



Building community through giving.



Annual Report 2021

ABOUT THE COVER

2021, similar to 2020, presented many challenges for the community. Masking and social distancing seemed to be everywhere, and it was difficult for the community to come together for the various events and gatherings taking place around town. Still, during 2021 the town persevered and was able to gather for events outside. This year's report is dedicated to the community and the many people who volunteer. As depicted on the front cover, there were various events and volunteer efforts exemplifying how Salem came together during a difficult time. Events and recognitions include the Barron School showing support for the Salem Fire Department, Salem Police Department participating in the senior center summer cookout, volunteers Dave Thompson, Mike Banks and Larry Belair in their efforts to create an overlook platform at the Salem Bike Ped Corridor, the Salem Contractor's Association's repair of the gazebo roof in the Town Common, Flags for Forgotten Heroes to raise awareness of Veterans' mental health and suicide prevention, Lion's Club tree lighting at the Town Common, SCTV volunteer Dan Zavisza recording concerts at the senior center, Field of Dreams Family Fun Day, and we certainly can't forget that the Holiday Parade celebrated 50 years in 2021. Hosts Peter Rayno and Susan McLoughlin (pictured on the back) covered the 50th anniversary of the Holiday Parade capturing footage of the floats, entertainment, and spectators.

On the back cover we recognize Salem Community Television (SCTV), which celebrated 50 years of being on the air in 2021. As Salem's local access channel, SCTV has covered thousands of events over 50 years and provides a great resource for residents to learn about town events. At one time, SCTV was known as CTV-8 and even back then, public access was at the forefront of all events in town. Older pictures of CTV-8 show Paul Marashio and Doug Cooke announcing the Blue Devil football game in 1975. CTV-8 even interviewed then presidential candidate George Bush when he stopped in Salem during his 1979 campaign. SCTV has covered just about everything happening in Salem and we look forward to the next 50 years.

Sadly, in 2021, we lost longtime SCTV employee Judy Day. Judy had over 20 years of service to the community of Salem. Judy truly loved her work. If there was an event in town, you would usually see Judy Day behind the camera. We will miss her dearly.

Salem is a wonderful community to live, work, and raise a family. We are hopeful that in 2022, we will be able to continue to gather to celebrate the community and all that it offers.

TOWN OF SALEM, NEW HAMPSHIRE



The Gateway to New Hampshire

ANNUAL REPORT
For the Year 2021

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FOR YOUR REFERENCE

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

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

DEPARTMENT NUMBERS:

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

OTHER IMPORTANT NUMBERS:

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

TOWN HOLIDAYS AND OFFICE HOURS



2022 TOWN HALL HOLIDAY SCHEDULE

Holiday	Date
New Year's Day	Friday, December 31, 2021 (Observed)
Civil Rights Day	Monday, January 17, 2022
President's Day	Monday, February 21, 2022
Memorial Day	Monday, May 30, 2022
Independence Day	Monday, July 4, 2022
Labor Day	Monday, September 5, 2022
Columbus Day	Monday, October 10, 2022
Veterans' Day	Friday, November 11, 2022
Thanksgiving Day	Thursday, November 24, 2022
Day After Thanksgiving	Friday, November 25, 2022
Christmas Day	Monday, December 24, 2022 (Observed)

TOWN DEPARTMENTS OFFICE HOURS

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

TOWN OFFICIALS

Board of Selectmen 3-year terms

Elected terms expire in March

Cathy Ann Stacey, <i>Chair</i>	2023
James S. Keller, <i>Vice-Chair</i>	2024
Everett P. McBride, <i>Secretary</i>	2022
Michael J. Lyons	2023
Robert F. Bryant	2024

Budget Committee 3-year terms

Elected terms expire in March

Steven Goddu, <i>Chair</i>	2023
Peter Edgerly <i>Vice-Chair</i>	2024
Jeffrey Boyer <i>Secretary</i>	2024
D.J. Bettencourt	2022
Tanya Donnelly	2023
Sean Lewis	2024
Donna Loranger	2022
James S. Keller, <i>Selectmen Rep.</i>	
Bernard Campbell, <i>School Board Rep.</i>	
Paul Huard (<i>term ended 2021</i>)	

Conservation Commission 3-year terms

Appointed terms expire in April

Ruth Tanner Isaks, <i>Chair</i>	2024
Linda Harvey, <i>Vice-Chair</i>	2023
Glen Edwards, <i>Secretary</i>	2023
Georgia Brust	2025
Donald Marotte	2022
Robert Gibbon, <i>Alternate</i>	2023
Vacant, <i>Alternate</i>	2024
Robert F. Bryant, <i>Selectmen Rep.</i>	
David Blake (<i>term ended 2022</i>)	

Historic District Commission 3-year terms

Appointed terms expire in April

Elizabeth Roth, <i>Chair</i>	2024
Patricia Good, <i>Vice-Chair</i>	2024
Kathryn Burke,	2022
Beverly Glynn	2023
Howard Glynn	2024
James S. Keller, <i>Selectmen Rep.</i>	

Housing Authority 5-year terms

Appointed terms expire in April

Kelly Bryant, <i>Chair</i>	2024
Virginia Consoli, <i>Vice-Chair</i>	2026
Donald Simmons	2025

Housing Authority (cont.)

Georgette Smith	2022
Sandra Karp	2023
Sheri McCloskey, <i>Executive Director</i>	

Kelley Library Trustees 3-year terms

Elected terms expire in March

Kathleen Norton, <i>Chair</i>	2023
Amy Wallace	2024
Martin Isaks	2022
Natalie Ducharme, <i>Library Director</i>	

Museum Committee 3-year terms

Appointed terms expire in April

Kathryn Burke	2022
Beverly Glynn	2023
Patricia Good	2021
Susan Kettinger	2021
Ann Leclair	2021
Dan Zavisza	2022

Planning Board Staggered terms

Elected/Appointed terms expire in March

Alternate terms expire in April

Keith Belair, <i>Chair</i>	2024
Michael Banks, <i>Vice-Chair</i>	2022
Beverly Donovan, <i>Secretary</i>	2023
Joseph Feole	2023
Paul Pelletier	2024
Jeffrey Hatch	2022
Christopher Graham, <i>Alternate</i>	2023
Linda Harvey <i>Alternate</i>	2022
Vacant, <i>Alternate</i>	2024
Vacant, <i>Alternate</i>	2023
Michael J. Lyons, <i>Selectmen Rep.</i>	

Recreation Advisory Committee 3-year terms

Appointed terms expire in April

Thomas Woelfel, <i>Chair</i>	2023
Rachel Hill, <i>Vice-Chair</i>	2024
James KocZat, <i>Secretary</i>	2024
Patricia Good	2022
Kelly Moss	2024
Richard Murray	2023
Kevin Richard	2023
Glen Yergeau	2024
Sherri Randall	2022
Cathy Ann Stacey, <i>Selectmen Rep.</i>	
Patricia Corbett, <i>School Board Rep</i>	

TOWN OFFICIALS

Supervisors of the Checklist 6-year terms

Elected terms expire in March

Melissa Sorcinelli, <i>Chair</i>	2024
Patricia Good	2026
Kelly Dortona	2022
Sheila Murray (<i>term ended 2022</i>)	

Trustees of the Trust Funds 3-year terms

Elected term expires in March

Gregory Davis	2022
Sean Lewis	2024
Carol Houle	2023

Zoning Board of Adjustment 3-year terms

Elected terms expire in March

Alternate terms expire in April

Bonnie Wright, <i>Chair</i>	2022
Edward Huminick, <i>Vice-Chair</i>	2024
Bernard Campbell, <i>Secretary</i>	2023
Claire Karibian	2023
Vacancy	2024
Kellie Annicelli, <i>Alternate</i>	2023
David L. Bruce, <i>Alternate</i>	2024
Olga Guza, <i>Alternate</i>	2022
George Perry, <i>Alternate</i>	2024
Thomas R. Raskow, Jr., <i>Alternate</i>	2022

Tax Collector

3- year elected term

Martha Breen

March 2023

Town Clerk

3-year elected term

Susan Wall

March 2023

Treasurer

3-year elected term

John Sytek

March 2023

Moderator

2-year elected term

Christopher Goodnow

March 2022

NH State Senate – District 22

Charles W. Morse, *Term Ends November 2022*

NH House of Representatives - District 8

Terms End November 2022

Daryl Abbas

Fred Doucette

Robert Elliott

Betty Gay

John Janigian

Everett McBride

Joe Sweeney

John Sytek

Susan Vandecasteele

Board of Selectmen
and
Town Manager

BOARD OF SELECTMEN



*Seated: James S. Keller (Vice-Chair), Cathy Ann Stacey (Chair);
Standing: Michael J. Lyons, Everett P. McBride, Jr. (Secretary), Robert F. Bryant
(Photo taken in August 2021)*

It has been an honor and pleasure to serve as the Board of Selectmen's Chairman this year, and I appreciated the Board's support and cooperation. In March 2021, the Board welcomed back longtime Selectman Everett McBride to fill the one-year Board vacancy.

2021 was a year in which the Board of Selectmen continued to advance our strategic objectives while at the same time continuing to support the delivery of critical services to our citizens, despite the continued hurdles faced by our departments and staff by the continued COVID-19 pandemic. Because of this, the budget process laid out for the Selectmen and the legislative body contained significant procedural challenges to ensure success in the proper handling of Town Meeting, public participation, and ultimately the passage of the Town Budget. I want to thank the citizens of Salem for their tolerance and understanding.

It was with great relief that by June, the Board of Selectmen and other Town boards were able to meet in person for our meetings and welcome the public to attend in person with an opportunity to appear virtually as needed.

The Town received FEMA 4516R Disaster Funds to reimburse Personal Protection Equipment (PPE) more than \$200,000.00. I want to express my deep appreciation to the Salem Fire Department and Salem Police Department staff who were instrumental in providing coverage for the vaccination sites located at the Mall at Rockingham Park and Woodbury School, as well as the Fire Department's mobile vaccination offering to home bound citizens in the community. These front-line workers exhibited an overwhelming dedication and commitment to the citizens of this Town. We continue to explore opportunities to address the physical space deficiencies in these departments, as noted in the space analysis performed by the Building Facilities Committee in 2019.

BOARD OF SELECTMEN

Other items of note include receiving CMAQ Funds from the NH Department of Transportation of \$1,268,140.80 for the ITS project and \$845,527.20 for Phase IV and V of the Salem Bike-Ped Corridor. The amount of \$3,118,809 in local Fiscal Recovery Program Funds under the American Rescue Plan Act of 2021 (ARPA) will significantly assist our infrastructure goals.

We successfully renegotiated town contracts, leased land with the Greater Salem Chamber of Commerce and Salem Animal Rescue League, and completed the Old North Salem Fire Station sale at 115 East Broadway.

The Transfer Station underwent a makeover under the direction of the Municipal Services Department. The entrance was relocated to address traffic concerns, with the new scale, fundraising area, and the removal of the waste oil collection area. This was a very successful project.

The Road Improvement Program, started in 2005, continues to be successful. With the voters' eighty (80%) approval rating, we continue to address the community's paved and gravel roads. I would be remiss if I did not share the Town's successful audit findings by Plodizik & Sanderson that helped secure our AAA bond rating.

I am saddened to say the Town said goodbye to many long-time employees who either moved on to other positions in their field or retired, and I wish to thank them for their service to this community. In addition, the Board welcomed Community Services Director Katie Duffy and Assistant Town Manager Joseph R. Devine to the Town. I anticipate these appointments will assist in the smooth transition and operation of the Town.

In closing, I wish to extend my sincere gratitude to my fellow board members and Town staff for their service, dedication, and support.

Respectfully submitted,

Cathy Ann Stacey, Chair

TOWN MANAGER



In 2021, the Town faced many challenges, but all and all, it was a successful year for the community. Challenges continued with COVID; the Town struggled to fill open positions; and supply chain issues delayed some projects. However, the depot intersection construction began, we were able to remove water restrictions as we climbed out of a drought, the Town's credit rating was changed to AAA (the highest possible rating), and it appears the former Wastewater Treatment Plant site will begin to be cleaned up in the near future.

The COVID pandemic continued to impact operations for the Town in many ways in 2021. At times it seemed like a roller coaster with mask mandates in buildings, to the lessening of restrictions, and then the return of restrictions as COVID exposures increased again. The recommendations from the CDC also changed throughout 2021 which impacted how long staff and people had to quarantine after a positive test or even if someone came into contact with a positive person. I truly appreciate staff and residents for their continued flexibility and resiliency as we navigate through these uncharted waters.

After more than three decades of concern, the depot intersection (Route 28 & 97) is finally under construction. Through the early parts of 2021, buildings were removed, utilities relocated, drainage improved, and later a binder coat of pavement was put down showing signs of an expanded intersection. This project will be completed in 2022, but other intersections in close proximity will also start to be reconstructed continuing to slow traffic in the area.

During 2020, the Town started receiving water through the regional water line from Manchester. This project continued in 2021 with additional water lines being installed in Salem and Windham which will provide additional water and clarity to the water. In late 2021, the Town of Salem reached an agreement with the Town of Windham to provide water to customers along Route 28 and 111 that abut the regional water line. Although we received an abundant amount of precipitation during the summer of 2021 leading to removal of water restrictions, this project is important for Salem's future to ensure we always have ample water.

TOWN MANAGER

The Town's former Wastewater Treatment Plant remains a focus for the Board of Selectmen. An engineering firm provided options to the Board to remediate the contamination at the former site in 2020. This was then put out to bid in 2021 with an anticipated cost of \$6.75 million. As a possible alternative, the Town is accepting Request for Proposals (RFP's) for developers to purchase the property. Proposals are due the end of February 2022. It appears that either way, this location should start the clean-up process in 2022 addressing another decades long issue.

Although the Town was successful in many other areas and project in 2021, this submission is too brief to recognize them all. With that being said, the Town could not move forward on these items if it were not for the support of the Board of Selectmen, the residents, and the many dedicated, hard-working employees. During 2021 the Town said goodbye to a few long-term employees. We cannot thank enough for their years of service to the Town. Some of long-term serving leaders we would like to thank include Melanie Murray, Dave Wholley, Jeffrey Emanuelson, Kevin Fitzgerald, Brian Murray and William Scott. The Town was fortunate to have them for as long as we did. I also would like to thank Maureen Witley who has and continues to serve the residents tirelessly for almost 30 years.

Respectfully submitted,

Christopher A. Dillon, Town Manager

Town Departments

ASSESSING DEPARTMENT

The real estate market in New Hampshire has experienced rapid appreciation due to a lack of supply (coupled with a low-interest-rate environment) month-to-month since mid-2016. It has continued with momentum to the end of 2021: higher demand and limited supply yield higher market prices and fewer market concessions. Examining sales between January 1, 2021, and December 31, 2021, Salem had 630 qualified sales with a residential median selling price of \$482,000 coupled with solid market fundamentals heading into 2022. Compared to 2020, which had 664 qualified sales with a median sales price of \$387,000, this results in a 24.5% increase in the median selling price. Again, an increase has been consistent year-to-year since mid-2016.

Each year the DRA performs an equalization study of all communities in the State. The study conducted for 2020 exhibited the Town's level of assessed value to market value was 76.5% (2019 revealed 79.9%). Results for 2021 will not be available until the first quarter of 2021 and are anticipated to be higher than the previous year due to the 2021 town-wide statistical revaluation.

According to the New Hampshire State constitution, it is necessary to value all property in Salem for 2021. The Town of Salem, NH, contracted with Vision Government Solutions to do a statistical re-evaluation of property values. The major phases of the revaluation were: Market Analysis, Valuation, Field Review, and Informal Hearings. Considering all property stratification, the overall median increase in property values was approximately 37%.

The net taxable valuation, which the 2021 tax rate was set, was \$6,461,830,390 resulting in a tax rate of \$15.98 per \$1,000 of assessed value.

Values that contributed toward the total valuation of Salem include the following: construction finished in 2021 that began in 2020 or before, projects commenced in 2020 partially completed as of April 1, 2021, physical changes to properties noted during 2020/21 data collection efforts, annual inspection program, and any other changes to a value determined during the year. Projects approved during 2021 but not started until after April 1, 2021, are not included in any value totals, as they will be included in the numbers for 2022. Total updated assessed values reflect the State of completion, taxable status, and physical condition of all property as of April 1, 2021.

Assessing data can be found online via www.gis.vgsi.com/salemnh/. 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 or visit our website www.townofsalemnh.org/assessing for information regarding these programs.

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

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

Respectfully Submitted,

Christopher Ruel, CNHA, Chief Assessor

COMMUNITY DEVELOPMENT DEPARTMENT

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

Operations: The Community Development Department staff consists of Karri Makinen, Community Development Program Manager, and John Vogl, GIS Manager/Planning Coordinator. The Department operates under the leadership of the Assistant Town Manager.

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

The Community Development Department stepped up to assist with various unprecedented challenges faced by the Town in 2021. Community Development staff helped lead efforts to adopt new technologies such as video communications systems in response to the rapidly changing COVID-19 pandemic. We sought out and helped manage grant funds from multiple sources as a means to acquire the necessary PPE, equipment, and services that allowed Town operations and Elections to continue as safely as possible. By working collaboratively with other departments and community groups, the Community Development Department can carry out projects and initiatives that bring value to Salem.

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

Streetlight Conversion Project: The Town is working with Liberty to convert all 2,600 of its High-Pressure Sodium streetlights to energy-efficient LEDs. Phases I through III have successfully converted 1,132 streetlights to date, with project costs offset by incentives from the Liberty Energy Efficiency Program and electricity savings. Phase IV was funded in 2021 and will result in the conversion of 345 additional streetlights.

Salem Bike-Ped Corridor (Rail Trail): Progress continues on the Salem Bike-Ped Corridor projects. While the Town manages the construction projects, the work of the Friends of Salem Bike-Ped Corridor has helped transform the rail corridor into a prized community asset complete with benches, signage, and beautiful landscaping.

- **Phase VI:** The Town has received approval for \$680,000 in Congestion Mitigation and Air Quality (CMAQ) funding for Phase VI of the Salem Bike-Ped Corridor, which runs from Rockingham Park Boulevard to Cluff Crossing Road, including several key road crossings. The project is currently in design by the Town's consultant, CMA Engineers. Construction is anticipated to begin in late 2022.
- **Phases IV & V:** Phases IV & V of the Salem Bike-Ped Corridor, which runs from Main Street to Rockingham Park Boulevard, will be completed cooperatively between the Town and Tuscan Village. We have received \$800,000 in CMAQ funds for the construction portion of the project.

Intelligent Transportation System (ITS): Salem has an advanced ITS that helps maintain traffic flow and reduce congestion. While the system is very effective, it is now due for some upgrades to newer technology. The Department was approved for \$1,200,000 in CMAQ funding for an ITS enhancement and expansion project. Upgraded equipment will allow the system to adapt in real-time to changing traffic conditions related to emergency incidents, special events, road construction, and other conditions. Signal optimization will reduce the number of times vehicles are stopped, thus reducing congestion and emissions and improving flow.

COMMUNITY DEVELOPMENT DEPARTMENT

Cooperative Alliance for Regional Transportation (CART): Community Development Department staff participate in the CART Advisory Committee to ensure that Salem residents receive high-quality transportation services. We regularly review ridership trends and public input to align the assistance with the community's current needs.

Conservation Commission: The Community Development Program Manager provides staff support to the Conservation Commission. In 2021, the Conservation Commission completed a significant land purchase of 7 acres of prime wetlands, floodplain, and wildlife habitat along the Spicket River. The Conservation Commission continues to review wetlands permit applications, manage conservation properties, and engage with the community to protect natural resources. Please see the Conservation Commission report for details on 2021 projects and activities.

Capital Improvements Plan (CIP): In 2021, the Community Development Department facilitated implementing a new software program, Easy CIP, helping streamline the CIP process. The system is secure and cloud-based, allowing access from anywhere. Rather than being limited by the CIP project submission period, the new software allows and encourages staff to submit and edit projects throughout the year. CIP Committee members use the software to review and score projects. Reports can be automatically generated, saving hours of staff time. Easy CIP also provides greater transparency to the public. While the system is password-protected and secure, it includes a public-facing page that can be integrated into our website, allowing anyone to view information on the CIP projects.

Rain Barrels: In the spring, the Community Development Department partnered with the Great American Rain Barrel Company to offer discounted rain barrels to Salem residents. The program encourages water conservation through the collection of rainwater for outdoor use. This year, 38 rain barrels were sold to Salem residents.

Energy-Saving Trees: A new Energy-Saving Trees program was offered this fall to partner with Liberty and the Arbor Day Foundation. The program emphasizes the benefits of planning the right tree in the right place. Nearly 100 residents participated by using an online tool to select the tree species and location in their yard.

Community Development Block Grants (CDBG): The Community Development Department oversees Community Development Block Grants in Salem. In 2021, the CDBG roof replacement and energy efficiency project at the Salem Housing Authority's Millville Arms property was completed.

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

We are thrilled to offer GIS tools to the public finally. In early 2021 we were pleased to launch the Town's new public access GIS viewer MapGeo for Salem, easily accessible from the Town's website at townofsalemnh.gov. The site provides access to assessing records and parcel mapping plus various map layers, such as zoning, utilities, voting districts, open spaces, etc. Each month, the site records from four to five hundred unique visits, proving that demand for this type of service is high. We are pleased to observe that maps and data generated from the site are frequently included in building permit and land use applications, demonstrating the utility and demand for this type of service.

COMMUNITY DEVELOPMENT DEPARTMENT

GIS Manager John Vogl continued to work closely with the Municipal Services Department to carry out the Town's **Asset Management program**. This program is intended to inventory, document, prioritize, and plan for maintenance/improvements to the Town's physical infrastructure, including the regional water line and connected properties in Windham. In 2021, the focus was on implementing work orders and facility conditions within the DPW Fleet and Utilities Division and building out a cemetery inventory. Information from the Fleet and Utilities Divisions is processed and passed along to the Capital Improvements Plan (CIP) Committee to inform future purchases or asset replacement decisions. The Town also continued its efforts to improve utility mapping by committing crews to GPS-locate water shut-off valves and other necessary water assets.

Internally, John Vogl worked extensively with the Fire Department's Inspectional Services Division to implement **OpenGov permitting software**. This new software will roll out in 2022 to accept, track and report building/health/planning permitting and inspections. We have provided routine technical support, developed forms/reporting tools, reviewed data entry, and perfected workflow processes. Once fully implemented, the site will give web-based permit applications and processing of inspections. GIS Staff has also assisted the process of scanning paper records from the Assessing and Building Departments, using funds made available through the federal COVID response grants.

Efforts in 2021 continued to focus on **maintaining the Town's base map**. Originally derived from a 2019 flyover and remapping project, the base map requires constant attention and updates to represent the existing conditions. This data is continuously folded into the MapGeo service so that the site will be reflective of the dynamic developments being constructed throughout Town.

We were also pleased to partner with the Salem Historical Society to map out and provide direct access to their **historic landmarks database**. This database will ultimately connect to SCTV programming, historical photos, and even an inventory of burials at the Veterans Cemetery on Main Street. This work will continue through 2022.

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

Respectfully submitted,

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

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division

The Planning Division staff includes Planning Director Ross Moldoff, Assistant Planner Jacob LaFontaine, and Administrative Secretary Lisa Wojtas.

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

Planning Division highlights for 2021 include:

- Coordinated 23 regular Planning Board meetings with 74 agenda items (up from 54 in 2020).
- Coordinated 12 Zoning Board of Adjustment meetings with 63 agenda items (up from 50 in 2020).
- Responded to 58 zoning complaints (44 were resolved). The most common complaints included commercial vehicles and businesses at residential properties, the keeping of chickens outside the Rural District, nonpermitted accessory apartments, storing multiple unregistered/uninspected vehicles, and site plan noncompliance and wetland violations. The Planning Division corrected complaints regarding emerging concerns, including a short-term rental and a peer-to-peer car-sharing business operated from a residential address.

Other highlights: Reviewed Tuscan Village Master Plan revisions and site plans for three major projects there, including the 1 million square foot Life Science complex. Collected over \$1 million in impact fees for roads, schools, recreation, and public safety. Worked with Town Attorney on Kymalimi, Cheers Poker Room, Kachadorian, DeSantis court cases, and various legal opinions. Prepared five zoning amendments, including changes to Sign and Floodplain Ordinances, allowing minor setback waivers, and re-establishing building height restriction in Recreational District. Revised Rules of Procedure (bylaws) for Zoning Board. Reviewed permits for solar arrays per Solar Energy Ordinance.

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

Respectfully submitted,

Ross Moldoff, Planning Director
Jacob LaFontaine, Assistant Planner

COMMUNITY SERVICES DEPARTMENT

The Town of Salem, New Hampshire's Community Services Department (CSD) was very active and busy in 2021. The CSD is located within the Russell & Roberta Ingram Senior Center on 1 Sally Sweet's Way. The facility is open Monday through Thursday from 8:30 am to 4:30 pm, and Friday from 8:30 am to 3:30 pm.

The Recreation Division is responsible for youth and adult recreation programming, Hedgehog Park summer operations, Palmer Pre-School, and department special events. The Recreation Division also coordinates parks facility usage, assisting youth leagues and managing the Park System Capital Improvement Plan. Additional responsibilities include providing staff support for the Recreation Advisory Committee, Field of Dreams, and the Special Olympics organizations.

The Senior Services Division is responsible for the Ingram Senior Center operations, programming, outdoor activities, trips, and the Intergenerational Collaborative of Salem. Additionally, staff coordinates the efforts of over 170 senior volunteers.

COVID-19 required the Department to slowly start implementing programs for the Senior and Recreation divisions to fulfill our mission, vision, values, and goals. In March of 2021, we prepared to reopen and provide programming to our senior residents cautiously and continued throughout the year to bring back more and more programs. During the pandemic, we employed protocols such as masks, temperature checks, and other measures to ensure the safety of all participants and guests. In April, some classes resumed indoors by following strict COVID-19 guidelines and limited participation numbers, and outdoor programs including golf, tennis, horseshoes, and pickleball started their season. In May, we held an outdoor parking lot concert sponsored by the Kelley Library; over 100 seniors attended. Programming options expanded throughout spring, summer, and fall at the Ingram Senior Center. Some programs continued outdoors by using designated areas and tents in the parking lot throughout the day, such as early morning walking groups and Zumba classes.

Although limited, senior programs at the center were run daily by our amazing volunteers. Sixty-five total volunteers essentially reemerged to lead our programs and gave 2,015 hours of their time. Without these dedicated and brave volunteers, in-person programs inside would not have been possible. Programs offered included but were not limited to Zumba, Knit and Crochet, Chair Yoga, Corn Hole, Zengevity, Mahjong, Billiards, and various support groups. Remote Bingo was well attended, and we returned to in-person Bingo at the beginning of November, which made many very happy. Pickleball grew from 25 players in 2020 to 61 in 2021.



COMMUNITY SERVICES DEPARTMENT

Due to COVID-19 guidelines, we started off our trips and parties for the Senior Division in July to visit Foster's Clambake. Two motorcoaches filled with seniors from the Ingram Senior Center had a fabulous day in York, Maine. They feasted on lobster and all the fixings at Foster's, who provided entertainment and top-notch service, followed by a stop at Perkin's Cove and beautiful Marginal Way in Ogunquit. The seniors were thrilled that day trips resumed.



In October, the seniors once again ventured out in hopes of viewing some gorgeous fall foliage in the Lakes region of our beautiful state. They boarded the Winnepesaukee Scenic Railroad's train in Meredith and traveled north for a scenic journey. There was a stop halfway at the Common Man Inn's restaurant for a delicious buffet lunch, along with another stop at a restored 1869 railroad station. Although the foliage wasn't quite ready for them, the fantastic food, train ride, and company of friends made the day delightful.

We held our Thanksgiving party at Lenzi's in Dracut, MA, with over 100 seniors in attendance. Lenzi's, known for their delicious chicken pot pie, didn't disappoint. There was more than enough food and then some. Music by DJ Chris Brunelle of Party Time Productions had everyone on the floor dancing to music from the '40s to today. They waltzed, jitterbugged, hand jived, line danced, and boogied to the beats.



Additional trips and parties included the Lake Sunapee lunch cruise, a visit to the Inn at East Hill Farm, another fall foliage lunch train ride, the Trans-Siberian Orchestra concert in Worcester. They finished with the Holiday Party at DiBurro's. Total attendance for the parties was 215, with a grand total of 619 participants. Total attendance for trips was 404 seniors. It was great to see our seniors back together and enjoying precious time together.

One of our new programs included the Lending Library, an Intergenerational Program that involved Salem High School students building the lending cabinets and seven seniors from the Artist Association painting them. The spring and summer cabinets are for children's books, and the fall and winter cabinets are for seniors. They are located outside the Ingram Senior Center for anyone to borrow books.

Intergenerational Collaborative of Salem, NH, collected letters throughout the year from the Kelley Library, Boys and Girls Club of Greater Salem, Birches Academy, and St. Joseph's Regional Catholic School. The letters made by Salem students were distributed to Meals on Wheels participants when receiving their food orders. Meals on Wheels also offered their clients porch pick-up lunches at the senior center.

COMMUNITY SERVICES DEPARTMENT

The Salem Police Department held a drive-by cookout. Chief Dolan and his officers prepared hamburgers and hot dogs for over 90 seniors. Cedar View from Methuen assisted by donating chips, condiments, bottled water, and fruit bowls to complete the lunch. The event was in our parking lot under tents. It was a hot day, but a good time was had by everyone who participated.



This year the Board of Selectmen had the honor of presenting the Boston Post Cane to Mrs. Caroline Rivard. The tradition was started in 1909 by the former Boston Post newspaper and carried on in select New England towns. In what has become a venerable Yankee tradition, the canes have been handed down to the next oldest survivor in those towns for over a century.

Mrs. Rivard was born on St. Patrick's Day, March 17th, 1918. She turned 103 in 2021 and has lived in Salem for 61 years. In honoring her, the selectmen pointed out historical happenings during her

remarkable life thus far.

We could facilitate more Recreational youth programs in 2021 than in 2020. The youth programs included but were not limited to three-season Tennis, Teen Adventure Camp, Summer Camp, three-season Dance and Tap, Adaptive Track, Adaptive Soccer, Flag Football, and multiple Track and Field programs.

The ever-so-popular Fishing Derby was back this year, and it was moved to May rather than April due to COVID-19 guidelines. That didn't stop the fun, as we had more than 53 participants and over 100 in attendance.



Despite weather challenges, our 2nd annual drive-thru Halloween event was a great success. Over One hundred fifty cars visited the Senior Center location. It was a community-wide event involving over 32 participating businesses, departments, and organizations at 16 different locations throughout Salem.

COMMUNITY SERVICES DEPARTMENT

A map was distributed to assist families in finding all the ghouls and collecting their candy and swag. Our sincerest thanks to all those who helped to make the event successful.

Many other programs were offered, but they either did not have enough participation or did not have a location available to facilitate them.



The Palmer Pre-School, which is run through the Salem Community Services Department, focuses on the unique development of 3 and 4-year-old children. The program takes place three days a week from 9 am - 12 pm. In September, the school reopened its doors with in-person learning, which benefited our participating students, parents, and staff.

Site enhancements at the Ingram Senior Center included an audio and visual upgrade. The Governor's Office funded the \$20,000+ upgrade using Emergency Relief and Recovery (GOFERR). This upgrade will allow our programs to be live-

streamed to various rooms throughout the building to provide proper social distancing without limiting participation.

Administratively there were changes and additions to the Department. After working for Salem for 23 years, Jeanine Bannon retired. As the Front Desk Clerk, she always greeted everyone who came into the Ingram Senior Center with a great big smile and a warm heart. Thank you, Jeanine, for being a valued team member within the Community Services Department. Former Palmer School Director Maria Augeri became the Front Desk Clerk at the senior center. Linda Beaton was promoted to the Director of the Palmer School, and Joyce Jacques joined the pre-school as a teacher. Lastly, Katie Duffey became the new Community Services Director in September.

Although not all programs, events, and activities were mentioned, hopefully, this provides insight into what the Community Services Department offered and accomplished in yet another year of battling the pandemic. Our warmest and best wishes to all Salem residents as we continue to work together throughout these uncertain times. Stay healthy and safe!

We look forward to serving you all in 2022 and beyond.

Respectfully submitted,

Katie Duffey, Community Services Director
Karen Bryant, Program/Volunteer Coordinator
Wendy Peters, Trips/Administrative Coordinator
Doug Cole, Community Services Coordinator
Maria Augeri, Community Services Clerk
Hector Rivera, Custodian

FINANCE DEPARTMENT

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

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

The municipal portion of the 2021 tax rate was set at \$5.23. The 2021 tax rate was set at \$15.98 per thousand.

This year the Town's credit rating increased from AA+ to AAA. S&P Global Ratings credit analyst Timothy Barrett regarding the credit rating upgrade "Supporting the upgrade of the town's GO (general obligation) bonds is its longstanding history of strong financial performance and growth in available reserves, underpinned by an affluent, growing economy with solid incomes and wealth levels, and access to the Boston metropolitan statistical area, in addition to strong financial practices and policies.". Strong credit ratings result in lower interest rates when the town bonds.

In 2021 the Town entered into two long-term State Revolving Funds loans with the state for the Route 28 sewer main, water main, and bridge project. The Drinking Water State Revolving Fund loan is a 10-year loan. The Clean Water State Revolving Fund loan is a 20-year loan. The Town also issued a bond for the West Duston neighborhood area water and sewer expansion project.

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

I'd like to recognize Melanie Murray's 20 years of dedicated and exceptional service to the Town of Salem, NH serving as the Accounting and Budget Manager. Melanie joined the Finance Department on April 30, 2001 and left in November 2021 to pursue another opportunity. She was an integral part of the day-to-day operations of the Finance Department. Melanie is thorough, precise, accurate, reliable, and a thoughtful person to work with. Her expertise and kindness will be sorely missed. Thank you, Melanie, for your service to the people of Salem and for making our days "sparkly and bright."

I want to thank the employees of the Finance Department for their hard work this year. They continued to navigate and preserve over the challenges and procedural changes that resulted from COVID-19. They continue to work hard to protect taxpayer assets. This pandemic continues to put a tremendous amount of pressure on the department, and they showed their commitment to the job. Their dedication and key attention to detail is an invaluable asset to the Town of Salem.

Respectfully submitted,

Nicole McGee, Finance Director



SALEM FIRE DEPARTMENT

CHIEF OF DEPARTMENT LAWRENCE D. BEST

152 MAIN STREET, SALEM, NH 03079

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2021 Annual Report for the Salem Fire Department

“We’re here to help.”

From the members of the Salem Fire Department, Greetings!

A Message from the Chief:

As the Chief of Department, it is an honor and privilege to convey the 2021 Fire Department Annual Report to the citizens of our community.

2021 continued to be an unprecedented time for us all! Going into 2021, we had hoped to put behind us much of what we experienced because of the pandemic in 2020, but that was far from the case. The COVID-19 pandemic has continued full force ahead. The members of SFD have continued full force ahead by being involved in many pandemic efforts to support the State, the community, and our members.

First, I would like to convey my sincere Thanks to all the Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors, and Administrative Staff of the Salem Fire Department. We continued to face and overcome many new challenges in 2021, with the pandemic still being the biggest of them. I could not be prouder of the way that all the members of SFD pulled together. As always, they continued to support each other and never gave up serving the Salem Community. All our Divisions continued to make unprecedented and unforeseen adjustments because of COVID-19. There were days, for various reasons, that we were faced with staffing challenges. Still, members stepped up to make sure we met the Town’s needs: calls were received and dispatched with fully staffed fire trucks and ambulances going out the door, and building permits and inspections were still processed and conducted promptly.

