

2018



Salem, New Hampshire

Annual Report



ABOUT THE COVER

Canobie Lake

On the front cover is a photo of Canobie Lake at sunset taken by Salem resident Bob Gibbs. Canobie Lake is approximately 375 acres and is located mostly in Salem, but also in Windham. Canobie Lake is predominantly spring-fed and water flows from the lake via Policy Brook. As a drinking water source lake, there is no swimming allowed in Canobie Lake. However, residents on the lake enjoy fishing, boating and kayaking in the summer and ice skating and snowshoeing in the winter. Through a small launch near the water treatment plant on North Policy Street, residents can access the lake to launch canoes, kayaks, and other small crafts and enjoy the peacefulness of the lake. There is also a great deal of wildlife on the lake including loons, blue-herons, and other water fowl.

Arlington Pond

On the back cover is a photo of a beautiful sunset of Arlington Pond taken by Scott Oldeman. Arlington Pond covers approximately 269 acres of land in North Salem. Arlington Pond is the Town's secondary source of drinking water with the Town drawing water from the Arlington usually between October and April. Used as a recreational body of water throughout the year, residents of the lake enjoy boating, fishing, ice skating, snowmobiling, and many other recreational activities.

We appreciate the willingness of Bob and Scott to share their wonderful photos.

TOWN OF SALEM, NEW HAMPSHIRE



The Gateway to New Hampshire

ANNUAL REPORT
For the Year 2018

TABLE OF CONTENTS

Town Officials	1
Schedule of Town Holidays	3
Telephone Number Reference	4
Board of Selectmen	7
Town Manager	9
 TOWN DEPARTMENTS	
Assessing	13
Community Development	14
Planning Division	16
Community Services – Recreation Division	17
Community Services – Senior Services Division	18
Finance Department	19
Fire Department	20
Fire Prevention, Inspectional Services, Communications, Information Technology Divisions	26
Fire Inspectional Services, Health Officer	28
Southeastern Regional Hazmat District	30
Human Resources	32
Human Services	34
Municipal Services	36
Engineering Division	36
Public Works Division	39
Utilities Division	43
Police Department	47
Salem Community Television	51
Tax Collector	52
Town Clerk	53
 BOARDS, COMMITTEES, AND COMMISSIONS	
Budget Committee	57
Conservation Commission	58
Council on Aging	61
Economic Development Action Committee (EDAC)	62
Historic District Commission	63

TABLE OF CONTENTS

Housing Authority	64
Kelley Library Board of Trustees	65
Kelley Library Treasurer's Report	66
Kelley Library Director	67
Kelley Library Statistics	68
Museum Committee	69
Planning Board	71
Recreation Advisory Committee	73
Supervisors of the Checklist	74
Trustees of the Trust Funds	75
Zoning Board of Adjustment.....	76

FINANCIAL REPORTS

Town Treasurer's Report.....	79
Independent Auditors' Report	80
Balance Sheet (2017 Audited).....	82
Statement of Revenues, Expenditures and Changes in Fund Balances (2017 Audited).....	83
Bank Balances by Fund by Account (2018 Unaudited)	84
Schedule of Changes in Unassigned Fund Balance (2018 Unaudited)	85
Statement of Revenues, Expenditures & Changes in Fund Balances (2018 Unaudited)	86
Balance Sheet (2018 Unaudited)	87
Statement of Revenue, Expenditures & Changes in Fund Balances–Budget & Actual (2018 Unaudited).....	88
Capital Assets (2018 Unaudited).....	89
Statement of Town Debt (2018 Unaudited)	90
Tax Rate Computation and Assessed Valuation Trends	91
Tax Rate Computations and Assessed Valuation Trends (5-Year Comparison Graph).....	92
Tax Collector MS-61 Report.....	93
Trustees of the Trust Funds MS-9 Summary Report.....	96
Trustees of the Trust Funds MS-10 Report	97

OTHER

2018 Town Meeting Results.....	103
2019 Town Meeting Warrant	111
2019 MS-737 (Budget of the Town)	120
2019 Default Budget	131

TOWN OFFICIALS

Board of Selectmen

3-year terms

Elected terms expire in March

Everett P. McBride, Jr., <i>Chair</i>	2019
James S. Keller, <i>Vice-Chair</i>	2021
Lisa S. Withrow, <i>Secretary</i>	2019
Michael J. Lyons	2020
Robert F. Bryant	2021
<i>Gary Azarian (resigned in 2018)</i>	

Budget Committee

3-year terms

Elected terms expire in March

Steven Chartrain, <i>Chair</i>	2019
D.J. Bettencourt, <i>Vice-Chair</i>	2019
Peter Edgerly, <i>Secretary</i>	2021
Paul Huard	2021
Steven Goddu	2020
Sean Lewis	2021
Thomas Plante	2020
<i>James S. Keller, Selectmen Rep., (Town Budget)</i>	
<i>Robert F. Bryant, Selectmen Rep. (School Budget)</i>	
<i>Bernard Campbell, School Board Rep.</i>	
<i>Michael Carney, School Board Rep. (Alt.)</i>	
<i>Dane Hoover (term ended March 2018)</i>	

Conservation Commission

3-year terms

Appointed terms expire in April

Ruth Tanner Isaks, <i>Chair</i>	2021
Linda Harvey, <i>Vice-Chair</i>	2020
David Blake, <i>Secretary</i>	2019
Stephen Boyd	2021
Glen Edwards	2020
Darlene Eden	2019
Rhonda McCune, <i>Alternate</i>	2020
Vacancy, <i>Alternate</i>	2021
<i>Michael J. Lyons, Selectmen Rep.</i>	
<i>Everett P. McBride, Jr., Selectmen Rep. (Alt.)</i>	
<i>Stefanie Giallongo, (resigned 2018)</i>	

Council on Aging

3-year terms

Appointed terms expire in April

Russell Ingram, <i>Chair</i>	2020
Linda Cignoni, <i>Vice-Chair/Treasurer</i>	2021
Paula McGillivray, <i>Secretary</i>	2020
David Thompson	2019
Robert Dennis	2019
Matthew Ferrara	2019
Gary Schmottlach	2021
<i>Lisa S. Withrow, Selectmen Rep.</i>	

Historic District Commission

3-year terms

Appointed terms expire in April

Beverly Glynn, <i>Chair</i>	2020
Kathryn Burke	2019
Patricia Good	2021

Historic District Commission (cont.)

Elizabeth Roth	2021
Edward Brooks, III	2021
<i>Everett P. McBride, Jr. Selectmen Rep.</i>	
<i>Robert F. Bryant, Selectmen Rep. (Alt.)</i>	

Housing Authority

5-year terms

Appointed terms expire in April

Georgette Smith, <i>Chair</i>	2022
Virginia Consoli, <i>Vice-Chair</i>	2021
Kelly Bryant	2019
Sandra Karp	2023
Donald Simmons	2020
<i>Diane Kierstead, Executive Director</i>	
<i>Kenneth Akerley (Resigned 2018)</i>	
<i>Gwendolyn Brainerd (Term ended 2018)</i>	

Kelley Library Trustees

3-year terms

Elected terms expire in March

Kathleen Norton, <i>Chair</i>	2020
Cindy Jury, <i>Vice-Chair</i>	2021
Martin Isaks	2019
<i>Alison Baker, Library Director</i>	

Museum Committee

3-year terms

Appointed terms expire in April

Kathryn Burke	2019
Beverly Glynn	2020
Patricia Good	2021
Susan Kettinger	2021
Ann Leclair	2021
Dan Zavisza	2019
<i>Everett P. McBride, Jr., Selectmen Rep.</i>	
<i>Robert F. Bryant, Selectmen Rep. (Alt.)</i>	

Planning Board

Staggered terms

Elected/Appointed terms expire in March

Alternates expire in April

Keith Belair, <i>Chair</i>	2021
Edward DeClercq, <i>Vice-Chair</i>	2019
Paul J. Pelletier, <i>Secretary</i>	2021
Beverly Donovan	2020
Robert Gibbs	2020
Michael Banks	2019
Robert Donahue, <i>Alternate</i>	2021
Christopher Graham, <i>Alternate</i>	2020
Linda Harvey <i>Alternate</i>	2019
Amie Ceder-Bracey, <i>Alternate</i>	2020
<i>Lisa S. Withrow, Selectmen Rep.</i>	
<i>James S. Keller, Selectmen Rep (Alt.)</i>	

TOWN OFFICIALS

Recreation Advisory Committee 3-year terms

Appointed terms expire in April

Kevin Richard, <i>Chair</i>	2020
Patricia Good	2019
Patrick Hargreaves	2019
Rachel Hill	2021
James KocZat	2021
Kelly Moss	2021
Richard Murray	2020
Thomas Woelfel	2020
Glen R. Yergeau	2021
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	
Patricia Corbett, <i>School Board Rep.</i>	
Michael J. Lyons, <i>Selectmen Rep. (Alt.)</i>	

Supervisors of the Checklist 6-year terms

Elected terms expire in March

Melissa Sorcinelli, <i>Chair</i>	2024
Patricia Good	2020
Sheila Murray	2022

Trustees of the Trust Funds 3-year terms

Elected term expires in March

Tom Linehan, <i>Chair</i>	2019
Teressa Holland	2021
Carol Houle	2020

Zoning Board of Adjustment 3-year terms

Elected terms expire in March

Bernard Campbell, <i>Chair</i>	2020
Bonnie Wright, <i>Vice Chair</i>	2019
Michael Smith, <i>Secretary</i>	2021
Jeffrey Hatch	2020
George D. Perry	2021
Olga Guza, <i>Alternate</i>	2019
Kellie Annicelli, <i>Alternate</i>	2020
David L. Bruce, <i>Alternate</i>	2021
Thomas R. Raskow, Jr., <i>Alternate</i>	2019

Tax Collector 3- year elected term

Cheryl-Ann Bolouk March 2020

Town Clerk 3-year elected term

Susan Wall March 2020

Treasurer 3-year elected term

John Sytek March 2020

Moderator 2-year elected term

Christopher Goodnow March 2020

NH State Senate – District 22

Charles W. Morse, *Term End November 2020*

NH House of Representatives - District 8

Terms End November 2020

Daryl A. Abbas
 Arthur E. Barnes, III
 Edward DeClercq
 Fred G. Doucette
 Robert J. Elliot
 Betty I. Gay
 John C. Janigian
 Everett P. McBride, Jr.
 John Sytek

HOLIDAYS, MEETING SCHEDULE AND OFFICE HOURS

2019 TOWN HALL HOLIDAY SCHEDULE

HOLIDAY	DATE
New Year's Day	Tuesday, January 1, 2019
Civil Rights Day	Monday, January 21, 2019
President's Day	Monday, February 18, 2019
Memorial Day	Monday, May 27, 2019
Independence Day	Thursday, July 4, 2019
Labor Day	Monday, September 2, 2019
Columbus Day	Monday, October 14, 2019
Veterans' Day	Monday, November 11, 2019
Thanksgiving Day	Thursday, November 28, 2019
Day After Thanksgiving	Friday, November 29, 2019
Christmas Day	Wednesday, December 25, 2019

BOARDS, COMMITTEES & COMMISSIONS MEETING SCHEDULES

BOARD, COMMITTEE, COMMISSION	MEETING SCHEDULE	TIME	LOCATION
Board of Selectmen	1 st , and 3 rd Mondays	7:00pm	Town Hall
Budget Committee	2 nd and 4 th Wednesday	7:00pm	Town Hall
Conservation Commission	1 st Wednesday	7:00pm	Town Hall
Council on Aging	3 rd Friday	10:00am	Senior Center
Housing Authority	2 nd Tuesday	5:00pm	Housing Authority
Planning Board	2 nd and 4 th Tuesday	7:00pm	Town Hall
Recreation Advisory Committee	2 nd Tuesday	6:30pm	Senior Center
Zoning Board of Adjustment	1 st Tuesday	7:00pm	Town Hall

TOWN DEPARTMENTS OFFICE HOURS

TOWN OFFICE	HOURS
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

REFERENCE

www.salemnh.gov

Town Hall
33 Geremonty Drive
Salem, NH 03079

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

OTHER IMPORTANT NUMBERS:

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

Board of Selectmen
and
Town Manager

BOARD OF SELECTMEN



*Seated: Michael J. Lyons, Everett P. McBride, Jr. (Chairman), Lisa S. Withrow (Secretary)
Standing: Robert F. Bryant, James S. Keller (Vice-Chairman)*

It has been an honor and pleasure to serve as the Board of Selectmen's Chairman this year. In late January, after just 11 months on the Board, Gary S. Azarian resigned due to him relocating out of state. The filing period to be a candidate for Selectman had passed. The Board then had to have a call for candidates, interview and then appoint a candidate to serve until the next election in March 2019. I applied having served on the Board of Selectmen for the last 24 years. The Board appointed me to serve until March 2019. The next order of business was election of officers. I was elected Chairman.

The redevelopment of Rockingham Park will add 500 million dollars to our tax base. It will bring in many new businesses, restaurants, retail and housing. There will be the creation of a down town walking district within the development, the likes we have never enjoyed to date. The developer will make many front door improvements as well as pay impact fees that will aid the Town as we continue to improve our infrastructure.

Over the last 25 years, with the support of the voters of Salem, we have made significant improvements to our aging infrastructure. In 1995, the voters supported a water treatment facility on Canobie Lake and in 1996, a water transmission line from Arlington Pond to the water treatment plant.

We started a Road Improvement Program in 2005, and since then we have spent over 55 million on road construction. Over the last 10 years (2009-2018) more than 74.2 miles of roadway has been improved (25.6 miles of reconstruction/48.6 miles of mill and overlay). Along with the Road Program, we inspected our underground infrastructure, improved and replaced the storm drains, and repaired or replaced sewer and water lines as needed.

BOARD OF SELECTMEN

In 2008, we started a bridge replacement program and since then we have completely rebuilt 14 bridges including the Brookdale Road Bridge which was replaced by the State of New Hampshire during the I-93 widening project.

The 11.2 million dollar Water and Sewer line replacement on South Broadway (Route 28) is the latest infrastructure project the voters supported.

In 2019, we ask for your support of a 5.2 million dollar bond to purchase 1.5 million gallons per day capacity from Manchester Water Works, as well as your continued support of our Road Improvement Program.

We thank you for your continued support for the replacement of our aging infrastructure.

Respectfully submitted,

Everett P. McBride, Jr.
Chairman

TOWN MANAGER

I am honored to serve as your Town Manager and to deliver the report for 2018. Although 2018 had some challenges, I believe it also provided many opportunities. It seems as a good portion of the town was under construction. Although it may be an inconvenience today, it is necessary to prepare for our future.

In reading the various Department reports, you can get more of the specific information on the various projects occurring around town. Specifics on private developments are in the Community Development and Planning reports. There is more information on Town projects in the Municipal Services reports. The largest project which seems to be impacting the community is the replacement of water and sewer lines on Route 28. This project is necessary to address an aging and undersized system. Construction ran through the summer, fall and winter of 2018. If everything continues to go on schedule, the project will be completed in 2019.

