library Materials Added
32,615	Total Library Materials Withdrawn (damaged, worn out, outdated)

COLLECTIONS: As of December 31, 2010 the library offered:

103296	Books: hard and soft cover, large print, reference
298	Current Magazine and Newspaper Subscriptions in hard copy, plus access to nearly 11,118 subscriptions online
4974	Music CDs and other Electronic media
2909	Books on Tape and CD
8319	Video Cassettes and DVDs
13	Museum passes
18	Online research databases

Museum Committee



*Pictured above is the Salem Town Museum
Museum Committee members are: Jeffrey Barraclough (Chairman),
Beverly Glynn, Daniel Zavisza, Jonathan Smith, Kathryn Burke,
Patricia Good, and Everett McBride (Selectmen Rep.)*

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

On a visit to the Museum, one will see many objects that reveal stories from Salem's past, including the old store and post office counter from Ewins Store (later Bill's Market) in Salem Center, a streetcar bell from the trolley line that ran through Salem in the early twentieth century, eighteenth century grind stones from one of Salem's gristmills, and a fire alarm board used at Hose House 2 that lists the alarm signals to indicate where in Salem a fire had broken out.

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

Museum Committee

Topics for 2011 are as follows:

- Mar. 8 **Salem Jeopardy!**
- April 12 Jack Noon, **Fishing in New Hampshire**
- May 10 Paul Wainwright, **Meetinghouses**
- June 14 Michael Chesson, **Dr. Franklin Dyer: Maine Man, Massachusetts Surgeon, and Union Hero** (*Joint meeting at Kelley Library*)
- July 12 **Field Trip to American Independence Museum**
- August 9 Steve Closs, **Granting State Sacrifice during the American Civil War**
- Sept. 13 Rebecca Rule, **“Better than a Poke in the Eye”**
- Oct. 11 David Tilton, **Farming in Salem, NH**
- Nov. 8 Steve Blunt, **Liberty is Our Motto**

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

Respectfully submitted,

Jeffrey Barraclough, Chairman

Planning Board



*Seated: Ronald Belanger, Jeffrey Gray, James Keller (Chairman), Phyllis O'Grady
Standing: Susan Covey (Selectmen Rep.), Linda Harvey, Robert Campbell*

It is my pleasure and honor to report to you a summary of the initiatives and activities undertaken by the Salem Planning Board in 2010. During the past year, the Planning Board was focused on two key initiatives that consumed a majority of the Board's time. Specifically, we continued our efforts toward the successful redevelopment of the Depot and the implementation of new Site Plan Design Guidelines. The Depot redevelopment initiative involved a number of parties that joined together to create two key components of the plan. The first is the creation of a Depot area plan that outlines new traffic patterns, streets, and traffic signals that will ultimately help to create a new and more streamlined Depot area. The second critical component of the plan is the actual Depot Village Overlay District. If approved in March, this new district will enable landowners and developers to dramatically reshape the Depot into something that resembles a 'downtown' atmosphere with a number of opportunities for mixed uses and creative building design. The second notable project the Planning Board undertook this past year was the establishment of new Site Plan Design Guidelines. With the adoption of these guidelines, developers will, for the first time, have a comprehensive guide to commercial development styles for buildings, landscaping, lighting, parking areas, signage, and more. Lastly, 2010 also marked the adoption of Salem's new Workforce Housing ordinance. The adoption of this ordinance provides developers with the ability to build economically viable residences while also ensuring the town meets the new State requirements for such developments.

A majority of the remaining projects reviewed by the Board in 2010 were commercial and principally retail. In addition, the Planning Board held 22 regular meetings and considered 49 agenda items throughout the year. The most notable project was the renovation and subsequent opening of the Tuscan Kitchen restaurant in the Depot. We trust that this new commercial establishment will act as a catalyst for other projects in the future.