Our Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors, and Administrative Staff understand that there is always a level of risk each day while performing their jobs. Often, they cannot space themselves 6 feet away from patients and the public they interact with. They have been following strict protocols implemented at the beginning of the pandemic, which regulates this. The patients and the public have not received any reduction in service based on our personal protective equipment (PPE) requirements. A high level of PPE is necessary for the health and safety of our members and the public that we serve.

Our members have had to deal with a high level of anxiety and stress as they receive and respond to calls during the pandemic amid uncertainty about what they will be confronted with. It is a level of stress day after day. During normal times, our jobs are stressful. In the past, our members would

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FIRE DEPARTMENT

leave work and head home to get some downtime and deal with the stress of the job. Now our members go home and must deal with the same daily stress of COVID-19 like everybody else. It can be a challenge to get some good downtime. They have been amazing and have gone out of their way to lead by example, making sure they are wearing their masks and PPE.

We finished the year with the second busiest incident call volume that SFD has ever experienced, with 5,572 responses. This was almost 300 incident calls more than 2020. 2018 was our busiest incident call record with 5,605 responses. However, in 2018 we experienced two significant winter storms, which accounted for nearly 230 emergency responses.

What does 2022 look like... it is safe to say that our mission of “we’re here to help” will continue regardless of the pandemic or any other situation. We are hopeful with the continued COVID-19 vaccine distribution, that the pandemic will lighten.

Until then and after that time, I am confident that our Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors and Administrative Staff will remain dedicated to keeping the residents, visitors, and each other safe. They are doing their absolute best on each call, each inspection, and each time they interact with the public. I have great faith in the abilities they have shown. Thank you to all the members of SFD for the countless sacrifices you and your families make. Extraordinary challenges are answered by extraordinary people!

I would also like to say Thank You to everyone who has shown your support to SFD and our members this past year. It is greatly appreciated!

Respectfully submitted,

Lawrence D. Best

Larry D. Best, Chief of Department

2021 Personnel Changes:

We saw the retirements of Deputy Chief Brian Murray, Part-time Dispatcher Daniel Breton, and Administrative Assistant Betty Oldeman. We thank them for their dedicated service to our community.

The following members were appointed to the Department:

- Pamela Rochon Russell, Badge #139, of Salem, NH – Administrative Assistant- Fire
- Jeremy Wilkins-Keene, Badge #246, of Reading, MA – Probationary Dispatcher
- Jacob DiGiovanni, Badge #247, of Brighton, MA – Probationary Firefighter/Paramedic
- Gerald Johnson, Badge #248, of Londonderry, NH – Probationary Part-time Dispatcher
- Danielle Wallace, Badge #249, of Salem, NH – Probationary Part-time Dispatcher
- Christine Wholley, Badge #254, of Londonderry, NH – Administrative Secretary- Inspectional Services

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The following members were promoted:

- Michael Galipeau, Badge #198 – From Lieutenant/Paramedic to Deputy Chief
- M. Jared Whalen, Badge #200 – From Firefighter/Paramedic to Lieutenant/Paramedic

The following members retired from the Department:

- Brian Murray, Badge #172, Deputy Chief – 14+ years of service
 - Daniel Breton, Badge #101, Part-time Dispatcher – 15+ years of service
 - Betty Oldeman, Badge #153, Administrative Assistant – 20 years of service
-

Annual Report - Operations Division: **Assistant Chief Jeffrey Emanuelson**

I am pleased to submit the following as an annual report of the Operations Division. The Operations Division consists of the Four Battalions/Work Groups, EMS Division, Training Division, Communications Division, and Mechanical Division (Fleet Maintenance).

Like the rest of the community, the Salem Fire Department continued to feel the impact of the COVID 19 pandemic. As the Town and region began to assimilate to the new normal and return to routine activity, the Salem Fire Department responded to 5,572 emergency responses. This increased almost 300 responses or 5% over 2020, making 2021 our second busiest year on record. Second only to 2018 when we responded to 5,605 emergencies. Keep in mind that in 2018 we had two major storm declarations from late winter blizzards. We anticipate that 2022 will be another record-setting year as the community grows. We are grateful for the support of our community and "We're Here to Help" when the public calls upon us. Below is a summary from the respective divisions under the Operations branch of the Department.

Training Division:

As everyone knows, 2021 was a challenging year; however, the Salem Fire Training Division persevered and found success. The Salem Fire Training Division consists of the Training Officer and a committee of dedicated Firefighters, Officers, and Dispatchers, who are committed to ensuring the members of Salem Fire Department are well trained and ready to meet the needs of the community we serve.

This past year we conducted the first of our Technical Rescue Training courses. The Trench Collapse Rescue class was well received, and we now have 20+ members of the Department trained to the technician level. In 2021 we continued our professional development by hosting our second Salem Fire Department Leadership Development Academy for our Officers. This academy is designed to make our leaders more effective and efficient. Leadership training is required by industry standards and is a factor in the Department's ISO score, affecting insurance rates for businesses and residents of the Town of Salem. In addition, the senior staff designed and developed a complete document outlining the roles and responsibilities of every member of the organization. This document will provide the blueprint for our strategic plan moving forward. The members of

FIRE DEPARTMENT

the Salem Fire Department conducted thousands of on-duty training hours from monthly company training objectives, new firefighter orientation to specialty training. All of this is completed to maintain our proficiency to deliver the high-quality services we provide.

Respectfully submitted,
Lt. Kennett J. Colby
Kennett J. Colby, Training Officer

EMS Division:

Salem Fire Department began delivering medical care in 1965. We have progressed from providing first aid care to a high standard of care integrated with appropriate hospitals.

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

In 2021, the Salem Fire Department responded to 3,956 requests for medical assistance. Companies arrived on the scene in under 4 minutes to 68% of these EMS responses. These calls resulted in 4,281 patient contacts, resulting in 1,472 being transported with ALS care and 1,202 for Basic Life Support (BLS) care. The remainder of the calls resulted in the care provided on the scene without transport.

The most common reasons for dispatch were falls, motor vehicle collisions, sick persons, breathing problems, and chest pain. COVID-19 responses were high and included breathing problems and chest pain in a sick person. The top procedures were cardiac 12 lead ECG, vascular access (IV), exhaled carbon dioxide monitoring, continuous positive airway pressure breathing assistance, intraosseous cannulation, and defibrillation.

Transports were made primarily to three great hospitals that support our region, Holy Family Hospital – Methuen, Lawrence General Hospital, and Parkland Medical Center, including 37 trauma team activations. The remainder were transported to specialty facilities, and four were transported by air medical transport.

As with 2020, the apparent major challenge was COVID-19. Many transports were confirmed to have COVID-19 with many more known exposures and symptoms that were indicative of COVID-19. It was a continued challenge to identify possible causes and provide appropriate care. It was inspiring to see the members of the Salem Fire Department continue to respond to calls, still not knowing how this might affect them and their families. They all went above and beyond while performing as part of the healthcare response and providing support for the facilities in-town and the hospitals that received our transport.

FIRE DEPARTMENT

In 2021, the Salem Fire Department was presented with an exciting opportunity to deliver COVID-19 vaccines. It started with a request from the National Guard for support at the fixed site in Londonderry in January. Members of the Salem Fire Department were part of the initial 3-person crew to respond on a cold and windy day to deliver vaccines at the Londonderry drive-through site. From that point, Salem Fire Department staff were active in supporting and coordinating efforts at the fixed locations in Londonderry and Salem. In addition, the Salem Fire Department, with the support of the South-Central Public Health Network, provided vaccine clinics for the Salem Fire and Police Department First Responders, Salem Housing Authority, Salem seniors, Salem School District Staff, and Students for ages five and above. Although these efforts will continue into 2022, the year's final event was a State of NH effort for booster vaccinations, Booster Blitz 1.0.

In 2021, we could get back to some normalcy for education. One of our members completed his paramedic education and completed the National Registry of EMT's certification. Two members are progressing through the same education to become paramedics. Hybrid education continued monthly, including anaphylaxis, burns, Zoll ventilator, understanding Hospice, mental health, adult and pediatric life support, childbirth, special needs, massive bleeding, and much more. Five members started the process of becoming American Heart Association CPR instructors. By taking appropriate health-protective precautions, two of our members continued providing safety checks for infant/child car seat installations.

The future continues to hold a lot of promise. We have started to develop harm reduction initiatives. This will be focused on three areas. First, we will work to prevent injuries with education and training for the public and businesses in Town. This will include CPR, car seat, medical awareness, and supporting our certification as a Heart-Safe Community. Second, we will continue to provide State of the art education to our members. We obtained a high-fidelity manikin that will allow us to give as close to real-life training as possible. The final step in harm reduction is developing programs to support people who have had some injury. This would help with local resources and education on how to adapt.

The members of the Salem Fire Department continue to provide compassionate care to the citizens and visitors of the Town of Salem. No matter the direction of the COVID-19 pandemic, we will continue this effort in 2022. Again, I am impressed with how the members of the Salem Fire Department have and will continue to take every bump in the road in stride. Stay safe!

Respectfully,

Douglas P. Devine

Douglas P. Devine, Director of EMS

FIRE DEPARTMENT

Mechanical Division:

The Mechanical Division consists of one full-time mechanic and two firefighter/assistant mechanics. The division is responsible for maintaining all the heavy fire apparatus such as pumpers, ladder truck, command vehicles, building inspector vehicles, and other support vehicles and trailers, along with all the other small engines and equipment the Department utilizes. Maintaining the fleet is a monumental task for a single person, and our mechanic does yeomen's work in accomplishing this task.

Respectfully,

Leo P. LeBlanc

Leo P. LeBlanc

Mechanic

Information Technology/Radio Communications:

Information Technology as it relates to Public Safety Agencies continues to demand significant attention. Continual coordination with our third-party contractor is essential. Some of the highlights from this past year include:

- The Public Safety Radio LMR system was brought online.
- Expanding and adapting the new radio system is a crucial component to meet our changing needs as the community grows.
- Full implementation of a new software system for permitting for all divisions.
- A Zetron in-house Fire Station alerting system was installed in 2021.
- Installation of a new radio master box receiver system which was brought online in 2021. This is the system that receives all fire alarm systems in the Town.
- Completed the conversion of Station 2 and 3 to the Town fiber system has resulted in significant savings in monthly network connectivity charges.
- Purchase of additional portable radios to assign to each FD member to increase safety and fireground accountability was completed in 2021.

In conclusion, I would like to personally thank all Salem Fire Department members for their continuing efforts in delivering the mission of the Salem Fire Department "We're Here to Help" to our community and its visitors. I genuinely feel that our staff and our services are second to none. I am privileged to serve as Salem's Assistant Fire Chief and look forward to continued success in 2022.

Respectfully submitted,

Jeffrey S. Emanuelson

Jeffrey S. Emanuelson, Assistant Fire Chief

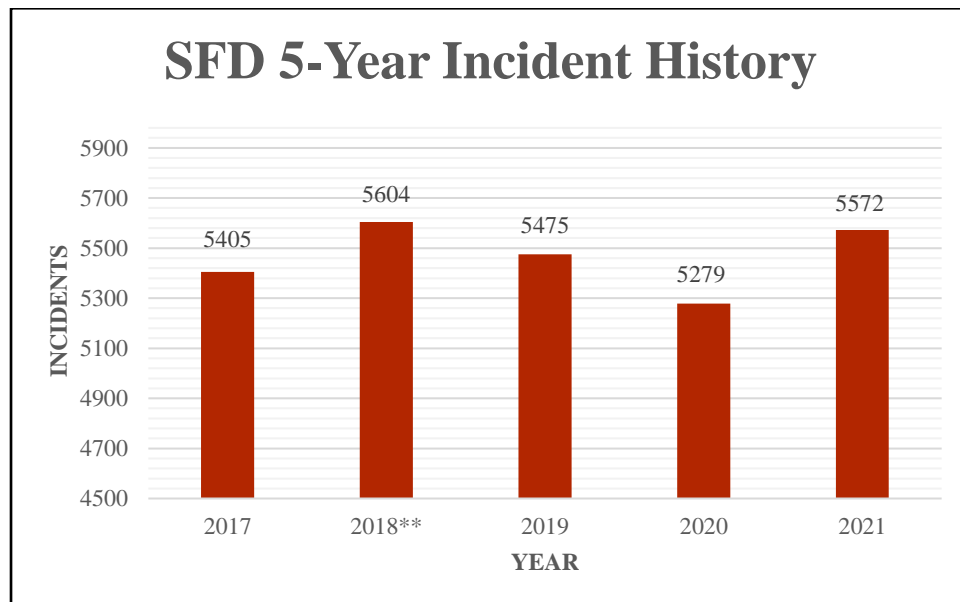
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FIRE DEPARTMENT

The Operations Division responded to 5,572 emergency incidents.

2021 - By the Numbers:

- 5,572 emergency responses
- 69% simultaneous incidents (an increase of approximately 3% or 405 calls)
- 73 times mutual aid received (51 times for Fire and 22 times for EMS)
- \$725,510 fire loss- estimated
- 31 structural fires (an increase of 6; 2020 = 25 total)
- 54 other fires (brush, vehicles, dumpster, outside etc.)
- 68% of incidents medical; 32% of incidents fire



** In 2018, two significant winter storms generated numerous simultaneous incidents and over 230 responses.

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

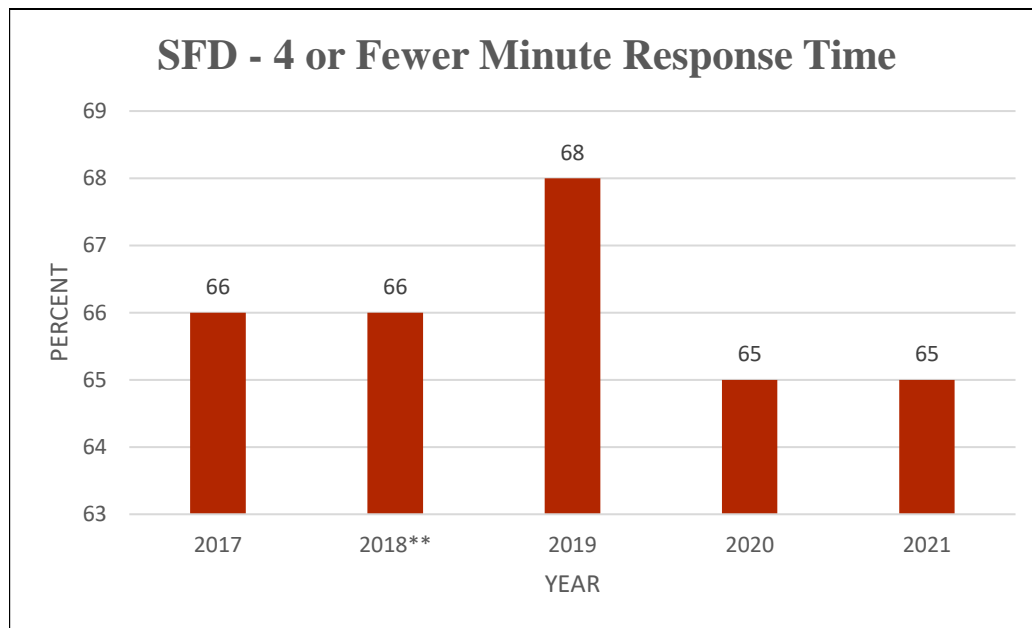
Fire Incidents:	1,616
EMS Incidents:	3,956

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FIRE DEPARTMENT

Response Times and Simultaneous Responses/Incidents:

As reported in previous town reports, response time continues to be an issue for the Fire Department. We use a national standard, NFPA 1710 (Organization and Deployment of Fire Suppression, Emergency Medical Services, and Special Operations to the Public by Career Fire Departments), to benchmark where we are and where we should be. NFPA 1710 states that the first unit should arrive at an emergency scene within four or fewer minutes to 90% of our incidents. In 2013 we were fulfilling this standard 65% of the time. In 2019 we arrived at 68% of calls within four or fewer minutes, which was an improvement over 2018. In 2020 we saw the arrival on scene within four or fewer minutes slip to 65% of the time and remain the same for 2021. After reviewing the data, the increase in simultaneous incidents is a contributing factor to this data not improving. The simultaneous incidents mean apparatus are often tied-up at or responding from another incident. As always, we will be monitoring this statistic closely in 2022.



To improve this trend, we will continue evaluating what actions might counter this trend well as working towards implementing the following two strategies:

1. Gradually increase shift strength
2. Build a west-side Fire/EMS facility

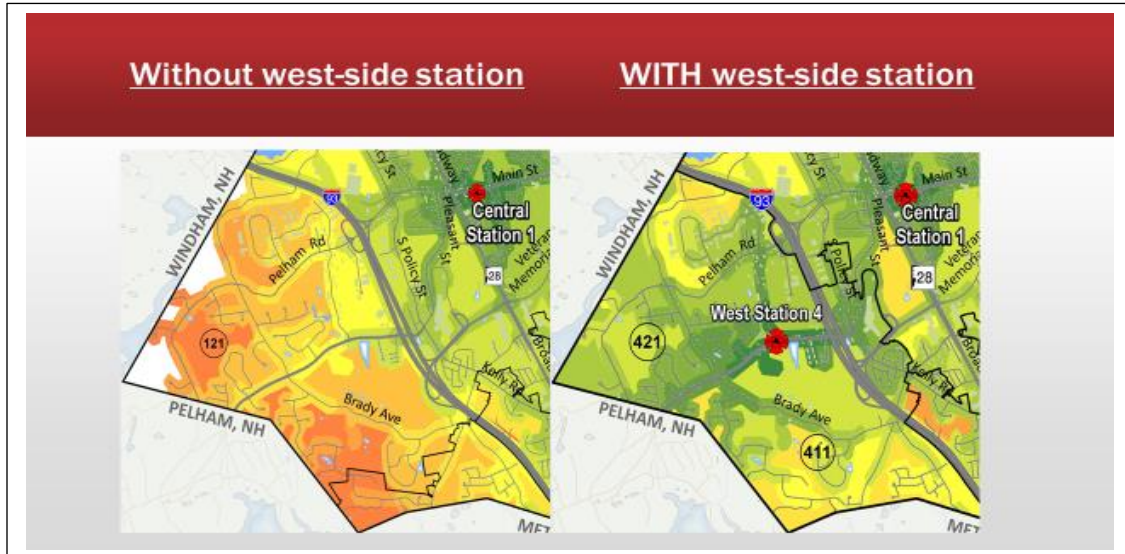
Staffing will reduce response times because it will increase our capacity by staffing additional apparatus to respond to incidents. We need to continue to plan for a west-side Fire/EMS facility (figure #1). It needs to occur, as this will help reduce response times west of I-93. Currently, nearly 18% of all incidents occur on the west side of our community. As you can see in the heat map in figure 1, without a west-side facility, we have response times upward of 7 to 9 minutes (as indicated in the orange/red sections).

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FIRE DEPARTMENT

The introduction of a staffed fire and EMS facility west of I-93 brings those response times down within the national standard. We believe that all residents and visitors to our community should enjoy an equal fire and EMS support.

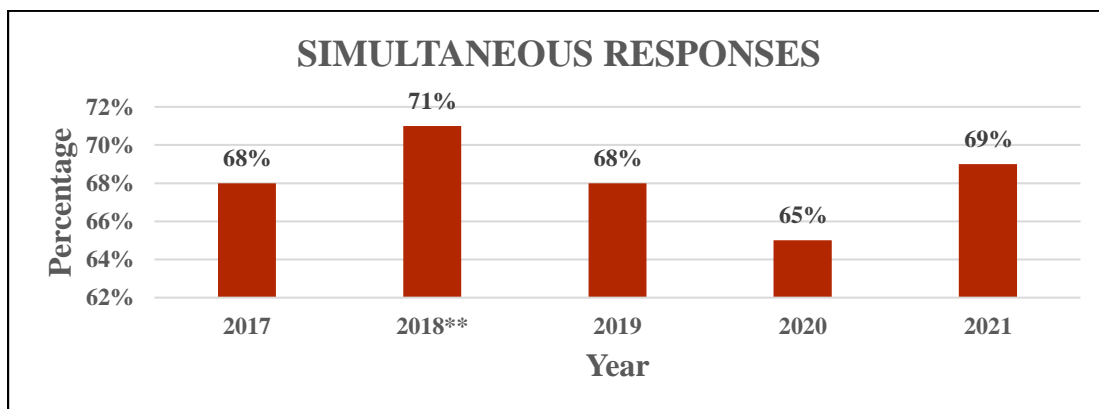
Figure 1



Of the 5,572 emergency incidents that SFD responded to in 2021, 3,864 of those emergency incidents were responded to in a simultaneous mode, meaning that two or more incidents were occurring at the same time. This equates to SFD operating in a simultaneous mode 65% of the time.

Simultaneous incidents (figure #2) are essential for us to monitor daily because of apparatus availability to respond to the second, third, fourth, or even fifth or more incidents. Some incidents might use only one or two apparatus. In contrast, others can use all eight on-duty apparatus (sometimes even more, depending on the incident type and the number of members and apparatus needed to mitigate the incident). A simultaneous response is when two or more incidents co-occur.

Figure 2



**In 2018, two significant winter storms generated numerous simultaneous incidents and over 230 responses.

Integrity-Community-Compassion-Excellence

FIRE DEPARTMENT

Annual Report of the Inspectional Services Division-
Fire Prevention Bureau, Inspectional Services, and Health Officer:
Deputy Chief Michael Galipeau

Inspectional Services:

This year has been one of transition, with the appointment of Deputy Chief Michael Galipeau to Chief Building Inspector and Section Chief to Inspectional Services. Despite the ongoing Covid 19 pandemic and unprecedented supply chain shortages, construction remains strong. Several Tuscan Village projects are underway, and the Town continues to see an increased demand for inspections with residents making improvements to their homes.

Some of the major highlights from 2021 are:

- Construction value again exceeded \$204,303,476 a 70% increase over 2020.
- Greater than 155 new dwelling units completed or under construction.
- Continued collaboration with the Planning Department on zoning/code enforcement.
- Continued a proactive role in the redevelopment of the Tuscan Village property.
- Some of the statistical highlights for 2021 from the Inspectional Services Division are:
 - 5,228 Total Permits were issued in 2020.
 - 784 Plans reviewed by the Deputy Fire Chief
 - 1,474 Building Plans were reviewed by the Building Inspector.
 - 56 Fires and related incidents were investigated for origin and cause, with an estimated loss of \$725,510
 - \$1,799,726 Permit Fees received (Building, Electric, Plumbing, Fire, Mech.).
 - \$503,245 Permit Fees waived (Town and School Projects) a 2,000% increase over 2020
 - \$124,750 Radio Box Monitoring Fees Collected.
 - \$55,405 Permit / License Fees (Health)

Respectfully submitted,

Michael J. Galipeau

Michael J. Galipeau, Deputy Fire Chief

Integrity-Community-Compassion-Excellence

FIRE DEPARTMENT

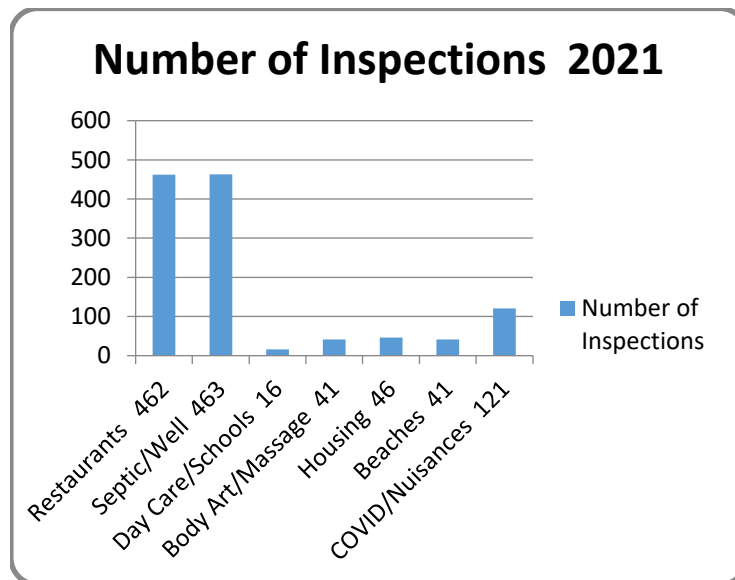
HEALTH DIVISION

Licenses/Inspections/Food Safety Initiatives:

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

COVID-19 Pandemic:

The pandemic continued into 2021 with another surge in the Fall with record numbers of cases of COVID-19. Although the State of emergency was no longer in effect, recommendations were still in place regarding safety guidelines and isolation and quarantine guidelines. Information was disseminated via emails, calls, and the website to businesses and residents. This office responded to numerous complaints and questions related to the guidance and testing and vaccines options and information.



2021 Highlights:

- Provided COVID-19 guidance and information to businesses and residents.
- No positive mosquitoes were found for Eastern Equine Encephalitis or West Nile Virus.
- Collected 63 beach samples and 39 food samples for bacterial analysis.

Respectfully submitted,

Brian A. Lockard

Brian A. Lockard, Health Officer

Integrity-Community-Compassion-Excellence

FIRE DEPARTMENT

Closing:

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

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

Respectfully submitted,

Lawrence D. Best

Lawrence D. Best, Chief of Department

FIRE DEPARTMENT

Report of the Southern New Hampshire Hazardous Materials Mutual Aid District

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

About the District:

The Southeastern New Hampshire Hazardous Materials Mutual Aid District's membership is comprised of 14 communities, covering approximately 350 square miles with a population of over 186,000 people. The District was formed in 1993 to develop a regional approach for dealing with the increasing amounts of hazardous materials being used and transported within these communities.

The District draws its funding from an annual assessment from each community as well as from grants and donations. The FY 2022 operating budget for the District was \$139,361.00. Additionally, in 2021 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$135,938.00. This grant funding included funding for equipment maintenance plans, a laptop computer, 2 portable radios, a chemical identifier, Haz Mat management software as well as numerous training programs for team members. The Fire Chiefs from each member community make-up the Operations Committee of the District. The Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community. It is the Board of Directors who approves the budget and any changes to the bylaws of the District. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technician Team Liaison, and one Member at Large, manages the operations of the District within the approved budget.

In 2021 the District's part-time REPC Director retired after 13 years with the District. We welcome our new part-time District Administrator who will manage the administrative functions of the District, including but not limited to, grants management, financial management, and emergency planning.

District Facility

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

FIRE DEPARTMENT

Report of the Southern New Hampshire Hazardous Materials Mutual Aid District

The Emergency Response Team:

The District operates a Technical Emergency Response Team. This Response Team is overseen by one of the member community's Chief Fire Officers who serves in the Technical Team Liaison position. The Team maintains a three-level readiness response posture to permit it to immediately deploy an appropriate response to a District community's request for help involving an unplanned release of potentially dangerous chemicals within their jurisdiction. While the Team primarily prepares for response to unplanned accidental chemical releases it is also equipped and trained to 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 24 members drawn from the ranks of the fire departments within the District. The Team consists of 5 Technician Team Leaders, 16 Hazardous Materials Technicians, and 3 Communication Specialists. In addition to these personnel, the team also includes an industrial chemist from a local industry.

District Resources

The District's response resources include HazMat 1 which is the primary response vehicle and carries chemical detection and identification instruments, containment supplies, plugging, patching and intervention supplies, communication equipment, computer based and other chemical reference guides as well as chemical protective equipment. The Team's other vehicles consist of a Mobile Command Support Unit, Rehab truck, two Spill Trailers, a Technician Trailer, an Operations/Spill Trailer, a Firefighting Foam Trailer, an Air Supply/Lighting Trailer and SUV utility vehicle.

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

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

FIRE DEPARTMENT

Report of the Southern New Hampshire Hazardous Materials Mutual Aid District

Response Team Training

The Emergency Response Team was able to resume their monthly training. Team members completed 565 hours of training. This training consisted of in person and virtual training programs covering Hazardous Materials Transportation, Computer-Aided Management of Emergency Operations, Palmtop Emergency Action for Chemicals (PEAC), Hazardous Materials Simulation Equipment, Chemical Protective Clothing, Decontamination, and leak control techniques, as well full-scale response drills.

Due to the pandemic the New Hampshire Hazardous Materials Training Conference and the International Association of Fire Chiefs Hazardous Materials Teams Conference were both canceled for 2021.

Emergency Responses

In 2021 the Hazardous Materials Team responded to 18 incidents. These included an acid leak in a trailer truck, spill trailer responses for hydrocarbon fuel spills from motor vehicle crashes. Other responses included identifying unknown substances and suspicious packages, as well as requests for technical assistance for member departments where a Response Team Leader provided consultation to the fire department on the handling of an incident.

The REHAB team responded to 20 incidents including fire scenes and large-scale training events.

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

FIRE DEPARTMENT

Report of Forest Fire Warden and State Forest Ranger

Despite a brief flurry of wildfire activity across the state this spring, the summer and fall months saw weather conditions which kept the fire danger consistently at low levels. Your local fire departments and the Division of Forests & Lands worked throughout the year to protect homes and the forests. The statewide system of 16 fire lookout towers continues to operate on high fire danger days. The towers' fire detection efforts are supplemented by the NH Civil Air Patrol when the fire danger is especially high.

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

The long-lasting drought effects in Coos County are showing some minor signs of improvement but a good portion of northern Coos remains in the abnormally dry category with the northeastern portion still remaining in moderate drought. While the drought conditions have improved, we expect some areas of the state may still be experiencing abnormally dry or drought conditions this spring. For this reason, we ask everyone to remember Smokey's message about personal responsibility and follow his ABC's: Always **B**e Careful with fire. If you start a fire, put it out when you are done. **"Remember, Only You Can Prevent Wildfires!"**

As we prepare for the 2022 fire season, please remember to contact your local Forest Fire Warden or Fire Department to determine if a fire permit is required before doing ANY outside burning. Under Statelaw (RSA 227-L:17) a fire permit is required for all outside burning, unless the ground is completely covered with snow. Fire permits are also available online in most towns and may be obtained by visiting www.NHfirepermit.com. The burning of household waste is prohibited by the Air Resources Division of the Department of Environmental Services (DES). You are encouraged to contact the local fire department for more information. Safe open burning requires your diligence and responsibility. Thank you for helping us to protect New Hampshire's Forest resources. For more information, please contact the Division of Forests & Lands at (603) 271-2214, or online at www.nh.gov/nhdfl/. For up-to-date information, follow us on Twitter and Instagram: @NHForestRangers

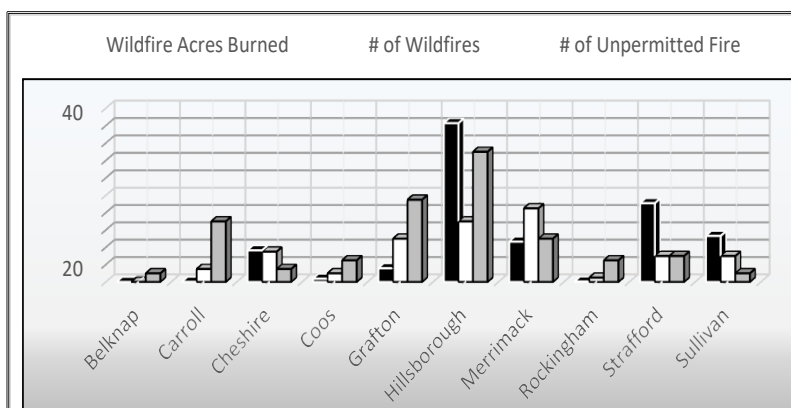
Scan here for Fire
Permits



FIRE DEPARTMENT

Report of Forest Fire Warden and State Forest Ranger

2021 WILDLAND FIRE STATISTICS (All fires reported as of December 01, 2021)



Year	Number of Wildfires	Wildfire Acres Burned	Number of Unpermitted Fires*
2021	6	86	96
2020	113	89	165
2019	15	23.5	92
2018	53	46	91
2017	65	134	100

*Unpermitted fires which escape control are considered Wildfires.

CAUSES OF FIRES REPORTED (These numbers do not include the WMNF)								
Arson	Debris Burning	Campfire	Children	Smoking	Railroad	Equipment	Lightning	Misc.
1	81	25	0	7	1	4	2	41

*Miscellaneous includes power lines, fireworks, electric fences, etc.

HUMAN RESOURCES DEPARTMENT

2021 started with hopes that the worst pandemic was behind us; however, that was not to be. The number of Covid-19 positive employee cases and exposures skyrocketed in the last six months of 2021. We dealt with higher numbers than in 2020, making 2021 another challenging year.

The time typically focused on day-to-day operations, HR projects, and department goals were diverted to health crisis management, filing numerous workers compensation reports, tracking medical information referrals, and assisting employees with covid guidelines and issues.

We continue into 2022, handling numerous claims related to Covid-19 and its variants, along with assisting employees with their employment needs.

Workers Compensation:

As mentioned above, the pandemic increased the number of worker's compensation claims Human Resources reported to the Town's carrier Primex for the 2nd year in a row. Compared to 2019, the Town more than doubled the required First Report of Injuries submitted. This has resulted in additional follow-up with departments for paperwork, employee status, and documentation.

- The HR Department filed 176 injury claims during 2021 to the Town's Workers Compensation Insurance carrier Primex.
- Out of those claims, approximately 106 were related to Covid-19 exposures.
- Lost Time claims= 74 vs 102 Medical only claims= 176

The HR department is responsible for submitting all claims and the required documentation to Primex for all work-related injuries/exposures following the Department of Labor regulations. HR also handles all follow-up, including submitting and completing reports and medical forms with all involved entities throughout an employee's injury until the employee returns to work full-time without restrictions.

Staffing:

HR has been receiving increased concerns from employees about the stress due to unrealistic workloads.

The Town's expansion and growth with developments such as the Tuscan Village Project, Regional Waterline Project, and the many other recent initiatives bringing new residents to Salem; along with additional services and improving services to residents, are a few examples of why there is such an added strain on employees in all departments. On top of these challenges, employees are dealing with the extreme hardship that the pandemic has created to an already understaffed workforce.

The impact on public safety is easy to understand. The more residents and visitors, the higher the need for additional safety services such as police and fire. What is not always seen is how the higher needs impact *all* other Town departments. Keeping up with today's expectations to maintain knowledgeable, experienced employees should be paramount moving forward.

HUMAN RESOURCES DEPARTMENT

The HR department processed over 50 hires (including seasonal hires and internal transfers) in 2021. We worked with both the Police and Fire Administration to have an ongoing recruiting process instead of the usual annual or biannual. This change made a significant impact as we found good candidates already in the process elsewhere. For the Police Department, this requires HR to be involved with scoring written tests more frequently, but the change positively impacted the department's ability to hire more effectively.

The Town experienced the same hiring concerns many other municipal employers were dealing with in 2021. In some positions, we were very fortunate to receive numerous qualified candidates. Different jobs were posted two or more times and still may remain unfilled. We continue to try and think outside the box to assist Department Heads when there is a staffing concern.

In this employment market, we must recruit and hire the best in the shortest possible time. All our processes have been handled manually, including paper applications, tracking applicants, posting jobs on websites, scheduling interviews, and sending applicants acknowledgements for submissions or interviewing. Our processes have become outdated, cumbersome, and inefficient. We learned during the pandemic it was essential to become more electronic. In 2021, we researched HR software for applicant tracking and onboarding. We are thankful the Town Manager, Board of Selectman, and Budget committee approved and included our request in the 2022 budget.