A good part of 2018 was spent working with the State and surrounding communities on a regional water line. This water line will bring water from Manchester, through Derry and Windham to Salem. From Salem water will go to Atkinson, Hampstead and Plaistow. Voters will have an opportunity to vote on the water rights of 1.5 million gallons a day in 2019. This added water source will address deficiencies with our current system into the foreseeable future.

One of the benefits to development in the community is an increase in the Town's valuation. In 2017 the Town's net valuation was \$4,429,068,500. This increased to \$4,490,128,901 in 2018. This increase in valuation for the Town provided over \$403,000 in new tax revenue.

The Town's Operating Budget increased from \$44,479,297 million in 2017 to \$46,616,294 million in 2018. The proposed operating budget for 2019 is \$48,779,218 million. In 2018, the Town was able to address staffing issues in multiple departments. We hired an additional 8 firefighters, 3 police officers, 1 deputy assessor, 2 municipal service employees (1 in DPW and 1 in Utilities), 2 part-time inspectors, and a part-time dispatch for the Fire Department. The 8 firefighters were part of a SAFER grant the Fire Department received where the Town received 75% reimbursement for 2018 and will again in 2019, and 35% reimbursement for 2020. Many of the other proposed new positions are to replace positions that were eliminated during the great recession.

In 2018, the Town of Salem had 23 employees separate service with the Town. Many of those employees were long term, dedicated employees that will be missed. I believe 5 of those employees deserve special recognition for 20+ years of service to the Town. Tracey Decker, Audrey Laroche, Paul Parisi, Edward Puzniak, and Daniel Donovan gave a total of 138.6 years of service to the Town.

In closing, I would also like to thank my Executive Assistant, Maureen Witley, who works so hard for myself, the Town, and the residents every day. Thank you to all of the dedicated employees that work so hard to keep the residents safe and happy. Finally, I would like to express my appreciation to the residents in Town for your continued support.

Respectfully submitted,

Christopher A. Dillon

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Town Departments

ASSESSING DEPARTMENT

The Assessor's office continues to offer assessment data online at www.gis.vgsi.com/salemnh/. This service has helped reduce traffic to our office while giving the public the opportunity of doing research on our database at their convenience.

In 2018 we appointed Jillian Skene as our new deputy assessor. Jillian had previously worked in our department up until the end of 2011. She returned to our office from the collections department in May of 2018. We wish her well in her new position.

We look forward to a busy year ahead as construction at Tuscan Village South has started. We also have numerous other projects both residential and commercial that are ongoing along with several projects working their way through the approval process. Construction is underway on many of those projects including senior housing developments, office buildings, storage facilities and several single family residential housing developments.

Our office offers programs for the elderly, blind, disabled, and veterans to help offset their property tax bills. Homeowners must file by April 15th to receive the exemption or credit for that tax year. Feel free to call the Assessor's office or visit our web site <http://www.salemnh.gov/assessing> for information regarding these programs.

Respectfully submitted,

Normand Pelletier
Chief Assessor

Summary of Inventory

	<u>2017</u>	<u>2018</u>
Land	\$1,703,769,700	\$1,720,107,701
Buildings	\$2,659,445,000	\$2,703,140,300
Utilities	<u>\$ 86,890,200</u>	<u>\$ 86,890,200</u>
Total Gross Valuation	\$4,450,104,900	\$4,510,138,201
Elderly Exemptions	\$ 19,694,600	\$ 18,859,800
Blind Exemptions	\$ 985,900	\$ 780,000
Disabled Exemptions	<u>\$ 355,900</u>	<u>\$ 369,500</u>
Total Net Valuation	\$4,429,068,500	\$4,490,128,901
Taxes before Exemptions	\$ 92,103,679	\$ 96,830,969
War Services Credits	<u>\$ 639,000</u>	<u>\$ 646,000</u>
Net Property Tax Commitment	\$ 91,464,679	\$ 96,184,969
Tax Rate	\$ 20.84	\$ 21.61
Total Current Use Acreage	1,422.76	1,381.26
Total Taxable Properties	12,139	12,359
Total Exempt Properties	543	517

COMMUNITY DEVELOPMENT DEPARTMENT

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

Operations: The Community Development Department provides support and managerial oversight to the Planning Division, as well as the Human Services, Community Services, and Assessing Departments. Please also review the Planning Division, Human Services, Community Services and Assessing reports for a complete picture of the Community Development Department's activities and responsibilities. The Community Development Department staff consists of André Garron, Community Development Director/Assistant Town Manager, John Vogl, GIS Manager/Planning Coordinator, Karri Makinen, Community Development Coordinator, and Katharine Labrecque, Masters in Public Administration (MPA) candidate, as our Community Development intern this year.

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

Wastewater Treatment Site: The former Wastewater Treatment Plant (WWTP) located on SARL Drive sits on a 32-acre parcel of Town-owned land, offering a prime opportunity for redevelopment. In 2018, Salem contracted a firm to demolish all former wastewater buildings and structures on-site and the work has been completed. Woodard & Curran, Inc., have taken over the environmental analysis and remediation duties at the former WWTP site. In addition to the environmental work, they are helping the Economic Development Advisory committee (EDAC) with looking at possible future re-use scenarios for consideration.

Streetlight Conversion project: Phase I of the LED Streetlight conversion plan is complete. Partnering with Liberty Utilities, Phase I converted 165 streetlights along South Broadway, between Rockingham Park Boulevard and the Methuen/Salem town line. In 2019, Salem will move forward with Phase II of the program that will convert over 400 streetlights along and northerly of Lawrence Road and Cluff Road, easterly and including South Broadway and North Broadway and southerly of Lake Street and School Street. This project is bringing both energy and cost savings to the Town, as well as higher quality street lighting.

Salem Bike-Ped Corridor (Rail Trail) Phase II: Construction of Phase II of the Salem Bike-Ped Corridor was completed in November 2018. This 3,000 foot section runs from Old Rockingham Road to Willow Street where it connects to the section already constructed at Tuscan Kitchen. This section was 80% funded by a Transportation Alternatives Program (TAP) grant with the local match generously supplied by the Friends of Salem Bike-Ped Corridor through the sale of CDFA Tax Credits, along with Recreation Impact Fees making up the remainder of the cost. The Town of Salem was pleased to work with CMA Engineers and Busby Construction on this project. The Salem Bike-Ped Corridor is a valued community asset, and we are proud to have completed another segment for the public's enjoyment.

Salem Bike-Ped Corridor (Rail Trail) Phase VI: The Town has been granted funding through the Congestion Mitigation and Air Quality (CMAQ) program, in the amount of \$850,000, for Phase VI of the Salem Bike-Ped Corridor. Salem's CMAQ funding will be used to cover 80 percent of the costs required to design and construct the trail from Rockingham Park Boulevard to

COMMUNITY DEVELOPMENT DEPARTMENT

Cluff Crossing Road, a segment that includes several key road crossings. (Phases III through V will be constructed by a private developer). We are in the process of selecting an engineering consultant for the project, with an anticipated construction date of 2020 or 2021.

Town Hall Times: Town Hall Times is a bi-weekly newsletter produced by the Community Development Department. It continues to be a useful source for Town news and updates, with readership increasing throughout the year. All past issues are available on the Town of Salem website: <http://www.salemnh.gov/> (Town Hall Times section) .

Geographic Information System (GIS) Program: In 2017, John Vogl started with the Town to fill the newly re-established GIS Manager position. The purpose of this position is to provide support and information services to the town through maps or cartographic analysis. Nearly every service the Town provides involves a geographic component and can take advantage of the GIS program. Salem residents and staff can expect a robust program and cooperative attitude to utilize all available tools to help advance and communicate the Town's needs.

In 2018, much of the John's time was devoted to updating the Town's utilities mapping to capture the numerous development changes that have occurred over the last decade and to generally improve the completeness and accuracy of existing mapping. This involved significant updates to the water, sewer and stormwater facilities layers. In addition, updates to the base map continued, including substantial edits to the parcel maps to improve the accuracy and quality of depicted boundaries. Utility information was migrated to the Town's Asset Management software to permit viewing and use by Municipal Services personnel. The updated maps have proven especially helpful to addressing infrastructure problems stemming from flooding, leaks or breaks.

John has also taken steps to implement Asset Management software in the Public Works Division to track and manage work orders. The software provides a tool to link work orders/maintenance records with discrete pieces of infrastructure (road segments, catch basins, pipe segments, etc.) so that work history is preserved and easily accessible. The software also enables tools for condition and risk assessment that inform future policy/budget decisions. The GIS Manager will roll out the same program to the Utilities department in 2019 to further their own record keeping and decision making.

The GIS Program is thankful that funding for a town-wide flyover was included in the 2019 budget. This will mark a tremendous step forward for the program and provide the Town a high-resolution imagery and complete base mapping. This effort sets a new foundation upon which all future work will be built upon. The Town will pursue funding to enable public access to GIS records in the future budgets.

In the latter part of 2018, the Town has been working with GIS staff at the Rockingham Planning Commission to prepare a Build Out Analysis for Salem. The analysis will help forecast maximum population and non-residential building space per the town's zoning ordinance and available properties. The results of the study will provide valuable input to planning efforts, including most notably the Capital Improvements Plan (CIP).

Respectfully submitted,

Andre L. Garron, AICP
Community Development Director/Assistant Town Manager

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division

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

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

Planning Division highlights for 2018 included:

- Coordinated 23 regular and 5 special Planning Board meetings with 59 agenda items (down from 74 in 2017). Large projects approved in 2018 include: Walmart addition, Panera Bread, Planet Fitness, 10 unit senior housing project on Pleasant Street, and several plans for the Tuscan Village project, including a revised conceptual master plan and a new electric substation for Liberty Utilities. Prepared amendments to the Subdivision and Site Plan regulations and Zoning Ordinance, including legal notices and warrant/ballot articles, and set up public hearings.
- Coordinated 9 Conservation Commission meetings with 11 agenda items (down from 17 in 2017). Highlights include working with Town Forester Ron Klemarczyk on Town Forest Management Plan and trail improvements, administering 2 grants for Town Forest expansion totaling \$330,000, and acquiring 31 acre Braemoor Woods conservation parcel on Veterans Memorial Parkway.
- Coordinated 12 Zoning Board of Adjustment meetings with 33 agenda items (down from 41 in 2017).

Other highlights included, collected over \$1,000,000 in impact fees for roads, schools, recreation, and public safety; organized ethics training with Town Attorney for Boards; worked with Rockingham Planning Commission on build-out analysis; worked with Town Attorney on Glueth court case and various legal opinions.

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

Respectfully submitted,

Ross Moldoff
Planning Director

COMMUNITY SERVICES DEPARTMENT

Recreation Division

The Community Services Department continued to evolve in 2018 with the addition of new programs and enhancement of special events, while adapting to staff turnover. Doug Heyer started working with the Department in January and continued until mid-August. The Interim Community Services Director, Karen Bryant, headed the Department in his stead, working directly with the Recreation and Senior Services Divisions.

The Community Services Department was greatly assisted with facility projects and field maintenance by several organizations, youth leagues, and individuals in Town. Anaren Ceramics, Inc. once again offered their services this year and installed the tennis backboard and took care of some field clean-up at Michele Memorial Park on Lawrence Road. In September, the Stantec Corporation volunteered to trim shrubs and clear the fences at DiBenedetto Field, while the Top Gun '06 Elite Youth Hockey team spent several hours cleaning Hedgehog Pond. Lastly, Christina Kennamer, a recent Gold Award recipient, completed her Girl Scout project at Hedgehog Park by painting a mural, which will be added to the pavilion, and conducting some landscaping as well.

Community Services also had some positive changes within the special events offered this year. The Department expanded its outreach and opportunities for the Fishing Derby by partnering with annual sponsor, the Rotary Club of Greater Salem, as well as, the United States Fish and Wildlife Services National Nashua Fish Hatchery, who donated 500 fish to the event this year. At this year's outing, all of the participants received a t-shirt with the event's logo and sponsors. In October, the Halloween Party was also greatly assisted by many Town organizations. In addition to Enterprise Bank, the Halloween Party had new activities and attractions supplied by the Key Club, Launch Trampoline Park, Girl Scout Troop 11073, First Robotics, DJ Jim Koczat, and Bridges Together.

The Recreation Coordinator, Doug Cole, offered 17 new programs this year. These programs are in addition to the 47 previously run programs. Some of the larger programs included: Tap Dance, Creative Writing classes, April Vacation programs, Adult Basketball programs, and a Scarecrow Contest. Additionally, he also began expanding current programs specifically to accommodate residents ages 13 to 14 years old. The Recreation Division is currently seeing a 20% increase in attendance numbers from 2017 with the biggest increases in the Rock N' Summer Fun Camp and Adventure Camp programs.

Respectfully submitted,

Doug Cole
Recreation Program/Activity Coordinator

COMMUNITY SERVICES DEPARTMENT

Senior Services Division

The Salem Community Services Department is located in the Russell & Roberta Ingram Senior Center 1 Sally Sweet's Way. The Center is open Monday through Thursday from 8:30 a.m. to 4:30 p.m. and Fridays from 8:30 a.m. to 3:30 p.m.

Registration for senior activities is free to Salem residents 60 years of age or older. The Board of Selectmen looked at our policy for non-residents and determined that non-residents who own a home in Salem, pay taxes, and spend part of the year in Salem should be allowed access to activities at the Center. On December 31, 2018 we had 2,774 residents and 275 non-residents registered at the center. We also had 42 outdoor only non-residents registered at the center. In total, the center has 3,049 registered members. We processed 209 new Salem residents in 2018; 85 of our new members are in their 60's, 84 are in their 70's, 37 are in their 80's, 3 are in their 90's.

Salem Senior Services welcomed many new programs and events in 2018 which included pickle ball at Michele Memorial Park and the introduction of the Bridges Together Intergenerational programs. Bridges Together has worked with Salem Family Resources and their pre-school children pairing them with some of our senior volunteers for interactive activities at the Haigh School. In September the Bridges Together program expanded to St. Joseph Regional Catholic School and Boys & Girls Club of Greater Salem. We have 33 senior volunteers involved with the program at this time.

New events in 2018 included Coffee with a Cop, three themed parties sponsored by Greystone Farms - Kentucky Derby, Crazy Hat/Fashion Show, and an Over 90 Birthday Party. Salem Haven/American Legion also ran an "Elvis" and banana split event as an end of summer bash. This summer, Community Crossroads brought a NH Senior Oral Health Project initiative to the center with the cost of this treatment was covered by a grant from the Bureau of Elderly and Adult services. We offered eight Casino trips, five Holiday parties, and nine trips to other locations.

This fall, Jack Messenheimer and his staff from the school district helped with covering our carpets before voting day at the Center. We would like to recognize them, the Salem Firefighters for their Annual Firemen lunch and our Community Affairs Police Officers who ran our 16th anniversary cookout. Dave Wholley, Rich Houle, James Pacheco and the staff from DPW for all that you do. Thank you. We appreciate the giving spirit of so many. We also owe our sincere thanks to the Salem Council on Aging for all of their help addressing our wish list.

In addition to the amazing staff for Salem Senior Services, 174 volunteers gave over 12,000 hours of their time to our programs, activities, and events which does not include the random acts of kindness that occur daily around the Center. We would be unable to function as efficiently without the help from these volunteers.