Planning Board

Obviously, Salem's commercial and residential development activity mirrors that of our region and our nation. The Planning Board continues to focus on ways in which we can foster redevelopment and diversify, and expand our commercial activities. As the Planning Board moves into 2011, we will continue to think of creative and timely approaches to our diverse business and residential inhabitants. The centerpiece of these activities is the implementation of the Depot Village Overlay District.

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

Respectfully submitted,

Jim Keller, Chairman

Major Projects Approved by Planning Board in 2010

<u>Applicant</u>	<u>Project</u>	<u>Location</u>	<u>Map/Lot</u>
5 Northeastern Blvd.	re-approval of 15,000 sf indust. addition	Northeastern Blvd.	88-7500
J. Dowd	20,250 sf indust. bldgs.	Pelham Rd.	105-7779
19 Main St.	1352 sf office addition	Main St.	89-3902
Solloway	ice cream shop	Kelly Rd.	136-701
Krystal Ballroom	change of use (dance studio)	South Broadway	128-713
Tuscan Kitchen	change of use	Willow St.	89-1151
RMD	80 seat restaurant (Friendly's relocation)	South Broadway	128-724
Tuscan Kitchen	expansion of restaurant (604 seats)	Main St.	89-1142
Mako	22 lot subdivision	Silver Brook Rd.	147-9272
Canobie Lake Park	new roller coaster	No. Policy St.	70-3608
Act One Salon	change-of-use (hair salon)	Main St.	90-1253
Moe's Sandwich Shop	change-of-use	Kelly Road	136-701
Littleville Learning Center	change-of-use (day care)	Main Street	89-3902

Recreation Advisory Committee



Seated: Dianne Wright, Kevin Richards (Chairman); Standing: Gary Treff, Fred Russo, Steve Stewart, Tom Woelfel, Rick Murray; Not pictured: Thomas Haynes, Pete Santarelli, Patrick Hargreaves (Selectmen Representative); Patricia Corbett (School Board Representative)

The Recreation Advisory Committee worked with the Recreation Director, Chris Dillon, and the various organizations and leagues in the town of Salem to make recommendations and suggestions for the improvement of the delivery of service to the residents in town. This year the committee tried to improve their involvement by creating two subcommittees, a finance committee and a facilities committee.

The purpose of the finance committee was to try to find ways to fund recreation programs without impacting the tax rate. The members selected a name for a non-profit group that will work to fund future recreation projects, but will be a separate entity from the Advisory Committee and the Town of Salem. This group will be known as the Friends of Salem, NH Recreation, and the initial steps for forming a 501-c-3 organization have been taken. Some of our local organizations in town have contributed to the start up funds needed to initiate the process of forming a non-profit group. The Recreation Advisory Committee thanks those who were involved in the initial research and those who have contributed toward this very significant endeavor.

The purpose of the facilities committee was to try to improve and locate fields and parks for the town residents and organizations to use. A survey is being designed that will seek input from residents and help the committee identify community needs for future recreation programs. Ideally, the survey will be refined and available sometime during 2011.

The Recreation Advisory Committee is also happy to report that the first phase of the Hedgehog Park renovations has been completed. A grand opening celebration was held on July 31 after many years of work. We would like to thank the Selectman Representative to the Advisory Committee, Pat Hargreaves, for coordinating with Scouting groups to complete projects for the improvement of the park. The committee also reviewed and made suggestions for the playground equipment that will be installed in Phase II of the Hedgehog park renovations.

Recreation Advisory Committee

This year the Advisory Committee reviewed and revised the Facilities Request policy. The Board of Selectman adopted the current policy on April 26, 2010.

One goal for 2010 that was established by the Advisory Committee was to increase the percentage of participation in recreation programs by 10%. Chris Dillon reported that at the end of the year, participation had increased by 24%.

The Recreation Advisory Committee will work toward updating the Recreation Master Plan and securing funds for Phase II of the Hedgehog Park renovations.