The following employee hires were processed in 2021:

- Fire Department hires- 6
- Inspectional Services-2
- Police Department hires- 11
- Municipal Services hires-6
- Collections- 1 (internal transfer)
- Library-3
- TM Office-1 (PT) 1 (FT)
- Community Services-2
- Finance-2 (1 FT, 1PT)
- Assessing- 2 (1 FT, 1 PT)
- SCTV-2
- Seasonal-10 (Recreation & MS)

HUMAN RESOURCES DEPARTMENT

HR has also processed over 49 terminations, transfers, and retirements (including seasonal) in 2021:

Departments:

- FD- 7 (2 retirement and 3 dispatchers)
- Inspectional Services-2
- PD-10 (5 were retirements)
- MS-11 (4 retirements)
- Collections-2 (1 retirement, 1 internal transfer)
- Library-2
- TM Office-1
- Community Services-1 retirement
- Finance-2 (1 transfer to another dept.)
- Assessing-1 retirement
- SCTV-2
- Seasonal-13 (Recreation & MS)

Starting 2022, HR currently has 6 candidates going through the background and hiring process.

Health/Dental and Wellness:

- The Town's annual rate change for the health insurance for active employees and non-Medicare retirees resulted in a 12% increase. Fortunately, our post 65 Medicare Supplemental and Dental Insurance rates remained the same.
- One hundred fifty-eight employees and spouses participated in the Town's Wellness program, earning incentives to participate in positive health and wellness activities.

Flu-Shot Clinic: On October 20, 2021, the HR department partnered with Rite-Aid and held the annual flu shot clinic in the Knightly Meeting Room at Town Hall. Over 50 employees/retirees participated in the event.

- On-site/In-person wellness activities (except for the flu shot clinic) were virtual due to the pandemic.
- Links to wellness information were disseminated to employees via email and posted on the Town's website.

HUMAN RESOURCES DEPARTMENT

JLMC:

The HR Employee Relations Coordinator chaired the 2021 Joint Loss Management Committee. The Committee was able to meet seven times throughout the year. All departments were invited to participate. Members from the following departments participated HR, FD, PD, Library, TM'S Office, Municipal Services, Assessing.

- The Committee shared safety and wellness ideas and reviewed upgrades that can be made to the work environment to enhance employee safety.
- With the approval of the committee, the JLMC Chair (HR Employee Relations Coordinator) ordered additional ice safety signs for the Town property.
- The Committee formed an inspection subcommittee to inspect town buildings to address any safety issues required by JLMC Regulations. The 2021 committee (James Pacheco-Municipal Services, Robin Lynch-HR, and Chris Ruel-Assessing) was able to inspect the following properties:
 - Town Hall
 - DPW (Cross Street)
 - Water Treatment Plant
 - Kelley Library
 - Salem Police Station (Deputy Fire Chief, Mike Galipeau joined the committee mid-year and was present for this inspection)

Reports with any findings were logged, photographed, and sent to the Town Manager and Department heads for review.

Respectfully submitted,

Anne Fogarty
Human Resources Director

HUMAN SERVICES DEPARTMENT

The Human Services Department provides financial assistance to Salem residents as defined by NH State Statute RSA 165. Eligibility is based on need and determined each time a formal service request is made through the application process. The decisions are based on guidelines adopted by the Salem Board of Selectmen. These guidelines can be found on the Human Service page of the Town of Salem web page. Assistance is provided through vouchers for payment directly to vendors for basic emergency needs such as food, fuel for heat, utilities, shelter costs, and other necessities. This department diligently searches for other resources such as State and Federal Programs, food pantries; local Outside Human Service agencies; and others. This is done before Town dollars are utilized.

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

Boys & Girls Club

Mission: *“To inspire and enable all young people, especially those who need us the most, to realize their full potential as protective, caring citizens.”* In the first three quarters of 2021, \$121,269 of financial aid was given to 475 children (duplicated).

Bridges

Mission: *“To cultivate communities free from violence as we support victims and survivors of sexual assault, domestic violence, and stalking.”* In 2021, 21 residents were served at a value of \$4,173.

CART

Mission: *“To provide public transit services. The majority of riders are seniors, disabled, and low-income residents.”* In 2020, 4095 trips were provided.

Southern New Hampshire Services

Mission: *“To prevent, reduce and work towards eliminating poverty.”* In 2021, 1405 households were aided with \$479,441 of fuel assistance, 439 families received electric discounts, and 112 families were helped with rental aid of \$561,386. Total amount aided \$1,322,037.

Haven

Mission: *“To prevent sexual and domestic assault and help victims rebuild their lives.”* In 2020 their report states 83 Salem residents were served at a value of \$15,120.

Greater Salem Caregivers

Mission: *“To provide supplemental assistance to adults who are homebound.”* In 2021, 642 rides were provided at a value of \$61,118. Shopping, wellness checks, visits, and referrals were also offered at a total value of \$95,839.

HUMAN SERVICES DEPARTMENT

Rockingham Nutrition, Meals on Wheels

Mission: *“To provide nutritious meals, safety, and support to residents to maintain their health, well-being, and independence.”* For the first three quarters in 2021, \$28,453 meals were provided at a value of \$243,429.

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

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

Respectfully Submitted,

Barbara Riley, Human Services Director

MUNICIPAL SERVICES DEPARTMENT

I am honored to present this report on behalf of all the incredibly hardworking and dedicated employees from the Municipal Services Department. In 2021 we continued working on active large-scale projects and began planning for significant improvements for all of the vital infrastructures we oversee. The Depot Intersection Project was started and continued through the year, with a conclusion expected in early 2022. The Southern NH Regional Water Interconnection Project included the construction of the new water main on RT 111 and the extension on Atkinson Road. The closure became a reality at the Former Wastewater Treatment Facility site. The main basement was remediated and demolished with a final Remedial Action Plan completed for soil contamination clean-up. While these are some significant highlights, they are minimal to the hard-working staff's amount of work accomplished overall. This report is a tribute to them and a solemn thanks to all residents who have offered continued thanks and support.

SALEM MUNICIPAL SERVICES

Roy E. Sorenson - *Director*

ENGINEERING ♦ PUBLIC WORKS ♦ UTILITIES



www.townofsalemnh.org

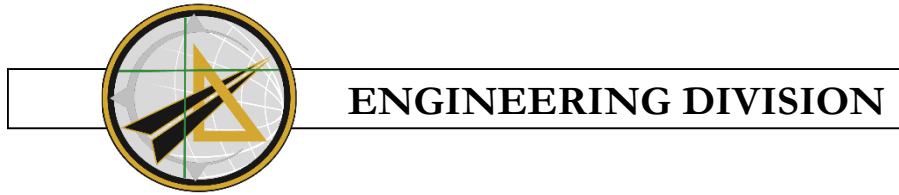
21 Cross Street
Salem, NH 03079

TEL: 603-890-2150 FAX: 603-890-3882

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

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

In 2021 we saw the retirement of Maureen Sullivan, who provided decades of service to multiple town departments, and the last ten years for Public Works. We wish her well and thank her for her dedication. Kim Babaian – Administrative Assistant, now manages all calls and inquiries from the public.



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

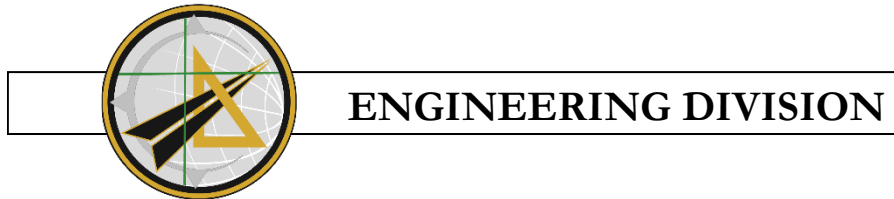
The Engineering staff for 2021 included Jim Brown - Senior Engineer, James Danis, PE – Capital Projects Engineer, and Lyndsay Butler, PE – Project Engineer.

The Engineering Division was involved in the following significant activities in 2021.

- **Road Stabilization Committee** – The 10 Year Road Program was supported overwhelmingly during the public vote and continues to be a top priority for asset management. Development is based on a pavement management principle and/or data-driven by PCI (pavement condition index), which is a tool used to rate the condition of the road and the proper method of rehabilitation if required. James Danis was the lead engineer in 2021 for the design, construction, and administration of the reconstruction section of the program. The program is designed to maximize a responsible and feasible road program. The Committee is comprised of myself, Selectman Mike Lyons, and Capital Project Engineer James Danis, including professional support from GIS Coordinator John Vogl and Dave Wholley from Public Works. Madam Chair of the BOS, Cathy Stacey, was present and contributed to many of the meetings in 2021. The Committee conducted interactive sessions throughout the year to develop the 2022-2031 Road Program which the Board of Selectmen adopted in November.



- **Manor Parkway, Freedom Drive & Lemay Road Reconstruction Project** – As part of the Road Programs' continued efforts to reconstruct the heavily degraded industrial roadways, Manor Parkway was rebuilt in 2021. The industrial road efforts began in 2017 and are expected to continue until 2023 with the final two industrial road reconstruction efforts (one per year). The Manor Parkway project was coupled with Freedom Drive and Lemay Road for bidding purposes. Manor Parkway reconstruction focused on comprehensive structural improvements of the road gravels and some enhanced drainage provisions. Roadway reconstruction also included a redefined road cross-section and thicker pavement and complete curb replacement/expansion along its 2,400-foot length. By comparison, Freedom Drive was a much simpler effort than Manor Parkway,



where the existing paved surface was ground up (reclaimed) with the underlying gravels then regraded and paved. Freedom Drive also included minor sidewalk reconstruction along its length intended to improve safe pedestrian passage between three separate aged developments and the sidewalk system on Veteran's Memorial Parkway. Lemay Road completed the roadway project group. Lemay Road had paved and gravel components, deficient width, poor drainage, and undefined geometry. Reconstruction of Lemay Road provided a tremendous improvement over each of its poor conditions and can now support the safe passage of two-way traffic as well as pedestrians. Drainage improvements will offer a longer life span, and the project was completed ahead of schedule and under budget.

- **Twinbrook Avenue and Iris Avenue Roadway Reconstruction** – Separate from the other neighborhood roadway reconstruction project in the Old Farm Road and Henry Taylor neighborhoods, this project provided a significant sewer expansion on Twinbrook Avenue and a needed water system improvement on Iris Avenue. Twinbrook Avenue reconstruction focused on mitigation of a substantial groundwater intrusion condition. Over time groundwater in the area had destroyed the roadway leaving sections of the road in a near gravel condition and subject to icing in the winter, creating an unsafe route. Interestingly enough, the original development excluded half of the homes from the sewer provisions of the surrounding area. The high groundwater table responsible for destroying the roadway also damaged septic fields and reduced life spans. The roadway reconstruction improved roadway integrity by implementing a crushed stone product during the roadway reclamation process. Roadway gravels are further protected by constructing an expansive perforated pipe network to drain the road gravels and intercept groundwater before entering the roadbed. The sewer expansion within the neighborhood fills a gap in the municipal sewer system where all surrounding areas and developments are served. Iris Avenue reconstruction offered construction of a cul-de-sac at the limit of its right-of-way, which extended onto a town parcel in the interest of a much-needed roadway maintenance improvement. The new cul-de-sac improves winter maintenance and improves public safety access. Water improvement on Iris Avenue looped a missing link between neighborhoods allowing for increased water circulation reducing aged water concerns. The improvement further reduced the expanse of a shut down in the event of system repairs. The project was completed in August, ahead of schedule and under budget.



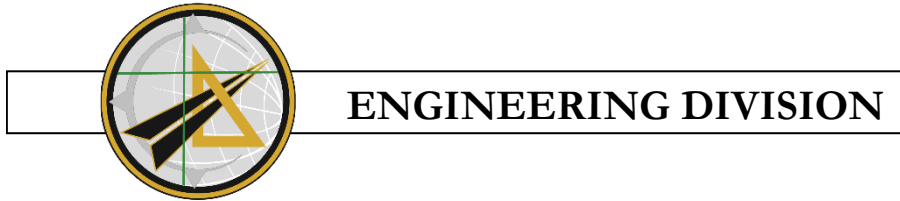
- **Neighborhood Roadway Reconstruction Project** – The 2021 Neighborhood roadway reconstruction effort included five neighborhood roads (7,650 LF): Old Farm Road, Small Brook Road, Henry Taylor Street, Frary Street, and Edwards Street. The work provided full roadway reconstruction in two neighborhoods, which offered two gravel road conversions. The roadway and drainage in the Old Farm Road and Small Brook Road neighborhood were severely compromised with rotted metal drain culverts and significant groundwater intrusion on the roadbed. Work provided underdrain improvements and extensive culvert replacements, restoring roadway geometry and replacement/expansion of the curbing. The Henry Taylor neighborhood had been subject to poorly constructed and non-functioning drainage combined with poor road layout, leading to severe erosion and flooding. Work included comprehensive storm drain improvements, excavating the old roadbed, grading, and repaving. As part of the overall project, Frary Street and Edwards Street were rebuilt to an appropriate standard with consistent widths, proper road shape, and slopes where none previously existed.

- **South Broadway Drainage Improvements** – In the area of the Rockingham Plaza immediately south of Rockingham Boulevard, a portion of South Broadway had a poorly laid out drainage system that had become inefficient moreover trapped tons of trash and litter each year. The principal drainage component in the area was a drainage ditch subject to increased maintenance efforts necessary to maintain proper function. The ditch further decreased roadway safety through steep slopes directly abutting the roadway and a worn and obsolete guardrail extending only a portion of the needed protection area. The ditch location was positioned within



an easement area owned by Liberty Utilities, and the timing of a significant powerline upgrade project would have rendered the drainage ditch inoperable. The Town's efforts to improve the drainage condition and safety in the area sequenced perfectly with the Liberty Utility upgrade project. The drainage improvement filled the ditch and provided a closed drainage system by implementing curbing and drainage structures along the roadway itself. A future Salem Rail Trail project (set for 2023 construction) will also

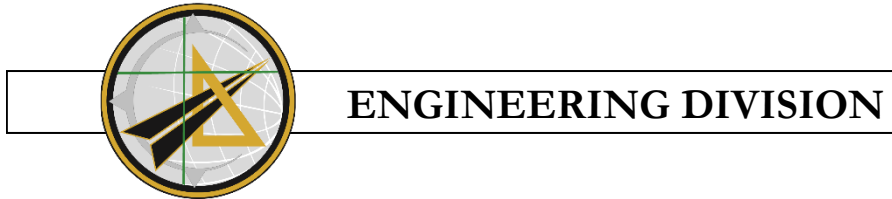
benefit from the drainage improvement project by removing the ditch and its steep slopes directly adjacent to a pedestrian throughway. Existing utilities, the powerline upgrade project, and high traffic volumes offered project challenges. Still, the project was a remarkable success providing a much-needed functional, safety, and aesthetic improvement to the area.



- **Depot Intersection Project** — The contract for the Depot Intersection Project was awarded late in 2020, and work efforts began in earnest during the spring of 2021. The intersection of Broadway (NH Route 28) with Main Street (NH Route 97) has been plagued by traffic congestion and delays for many years, notwithstanding the highest vehicle crash rate of any intersection in Salem. The intersection is known to be one of the busiest in New Hampshire. In 1995, the Town and New Hampshire Department of Transportation (NHDOT) partnered to present the Depot Intersection Reconstruction Project to the Federal Highway Administration (FHWA). The project

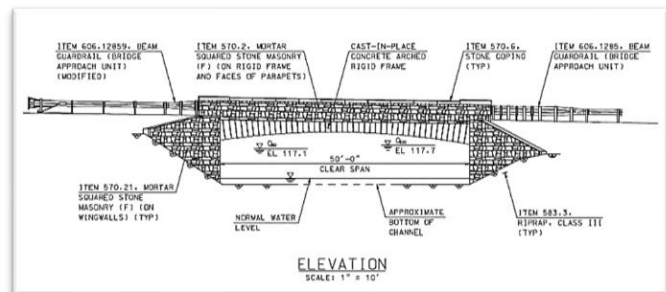


finally came to fruition in 2020 thanks to the arduous work of staff to meet the FHWA deadlines. The project's first phase demolished several buildings along the west side of the road taken through the right-of-way acquisition process. The next step of improvement to the intersection involved a significant utility relocation effort whereby all utility poles within a 350-foot radius of the intersection have been removed. Coordination efforts with multiple utility owners began in early 2019 with construction completion in late 2020. All overhead assets were constructed underground. The final phase of the intersection reconstruction is the roadwork itself. While the core concept of the reconstruction effort was simple, the execution of work was massively complex, with each component of work delivering a challenge more complex than the last. At the top of the list of challenges is the mitigation of traffic. The contractor was tasked with maintaining a high production and product quality level while ensuring the safe passage of between 25,000 and 30,000 cars per day through the work zone. Drainage reconstruction proved difficult as the existing drainage system needed to stay active while building the new drainage system. The drainage implementation portion of the project forced temporary connections and by-pass pumping elements to support the active construction. One other major project challenge was the presence of hazardous or otherwise regulated soils throughout the project area. One former parcel acquired in the project was determined to have a variety of volatile organic compounds (VOC's); moreover, the heart of the intersection had high concentrations of petroleum in the soil from old service stations no longer in existence, while the largest area of the project was subject to lesser regulated



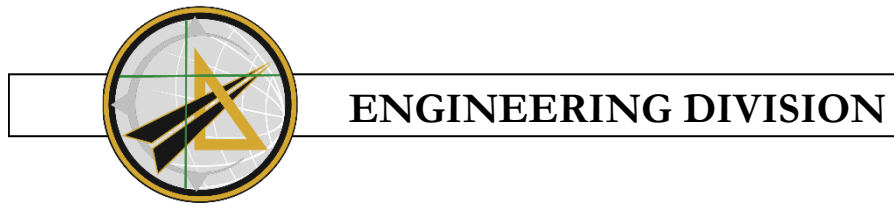
constituents at lower concentrations. Town staff and their consultants successfully managed to navigate these challenges through the design, planning and permitting. The Town's selected contractor was further able to execute the plan effectively, which caused the least amount of impact to the general public and the surrounding businesses. The intersection reconstruction is planned for completion in the spring of 2022.

- **Projects in Design/Engineering Study** — Design efforts for the Bridge Street Bridge were completed in 2021 and advertised for bidding. Bridge reconstruction is planned to start in 2022 and finish in early 2023, provided the Warrant Article passes. The bridge was initially constructed in 1900 and widened in 1959. It carries an annual average daily traffic of 6,000 vehicles per day. The existing bridge structure is degrading at an accelerated rate which will cause a reduced load rating and prohibit heavier vehicles such as fire apparatus and school busses from crossing. The new bridge design provides a slightly wider roadway and sidewalk on both sides. Architectural design elements of the new structure mimic the look of a retaining wall at the abutting Salem Museum building, making the project's appearance perfectly suited for the Salem Historic District.



Town Staff has also continued efforts to further the intent of the Salem Depot Master Plan. Reconstruction of the Salem Depot effort began in 2021 and projected completion in the early spring of 2022. The selection of design engineers for various aspects of the area redevelopment has been completed, with initial design efforts beginning in early 2022. The Pleasant Street/Main Street intersection design is part of an overall corridor improvement along Pleasant Street slated for design and construction in 2022 and 2023. The next large project to

begin the procedure in 2022 is the "Brunello Road" intersection adjacent to the former Coca-Cola plant. The Brunello intersection and the ring road connection to Central Street through the Tuscan Development are coupled with additional South Broadway improvements and a Salem Rail Trail improvement. The final selection of the engineer tasked with all remaining intersections and the 'Ring Road' design will be completed in early 2022. The overall project intent within the area is to maintain a continuous design and construction effort. Each element will seek to leverage grant opportunities to the most significant degree possible.



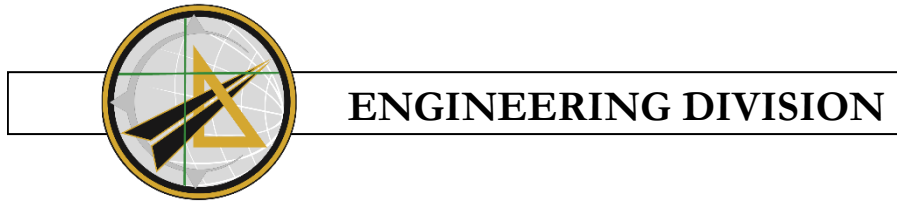
Over the past year, Town Staff has corresponded with government offices and agencies, including Governor Sununu, NHDOT Commissioner Sheehan, State Senate President Morse, and the United States Senator Sheehan, requesting support for a safety improvement project at the intersection of NH Route 111 and Ermer Road. The Town has significant concerns for public safety at this intersection, and problems have only increased over time. The straight alignment, wide shoulders, and reasonable sight distance encourage high speeds along this segment of NH Route 111, creating a significant speed differential between through traffic on NH Route 111 and vehicles entering the intersection from Ermer Road as well as cars stopped on NH Route 111 waiting to turn onto Ermer Road. The Town would like to see a traffic signal installed at this intersection to improve public safety. In July 2021, Town Staff met with NHDOT to discuss the project and express support in principle and financial. NHDOT indicated that the project could be funded through the Highway Safety Improvement Program and managed through the Local Public Agency (LPA) process, which provides 90% of project funds with a 10% match customarily paid by the community. The LPA process is the same as currently being done with the Depot Project and will provide the Town a higher level of control over development and schedule. The design will include designated left and right turn lanes on NH Route 111, similar to nearby intersections, but will be confirmed through the engineering study to get underway in 2022.

Town Staff has continued efforts in coordination with the New Hampshire Department of Environmental Services (NHDES) Dam Bureau to bring town-owned dams into compliance with up-to-date dam safety regulations. Recent efforts have been focused on the Millville Lake Dam. In partnership with SLR Corporation (SLR), Town Staff completed a Dam Engineering



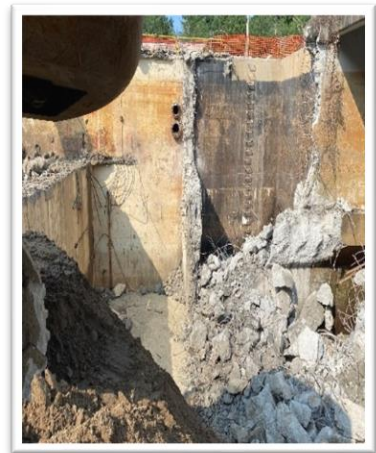
Assessment under a Letter of Deficiency (LOD) issued in June 2016 by the NHDES Dam Bureau. The purpose of this assessment was to evaluate the structural integrity/stability and hydraulic capacity of the dam spillway and to develop a conceptual plan to bring the dam into compliance with current state and federal regulations. Town Staff will continue working with NHDES and SLR to bring conceptual plans into the next design phase in 2022.

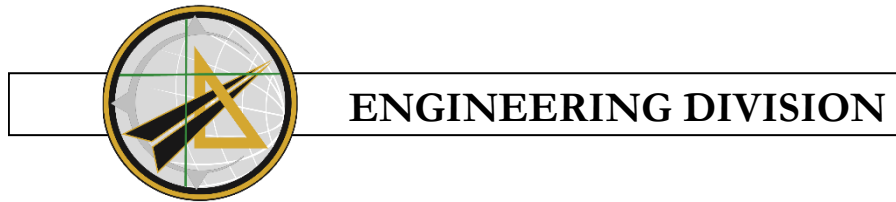
- **NPDES Phase II Small MS4 General Permit** – In cooperation with the Division of Public Works, the Engineering Division coordinates and oversees the Town's Stormwater Management Program (SWMP) to ensure compliance with the National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) General Permit. Implementation of the SWMP in Years 3 & 4 of the permit term included activities such as: updating the SWMP, Illicit Discharge Detection and Elimination (IDDE) Program, Chloride Reduction Plan, Infrastructure Operation & Maintenance (O&M) Procedures and SWPPPs; updating stormwater system maps; conducting dry weather screening &



sampling of stormwater system outfalls; investigating the problem and high priority catchments to identify potential sources of illicit discharges; conducting inspections of Town-owned stormwater BMPs; conducting routine SWPPP inspections; developing and distributing public education materials; providing opportunities for public participation in stormwater management; performing and logging practical housekeeping tasks (e.g., catch basin cleaning and street sweeping); and preparation and filing of the Year 3 Annual Report. Town Staff continues to implement the Town's SWMP through ongoing activities.

- **Former Wastewater Treatment Plant** – Town Staff, with support from environmental engineering consultant GeoInsight, Inc., has been working to remediate the Former Wastewater Treatment Facility (WWTF) site on SARL Drive. These efforts include ongoing Groundwater Management Permit Activities, Foundation Demolition, PCB Abatement, and Thermal Remediation of Impacted Soils and Groundwater. Insight provides support in completing various compliance activities at the Former WWTF Site, including monitoring/sampling of groundwater and surface water in June and November of each year and coordination/communication with NHDES to ensure that the conditions of the existing Groundwater Management Permit (GMP) are met. The Town contracted Costello Dismantling Co. (Costello) to perform PCB abatement and demolition of the remaining WWTF building foundation in 2021. In June, Costello mobilized to the site, set up a dewatering system, and began interior asbestos and PCB abatement work. The abatement was complete, and the old process piping was removed from the basement in August, at which time the 30-foot-deep foundation demolition began. Portions of the slabs and wall were four feet thick reinforced concrete broken up with large excavator hammers and crushed. Rain events in August necessitated the removal of the upper basement floor slab that was intended to remain buried in place, resulting in additional work to process and dispose of the slab. Costello wrapped up dewatering, demolition, excavation backfilling, waste removal, and site restoration, reaching the completion of the work in October 2021. The Town received bids for Thermal Remediation of Impacted Soils and Groundwater from thermal remediation vendors in January 2021. In June, GeoInsight presented to the Board of Selectmen the thermal remediation bid process results, the bid review and selection process, and recommended entering into an agreement with the responsive bidder, TRS Corp, to conduct electrical resistivity heating (ERH) at the site. The Board supported the recommendation from GeoInsight, pending funding approval at Town Meeting in March 2022. This Thermal Remediation work will be presented as a warrant article for Town Vote in March 2022.





- **Subdivision and Site Plan Review** – The Engineering Division performed a technical review of 723 submissions related to subdivision and site plan projects. Among those were plans for the Tuscan Village redevelopment of the former Rockingham Park.
- **Permits** – The Engineering Division issued 281 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also reviewed and signed off on 1,200 Building Permit Applications and Certificates of Occupancy.



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

Public Works comprises twenty-one full-time employees and is directed by Dave Wholley, who oversees day-to-day operations, including snow events. The hardworking, dedicated staff are available and provide municipal service, including working nights, weekends, and holidays, including extended hours during emergency operations. This past year Dave Wholley left his position for another opportunity after 26 years of service with Public Works. We thank him for his efforts and wish him well.

The Public Works Division was involved in the following significant activities in 2020.

- **Street Section** – The mission of the Streets and Shops section is to effectively maintain the town's roadway infrastructure for the safest possible travel while being cost conscience and efficient. A primary responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season, this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pothole patching, turf management at all ball fields, parks, and town buildings, roadside litter control (2.60 tons), traffic light signalization, 35 miles of sidewalk maintenance, setting up and breaking down of voting booths, grading 28 gravel roads twice annually, hazardous tree removal, and responding to work order calls from the general public notwithstanding routinely assisting other sections from within the division. Streets and Shops is one of the largest sections



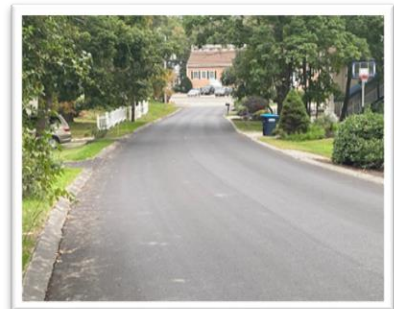
and contributes across the division on special projects. The staff includes Geoff Benson – Street Foreman, Eric Becker – Street Foreman, Mike Stickney, Matt Waldron, Rick Lessard, Curtis DiGiovanni, William Willette, Jason Bourne, Rob Parnell, Eric Czifrik, and Riley West. Joe Feole, Street Foreman, retired after 18 years of service and will be missed.



The winter season included twenty-nine primary salting operations, 12 secondary salting operations, and eight plowing operations for a total of 51 inches of snow which was 5 inches more than 2019-2020. We used 6,530 tons of salt, 493 tons of sand, and 11,600 gallons of liquid calcium for snow and ice control. Like the previous year, the storms were minor but time-consuming, requiring excessive treatment and lasting over many days. The first plowable storm arrived on December 5, 2020, with 5 inches of snow, and the most significant storm dumped 16 inches of snow on February 1, 2021. The last storm came on April 16, 2021.

There were over 1,847 work orders completed over the year for maintenance, including the yearly programs such as street sweeping, signs, and catch basins. Public Works was busy replacing and reconstructing many failed drainage lines and catch basin structures within the Town. Over 34 catch basin and manhole structures that had become compromised or failed were repaired by staff. One of the significant repairs included a cross culvert basin pipe on Lake Street that was done at night as the road had to be closed for the replacement to be done.

Public Works along with Engineering administered and managed the annual Road Stabilization work, which involved mill and overlay of approximately 28,854 linear feet of Town roads, including E. Broadway, Howard Street, West Street, Clinton Street, Sullivan Avenue, Francis Street, Earl Street, Franklin Street, Ackerman Street, Granite Avenue, Clydesdale Road, Garrison Road, Belmont Street, and Westchester Street. Staff also administered the annual crack sealing program.

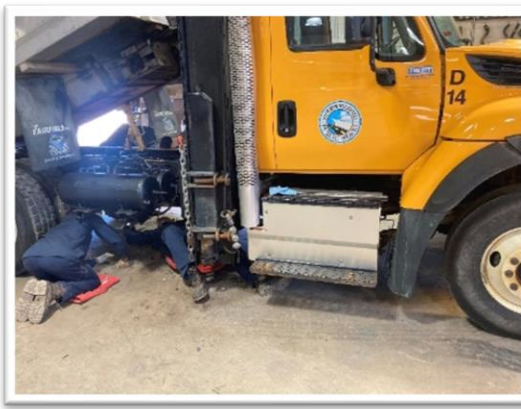


- **Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department and Town Hall vehicles in a cost-efficient manner. This section's responsibility requires ensuring that front-line emergency response equipment is dependable and operational during town-wide snow emergencies, water main breaks, and floods, among other scenarios. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure that downtime is kept to a minimum, ensuring that the department maximizes project efficiencies. The Fleet section performs inventory



management, preventive maintenance, repairs, deferment, and capital replacement guided through the VueWorks asset management software that sets critical life values and depreciation through a formal evaluation program that develops a Vehicle Condition Index (VCI).

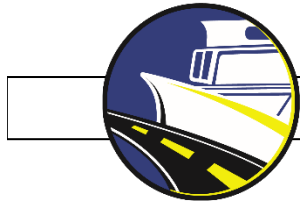
In 2021 the Chief Mechanic developed a six-plus year Capital Improvements Plan for the vehicles and equipment assigned to Municipal Services, along with cost estimates to ensure the town's readiness for future capital expenditures. The majority of the operation performed by the Fleet Section of Municipal Services consists of preventative maintenance and equipment repair, followed by the annual State of N.H. Safety Inspection program that ensures the town vehicles meet all requirements of the road. In 2021 Fleet performed over 600 work orders comprised of 351 minor & major repairs, 60 state inspections, and over 130 preventative services,



including 20 Vehicle Condition Index reports for Capital Improvements evaluation. Chief Mechanic Ryan Pike leads the Fleet Section, and Mechanics Joe Goodhue and Anthony Loycano.

- **Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the Transfer Station generated by the town's residents, private haulers, and the operation of the municipality's business and projects. The Transfer Station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, waste motor oil, CRTs, and batteries. Foreman Dave Cantor monitors the operation, including the contracted services (Waste Management, CRT), to assure that all visitors to the Transfer Station are permitted while providing direction and guidance for the disposal of assorted items. In 2021 we collected 9,999 tons of solid waste and 2,107 tons of recyclables, both of which were up to similar to 2020, primarily due to the pandemic as more people were home cleaning. The recycling market continued to struggle, given the restrictions globally on the commodity. Another 33 tons of E-waste and 500 tons of scrap metal were received at the facility. The oil waste drop-off area was discontinued in 2021 as the collection area had become inundated with contaminated oils and was an environmental concern.

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



PUBLIC WORKS DIVISION

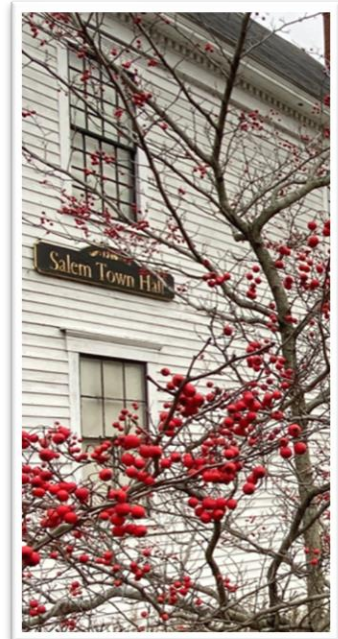
The primary function of this section is to perform professional burial services at the town cemeteries for the residents. Maintenance of these cemeteries is hugely time-consuming for preservation, lawn mowing, weed trimming, tree pruning, flower planting, Memorial and Veteran



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

playground are also part of the operations with turf management, tennis courts, and facility operating needs. Another essential duty is to manage the election polling station set up by all DPW personnel. Staff also assists in moving items for various charities during the holidays, recreation supplies for camps, and files during year-end.

It was another busy year for Parks and Properties as the Pine Grove Cemetery Expansion Project was constructed in the fall. This project included the development of the back section that will add upwards of 800 plots to help with space needs over the next twenty years. Numerous trees were planted, and a fence was built along the property line. The new roadway was also laid out and paved, helping create a better traffic flow and parking access for visitors and large processions. Mapping efforts continued with help from GIS to create an electronic inventory that will be made available to the public for grave locations, and the new cremation only continued selling numerous plots. Overall, there were 52 burials, 70 cremations, and 43 new burial lots sold during the year. The BOS adopted formal rules and regulations on September 27, 2021. Mechanical equipment issues continued to plague Town Hall as a significant a/c and heat exchanger replaced on the lower level. A historic Building Assessment was completed for Old Town Hall, and fifty percent of the cost was covered through a grant from the New Hampshire Preservation Alliance. The completed report was used as part of another grant application to the NH Land and





Community Heritage Investment Program (LCHIP) for a grant request to help fund the much-needed repairs on the building. Staff worked with the Historical Society to help construct a new bathroom off the rear of the building, which had deteriorated and closed. The new bathroom was completed with help and donations from the Great Salem Contractors Association.

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

At their June 7, 2021, meeting, the BOS charged a new committee - the Municipal Buildings Advisory Committee (MBAC) to create a plan and strategy for the coordination of specific investments for capital improvements and general maintenance of key Town Buildings and properties that support public services to the residents and visitors of Salem. Two separate facility-based Requests for Qualifications were let in early 2021 for DPW (RFQ 2021-007) and Town Hall (RFQ 2021-011), with the latter as an Owner's Project Manager (OPM). In early August of 2021, another RFQ 2021-020 was publicly posted to select Architectural Services. MBAC frequently met throughout 2021, developing information for consideration in the 2022 Budget. The following are the Committee Members:

Town Staff began an assessment of the existing DPW Facility, located at 21 Cross Street, to

NAME	POSITION	TITLE
Roy E. Sorenson	Chairman	Municipal Services Director
Ross A. Moldoff	Secretary	Planning Director
Everett McBride	Voting Member	Board of Selectman Representative
Jeffrey Boyer	Voting Member	Budget Committee Representative
Nicole McGee	Voting Member	Finance Director
Lyndsay Butler	Non-Voting Member	Project Engineer
James Pacheco	Non-Voting Member	Facilities Foreman
Jacob LaFontaine	Non-Voting Member	Assistant Planner

develop a Facility Master Plan to upgrade the site for more efficient operation and consolidation of the Municipal Services Department (DPW, Utilities, and Engineering). The Facility Master Plan will help identify the best location and configuration of existing and proposed Municipal Services functions, including but not limited to vehicle washing, vehicle maintenance, vehicle storage, material storage and handling, stormwater and wastewater management, and administrative needs. Town Staff selected Weston & Sampson Engineers, Inc. through a Request for Qualifications (RFQ) process in June 2021. The project team has completed a space needs assessment and facility programming efforts and has begun to develop conceptual designs for building and site layouts. Conceptual Site Plan alternatives will be finalized in early 2022 and presented to Town officials and the public for discussion and consideration in Capital Improvement Planning.