Last but certainly not least, we want to thank all of the seniors who have been so gracious and giving. We greatly appreciate your support and ideas and are enthusiastically looking forward to delivering quality services and programming in 2019.

Respectfully submitted,

Karen L. Bryant
Community Services

FINANCE DEPARTMENT

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

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

The municipal portion of the 2018 tax rate was set at \$6.78. The 2018 tax rate was set at \$21.61 per thousand.

Over this past year, the Town approved an \$11,650,000 State Revolving Fund loan for water, sewer, and bridge improvements on South Broadway. The Town also approved \$1,600,000 to replace and expand the public safety communications system.

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

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

Respectfully submitted,

Nicole McGee
Finance Director



FIRE DEPARTMENT

“We’re here to help”

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

As the new Chief of Department it is an honor and privilege to convey the 2018 Fire Department Annual Report to the citizens of our community.

The Salem Fire Department experienced some significant changes and incidents in 2018. Yet again we had another record-setting year during 2018, in terms of our Operations Division as well as our Inspectional Division; and we saw the retirements of Chief of Department Paul Parisi, Firefighter Daniel Donovan and Fire Alarm Dispatcher John Hoellrich, who combined served the Town of Salem for a total of more than 77 years.

The Operations Division responded to 5,605 emergency incidents, an increase of 3.6% over 2017, and a 10 year increase of greater than 27%.

One of the most important accomplishments of 2018 was the hiring of the 8 new Firefighters because of the Staffing for Adequate Fire and Emergency Response (SAFER) grant that we were awarded by the federal government in 2017. The acceptance of the SAFER grant was overwhelmingly approved by the Voters of Salem. Thank you! This grant was in the amount of \$1.58 Million Dollars and enabled the Fire Department to hire 8 Firefighters for the price of 2 for 2018, 2019, and part of 2020.

Since merging with the Building Department in 2016 and creating the Inspectional Services Division within the Fire Department, we have seen a significant increase in inspections and permits and a large hike in permit revenue. It’s important to realize that it’s unlikely that things will be slowing down anytime soon.

The Substance Misuse Crisis:

- *106 overdoses total - 61 opioid overdoses (70% were Salem residents)*
- *14 Deaths*
- *46 Naloxone administrations*

The substance misuse crisis is still front and center in our town. Salem saw 106 overdoses total in 2018, 61 of which were opioid overdoses that resulted in 14 deaths. 70% of the overdoses were Salem residents. We continue to be active participants in StandUp Salem, a grass-roots organization aimed at prevention, education, treatment, and recovery from substance misuse. We are exploring a grant opportunity for 2019 that is 100% funded through the Fire Responder-Comprehensive Addiction and Recovery Act and made possible through the New Hampshire Substance Abuse and Mental Health Services Administration (SAMHSA). This program aims to reduce the number of opioid-related deaths and increase the number of at-risk individuals on the road to treatment and recovery. First responders would train and educate at-risk individuals affected by opioid use on CPR, rescue breathing and naloxone administration, distribute emergency opioid overdose kits and training, and share information on treatment, recovery and available social services.

FIRE DEPARTMENT

2018 - By the Numbers:

- 5,605 emergency responses (*new record*)
- 48% simultaneous incidents (*new record*)
- 106 times mutual aid received (88 times for Fire and 18 times for EMS)
- \$2,254,132 fire loss
- 32 structural fires
- 66% of incidents medical; 34% of incidents fire

Unfortunately in 2018 we did have 1 civilian fire death which is the first fire death since 2008. Salem's fire loss for 2018 was \$2,254,132. We had 6 civilians injured during fires, and 37 firefighters suffered injuries during the course of their duties in 2018.

2018 Goals Achieved:

- Revised our mission and values to make sure they fit the needs of the community
- Completed the revision of the Hazard Mitigation Plan
- Continued community outreach through social media, and through programs such as our Car seat installation inspection safety program, CPR/AED/Naloxone program, open house, and public education
- Continued working with groups like StandUp Salem to address the substance misuse issue
- Partnered with a community group to erect a September 11th Memorial
- Completed the planned replacement of an ambulance and utility vehicle
- Began the replacement of the Fire, Police, and Municipal Services Land-Mobile Radio system
- Further educated the electorate on the need for a west-side Fire/EMS facility, and look towards land procurement and design

2019 Goals:

As we look forward into 2019, some of our goals include:

- Establish working groups to address a Fire Department Employee Wellness Program that will address:
 - Behavioral/Mental Health
 - Physical Fitness
 - Annual Physical Exams
 - Cancer prevention/screening
 - Line of Duty Death/Serious Injury notifications and protocols
- Complete the planned replacement of an Engine/Pumper Co.
- Complete the Fire Department Facility Space Study
- Explore options for land procurement in District 1 for a new Fire Headquarters Station
- Establish a comprehensive Capital Improvement Plan to include facilities, apparatus and major fire and EMS equipment
- Continue the replacement of the Fire, Police, and Municipal Services Land-Mobile Radio system
- Work collaboratively with the Tuscan Village project to mitigate the impacts the development will have on our community
- Continue to educate the electorate on the need for a West-side Fire/EMS facility, and look towards land procurement and design

FIRE DEPARTMENT

2018 Personnel Changes:

The following members were appointed to the Department:

- Jackson W. Peck, Badge #226 of Salem, NH – Probationary Firefighter
- Troy J. Collins, Badge #227 of South Hampton, NH – Probationary Firefighter
- Kyle O’Dowd, Badge #228 of Goffstown, NH – Probationary Firefighter
- Dylan M. Ferguson, Badge #229 of Londonderry, NH – Probationary Firefighter
- Clayton Lampinen, Badge #230 of Jaffery, NH – Probationary Firefighter
- Kevin J. Patterson, Badge #231 of Dracut, MA – Probationary Firefighter
- Christopher L. Carrier, Badge #232 of Londonderry, NH – Probationary Firefighter
- Andrew D. Owens, Badge #233 of Sandown, NH – Probationary Firefighter
- Joshua Tapley, Badge #234 of Dover, NH – Probationary Firefighter
- Caitlin Breen, Badge #236 of North Andover, MA – Fire Alarm Operator
- Robert Bogosh, of Sandown, NH – Temporary Part-time Building Inspector

The following members were promoted:

- Lawrence D. Best, Badge #163 – From Assistant Chief to Chief of Department
- Douglas Devine, Badge #154 – From Firefighter/Paramedic to Director of EMS

The following members retired from the Department:

- Paul J. Parisi, Badge #133, Chief of Department – 29+ years of service
- Jonathan Hoellrich, Badge #171, Fire Alarm Operator – 18 years of service
- Daniel Donovan, Badge #136, Firefighter – 29+ years of service

We thank them for their dedicated service to our community.

Deceased:

Sadly, the following members passed away in 2018:

Current Member:

- Part-time Building Inspector Daniel Riley

Former Members:

- Fire Alarm Operator Walter Eaton
- Fire Alarm Operator Marilyn Pearson
- Firefighter Robert Chute

Response Time Issue:

As reported in previous town reports, response time continues to be an issue for the Fire Department. We use a national standard, NFPA 1710 (Organization and Deployment of Fire Suppression, Emergency Medical Services, and Special Operations to the Public by Career Fire Departments) to benchmark where we are and where we should be. NFPA 1710 states that the first unit should arrive at an emergency scene within 4 or fewer minutes to 90% of our incidents. In 2013 we were fulfilling this standard 68% of the time. In 2018 we arrived at 65% of calls within 4 or fewer minutes. The good news is that 2018 was the first time in the past few years that we did

FIRE DEPARTMENT

not see a decline in this number. Looking at the response time arrival for the first 6 months of 2018 we had declined to arriving 63% of the time in 4 or fewer minutes. This was prior to the hiring of the 8 additional firefighters and the staffing Rescue 3 at Station 3 on Lawrence Road full-time. The last 6 months of the year we saw an improvement of our arrival time in 4 or fewer minutes increase to 67%. We will be monitoring this statistic in 2019.

In order to maintain this trend we will continue evaluating what actions are necessary as well as working towards implementing the following 2 strategies:

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

Staffing will play a part in reducing response times because it will increase our capacity.

Planning for a west-side Fire/EMS facility is also something that needs to occur, as this will help reduce response times west of I-93. Currently, nearly 20% 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). The introduction of a staffed facility west of I-93 brings those response times down within the national standard. It is our belief that all residents and visitors to our community should enjoy equal fire and EMS support.

Figure 1:

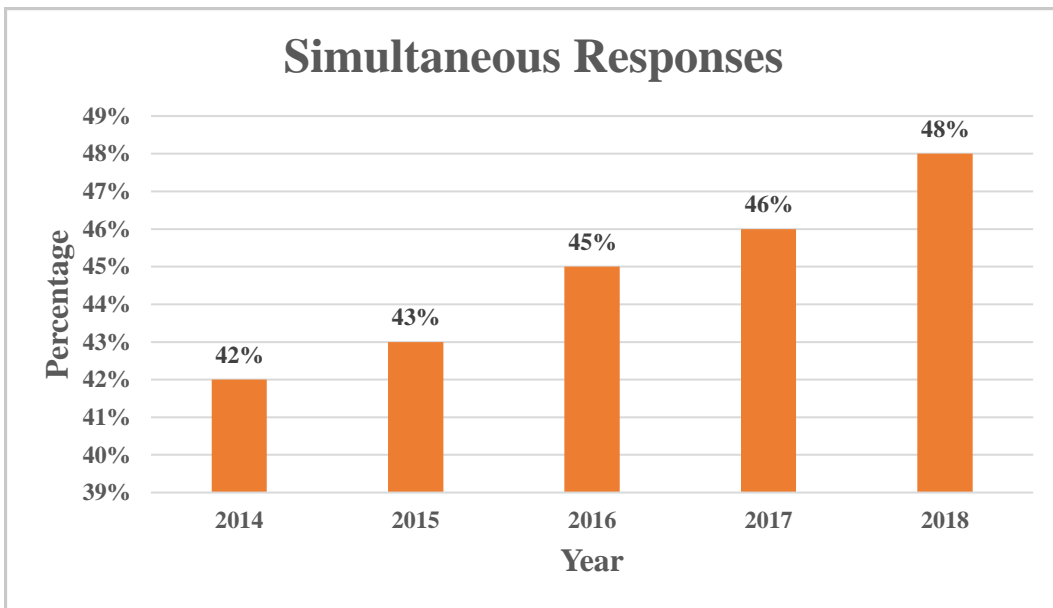
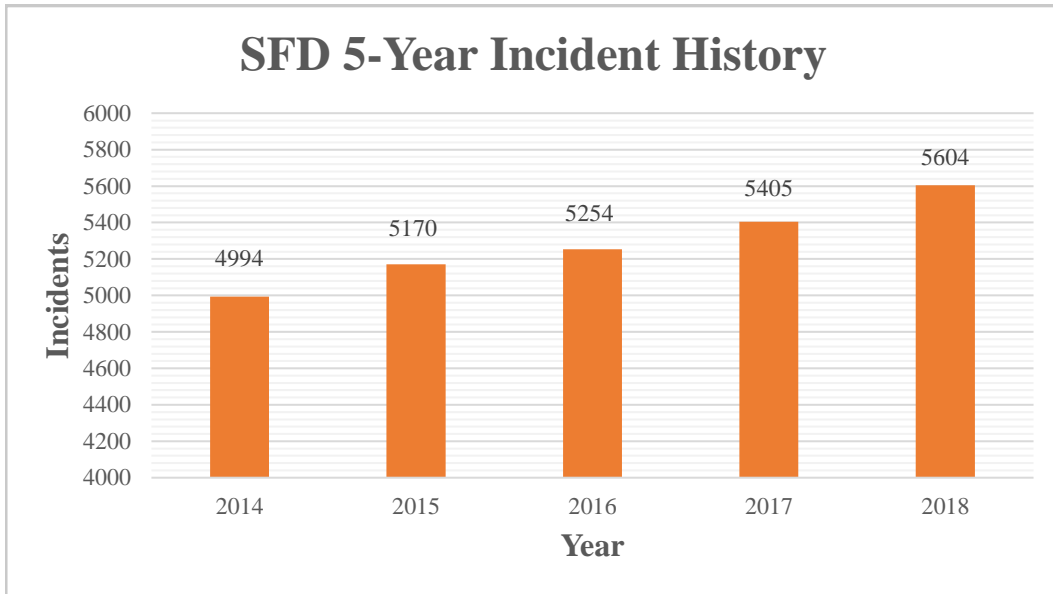


FIRE DEPARTMENT

2018....by the numbers:

Lastly, these are just a few vital statistics that are important to share with the community regarding your Fire Department and our response to incidents within our community.

Emergency Incidents Total:	5,605
Fire Incidents:	1,931
EMS Incidents:	3,673



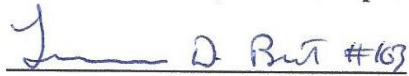
A simultaneous response is when there is more than one incident occurring at the same time.

FIRE DEPARTMENT

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

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

Respectfully Submitted,

A handwritten signature in blue ink that reads "Lawrence D. Best #163". The signature is written in a cursive style and is underlined.

Lawrence D. Best
Chief of Department

FIRE DEPARTMENT

Inspectional Services Division, Fire Prevention Bureau, Communications and Information Technology Divisions

I am pleased to submit to you the following as an annual report of the Fire Prevention Bureau, Inspectional Services, Communications and Information Technology Divisions. 2018 was a year of where changes continued within the multiple divisions. The Inspectional Services division said good bye to Dan Reilly who passed away after a long battle with cancer. Dan will be sorely missed as we move on. As 2018 progressed construction activity far outpaced 2017. With the construction moving at a fast pace in the North Tuscan Village all phases of the Inspectional Services Division are now feeling the direct impact on our day to day operations. As we have publicly stated on many occasions our responsibility is to ensure professional and efficient services for the entire community we will continue to strive to achieve these goals as our community continues to see significant expansion in all phases of development. 2019 will bring significant challenges as we will be tasked with a significant increase in requests for services.

In the Communications Division we welcomed a new Fire Alarm Operator with the retirement of long time FAO John Hoellrich. FAO Caitlin Breen has joined the Salem Fire family. Caitlin is assigned full time to C shift.

Information Technology saw an uptick in activity this year with the completion of expansion of the fiber optic network. This continued expansion of the town owned network will reap significant benefits for our community for many years to come. We were able to complete significant upgrades to the ITS traffic management system including software, replacement of five (5) cameras and the initiation of live streaming via You Tube which is available to the public. Further equipment replacement and upgrades are planned for 2019 with the successful approval of the operating budget. An annual maintenance program was developed and will be implemented to protect this important community asset.

Some of the major highlights from 2018 are:

1. Our annual Fire Prevention Open House continues to be an extremely successful community event attended by hundreds of families each year. 2018 was no exception.
2. Experienced our first fire related death in February in a multi-family structure.
3. Experienced several significant structure fires in 2018.
4. Won approval from the voters for a complete Public Safety Radio System replacement. This was a combined effort with Fire, Police and Municipal Services Departments. Final designs have been approved and installation will commence in the spring of 2019.
5. More than \$120,000,000 in new construction costs permitted in 2018.
6. 223 new dwelling units completed or under construction.
7. Continued to work in tandem with the Planning Department providing code enforcement services.
8. Major accomplishments:
 - Completed the replacement of aging mobile radios in all primary response apparatus.
 - Completed the design and executed the contract for the Public Safety Radio system.
 - Completed the conversion of Stations 2 and 3 to the fiber optic plant eliminating 5 leased land lines and reducing monthly costs.
 - Continued a proactive role in the redevelopment of the Tuscan Village property.