Without the hard work of many town employees and volunteers, the Recreation Department would not be able to provide as many opportunities for residents as they do. We thank all the volunteers and community groups for their continued contributions. Special thanks go to Chris Dillon and Jeanine Bannon for their support to the Advisory Committee members.

Respectfully submitted,

Rick Murray, Chairman

Supervisors of the Checklist



Sheila Murray (Chairman), Janice Habib; Not pictured: Kenneth Oros

In 2010, the board of the Supervisors of the Checklist said goodbye to a dedicated and seasoned member. Joan Sabatini retired in March after serving the town for over 28 years. She was a valued and respected member of our board and is greatly missed.

Kenneth Oros was appointed in April to serve the remainder of the year. His technological expertise has been a great benefit to us as we adapt to the new federal rules connected to HAVA (Help America Vote Act). As required by the State, the board attended several daylong training sessions. The new system, Electionet, significantly cuts down on problems, and allows us to more efficiently maintain a complete and accurate list of registered voters.

Salem lists 20,715 voters as of our latest posting in January. There will be a significant change to this number, however, come summer 2011, as the supervisors will be required to verify each voter as active and domiciled in Salem. The remainder of voters will be required to reregister, and those that do not will be purged from the list. This purging occurs every ten years.

Salem has six polling areas and voters must vote in the area in which they reside. For voters interested in their status, copies of the checklist are available for viewing at the Kelley Library and Town Hall. Supervisors meet many times a year to approve new voters and to remove those who no longer domicile in Salem. They are also mandated by the State to hold sessions on designated dates prior to elections and town meetings. These sessions are always posted at the Town Hall, on the local government channel (SGC23), and in local newspapers.

In addition to presenting an accurate and up to date list, the board aims to be available to the public upon request. Our goal is to make the privilege of voting accessible to anyone who is legally eligible. It is an ongoing honor to serve the people of Salem.

Respectfully submitted,

Sheila Murray, Chairman

Trustees of Trust Funds



Melissa Sorcinelli, Harley G. Featherston (Chairman), Attorney Ralph Stein

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

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

The Trustees disburse funds throughout the year as necessary from the capital reserve accounts and disburse income annually to carry out the designated purposes of the non-expendable trusts. Since 1994, the day-to-day management of these funds has been performed by Citizens Bank Investment Services. In October 2002, the Trustees and Citizens Bank implemented a new system to handle the day-to-day transactions of the Expendable Trust Funds and the Capital Reserve accounts. By implementing this system, the Trustees are able to save the Town approximately \$6,500 in management fees every year.

In accordance with their fiduciary duties, the Trustees seek to: (1) Preserve the capital of the funds; (2) Generate modest principal growth real (inflation-adjusted) purchasing power of the non-expendable funds; and (3) Generate income sufficient to annually fund the expenditures contemplated by the trusts.

The Trustees would like to thank Tax Collector Cheryl-Ann Bolouk for volunteering to do their record keeping for the past twenty years. If you have any questions or suggestions regarding the Trust Funds please contact the Trustees at the Town Hall.

Respectfully submitted,

Harley G. Featherston, Chairman

Zoning Board of Adjustment



*Mike Smith (Alternate), Gary Azarian (Chairman), Steve Diantgikis, Patrick McDougall;
Not pictured: Jeffrey Hatch, Christopher Sousa, Tina Gauthier (Alternate),
Ross Miller, (Alternate), Michael Smith, (Alternate), Robert Uttley, (Alternate)*

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

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

The Zoning Board of Adjustment meeting is held the first Tuesday of each month. The meetings are televised and broadcast live on SCTV (23) and rerun throughout the month. The public is invited and encouraged to attend the meetings.

It has been, and will continue to be, my pleasure to serve the town and the community.