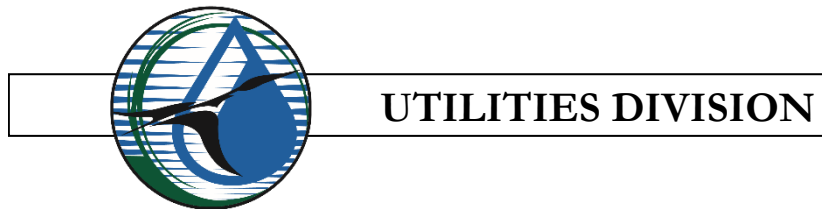
The Utilities Division is located at 161 North Policy Street – Canobie Lake Water Treatment Plant (WTP). Our mission is to work diligently to provide cost-effective, reliable water and wastewater distribution services to the customers. We are committed to customer service, including providing ample safe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

Canobie Lake from May supplies the Town’s drinking water through October, then transfers to Arlington Pond for the colder months of October through May. The new Regional Line provides water throughout the year averaging 300,000 gallons per day for Salem’s use. 2021 was challenging due to extreme drought conditions that carried over from 2020 with restrictions still in place; however, things changed drastically during July when the region received historical rainfall. That trend continued through the summer and year as Canobie Lake remained full at or about 219.75’ MSL throughout before switching over to Arlington Pond. These levels and precipitation rates had not been seen in over fifty years.

Southern NH Regional Water Interconnection Project (SNHRW)

Construction work for the NH Route 28 project was completed and closed out in 2021. Construction work for the NH Routes 111 and 111A portion of the project reached substantial completion in 2021, with some site stabilization items completed in 2022. The Canobie Lake PRV Station was completed, and the PRV Station in Windham was also owned and controlled by Salem. Construction work for the Atkinson Road portion of the project began in late 2021 and will be completed in 2022. Town Staff (Municipal Services – Engineering & Utilities, Community Development – GIS, and Finance Department) is working with the Town of Windham and PEU to establish a permitting review and approval process for connecting new water customers and transferring existing water customers to the recently installed water mains along NH Routes 28, 111, and 111A in Windham. Regional partners. By year’s end, Salem was finalizing an Intermunicipal Agreement with Windham on serving water retail to a specific portion of the town directly linked to the new transmission mains. The authority to do so was granted through the Public Utility Commission (PUC) on September 27, 2021, regarding DW 20-080, Pennichuck East Utility Inc. (PEU), a petition to transfer Service Territory and Assets to the Town of Salem per Order No. 26,509, August 16, 2021.





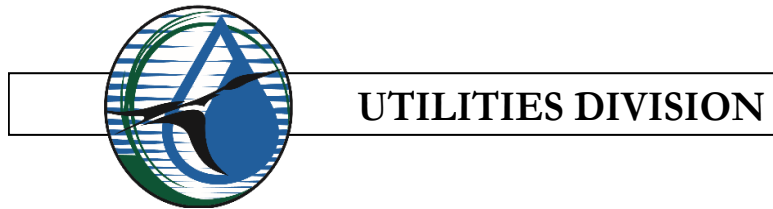
Sewer Infiltration and Inflow Identification Program (I/I)

As part of the ongoing Sewer Infiltration and Inflow (I&I) Identification Program, the Town and its contractors conducted annual investigations to pinpoint sources of I&I so that physical improvements (such as the recently completed sewer lining projects) could be performed. In 2021 analysis included CCTV evaluation in two areas of Town, the Pond Street Area and the Cross-Country Interceptor located between Joseph Road and North Broadway. The Town contracted with Underwood Engineers and Eastern Pipe Service, LLC, to perform. CCTV evaluation of the Cross-Country Interceptor was just north of the major repair from 2019. There were no interruptions to sewer service while the work was completed, and areas of concern were diagnosed for further engineering and repair.



The Utilities Division was involved in the following significant activities in 2020.

- **Distribution Section** - Our mission is to provide our customers with a safe, accessible, reliable, and sufficient water supply. We are the responsible custodian of the distribution system that delivers a potable source for drinking and ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem per the water distribution system. Over 2.4 million gallons of drinking water per day on average (20 years historical) flow from the water treatment plant and is distributed through the town in its vast network of pipes (before Regional Line). The infrastructure must always be operative as it serves potable water to a significant portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age, which can cause emergency breaks that will need to be fixed throughout its life. Significant improvements have been identified through a master plan that improves the network alleviating water age, regulating pressure, and creating redundancy. Staff is responsible for the maintenance and repair of over 140 miles of water main, including 1,750 valves and 932 fire hydrants, and technical review for new developments. The substantial effort continues to fulfill the “Dig Safe” law requirement with our locating and marking water lines for scheduled and emergency Dig Safe requests. In 2021 emergency water central repairs were made to 18 failures, and nonemergency repairs caused numerous shut-off valves and fire hydrants. This section is led by Foreman Scott Witkowski, John Hackett, Tom Donahue, and Kyle Fox. Rusty Gosselin retired from his position after 16 years of service.
- **Systems Section** - As a utility service provider, our mission is to operate, maintain, plan, and develop the Town’s water and wastewater systems and ensure all work is performed by State and Federal Permit Requirements and Regulations. We will responsibly treat, store, and distribute water to meet the community's social, health, economic, and environmental needs in a cost-efficient manner. Similarly, we ensure that the wastewater system, including pump stations and force mains that collects and transports the Town’s wastewater to the GLSD, is sound and operating effectively. Staff includes Primary Operator Ron Benjamin, Operator II Jacque Sandner, Operator I Mark Brown, and Maria Poor - Chemist at the WTP, which qualified for NELAC (National Lab Accreditation) certification this year. All-State and Federal Drinking Water standards were met or exceeded and within compliance this past year.



The Water Treatment Plant produced over 680 million gallons of water in 2021 for an average daily production of 1.86 million gallons per day, down from historical averages of 2.4 million gallons. On average, the Regional Line delivered 300,000 gallons per day to Salem along with another 250,000 gallons per day to Hampstead Area Water Company. The new regional water was the offset for production at Canobie Lake WTP. The Utilities Division operates three water booster stations and the Arlington Pond Pump Station. Three dam locations are also monitored to maintain established levels in their respective water bodies. A significant addition to the System's Section was the new infrastructure put online by the Regional Water Project, including the two PRV stations. The PRV station on Northland Rd in Windham is equipped to boost chloramine and pH residuals to ensure proper disinfection as water enters Windham from the Derry water system. The second station is located on North Broadway just north of Range Road and is called the Canobie Lake PRV Station. This station houses the flow control valves that regulate the flow of water from Derry through Windham and Salem. Water is wheeled through Salem's distribution system and connects to the HAWC system on Westside Drive in Atkinson by the town line. Water supply is critical to our community's health and well-being, and the production of safe drinking water remains our number one priority. As for the wastewater system, responsibilities include maintaining and repairing the collection system, which is 60 miles of piping, hundreds of manholes, and ten pumping stations located throughout the community. The sewer system delivers 5 million gallons of flow on an average daily basis, with peak hourly counts reaching 14.5 million gallons to the GLSD.

• **Meters Section** – Our mission is to ensure that all water meters and backflow devices are functioning accurately and inspect for our customers in a timely fashion. A water meter is a device that measures how much water you use and is similar to an electricity or gas meter. We use readings from the meter to calculate how much to charge you for your water and sewerage usage if applicable. The Town experienced continued significant development in 2021 with the Tuscan Village, which required new metering and cross-connection controls. This section is led by Foreman Jeff Young and Pete Parrino, and Kelly Demers. Both Andy Ramos and Luis Armas resigned their positions during the year for other opportunities. The Town's system includes automated meter reading technology that saves labor time, prevents recording errors, and, more importantly, identifies leaks and excessive usage by analysis of data collected. We can also generate an hourly report for any customer showing use throughout the day. The accurate time information will help the consumer with conservation by showing how much water is used during specific times of the day to adjust daily routines such as lawn watering. Along with maintaining the meters, the staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of over 2,500 backflow prevention assemblies. These devices are vital to protecting our water system from backflow and potential contamination.



Respectfully submitted,

Roy E. Sorenson, Municipal Services Director



Joel
Dolan
Chief of Police

Salem Police Department 2021 Year End Review

Well, another interesting, unprecedented year is now in the books. A year that started with vaccines' arrival ended with a surge of new cases not yet seen during the pandemic. As we head into this new year, we will continue to take all necessary precautions to keep our team safe and healthy to continue to provide professional and efficient law enforcement services. As I reflect over the past year, I am proud of what we have accomplished, and I look forward to implementing several innovative programs in 2022. With officers filling newly created positions, we will continue to seek ways to improve to serve you better.

In January, the title of acting Chief was removed, and I was named the permanent Chief of Police. I am deeply humbled by this honor and pledge to work tirelessly to lead an agency consisting of some of the most professional officers I have had the pleasure to serve within my career. There is much work to be done to pursue national accreditation, face recruitment issues, and develop a plan for a much-needed, modern police facility.

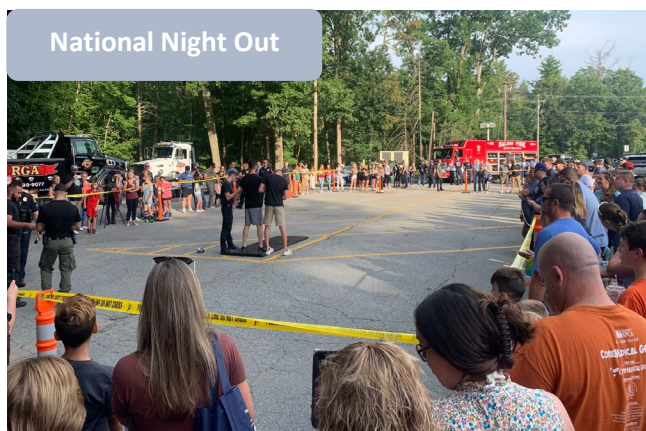
We experienced a lot of personnel movement. We said goodbye to two veteran officers, Captain Kevin Fitzgerald and School Resource Officer Jeff Ouellette. Three retired officers who had remained on as Special Officers also moved on this year. Kevin Nolan, Bill Teuber, and Steve Woidyla wrapped up their longtime Salem careers. We cannot thank them enough for the impression they left many current Salem police officers. We also want to thank Attorney John Fischer, Administrative Assistant Joy Stanton, and Officer Greg Levesque for their service and wish them well with their new endeavors.

Retirements will almost always create internal movement and promotions. This year was no different. We promoted Joe Keating from lieutenant to captain, and I am excited to have him as a member of the senior command staff. Robert Kirley was promoted from sergeant to lieutenant and will serve as a shift commander. Andrew Feole and Connor Nolan were promoted from their detective positions and will serve as sergeants in the patrol division. Officers Jeff LaRosa, Jeff Czarnec, and Steve Keller all earned detective positions, and Officer Hanoi Campusano assumed the role of the Woodbury School Resource Officer.



Recruitment continues to be a challenge as the applicant pool of candidates seeking careers in law enforcement dwindles. However, the candidates we are seeing are of the highest caliber and we have been fortunate to recruit high quality and experienced candidates. In order to attract the best candidates, we made sweeping changes to our recruitment strategy, and it has paid dividends. This year we have been able to recruit and welcome several certified officers as well as new recruits. This year's hiring includes Michael Hennessey, Michael Esposito, Nicholas Powden, Robert Jammer, Matthew Fitzgerald, and Mark Conway. Several more candidates are currently in the background process. One thing is for certain, even with a small applicant base, we will not lower our standards just to fill vacancies.

Even with the looming presence of COVID, we were able to bring back some popular community programs which were once again well received. It was great to reconnect with the community at our annual National Night out event. Held the first Tuesday of August, we could not have asked for better weather or a more energetic turn out from the community. This successful event involves a great amount of planning and organization, and it was all pulled off seamlessly by our Community Services Unit (CSU). CSU also played an instrumental role in the success of a new program at Salem High School. Working with an already strong partnership, members of CSU and the Salem School District implemented a college level Criminal Justice Program. Each week the selective group of students would meet with SPD members to learn various aspects of law enforcement which culminated in a skit worthy of a Broadway stage. Additionally, we were able to host our 11th annual Citizen Police Academy. Technically, the program is in its 12th year, but we were forced to cancel in 2020. This community outreach program provides an inside view of the daily operations of the Salem Police Department. With this class we have graduated over 150 residents.



One of the programs I am most proud of is the growth of our wellness team. Police suicide is something we must face in order to smash the stigma. Our officers are often faced with horrific and life-threatening situations. This takes its toll over time and there needs to be a balance between work and life to stay healthy and functioning. This year our wellness team has been put to beneficial use helping our staff. The program has become so successful five (5) additional officers volunteered to become part of the team. Aside from lending an ear or providing sage advice the team progressively seeks healthy means to alleviate stress. Examples include hot yoga and a heated cycle class. We are thankful for community support from Project Soul Yoga and Drive Custom Fit for providing space and instructors for our staff. As part of this program, we also added two Police Chaplains, Pastor Anthony Milas and Cynthia Morse. Both have begun to engrain themselves into the agency and can be frequently seen in the building engaging staff.

Over the course of the past year the department has been successful in obtaining numerous grants to increase the services we provide to the community. We received a grant to implement a Victim Witness Advocate position, a position we did not have for nearly 20 years. We have been able to fill this position and are happy to have Kristen Cournoyer in the building assisting victims of domestic violence. We also received a Community Oriented Policing Service (COPS) hiring grant in the amount of \$125,000. This grant money will be used to fund a police officer who will be assigned to work specifically with the elderly. Our newly created Elder Affairs Officer will fill a void and be the point of contact for some of our most vulnerable residents. We were also the only department in the state to receive a grant to purchase and implement an unmanned aerial system (DRONE). The program will serve multiple purposes; in addition to permissible law enforcement activities the program may also be utilized by the Salem Fire Department and Municipal Services for various emergencies.

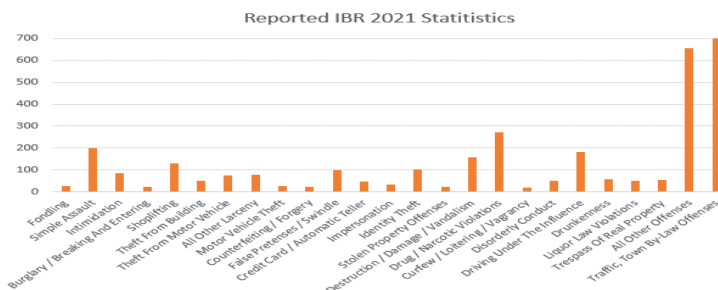


The need for a modern police facility increases by the day. We have simply run out of room in our current building, and we have reached the end of its operational usefulness. We have goals to add specialty positions to better serve the community but have no office or desk space. A plumber is being called in on an almost weekly basis to repair clogged lines which will be excessively expensive to repair as it would require our booking room floor to be removed to access the plumbing. Ceilings have collapsed, air quality is poor, we lack adequate interview space, we have experienced small electrical fires in a building not equipped for modern technology, and the list could go on and on. We make do because we have a dedicated group of officers, but we have reached the limit in our facility. Over the next couple of years, we will look to find a suitable location for a modern structure and work closely with town leaders, elected and non-elected, to put forth a proposal which meets current and future needs.

As we face many challenges and move forward, we know we are fortunate to serve a supportive community. Our challenges will make us stronger as we recruit the best candidates available. Equipment shortages, especially vehicles, will prove to be difficult but we will seek ways to maintain our current fleet and replace the Dodge Charger sedan with a police package SUV for a safer environment for our officers. COVID will continue to challenge us, but we must accept it as a way of life and mitigate the exposure to ensure our health.

I encourage all of you to visit our page on the town website. There you will see our strategic plan. As an agency we have adopted the 6 pillars of 21st Century Police: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, and Officer Wellness and Safety. All our future goals and programs will follow these guiding principles.

In closing, I want to thank the community for the overwhelming support we have received over the past year. In a time where our profession has come under attack and short-sighted officials have called to defund the police; we have experienced the opposite. I cannot emphasize enough how important this support is for the well-being of our staff. This is why we strive to improve so we may never lose the trust and confidence you have shown us.



In 2021, the Salem Police Department responded to 39,055 calls. These calls resulted in 1,193 arrests, 38 individuals taken into Protective Custody, 1,055 accidents responded to, and 10,651 motor vehicle stops.



Salem Community Television

Your source for all things Salem



COVID-19 Vaccinations

The Covid-19 vaccination process was a big part of 2021. There were many small pod vaccination sites set up by the Salem Fire Department throughout the town, but it was the “state-run” vaccination site at Lord & Taylor that brought out the public at large. Salem Community Television interviewed Senator Maggie Hassan where she expressed hope for a better summer.

Larry Best discussed the Salem Fire Department’s role in that endeavor. That location was assisted by the National Guard and heavily visited in the Spring of 2021.



Government Access Producer Judy Day behind the camera for the Salem Candidate Forum. She passed away in 2021 after over 20 years of service to the community. She will be missed.

SCTV Nor’Easter Awards

SCTV received several awards in 2021, including first place for Historical Documentary for 'Finding Shugrue's' and 2nd place for 'Salem Boyz - Beach Day', Candidates Night, and 2020 graduation coverage. Our Blue Devil Film Club also won national honors for the PSA 'See Something, Say Something'.



NH Gov. Chris Sununu signs bills for Animal Welfare at the Salem Animal Rescue League. Creator of bills include State Rep Daryl Abbas and John Janigian for bills that include Prevention of Cruelty to Animals.

Salem Holiday Parade 50th

The 2021 theme was aptly named “A Golden Parade”. Chairman Brett Grande has been organizing the parade since 2013.

Salem Community Television, in conjunction with Salem School District Media, covers the annual event with multiple cameras, a drone for aerial footage, and a camera on a scissor lift. This parade is “all hands on deck”, full of staff, volunteers and photographers.



NH Senate President Chuck Morse talks with Russ Ingram after his Roundtable presentation at the Salem Senior Center.

Graduation 2021

Salem Community Television works closely with Salem School District Media/SLC6 (SSD Media), the school district’s educational access station. In 2021 we returned to live coverage from Grant Field behind the High School.

Using a mix of staff and student volunteers to produce the event, we combined remote controlled and manned cameras, and a LED video wall, so every senior who attended was cablecast throughout town and streamed across the world receiving a diploma.



The Golden Anniversary of the Salem Holiday Parade celebrated 50 years of Salem .

Election Coverage

SCTV again covered our local elections with a mix of programs, interviews, live candidate forums and updates via social media. We also updated the voters with our website at elections.SGC23.com, hosting links to the topics and warrant articles and our own interviews on the SCTV Video On Demand site.

Salem’s election results were carried live in a late-night announcement by Town Moderator Chris Goodnow on SGC 23.



2021 Holiday Parade Crew



Arthur Berlin, one of the founding members of local access in Salem, in the original



SCTV Production Assistant Brenden Nault producing the NH Philharmonic.

Celebrating 50-Years On-Air

2022 will be very active for Salem Community Television as the station celebrates its 50th anniversary. Since 1971, local access has been serving the Town of Salem, bringing residents content from the school, government officials, and local community members. Throughout the year SCTV will be highlighting this history with specialized content that will be shared on our channels, as well as our dedicated Local Access 50th Anniversary Facebook page. Staff will be taking a look back at the history of our ongoing series, yearly events, and work with community members and non-profit organizations in town. Salem Community Television is excited to reflect back on 50-years of broadcasting in Salem.



@salemlocalaccess

On TV and Online

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



www.sctv17.com

www.sgc23.com

@SalemTV

@sctv17

Public Access and Beyond

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

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



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

Staff members include: Tom Giarrosso, Susan McLoughlin, Larry Seaman, Brenden Nault and Zack Ryer.

Respectfully submitted,

Tom Giarrosso, Executive Director



1971

Salem Local Access
airs programming
for the first time



1980's

A second channel
is added to play
government and
public Programming



2005

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



2021

Salem Community
Television celebrates
50 years serving the
Town of Salem

TAX COLLECTOR

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

The tax rate for 2021, established by New Hampshire's Division of Revenue Administration and issued in early November, was \$15.98 per thousand, a lower rate than 2020's rate of \$22.02. The change in rates was under property revaluations overseen by Assessing and completed in early fall.

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

I offer my sincere appreciation to our collection staff: Deputy Tax Collector Donna Bergeron, along with Deputy Town Clerk Jennifer Dudley, Collection Clerks Nicole Morse, Cathy Brown, and Yadira Martinez, who work diligently to ensure accuracy in all transactions.

Respectfully submitted:

Martha D. Breen

Martha D. Breen, Tax Collector

TOWN CLERK

The total gross revenue for the Town Clerk's office in 2021 was \$7,367,541.00. This was an increase of about \$315,255.33 in revenue.

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

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

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

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

The full-time clerks in this office are Cathy Brown and Rosie Daigle. Rosie retired in May 2021. I wish her the best in her retirement and thank her for all her hard work and dedication. Christine Wholley rejoined the Collections Department in June after Rosie retired. I welcome Christine back to Collections. Nicole Morse and Yadira Martinez are our part-time clerks. I want to thank all the clerks for their dedication and hard work making the Collections Department a success; they are all assets to the Town of Salem. This year was very challenging dealing with Covid. We had to make many changes in our office to keep the residents and ourselves safe. The clerks adjusted and adapted very well. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

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

There were 22 resident marriages, 168 resident deaths, and 51 resident births, which took place in NH in 2021. We have no record of any out-of-state vital events.

Respectfully submitted,

Susan Wall, Town Clerk

TOWN CLERK
RECEIPTS AND VITAL STATISTICS - 2021

Automobile Tax Permits 2021 (38,352)	\$7,139,028.00
Title Fees	16,280.00
Municipal Agent Fee	116,922.00
Marriage License Fees*	11,750.00
Certified Copy Fees**	24,035.00
Dog License Fees*** 2021 (4,970)	19,803.50
Elections	740.50
Uniform Commercial Code & Other Liens	9,675.00
Collection Fees	1,152.00
Filing Fees	5.00
Recording Fees	0.00
Legal Fees - Dogs	28,150.00
Gross Receipts Remitted to the Treasurer	\$7,367,541.00
<hr/>	
*Less Remittance to the State of NH for Marriage License Fees	- 9,589.00
**Less Remittance to the State of NH for Certified Copy Fees	- 11,649.00
(843 copies @ \$ 8.00 ea. = \$6,744.00)	
(981 copies @ \$ 5.00 ea. = \$4,905.00)	
***Less Remittance to State of NH for Dog License Fees	- 2,484.00
(4,968) Licenses @ .50 ea. - \$2,484.00	
***Less Remittance to State of NH for Animal Population Control Fees	- 8,756.00
(4,378) Licenses @ \$2.00 ea. - \$8,756.00	
Net Revenue to the Town	<u>\$7,335,063.00</u>

VITAL STATISTICS --2021

MARRIAGES

Salem Residents -- Married in NH 22

BIRTHS

Resident Births -- Born in NH 51

DEATHS

Salem Residents -- Died in NH 168

Susan M Wall
Town Clerk, Salem NH

Boards, Committees, and Commissions

BUDGET COMMITTEE

It has been my honor and privilege to serve our community as chair of Salem's Municipal Budget Committee during the 2021-2022 budget season. I thank each of the volunteer unpaid members of this committee for spending many hours of their valuable time and expertise contributing to the wellbeing of our community. I also thank all of the town and school district personnel for providing us with financial and operational information so that we can make well-informed decisions. The budget committee has a unique obligation in considering Salem's finances and the tax impact imposed upon residents generated from both the town and the school district. Everyone on the committee has offered thoughtful insight and made recommendations to raise enough money to facilitate the services residents expect at the lowest possible cost. You should be pleased with this year's budget committee's work. The committee has responsibly represented your financial interests.

Our primary task is to set the operating budgets for both the town and the school district. Operating budgets will be presented to residents for consideration at deliberative sessions and eventually at the polls. Residents will vote whether to approve these budgets and expenditures or revert to the default budgets. The default budgets are essentially the same appropriations from the previous year that have been adjusted by debt service, contracts, and other obligations. The town and school district submitted well-prepared budget proposals and made available staff and leadership personnel to answer all of the budget committee's questions and budgetary concerns. We have found both the town and the school district helpful and cooperative. Upon reviewing the proposed town budget, we made significant increases in revenue predictions reducing the amount of tax that will need to be imposed upon residents. We also made a few very modest changes in expenditures. We made modest reductions to the proposed school operating budget expenditures. Both the selectmen and the school board have accepted the budgets we set. The operating budgets will be presented at the deliberative sessions, and on the ballot, with the selectmen's recommendation, the school board, and the budget committee.

Our secondary task is to review each of the warrant articles that have a financial impact on Salem residents and offer our voting recommendations. The budget committee voted with recommendations for all school warrant articles and most town articles. Five warrant articles were voted without the recommendation of the budget committee.

\$1,932,227 is requested for various town vehicle lease purchases. This warrant article has combined the purchase requests from the municipal services, fire, and police departments. The budget committee does not agree that it is good budgeting practice for the police department to purchase 16 vehicles in one year. We expressed our concerns to the board of selectmen, requesting that police vehicle purchases be spread out to replace an equal number of vehicles each year. Cycling 16 vehicles in one year create an unnecessary cost spike and places too large a percentage of the fleet in jeopardy. Missing from the warrant article is the number of police vehicles being purchased which creates an unclear and incomplete description of how these funds will be used. By grouping all of these purchases together, we are forced to vote on the municipal services, fire, and police departments' capital needs as one group. In reality, each department requires individual consideration for their respective capital acquisitions and financing. We hope that future warrant articles will be separated by the department with clear descriptions of what is being purchased with a flattened replacement schedule.

BUDGET COMMITTEE

\$4,500,000 is requested for road construction and engineering. Salem has spent nearly \$5,000,000 each year for over ten years improving our roads with great success. The budget committee believes now is the time to reduce the amount we are investing in road reconstruction and maintenance to approximately \$3,000,000, but we were not presented with that option. We feel much of the proposed work can be postponed for a year and that this year's financial priority should be focused on purchasing needed land for our public safety facilities. These projects can be delayed for a year, and we hope to receive a significantly reduced request next year.

\$100,000 is requested to fund the town's Facility Maintenance and Improvement Capital Reserve Fund. The use of these funds are undetermined and would be spent at the discretion of the selectmen and town manager without review of the budget committee. Salem residents are better served having the budget committee review expenses of this magnitude and we feel residents should not be taxed for undetermined expenses. Last year voters approved \$100,000 to fund this account, and none of those funds were used. The town has other money that it can appropriate in cases of emergency.

\$110,070 is also requested to create a similar capital reserve fund for the library. Previously the library collected this money from taxpayers to fund their Land Acquisition Trust Fund. No land was purchased and they have requested that the fund be dissolved. Instead of simply giving this money back to taxpayers they are asking to create a fund that the library trustees will have sole spending discretion without reviewing the budget committee. Keeping the normal practice of scrutinizing large purchases is again in the best interest of residents.

\$150,000 is being requested to fund a comprehensive updating of the town's 2001 master plan. The selectmen have recommended that we do not approve this money and that the town is better served updating the master plan at a later date. We agree.

The budget committee has voted to present these warrant articles to voters without our recommendation. Each resident has the opportunity to decide how their tax money should be spent and if you are interested in reducing your tax burden, voting against these warrant articles is a reasonable measure to work toward that goal.

We live in the best town in New Hampshire. Keeping it affordable makes it even better.

Respectfully submitted,

Steven L. Goddu, Chair

CONSERVATION COMMISSION

The Conservation Commission held ten regular meetings in 2021; site walks were done as a group or on an individual basis as per COVID protocol. Non-public sessions were utilized to discuss land acquisition. Reviewed projects included applications for conditional use permits for housing projects involving wetland buffers, lakeside retaining wall replacements, and conditional use permits for proposed encroachment in wetland setbacks. Other Commission activities included the management of the Town Forest and the oversight of conservation easements and open space covenants. The Commission continues to protect wildlife and help restore pollinators such as the monarch butterfly.

The Commission completed a significant achievement toward its land conservation goals in 2021 by acquiring a 7-acre parcel off Lawrence Road. The property adjacent to additional conservation land includes over 2,000 feet of frontage on the Spicket River, floodplain, prime wetlands, and upland habitat.

TOWN FOREST

The volunteer *Friends of the Forest* performed many maintenance and improvement services. Trail and direction markers were installed to manage the trail system better. Abutter concerns were addressed, and updated information was posted in kiosks and on the Town website. Two *Town Forest Clean-Up Days* were conducted. The Conservation Commission offers its sincere appreciation to all of the volunteers.

EASEMENTS

The Commission re-monitored the five highest-priority conservation easements. They were selected based on size, history of easement violations, and conservation value. Regular monitoring provides updates on the status of the easements and any potential violations that may be occurring.

CONSERVATION FUND

Monies for the acquisition and management of Salem's conservation land are received from various sources, including donations and Salem's *Land Use Change Tax*. These funds accumulate from year to year, with interest. The purchase and acquisition costs of \$188,216 for the parcel adjacent to Lawrence Road, mentioned above, were made possible by these funds. The Conservation Fund balance at the end of 2021 was \$817,456.77

Respectfully submitted,

Ruth Tanner Isaks, Chair

HISTORIC DISTRICT COMMISSION

Salem, NH, continues to grow into the future with new gathering places, stores, businesses, and opportunities. However, there is a little corner in Salem at the crossroads of Main Street, School Street, and Bridge Street where Salem gathers as a community to remember our fallen veterans, enjoy welcoming the Winter holiday season, reflect while watching a beautiful stream in summer and search through the town burying ground in the fall for research or to “get in the mood” for Halloween! This section of Salem is called the “Historic District.”

The Historic District Commission is a group of committed citizens appointed by the Selectmen. The “Look to the Past and Strive Toward the Future” when they execute their duties as members of the Commission and as custodians of Salem’s Historic District. Next time you drive east on Mains Street (Route 97), please take note of the historical buildings the Commission continues to preserve and restore: the old School House #5 is at the juncture of School Street and Main Street, Salem’s Old Burying Ground, the Alice Hall Library, the Old Town Hall Museum, Hose House #2, and of course in the spring and summer enjoy our beautiful Fountain that is situated in the center of the triangle at the crossroads.

Although 2021 limited our face-to-face meetings, the committee members met and oversaw a few projects of note:

1. Many thanks to Roy Sorenson, Salem’s Municipal Services Director, and James Pacheco, Salem’s Facility Foreman, who continuously assists the Commission with their responsibilities to preserve the buildings and grounds in the Historic District. Always looking for additional funding resources for the enormous task of keeping the structural integrity of these buildings, Roy and James frequently lead the efforts of applying for funding from the State and other sources. This year’s efforts which took about seven months, were directed toward application, interviews, site, and studies for an LCHIP grant to benefit the Town Museum Building. In December, we were notified that the Town of Salem was awarded a grant for \$46,640.00, which is 50% of the cost for window restoration. As Mr. Sorenson says, *“It is unfortunate that we did not receive the full request, but this will help significantly for this project which desperately needs to be done to preserve this treasured building.”* We will soon be meeting with Roy and James to continue our fundraising and preservation efforts.
2. The Commission also met with the owners of *Smoke and Barley*, the new owners of Mike’s Red Barn, to discuss and approve the historic renovations of this building. As a Commission and Residents, we are all looking forward to improving this significant property at the district’s center.
3. Saving the best for last: A special thank you must go out to Ford Flowers and Bert Ford to decorate the gazebo and all the other buildings for Christmas. Bert donated the decorations and labor and has done this for several years, and it is so appreciated that this artistic Salem Business owner.

With much appreciation to the Historic District Commission’s Members, Patricia Good, Vice-Chair, Beverly Glynn, Secretary, Kathryn Burke & Howie Glynn. I respectfully submit this report for the 2021 Annual Report. It is my pleasure to serve Salem on such a rewarding Committee.

Respectfully submitted,

Beth Roth, Chairman

SALEM HOUSING AUTHORITY

Serving the Community Since 1971

In 2021, the Housing Authority celebrated the agency's 50th Anniversary of serving our community! On September 29th, Board members and staff welcomed tenants, former Commissioners, and a host of guests from the local community and beyond! Several tenants were recognized for reaching a milestone of 20 years of occupancy or more. It was a great day to celebrate and reflect on the organization's history! SHA thanks everyone who took time out of their busy day to attend and celebrate this historic event with us.

Several modernization projects at our public housing properties were completed in 2021, including installing new roofs at our Telfer Circle and Millville Arms developments, as well as bathroom fixture upgrades at Telfer Circle, which had been placed on hold since March of 2020 due to the Coronavirus Pandemic. Capital improvements for the upcoming year include replacing the fire alarm system at Millville arms and sidewalk replacement at both Millville Arms and Telfer Circle.

SHA is also researching the development of 23 one-bedroom units of Supportive Housing and Housing for Veterans. Our current plan consists of demolishing the existing Community Building at Millville Arms to construct a new building in the exact location to house community space, office space, and the 23 units. Funding for this project will be made up of grants and other sources.

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

As always, we thank the Town of Salem for their continued support with assisting SHA in our mission to provide decent, safe, affordable housing to the residents of Salem.

Respectfully submitted,

Board of Commissioners

Kelly Bryant, Chairperson

Virginia E. Consoli, Vice-Chair

Georgette Smith, Commissioner

Donald Simmons, Commissioner

Sandra Karp, Resident Commissioner

Sheri L. McCloskey, Executive Director

KELLEY LIBRARY TRUSTEES REPORT

The Kelley Library Trustees would like to thank the residents of Salem for their continued support throughout 2021. Over the year, the Trustees worked with Director Ducharme to maintain and improve the library building and our services.

In January, we hosted a meet and greeted with potential trustees. Amy Wallace joined us after the town meeting, and we are pleased to have her on board. Later in the year, we renamed the meeting room on the ground floor in honor of long-time Trustee Martha Breen. We installed a plaque to commemorate her service to the library,

The library welcomed new staff in 2021. Laura Stevens was promoted to Assistant Director. We look forward to her ongoing contributions to the library. Recently we welcomed a new Head of User Services and a new part-time custodian. With a full complement of staff, we will maintain operating hours and programming.

Over the year, operating hours expanded to pre-pandemic levels, and in-person programming resumed. This included a successful summer reading program that included passive and active elements. Our take and make craft programs introduced at the outset of the pandemic continue to be quite popular. With the restoration of operating hours, we resumed collecting fines for overdue items. However, fines for DVDs and videogames were reduced to bring them in line with the fine charged for other materials.

Recently the library introduced wireless printing. Visit us in person to easily print an item from your personal device. While you're here, check out the programming, materials, and furniture. In addition to strong financial support from the town, the library utilizes federal grants to purchase new furniture and materials.

Director Natalie Ducharme has completed her second year of service. She continues to work to create an innovative library that meets the needs of all Salem residents. We look forward to working with her in the years to come.