FIRE DEPARTMENT

Inspectional Services Division, Fire Prevention Bureau, Communications and Information Technology Divisions

9. Some of the statistical highlights for 2018 from the Inspectional Services Division are:
- 8,962 Inspections completed all disciplines an increase of 19% over 2017.
 - 4,785 Total Permits were issued an increase of 11% over 2017.
 - 62 Violation notices were issued an increase of 76% over 2017.
 - 785 Plans reviewed by the Fire Marshal
 - 1,246 Building Plans were reviewed by the Building Inspector
 - 48 Complaint investigations, an increase of 29% over 2017.
 - 26 Code Enforcement Complaint Investigations.
 - 73 Fires and related incidents were investigated for origin and cause.
 - \$1,322,548 Permit Fees received (Building, Electric, Plumbing, Fire, Mech.).
 - \$3,271 Permit Fees waived (Town and School Projects)
 - \$117,000 Radio Box Monitoring Fees Collected.
 - \$52,830 Permit / License Fees (Health)

Looking ahead to 2019 and beyond the Salem Fire Department will be asking for the Town's support for several important projects critical to our operation. They are:

1. Seeking funding sources to help meet the needs of our department.
2. Managing the ever increasing demands from the community of the Inspectional Services Division.
3. The installation of the Public Safety Radio system.
4. Completing a comprehensive inspection of multi-family occupancies and other target occupancies for fire and life safety.
5. Implementing a sustainable place of assembly inspection program.
6. Supporting the training and professional certification for all members of the Inspectional Services staff.
7. Continue to improve the performance of the View Permit Software system.
8. Evaluate all software currently in use for increased efficiency.

In conclusion I would like to personally thank all Salem Fire Department members and their continuing efforts in delivering the Fire Prevention / Community Preparedness message to the community. I feel privileged to serve as Salem's Fire Marshal/Chief Building Official and look forward to continued success in 2019.

Respectfully Submitted:

Jeffrey S. Emanuelson
Fire Marshal/Chief Building Official

FIRE DEPARTMENT

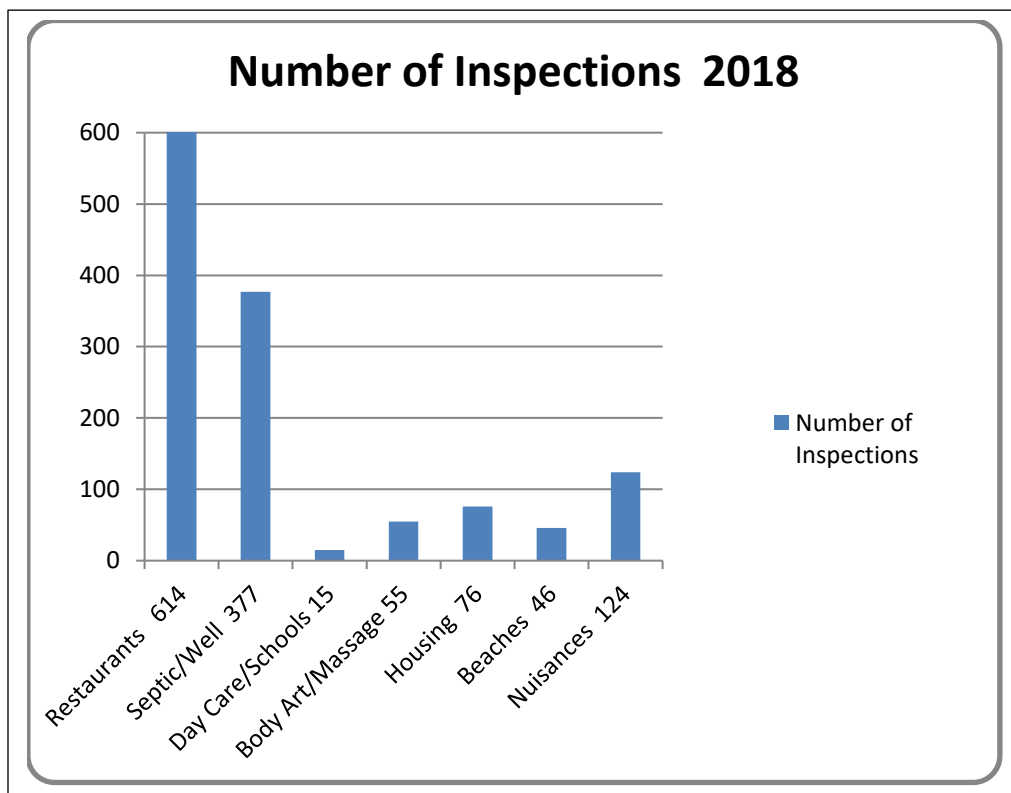
Inspectional Services Division - Health Officer's Report

Licenses/Inspections/Food Safety Initiatives:

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

Mosquito Control Program:

The comprehensive mosquito control program was conducted for the eighteenth straight year. Larvaciding (treatment and spraying of wet areas and catch basins) and surveillance activities began in April and continued until October. Spraying occurred at the athletic fields prior to the 4th of July events. One positive batch of mosquitoes were detected in Salem for West Nile Virus but no mosquitoes were found with Eastern Equine Encephalitis in 2018.



Septic Systems/Wells:

The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 377 inspections and plan reviews were conducted in 2018.

FIRE DEPARTMENT

Inspectional Services Division - Health Officer's Report

Public Health Preparedness:

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

2018 Highlights:

- No positive mosquitoes found for Eastern Equine Encephalitis. One positive batch of mosquitoes found for West Nile Virus but no human cases.
- Conducted 614 food safety inspections, collected 10 food samples for analysis.
- Assisted the State with the identification and assessment of Cyanobacteria at Arlington Pond.

Did You Know?

- Through immunization, we can now protect infants and children from 14 vaccine-preventable diseases before age two.

Respectfully submitted,

Brian A. Lockard
Health Officer

SOUTHEASTERN NEW HAMPSHIRE HAZARDOUS MATERIALS DISTRICT

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

The District draws its funding from an annual assessment from each community as well as from grants and donations. The FY 2019 operating budget for the District was \$128,880. Additionally, in 2018 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$45,076. The Fire Chiefs from each member community make-up the Operations Committee of the District. The Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community. It is the Board of Directors who approves the budget and any changes to the bylaws of the District. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technician Team Liaison, and one Member at Large, manages the operations of the District within the approved budget. The District employs a part-time REPC Director to manage the administrative functions of the District, including but not limited to, grants management, financial management, and emergency planning.

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

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

The Emergency Response Team is made up of 27 members drawn from the ranks of the fire departments within the District. The Team consists of 5 Technician Team Leaders, 17 Hazardous Materials Technicians, 2 Communication Specialists, 1 Information Technology Specialist and 2 Support Specialists. In addition to these personnel, the team also includes an industrial chemist from a local industry.

SOUTHEASTERN NEW HAMPSHIRE HAZARDOUS MATERIALS DISTRICT

District Resources: The Team maintains a fleet of vehicles and specialized equipment with a value of approximately \$1,000,000. The vehicles consist of a Mobile Command Support Unit, two Response Trucks, three Spill Trailers, a Technician Trailer, an Operations/Spill Trailer and a Firefighting Foam Trailer. In 2018 the District added an Air Supply Trailer that was acquired at no cost through the federal surplus equipment program. This trailer provides the capability of on scene refilling of breathing air tanks for both the hazardous materials team and member fire departments. This trailer is housed at Chester Fire Department.

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

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

Response Team Training: In 2018 the Emergency Response Team completed 742 hours of training consisting of monthly training drills and specialized classes attended by team members. These specialized classes included Propane Gas Emergencies, FBI WMD briefing and Compressed Natural Gas Tankers. Several Team members attended the New Hampshire Hazardous Materials Training Conference. Funding provided through a Hazardous Materials Preparedness Grant allowed for four Team Leaders to attend the International Association of Fire Chiefs Hazardous Materials Teams Conference.

Emergency Responses: In 2018 the Hazardous Materials Team responded to 17 incidents. These included spill trailer responses for hydrocarbon fuel spills from motor vehicle crashes involving tanker trucks and fuel spills in lakes. 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

HUMAN RESOURCES DEPARTMENT

In 2018 Human Resources (HR) focused on aligning policies to meet best practice procedures and processes while providing fair and consistent employee support. Some of the department's projects, activities, and accomplishments for 2018 are listed below:

Employee Related activities

- The department organized its first Health and Wellness Week for Town Employees during April 16-20th. The week was filled with healthy activities to promote wellness including a Health and Wellness Fair. Many of the Town's vendors donated their time to participate and provide employees with a variety of health and wellness related information as well as insurance options available to them. Over 50 employees attended the event.
- Wellness related activities throughout the year included: Biometrics Screenings, Flu Shot Clinic, Lunch and Learn workshops on Stretching and Strengthening at Work and Keys to Long Term Weight Loss.
- Requested by the Joint Loss Management Committee, HR staff arranged CPR training for interested employees. Training was provided by the Fire Department and 19 employees attended the training!
- Other workshops provided to interested employees in 2018 included: A Will workshop and Identity Theft Prevention workshop.
- The Employee Relations Committee was created at Town Hall and spearheaded by the HR Director to promote a united workforce through teamwork and recognition. The committee held a recognition week and planned several employee centered activities including a pin ceremony for long term Town Hall employees.

Staffing: The department processed over 61 new hires (including seasonal employees)

- Fire Department hires -11
- Police Department hires -9
- Community Services hires -23 (22 were seasonal employees)
- Municipal Services hires -12 (9 were seasonal employees)
- Library hires -2 (1 full-time and 1 part-time)
- SCTV hires -1 (part-time)
- Collections hires -2 (1 seasonal)
- Finance Department hires -1
- HR Department hires -1 (part-time)

HR has also processed over 46 terminations in 2018 (26 were seasonal employees)

Workers Compensation:

- The HR Department filed 74 injury claims during 2018 to the Town's Workers Compensation Insurance carrier Primex.
- The majority of injuries were contributed to strain/sprain from lifting/lowering or slip and falls
- Fire and Police as expected due to their duties are leading in the claims submitted

HUMAN RESOURCES DEPARTMENT

JLMC:

- The first meeting included a training arranged by HR and provided by Primex which was attended by 14 employees.
- The 2018 Joint Loss Management Committee was chaired by the HR Employee Relations Coordinator. The committee met 8 times throughout the year and consists of 8 members from different departments. (HR, FD, Library, TM'S Office, Community Development, Engineering, Utilities, Finance) all departments were invited to participate.
- Some of the projects that the Committee undertook included: developing building checklists, revising the JLMC Procedure Manual (pending TM approval), creating an evacuation log book, updating and replacing evacuation maps throughout the Town Hall building, sending safety tips and accident prevention materials to all Town employees, updating postings, identifying problem areas, replacing out of date pads and batteries in town wide AED units, and creating a sub-committee to start inspections of Town facilities.
- 2 inspections were completed by the sub-committee in 2018 and results forwarded to the Town Manager for review.

Training attended by HR personnel in 2018:

- FMLA/ADAAA
- Preventing Unlawful Workplace Harassment Manager edition)
- Preventing Unlawful Workplace Harassment (employee edition)
- Ethics and Code of Conduct
- Not in Our Workplace: Sexual Harassment Orientation Training
- Free Speech and Public Sector Employees
- Risk Factors in the Workplace
- Slip, Trip and Falls Prevention
- Advanced Payroll Issues training
- Social Media Ethics
- Communications Skills for Public Sector Employees

The Employee Relations Coordinator also completed IPMA-HR Public Sector HR Essential Course and is scheduled to take the certification test in early spring.

The HR Department welcomed Rena Webster to the HR Department part-time. Rena is a former 30 Year employee with the Town as the Payroll Coordinator. Her experience and expertise has been a great addition to the HR Team and extremely beneficial to employees!

The HR Team would also like to recognize their volunteer Bobbi who has assisted for many years in HR once a week. Her help is deeply appreciated!

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 request for assistance is made through the application process. The decisions are based on guidelines adopted by the Salem Board of Selectmen. These guidelines can be found on the 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 works diligently in searching for other resources, such as State and Federal Programs, food pantries, etc., before Town dollars are utilized.

Barbara Riley is the Human Services Director and is aided by Karri Makinen as part-time assistance as needed, who also works as the Community Development Coordinator.

In addition to our usual daily operations, 2018 presented a huge challenge for the Human Services Department.

The Town of Salem experienced three large fires in multiple dwelling units. Dozens of families lost everything they owned and there was one fatality and a seriously injured woman.

Our Department was requested to aid these families in this dire time for them. Red Cross gave them some aid for a few days, but that is the limit of their aid. We immediately met with all the families to assess their needs. Each family's circumstances and needs were unique. We provided vouchers and gift cards for new clothing, bedding, food and furniture. As the relief efforts came in, we were able to aid in addressing their long term needs of replacement housing, furniture and bedding. We continued to work with these families for over 6 months, this was how long it took for some of them to find replacement housing and get back on track with their lives. This was done all with the generous donations provided on behalf of these families.

Salem and the surrounding communities rallied to support these families. People were coming to the Human Service office and Fire Department to drop off gift card donations and funds to help these families move on with their lives. Two fund raisers were raised and were supported by Salem residents which showed the tremendous community spirit there is in Salem. It was a remarkable experience for this office to feel the pain and anguish these families were dealing with, the unbelievable generosity and goodness from this Town and the heart touching gratitude from these families for the aid they were given.

Outside Human Services

The Town funds nine different Outside Service Agencies who perform various services for Salem residents. All of 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. For example, low income families being served with Community Action for electric monthly discounts, annual fuel assistance grants and food pantries when needed. They have also aided this office in preventing a number of evictions for some of our families who, due to illness or a temporary loss of employment, fell behind on their rent.

HUMAN SERVICES DEPARTMENT

We have a better quality of life here in Salem due to the services performed. These include: Meals on Wheels providing group meals at the Ingram Center and delivered meals for home bound residents; CART and Caregivers giving rides for elderly and disabled residents; Salem Resource Center and the Boys and Girls Club helping families through play groups, daycare and afterschool activities for working parents. Boys and Girls Club is also providing drug prevention programs at an early age to hopefully educate our future generation to the dangers involved.

Our address is: Human Service Office
 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
Karri Makinen, Community Services Coordinator



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

It is my honor to present this report on behalf of all the extremely hard working and dedicated employees from the Municipal Services Department. The year 2018 brought significant challenges to the staff who endured long hours due to unforeseen weather events, staffing, and some of the largest infrastructure projects to date in Salem's history. There were a number of employee changes from retirements and/or resignations that required the current staff to go above and beyond to ensure that the services to the community remained unaffected. This report is a narrative for those great efforts which they should all be proud of.