<u>2010</u>	Granted	Granted with stipulations	Denied	Withdrawn	Tabled	Continued
Variance	29	33	5	5	2	2
Equitable Waiver	0	1	0	0	1	0
Re-hearing	3	0	3	0	0	0
Appeal of Administrative Decision	2	1	3	0	0	0
Special Exception	0	0	0	0	0	0
Totals	34	35	11	5	3	2

Respectfully submitted,

Gary S. Azarian, Chairman

Financial Reports



Town Treasurer

The Treasurer has duties and responsibilities established by both statute and Town investment policy. This policy is reviewed and approved annually by the Selectmen. One of these responsibilities is to maximize the earnings on the balances of Town accounts. This is the money collected in property taxes and various fees, and held for use in paying the operating expenses of the town. These balances are considerable amounting, on average, to one quarter of the Town and School District budgets.

Interest earnings continued at the low levels we have experienced in recent years. In addition, a major change in FDIC policy last June has prevented significant improvement of these earnings. First, some background. Interest rates have been low in the years since 9/11 when the Federal Reserve started dropping the discount rate to spur the economy. These low rates continued as the Federal Reserve cooperated with the stimulus effort of 2009. In fact, the interest rate on US Treasury bills has remained at historic lows, typically in the 0.1% range. As a result of these generally low interest rates throughout the economy, the interest dollars earned by the Town were \$35,843 for 2010 as compared to \$24,016 for 2009. Because the Town's Investment Policy requires both liquidity and a 100% guarantee of the safety of funds, our interest rates tend to be low.

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

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I describe how the Town actually manages its cash. In the past the Town earned money on its balances by a procedure known as "sweeps." This meant that town funds were invested in overnight repurchase instruments. The safety of all Town funds including these investments is guaranteed by being fully collateralized by the bank with U.S. Government securities purchased by the bank in the Town's name. We ended this practice of sweeps because the earnings on the overnights were no longer competitive with those paid on our demand checking account. As you may remember from last year, we worked with our bank and took advantage of a temporary FDIC policy. This policy provided unlimited guarantee of municipal deposits, providing the interest rates on them did not exceed 0.5%. This eliminated the need for collateralization which was tied to the much lower rate paid on T-Bills. Because the bank no longer had the expense of collateralizing, it was able to pay the Town the maximum rate eligible for the FDIC guarantee. As mentioned above, the FDIC ended this practice last summer with a resultant adverse effect on the Town's interest earnings.

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

Town Treasurer

Impact Fee	Number of Fees	Balance 12/31/2009	Received 2010	Interest Earned	Withdrawals 2010	Balance 12/31/2010
School	19	\$457,458	70,801	169	287,592	240,836
Recreation	16	\$29,370	16,048	9	24,455	20,972
Public Safety	22	\$79,004	70,889	68		149,961

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

Respectfully submitted,

John Sytek, Town Treasurer

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 2010	47,883.22
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Income, 2010

Town of Salem	1,388,778.76
Library Fees	10,469.93
Materials of Trade (fines & payments for lost/damaged items)	15,832.69
Trust Funds	1,586.61
Gifts & Grants	1,669.54
Interest	239.91

Total income:	1,418,577.44
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Total Available Funds, 2010	1,466,460.66
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Expenses, 2010

Personnel Services	1,056,950.38
Fees & Charges	10,051.09
Materials of trade	169,834.55
Supplies	21,365.32
Services and Charges: Building	75,375.79
Services and Charges: Other	68,249.70
Equipment and Furniture	8,926.04

Total Expenses:	1,410,752.87
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Balance of Cash on Hand, December 31, 2010	55,707.79
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Cash Balances, December 31, 2010

Cash on Hand	889.48
Checking Account	34,979.87
Certificate of Deposit	10,315.24
Brock Trust Fund	4,585.92
Madeleine L. Marois Trust Fund	4,937.28

Total Cash Balances	55,707.79
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Note: Madeleine L. Marois Trust fund activity (restricted to the purchase of recorded classical music) as follows:

Balance on January 1, 2010	4,912.38
Interest, 2010	16.24
Expenses, 2010	0.00
Balance on December 31, 2010	4,928.62