Respectfully submitted,

Kathleen Norton
Kelley Library Trustee

**KELLEY LIBRARY
BOARD OF TRUSTEE FUNDS
2021**

Balance of cash on hand January 1, 2021	
Cash on Hand	894.18
Checking Account	58,976.02
Certificate of Deposit	11,128.68
Brock Trust Fund	8,373.32
 Total Cash Balances	 79,372.20
Income, 2021	
Materials of Trade (fines & payments for lost/damaged items)	1,853.64
Trust Funds	2,000.00
Gifts	2,470.04
Book Sale	1,232.70
Vending	128.64
FAX and Printing	676.13
Non-Resident Registrations	560.00
Misc (sale of headphones, refunds, etc)	227.75
Interest	153.41
Grant	4,305.00
Total income:	13,607.31
 Total Available Funds, 2021	 92,979.51
Expenses, 2021	
Materials of Trade (books, etc)	813.84
Furnishing and Equipment	2,245.88
Programs	1,344.40
Memberships	175.00
Trust income given to town to offset budget	2,000.00
Income given to town to offset budget	7,130.22
 Total Expenses:	 13,709.34
 Balance	 79,270.17
Cash Balances, December 31, 2021	
Cash on Hand	894.18
Checking Account	58,778.90
Certificate of Deposit	11,166.12
Brock Trust Fund	8,430.97
 Total Cash Balances	 79,270.17

KELLEY LIBRARY DIRECTOR'S REPORT

*The Kelley Library staff, and leadership continued to meet the challenges of providing service during a pandemic by providing the user a great library experience remotely, in-house, and with curbside pickup. We invite you to visit online, by phone, or in-person to discover what's happening at **your** local library.*

- The facility saw upgrades this year, thanks to taxpayer support. Additional lighting has been added in two areas on the main floor, which were poorly lit and prone to shadows. The newly brightened areas have greatly enhanced browsing for users.
- Building on previous projects, the Children's Room continues to be redesigned, with a more intuitive layout that leads users from the earliest books for infants and toddlers, through early readers, to chapter books, to mid-grade readers, and into the Teen Room. New shelving options that are more appealing and better sized for browsing by children have been added.
- The library received an ARPA (American Rescue Plan Act) grant, administered by the NH IMLS (New Hampshire Institute of Museum and Library Services). Funding from this grant was used to purchase age-appropriate seating; 2 toddler chairs, four elementary chairs, two teen chairs, and a rocking chair. Individualized seating keeps library users distanced from each other. This allowed the children's and teen rooms to open fully and function safely. Funds from this grant were also used to purchase a subscription to TeenBookCloud. This ebook service offers teens classic literature, popular titles and authors, and age-appropriate graphic novels.
- In addition, Wonderbooks were introduced as a new children's collection. Many thanks to the Salem Area Women's Club and the Salem Lions Club for their donations. Wonderbooks are traditional children's books with audio players built in. This eliminates the need for CDs or cassettes that read the book aloud. This new collection offers a variety of books and interests for all reading levels.
- Programs are an essential part of library service, and this summer marked the return to safe in-house programming for adults and children. Drop-in programming resumed as well. We understand how busy families are, and activities are now available whenever children and families stop in the children's room. We offered our first joint program with the Ingram Senior Center, an outdoor concert at the center. It was hugely popular, and we look forward to additional joint programs with the Ingram Senior Center in years to come.
- Several staffing needs were addressed. New staff members include two part-time circulation staff, Head of User Services and Assistant Director. These staff members bring experience, passion, and commitment to library service. Their skills will be beneficial to the Salem community and are imperative to the library's continued success in meeting the community's needs.

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

Respectfully submitted,

Natalie Ducharme, Director

2021 KELLEY LIBRARY STATISTICS
"A Lifetime of Discovery and Enrichment"

RESOURCES AVAILABLE

Books	65,384
Audio: Books and Music	6,789
Video: DVD, Blu-Ray, Games	9,847
Other: Kindles, etc	305
Magazine and Newspapers: print copies	2,982
Magazines and Newspapers: Microfilm reels	795
Magazine and Newspapers: eResources	18,979
Downloadable: Audio, eBooks and magazines	826,543
Museum passes	28
Electronic Resources	20
Streaming media: Music and Film	315,485
eResources	1,872
Total	1,249,029

ITEMS CIRCULATED

Books: Adult	42,634
Books: Children's	28,835
Books: Young Adult	1,775
Magazines	2,050
Audio: Books and Music	4,236
Video: DVD, Blu-Ray, Games	18,948
Other: Kindles, etc	738
Museum Passes	470
Downloadable: Audiobooks	10,626
Downloadable: eBooks, eMagazines, eSources	16,553
eResources: Sessions	22,763
Streaming music and film: Sessions	750
Total	150,378
Items added, 2021	7,450

IN-HOUSE ACTIVITY

Adult Programs	53
Attendance	569
Children's and Teen Programs	141
Attendance	2,094
Meeting Room Reservations, community	170
Public Computer Sessions (23 computers)	3,218
Total visits	

REGISTERED USERS

Adult Cards	8,464
Children's Cards	1,344
Total	9,808
New Registrations, 2021	932

Meeting rooms and public access with limited due to COVID-19

MUSEUM COMMITTEE

The Salem Museum Committee acts as caretakers of the four historic buildings in the Salem Historic District: The Old Town Hall, the Alice Hall Library, Salem's first library built-in 1861, Schoolhouse No. 5 on School Street (1873), and Hose House No. 2 on Bridge Street (1906). The Museum Committee works in conjunction with the Salem Historical Society, which owns the collection of artifacts in these buildings and conducts meetings and events. The Salem Department of Public Works supports heavy-lifting and property maintenance.

The executive team at the museum gathered in January 2021 healthy and excited to begin a plan to rejuvenate our mission, alter our interior displays, and reunite our constituent family of 80 members. The questions and wonders began: How can we clean up and organize the interiors of the physical buildings? How can we connect to the public to restore our branding? What about partnering with local associations? When can we safely invite our honored members back for fun Tuesday night speaker meetings?

Our focus on community isolation led us to a paradigm shift in our community communication. We continued to write letters and email correspondence throughout the year. We offered our honored members the delivery of food and products to their homes if they were isolated at home due to the pandemic.

Project FLUSH (Fix the Lazy Unstable Salem Historical restroom) is complete. The Salem Historical Society executive team, the Salem Contractors Association, the Salem Selectmen, the Department of Public Works, and the Salem Historic District coordinated this capital project to manage and finance through the Depot Train Station fund. The sparkling new museum restroom passed the inspection of occupation after 18 months from the DPW ground-breaking day through a ceremonial toilet flushing. This modern restroom has heat, ADA safety compliance, hot water, and a rugged coat hook for those heavy flannel coats. An original exposed oak patina pillar outside the restroom symbolizes the good bones of the museum.

The museum's first floor has a new efficient central air-conditioner unit installed to replace the 50-year-old unit. The side entrance vestibule has fresh period-correct paint and a ceramic wood tone floor to blend the new restroom to the existing museum rooms. A new custom door with hardware shall keep the priceless artifacts preserved and intact for many generations.

We turned an about-face from the restroom to the dusty, cluttered shambles of our museum; the restroom renovation had upset every corner of the museum. That spring and summer, the executive team sorted, cataloged, and moved pieces from fragile postage stamps to a massive sharpening stone. Each artifact was carefully preserved and placed in a special location. We accepted a donation from the 1940's Jenny gas station formally located at the Depot. Artifacts included advertising signs, auto parts, and product displays. Cleaning fluid, towels, and elbow grease whipped the museum into a beautiful, safe 21st-century showcase. We hosted a soft open on July 27th for our members to tour and inspect the museum. This was a big hit, and we signed up several new members.

MUSEUM COMMITTEE

We hosted a Zoom remote session with the NH Philharmonic Orchestra in February. Val Zanchuk, a member of the Board of Directors for the Phil, gave an up-tempo presentation on the chronological history of the Phil. The Phil performs concerts at the Seifert Performing Arts Center at Salem High School.

We were excited to have hosted three spectacular speaker meetings in the fall after a lengthy absence of meetings for 19 months. In September, Mike Regis delivered a dynamic presentation that included hands-on drone technology and operation. We contracted Mike to produce high-resolution aerial drone photography of the Common Historic District and Burying Ground earlier in the year. Mike's photos will be incorporated into the Town's GIS maps. In November, John Vogl, Salem's GIS manager, generously spoke October to describe the technology and access to these layered electronic maps. There is valued information for Salem residents, town planners, commercial interests, business development, and simply for the curious seekers. Our own Dan Zavisza gave us an excellent ole movie night with popcorn in November. Dan's Salem history documentary videos were produced in the 1990s.

The Ma Parkinson triangle flower garden, The School House No. 5 gravel grass garden and the Museum border garden evolve with new plantings, colors, and texture every spring. In preparation for Memorial Day, The American Legion Auxiliary Post 63 planted US flags and geraniums on all Veterans Graves and about 40 Veterans squares throughout the town.

In the summer, we graciously received a grant from LCHIP (Land and Community Heritage Investment Program) to renovate the museum. The previous year a 50-page exhaustive, detailed report was filed as part of the application for the Museum property. The major sub-projects will include wood siding, custom windows, interior ceilings, and electrical upgrades. The museum will contribute funds from the Depot fund, and local fundraising will raise additional funds.

We coordinated with the Kelly Library to publicize the contents of the 1970s vital statistic book, which includes listings of the deceased from several of our Salem cemeteries. The project expanded to a list in an interactive database with more than 500 graves, including 67 from Veteran's Park. The long-term goal is to provide an electronic link to specific individual historical data.

We coordinated with SCTV-17 to connect a broadcast cable link from the museum to their studio at Salem High School. This provided the Town with a live camera view of Main & School streets and provided live presentations from our museum.

Salemfest 2021 Common activities were canceled due to public health concerns.

The 4th Annual Soul Stroll event took place on October 24. We set the stage for this history of stones event to allow the living to rustle through the leaves of the deceased at the Burying Ground. This guided tour event was open to the public. We had over 75 visitors with coordinated genealogy tours in the Burying Ground. Several visitors arrived in costume; The sunny fall weather raised the spirits of all who strolled the marble and slate monoliths from centuries ago.

MUSEUM COMMITTEE

The Salem Halloween Drive-by event was on October 26. This was our part in a Salem-wide event sponsored by the Salem Recreation Dept. The rainy weather hampered the event, yet we safely handed out candy bags to the children in cars through their window with a grab stick. Over 100 vehicles with children-in-awe cruised through our loop path, glancing over the wall at the adjacent gray gloomy Burying Ground.

The Salem Lions Club sponsored the 69th traditional tree lighting of the Common. Ford Flowers decorated the gazebo, and the Historical Society detailed the Christmas creche. The Common was glowing in colored lights and joy.

The plans for 2022 are to partner with other local organizations attract new members and volunteers. We plan to open the Museum to the public beginning in February. A museum website will be developed to complement the Facebook account to inform and attract the public. The LCHIP grant and the Depot funding will financially support replacing the Museum siding, windows, interior ceilings, and electrical updates. This year, we were grateful for all the people who gave their time, effort, imagination, ideas, kindness, and heart to get the job done with fun.

Respectfully submitted,

Dan Zavisza, Salem Museum Committee Representative
Brian Flanagan, president, Salem Historical Society

PLANNING BOARD

It is my honor and privilege to provide a summary of the Salem Planning Board's activities in 2021.

The board held 19 regular meetings. The year started with meetings held on the Zoom platform but transitioned to live meetings in June. The live meetings were held at the Salem High Media Center, Salem Senior Center, and the Knightly Meeting Room, which was ultimately closed by year-end.

The Covid-19 Pandemic played a part in changing the direction of some projects, most notably the Tuscan Village. The shift to "work-at-home" reshaped the project enough that a Revised Master Plan was conceived and presented to the board, and after discussions at several meetings, was approved in February. The new plan contained two large residential buildings and a marked reduction in office space. The assisted living facility was removed, and the entertainment area was reduced.

The year saw approvals of several significant components of the project. In June, a 260-unit residential building known as Dolben 2.0 was approved. In the West Office district, a 1.2 million-square-foot Life Science Campus was approved in October. At the year's last meeting, the board approved Building 3000, a six-story, 230 apartment building with retail and restaurant space on the first floor.

The North Village and South Village are substantially complete, as are the Hanover building, Pressed Café, and Klemms. The Artisan Hotel, MassGeneral/Brigham, and Dolben 2.0 are presently under construction. The Planning Board has had 77 meetings, 33 of which were added beyond our regular schedule. There were 127 agenda items, which ultimately gained 47 approvals.

There were three large residential projects approved this year, two Open Space subdivisions; one was a 20-lot project off North Main Street, the other has ten lots off Shannon Road. The third project was a 74-unit WorkForce housing building at 55 Main Street.

Other projects approved this year include a warehouse at 6 Industrial Way, the rehabilitation of the Red Barn, and 401 Main Street, which included a drive-thru coffee shop and a new retail space on the site of the VFW building on North Broadway.

I would like to thank the Board and Town staff for their hard work and dedication in a genuinely challenging year. I would also like to thank the applicants and representatives who appeared before the board for their professionalism.

Respectfully submitted,

Keith Belair, Chair

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 2021

Applicant	Project	Location	Map and Lot
Life Storage	13,000 sq. ft. self-storage bldg.	So. Policy Street	116-4161
Cedar Crest	10 lot subdivision	Shannon Road	24-6462
Stonebrook	20 lot subdivision	No. Main Street	48-6570
OMJ Realty	revised master plan	Tuscan Boulevard.	98-7887
Black Brook	revised site plan (3 bedrooms)	Central Street	98-12542
OMJ Realty	outdoor beer garden	Via Toscana	108-12580
Dolben	260-unit apartment bldg.	Tuscan Boulevard	98-12604
Farmhouse Roasters	expansion of café*	Main Street	90-1268
Luna Bistro	120 seat café*	No. Broadway	72-3245
Main Street 401	2500 sf coffee shop	Main Street	76-7383
Industrial Way Assoc.	154,000 sf industrial bldg.	Industrial Way	87-7509
OMJ Realty	74-unit workforce housing bldg.	Main Street	89-1141
Tuscan Life Science	1.1 million sf life science campus	Tuscan Boulevard	107-12605
Cedar Crest	4 lot subdivision	Lawrence Road	137-9265
Ten Harris Rd.	3 lot subdivision	Nugget Hill Road	147-9273
Tuscan Village	230 apartments, 44,500 sf ret./rest.	Artisan Drive	108-10315

*Change of use

RECREATION ADVISORY COMMITTEE

The Recreation Advisory Committee (RAC) began 2021 by electing leadership on the committee. Tom Woelfel was elected as Chairperson, and Rachel Hill and Jim Koczat remained as Vice-Chair and Secretary, respectively. New members of the committee include Cathy Stacey as Selectperson representative, Peter Morgan as our School Board representative, and Sherri Randall as a new member.

The RAC continued to build upon the successes of 2020, with our goals of continuing to increase the committee's visibility through participating in town events, as well as to show support for the plans, funding, and the positive impact that recreation programs and the Community Services Department have on citizens of all ages in our town.

As the restrictions for limiting social gatherings were lifted, we could meet every month in person or virtually by personal choice. Throughout the year, our Acting Community Services Director Bill Scott and Community Services Coordinator Doug Cole, kept our committee up to date on the progress of small and large capital projects and current and future programs offered. Together, they generously provided us with information on current data collected regarding the status of the Covid Pandemic, new protocols for health and safety, and the plan for keeping the community informed.

This year, we spent more time volunteering at different events hosted by a variety of organizations in Salem. These would include the Annual Fishing Derby at Hedgehog Park, Family Fun Day hosted by the Field of dreams, spreading mulch at the playground of the Palmer School, and participating in the 50th Salem Holiday Parade, proudly winning 2nd place in the Community category.

In partnership with many local organizations and under the direction of the Community Services Department, we were able to join in the success of the annual Halloween event and the 2nd Winter Wonderland event held at Ingram Senior Center. Both events were modified to follow guidelines of social distancing but still provided sincere enthusiasm and joy to the Salem Community and all who participated.

It was a great year, and the Recreation Advisory Committee looks forward to more success in 2022!

Respectfully submitted,

Rachel Hill, Co-Chair

SUPERVISORS OF CHECKLIST

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

In contrast to 2020, this past year was quiet with just one election, the Town Election on March 9, 2021. The total number of new registrations accepted by the Supervisors during 2021 was 197.

Every ten years, under the guidance and instruction of the Secretary of the State for the State of New Hampshire, the Town of Salem completes a process of certifying the voters on the checklist. In 2021, every registered voter in the Town of Salem who had not voted in an election from April 1, 2017, and November 3, 2020, received a letter advising them of the need to re-register with Supervisors of the Checklist or be removed. This process allowed us to remove 10,558 voters from the checklist of current, active voters. As of January 21, 2022, the total number of registered voters in Salem is 19,052. This number comprises 7,027 Undeclared voters, 5,266 Democrats, 6,759 Republicans.

In March 2021, Sheila Murray resigned from her role as Supervisor of the Checklist. The remaining supervisors appointed Kelly Anne Dortona to finish the last year of Sheila's term. Kelly worked with us in recent years as an assistant supervisor on election days. The transition was smooth and seamless.

Sheila Murray served as Supervisor of the Checklist continuously for 41 years! She was first elected in March of 1980. Her experience and dedication to the job were unparalleled, and she will be sorely missed. However, we suspect we will continue to see her on election days at one or more polling locations. If you happen to see Sheila around town, please take a moment to congratulate her on her retirement and thank her for her dedicated service!

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

Respectfully submitted,

Melissa M. Sorcinelli
Patricia E. Good
Kelly Anne Dortona

TRUSTEES OF TRUST FUNDS

The Trustees of Trust Funds comprises three elected officials 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. By 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 Trustees disburse income annually to carry out the designated purposes of the non-expendable trusts, and they also, with authorization from the town's Board of Selectmen, disburse funds throughout the year as necessary from the capital reserve accounts. Since 1994, Citizens Bank Investment Services has performed the day-to-day management of these funds.

The New Hampshire Attorney General's office states that:

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

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

Respectfully submitted,

Carol Houle (Chair)
Gregory Davis
Sean Lewis

ZONING BOARD OF ADJUSTMENT

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

The board's primary goal is to uphold the strict terms of the ordinance in a professional, polite, and courteous manner. Board members follow a strict set of criteria and use all applicable ordinances, statutes, and case law when deciding each petition separately and on its own merits. The Zoning Board of Adjustment meetings is held the first Tuesday of each month, currently in the media room at Salem High. The meetings are televised and broadcast live on SCTV 23 and rerun throughout the month. The meeting can also be viewed on the Town website at www.salemnh.gov or www.sgc23.org. The public is invited to attend and encouraged to offer comments when appropriate.

In 2021, we had 63 applications, compared to 50 in 2020, 51 in 2019, and 38 in 2018. Of that, 63 56 were variance requests, an increase of seven from last year. Forty-four of the applications were granted, four were denied, five were withdrawn by the petitioner, two were tabled, and one was continued. We heard one request for an equitable waiver, which was granted, the same as last year. There were four rehearing requests this year, two more than last year. Two were granted, one was denied, and one was continued. There were no requests for appeals of administrative decisions, two less than last year. And we had two special exemption applications, of which one was denied, and one was tabled. Our total for the year was 47 applications granted; six were denied, five were withdrawn, three tabled, and two continued. We ended the year with no pending lawsuits.

As we begin 2022, I would like to thank my fellow board members for their time to the Town of Salem every year to ensure that this important community service is completed. I would also like to thank Planning Director Ross Moldoff, Assistant Planner Jacob Lafontaine, and Administrative Secretary Lisa Wojtas for all their hard work in putting the applications together and helping to keep the board running smoothly efficiently. I also thank Salem's SGTV for their assistance in broadcasting our meetings.

This year we reluctantly accepted the resignation of Board Member Eugene Bryant. We wish him well.

Respectfully submitted,

Bonnie Wright, Chair

*Elected Members: Edward Huminick (Vice-Chair), Bernard Campbell (Secretary), Claire Karibian
Appointed Alternates: Kellie Annicelli, David Bruce, Thomas Raskow, Olga Guza, George Perry.*

ZONING BOARD OF ADJUSTMENT PETITIONS - 2021

<u>2021</u>	<u>Total Applications</u>	<u>Granted</u>	<u>Denied</u>	<u>Withdrawn</u>	<u>Tabled</u>	<u>Continued</u>
Variance	56	44	4	5	2	1
Equitable Waiver	1	1	0	0	0	0
Re-hearing	4	2	1	0	0	1
Appeal of Administrative Decision	0	0	0	0	0	0
Special Exception	2	0	1	0	1	0
Totals	63	47	6	5	3	2

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Financial Reports

TOWN TREASURER

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

The financial markets were largely unchanged for 2021 *vis-à-vis* interest rates and consequently earnings on town cash balances. This was a result of the continued federal reserve policy of stimulating the economy post-COVID with low interest rates. However, with the recent inflationary trend, there are indications that interest rates may rise in 2022. While this may not be good news for those carrying consumer debt, such increased rates would benefit town finances as our amounts on deposit would earn more. Since the debt carried by the town for its capital projects is in fixed rate bonds, increased rates would not negatively affect Town finances. In 2021, the Town earned \$26,754.93 in interest, net of compensating balance requirements.

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

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

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

Impact Fee	Number of Fees	Balance 12/31/2020	Receipts 2021	Withdrawals 2021	Balance 12/31/2021
School	78	1,940,414	349,311	405,345	1,884,380
Recreation	79	530,027	83,993	1,014	613,006
Public Safety	113	973,221	167,737	75,806	1,065,152
Roads	125	2,560,799	891,945	397,499	3,055,245

TOWN TREASURER

I thank Nicole McGee for compiling the financial data you see above. Her pleasant competence continues to guide the Finance Department. Salem can be proud of her as well as the rest of the staff “downstairs.”

This year also saw the departure of Melanie Murray to pursue an opportunity for significant advancement. She had worked as our Accounting and Budget Manager in the Finance Department for 20 years. She brought expertise to her position and a sunny disposition to the Department. We wish her well.

Respectfully submitted,

John Sytek, Town Treasurer



PLODZIK & SANDERSON

Professional Association/Certified Public Accountants

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX 603-224-1380

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of the governmental activities, business-type activities, discretely presented component unit, each major fund, and aggregate remaining fund information of the Town of Salem as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, discretely presented component unit, each major fund, and aggregate remaining fund information of the Town of Salem, as of December 31, 2020, and the respective changes in financial position and, the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

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

- Management's Discussion and Analysis,
- Schedule of the Town's Proportionate Share of Net Pension Liability,

***Town of Salem
Independent Auditor's Report***

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

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

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

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

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 29, 2021 on our consideration of the Town of Salem's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Salem's internal control over financial reporting and compliance.

Sheryl A. Platt, CPA

July 29, 2021

PLODZIK & SANDERSON
Professional Association

EXHIBIT C-1
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Balance Sheet
December 31, 2020

	General	Impact Fees	Capital Projects	Other Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 13,327,808	\$ 4,064,048	\$ -	\$ 2,344,418	\$ 19,736,274
Investments	112,492	-	-	617,135	729,627
Receivables, net of allowance for uncollectible:					
Taxes	4,282,595	-	-	-	4,282,595
Accounts	876,609	-	-	338,746	1,215,355
Intergovernmental receivable	207,749	-	282,400	187,984	678,133
Interfund receivable	596,512	-	249,350	-	845,862
Voluntary tax liens	110,113	-	-	-	110,113
Voluntary tax liens reserved until collected	(110,113)	-	-	-	(110,113)
Prepaid items	236,073	-	-	-	236,073
Restricted assets:					
Cash and cash equivalents	4,340,241	-	-	-	4,340,241
Total assets	<u>\$ 23,980,079</u>	<u>\$ 4,064,048</u>	<u>\$ 531,750</u>	<u>\$ 3,488,283</u>	<u>\$ 32,064,160</u>
LIABILITIES					
Accounts payable	\$ 734,071	\$ -	\$ 117,776	\$ 21,149	\$ 872,996
Accrued salaries and benefits	634,701	-	-	10,633	645,334
Retainage payable	1,772	-	-	-	1,772
Intergovernmental payable	48,678	-	-	-	48,678
Interfund payable	249,350	1,515	583,977	11,020	845,862
Total liabilities	<u>1,668,572</u>	<u>1,515</u>	<u>701,753</u>	<u>42,802</u>	<u>2,414,642</u>
DEFERRED INFLOWS OF RESOURCES					
Unavailable revenue - Property taxes	1,240,325	-	-	-	1,240,325
Bond premiums	56,437	-	-	-	56,437
Total deferred inflows of resources	<u>1,296,762</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,296,762</u>
FUND BALANCES (DEFICIT)					
Nonspendable	236,073	-	-	572,217	808,290
Restricted	82,972	-	-	672,922	755,894
Committed	4,002,108	4,062,533	-	2,202,395	10,267,036
Assigned	5,054,965	-	-	-	5,054,965
Unassigned (deficit)	11,638,627	-	(170,003)	(2,053)	11,466,571
Total fund balances (deficit)	<u>21,014,745</u>	<u>4,062,533</u>	<u>(170,003)</u>	<u>3,445,481</u>	<u>28,352,756</u>
Total liabilities, deferred inflows of resources, and fund balances	<u>\$ 23,980,079</u>	<u>\$ 4,064,048</u>	<u>\$ 531,750</u>	<u>\$ 3,488,283</u>	<u>\$ 32,064,160</u>

The Notes to the Basic Financial Statements are an integral part of this statement.

EXHIBIT C-3
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Fiscal Year Ended December 31, 2020

	General	Impact Fees	Capital Projects	Other Governmental Funds	Total Governmental Funds
REVENUES					
Taxes	\$ 31,877,994	\$ -	\$ -	\$ 2,484	\$ 31,880,478
Licenses and permits	8,686,510	-	-	-	8,686,510
Intergovernmental	3,108,711	-	358,015	1,530,865	4,997,591
Charges for services	2,703,492	-	-	1,896,805	4,600,297
Miscellaneous	1,855,144	1,330,144	129,696	736,089	4,051,073
Total revenues	48,231,851	1,330,144	487,711	4,166,243	54,215,949
EXPENDITURES					
Current:					
General government	7,017,683	-	-	605,534	7,623,217
Public safety	24,166,237	13,189	6,800	3,054,736	27,240,962
Highways and streets	3,594,400	20,075	4,280,874	-	7,895,349
Sanitation	1,177,242	-	-	-	1,177,242
Health	68,553	-	-	-	68,553
Welfare	212,450	-	-	-	212,450
Culture and recreation	1,937,809	-	-	68,337	2,006,146
Conservation	-	-	-	6,178	6,178
Debt service:					
Principal	711,000	-	-	-	711,000
Interest	171,470	-	-	-	171,470
Capital outlay	1,203,027	-	1,444,745	50,052	2,697,824
Total expenditures	40,259,871	33,264	5,732,419	3,784,837	49,810,391
Excess (deficiency) of revenues over (under) expenditures	7,971,980	1,296,880	(5,244,708)	381,406	4,405,558
OTHER FINANCING SOURCES (USES)					
Transfers in	492,922	91	4,980,209	300,000	5,773,222
Transfers out	(5,000,644)	(241,080)	-	(16,853)	(5,258,577)
Principal forgiveness	-	-	60,000	-	60,000
Total other financing sources (uses)	(4,507,722)	(240,989)	5,040,209	283,147	574,645
Net change in fund balances	3,464,258	1,055,891	(204,499)	664,553	4,980,203
Fund balances, beginning, as restated (see Note 22)	17,550,487	3,006,642	34,496	2,780,928	23,372,553
Fund balances (deficit), ending	\$ 21,014,745	\$ 4,062,533	\$ (170,003)	\$ 3,445,481	\$ 28,352,756

The Notes to the Basic Financial Statements are an integral part of this statement.

Town of Salem, New Hampshire
Cash Balances in General Ledger
December 31, 2021 (Unaudited - Prior to Year End Close)

	Beginning Balance	Deposits	Expenditures	Ending Balance
<u><i>Citizens Bank - Operating:</i></u>				
General Fund	\$ 16,674,371	\$ 288,448,683	\$ 231,023,695	\$ 74,099,359
Sewer Fund	2,798,248	6,709,849	6,047,627	3,460,470
Water Fund	3,362,107	7,587,649	7,409,769	3,539,987
Outside Detail-Police	511,512	1,667,192	1,484,600	694,103
SCTV Fund	191,495	430,262	436,442	185,316
Outside Detail-Fire	21,453	225,638	167,858	79,233
Recreation	162,604	89,529	86,899	165,234
Ambulance	347,322	1,415,500	1,450,000	312,822
Grants and Donations	(43,086)	2,228,681	543,438	1,642,157
Road Program	(146,407)	3,840,075	4,200,288	(506,620)
Capitol Projects	1,049,824	11,989,099	14,312,106	(1,273,183)
CDBG	(1,866)	229,826	255,459	(27,499)
Total	17,163,364			82,398,879
<u><i>General Fund:</i></u>				
Citizens Bank	25,651,412	41,074,753	55,000,000	11,726,165
<u><i>Forfeiture and Seizure:</i></u>				
Citizens Bank	105,918	55,099	53,409	107,607
<u><i>Trust:</i></u>				
Citizens Bank-Performance Escrow	6,859,685	1,847,089	1,198,339	7,508,435
<u><i>Special Revenue Fund:</i></u>				
Citizens-Conservation Comm.	905,454	197,320	380,488	722,285
Salem Co-op-Conservation Comm.	104,912	259	10,000	95,171
<u>TOTAL</u>	<u>\$ 50,790,744</u>	<u>\$ 43,174,520</u>	<u>\$ 56,642,236</u>	<u>\$ 102,558,543</u>

**Town of Salem, New Hampshire
General Fund
Schedule of Changes in Unassigned Fund Balance
For the Year Ended December 31, 2021
Unaudited - Prior to Year End Close**

Unassigned Fund Balance - December 31, 2020, as restated **\$ 12,335,135**

2021 Summary:

Current Year Revenues	50,195,805	
Current Year Expenditures	(45,595,505)	
Current Year Encumbered	(566,370)	
Prior Year Unencumbered Funds	50,098	
Net Revenue, Expenditure and Encumbrances		4,084,028

Unassigned Fund Balance - December 31, 2021 **\$ 16,419,164**

Town of Salem, New Hampshire
Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
December 31, 2021 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
REVENUES						
Taxes	\$ 33,037,140	\$ -	\$ -	\$ -	\$ -	\$ 33,037,140
Intergovernmental	3,150,271	-	-	2,205,691	1,988,365	7,344,327
Licenses and permits	9,390,059	-	-	-	-	9,390,059
Charges for services	4,154,392	3,872,287	4,309,432	2,263,780	-	14,599,892
Investment earnings	25,039	13,033	-	644	-	38,715
Contributions	-	-	-	31,336	-	31,336
Bond proceeds	-	606,868	577,839	-	9,485,063	10,669,769
Miscellaneous	438,904	531,428	361,595	57,367	4,655,900	6,045,195
Total revenues	50,195,805	5,023,616	5,248,866	4,558,818	16,129,328	81,156,433
Expenditures						
General government	6,812,994	-	-	723,532	-	7,536,526
Public safety	25,581,859	-	-	1,832,386	-	27,414,244
Sanitation	1,138,769	2,869,908	-	-	-	4,008,677
Highway and streets	4,433,459	-	-	-	-	4,433,459
Water distribution and treatment	-	-	3,702,886	14,005	-	3,716,891
Welfare	234,295	-	-	-	-	234,295
Culture and recreation	1,897,897	-	-	131,302	-	2,029,199
Conservation	-	-	-	195,488	-	195,488
Interfund Transfer	1,429,466	-	-	7,500	14,011	1,450,977
Debt service:						
Principal	714,497	237,670	546,392	-	-	1,498,559
Interest	157,963	141,813	70,832	-	-	370,608
Capital outlay	3,760,677	49,433	34,470	-	9,418,370	13,262,950
Total expenditures	46,161,875	3,298,824	4,354,581	2,904,213	9,432,381	66,151,874
Excess (deficiency) of revenues over (under) expenditures	4,033,930	1,724,793	894,285	1,654,605	6,696,947	15,004,559
Net change in fund balances	4,033,930	1,724,793	894,285	1,654,605	6,696,947	15,004,559
Fund balances, beginning, as restated	16,601,423	2,215,798	2,905,506	2,716,123	(8,758,965)	15,679,886
Fund balances, ending	\$ 20,635,353	\$ 3,940,591	\$ 3,799,791	\$ 4,370,729	\$ (2,062,018)	\$ 30,684,445

Town of Salem, New Hampshire
Governmental Funds

Balance Sheet

December 31, 2021 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Trust & Agency	Total
ASSETS							
Cash and equivalents	\$ 45,653,183	\$ 3,783,342	\$ 3,698,502	\$ 3,980,008	\$ (1,509,173)	\$ 7,394,201	\$ 63,000,064
Investments	34,143	-	-	-	-	-	34,143
Receivables:							
Property taxes	3,044,496	-	-	-	-	-	3,044,496
Accounts receivable	996,457	170,914	221,222	377,584	-	-	1,766,177
Intergovernmental	7,264	-	-	33,941	14,432	-	55,637
Special assessments	-	2,859,066	1,847,341	-	-	-	4,706,407
Voluntary liens	103,869	15,340	-	-	-	-	119,209
Tax lien - reserve for uncollectible	(238,488)	-	-	-	-	-	(238,488)
Prepaid expenses	263,494	-	2,070	-	-	-	265,564
Total assets	\$ 49,864,418	\$ 6,828,662	\$ 5,769,135	\$ 4,391,533	\$ (1,494,741)	\$ 7,394,201	\$ 72,753,208
LIABILITIES							
Accounts payable	\$ 612,031	\$ 16,534	\$ 126,583	\$ 20,804	\$ 381,596	\$ -	\$ 1,157,547
Contracts and retainage payable	14,671	-	1,185	-	185,682	-	201,537
Due to others	(128,820)	-	-	-	-	7,394,201	7,265,382
Intergovernmental payable	28,650,937	-	-	-	-	-	28,650,937
Notes payable	23,712	6,902	-	-	-	-	30,614
Deferred revenue	100	2,864,635	1,841,576	-	-	-	4,706,311
Deferred inflow of resources	56,437	-	-	-	-	-	56,437
Total liabilities	29,229,066	2,888,071	1,969,344	20,804	567,277	7,394,201	42,068,763
FUND BALANCES							
Restricted for:							
Special revenue	82,972	-	-	2,052,259	-	-	2,135,231
Enterprise funds	-	1,781,033	1,424,804	-	-	-	3,205,836
Committed for:							
Encumbrances	766,793	126,662	510,430	89,547	284,863	-	1,778,295
Special revenue	-	-	-	2,228,923	-	-	2,228,923
Capital projects	-	-	-	-	(2,346,881)	-	(2,346,881)
Reserves	3,366,423	-	-	-	-	-	3,366,423
Unassigned/unrestricted	16,419,164	2,032,896	1,864,557	-	-	-	20,316,618
Total fund balances	20,635,352	3,940,591	3,799,791	4,370,729	(2,062,018)	-	30,684,445
Total liabilities and fund balances	\$ 49,864,418	\$ 6,828,662	\$ 5,769,135	\$ 4,391,533	\$ (1,494,741)	\$ 7,394,201	\$ 72,753,208

Town of Salem, New Hampshire
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual (Non-GAAP Budgetary Basis)
General Fund
For the Year Ended December 31, 2021
Unaudited - Prior to Year End Close