Respectfully Submitted,

Roy E. Sorenson
Municipal Services Director

Municipal Services is comprised of Engineering, Public Works, and Utilities which together as one department provides high quality essential services to the residents, businesses, and visitors to Salem in a professional, efficient, and cost effective manner. The staff is comprised of thirty-six full-time employees including myself and three deputy directors that oversee an eleven million dollar (\$11,000,000) operating budget and large capital infrastructure projects among many other responsibilities.

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



The Salem Engineering Division located at Town Hall is dedicated to providing high quality and prompt engineering assistance to the Town's residents, business community, Municipal Boards, Commissions, Committees, as well as other Town Departments. Our mission seeks to provide professional engineering services and cost effective engineered solutions associated with the planning, design, construction, and administration of capital improvement projects and the maintenance of Town infrastructure. The Engineering Division provides a variety of functions and services related to municipal matters including permitting and subdivision/site plan technical review. Dan Hudson, PE, Director of Engineering directs and manages the division. Jim Brown - Senior Engineer and James Danis, PE – Capital Projects Engineer, are the full time staff members.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The Engineering Division was involved in the following major activities in 2018.

- **Zion Hill Road Reconstruction Project** – The entire length of Zion Hill Road (approximately 9,800 linear feet) was maintained and/or reconstructed during the 2018 construction season. The southern half of the road below Matthew Drive was resurfaced under the Roadway Stabilization portion of the Road Program. Maintenance work involved resurfacing and minor drainage improvements. The northern half of Zion Hill Road above Mathew Drive was reconstructed utilizing varying treatments such as full box reconstruction and reclamation operations. Work involved comprehensive storm drain improvements, excavation of the old road bed, placement and compaction of new foundation gravels, grading, and repaving. As part of the work the intersections of Bluff Street and East Broadway were completely redesigned and constructed offering improved intersection geometry. Work provides safer passage through the area without restricting or impeding traffic flow. All work was completed by the end of November.



- **Road Reconstruction Projects** – The 2018 neighborhood road reconstruction work included improvements to Captains Road, Captains Drive, Bonanno Road, Coburn Street, Pacheco Drive, Witch Hazel Road, Harris Road, and Doiron Road. Approximately 6,100 linear feet of road was reconstructed; however due to extensive fall rains final wearing course pavement has been delayed to spring of 2019.

- **Garabedian Drive** – 2018 continued reconstruction efforts on Industrial Roads. Garabedian Drive is the second industrial road completed. Industrial road reconstruction efforts will continue annually with at least one per year in the ten year program until each of the roads is completed. The work involved reconstruction of approximately 2,600 linear feet of roadway by removing the old pavement, re-grading, stabilizing the base with added stone, and repaving of the road surface. Roadway shoulder and incidental drain improvements were also completed.



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

- **Road Design Projects** – The design of Town Farm Road (N. Main St to Shannon Rd) was completed and is planned for construction in 2019. Design work was also completed for road reconstruction for Northeastern Boulevard, Fox Run Lane neighborhood, Olde Woode Road neighborhood and Lincoln Terrace according to the 10-Year Road Program.

- **South Broadway Sewer, Water, & Bridge Improvements** – The Engineering Division in coordination with the Utilities Division managed the design and is administering the construction of the project which includes constructing replacement sewer and water mains on South Broadway between Main Street and Cluff Crossing Road and replacing the culvert north of Friendship Drive. Work started south of Cluff Crossing Rd (near Target) and is proceeding from south to north, extending to and along Main Street. It's a two-year project, with challenging construction due to deep sewer mains, work within high volume roadways and intersections, and presence of existing utilities. Approximately 8,200 linear feet of 8 to 30 inch sewer main and 7,500 linear feet of 8 to 16 inch water main will be installed, increasing sewer capacity and replacing 100+ year old water mains.



- **Depot Intersection Project** – Land acquisition and final design for the reconstruction of the Depot intersection (Main Street at Broadway) is ongoing with construction planned for 2020/2021. The project involves the design of traffic signals and geometric modifications of both the intersection and the roadway approaches in order to provide dedicated left turn lanes on the northbound and southbound sections of Route 28.

- **Road Committee and 10 Year Road Program** – Myself, Dan Hudson - Director of Engineering, Selectman Mike Lyons, with special assistance from James Danis - Capital Projects Engineer, and Dave Wholley - Public Works Director conducted interactive meetings with residents for the program throughout the year. The committee reviews and updates the 10 Year Road Program accordingly to ensure that program guidelines and benchmarks are being met. The most recently revised 10 Year Road Plan (for the period 2019 to 2028) was adopted by the Board of Selectmen (BOARD OF SELECTMEN) in September 2018.

- **NPDES Phase II Small MS4 General Permit** – In cooperation with the Division of Public Works, the Engineering Division coordinates and oversees the preparation of annual stormwater reports to the U. S. Environmental Protection Agency. The annual report documents the Town's progress with respect to various Stormwater objectives. This year the Town filed its Annual Report for Year 15 of the National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) permit, as well as a Notice of Intent (NOI) for coverage under the new MS4 Permit which became effective July 1, 2018. As part of the Town's NPDES MS4 work, staff continues to work on updates to the drainage system map, with a goal of providing more accurate stormwater mapping on the town GIS. Planned work in the coming year will involve updating the Town's stormwater ordinances to better align them with MS4 requirements.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

- **Former Wastewater Treatment Plant** – Demolition and environmental assessment efforts continue at the Town's former municipal wastewater treatment plant. All former structures have been removed, with the exception of the main building basement. Upcoming work will include additional soils testing and planning for future abatement of underground contamination to support future marketing of the property for sale as part of the economic revitalization zone in Salem.



- **Subdivision and Site Plan Review** – The Engineering Division performed technical review of 433 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 249 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and sign off on 944 Building Permit Applications and Certificates of Occupancy.



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

Public Works is comprised of eighteen full time employees and directed by Dave Wholley who oversees day-to-day operations including snow events. The hardworking dedicated staff are available and provide municipal service when called including working nights, weekends, and holidays including extended hours during emergency operations. This past year three tenured foreman, Ted Puzniak – Chief Mechanic, Jon Graichen – Street Foreman, and Rich Houle – Parks/Properties, a combined 56 years of service, departed and we wish them well with their future endeavors.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The Public Works Division was involved in the following major activities in 2018.

- **Street Section** – The mission of the Streets and Shops section is to effectively maintain the towns roadway infrastructure for the safest possible travel while being cost conscience and efficient. The largest responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pot hole patching, turf management at all ball fields, parks and town buildings, roadside litter control (4.51 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. The staff includes Joe Feole – Streets Foreman, Geoff Benson – Street Foreman, Darrell Bible, Eric Becker, Kyle Fox, Bill Simone, Mike Stickney, Matt Waldron, Andy Ramos, Rick Lessard, and Curtis DiGiovanni.



The winter season included 38 primary salting operations, 13 secondary salting operations and 10 plowing operations to handle the season accumulation total of 83 inches of snow. We used 7,324 tons of salt, 596 tons of sand, and a record high 13,500 gallons of liquid calcium for snow and ice control. During the month of March we received a two large storms of heavy wet snow that damaged many trees throughout the town. The storms became eligible for FEMA (Federal Emergency Management Agency) reimbursement. The March snowstorms also came during the Town Election but staff was able to keep both the roads and polls open respectively.

There were over 936 work orders completed over the year predominately for maintenance including the yearly programs such as street sweeping, signs, and catch basins. The triennial catch basin cleaning program completed its Year 1 program in the neighborhoods by cleaning 1900 catch basins. Over 46 catch basin and manhole structures that had become compromised or failed were repaired by staff.

Public Works along with Engineering administered and managed the annual Road Stabilization work which involved mill and overlay of more than 30,000 linear feet of Town roads, including Main Street, Deerfield Street, Glen Denin Drive, Stone Post Road and Fairmont Road among others. Staff also administered the crack sealing program that included but not limited to East Broadway, Delaware Drive, Lawrence Road, Veterans Memorial Parkway, and Geremonty Drive.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

Public Works was busy over the year replacing and reconstructing many failed drainage lines within the Town. Two jobs in particular that required immediate attention and extensive work were on Teague Drive and Hooker Farm Road. The corrugated metal pipe culverts that were installed in the 1980's had corroded and failed causing major sinkholes in the pavement. The work include full replacement on Teague Drive bike path.



- **Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department and Town Hall vehicles in a cost efficient manner. The responsibility this section is tasked with requires ensuring that front line emergency response equipment stays up and functioning during the course of town wide snow emergencies, water main breaks and floods among other things. Some of the more routine equipment maintenance plan requires this section to ensure that all vehicles and equipment (60 plus) receive thorough inspections at least once per year in accordance with the State of NH Department of Transportation (DOT) specifications. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure that downtime is kept to a minimum which helps the department maximize project efficiencies. The Fleet section manages the inventory including preventive maintenance, repairs, deferment, and capital replacement. A large six wheel dump truck, a one ton utility truck, a one ton dump, a sidewalk tractor machine, a water utility van, and a one ton water distribution service truck were procured and purchased to replace equipment beyond its useful life. The Fleet Section is led by Chief Mechanic Ryan Pike.

- **Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the transfer station generated by the town's residents, private haulers, and the operation of the municipalities business and projects. The transfer station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, waste motor oil, CRT's, and batteries. Foreman Dave Cantor monitors the operation including the contracted services to assure that all visitors to the transfer station are permitted while providing direction and guidance for the disposal of various items. In 2018 we collected 8,215 tons of solid waste and 2,099 tons of recyclables – 20% recycling rate. Another 63 tons of E-waste and 432 tons of scrap metal were received at the facility as well. The annual Household Hazardous Waste Day (HHWD) was held at the Public Works Facility on October 13th with a record turnout of 348 vehicles or 30% more than 2017.

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

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

The primary function of this section is to perform professional burial services at the town cemeteries for the residents. Maintenance of these cemeteries is extremely time consuming for preservation, lawn mowing, weed trimming, tree pruning, flower planting, Memorial and Veteran Days celebrations, snow plowing, leaf blowing/raking and responding to residents concerns while enforcing cemetery ordinances and rules. This section also administers facility oversight of the Town Hall, Court House, Depot Train Station, Historic Buildings, Parks Building and Pine Grove Cemetery for all maintenance issues including HVAC systems, lighting, sidewalks, parking lots, lawns, irrigation systems, fire and burglary systems, cleaning, and general upkeep. Maintenance of Michelle Memorial Park, Hedgehog Park, Palmer School (field), and the Linwood Ave playground are also part of the operations with turf management, tennis courts, and facility operating needs. Another important duty is management of election polling station set up of which all DPW personnel are used. Staff also assists moving items for various charities during the holidays, recreation supplies for camps, and files during year end.



Several old headstones were cleaned and repaired at the Salem Center Burying Ground by a professional restoration company. There were also numerous large hazard pine trees that were cut down by the backside of Hose House 5. A Master Plan for Pine Grove Cemetery was adopted by the Board of Selectmen that will help with future development and various burying methods to ensure sustainability for many years to come. There were upgrades done at the District Court including restoration of the basement court and new exterior exit doors where the sally port used to be. Overall there were 55 burials, 48 cremations and 48 new burial lots sold during the year.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities



The Utilities Division is located at 161 North Policy Street – Canobie Lake Water Treatment Plant (WTP). Our mission is to work diligently to provide cost-effective reliable water and wastewater distribution services to the customers. We are committed to customer service including providing ample safe drinking water for domestic use and firefighting requirements that complies with all state and federal water quality standards. Similarly we will ensure the most efficient waste system including pump stations and force mains that collect and transport the Town’s wastewater to the Greater Lawrence Sanitary District (GLSD). Utilities is committed to providing high quality service while maintaining and evaluating our systems to ensure efficiency and reliability. The Utilities Division is comprised of three sections: Distribution, Systems, and Meters. This past year Frank Giordano – Utilities Director, and Ron Benjamin – Systems Foreman, departed and we wish them well with their future endeavors.

The Town’s drinking water is supplied by Canobie Lake from the months of May through October then transfers to Arlington Pond for the colder months or October through May. Canobie Lake reached its maximum level of 220’ MSL in March and remained there through above average precipitation through the end of June. July, August, and September, were extremely dry prompting



moderate drought conditions that led to voluntary water restrictions which were lifted by the end of September. Precipitation picked up immensely during the autumn months notwithstanding record rain in November that ultimately brought Canobie Lake to 220’ MSL by the first week of December which is the earliest recorded maximum since January of 2005. Arlington Pond was reported to have a Blue-Green Algae (Cyanobacteria) breakout during August and Town staff with NHDES monitored the situation with the bacteria dissolving by Mid-September.

A Water Supply Alternatives Study funded by NHDES was completed by Weston & Sampson and accepted by the Board of Selectmen. The report examined potential water supply options for the town of Salem and provided an overview of the current water supply and recommendations for supplementing the long-term ability of the town to serve its water customers. The report was funded by the NHDES MtBE Remediation Bureau. A goal for the town of Salem was to determine if a water supply source was available that could yield approximately 700 gallons per minute (1.0 MGD, or approximately 368 million gallons per year) to replace the capacity of the Turner Campbell Well that was lost to contamination.. The study incorporated review of approximately twenty prior reports, studies, and supporting documents to develop a historical timeline of the town’s water supply.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

Southern NH Regional Water Interconnection Project

Salem entered into an MOU as a joint member of the Southern NH Regional Water Interconnection Project with the intent to work collaboratively to facilitate the development, construction and operation of infrastructure that interconnects the water systems of Manchester Water Works (MWW), Town of Derry, Pennichuck East Utility in Windham (PEU), Town of Salem, Hampstead Area Water Company in Atkinson (HAWC), and Town of Plaistow to enable potable water to flow from the MWW source to and/or through the aforementioned entities' water systems or service territories, ultimately reaching Plaistow. This new regional water line funded through the State and/or NHDES would help address current and future drinking water shortfalls created by MtBE contamination in the towns of Salem, Windham, Hampstead, Atkinson, and Plaistow. As such Salem as a partner to an agreement would be required to purchase an amount of potable water by gallons per day (GPD). Salem has been allocated through an engineering study for this project to be eligible for 300,000 GPD for Phase I and an additional 1.2 million gallons per day (MGD) for Phase II for a total of 1.5 MGD for the entire project. The Board of Selectmen at their December 10th meeting established a committee, The Southern NH Regional Water Line Ad Hoc Committee, charging them with review and recommendation regarding the Town of Salem's commitment to this regional water main project by purchasing water rights through a potential 2019 warrant article.

The Utilities Division was involved in the following major activities in 2018.

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

- **Distribution Section** - Our mission is to provide safe, accessible, reliable, and sufficient water supply to our customers as we are the responsible custodian of the distribution system that delivers



a potable source for drinking but also ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem per the water distribution system. Over 2.3 million gallons of drinking water per day on average flow from the water treatment plant and is distributed through the town in its vast network of pipes. The infrastructure must be operative at all times as it serves potable water to a significant portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age which can cause unexpected emergency

breaks that will need to be fixed throughout its life. Major improvements have been identified through a master plan that improve the network alleviating water age, regulating pressure, and creating redundancy. Staff is responsible for the maintenance and repair of over 140 miles of water main including 1,750 valves and 932 fire hydrants and also provide technical review for new developments. This section is led by Foreman Tom Donahue along with Rusty Gosselin, John Hackett, and Kyle Fox.

MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

Substantial effort was required to fulfill the “Dig Safe” law requirement with our locating and marking water lines for over 1600 regular and 87 emergency Dig Safe requests. In 2018 emergency water main repairs were made to 10 failures, 5 service leaks, and nonemergency repairs made to 76 shut off valves and 16 fire hydrants. Over 1000 hours were invested in the flushing, maintenance and repair of hydrants. Projects for 2018 included water main improvements on Route 28 with construction of the replacement of 100+ year old cast iron water main from just south of Cluff Road that will eventually conclude at the Depot intersection by Main Street. This line has been plagued by breaks throughout this corridor over the past ten years and was part of the 2018 Warrant, Article – 5 which passed with over 75% approval.

Two vehicles were purchased to help with emergency and day to day operations. A utility truck with crane attachment, this vehicle is assigned to the distribution section. It also responds to emergency situations and is a front line vehicle during the repair of water main failures. The crane attachment allows the operator to lift heavy objects on and off the vehicle i.e.: pipe, fire hydrants.

The second vehicle is a six wheel dump truck dedicated to daily operations in the Utilities Division including as a front line vehicle during emergency water main repairs. Over 4000’ of new water main were inspected, tested, disinfected, and flushed. This section also performed 40 service inspections on new homes.

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

The Water Treatment Plant produced over 778 million gallons of water in 2018 for an average daily production of 2.3 million gallons per day which was up from 2.1 million gallons in 2017. Upgrades were made to the Supervisory Control and Data Acquisition system, (SCADA). With this improvement a remote access program will be initiated to insure quicker response time to Treatment Plant and Sewer Station alarms throughout the system. A new mono-chloramine analyzer was purchased to replace a piece of equipment that was no longer supported for maintenance.

Emergency Generators at Keewaydin Drive and Commercial Drive were replaced. Along with the WTP, the Utilities Division also operates and maintains two water booster stations and the Arlington Pond Pump Station. Three dam



MUNICIPAL SERVICES DEPARTMENT

Engineering – Public Works – Utilities

locations are also monitored in order to maintain established levels in their respective water bodies. Water supply is critical to the health and well-being of our community and production of safe drinking water remains our number one concern.

As for the wastewater system, responsibilities include the maintenance and repair of the collection system which is approximately 60 miles of piping, hundreds of manholes, and 10 pumping stations located throughout the community. The sewer system delivers 5 million gallons of flow on an average daily basis with peak hourly counts reaching 14.5 million gallons to the GLSD. During the months of April and November the system experienced sanitary sewer overflows (SSO) due to over capacitated pipes from excessive precipitation and groundwater that infiltrated (I/I) the pipes along Main Street from Millville Street to Martin Avenue. Field investigation was ongoing for the I/I work in 2018 and major sewer improvements on Route 28 began (Article – 5) which will resolve the SSO's on Main Street.

- **Meters Section** – Our mission is to ensure that all water meters and backflow devices are functioning accurately and inspected in a timely fashion for our customers. A water meter is a device that measures how much water you use and is similar to an electricity or gas meter. We use readings from the meter to calculate how much to charge you for your water and sewerage usage if applicable. The Town experienced significant development in 2018 with the Tuscan Village which required new metering and cross connection controls. This section is led by Foreman Fred Wallace along with Scott Witkowski, Pete Parrino, and Kelly Demers.

The Town's system includes automatic meter reading technology that saves labor time, prevents recording errors and more importantly identifies leaks and/or excessive usage by analysis of data collected. We can also generate an hourly report for any customer showing use throughout the day. The real time information will help the consumer with conservation by showing how much water is used during specific times of the day so they may adjust daily routines such as lawn watering. Along with the responsibilities of maintaining the meters, staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of 2,396 backflow prevention assemblies. These devices are vital to the protection of our water system from backflow and/or potential contamination.



POLICE DEPARTMENT

The Salem Police Department experienced an increase of 7,115 calls for service in 2018. The Salem Police Department experienced an increase of 7,115 calls for service in 2018. This is approximately a 17% increase over last year's numbers. The calls range from serious Criminal Calls, Lobby Calls and Non-Criminal Calls for service. The increase in the number of calls for service is not the only reason that Department resources are stretched thin. Salem has experienced a boom in development and construction in 2018 and Police Department resources are required for traffic control and other safety measures.

Salem, like many communities, has also felt the effects of the Opioid Epidemic. Crimes related to this crisis include burglary, shoplifting and theft, robbery, assault and gun related criminal activity. Addiction is a terrible disease, which impacts more than just the addicted individual. Family members deal with the very real fear of a loved one being a victim of an overdose and the community experiences the criminal activity often associated with addiction and drug activity. New Hampshire has been hit hard by this epidemic and recent legislation hopes to address the lack of treatment and rehabilitation facilities to help those afflicted with the disease of addiction.

Salem Police Department's illegal drug reduction efforts have also paid off for the town through asset forfeiture awards. These awards are used to purchase needed equipment for the agency at no cost to the taxpayer. Salem Police Department has two detectives assigned to the Drug Enforcement Administration (DEA) task force. One detective is assigned to High Intensity Drug Enforcement Trafficking Area (HIDTA) out of Bedford, NH. The other detective is assigned to Cross Borders Initiative (CBI) out of North Andover. The value of having Salem Police Department personnel assigned to these groups can't be overstated. In addition to the asset forfeiture funds, the intelligence developed by these groups is shared with the agency, which not only helps in enforcement efforts but officer safety as well.

Salem Police Department said goodbye to Chief Donovan at the end of 2018. Chief Donovan served as a law enforcement officer for forty-four (44) years, the last seventeen (17) as Salem Police Department Chief. He will be missed and we can't thank him enough for his service to this community.

The voters approved the addition of three (3) new officers in 2018 to bring our total authorized strength to 65. Salem Police Department also said goodbye to Officer Josh York, Officer Corbin Decker, Officer Matt MacKenzie, Detective Mark Donahue and Dispatcher Tracey Decker. Officer York moved to Texas with his family and Officer Decker, Officer MacKenzie, Detective Donahue and Dispatcher Decker all retired. We thank them for their years of service to this community and wish them well in the future. Due to these vacancies and the three (3) new positions, Salem Police Department welcomed Officer Lucas White, Officer Michael Carpentier, Officer Cody Sharpe (previously a FT Dispatcher), Officer John DePippo, Officer James Carlin, Officer Ruben Jimenez, Officer Nicholas Manent, Dispatcher James Bacon and Dispatcher Justin Dempsey.

POLICE DEPARTMENT

The Salem Police Department was subject to an outside audit in 2018. Kroll, Inc. was retained by the Town's Labor Counsel to conduct the audit. The Audit process has provided the Salem Police Department with a road map for improvement. Items outlined in the Kroll report are currently being addressed. The Salem Police Department is a professional agency whose officers put on the badge each day, along with a group of civilian support staff, they work hard to serve and protect the people of Salem. We will always strive to do better and have continuous improvement in order to maintain high standards and quality service for the community.

As a result of the Kroll audit and the departure of Chief Donovan, the Town has contracted with Municipal Resources Inc. (MRI). MRI is charged with developing a plan to implement the recommendations outlined in the audit and prepare the Department for a new permanent chief. MRI has placed civilian administrator, Brian Pattullo, in the department to oversee daily operations and be a conduit to change. We look forward to the assistance and expertise that MRI provides and we are confident that the changes will be made effortlessly and in a timely manner.

Respectfully submitted,

Brian Pattullo
Civilian Administrator

POLICE DEPARTMENT

2018 Department Statistics

PATROL DIVISION

<u>Totals</u>		<u>Motor Vehicle Stops:</u>	13,327
Total Criminal Calls:	12,050	Summonses Issued:	670
Total Non-Criminal Calls:	29,781	Warnings Issued:	9,790
Total Calls for Service:	41,916	<u>Motor Vehicle Accidents:</u>	
Total Lobby Calls:	10,522	Reported:	1,171
Total Case #'s Assigned:	13,668	Investigated:	647

CRIME STATISTICS

CLASS A OFFENSES:

Aggravated Assault:	11	Thefts from coin-operated machines:	3
Simple Assault:	174	Thefts from motor vehicles:	21
Intimidation:	68	Theft of MV parts/Accessories:	13
Burglary/Breaking and Entering:	31	Pocket-picking:	2
Counterfeiting/Forgery:	44	All other larceny:	68
Destruction/Damage/Vandalism:	128	Motor Vehicle Theft:	14
Drug/Narcotic Offenses:	653	Pornography/Obscene Material:	11
Embezzlement:	8	Prostitution Offenses:	1
Extortion/Blackmail:	5	Robbery:	14
False Pretenses/Swindle/Confidence Games:	81	Forcible Rape:	4
Credit Card/Automated Teller Machine:	79	Forcible Sodomy:	3
Wire Fraud	1	Forcible Fondling:	16
Impersonation:	19	Statutory Rape:	1
Hacking/Computer Invasion:	3	Incest:	1
Kidnapping/Abduction:	7	Receiving stolen property:	74
Shoplifting/Willful Concealment:	330	Weapons Law violations:	7
Thefts from buildings:	83	Identity Theft:	59

CLASS B OFFENSES:

Bad Checks:	8	Liquor Law violations:	66
Curfew/Loitering/Vagrancy:	7	Runaway:	1
Disorderly Conduct:	50	Trespass of real property:	44
Driving under the Influence:	272	Animal Cruelty:	9
Drunkenness:	99	All other offenses:	642
Family Offenses, non-violent:	37	Traffic, Town Ordinance Offenses:	1,277

TOTAL A & B CRIMES	4,549
TOTAL ARRESTS	2,186
Adult	2,066
Juvenile	120

POLICE DEPARTMENT
2018 Department Statistics

ADMINISTRATIVE STATISTICS

Pawn Slips:	20,544	Fingerprinting:	41
Insurance Requests:	1,641	Discovery Packets:	418
Parking Tickets:	21	Arraignments:	1,521
Pistol Permits:	103	Trials:	381
Alarm Permits:	92	PC Hearings:	25
Record Checks:	696	Grand Jury Indictments:	247
Subpoenas:	750	Pre-Trial Conferences:	185
VIN:	26	Felonies:	412

Fuel Consumption (Excluding October and November)

Police Department Gas Consumed: 37,824.33 gallons
Animal Control Officer Gas Consumed: 882.65 gallons

TOTAL STATISTICS

Total Calls for Service:	41,916
Dispatch Lobby Calls:	10,345
Administrative Statistics:	27,103
 2017 TOTAL STATISTICS:	 79,364

SALEM COMMUNITY TELEVISION

Salem Community Television began in 1971 with an agreement between Salem Cable TV and the Town of Salem. In the 1980's, a second channel was added to play Government and Public Access programming. In 2005, The Salem Government Channel was created and is dedicated to air live and pre-recorded coverage of Salem meetings. In 2018, SCTV celebrates its 47th year of serving the Salem Community. The main office is located at the High School Media Center, 44 Geremonty Drive in Salem and our telephone number is 603-893-7069 x5118. Staff members include: Tom Giarrosso (Executive Director), Judy Day, Susan McLoughlin, Larry Seaman, Aaron Shamshoyan and Briana Demers.

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

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

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

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

SCTV also coordinates several web sites including sctv17.com, sgc23.com, salemchristmas.com, salemondemand.com, and salemnhhistory.com in conjunction with the Salem Historical Society and Salem Media Services. Over 3,000 programs are available as Video On Demand, including local shows and government meetings since 2006. The channels are also available to view as a live remote video stream over the internet. School Board meetings and other educational programming can be found on ssdtv6.com.

Respectfully submitted,

Tom Giarrosso
Executive Director

TAX COLLECTOR

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

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

The collection clerks work under the supervision and direction of both the Tax Collector and Town Clerk. They are trained to register motor vehicles, accept payments for property tax and town utility bills, recreation fees, building permits, and other miscellaneous payments. In the year 2018, there were staffing changes to the collections department. We wish Jillian Skene good luck in her new position as Deputy Assessor. Part-time clerk Cathy Brown moved into the full-time position joining full-time clerk Rosie Daigle. In July, we welcomed Russell Tatro who along with Nicole Morse serve as our part-time clerks. Thank you to these individuals who comprise the collections department for their hard work and dedication in serving the public.

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

Respectfully submitted,

Cheryl-Ann Bolouk, CTC
Tax Collector

TOWN CLERK

The total gross revenue for the Town Clerk's office in 2018 was \$6,964,767.85. This was an increase of about \$358,405.35 in revenue.

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

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

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

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

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

Kelly Dortona was my Deputy Town Clerk until she left the Town's employ in June 2018. I wish her the best of luck. 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 book-keeping duties of the Town Clerk's office, which maintains an accounting of its own revenue.

There were 33 resident marriages, 145 resident deaths, and 32 resident births which took place in NH in 2018. We have no record of any out of state vital events.

Respectfully submitted,

Susan M. Wall
Town Clerk

TOWN CLERK
RECEIPTS AND VITAL STATICS - 2018

Automobile Tax Permits	\$6,721,753.35
2018 (37,832)	
Title Fees	16,488.00
Municipal Agent Fee	112,710.00
Marriage License Fees*	18,700.00
Certified Copy Fees**	43,770.00
Dog License Fees***	
2018 (4,381)	27,498.50
Elections	625.00
Uniform Commercial Code & Other Liens	10,425.00
Collection Fees	1,497.00
Filing Fees	51.00
Recording Fees	0.00
Legal Fees - Dogs	11,250.00
Gross Receipts Remitted to the Treasurer	\$6,964,767.85
<hr/>	
*Less Remittance to State of NH for Marriage License Fees	- \$16,039.00
**Less Remittance to State of NH for Certified Copy Fees	- \$17,352.00
(1,369 copies @ \$ 8.00 ea = \$10,952.00)	
(1,280 copies @ \$ 5.00 ea = \$ 6,400.00)	
***Less Remittance to State of NH for Dog License Fees	- \$2,190.50
(4,381 Licenses @ .50 ea. - \$ 2,190.50)	
***Less Remittance to State of NH for Animal Population Control Fees	- \$7,750.00
(3,775 Licenses @ \$2.00 ea - \$ 7,750.00)	
Net Revenue to the Town	<hr/> \$6,921,436.35

VITAL STATISTICS --2018

MARRIAGES

Salem Residents -- Married in NH 33

BIRTHS

Resident Births -- Born in NH 32

DEATHS

Salem Residents -- Died in NH 145

Susan M. Wall
Town Clerk, Salem NH

Boards, Committees,
and
Commissions

BUDGET COMMITTEE

It has been my honor to preside as Chairman of this year's Budget Committee for the town of Salem. The Committee has honored its role in the budgetary process to question and monitor and update the budgets presented to us from the Board of Selectman and the School Board. As the By-laws state, it is our mission to assist the Town and the School District in crafting their budgets. I applaud the members of the committee for volunteering their time and talents for the citizens of Salem. I would like to thank the committee members; David Bettencourt, Vice Chairman, Peter Edgerly, Secretary, Steve Goddu, Tom Plante, Sean Lewis, Bernard Campbell, School Board representative, and Jim Keller, Selectmen representative. Your positive attitudes, work ethic, questions and cooperation made my job a pleasure. I would also like to recognize Judy Day, the Producer of TV 23 coverage, Jeremiah Lamson, our recording secretary, and Maureen Witley, for keeping us all organized.