	Final Budget	Actual	Variance Favorable (Unfavorable)
Revenues and other sources			
Taxes	32,658,104	33,037,140	379,036
Intergovernmental	2,031,586	3,150,271	1,118,685
Licenses and permits	8,013,533	9,390,059	1,376,526
Charges for services	4,329,405	4,154,392	(175,013)
Investment earnings	70,000	25,039	(44,961)
Miscellaneous	76,264	438,904	362,640
Use of fund balance	2,179,265	-	(2,179,265)
Total Revenues	49,358,157	50,195,805	837,648
Expenditures and other sources			
Current:			
General government	7,399,680	6,812,994	586,687
Public safety	27,221,025	25,581,859	1,639,167
Sanitation	1,037,318	1,138,769	(101,451)
Highways and streets	4,686,243	4,433,459	252,784
Welfare	281,149	234,295	46,854
Culture and recreation	2,286,101	1,897,897	388,204
Debt service	925,015	872,460	52,555
Capital outlay	1,760,948	1,429,466	331,482
Interfund Transfer	3,760,677	3,760,677	-
Total Expenditures	49,358,157	46,161,875	3,196,282

Town of Salem, New Hampshire
Capital Assets
For the Year Ended December 31, 2021
Unaudited - Prior to Year End Close

	Balance 12/31/2020	Additions	Disposals	Balance 12/31/2021
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 14,060,995	\$ 175,000	\$ 24,339	\$ 14,211,656
Construction in progress	21,992,820	4,111,546	(694,381)	26,798,747
Intangible Assets	1,071,000	-	-	1,071,000
Total capital assets not being depreciated	37,124,815	4,286,546	(670,042)	42,081,403
Depreciable				
Land improvements	4,471,779	-	-	4,471,779
Buildings	11,978,137	-	(113,900)	12,092,037
Machinery and equipment	20,254,274	(67,048)	(47,172)	20,234,398
Infrastructure	247,703,509	4,206,151	(18,830,985)	270,740,645
Total depreciable capital assets	284,407,698	4,139,103	(18,992,057)	307,538,858
Total capital assets	321,532,513	8,425,650	(19,662,099)	349,620,262
Accumulated depreciation:				
Land improvements	(830,232)	(221,772)	-	(1,052,004)
Buildings	(5,519,141)	(255,419)	103,756	(5,670,804)
Machinery and equipment	(12,737,259)	(31,675)	47,172	(12,721,762)
Infrastructure	(173,789,105)	(7,298,307)	1,533,295	(179,554,117)
Total accumulated depreciation	(192,875,737)	(7,807,174)	1,684,223	(198,998,688)
Net Book Value, Capital Assets	\$ 128,656,776	\$ 618,476	\$ (17,977,876)	\$ 150,621,574

Town of Salem, New Hampshire
Statement of Town Debt
For the Year Ending December 31, 2021
(Unaudited - Prior to Year End Close)

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/20	New Issues	Reductions	Outstanding Debt 12/31/21
Blake Road Water Project	2004	695,900	4.41%	2024	140,000		(35,000)	105,000
Bridge Reconstruction-Bluff Street/Providence Hill	2013	1,189,909	1.81%	2023	343,000		(121,000)	222,000
Water Improvements-Pond Street	2013	692,091	1.81%	2023	207,000		(69,000)	138,000
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	560,000		(140,000)	420,000
Water Discharge Management	2014	1,075,000	1.70%	2024	420,000		(105,000)	315,000
Water Improvement-North Policy	2014	825,000	1.70%	2024	320,000		(80,000)	240,000
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	550,000		(110,000)	440,000
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	1,082,142		(147,392)	934,750
Depot Land Acquisition	2019	2,830,000	1.96%	2029	2,545,000		(285,000)	2,260,000
Drinking Water Capacity Rights	2019	1,000,000	1.50%	2024	800,000		(200,000)	600,000
Route 28 Sewer Main and Bridge	2021	6,601,937	2.00%	2040	-	6,601,937	(330,097)	6,271,840
Route 28 Water Main	2021	2,883,125	0.81%	2030	-	2,883,125	(288,313)	2,594,813
West Duston Area Water/Sewer Expansion	2021	1,180,000	0.82%	2031	-	1,180,000	-	1,180,000
Totals		23,010,235			6,967,142	10,665,062	(1,910,802)	15,721,403

Town of Salem, New Hampshire
Tax Rate Computation and Assessed Valuation Trends
2017-2021

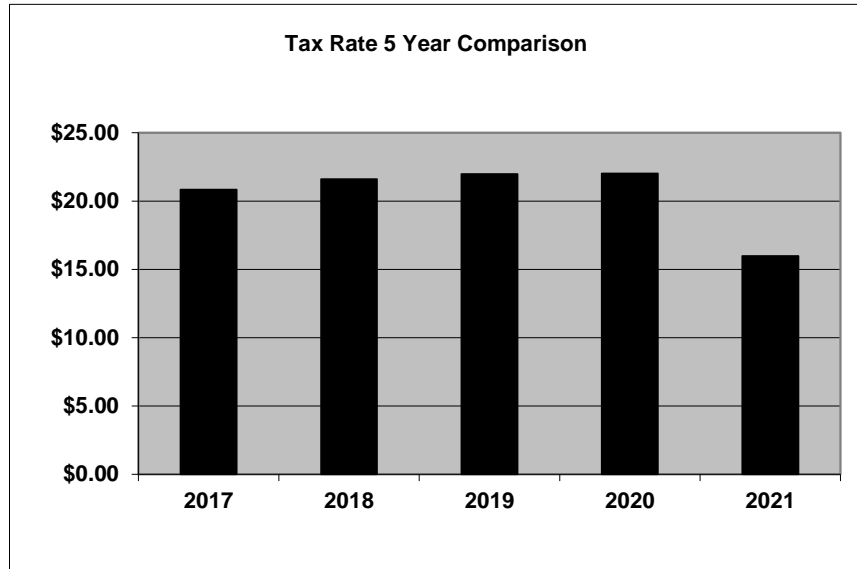
	2017	2018	2019	2020
Total Town Appropriations				
Less Revenues and Credits	\$51,647,763 (23,763,096)	\$63,688,847 (34,585,264)	\$61,843,740 (30,541,668)	\$64,750,029 (32,525,150)
Net Town Appropriations	27,884,667	29,103,583	31,302,072	32,224,879
Net School Tax Assessment	48,298,412	51,581,244	53,395,203	54,401,248
State Education Taxes	9,895,948	10,177,796	9,917,459	10,107,905
County Tax Assessment	4,676,020	4,620,581	4,811,300	4,810,331
Total Town, School and County	90,755,047	95,483,204	99,426,034	101,544,363
War Service Credits	639,000	646,000	641,167	630,667
Overlay	709,632	701,765	631,603	612,841
Property Taxes to be Raised	\$92,103,679	\$96,830,969	\$100,698,804	\$102,787,871
Net Assessed Valuation	\$4,429,068,500	\$4,490,128,901	\$4,590,080,181	\$4,676,922,757
Total Tax Rate	\$20.84	\$21.61	\$21.98	\$22.02

(1) Revaluation occurred in 2021

Town of Salem, New Hampshire
Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)
2017-2021

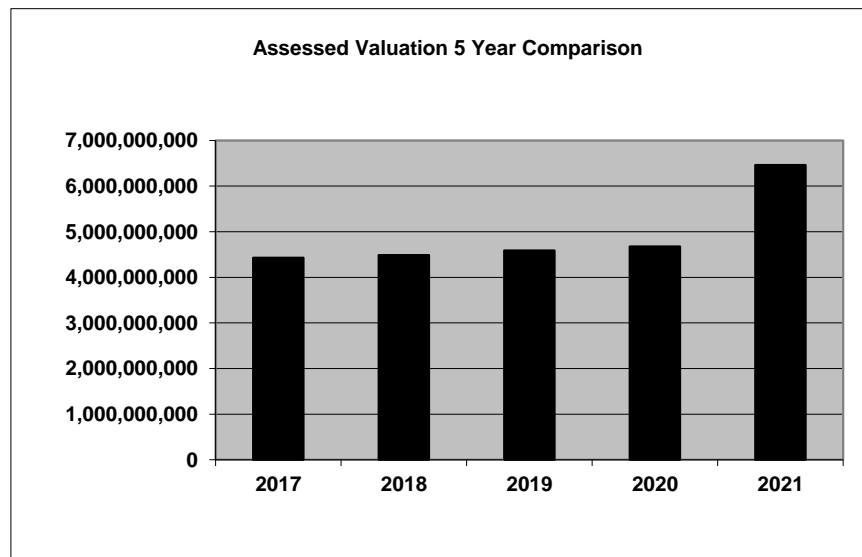
Tax Rate 5-Year Comparison

2017	20.84
2018	21.61
2019	21.98
2020	22.02
2021	15.98



Assessed Valuation 5-Year Comparison

2017	4,429,068,500
2018	4,490,128,901
2019	4,590,080,181
2020	4,676,922,757
2021	6,461,830,390



TAX COLLECTOR'S REPORT

For the Municipality of Salem, NH

Year Ending December 31, 2021

MS-61

Debits 2021 ***ON LEVIES OF *** 2020 2019 Prior

Uncollected Taxes Beginning of Year

Property Taxes	#3110	xxxxxxxxxxxx	3,475,592.98
Resident Taxes	#3180	xxxxxxxxxxxx	
Land Use Change Taxes	#3120	xxxxxxxxxxxx	
Yield Taxes	#3185	xxxxxxxxxxxx	
Excavation Tax	#3187	xxxxxxxxxxxx	
Other Taxes	#3189	xxxxxxxxxxxx	
Property Tax Credit Balance		xxxxxxxxxxxx	(67,383.17)

Taxes Committed This Year

Property Taxes	#3110	102,410,527.00
Resident Taxes	#3180	
Land Use Change Taxes	#3120	
Yield Taxes	#3185	5,990.32
Excavation Tax	#3187	
Other Taxes	#3189	

Overpayment Refunds

Property Taxes	#3110	209,480.18	4,540.08
Resident Taxes	#3180		
Land Use Change Taxes	#3120		
Yield Taxes	#3185		
Excavation Tax	#3187		

Interest and Penalties on Delinquent Taxes	#3190	20,092.39	105,949.21
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Interest and Penalties on Resident Taxes	#3190		
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Total Debits		<u>102,646,089.89</u>	<u>3,518,699.10</u>	<u>-</u>	<u>-</u>
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Prior

Property Taxes	2,621,718.95			
Resident Taxes				
Land Use Change Taxes				
Yield Taxes	2,940.29			
Excavation Tax				
Other Taxes				
Property Tax Credit Balance	(113,946.91)			
Total Credits	102,646,089.89	3,518,699.10		

TAX COLLECTOR'S REPORT

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For the Municipality of Salem, NH

Year Ending December 31, 2021

MS-61

ON LEVIES OF

Summary of Debits	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>Prior</u>
Unredeemed Liens Balance Beginning of Year			477,320.02	319,887.24
Liens Executed During Fiscal Year		709,165.24		
Interest & Costs Collected After Lien Execution		14,596.71	44,691.21	76,763.18
Total Debits	<u>0.00</u>	<u>723,761.95</u>	<u>522,011.23</u>	<u>396,650.42</u>

Summary of Credits

Redemptions		376,355.56	270,876.40	208,685.66
Interest and Costs Collected (After Lien Execution)	#3190	14,596.71	44,691.21	76,763.18
	-	0.00	0.00	0.00
Abatements of Unredeemed Liens	-	2,772.80	0.00	
Liens Deeded to Municipality			0.00	
Unredeemed Liens Bal End of Year	#1110	330,036.88	206,443.62	111,201.58
Total Credits		<u>-</u>	<u>723,761.95</u>	<u>522,011.23</u>

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

Martha Breen, Tax Collector

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2021

*Date of Creation	NAME OF TRUST FUND	Purpose	How Invested	PRINCIPAL			INCOME			Fees	Balance End Year	TOTAL Principal & Income
				%	Balance Beginning Year	Additional/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year			
NON-EXPENDABLE TRUST FUNDS:												
1976	A & O Hall	Flower/Flag	Common Investment	0.05%	849.47	0.00	150.26	0.00	999.73	17.36	21.80	1,018.28
1973	Ackerman Men Sch	Scholarship	Common Investment	1.24%	19,562.46	0.00	3,460.35	0.00	23,022.81	399.85	502.04	23,450.07
1988	Albert Kelly III	Scholarship	Common Investment	0.68%	10,766.75	0.00	1,909.81	0.00	12,676.56	7,492.43	277.08	20,434.83
1963	Alice R. Dustin	Flower/Flag	Common Investment	0.03%	428.80	0.00	75.14	0.00	499.94	8.68	10.90	509.22
1987	Anna B. Taylor	Flower/Flag	Common Investment	0.05%	849.59	0.00	150.28	0.00	999.87	17.37	21.80	1,018.42
1951	Annie B. Stevens	Flower/Flag	Common Investment	0.02%	283.14	0.00	50.06	0.00	333.22	5.79	7.27	339.40
1948	B HowardE Smith	Flower/Flag	Common Investment	0.01%	141.54	0.00	25.04	0.00	166.58	2.90	3.63	169.66
1938	Bailey, John	Library	Common Investment	0.38%	6,025.22	0.00	1,065.78	0.00	7,091.00	123.13	154.63	7,222.60
1977	Bleert1 Scholarp	Scholarship	Common Investment	1.56%	24,615.53	0.00	4,354.17	0.00	28,969.70	503.13	631.71	29,507.32
2002	Billy Doucette Mem Schol	Scholarship	Common Investment	0.00%	0.00	0.00	0.00	0.00	0.00	(0.00)	0.00	(0.00)
1988	Blodgett/Clark	Cemetery Perpetual Care	Common Investment	0.36%	5,662.96	0.00	1,001.70	0.00	6,664.66	115.75	145.33	6,788.35
1967	C. Cross/W Priest	Flower/Flag	Common Investment	0.03%	424.80	0.00	75.14	0.00	499.94	8.68	10.90	509.22
1916	Cemetery	Flower/Flag	Common Investment	0.30%	4,813.14	0.00	851.38	0.00	5,664.52	98.39	123.52	5,769.64
1960	Cemetery Fund	Beautification	Common Investment	31.01%	489,696.00	0.00	86,620.87	0.00	576,316.87	10,009.18	12,567.18	587,012.22
1940	Chas A Quimby	Flower/Flag	Common Investment	0.02%	283.14	0.00	50.08	0.00	333.22	5.79	7.27	339.40
1975	Charles McLaughlin	Flower/Flag	Common Investment	0.18%	2,631.93	0.00	500.93	0.00	3,132.86	57.68	72.66	3,194.71
1945	Clarence J. Sylvian	Flower/Flag	Common Investment	0.02%	283.08	0.00	50.07	0.00	333.15	5.78	7.26	339.34
1970	Clarence Cameron	Flower/Flag	Common Investment	0.11%	1,699.05	0.00	300.54	0.00	1,999.59	34.73	43.60	2,036.70
1956	Clinton L. Silver	Flower/Flag	Common Investment	0.02%	283.08	0.00	50.07	0.00	333.15	5.78	7.26	339.34
1970	Clyde R. Coolidge	Flower/Flag	Common Investment	0.04%	566.28	0.00	100.17	0.00	666.45	11.57	14.53	678.82
1973	Counc/Fine Arts	Library	Common Investment	0.08%	1,229.10	0.00	217.41	0.00	1,446.51	25.12	31.54	1,473.36
1924	Edm. H. Pettingill	Flower/Flag	Common Investment	0.04%	566.28	0.00	100.17	0.00	666.45	11.57	14.53	678.82
2002	Ellnor Grace Smith	Flower/Flag	Common Investment	0.07%	1,040.66	0.00	184.08	0.00	1,224.74	21.28	26.71	1,247.47
1921	Enoch Taylor	Educational Purposes	Common Investment	7.79%	123,048.46	0.00	21,765.68	0.00	144,814.14	2,515.05	3,157.82	147,501.62
1984	Frankie Linehan	Scholarship	Common Investment	2.71%	42,860.92	100.00	7,581.54	0.00	50,442.46	2,460.55	1,099.95	53,939.13
1987	G Burkhardt	Flower/Flag	Common Investment	0.05%	849.31	0.00	150.23	0.00	999.54	17.35	21.80	1,018.10
1986	G D Henderson	Flower/Flag	Common Investment	0.05%	849.53	0.00	150.27	0.00	999.80	17.36	21.80	1,018.36
1971	Gertrude Silver	Flower/Flag	Common Investment	0.04%	566.28	0.00	100.17	0.00	666.45	11.57	14.53	678.82
1968	Harold J. Rolfe	Flower/Flag	Common Investment	0.05%	849.31	0.00	150.23	0.00	999.54	17.35	21.80	1,018.10
1967	Howard Smith	Flower/Flag	Common Investment	0.05%	849.28	0.00	150.23	0.00	999.51	17.36	21.80	1,018.06
1997	Isiah Woodbury Jr.	Flower/Flag	Common Investment	0.06%	882.76	0.00	156.15	0.00	1,038.91	18.04	22.65	1,058.19
1997	John W. Woodbury	Flower/Flag	Common Investment	0.10%	1,639.39	0.00	289.99	0.00	1,929.38	33.52	42.07	1,965.18
1981	J & T Consci	Flower/Flag	Common Investment	0.05%	849.50	0.00	150.27	0.00	999.77	17.36	21.80	1,018.32
1930	John Dix	Beautification	Common Investment	0.44%	54,380.92	0.00	9,619.28	0.00	64,000.20	1,111.52	1,395.59	65,187.93
1932	John McVoy	Poor/Indigent	Common Investment	12.46%	196,805.09	0.00	34,812.27	0.00	231,617.36	4,022.62	5,050.65	235,915.74
1953	Lancaster	Flower/Flag	Common Investment	0.45%	7,077.75	0.00	1,251.96	0.00	8,329.71	144.68	181.64	8,484.29
1953	Spelling B	Educational Purposes	Common Investment	0.36%	5,740.55	0.00	1,015.43	0.00	6,755.98	117.34	147.32	6,881.35
1945	Laura Taylor	Flower/Flag	Common Investment	0.04%	566.28	0.00	100.17	0.00	666.45	11.57	14.53	678.82
1985	M Janigan	Flower/Flag	Common Investment	0.05%	849.62	0.00	150.29	0.00	999.91	17.37	21.80	1,018.46
1988	Madeline A. Little	Educational Purposes	Common Investment	0.54%	8,493.93	0.00	1,502.47	0.00	9,996.40	173.61	270.98	10,181.91
1975	Margaret Gurney	Flower/Flag	Common Investment	0.05%	849.50	0.00	150.27	0.00	999.77	17.36	21.80	1,018.32
1974	Mario Bucheri	Flower/Flag	Common Investment	0.04%	707.75	0.00	125.19	0.00	832.94	14.46	18.16	848.40
1968	McClary Teller Fund	Flower/Flag	Common Investment	1.00%	15,833.17	0.00	2,800.68	0.00	18,633.85	323.62	406.33	18,979.66
1916	Orway	Educational Purposes	Common Investment	0.13%	2,114.07	0.00	373.95	0.00	2,488.02	43.21	54.25	2,534.20
1968	R Noyes	Flower/Flag	Common Investment	0.05%	849.53	0.00	150.27	0.00	999.80	17.36	21.80	1,018.36
1937	S L Rogers	Flower/Flag	Common Investment	0.01%	141.54	0.00	25.04	0.00	166.58	2.90	3.63	169.66
1936	S L Rogers	Flower/Flag	Common Investment	0.01%	141.54	0.00	25.04	0.00	166.58	2.90	3.63	169.66
1937	S & T Roberts	Flower/Flag	Common Investment	0.04%	566.28	0.00	100.17	0.00	666.45	11.57	14.53	678.82
1944	School Prize	Educational Purposes	Common Investment	0.10%	1,590.36	0.00	279.55	0.00	1,869.91	32.30	40.56	1,894.42
1975	Serena Hall	Flower/Flag	Common Investment	0.05%	849.47	0.00	150.26	0.00	999.73	17.36	21.80	1,018.28
1964	Simpson-Maxwell	Poor/Indigent	Common Investment	0.91%	14,320.88	0.00	2,533.18	0.00	16,854.06	292.71	367.52	17,166.84
1965	Simpson-Maxwell	Poor/Indigent	Common Investment	4.27%	67,437.38	0.00	11,926.80	0.00	79,366.18	1,376.39	1,730.66	80,839.06
1982	W. Westerdale	Flower/Flag	Common Investment	0.05%	849.62	0.00	150.29	0.00	999.91	17.37	21.80	1,018.46
1969	Walter E. Kimball	Flower/Flag	Common Investment	0.02%	283.14	0.00	50.08	0.00	333.22	5.79	7.27	339.40
1953	Watts, Donald and Edna	Flower/Flag	Common Investment	0.05%	841.08	0.00	148.78	0.00	989.86	17.18	21.58	1,008.23
	Cemetery	Perpetual Care	Common Investment	28.61%	451,846.24	2,535.00	79,925.74	0.00	534,306.99	9,157.02	11,592.50	544,179.00
	TOTAL NON-EXPENDABLE FUNDS 3053007143			100%	1,579,298.46	2,635.00	279,357.42	0.00	1,861,290.88	41,057.91	40,526.56	1,905,748.35

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2021

# Shares or Units	HOW INVESTED			PRINCIPAL					INCOME			TOTAL		Beginning of Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	
	CUSIP	TYPE	DESCRIPTION OF PRINCIPAL	Balance Beginning Year	Additional/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year				Principal Income
NON-EXPENDABLE FUNDS																	
			CITIZENS BANK NA CASH SWEEP ACCT	107,341.78	0.00		0.00	93,010.72	14,331.06	40,549.84	34.62	(903.61)	39,680.85	54,011.91	147,891.62	0.00	54,011.91
55		G1151C101	ACCENTURE PLC IRELAND SHS CLASS A	4,280.94	0.00		0.00	0.00	4,280.94	0.00	198.55	(198.55)	0.00	2,368.94	14,366.55	8,433.70	22,800.25
23		00724F01	ADOBEE INC	2,938.19	0.00		0.00	0.00	2,938.19	0.00	0.00	0.00	0.00	4,280.94	14,366.55	1,539.62	13,042.38
15		02079X305	ALPHABET INC CL C	5,929.48	0.00		0.00	0.00	5,929.48	0.00	0.00	0.00	0.00	3,548.55	26,289.60	17,166.00	43,455.60
12		02079X107	ALPHABET INC CL A	3,548.55	0.00		0.00	0.00	3,548.55	0.00	0.00	0.00	0.00	3,548.55	34,723.08	34,723.08	0.00
11		023135106	AMAZON.COM INC	11,387.46	0.00		0.00	3,142.88	10,438.50	0.00	0.00	0.00	0.00	10,438.50	39,083.16	(1,459.48)	36,677.74
158		025816106	AMERICAN EXPRESS CO	10,046.26	0.00		0.00	11,023.99	19,780.69	0.00	172.00	(172.00)	0.00	10,438.50	12,091.00	4,646.74	25,864.74
0		03027X100	AMERICAN TOWER CORP	10,046.26	0.00		0.00	0.00	10,046.26	0.00	0.00	0.00	0.00	10,046.26	10,046.26	0.00	0.00
0		031621000	AMGEN INC	4,687.77	0.00		12,039.47	16,687.24	5,466.24	0.00	114.40	(114.40)	0.00	4,687.77	14,944.80	(1,297.03)	0.00
50		G4003H108	AON PLC CL A	5,492.79	0.00		0.00	0.00	5,492.79	0.00	99.50	(99.50)	0.00	5,492.79	10,965.50	4,664.50	15,029.00
584		037631300	APPLE INC	8,621.31	0.00		14,236.47	15,706.01	7,151.77	0.00	211.50	(211.50)	0.00	7,151.77	93,413.70	11,756.66	103,700.88
225		038222105	APPLIED MATERIALS INC	13,502.84	0.00		0.00	0.00	13,502.84	0.00	0.00	0.00	0.00	13,502.84	19,417.50	15,988.50	35,406.00
0		04026R102	AT & T INC	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62		04026R106	AUTODESK INC	14,432.96	0.00		0.00	0.00	14,432.96	0.00	0.00	0.00	0.00	14,432.96	18,931.08	(1,497.30)	17,433.78
565		060505104	BANK OF AMERICA CORPORATION	15,927.88	0.00		0.00	0.00	15,927.88	0.00	440.70	(440.70)	0.00	15,927.88	17,125.15	8,011.70	25,136.85
0		06062X103	BIOGEN INC	13,907.89	0.00		(3,111.47)	10,696.42	0.00	0.00	0.00	0.00	0.00	11,508.42	2,299.47	0.00	0.00
0		060721005	BIOGEN INC	13,907.89	0.00		(3,111.47)	10,696.42	0.00	0.00	0.00	0.00	0.00	11,508.42	2,299.47	0.00	0.00
340		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
270		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.00	16,650.96	18,931.08	(1,321.65)	15,323.80
0		060721006	BORGWARNER AUTOMOTIVE INC	16,650.96	0.00		0.00	0.00	16,650.96	0.00	173.40	(173.40)	0.0				

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2021

# Shares Units	CUSIP	TYPE	Balance Year End	Additional Purchases	Bank Value Adjustments	Capital Gains/Losses (Losses)	Proceeds From Sales	Balance Year End	Income From Dividends	Expected Income Year	Balance Year End	TOTAL Principal at Year End	Beginning of Year Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
HOW INVESTED															
DESCRIPTION OF PRINCIPAL															
0	9243V104	STOCK	12,117.76	0.00	0.00	1,807.21	13,924.97	0.00	480.03	(480.03)	0.00	16,440.69	14,981.25	(2,863.48)	0.00
80	9252F100	STOCK	1,760.04	16,440.69	0.00	0.00	0.00	16,440.69	0.00	0.00	0.00	16,440.69	17,498.40	1,127.31	17,568.00
80	92626C39	STOCK	1,760.04	0.00	0.00	0.00	0.00	1,760.04	0.00	0.00	0.00	1,760.04	1,760.04	(161.60)	17,336.80
70	926160109	STOCK	9,922.72	0.00	0.00	0.00	0.00	9,922.72	0.00	0.00	0.00	9,922.72	10,381.70	414.98	14,530.60
85	931142103	STOCK	11,081.59	0.00	0.00	0.00	6,677.15	6,677.30	0.00	0.00	0.00	6,677.30	19,460.25	(3,057.31)	12,298.65
0	941961109	STOCK	9,566.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,793.00	(5,236.46)	0.00
0	95578103	STOCK	25,462.98	0.00	0.00	0.00	25,462.98	0.00	0.00	0.00	0.00	7,565.77	14,895.00	(7,367.70)	21,962.70
0	95578103	STOCK	25,462.98	0.00	0.00	0.00	25,462.98	0.00	0.00	0.00	0.00	7,565.77	14,895.00	(7,367.70)	21,962.70
0	95578103	STOCK	25,462.98	0.00	0.00	0.00	25,462.98	0.00	0.00	0.00	0.00	7,565.77	14,895.00	(7,367.70)	21,962.70
50,000	907818D47	BOND	52,738.50	0.00	0.00	433.51	53,172.01	52,738.50	1,875.00	(1,875.00)	0.00	52,738.50	54,645.55	(2,079.60)	52,563.95
0	US TREAS NOTE 1.375% 10/30/20	TREASURY BOND/NOTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50,000	9128281Y6	TREASURY BOND/NOTE	50,958.98	0.00	0.00	0.00	0.00	50,958.98	812.50	(812.50)	0.00	50,958.98	51,362.60	(857.45)	50,535.15
3,095	912828535	MUTUAL FUND/INDEX FUND	50,031.25	0.00	0.00	0.00	0.00	50,031.25	687.50	(687.50)	0.00	50,031.25	51,531.25	(935.55)	50,595.70
26,697	316145586	MUTUAL FUND/INDEX FUND	59,527.26	76,000.00	0.00	0.00	0.00	135,527.26	4,514.78	(4,514.78)	0.00	135,527.26	70,814.77	57,444.48	152,959.25
4,932	4812C1215	MUTUAL FUND/INDEX FUND	44,932.00	321,340.10	0.00	0.00	0.00	321,340.10	3,544.69	(3,544.69)	0.00	321,340.10	61,627.00	(1,986.26)	319,353.84
2,143	72201F490	MUTUAL FUND/INDEX FUND	55,717.20	25.73	0.00	18,189.11	63.11	55,742.93	943.72	(943.72)	0.00	55,742.93	56,936.81	(1,094.60)	55,877.94
4,579	893509224	MUTUAL FUND/INDEX FUND	74,758.29	0.00	0.00	0.00	0.00	74,758.29	715.85	(715.85)	0.00	74,758.29	88,514.25	(130.17)	25,955.68
5,169	922031794	MUTUAL FUND/INDEX FUND	53,154.60	0.00	0.00	0.00	0.00	53,154.60	505.38	(505.38)	0.00	53,154.60	55,155.52	(1,033.81)	54,481.71
7,883	922031810	MUTUAL FUND/INDEX FUND	76,339.43	1,276.74	0.00	0.00	0.00	79,616.17	1,849.05	(1,849.05)	0.00	79,616.17	81,191.36	(4,031.56)	78,438.54
11,530	921937801	MUTUAL FUND/INDEX FUND	127,774.61	1,974.67	0.00	0.00	0.00	129,749.48	2,637.63	(2,637.63)	0.00	129,749.48	143,076.44	(7,961.57)	137,089.54
3,005	929131894	MUTUAL FUND/INDEX FUND	30,519.42	13,945.00	0.00	0.00	0.00	44,464.42	895.50	(895.50)	0.00	44,464.42	31,988.85	(1,201.83)	30,797.02
2,439	957663305	MUTUAL FUND/INDEX FUND	30,697.74	98.31	0.00	0.00	0.00	30,796.05	655.40	(655.40)	0.00	30,796.05	33,184.71	(1,362.24)	31,920.78
Total Non-Expendable Funds			1,579,803.44	688,915.15	0.00	275,049.91	677,709.40	1,866,059.50	40,601.09	(41,470.08)	39,680.85	1,905,740.35	2,372,361.76	98,226.28	2,755,974.71
Capital Reserve Funds															
SCHOOL DISTRICT RECONSTRUCTION															
ROAD IMPROVEMENT			29,642.60	0.00	0.00	0.00	0.00	29,642.60	40.63	0.00	603.81	30,246.41	30,205.78	0.00	30,246.41
SALEM REVALUATION			1,931,524.02	3,630,677.00	0.00	0.00	4,056,499.40	4,451,013.37	3,825.68	0.00	48,338.05	1,554,037.67	1,976,034.39	0.00	1,554,037.67
SALEM LIBRARY TRUST FUNDS			9,812.43	0.00	0.00	0.00	0.00	9,812.43	13.42	0.00	199.87	10,012.30	9,988.88	0.00	10,012.30
KELLEY LIBRARY BUILDING FUND			3,984.26	0.00	0.00	0.00	0.00	3,984.26	25.46	0.00	81.16	4,065.96	4,065.96	0.00	4,065.96
Total Capital Reserve Funds			1,996,140.63	3,630,677.00	0.00	0.00	4,056,499.40	45,738.07	3,914.20	0.00	49,652.27	1,619,970.50	2,441,876.70	0.00	1,619,970.50
Library Trust Funds															
KELLEY LIBRARY TRUST FUNDS															
Total Library Trust Funds			54,931.45	0.00	0.00	0.00	0.00	54,931.45	75.78	0.00	1,516.38	56,449.83	56,374.05	0.00	56,449.83
Expendable Trust Funds															
SSD ATILETIC FACILITIES															
UNCASTER FUND SEL DISC			119,897.89	0.00	0.00	0.00	0.00	119,897.89	154.54	0.00	2,239.52	115,138.32	114,973.76	0.00	115,138.32
HEDGEHOG PARK			121,796.50	0.00	0.00	0.00	2,500.00	124,296.50	189.36	0.00	3,072.21	122,368.71	124,892.33	0.00	122,368.71
SALEM DEPOT TRAIN STATION			11,150.67	0.00	0.00	0.00	0.00	11,150.67	15.28	0.00	227.13	11,377.80	11,362.52	0.00	11,377.80
SALEM SENIOR HOUSING EXP TRUST			50,106.02	0.00	0.00	0.00	0.00	50,106.02	68.63	0.00	1,029.64	51,135.66	51,059.03	0.00	51,135.66
DEPOT IMPROVEMENT			240,001.00	0.00	0.00	0.00	0.00	240,001.00	373.25	0.00	12,100.42	252,171.29	242,271.29	0.00	252,171.29
PERFORMING ARTS			479,004.54	68,940.00	0.00	0.00	76,405.55	547,544.59	578.61	0.00	3,471.85	483,645.41	480,526.35	0.00	483,645.41
SEWER AUDIT			1,787.83	0.00	0.00	0.00	0.00	1,787.83	2.43	0.00	37.47	1,825.30	1,822.87	0.00	1,825.30
SEWER MAIN			96,472.50	0.00	0.00	0.00	0.00	96,472.50	123.27	0.00	1,345.31	97,817.81	91,694.54	0.00	91,694.54
HISTORICAL DISTRICT			2,792.48	0.00	0.00	0.00	0.00	2,792.48	8.96	0.00	59.64	2,852.12	2,835.32	0.00	2,852.12
PELHAM ROAD			6,112.82	0.00	0.00	0.00	0.00	6,112.82	3.90	0.00	124.48	6,237.30	6,236.94	0.00	6,237.30
SEWAGE TREATMENT			99,012.11	12,501.51	0.00	0.00	0.00	111,513.62	148.36	0.00	440.39	111,954.01	99,304.14	0.00	111,954.01
RT 28 ROAD IMPROVEMENT			669,112.30	0.00	0.00	0.00	22,596.26	691,708.56	148.48	0.00	2,469.34	694,177.90	102,032.52	0.00	102,032.52
SNOW			107,889.55	0.00	0.00	0.00	0.00	107,889.55	913.56	0.00	11,469.28	680,581.58	679,668.02	0.00	680,581.58
LAND ACQUISITION			20,422.41	0.00	0.00	0.00	0.00	20,422.41	27.96	0.00	219.52	20,641.93	20,641.93	0.00	20,641.93
POLICE OVERTIME EXP TRUST			11,463.40	0.00	0.00	0.00	0.00	11,463.40	15.69	0.00	233.52	11,696.92	11,696.92	0.00	11,696.92
ANNIVERSARY CELEBRATION			25,000.17	0.00	0.00	0.00	0.00	25,000.17	34.26	0.00	501.07	25,501.24	25,466.98	0.00	25,501.24
SALEM HOSE HOUSE NO. 2			15,732.47	0.00	0.00	0.00	0.00	15,732.47	21.32	0.00	151.09	15,883.56	15,862.24	0.00	15,883.56
BOUCQUETTE			415,599.74	10,000.00	0.00	0.00	0.00	425,599.74	3,111.43	0.00	3,685.41	429,285.15	418,711.17	0.00	429,285.15
WATER CAPITAL			10,000.00	10,000.00	0.00	0.00	0.00	20,000.00	24.74	0.00	92.99	20,092.99	10,067.85	0.00	20,092.99
FACILITIES MAINTENANCE			0.00	100,000.00	0.00	0.00	0.00	100,000.00	31.79	0.00	417.96	100,031.79	0.00	0.00	100,031.79
TOTAL EXPENDABLE TRUST FUNDS			2,750,611.12	241,447.51	0.00	0.00	101,491.81	2,896,566.82	3,771.66	0.00	47,360.07	2,937,926.89	2,794,199.53	0.00	2,937,926.89
TOTAL ALL TRUST FUNDS			6,391,487.04	4,561,039.66	0.00	275,049.91	4,835,700.61	6,391,876.00	131,318.92	(41,470.08)	138,211.57	6,520,087.57	7,264,814.04	98,226.28	7,370,371.93

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2021
Town Meeting
Results

TOWN MEETING RESULTS–MARCH 9, 2021

Article 1: Approve Virtual Meeting Procedure and Format

Shall the Town vote to approve the optional town meeting format and procedures, as authorized by NH House Bill 1129, which allows the Town to hold two virtual meetings on the proposed warrant articles, due to the Town's inability to hold in-person meetings during the state of emergency declared in response to the novel coronavirus disease (Covid-19)? If the optional procedures are not approved, all other warrant articles shall be deemed disapproved. However, the election of officers and action on other items on the initial ballot will be effective. If the optional voting procedures are approved, then all other votes on warrant articles shall be deemed the final action of the meeting, provided that if the operating budget warrant article is not approved, the governing body may vote to convene a meeting before September 1 to adopt an operating budget or elect to deem that the meeting has adopted the previous year's operating budget article, not including separate warrant articles.