The Committee's work begins shortly after the elections in March. After organizing and electing officers, we begin planning our calendar and our objectives. From March to September we review the actual revenue and expense numbers we receive on a monthly basis from the town and school finance departments compared to the final approved budgets from the previous fiscal year. This ongoing review helps the committee identify and understand variances which may impact future budgets. Work intensifies from October through January with presentations of the proposed budgets from the Selectmen and School Board. The Budget Committee reviews the budgets and warrant articles that were presented as well as other supporting documentation in detail. After all of our questions are asked and answered we proceed with preliminary votes, public hearings and, final votes. The citizens have an additional opportunity to review and question budgeted items during the town and school deliberative sessions in February. After months of work, the citizens have their opportunity to speak at the polls by submitting their ballot.

Planning for the future is always difficult. We must balance the needs of all citizens for both today and for years to come. It is my belief that the Town Manager, the Superintendent of Schools, the Selectmen, the School Board and the Budget Committee have all demonstrated a desire and have proposed budgets to make Salem a better community for both today and for future generations.

Respectfully submitted,

Steven Chartrain, Chairman

CONSERVATION COMMISSION

Members of the Conservation Commission include: David Blake (Secretary), Steven Boyd, Glen Edwards, Linda Harvey (Vice-Chair), Michael Lyons (Board of Selectmen Representative), Rhonda McCune, (Alternate) Members Steffanie Giallongo and Darlene Eden resigned in 2018. We thank them for their contributions and years of service to the conservation effort.

The Conservation Commission discussed and made recommendations concerning impact on wetlands by road construction, by beaver dams, by sewer replacements, and for floodplain plans for Tuscan Village. The Commission considered and made recommendations for conditional use permits involving reduced wetland setbacks and for wetland buffers for walkways and various structures. Also, included in the mix were considerations and recommendations for extending an existing dock, for repair of a retaining wall, and for cutting trees on a conservation easement. Beaver dams on the edge of the Town Forest are being monitored for their possible effects on Shadow Lake. Site walks preceded all the above considerations

In addition to the usual agenda items, the following presentations were made at the Commission meetings:

- Discussion on the Town Forest Management Plan by Ron Klemarczyk, the Town Forester, to set up a forest management plan to include the addition of 133 acres to the original town forest; Recommendations were made for timber harvests, establishment and extension of trails, and the location of bridges where necessary. See Conservation Minutes for details, April 2018.
- Discussion on the Natural Resource Inventory by Meredith Houghton, an intern working with the Community 23 Development Department to develop a natural resource inventory for the Salem area to use for planning decisions;
- Presentation by Pat Macoul, a local wildlife photographer, on the ospreys in the renovated nest that was reconstructed in the Tuscan Village area with the help and advice of the NH Fish and Game Commission; Ospreys are protected under the Migratory Birds Treaty Act. *Conservation Photos* are on the Conservation Commission Town Site.
- Presentation by Pat Macoul, a local wildlife photographer, on bald eagles; Bald eagles are protected under the Migratory Birds Treaty Act. The number of bald eagles in New Hampshire has increased in the last two years. One of those breeding pairs is in Salem. *Conservation Photos* are on the Conservation Commission Town Site.

Summary Reports

The Conservation Fund: Linda Harvey, Treasurer

The Conservation Fund consists of money received from various sources for the acquisition and management of conservation lands within the Town. Managed by the Conservation Commission, funds legally accumulate from year to year.

CONSERVATION COMMISSION

In 2018, the Conservation Fund was supplemented from the prior year's \$420,724 ending balance by receipt of a \$176,942 LCHIP grant; \$269,375 from the Land Use Change Tax; and \$2,850 from bank interest, donations and miscellaneous income. The Commission approved expenses totaling \$103,751, all of which were for the Salem Town Forest addition and management expenses except \$947 for a 36-acre acquisition adjacent to Braemoor Woods. The Fund ended 2018 with a \$766,140 balance.

Braemoor Woods Site Acquisition

The Braemoor Woods parcel is a 30 - acre site along the Braemoor Woods Road. Discussion of the donation of this site began in 2006. It was offered to the town and accepted at a town meeting. The land is to be preserved as conservation land and managed in perpetuity by the Conservation Commission. The land is intended to be used for conservation preservation and/or agricultural purposes. The land has over 2000 feet of frontage on Veteran's Parkway and 2400 feet of frontage on Braemoor Woods Road. The parcel has an established trail system and is interconnected with sidewalks and walking trails from Veteran's Parkway out to Cluff road. It also has ample access to the general public and large areas of upland soil for future parking. The final negotiations for the terms of the acquisition of this parcel of 31 acres on Braemoor Woods were concluded in 2018 by the Conservation Commission and the Town of Salem.

The Town Forest Update: Glen Edwards

An LCHIP grant for \$180,000 was received for the recently acquired additional 101 acres to the Salem Town Forest. The grant paid for the appraisal of the property, the environmental assessment, the survey of the property, the blazing to mark the property boundaries, title work, baseline documentation, a management plan and legal costs.

Seventeen (17) sites were identified which need to be crossed with either a bridge, with a plank walk, or possibly a culvert to protect water resources and to create safer crossings. With the assistance of the Salem Boys & Girls Club Keystone Club and its Director, the pedestrian bridge leading from the Shadow Lake Parking Lot into the Town Forest was re-stained. Bill Dumont, a great steward who does many hours of volunteer work in the town forest, led a Town Forest Clean-up Day as part of National Trails Day. He and others also removed several trees from the forest's trails that had fallen because of the extensive ice damage created during the 2017-2018 winter. As per the Conservation Commission's rules regarding use of the forest, "No Motorized Vehicle" signs were erected in the forest.

The 2010 Open Space Master Plan was reviewed for the conservation parcels on the 2010 Priority List targeted for protection. Properties that were no longer available were removed. The 2018 tax maps and the list of town owned properties were reviewed to determine which town- controlled properties should be considered for conservation land. Most locations are within the vicinity of Millville Lake and the Spicket River due to the wetness of the region. The parcel north of Partridge Circle was identified for immediate consideration. Other areas of interest were identified.

Individuals on other boards which have overlapping concerns in the area of governance and politics were contacted. In addition, public outreach using Facebook was used. Recruiting and involving the public gives them ownership in the conservation effort in Salem.

CONSERVATION COMMISSION

Community and State Activities

The Commission accepted the invitation from the Salem Fire Department to attend their Open House. At our table, information was made available about the various activities of the Commission in which the public can participate, including maps with hiking trails in the Town Forest. Materials from the NH Fish and Game Commission about New Hampshire's wildlife were also made available.

Members of the Commission attended New Hampshire's Annual Conservation Conference in April, *Saving Special Places*. Members also attended New Hampshire's Association of Conservation Commissions' Annual Meeting in November.

Respectfully submitted,

Ruth Tanner Isaks, Chair

SALEM COUNCIL ON AGING

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

2018 continued to be an exciting and busy year for the Council. As Co-Chairman, I would like our citizens to realize just how great an impact the Council's efforts have in our community. As you go on to read more detail below, please keep in mind that all our efforts and contributions are saving tax dollars. Many of the improvements we do for senior programming or to the Ingram Senior Center most likely would go unrealized, as they are not provided for in the Senior Services budget.

In 2018, the SCOA expended more than \$44,130.00 to help enhance and supplement the facility, programs and services offered by Salem Senior Services. Some of our major expenditures included the purchase of a new Projector for the Senior Center; re-imbursement of the Annie's Kid play to the Soule school; a donation to the Bridges Intergenerational program and supplies; replaced the Senior Center's bingo machine; and are in the process of donating funds to the Alzheimer's Respite Program. The Council also sponsors the annual Volunteer Appreciation event which is held at Harris Pelham Inn. This year, 150 volunteers attended the lunch. Volunteers represent a huge savings to our center and the Town of Salem. Over 12,000 hours of volunteer time was used to offset programs, activities, and events at the center. The largest single improvement the Council supported this fall included covering the cost of SFC Engineering Partnership, Inc. to study and design plans to possibly expand or enlarge our parking.

I would like to thank Chasers Poker Room, a charitable gaming organization, for partnering with us to help meet our fundraising goals and to help make it possible for us to contribute to the town by addressing the needs of the center.

Respectfully submitted,

Linda Cignoni, Co-Chairman

ECONOMIC DEVELOPMENT ACTION COMMITTEE

The Economic Development Action Committee (EDAC) held 10 meetings in 2018. The main focus of EDAC this year has been discussions on the potential redevelopment of the former Wastewater Treatment Facility (WWTF) site off South Broadway. The committee has coordinated with the current tenant, Salem Animal Rescue League (SARL) as well as an abutting land owner. EDAC has closely followed updates on the status of the demolition and clean-up work at the site. Representatives from the Town's newly contracted Environmental Engineering firm for the site remediation project attended our November 2 meeting to share their approach and answer questions. Two EDAC subcommittees worked on researching various aspects of permitting, design, and obstacles for future redevelopment and reported on their findings. When the redevelopment of the site materializes, it is likely that SARL will need to consider options for relocation. EDAC has brainstormed and collected data on a number of potential sites for relocation, while also considering the community desire for a dog park.

EDAC reviewed drafts and offered comments on a new economic development website for the Town of Salem. The website was made by Community Development Intern Katharine Labrecque and will be published soon.

EDAC also reviewed its bylaws and membership terms for greater efficiency and recommended amendments, which the Board of Selectmen approved.

EDAC looks forward to taking on a new area of focus in 2019, while still remaining involved in the WWTF site redevelopment as it progresses.

Respectfully submitted,

Gene Bryant, Chairman

HISTORIC DISTRICT COMMISSION

This has been a very exciting year in the Historic District. One of the major projects was to clean and restore the old cemetery. The first step was to take down the old pine trees to stop the roots from uplifting the stones, and have the branches drop and crack the old stones. Once that was done, we had the inmates from the Rockingham County Correctional Facility in Brentwood come to clean and rake the entire cemetery. They did a marvelous job and was at no cost to the Town. The society paid for their lunches and the inmates also helped at the museum in moving items we could not handle ourselves. Their next project was to restore and replace the fallen stones on the walls. With the work being done, it opened up the view of the cemetery. Michael Covey offered to build a wrought iron gate to the entrance. Michael was able to install part of the gate before SalemFest activities. He also put the date of 1736 on the entrance way so everyone could know when the cemetery was laid out. In the spring, Michael will finish the rest of the gate.

In the spring of 2019, the rest of the gravestones will be up-righted and cleaned. We are hoping the gravestone restorer will take pictures of all the stones, catalog them, and make a graph of where they are for easier location of names and dates. One of the most interesting part of the restoration was locating the stone of Charles Lunberg. Mr. Lunberg's stone was one of the oldest stones and upon doing a little research, the District found out his family is still in Salem and they have given the society much information about their family roots. We are hoping to locate and gather more information of many of the people buried at the cemetery.

The next project that was completed was the restoration of the Christmas Crèche. Lisa Dumont took on that project in securing new figures, getting Lexan attached to the crèche, and with the help of Town workers, as well as volunteers from the Historical Society, the Crèche was set up for all to enjoy for the Christmas season. Brian Flanagan and Paul Simms did the cleaning, painting, and repairing the old floors and side boards after the Christmas season. The figures will be stored in the cellar of Hose House #2 and thanks to Howie Glynn who installed a new floor which will keep the figures safe and dry, we will be ready for another year.

Respectfully submitted,

Beverly Glynn, Chairman
Katherine Burke, Vice-Chairman
Edward Brooks, Secretary
Pat Good
Beth Roth

SALEM HOUSING AUTHORITY

Smoking Rule Changes in Public Housing

Ten years ago, in 2008, the Salem Housing Authority (SHA) was one of a small number of housing authorities to voluntarily implement a no-smoking policy in its public housing units. At that time, smoking became prohibited indoors year-round at our three public housing complexes (Millville Arms, Telfer Circle and Hilda Place). In 2012, the SHA Board modified the policy to expand the prohibition - to also ban smoking within ten feet of all buildings from April through October each year.

Recently, the US Department of Housing and Urban Development (HUD) set forth a mandatory nationwide smoking ban in public housing buildings and within 25 feet of those buildings. The SHA was required, as were housing authorities across the country, to follow various steps and be in compliance with the new rule within a certain time frame. Effective April 1, 2018, the SHA fully implemented, and was compliant with, the new HUD smoking rule.

Also, in 2018, through the use of HUD's Capital Fund (modernization) grant program, we were able to purchase and install new hot water heaters for all of the units at Telfer Circle.

The SHA maintains a wait list of applicants for both the public housing program and the Downing Way rental units. For more information, please feel free to contact the SHA main office at 603-893-6417.

We remain grateful for our positive relationship with the Town of Salem, its various boards, committees, departments, and employees. Thank you!

Respectfully submitted,

Board of Commissioners

Georgette Smith, Chairperson

Virginia Consoli, Vice-Chair

Kelly Bryant

Sandra Karp

Donald Simmons

Diane E. Kierstead, Executive Director

LIBRARY BOARD OF TRUSTEES REPORT

In 2018, the Kelley Library Trustees and staff pursued several facility improvements. These enhancements allow the library to better meet the needs of our community. A mix of trustee funds and taxpayer funds were used to support the projects. Trustee funded improvements include blinds to minimize sunlight and heat throughout the building, a new people counter, staff furniture and a printer. Our Brock and Marois bequests continue to supply classical music and educational courses.

The largest renovation was supported by Salem taxpayers. Our library wide flooring project replaced the tiles and carpet throughout the building. This improvement alleviates our concerns about aging flooring and asbestos and gives the library a clean and safe base. We would like to thank the Salem residents for supporting this project.

The library continues to be a vibrant meeting place and sought-after destination in our community. Throughout the year we reviewed our policies and procedures to ensure the library remains a welcoming location for all users. Our meeting rooms are frequently used for library programming and by outside organizations. To better meet the needs of our community we modified our scheduling procedures to ensure multiple organizations have an opportunity to use our space.

We look forward to serving you in 2019. Come visit us at the library!

Respectfully submitted,

Kathleen Norton, Chairperson
Kelley Library Trustees

**KELLEY LIBRARY
BOARD OF TRUSTEES FUNDS
2018**

Balance of cash on hand January 1, 2018	
Cash on Hand	894.18
Checking Account	50,580.29
Certificate of Deposit	10,826.04
Brock Trust Fund	8,052.21
Madeleine L. Marois Trust Fund	1,023.02
Total Cash Balances	71,375.74
Income, 2018	
Materials of Trade (fines & payments for lost/damaged items)	8,536.91
Trust Funds	2,112.07
Gifts	2,273.60
Book Sale	2,842.49
Vending	3,048.92
FAX	1,125.53
Non-Resident Registrations	763.00
Misc (sale of headphones, refunds, etc)	255.65
Interest	141.95
Total income:	21,100.12
Total Available Funds, 2018	92,475.86
Expenses, 2018	
Museum Passes	4,625.00
Materials of Trade (books, etc)	17.04
Furnishing and Equipment	7,924.76
Programs	1,217.27
Memberships	150.00
Trust income given to town to offset budget	2,335.82
Income given to town to offset budget	8,035.59
Total Expenses:	24,305.48
	Balance 68,170.38
Cash Balances, December 31, 2018	
Cash on Hand	894.18
Checking Account	47,504.65
Certificate of Deposit	10,910.27
Brock Trust Fund	8,587.27
Madeleine L. Marois Trust Fund	274.01
Total Cash Balances	68,170.38

KELLEY LIBRARY DIRECTOR'S REPORT

This year, the facility remained our main focus, with the building being recarpeted and retiled. We invite you to come and see for yourself the results of this work as well as everything else new this year at **your** local library.