Passed on official ballot vote on March 9, 2021: Yes – 1,498 No – 351

Article 2 - Election of Officers (*bold italic print identifies winner*)

Two for Selectman (3 years)		Two for Planning Board (3 years)	
<i>Robert Bryant</i>	<i>1,531</i>	Robert Gibbs	902
<i>James Keller</i>	<i>1,226</i>	<i>Paul Pelletier</i>	<i>1,318</i>
		<i>Keith Belair</i>	<i>1,167</i>
One for Selectman (1 year)		Two for Zoning Board of Adjustment (3 years)	
Michael Moore	334	George D. Perry	815
Susan Perrault	944	<i>Eugene J. Bryant</i>	<i>1,192</i>
<i>Everett McBride, Jr.</i>	<i>959</i>	<i>Edward Huminick</i>	<i>865</i>
Three for Budget Committee (3 years)		John J. Manning	546
Lukas "Luke" Mroz	763	One for Library Trustee (3 years)	
<i>Jeffrey S. Boyer</i>	<i>1,214</i>	Christopher George	519
<i>Peter Edgerly</i>	<i>1,359</i>	<i>Amy S. Wallace</i>	<i>1,230</i>
<i>Sean Lewis</i>	<i>1,141</i>	One for Trustee of the Trust Funds (3 years)	
One for Budget Committee (1 year)		<i>Sean Lewis</i>	<i>1,576</i>
Dane Hoover	859		
<i>Donna Loranger</i>	<i>1,100</i>		

Article 3: Revise Sign Ordinance

Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would revise the sign ordinance to eliminate content-related regulations?

Failed on official ballot vote on March 9, 2021: Yes – 998 No – 1,065

TOWN MEETING RESULTS–MARCH 9, 2021

Article 4: Add Solar Energy Ordinance

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would promote solar energy installations and add requirements on rooftop, ground-mounted, and commercial systems?

Passed on official ballot vote on March 9, 2021: Yes – 1,511 No – 764

Article 5: Revise Open Space Preservation Ordinance

Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would revise the Open Space Preservation Ordinance to require more upland open space, reduce density bonus, revise standards for incentive provision, and require external buffer?

Passed on official ballot vote on March 9, 2021: Yes – 1,679 No – 553

Article 6: Revise Depot Village Overlay Ordinance

Are you in favor of the adoption of Amendment No. 4, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would revise the Depot Village Overlay to make its regulations mandatory, increase density for residential projects, and prohibit charitable gaming and adult businesses?

Failed on official ballot vote on March 9, 2021: Yes – 1,095 No – 1,179

Article 7: Require Workforce Housing

Are you in favor of the adoption of Amendment No. 5, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would require 10% of new multifamily housing projects to be affordable to moderate income households?

Passed on official ballot vote on March 9, 2021: Yes – 1,234 No – 1,029

Article 8: Combine In-Law and Accessory Apartments

Are you in favor of the adoption of Amendment No. 6, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would merge the existing provisions for in-law and accessory apartments into one ordinance?

Passed on official ballot vote on March 9, 2021: Yes – 1,666 No – 552

Article 9: Rezone Land off Hagop Road/South Broadway

Are you in favor of the adoption of Amendment No. 7, as proposed by the Planning Board, to amend the Town Zoning Ordinance and Zoning Map as follows: This amendment would rezone a portion of land off Hagop Road and South Broadway from Garden Apartment District to Commercial-Industrial C District?

Failed on official ballot vote on March 9, 2021: Yes – 914 No – 1,263

Article 10: Rezone Land off Delaware Drive

Are you in favor of the adoption of Amendment No. 8, as proposed by petition of the voters of this Town, to amend the Town Zoning Ordinance and Zoning Map as follows: This amendment would rezone a portion of land off Delaware Drive from Rural District to Commercial-Industrial B District?

Passed on official ballot vote on March 9, 2021: Yes – 1,126 No – 1,025

TOWN MEETING RESULTS–MARCH 9, 2021

Article 11: Various Town Vehicles Lease/Purchase \$957,837

Shall the Town vote to authorize the Board of Selectmen to enter into long-term/purchase agreements payable over a term of 36 months in the amount of Nine Hundred Fifty-Seven Thousand Eight Hundred Thirty-Seven Dollars (\$957,837) for the purchase/lease of an ambulance and a truck for the Fire Department, two utility command vehicles for the Police Department, a front-line utility truck, a large dump truck, and a large six-wheel multipurpose truck for the Municipal Services Department, and to raise and appropriate the sum of Three Hundred Thirty-Six Thousand Two Hundred Forty-Nine Dollars (\$336,249) for the first year's payment?

Requires a 3/5 Ballot Vote. *Needed 1,368 for 3/5 vote to pass.*

Passed on official ballot vote on March 9, 2021: Yes – 1,623 No – 657

Article 12: BY PETITION: Samoset Drive Neighborhood Water (Bond) \$0.00

Shall the Town vote to raise and appropriate the sum of Zero Dollars (\$0) for the purpose of water improvements in the Samoset Drive neighborhood, including but not limited to a portion of Lake Street, all of Samoset Drive, Penobscot Avenue, Mascoma Road and Kiowa Road, and to cover the costs associated with obtaining a bond issue for said project, to authorize the issuance of not more than Zero Dollars (\$0) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell, and deliver said bonds and notes, and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote. *Amended from \$4,000,000 to \$0.00*

Failed on official ballot vote on March 9, 2021: Yes – 967 No – 1,238

Article 13: Stormwater Planning Project (CWSRF Loan) \$75,000

Shall the Town vote to raise and appropriate the sum of Seventy-Five Thousand Dollars (\$75,000) for the purpose of stormwater planning work relative to management of the municipal storm drain system in accordance with the 2017 NH Small MS4 General Permit, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness? This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote. *Needed 1,350 for 3/5 vote to pass.*

Passed on official ballot vote on March 9, 2021: Yes – 1,685 No – 565

Article 14: 2021 Operating Budget \$53,937,337

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$53,937,337? (\$2,179,265 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$52,761,846, which is the same as last year, with certain adjustments required by previous action of the town or by law.

Passed on official ballot vote on March 9, 2021: Yes – 1,451 No – 862

TOWN MEETING RESULTS–MARCH 9, 2021

Article 15: 2021 Road Construction and Engineering Program \$3,630,677

Shall the Town vote to raise and appropriate the sum of Three Million Six Hundred Thirty Thousand Six Hundred Seventy-Seven Dollars (\$3,630,677) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvement and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

Passed on official ballot vote on March 9, 2021: Yes – 1,812 No – 498

Article 16: Salem Administrative and Technical Employees Union (SEA) \$24,245 Collective Bargaining Agreement

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

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2021	\$24,245 Increase	1.3% salary adjustment April 1, 2021

and further to raise and appropriate the sum of Twenty-Four Thousand Two Hundred Forty-Five Dollars (\$24,245), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Passed on official ballot vote on March 9, 2021: Yes – 1,542 No – 765

Article 17: Salem Public Administrators Association Union (SPAA) \$35,056 Collective Bargaining Agreement

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

<u>Fiscal year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2021	\$35,056	1.3% salary adjustment April 1, 2021

and further to raise and appropriate the sum of Thirty-Five Thousand, Fifty-Six Dollars (\$35,056), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Passed on official ballot vote on March 9, 2021: Yes – 1,462 No – 835

TOWN MEETING RESULTS–MARCH 9, 2021

Article 18: OPEB Trust Fund \$50,000

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

Passed on official ballot vote on March 9, 2021: Yes – 1,346 No – 926

Article 19: Establishment of a Capital Reserve Fund for Town Facility Maintenance and Improvement \$100,000

Shall the Town vote to authorize the establishment of a Capital Reserve Fund (pursuant to RSA Chapter 35) for future repairs, improvements, and/or replacement for all municipal facilities and to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) towards this purpose, and to designate the Board of Selectmen as agents to expend?

Passed on official ballot vote on March 9, 2021: Yes – 1,137 No – 1,085

Article 20: Conservation Commission Forest Maintenance 0.00

Shall the Town vote to amend action taken at the 1993 Town Meeting, Article 50, by amending the language of that article and authorizing the Conservation Commission to retain, in a Forest Maintenance Fund, 100% of the net profit realized from any timber harvest activities?

Passed on official ballot vote on March 9, 2021: Yes – 1,848 No – 370

Article 21: Authorize Board of Selectmen to Sell Tax Deeded Property \$0.00

Shall the Town vote to authorize the Board of Selectmen to transfer tax liens and to convey any real estate acquired by the Town by Tax Collector's deed?. Such conveyance shall be by deed following a public auction, or the property may be sold by advertised sealed bids or may be otherwise disposed of as justice may require, pursuant to RSA 80:80. This authorization will remain in effect until rescinded by a vote of the legislative body at an annual town meeting.

Passed on official ballot vote on March 9, 2021: Yes – 1,493 No – 701

Article 22: BY PETITION: Fund Kelley Library Employees' Economic Benefits \$9,587

Shall the Town vote to raise and appropriate a sum of Nine Thousand Five Hundred Eighty-Seven Dollars (\$9,587) being a 1.3% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost-of-living increase determined for other similar municipal employees?

Amended from \$14,304 to \$9,587

Passed on official ballot vote on March 9, 2021: Yes – 1,733 No – 554

Article 23: BY PETITION: Fund Cost to Mail a Voters' Guide to All Residences At Least One Week Prior to Deliberative Session \$0.00

Shall the Town raise and appropriate the sum of Zero Dollars (\$0.00) for the purpose of mailing the Town Meeting Voters Guide to all residences at least a week before the deliberative session?

Amended from \$14,000 to \$0.00

Passed on official ballot vote on March 9, 2021: Yes – 1,241 No – 1,005

Total appropriations passed \$58,819,739

This is a true copy of the results of the March 9, 2021 Ballot Vote.

Attest: Susan M. Wall, Town Clerk

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2022
Town Meeting
Warrant

2022 WARRANT ARTICLES

TOWN OF SALEM, NEW HAMPSHIRE

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

FIRST SESSION OF ANNUAL MEETING – DELIBERATIVE

You are hereby notified to meet at Salem High School in said Salem on Saturday, February 5, 2022 at 9:00 a.m. The session shall consist of explanation, discussion and debate on warrant articles 8 through 29. Warrant articles may be amended subject to the following limitations: (a) warrant articles whose wording is prescribed by law shall not be amended, (b) warrant articles that are amended shall be placed on the official ballot for a final vote on the main motion as amended, and (c) no warrant article shall be amended to eliminate subject matter of the article.

SECOND SESSION OF ANNUAL MEETING – VOTING

Voting on warrant articles 1 through 29 shall be conducted by official ballot to be held in conjunction with Town Meeting voting on March 8, 2022. You are hereby notified to meet at your respective polling places as follows:

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

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

Article 1: Choose All Necessary Town Officers for Ensuing Year

One for Selectman (3 years) Everett P. McBride, Jr. Keith Stramaglia	One for Library Trustee (3 years) David Hickernell	Two for Planning Board (3 years) Sean Lewis
Two for Budget Committee (3 years) D.J. Bettencourt Donna Loranger Dane Hoover	One for Trustee of Trust Funds (3 years) Gregory Davis	One for Zoning Board of Adjustment (3 years) Bonnie Wright
One for Moderator (2 years) Christopher Goodnow	One for Trustee of Trust Funds (1 year) Write In	One for Zoning Board of Adjustment (2 years) Write In
	One for Supervisor of Checklist (6 years) Kelly Dortona	

2022 TOWN MEETING WARRANT & VOTERS GUIDE

Article 2: By Petition – Establish Charter Commission

By Petition: Each of the undersigned voters requests the municipal officers to submit to the voters, at the next municipal election, the question of establishment of a charter commission to draft a municipal charter.

Recommendations: Board of Selectmen: With Budget Committee: N/A

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

Article 3: Re-establish Height Limit in Recreational District

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

Revise Zoning Dimension Restrictions Table noted in Section 490-202 as follows:

Add “*35 feet or 2 ½ stories*” as the maximum height in the Recreational District.

Article 4: Allow Minor Setback Waivers

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

Revise Section 490-809 as follows:

- A. Notwithstanding any other provision contained herein, for any *existing* single-family or duplex dwelling originally constructed by a lawfully issued building permit ~~issued prior to January 1, 2000~~, the Chief Building Official, *Planning Director, and Building Inspector* ~~or his designated agent~~, may *together* issue an administrative waiver of any setback violations, provided that the waiver may not be issued for any encroachment exceeding 10% of the required setback distance.

- (1) In determining whether to issue such a waiver, the Chief Building Official shall consider the following factors:
- (a) The potential causes for the original noncompliance.
 - (b) The effect on public health, safety and welfare created by the encroachment.
 - (c) The effect of nonenforcement of the required provisions on surrounding complying properties.

- (2) No approval may be given for setback encroachments on both of the opposite sides of any structure.

- B. If the Chief Building Official, *Planning Director, and Building Inspector together* should deny such waiver request, the property owner may file an administrative appeal of such a decision with the Zoning Board of Adjustment or may alternatively seek a variance from the terms of the underlying setback requirement.

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Article 5: Eliminate Special Exceptions in Recreational District

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

Delete Section 490-303D as follows:

~~D. Exceptions. The Board of Adjustment shall grant the following exceptions in the Recreational District upon finding that the specified conditions exist:~~

- ~~1) The use of land for such commercial activities common to recreation areas, such as public bathing beaches, children's camps, sales and service establishments, boat rental agencies, marinas, boat clubs, picnic grounds and parking areas, if the Board of Adjustment shall find that all other restrictions of this section are met, or a variance or exception therefor granted, and that the land is adapted to such use and either that there is a public need for such use or that the facilities would be enjoyed by a sufficient number of persons in such degree as to outweigh any diminution in value of surrounding properties.~~
- ~~2) Relief from any of the provisions of this section for a specified temporary period of time not to exceed one year, if the Board of Adjustment shall find either:~~
 - ~~• That a public emergency exists or is threatened of so serious a character as to outweigh any diminution of surrounding property values or any fire, health or traffic dangers or any overcrowding of land or of public facilities occasioned by such relief; or~~
 - ~~• That such relief from any of the provisions of this section for such temporary period would be reasonable, necessary, or desirable for the ultimate use or development of land in a permitted or desirable way, and that any temporary disadvantages to surrounding properties resulting from such relief would be outweighed by the advantages available from such ultimate use of the land.~~

Article 6: Add New Sections to Floodplain Development Ordinance

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

Add New Section to 490-705 as follows:

D. Regulations for floodplain development.

- (8) Special flood hazard areas.
 - (a) In special flood hazard areas, the Town of Salem shall determine the one-hundred-year flood elevation in the following order of precedence according to the data available:

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- (2) In Zone A, the Town of Salem shall obtain, review, and reasonably utilize any one-hundred-year flood elevation data available from federal, state, development proposals submitted to the community (example: subdivision, site approvals, etc.) or other source. *Where a one-hundred-year elevation is not available or not known, the one-hundred-year elevation shall be determined to be at least two feet above the highest adjacent grade.*

E. Floodplain Administrator Duties and Responsibilities

- (1) *The Chief Building Official or his/her designee is hereby appointed to administer and implement these regulations and is referred to herein as the "Floodplain Administrator."*
- (2) *The duties and responsibilities of the Floodplain Administrator shall include, but are not limited to:*
 - (a) *Ensure that permits are obtained for proposed development in a special flood hazard area.*
 - (b) *Review all permit applications for completeness and accuracy, and coordinate with applicant for corrections or further documentation, as needed.*
 - (c) *Interpret the special flood hazard area and floodway boundaries and determine whether a proposed development is located in a special flood hazard area, and if so, whether it is also located in a floodway.*
 - (d) *Provide available flood zone and base flood elevation information pertinent to the proposed development.*
 - (e) *Make the determination as to whether a structure will be substantially improved or has incurred substantial damage as defined in this Ordinance and enforce the provisions of this Ordinance for any structure determined to be substantially improved or substantially damaged.*
 - (f) *Issue or deny a permit based on review of the permit application and any required accompanying documentation.*
 - (g) *Ensure prior to any alteration or relocation of a watercourse that the required submittal and notification requirements in this Ordinance are met.*
 - (h) *Review all required as-built documentation and other documentation submitted by the applicant for completeness and accuracy and verify that all permit conditions have been completed in compliance with this Ordinance.*

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- (i) Notify the applicant in writing of either compliance or non-compliance with the provisions of this Ordinance.*
- (j) Ensure the administrative and enforcement procedures detailed in RSA 676 are followed for any violations of this Ordinance.*
- (k) Submit to FEMA, or require applicants to submit to FEMA, data and information necessary to maintain FIRMs, including hydrologic and hydraulic engineering analyses prepared by or for the Town, within six months after such data and information becomes available if the analyses indicate changes in base flood elevations, special flood hazard area and/or floodway boundaries.*
- (l) Maintain and permanently keep and make available for public inspection all records that are necessary for the administration of these regulations, including: local permit documents, flood zone and base flood elevation determinations, substantial improvement and damage determinations, variance and enforcement documentation, and as-built elevation and dry floodproofing data for structures subject to this Ordinance.*
- (m) Delegate duties and responsibilities set forth in these regulations to qualified technical personnel, inspectors, or other community officials as needed.*

F. Substantial Improvement and Damage Determinations

- (1) For all development in a special flood hazard area that proposes to improve an existing structure, including alterations, movement, enlargement, replacement, repair, additions, rehabilitations, renovations, repairs of damage from any origin (such as, but not limited to flood, fire, wind or snow) and any other improvement of or work on such structure including within its existing footprint, the Floodplain Administrator, in coordination with any other applicable community official(s), shall be responsible for the following:*
 - (a) Review description of proposed work submitted by the applicant.*
 - (b) Use the community's current assessed value of the structure (excluding the land) to determine the market value of the structure prior to the start of the initial repair or improvement, or in the case of damage, the market value prior to the damage occurring. If the applicant disagrees with the use of the community's assessed value of the structure, the applicant is responsible for engaging a licensed property appraiser to submit a comparable property appraisal for the total market value of only the structure.*
 - (c) Review cost estimates of the proposed work including donated or discounted materials and owner and volunteer labor submitted by the applicant. Determine if the costs are reasonable for the proposed work, or use other acceptable methods, such as those prepared by licensed contractors or professional construction cost estimators and from building valuation tables, to estimate the costs.*

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- (d) *Determine if the proposed work constitutes substantial improvement or repair of substantial damage as defined in this Ordinance.*
- (e) *Notify the applicant in writing of the result of the substantial improvement or damage determination. If the determination is that the work constitutes substantial improvement or substantial damage, the written documentation shall state that full compliance with the provisions of this Ordinance is required.*
- (f) *Repair, alteration, additions, rehabilitation, or other improvements of historic structures shall not be subject to the elevation and dry floodproofing requirements of this Ordinance if the proposed work will not affect the structure's designation as a historic structure. The documentation of a structure's continued eligibility and designation as a historic structure shall be required by the Floodplain Administrator in approving this exemption.*

Article 7: Add New Sections to Sign Ordinance

To see if the Town will vote to adopt Amendment #5, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Add New Sections to 490-702 as follows:

- E. Prohibited signs and materials. The following types of signs are expressly prohibited in all districts unless otherwise provided for in this section:
 - (1) Animated, moving, flashing, and intensely lighted signs and signs that emit audible sound, noise, or visible matter. This includes scrolling, flashing, or repeating messages, images or displays. Electronic reader boards and electronic changeable copy signs are prohibited, except that the Planning Board may grant a conditional use permit under § 490-702H for static electronic price-change signs for gas stations *and digital screens along drive-through lanes.*
- I. *No discrimination against non-commercial signs or speech. The owner of any sign which is otherwise allowed under this section may substitute non-commercial copy in lieu of any other commercial or non-commercial copy. This substitution of copy may be made without any additional approval or permitting. The purpose of this provision is to prevent any inadvertent favoring of commercial speech over non-commercial speech or favoring of any particular non-commercial message over any other non-commercial message. This provision prevails over any more specific provision to the contrary. This provision does not create a right to increase the total amount of signage on a parcel or allow the substitution of an off-site commercial message in place of an on-site commercial message.*
- J. *Severability Clause. The invalidity of any section or provision of this chapter shall not invalidate any other section or provision thereof.*

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BONDS AND OTHER ARTICLES

Article 8: Former Wastewater Treatment Facility Remediation - Bond \$6,750,000

Shall the Town vote to raise and appropriate the sum of Six Million Seven Hundred Fifty Thousand Dollars (\$6,750,000) for the soil and groundwater remediation (with Engineering Oversight/Remedial Compliance-Completion Testing) of the former Wastewater Treatment Facility (WWTF), and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than Six Million Seven Hundred Fifty Thousand Dollars (\$6,750,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote.

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This project involves remediation of contaminated soils and groundwater located at the site of the former Wastewater Treatment Facility. The site has an ongoing groundwater monitoring permit with New Hampshire Department of Environmental services (NHDES) for detection of potential migrating Volatile Organic Compounds (VOCs) that were discovered during the spring of 1986 with the construction of the new sewer interceptor which sends the Town's wastewater to Greater Lawrence Sanitary District. Analytical testing indicated that a certain area of the property contained high concentrations of trichloroethene (TCE) and various other VOCs. Extensive sampling/monitoring has been conducted and confirms that the site contamination has not migrated to other areas of the site, nor has it migrated off site. The Town, with assistance from engineering consultants and vendors, has developed a Remedial Action Plan (RAP) to remediate soil and groundwater contamination in the dense non-aqueous phase liquid (DNAPL) source area using in-situ thermal remediation technology. The site cannot be used and redeveloped until such time that remediation is complete.

Originator: Board of Selectmen
Funding Source: 80% Sewer Fund/20% General Fund
Rate Impact: \$0.000

Article 9: Land Acquisition - Bond \$4,800,000

Shall the Town vote to raise and appropriate the sum of Four Million Eight Hundred Thousand Dollars (\$4,800,000) for the purpose of purchasing land for future municipal purposes identified as Tax Map 115, Lot 7768, 28 Keewaydin Drive, consisting of 47.15 acres and abutting property identified as Tax Map 115, Lot 7771, 58 Lowell Road, consisting of 4.15 acres, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than Four Million Eight Hundred Thousand Dollars (\$4,800,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State, or other Aid or

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other revenue source including public safety impact fees that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote.

Recommendations: Board of Selectmen: With Budget Committee: With

Background: The location and size of the combined properties provides the Town with the opportunity to address a number of municipal needs via this land purchase. These needs include the construction of a West Side Fire & EMS Station, a new Police Headquarters facility, Additional Parking in close proximity to Hedgehog Park, as well as the addition of passive recreation.

The ability to construct a new Fire Station at this location would enable the Town to service approximately 1,800 homes, businesses, commercial and industrial property, which equates to \$1.2 Billion of assessed value; improved health and safety for visitors and employees; better protect our significant financial investment in apparatus and specialized equipment currently stored out in the elements; and improve overall Fire Department efficiency. This new Station will improve fire and emergency medical response times for the west-side of the Community.

Anticipated impact for the first-year bond payment is \$0.044 on the tax rate.

Originator: Board of Selectmen

Funding Source: Property Tax, Public Safety Impact Fees

Rate Impact: \$0.000

Article 10: Bridge Street Bridge Construction – Bond \$1.00

Shall the Town vote to raise and appropriate the sum of One Dollar (\$1.00) for construction and construction engineering for the replacement of the Bridge Street Bridge over Spicket River NHDOT Bridge No. 115/097, a Town-owned and maintained bridge with critical deficiencies and limited loading capacity, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Dollar (\$1.00) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote.

Recommendations: Board of Selectmen: With Budget Committee: With

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Background: This project will involve the reconstruction of the Bridge Street Bridge which was built in 1900. The bridge widened in 1959 and carries an annual average daily traffic of 5,776 vehicles per day. The deck, superstructure and substructure are in poor condition, or rating of 4 based on the National Bridge Inspection Standards. Condition ratings range from 9 to 0, where 9 is the best rating possible (“excellent condition”) and 0 is the worst rating possible (“failed condition”). Based on data from the latest NHDOT inspection the Town’s bridge consultant has calculated that the bridge will likely be in serious condition and will need further posting. A lower load posting may not allow school buses, fire trucks, ambulances or even snow plowing trucks to cross the bridge. When bridges get to that condition, it is not much longer that bridge closure may be recommended by NHDOT. At this time funding assistance from NHDOT would not be available until such time monies are made available.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.000

Article 11: Various Town Vehicles Lease/Purchase

\$1,932,227

Shall the Town vote to authorize the Board of Selectmen to enter into long-term/purchase agreements payable over a term of 36 months in the amount of One Million Nine Hundred Thirty-Two Thousand Two Hundred Twenty-Seven Dollars (\$1,932,227) for the purchase/lease of an ambulance and a paramedic vehicle for the Fire Department, front line vehicles for the Police Department, a large dump truck, a small dump truck, a front-line utility truck, a 4x4 pickup vehicle, a tree brush chipper, a large six-wheel multipurpose truck for the Municipal Services Department, and related equipment and to raise and appropriate the sum of Six Hundred Seventy-Eight Thousand Three Hundred Ten Dollars (\$678,310) for the first year’s payment? Requires a 3/5 Ballot Vote.

Recommendations: Board of Selectmen: With

Budget Committee: Without

Background: This warrant article seeks funding to enter into a long-term lease/purchase to obtain a new ambulance and paramedic vehicle for the Fire Department; front line vehicles for the Police Department; and a large dump truck, a small dump truck, a front-line utility truck, a 4x4 pickup vehicle, a tree brush chipper, and a large six-wheel multipurpose truck for the Municipal Services Department.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.105

Article 12: 2022 Operating Budget

\$57,448,144

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$57,448,144? (\$5,000,000 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$54,190,981, which is the same as last year, with certain adjustments required by previous action of the town or by law.

Recommendations: Board of Selectmen: With

Budget Committee: With

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

<i>Originator:</i>	<i>Board of Selectmen</i>		
<i>Funding Source:</i>	<i>Property Tax</i>	<i>Water Rate</i>	<i>Sewer Rate</i>
<i>Rate Impact:</i>	<i>\$4.308</i>	<i>\$3.75</i>	<i>\$4.95</i>

Article 13: 2022 Road Construction and Engineering Program \$4,500,000

Shall the Town vote to raise and appropriate the sum of Four Million Five Hundred Thousand Dollars (\$4,500,000) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, drainage, and engineering of roads as outlined in the 10-year road program.

Recommendations: Board of Selectmen: With Budget Committee: Without

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

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

Road Reconstruction:

*Northwestern Drive - Commercial Drive to Industrial Way
Bannister Road - School Street to Lou Avenue
Corinthian Drive - North Main Street to Cul-De-Sac Loop
Tilton Terrace – Independence Drive to Cul-De-Sac Loop
Settlers Lane – North Main Street to Cul-De-Sac Loop
Wilson Street - Henry Taylor Street to Dead End
Gillis Terrace - North Main Street to Dead End*

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Road Maintenance (Mill/Overlay):

South Broadway (Segment 4)

720' north of Cluff Crossing Road (Staples Entrance) to 50' north of Cluff Crossing Road

Pleasant Street – 200' South of Main Street to South Policy Street

Ivan Gile Road – Shepard Avenue to Cul-De-Sac Loop

Elizabeth Lane - Gordon Avenue to Cul-De-Sac

Erin Lane – Liberty Street to Cul-De-Sac

Meghan Circle – Erin Lane to Cul-De-Sac

Wesley Lane – Wheeler Avenue to Cul-De-Sac

Webb Street – Merrill Avenue to Dead End

Westerdale Avenue – Town Farm Road to McLaughlin Avenue

Oak Avenue - Town Farm Road to McLaughlin Avenue

Kenthill Avenue – North Main Street to Dead End

Ellsmere Avenue – Cul-De-Sac to Dawson Avenue

Ballard Lane – Hampstead Road to Cul-De-Sac Loop

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.696

Article 14: OPEB Trust Fund

\$50,000

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

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This article provides funding for a trust fund for other post-employment benefits other than pension. Credit rating agencies as well as the auditors want to see that the Town annually funds an OPEB trust fund. Regularly funding an OPEB trust will help maintain the Town's AAA credit rating as well as reduce the liability on the Town's financial statements. The money in the account can only be used as allowed by RSA Chapter 31:19-c. This fund will allow the Town to earn interest to help pay for future obligations.

Originator: Board of Selectmen

Funding Source: Property Tax, Water/Sewer Fund

Rate Impact: \$0.005

Article 15: Town Facility Maintenance & Improvement Capital Reserve Fund

\$100,000

Shall the Town vote to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) to be placed in the Town Facility Maintenance and Improvement Capital Reserve Fund previously established in 2021 for the purpose of future repairs, improvements, and/or replacement for all municipal facilities?

Recommendations: Board of Selectmen: With Budget Committee: Without

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

*Originator: Board of Selectmen
Funding Source: Property Tax
Rate Impact: \$0.016*

Article 16: Change Elderly Exemption Threshold

Shall the Town vote to modify the elderly exemption from property tax in the Town of Salem under RSA 72:39-a, based on assessed value, for qualified taxpayers, to be as follows: for a person 65 years of age up to 75 years \$120,000; for a person 75 years of age up to 80 years \$180,000; for a person 80 years of age or older \$245,000? To qualify, the person must have been a New Hampshire resident for at least three (3) years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least five (5) years. In addition, the taxpayer must have a net income of not more than \$41,000 or, if married, a combined net income of less than \$55,000; and own net assets not in excess of \$140,000 excluding the value of the person's residence.

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: This action is required of the Town Meeting in order to update the exemption amounts. The last time the exemption amounts were updated was 2020. The income and asset limits changes proposed are based on adjusting the 2020 limits by the annual cost of living adjustment.

<u>Exemption</u>	<u>Present</u>	<u>Proposed</u>
65-75 years of age	\$82,000	\$120,000
75-80 years of age	\$122,900	\$180,000
80 & over	\$163,800	\$245,000

<u>Income</u>	<u>Present</u>	<u>Proposed</u>
Single Person	\$36,150	\$41,000
Married Person	\$48,200	\$55,000
Net Assets	\$72,400	\$140,000

*Originator: Board of Selectmen
Funding Source: Property Tax
Rate Impact: Unknown*

2022 TOWN MEETING WARRANT & VOTERS GUIDE

Article 17: Change Disabled Exemption Threshold

Shall the Town vote to modify the disabled exemption on the principal place of abode of a disabled person in the amount of \$120,000, in accordance with RSA 72:37-b? No exemption shall be allowed unless the person applying for such exemption has, in the calendar year preceding April 1, a net income from all sources of less than \$41,000 for a single person, or less than \$55,000 for married persons. Further, no exemption shall be allowed where net assets, excluding the actual residence, are in excess of \$140,000. All applicants for the exemption must have been a New Hampshire resident for at least five (5) years.

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: This action is required of the Town Meeting in order to update the exemption amounts. The last time the exemption amounts were updated was 2020. The income and asset limits changes proposed are based on adjusting the 2020 limits by the annual cost of living adjustment.

<u>Income</u>	<u>Present</u>	<u>Proposed</u>
Single Person	\$36,150	\$41,000
Married Person	\$48,200	\$55,000
Net Assets	\$72,400	\$140,000

In order to qualify for the disabled exemption, the applicant must be eligible under Title II or Title XVI of the federal Social Security Act for benefits to the disabled. The applicant must provide proof of eligibility (letter from Social Security) or receiving Title II or Title XVI Social Security benefits (Disability). An applicant may also submit for consideration an affidavit from a physician licensed in New Hampshire that attests to the fact that the person continues to meet the criteria for disability that are used under Title II or Title XVI of the federal Social Security Act.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: Unknown

Article 18: Change Blind Exemption Threshold

Shall the Town vote to modify the blind exemption from property tax in the Town of Salem under RSA 72:37, based on assessed value, for qualified taxpayers, to be as follows: A property owner who is legally blind as determined by the Department of Education, Bureau of Services for Blind and Visually Impaired, shall be exempt each year on the assessed value, for the property tax purposes, of his/her residential real estate to the value of \$130,000? To qualify, the person must have a certification letter from blind services of the Department of Education, Bureau of Services for Blind and Visually Impaired.

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: This action is required of the Town Meeting in order to update the exemption amounts. The last time the exemption amounts were updated 2006.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: Unknown

2022 TOWN MEETING WARRANT & VOTERS GUIDE

Article 19: Salem Police Employees Association (SPEA) Collective Bargaining Agreement

\$268,940

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

Fiscal Year	Estimated Increase/Decrease	Explanation
2022	\$ 268,940	4% salary adjustment April 1, 2022 Changes to Disability Retirement Changes to Discipline Procedure
2023	\$ 404,136	4% salary adjustment April 1, 2023
2024	\$ 351,380	4% salary adjustment April 1, 2024
2025	\$ 365,202	4% salary adjustment April 1, 2025
2026	\$ 379,435	4% salary adjustment April 1, 2026
Total	\$1,769,093	

and further to raise and appropriate the sum of Two Hundred Sixty-Eight Thousand Nine Hundred Forty Dollars (\$268,940), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Recommendations: Board of Selectmen: With Budget Committee: With

Background: There are 64 members in this collective bargaining unit. This is the first year of a five (5) year contract. If this article is adopted by the voters, the Town's 2022 Operating Budget will increase by \$268,940. The members of this union have agreed to language changes to various articles in the collective bargaining agreement.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.042

Article 20: Salem Administrative and Technical Employees Union (SEA) Collective Bargaining Agreement

\$83,760

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

Fiscal Year	Estimated Increase/Decrease	Explanation
2022	\$ 83,760	2.5% salary adjustment April 1, 2022 Multiple language changes in several articles
2023	\$119,631	2.5% salary adjustment April 1, 2023
2024	\$ 80,338	2.5% salary adjustment April 1, 2024
2025	\$ 80,193	2.5% salary adjustment April 1, 2025
2026	\$ 86,010	2.5% salary adjustment April 1, 2026
Total	\$449,932	

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and further to raise and appropriate the sum of Eighty-Three Thousand Seven Hundred Sixty Dollars (\$83,760), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Recommendations: Board of Selectmen: With Budget Committee: With

Background: There are 36 full-time members and 8 part-time members in this collective bargaining unit. This is the first year of a five (5) year contract. If this article is adopted by the voters, the Town's 2022 Operating Budget will be increased by \$83,760. The members of this union have agreed to language changes to various articles in the collective bargaining agreement.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.013

Article 21: Salem Public Administrators Association Union (SPAA) \$74,612 **Collective Bargaining Agreement**

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

Fiscal year	Estimated Increase/Decrease	Explanation
2022	\$ 74,612	2.5% salary adjustment April 1, 2022 Multiple language changes in several articles
2023	\$108,256	2.5% salary adjustment April 1, 2023
2024	\$ 89,302	2.5% salary adjustment April 1, 2024
2025	<u>\$ 90,499</u>	2.5% salary adjustment April 1, 2025
Total	\$362,669	

and further to raise and appropriate the sum of Seventy-Four Thousand Six Hundred Twelve Dollars (\$74,612), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Recommendations: Board of Selectmen: With Budget Committee: With

Background: There are 23 full-time members in this collective bargaining unit. This is the first year of a four (4) year contract. If this article is adopted by the voters, the Town's 2022 Operating Budget will be increased by \$74,612. The members of this union have agreed to language changes to various articles in the collective bargaining agreement.

Originator: Board of Selectmen

Funding Source: Property Tax

Rate Impact: \$0.009

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Article 22: Fund Special Election to Elect Charter Commission

\$9,075

Shall the Town vote to raise and appropriate the sum of Nine Thousand Seventy-Five Dollars (\$9,075) for the purpose of funding the costs to hold a special election to elect a Charter Commission to be held in accordance with RSA 49-B:4. Funding for this purpose is contingent upon Article 2 passing authorizing the election of a Charter Commission.

Recommendations: Board of Selectmen: With Budget Committee: With

Background: The Town received a citizen petition to establish a charter commission. If article 2 is passed by the voters, the Town is required to hold a special election to elect charter commission members. The amount to be raised represents the estimated cost to hold the special election along with all other costs including legal fees, publication costs, etc.

Originator: Board of Selectmen

Funding Source: Property Tax (If Charter Commission Article Passes)

Rate Impact: \$0.001

Article 23: Authorize the Sale of Town Property

Shall the Town vote to authorize the Board of Selectmen to sell property located on SARL Drive – formerly 346 South Broadway (former Wastewater Treatment Facility parcel) known as Map 143, Lot 9475, on such terms and conditions as the Board of Selectmen determine are in the best interests of the Town, including but not limited to, receiving proposals, bids or other revenue sources and acquiring or conveying whole or partial interests in real property necessary to complete this work, such authority to transfer or sell shall continue to be in effect indefinitely, until rescinded, and the funds from any transfers or sales to be deposited 80% into the Sewer Fund and 20% to be deposited into the General Fund?

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: The 32-acre parcel is the site of the former Wastewater Treatment Facility and is currently under an environmental/groundwater management permit: NHDES #198405033, Hazardous Waste Project #00091. The Town has identified areas of soil/groundwater contamination and has advanced a Remedial Action Plan notwithstanding all physical structures have been demolished and abated. It is the intention of the Town, through the Board of Selectmen, to sell the parcel, as a whole, or subdivided, with the funds from the sale of the property to be deposited 80% into the Sewer Fund and 20% into the General Fund.

Originator: Board of Selectmen

Funding Source: No funding requested

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Article 24: Land Conveyance – Salem School District

Shall the Town vote to authorize the Board of Selectmen to take all steps necessary to effectuate the conveyance of all portions of the parcel of land identified as Tax Map 90, Lot 1441 to the Salem School District?

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: The purpose of this article is to convey property to the School District that was never properly recorded at the Registry of Deeds following a 1949 and 1958 Town Meeting vote authorizing the transfer of the property from the Town to the School District. The discrepancy was found during the reconstruction of the Woodbury School while conducting a title search to grant an easement to Liberty Utilities to install a utility pole on the property. To correct the discrepancy, the Town's legal counsel has recommended the legislative body (the voters) formally vote on the land conveyance so the deed can be properly recorded at the Registry of Deeds.

Originator: Board of Selectmen

Funding Source: No Funding Requested

Article 25: By Petition: Fund Kelley Library Employees' Economic Benefits \$19,403

By Petition: Shall the Town vote to raise and appropriate a sum of Nineteen Thousand Four Hundred Three Dollars (\$19,403) being a 2.5% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost-of-living increase determined for other similar municipal employees?

Recommendations: Board of Selectmen: With Budget Committee: With

Originator: Petitioners

Funding Source: Property Tax

Rate Impact: \$0.003

Article 26: By Petition: Discontinue the Land Acquisition Trust Fund

By Petition: Shall the Town vote to discontinue the Land Acquisition Trust Fund created in 2001? Said funds, and accumulated interest to date of withdrawal, are to be transferred to the municipality's general fund.

Recommendations: Board of Selectmen: With Budget Committee: N/A

Background: This petition seeks to release funds that were set aside for Kelley Library expansion from this trust fund (approximately \$110,070) to the general fund.

Originator: Petitioners

Funding Source: No funding Requested

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Article 27: By Petition: Funding to be added to the Library Building Capital Reserve Fund **\$110,070**

By Petition: Shall the Town vote to raise and appropriate the sum of One Hundred Ten Thousand Seventy Dollars (\$110,070) to be added to the Library Building Capital Reserve Fund previously established?

Recommendations: Board of Selectmen: With Budget Committee: Without

Background: This petition seeks funding for the capital improvements needs of the library.

Originator: Petitioners

Funding Source: Property Tax

Rate Impact: \$0.017

Article 28: By Petition: Funding for Comprehensive Updating the Town's 2001 Master Plan **\$150,000**

By Petition: Shall the Town vote to raise and appropriate the sum of One Hundred Fifty Thousand (\$150,000) for the purpose of comprehensively updating the Town's 2001 Master Plan.

Recommendations: Board of Selectmen: Without Budget Committee: Without

Originator: Petitioners

Funding Source: Property Tax

Rate Impact: \$0.023

Article 29: By Petition – Require Hand Counting of Ballots

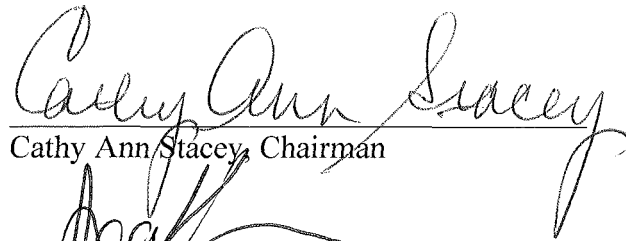
By Petition: Shall the following provisions pertaining to elections be adopted? All voting shall be by paper ballot and all ballots shall be hand counted only, rather than by use of optical scanning or any other types of programmable electronic counting devices. This shall also constitute an application for RSA 656:40, stating ballot counting machines were adopted on a trial basis so we wish to return to manual hand counting by citizens.

Recommendations: Board of Selectmen: Without Budget Committee: N/A


Background: This petition was sent to the Town Clerk via e-mail on Tuesday, January 11, 2022 in the late afternoon. The passage of this article will require additional funding to review and count ballots following an election.

Originator: Petitioners

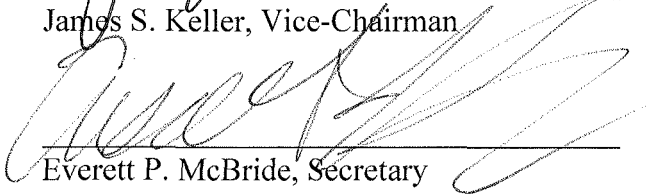
**GIVEN UNDER OUR HANDS AND SEAL THIS THIRTY-FIRST (31ST) DAY OF
JANUARY, 2022.**



Cathy Ann Stacey, Chairman



James S. Keller, Vice-Chairman



Everett P. McBride, Secretary



Michael J. Lyons, Selectman



Robert F. Bryant, Selectman



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Proposed Budget

Salem

For the period beginning January 1, 2022 and ending December 31, 2022

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

This form was posted with the warrant on: January 31, 2022

BUDGET COMMITTEE CERTIFICATION

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

Name	Position	Signature
Steven Goddu	Chairman	 7328F43BE74D47C...
Peter Edgerly	Vice-Chairman	 DocuSigned by:
Jeffrey Boyer	Secretary	 255FAEB56834E8...
Donna Loranger	Member	FS95D5C8C9E449...
D. J. Bettencourt	Member	
Tanya Donnelly	Member	 C0777848429548C...
Sean Lewis	Member	 DocuSigned by:
James S. Keller	Selectmen Representative	 9622F37F5D154D1...
Bernard H. Campbell	School Board Representative	

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

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



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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2021	Appropriations for period ending 12/31/2021	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
General Government								
0000-0000	Collective Bargaining		\$0	\$0	\$0	\$0	\$0	\$0
4130-4139	Executive	12	\$549,562	\$639,924	\$666,557	\$0	\$649,501	\$17,056
4140-4149	Election, Registration, and Vital Statistics	12	\$250,559	\$253,328	\$289,855	\$0	\$289,855	\$0
4150-4151	Financial Administration	12	\$2,277,429	\$2,534,442	\$2,857,938	\$0	\$2,846,938	\$11,000
4152	Revaluation of Property		\$149,100	\$275,000	\$0	\$0	\$0	\$0
4153	Legal Expense	12	\$139,906	\$148,700	\$158,700	\$0	\$158,700	\$0
4155-4159	Personnel Administration	12	\$1,782,457	\$1,868,356	\$1,885,966	\$0	\$1,856,724	\$29,242
4191-4193	Planning and Zoning	12	\$609,294	\$611,359	\$668,140	\$0	\$668,140	\$0
4194	General Government Buildings	12	\$208,797	\$192,503	\$232,392	\$0	\$227,392	\$5,000
4195	Cemeteries	12	\$602,790	\$571,099	\$602,500	\$0	\$602,500	\$0
4196	Insurance	12	\$428,193	\$412,153	\$453,606	\$0	\$453,606	\$0
4197	Advertising and Regional Association		\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	12	\$517,415	\$688,664	\$758,679	\$0	\$758,679	\$0
General Government Subtotal			\$7,515,502	\$8,195,528	\$8,574,333	\$0	\$8,512,035	\$62,298
Public Safety								
4210-4214	Police	12	\$11,150,697	\$12,496,599	\$13,080,931	\$0	\$13,080,931	\$0
4215-4219	Ambulance		\$0	\$0	\$0	\$0	\$0	\$0
4220-4229	Fire	12	\$13,470,757	\$13,727,702	\$14,382,631	\$0	\$14,382,631	\$0
4240-4249	Building Inspection	12	\$752,947	\$895,720	\$925,272	\$0	\$925,272	\$0
4290-4298	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0
4299	Other (Including Communications)		\$0	\$0	\$0	\$0	\$0	\$0
Public Safety Subtotal			\$25,374,401	\$27,120,021	\$28,388,834	\$0	\$28,388,834	\$0
Airport/Aviation Center								
4301-4309	Airport Operations		\$0	\$0	\$0	\$0	\$0	\$0
Airport/Aviation Center Subtotal			\$0	\$0	\$0	\$0	\$0	\$0



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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2021	Appropriations for period ending 12/31/2021	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
Highways and Streets								
4311	Administration	12	\$414,825	\$519,650	\$545,051	\$0	\$545,051	\$0
4312	Highways and Streets	12	\$2,626,953	\$2,988,801	\$3,079,193	\$0	\$3,079,193	\$0
4313	Bridges		\$0	\$0	\$0	\$0	\$0	\$0
4316	Street Lighting	12	\$601,208	\$606,693	\$606,693	\$0	\$606,693	\$0
4319	Other		\$0	\$0	\$0	\$0	\$0	\$0
Highways and Streets Subtotal			\$3,642,986	\$4,115,144	\$4,230,937	\$0	\$4,230,937	\$0
Sanitation								
4321	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	12	\$1,062,134	\$1,037,318	\$1,131,860	\$0	\$1,131,860	\$0
4325	Solid Waste Cleanup		\$0	\$0	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal		\$0	\$0	\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0	\$0	\$0
Sanitation Subtotal			\$1,062,134	\$1,037,318	\$1,131,860	\$0	\$1,131,860	\$0
Water Distribution and Treatment								
4331	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4332	Water Services		\$0	\$0	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other		\$0	\$0	\$0	\$0	\$0	\$0
Water Distribution and Treatment Subtotal			\$0	\$0	\$0	\$0	\$0	\$0
Electric								
4351-4352	Administration and Generation		\$0	\$0	\$0	\$0	\$0	\$0
4353	Purchase Costs		\$0	\$0	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance		\$0	\$0	\$0	\$0	\$0	\$0
4359	Other Electric Costs		\$0	\$0	\$0	\$0	\$0	\$0
Electric Subtotal			\$0	\$0	\$0	\$0	\$0	\$0



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Account	Purpose	Article	Actual Expenditures for period ending 12/31/2021	Appropriations for period ending 12/31/2021	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
Health								
4411	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4414	Pest Control	12	\$23,007	\$101,005	\$104,736	\$0	\$104,736	\$0
4415-4419	Health Agencies, Hospitals, and Other		\$0	\$0	\$0	\$0	\$0	\$0
Health Subtotal			\$23,007	\$101,005	\$104,736	\$0	\$104,736	\$0
Welfare								
4441-4442	Administration and Direct Assistance	12	\$127,762	\$167,649	\$167,309	\$0	\$167,309	\$0
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	12	\$105,750	\$113,500	\$105,500	\$0	\$105,500	\$0
Welfare Subtotal			\$233,512	\$281,149	\$272,809	\$0	\$272,809	\$0
Culture and Recreation								
4520-4529	Parks and Recreation	12	\$448,791	\$608,287	\$6,833,780	\$0	\$693,780	\$0
4550-4559	Library	12	\$1,288,532	\$1,611,948	\$1,622,760	\$0	\$1,622,760	\$0
4583	Patriotic Purposes	12	\$11,420	\$23,250	\$12,600	\$0	\$12,600	\$0
4589	Other Culture and Recreation		\$49,911	\$42,616	\$0	\$0	\$0	\$0
Culture and Recreation Subtotal			\$1,798,654	\$2,286,101	\$8,469,140	\$0	\$2,329,140	\$0
Conservation and Development								
4611-4612	Administration and Purchasing of Natural Resources		\$0	\$0	\$0	\$0	\$0	\$0
4619	Other Conservation		\$0	\$0	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing		\$0	\$0	\$0	\$0	\$0	\$0
4651-4659	Economic Development		\$0	\$0	\$0	\$0	\$0	\$0
Conservation and Development Subtotal			\$0	\$0	\$0	\$0	\$0	\$0



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Account	Purpose	Article	Actual Expenditures for period ending 12/31/2021	Appropriations for period ending 12/31/2021	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
Debt Service								
4711	Long Term Bonds and Notes - Principal	12	\$714,497	\$708,500	\$642,020	\$0	\$642,020	\$0
4721	Long Term Bonds and Notes - Interest	12	\$157,963	\$216,515	\$144,023	\$0	\$144,023	\$0
4723	Tax Anticipation Notes - Interest	12	\$0	\$1	\$1	\$0	\$1	\$0
4790-4799	Other Debt Service	12	\$250	\$50,250	\$50,250	\$0	\$50,250	\$0
Debt Service Subtotal			\$872,710	\$975,266	\$836,294	\$0	\$836,294	\$0
Capital Outlay								
4901	Land		\$0	\$0	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	12	\$953,957	\$1,135,948	\$1,004,345	\$0	\$1,004,345	\$0
4903	Buildings	12	\$96,732	\$125,000	\$635,493	\$0	\$635,493	\$0
4909	Improvements Other than Buildings	12	\$154,677	\$225,000	\$685,000	\$0	\$685,000	\$0
Capital Outlay Subtotal			\$1,205,366	\$1,485,948	\$2,324,838	\$0	\$2,324,838	\$0
Operating Transfers Out								
4912	To Special Revenue Fund		\$0	\$0	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund		\$0	\$0	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport		\$0	\$0	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric		\$0	\$0	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other		\$0	\$0	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	12	\$3,082,116	\$3,201,337	\$3,401,936	\$0	\$3,401,936	\$0
4914W	To Proprietary Fund - Water	12	\$4,194,870	\$5,618,657	\$5,914,725	\$0	\$5,914,725	\$0
4918	To Non-Expendable Trust Funds		\$0	\$0	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds		\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers Out Subtotal			\$7,276,986	\$8,819,994	\$9,316,661	\$0	\$9,316,661	\$0
Total Operating Budget Appropriations				\$63,650,442	\$0	\$57,448,144		\$62,298



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Special Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2022 (Recommended) (Not Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Recommended) (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended) (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended) (Not Recommended)
4915	To Capital Reserve Fund		\$0	\$0	\$0	\$0
4916	To Expendable Trust Fund		\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds		\$0	\$0	\$0	\$0
4140-4149	Election, Registration, and Vital Statistics	22	\$9,075	\$0	\$9,075	\$0
Purpose: Fund Special Election to Elect Charter Commission						
4191-4193	Planning and Zoning	28	\$0	\$150,000	\$0	\$150,000
Purpose: BY PETITION: Funding for Comprehensive Updating t						
4550-4559	Library	25	\$19,403	\$0	\$19,403	\$0
Purpose: BY PETITION: Fund Kelley Library Employees' Econom						
4901	Land	09	\$4,800,000	\$0	\$4,800,000	\$0
Purpose: Land Acquisition						
4902	Machinery, Vehicles, and Equipment	11	\$678,310	\$0	\$0	\$678,310
Purpose: Various Town Vehicles Lease/Purchase						
4909	Improvements Other than Buildings	08	\$1,350,000	\$0	\$1,350,000	\$0
Purpose: Former Wastewater Treatment Facility Remediation -						
4909	Improvements Other than Buildings	10	\$4,100,000	\$0	\$4,100,000	\$0
Purpose: Bridge Street Bridge Construction						
4914S	To Proprietary Fund - Sewer	08	\$5,400,000	\$0	\$5,400,000	\$0
Purpose: Former Wastewater Treatment Facility Remediation -						
4915	To Capital Reserve Fund	13	\$4,500,000	\$0	\$0	\$4,500,000
Purpose: 2021 Road Construction and Engineering Program						
4915	To Capital Reserve Fund	15	\$100,000	\$0	\$0	\$100,000
Purpose: Town Facility Maintenance & Improvement Capital Re						
4915	To Capital Reserve Fund	26	\$110,070	\$0	\$0	\$110,070
Purpose: BY PETITION: Funding to be added to the Library B						
4916	To Expendable Trusts/Fiduciary Funds	14	\$50,000	\$0	\$50,000	\$0
Purpose: OPEB Trust Fund						
Total Proposed Special Articles			\$21,116,858	\$150,000	\$15,728,478	\$5,538,380



New Hampshire
Department of
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Special Warrant Articles

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Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
4140-4149	Election, Registration, and Vital Statistics	20	\$968	\$0	\$968	\$0
Purpose: Salem Administrative and Technical Employees Union						
4150-4151	Financial Administration	20	\$32,390	\$0	\$32,390	\$0
Purpose: Salem Administrative and Technical Employees Union						
4150-4151	Financial Administration	21	\$2,502	\$0	\$2,502	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4191-4193	Planning and Zoning	20	\$8,242	\$0	\$8,242	\$0
Purpose: Salem Administrative and Technical Employees Union						
4191-4193	Planning and Zoning	21	\$2,361	\$0	\$2,361	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4199	Other General Government	21	\$10,066	\$0	\$10,066	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4210-4214	Police	20	\$16,380	\$0	\$16,380	\$0
Purpose: Salem Administrative and Technical Employees Union						
4210-4214	Police	21	\$28,275	\$0	\$28,275	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4210-4214	Police	19	\$268,940	\$0	\$268,940	\$0
Purpose: Salem Police Employees Association (SPEA) Collecti						
4220-4229	Fire	20	\$1,046	\$0	\$1,046	\$0
Purpose: Salem Administrative and Technical Employees Union						
4220-4229	Fire	21	\$6,351	\$0	\$6,351	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4240-4249	Building Inspection	20	\$10,667	\$0	\$10,667	\$0
Purpose: Salem Administrative and Technical Employees Union						
4240-4249	Building Inspection	21	\$2,475	\$0	\$2,475	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4311	Administration	20	\$1,408	\$0	\$1,408	\$0
Purpose: Salem Administrative and Technical Employees Union						



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Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2022 (Recommended)	Selectmen's Appropriations for period ending 12/31/2022 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2022 (Not Recommended)
4311	Administration	21	\$2,101	\$0	\$2,101	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4441-4442	Administration and Direct Assistance	21	\$1,899	\$0	\$1,899	\$0
4520-4529	Parks and Recreation	20	\$11,527	\$0	\$11,527	\$0
Purpose: Salem Administrative and Technical Employees Union						
4520-4529	Parks and Recreation	21	\$1,992	\$0	\$1,992	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4912	To Special Revenue Fund	20	\$1,132	\$0	\$1,132	\$0
Purpose: Salem Administrative and Technical Employees Union						
4912	To Special Revenue Fund	21	\$12,207	\$0	\$12,207	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
4914W	To Proprietary Fund - Water	21	\$4,383	\$0	\$4,383	\$0
Purpose: Salem Public Administrators Association Union (SPA)						
Total Proposed Individual Articles			\$427,312	\$0	\$427,312	\$0



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Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2021	Selectmen's Estimated Revenues for period ending 12/31/2022	Budget Committee's Estimated Revenues for period ending 12/31/2022
Taxes					
3120	Land Use Change Tax - General Fund		\$0	\$0	\$0
3180	Resident Tax		\$0	\$0	\$0
3185	Yield Tax	12	\$3,050	\$3,500	\$3,500
3186	Payment in Lieu of Taxes	12	\$60,375	\$70,000	\$70,000
3187	Excavation Tax		\$0	\$0	\$0
3189	Other Taxes	12	\$30,241	\$25,000	\$25,000
3190	Interest and Penalties on Delinquent Taxes	12	\$262,432	\$167,500	\$167,500
9991	Inventory Penalties		\$0	\$0	\$0
Taxes Subtotal			\$356,098	\$266,000	\$266,000
Licenses, Permits, and Fees					
3210	Business Licenses and Permits	12	\$55,205	\$49,650	\$49,650
3220	Motor Vehicle Permit Fees	12	\$7,235,359	\$6,600,000	\$7,000,000
3230	Building Permits	12	\$1,829,040	\$1,195,000	\$1,195,000
3290	Other Licenses, Permits, and Fees	12	\$343,881	\$393,450	\$393,450
3311-3319	From Federal Government		\$0	\$0	\$0
Licenses, Permits, and Fees Subtotal			\$9,463,485	\$8,238,100	\$8,638,100
State Sources					
3351	Municipal Aid/Shared Revenues		\$0	\$0	\$0
3352	Meals and Rooms Tax Distribution	12	\$2,256,695	\$1,454,667	\$2,200,000
3353	Highway Block Grant	12	\$651,996	\$523,584	\$523,584
3354	Water Pollution Grant		\$0	\$0	\$0
3355	Housing and Community Development		\$0	\$0	\$0
3356	State and Federal Forest Land Reimbursement		\$0	\$0	\$0
3357	Flood Control Reimbursement		\$0	\$0	\$0
3359	Other (Including Railroad Tax)	12	\$236,717	\$101,000	\$101,000
3379	From Other Governments		\$0	\$0	\$0
State Sources Subtotal			\$3,145,408	\$2,079,251	\$2,824,584



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Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2021	Selectmen's Estimated Revenues for period ending 12/31/2022	Budget Committee's Estimated Revenues for period ending 12/31/2022
Charges for Services					
3401-3406	Income from Departments	12	\$3,117,272	\$3,195,028	\$3,245,028
3409	Other Charges		\$0	\$0	\$0
Charges for Services Subtotal			\$3,117,272	\$3,195,028	\$3,245,028
Miscellaneous Revenues					
3501	Sale of Municipal Property	12	\$296,302	\$1,000	\$1,000
3502	Interest on Investments	12	\$24,095	\$45,000	\$45,000
3503-3509	Other	12	\$899,761	\$1,707,041	\$1,707,041
Miscellaneous Revenues Subtotal			\$1,220,158	\$1,753,041	\$1,753,041
Interfund Operating Transfers In					
3912	From Special Revenue Funds	12, 20, 21	\$0	\$17,583	\$17,583
3913	From Capital Projects Funds		\$0	\$0	\$0
3914A	From Enterprise Funds: Airport (Offset)		\$0	\$0	\$0
3914E	From Enterprise Funds: Electric (Offset)		\$0	\$0	\$0
3914O	From Enterprise Funds: Other (Offset)		\$0	\$0	\$0
3914S	From Enterprise Funds: Sewer (Offset)	12	\$3,082,116	\$3,401,936	\$3,401,936
3914W	From Enterprise Funds: Water (Offset)	12, 21	\$4,194,870	\$5,919,108	\$5,919,108
3915	From Capital Reserve Funds		\$0	\$0	\$0
3916	From Trust and Fiduciary Funds		\$0	\$0	\$0
3917	From Conservation Funds		\$0	\$0	\$0
Interfund Operating Transfers In Subtotal			\$7,276,986	\$9,338,627	\$9,338,627
Other Financing Sources					
3934	Proceeds from Long Term Bonds and Notes	08, 10, 09	\$0	\$15,650,000	\$15,650,000
9998	Amount Voted from Fund Balance	12	\$0	\$5,000,000	\$5,000,000
9999	Fund Balance to Reduce Taxes	12	\$0	\$15,918	\$15,918
Other Financing Sources Subtotal			\$0	\$20,665,918	\$20,665,918
Total Estimated Revenues and Credits			\$24,579,407	\$45,535,965	\$46,731,298



Budget Summary

Item	Selectmen's Period ending 12/31/2022 (Recommended)	Budget Committee's Period ending 12/31/2022 (Recommended)
Operating Budget Appropriations	\$63,650,442	\$57,448,144
Special Warrant Articles	\$21,116,858	\$15,728,478
Individual Warrant Articles	\$427,312	\$427,312
Total Appropriations	\$85,194,612	\$73,603,934
Less Amount of Estimated Revenues & Credits	\$45,535,965	\$46,731,298
Estimated Amount of Taxes to be Raised	\$39,658,647	\$26,872,636



Supplemental Schedule

1. Total Recommended by Budget Committee	\$73,603,934
Less Exclusions:	
2. Principal: Long-Term Bonds & Notes	\$2,023,035
3. Interest: Long-Term Bonds & Notes	\$393,451
4. Capital outlays funded from Long-Term Bonds & Notes	\$479,178
5. Mandatory Assessments	\$0
6. Total Exclusions (<i>Sum of Lines 2 through 5 above</i>)	\$2,895,664
7. Amount Recommended, Less Exclusions (<i>Line 1 less Line 6</i>)	\$70,708,270
8. 10% of Amount Recommended, Less Exclusions (<i>Line 7 x 10%</i>)	\$7,070,827
Collective Bargaining Cost Items:	
9. Recommended Cost Items (Prior to Meeting)	\$427,312
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
12. Bond Override (RSA 32:18-a), Amount Voted	\$0
Maximum Allowable Appropriations Voted at Meeting: (Line 1 + Line 8 + Line 11 + Line 12)	
	\$80,674,761



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Default Budget of the Municipality

Salem

For the period beginning January 1, 2022 and ending December 31, 2022

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

This form was posted with the warrant on: January 31,

GOVERNING BODY OR BUDGET COMMITTEE CERTIFICATION

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

Name	Position	Signature
Cathy Ann Stacey	Board of Selectmen	<i>Cathy Ann Stacey</i> FC0D968B76F34DD... DocuSigned by:
James S. Keller	Board of Selectmen	<i>James S. Keller</i> 9622F37F5D154D1... DocuSigned by:
Everett McBride	Board of Selectmen	<i>Everett P. McBride</i> 6863363ECAE744B... DocuSigned by:
Michael J. Lyons	Board of Selectmen	<i>Michael Lyons</i> 80BB490C6780426... DocuSigned by:
Robert F. Bryant	Board of Selectmen	<i>Robert F. Bryant</i> 719AFF0281DF4F2...

This form must be signed, scanned, and uploaded to the Municipal Tax Rate Setting Portal:

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

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



New Hampshire
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Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
General Government					
0000-0000	Collective Bargaining	\$0	\$0	\$0	\$0
4130-4139	Executive	\$639,924	\$13,297	\$0	\$653,221
4140-4149	Election, Registration, and Vital Statistics	\$253,328	\$35,757	\$0	\$289,085
4150-4151	Financial Administration	\$2,534,442	\$105,334	(\$32,963)	\$2,606,813
4152	Revaluation of Property	\$275,000	\$0	(\$275,000)	\$0
4153	Legal Expense	\$148,700	\$0	\$0	\$148,700
4155-4159	Personnel Administration	\$1,868,356	(\$30,186)	\$0	\$1,838,170
4191-4193	Planning and Zoning	\$611,359	\$56,448	\$0	\$667,807
4194	General Government Buildings	\$192,503	(\$558)	(\$7,975)	\$183,970
4195	Cemeteries	\$571,099	\$41,326	(\$33,523)	\$578,902
4196	Insurance	\$412,153	\$36,453	\$0	\$448,606
4197	Advertising and Regional Association	\$0	\$0	\$0	\$0
4199	Other General Government	\$688,664	\$31,659	(\$150)	\$720,173
General Government Subtotal		\$8,195,528	\$289,530	(\$349,611)	\$8,135,447
Public Safety					
4210-4214	Police	\$12,496,599	\$568,336	(\$29,230)	\$13,035,705
4215-4219	Ambulance	\$0	\$0	\$0	\$0
4220-4229	Fire	\$13,727,702	\$503,672	(\$72,800)	\$14,158,574
4240-4249	Building Inspection	\$895,720	\$24,132	\$0	\$919,852
4290-4298	Emergency Management	\$0	\$0	\$0	\$0
4299	Other (Including Communications)	\$0	\$0	\$0	\$0
Public Safety Subtotal		\$27,120,021	\$1,096,140	(\$102,030)	\$28,114,131
Airport/Aviation Center					
4301-4309	Airport Operations	\$0	\$0	\$0	\$0
Airport/Aviation Center Subtotal		\$0	\$0	\$0	\$0
Highways and Streets					
4311	Administration	\$519,650	(\$28,513)	\$0	\$491,137
4312	Highways and Streets	\$2,988,801	\$103,841	(\$45,495)	\$3,047,147
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$606,693	\$0	\$0	\$606,693
4319	Other	\$0	\$0	\$0	\$0
Highways and Streets Subtotal		\$4,115,144	\$75,328	(\$45,495)	\$4,144,977



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Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
Sanitation					
4321	Administration	\$0	\$0	\$0	\$0
4323	Solid Waste Collection	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	\$1,037,318	\$5,784	\$0	\$1,043,102
4325	Solid Waste Cleanup	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal	\$0	\$0	\$0	\$0
4329	Other Sanitation	\$0	\$0	\$0	\$0
Sanitation Subtotal		\$1,037,318	\$5,784	\$0	\$1,043,102
Water Distribution and Treatment					
4331	Administration	\$0	\$0	\$0	\$0
4332	Water Services	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other	\$0	\$0	\$0	\$0
Water Distribution and Treatment Subtotal		\$0	\$0	\$0	\$0
Electric					
4351-4352	Administration and Generation	\$0	\$0	\$0	\$0
4353	Purchase Costs	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance	\$0	\$0	\$0	\$0
4359	Other Electric Costs	\$0	\$0	\$0	\$0
Electric Subtotal		\$0	\$0	\$0	\$0
Health					
4411	Administration	\$0	\$0	\$0	\$0
4414	Pest Control	\$101,005	\$3,937	\$0	\$104,942
4415-4419	Health Agencies, Hospitals, and Other	\$0	\$0	\$0	\$0
Health Subtotal		\$101,005	\$3,937	\$0	\$104,942
Welfare					
4441-4442	Administration and Direct Assistance	\$167,649	(\$340)	\$0	\$167,309
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	\$113,500	\$0	\$0	\$113,500
Welfare Subtotal		\$281,149	(\$340)	\$0	\$280,809
Culture and Recreation					
4520-4529	Parks and Recreation	\$608,287	\$9,550	\$0	\$617,837
4550-4559	Library	\$1,611,948	\$4,488	\$0	\$1,616,436
4583	Patriotic Purposes	\$23,250	\$0	\$0	\$23,250
4589	Other Culture and Recreation	\$42,616	\$0	\$0	\$42,616
Culture and Recreation Subtotal		\$2,286,101	\$14,038	\$0	\$2,300,139



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Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
Conservation and Development					
4611-4612	Administration and Purchasing of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing	\$0	\$0	\$0	\$0
4651-4659	Economic Development	\$0	\$0	\$0	\$0
Conservation and Development Subtotal		\$0	\$0	\$0	\$0
Debt Service					
4711	Long Term Bonds and Notes - Principal	\$708,500	(\$66,480)	\$0	\$642,020
4721	Long Term Bonds and Notes - Interest	\$216,515	(\$72,492)	\$0	\$144,023
4723	Tax Anticipation Notes - Interest	\$1	\$0	\$0	\$1
4790-4799	Other Debt Service	\$50,250	\$0	\$0	\$50,250
Debt Service Subtotal		\$975,266	(\$138,972)	\$0	\$836,294
Capital Outlay					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$799,699	(\$31,821)	(\$85,000)	\$682,878
4903	Buildings	\$125,000	\$0	(\$125,000)	\$0
4909	Improvements Other than Buildings	\$150,000	\$0	(\$65,000)	\$85,000
Capital Outlay Subtotal		\$1,074,699	(\$31,821)	(\$275,000)	\$767,878
Operating Transfers Out					
4912	To Special Revenue Fund	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	\$3,201,337	\$162,297	(\$3,628)	\$3,360,006
4914W	To Proprietary Fund - Water	\$5,618,657	\$152,668	(\$668,069)	\$5,103,256
4915	To Capital Reserve Fund	\$0	\$0	\$0	\$0
4916	To Expendable Trusts/Fiduciary Funds	\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds	\$0	\$0	\$0	\$0
4918	To Non-Expendable Trust Funds	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds	\$0	\$0	\$0	\$0
Operating Transfers Out Subtotal		\$8,819,994	\$314,965	(\$671,697)	\$8,463,262
Total Operating Budget Appropriations		\$54,006,225	\$1,628,589	(\$1,443,833)	\$54,190,981



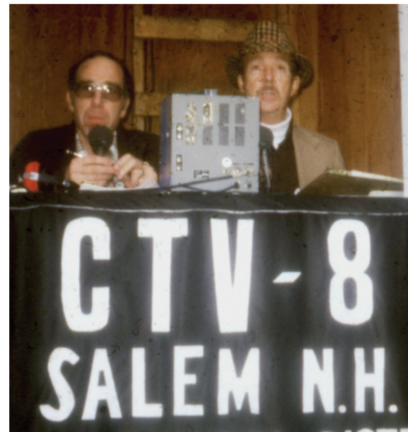
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Reasons for Reductions/Increases & One-Time Appropriations

Account	Explanation
4311	Salary and benefits
4441-4442	Salary and benefits
4240-4249	Salary and benefits
4903	Facility Study
4195	Salary, benefits, fencing, and mowers
4140-4149	Increased number of elections
4130-4139	Benefits
4150-4151	Salary, benefits, phone system upgrade, and replace hardware
4220-4229	Salary, benefits, Lifepak, Cyanokit, and Emergency Operations Plan
4194	Temporary pay, painting, and historic building assessment
4312	Salary, benefits, HVAC air intake, and signs/equipment
4909	Cemetery expansion
4196	Premium increase
4550-4559	Salary and benefits
4902	Leases, portable radios, and radio box.
4199	Salary, benefits, premium increase, and office chair
4520-4529	Salary and benefits
4155-4159	Benefits
4414	Salary and benefits
4191-4193	Salary and benefits
4210-4214	Salary, benefits, connex box, and IP cameras
4324	Salary and benefits
4914S	Salaries, benefits, premium changes, GLSD assessment, and change in debt service
4914W	Salaries, benefits, premium changes, change in debt service, equipment, and extend water main

~ NOTES ~



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