- 2018 marked the first full year of items circulating for a month. The change was made to better suit the busy schedule of Salem residents and has been very popular with library users. Fewer items may be being checked out but a higher percentage are actually being read, viewed, or listened to.
- The lengthy project for moving away from the Dewey Decimal System to a more intuitive, word based classification for non-fiction for the adult collection was completed, including audiobooks and non-fiction DVDs/Blu-rays. This project was based on the BISAC system used in bookstores, but was tailored to the search practices of Salem. The system is now a stand-alone we call Natural Language Classification (NATLAC) that staff has presented at professional conferences. The move to NATLAC is already underway in the Children's Room and has been embraced seamlessly by the Library's users.
- Another long term, valued library employee retired. The person chosen for replacement brings a deep experience in libraries, with a strong skillset especially in marketing and collection development. These skills will be beneficial to the Salem community and for the library's continued success in meeting the needs of the community.
- Building on previous projects, the Children's Room continued 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 have been added that are more appealing to and better sized for browsing by children.
- Thanks to the approval of the Salem taxpayers, we were able replace the 40+ year old carpeting throughout the Main Level and the Children's Room. In addition, the similarly aged floor tile in the lower lobby, bathrooms, staff areas and upper entrance was covered over by new tile, neutralizing any potential asbestos issues from the deteriorating tile. Carpet squares were used for the carpeting project, allowing for easy replacement of damaged carpeting in the future. All the work moving the shelving, furniture, and collections was done by the staff saving Salem taxpayers tens of thousands of dollars.

***Did you know?** We subscribe to a service – Hoopla – that offers free access to movies, music, audiobooks, ebooks, graphic novels, and much more. Access is through your library card and can be done wherever you have internet service.*

Respectfully submitted,

Alison Baker, Director

2018 KELLEY LIBRARY STATISTICS
"A Lifetime of Discovery and Enrichment"

REGISTERED USERS

Adult Cards	11,803
Children's Cards	1,954
Total	13,757

New Registrations, 2018	1,010
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RESOURCES AVAILABLE

Books	70,420
Audio: Books and Music	7,508
Video: DVD, Blu-Ray, Games	10,204
Other: Kindles, etc	330
Magazine and Newspapers: print copies	2,585
Magazines and Newspapers: Microfilm reels	783
Magazine and Newspapers: eResources	14,856
Downloadable: Audio and eBooks	49,322
Museum passes	18
Streaming media: Music and Film	80,733
eResources	19
Total	236,778

ITEMS CIRCULATED

Books: Adult	58,483
Books: Children's	39,412
Books: Young Adult	2,302
Magazines	3,593
Audio: Books and Music	10,420
Video: DVD, Blu-Ray, Games	39,118
Other: Kindles, etc	1,966
Museum Passes	813
Downloadable: Audiobooks	6,104
Downloadable: eBooks, eMagazines, eSources	10,795
eResources: Sessions	15,858
Streaming music and film: Sessions	472
Total	189,336

Items added, 2018

IN-HOUSE ACTIVITY

Adult Programs	75
Attendance	635
Children's and Teen Programs	169
Attendance	2,048
Meeting Room Reservations, community	441
Public Computer Sessions (23 computers)	10,782
Total visits	178,562

MUSEUM COMMITTEE

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

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

The Committee and the Historical Society have also renovated Hose House No. 2. The interior has been completely refurbished, a cupola with a fire bell installed on the roof and the jail cells formerly in the basement and removed have been reproduced and reinstalled.

During this year the Committee and Historical Society contracted and funded a professional restorer to renovate the Burying Ground by repairing broken stone markers, straightening up fallen ones and recovering buried ones. The Society also arranged for a work team of trustees from a state prison to repair the stone wall at the edge of the Burying Ground.

Other projects completed during the year included a new display commemorating the 100th Anniversary of the End of World War I, headed by an intern from Salem High School. Another high school student who has interned at the Museum for 3 years made a video of a short History of Salem and the Meeting House for which he won fourth place in a state-wide video production competition.

The Society petitioned the State to have a Historical Marker put at the half way point of the Lawrence, MA, to Concord, NH on Old Rockingham Road and after 3 years of negotiating, the Marker was erected this year.

The Museum is open Mondays from 2:00 to 5:00 p.m. April through the last meeting in November, except holidays. During 2018 the buildings, staffed by Society volunteers, were also opened to the public during events at Veterans Memorial Park at Salem Center, such as Christmas Tree Lighting, Memorial Day, Veterans' Day, Salemfest, etc. The Museum was opened by appointment at other times during the year for Boy Scout groups, local elementary school classes, the Congregational Church Anniversary Service, etc.

MUSEUM COMMITTEE

The 2019 Historical Society meeting schedule is as follows:

April 9	Joe McQuaid	Cog Railway at Mt Washington....A boy's Memory
May 14	Lee Alphen and/or Peter Reynolds	Ministries and Memories at Rockingham Park
June 11	Eleanor Strang	The Boston Massacre....A Fresh Look
July 13 (Sat)	Members	Taylor Mill Tour - Derry, NH
August 13	SCTV Staff (To Be Announced)	History of Salem Community Television
September 10	Kia Nalenz	Burying Ground/ Grave Stones
October 8	Carrie Brown*	Rosie's Mom, Forgotten Women of WWI*
November 12	Deborah Goss*	Abby Hutchinson' Sweet Freedom Songs*

*Supported by New Hampshire Humanities Council

All programs start at 7:00 p.m. and are free and open to the public. The public is encouraged to attend.

Respectfully submitted,

Daniel Zavisza

PLANNING BOARD

It is my honor and privilege to provide a summary of the Planning Board's activities in 2018.

The Board held 22 regular meetings and 4 special meetings for the Tuscan Village project.

Again this year, a fair amount of the Board's time was spent with the Tuscan Village, a multi-use, town center project at the site of the former Rockingham Park. The Conceptual Master Plan was revisited and approved as some of the major components changed. We also started to see the site plans for some of the pieces of the 120 acre parcel, such as the roadway/drainage plan and the Hanover Apartments. The Board also approved plans for two maintenance buildings and an electric sub-station.

As of the date of this report, all four parcels of the North Village have been constructed or are well underway. The Salem Ford car dealership is open for business as well as two of the Corsa apartment buildings. The new Market Basket is under construction and expected to open in 2019. Several of the townhouses have been constructed and a handful have been sold.

The Board also approved several commercial redevelopment plans. Among them are Panera Bread/Verizon store on the former Denny's site, the Colbea gas station/convenience store at the current Hertz property on South Broadway, and the Planet Fitness in the former Bob's Furniture store.

Walmart on North Broadway sought and received approval for a 20,000 square foot addition to house their new online grocery pick up program.

There were two large residential projects that gained approval. A 10 lot senior housing project on Pleasant Street and a modification to the Salem MOB multifamily project on Sally Sweets Way, bringing the total units from 14 to 18.

I thank all of the members of the Board and Town staff for their dedication and hard work during 2018, as well as the professionalism of the applicants as they appeared before us.

Respectfully submitted,

Keith Belair, Chairman

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 2018

Applicant	Project	Location	Map and Lot
Walmart	20,000 sf addition	North Broadway	54-6754
Kimco	7700 sf restaurant/retail store	Cluff Crossing Road	117-7880
Colbea	4600 sf conv. store/gas station/coffee shop	South Broadway	151-131
Salem MOB	Add 4 units to 14 unit multi-fam. bldg.	Sally Sweet's Way	91-12393
Hannon	4500 sq. ft. child care*	Pelham Road	105-7800
Rockingham Christian Church	Add 150 seats to church	Keewaydin Drive	97-7863
OMJ Realty	Revised floodplain/wetland plan	Rockingham Park Boulevard	98-7887
Lexi Real Estate	Expansion of used car dealership	South Broadway	151-107
OMJ Realty	Grading/site preparation plan	Rockingham Park Boulevard	98-7887
Liberty Utilities	Electric substation	South Broadway	99-12572
OMJ Realty	Revised conceptual master plan	Rockingham Park Boulevard	98-7887
OMJ Realty	Roadway/utility plans	Rockingham Park Boulevard	98-7887
Planet Fitness	24,000 sq. ft. fitness club*	Cluff Crossing Road	117-7880
L & R Realty	Crematorium in funeral home	Main Street	89-1134
DHB Homes	10 unit senior housing	Pleasant Street	98-4071
OMJ Realty	27,000 sf maintenance bldgs.	Rockingham Park Boulevard	98-7887

*Change of Use

RECREATION ADVISORY COMMITTEE

The Recreation Advisory Committee (RAC) spent 2018 putting their hands to work and completing goals set forth in 2017 while looking towards future projects in 2019. In 2018 RAC focused on hosting a town wide event and partnering with a non-profit group to raise money for recreational events and equipment.

The RAC hosted the second annual July 4th Fun run/Walk event at the Field of Dreams. The free event included two marked courses through the Main Street and Geremonty Drive area. The race had over 50 entrants and included official timing, pancake breakfast, live music, and prizes for all finishers. The event was a great example of RAC members pulling together and hosting an event for citizens in Salem. Plans are already in the works for next year's event.

Building on the success of the July 4th event, RAC has decided to host a winter carnival. The winter carnival is scheduled for February 16, 2019 at Hedgehog Park. Events include ice skating, ice fishing, snowshoeing, snowman building, and will culminate with a bonfire. Hopefully the weather will cooperate and gives us a great opportunity to get outside and enjoy Hedgehog Park during the winter.

In 2018, RAC partnered with a non-profit organization to bring in money for recreational events. The non-profit group's main fundraiser is always the last Saturday in December. The group braves the frigid temperatures and stands outside the Transfer Station collecting money for recreational events.

The main focus for RAC in 2019 is trying to find suitable properties that can be developed into future recreation sites.

Finally, RAC would like to thank all of the volunteers who help out with our programs throughout the year. Whether it's judging a Halloween contest, flipping pancakes on July 4th, or chaperoning a ski trip, these events would not happen without these wonderful individuals.

The Recreation Advisory Committee looks forward to a great 2019 and accomplishing more goals. RAC meets every second Thursday of the month at 6:30 p.m. at the Ingram Senior Center.

Respectfully submitted,

Kevin Richards, Chairman

SUPERVISORS OF THE CHECKLIST

This past year we participated in three elections: the town election in March, the State Primary in September and the General Election (mid-term election) in November. Our duties include registering new voters, updating voter information (i.e. change of address, name, or party affiliation) and removing voters who have moved or are deceased. After each election, we are responsible for reporting to the State how many people voted, registered and/or changed party affiliation.

The total number of registrations processed by the Supervisors during 2018 was 1,232. Of this number 638 were same day election registrations processed during the General Election on November 6, 2018. As of January 15, 2019, the total number of registered voters in the Town of Salem is 28,209. This number is comprised of 11,276 undeclared voters, 7,666 Democrats, 9,267 Republicans.

Of note, as of January 2, 2019, a voter may no longer choose to register with the State of New Hampshire as a Libertarian. According to RSA 652:11, a political party's candidate for governor must receive at least 4 percent of the total number of votes cast for the office of governor in order to retain recognition as a party. In the election held on November 6, 2018 the Libertarian candidate for Governor received less than 4 percent of the votes cast for that office, therefore, the Libertarian party has returned to the status of a political organization. Any voter who was registered as a Libertarian is now registered as Undeclared.

The Supervisors would like to remind everyone that a resident may check their registration status at any time. The complete Voter Registration Checklist is updated periodically throughout the year and a copy is always available at Town Hall and the Kelley library. This checklist allows you to verify your name, address and party affiliation as well as which polling location you should go to cast your ballot. If any of the information is not correct, you may fill out a new registration form at Town Hall during regular business hours or at any of the special sessions held by the Supervisors. These sessions are mandated by the State of New Hampshire and are held at various times throughout the year. Notices of these special sessions are always publicized in the local newspapers, on the local government channel, and are posted at the Town Hall. While New Hampshire does allow new registrations on election days, we highly recommend that you ensure you are registered to vote prior to Election Day.

Respectfully submitted,

Melissa M. Sorcinelli
Patricia E. Good
Sheila M. Murrar

TRUSTEES OF TRUST FUNDS

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

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

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

The New Hampshire Attorney General's office states that:

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

In January, Russell Frydryck resigned as Trustee of the Trust Funds after serving for 3 years. His dedicated service to the Town of Salem will be missed. The Trustees welcomed Tess Holland who was elected in March and Carol Houle who was appointed by the Board of Selectmen in March to fill the vacancy.

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

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

Respectfully submitted,

Thomas Linehan, Chairman
Teressa (Tess) Holland
Carol Houle

ZONING BOARD OF ADJUSTMENT

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

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

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

We continued a downward trend in our activity this year. In 2017, we heard forty-one application, this year, we heard thirty-eight. Of that thirty-eight, thirty-three were variance applications. Twenty-five were granted, five were denied, one was withdrawn by the applicant, and two were tabled. One of those will be heard in January of 2019. We heard one request for an equitable waiver, which was granted. Three rehearing requests were brought before us. Two were denied, and one was withdrawn. There was one appeal from an administrative decision, which was denied.

As we begin 2019, I would like to thank my fellow board members for the time they give to the Town of Salem every year, to ensure that this important community service is completed. I would also like to thank Planning Director Ross Moldoff and Administrative Secretary Lisa Wojtas for all their hard work in putting the applications together and helping to keep the board running smoothly and efficiently.

Respectfully submitted,

Bernard W. Campbell, Chairman

Zoning Board of Adjustment Petitions – 2018

<u>2018</u>	Total Applications	Granted	Denied	Withdrawn	Tabled	Continued
Variance	33	25	5	1	2	0
Equitable Waiver	1	1				0
Re-hearing	3	0	2	1	0	0
Appeal of Administrative Decision	1	0	1	0	0	0
Special Exception	0	0	0	0	0	0
Totals	38	26	8	2	2	0

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.

Towards the end of the year, the equities markets experienced significant volatility. However, this had no effect on Town finances since interest rates were largely unchanged throughout. Town income is augmented by interest earned on deposits and the challenge of getting a maximum, safe return remains a constant concern. In 2018, the Town earned \$104,314 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 12/31/2018	Receipts 2018	Withdrawals 2018	Balance 12/31/2018
School	239	588,206	725,675	550,000	763,881
Recreation	233	184,341	161,739		346,080
Public Safety	50	560,192	93,702		653,894
Roads	351	723,928	510,534	47,440	1,187,022

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

Respectfully submitted,

John Sytek, Town Treasurer



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

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INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem as of and for the year ended December 31, 2017, 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. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem, as of December 31, 2017, and the respective changes in financial position and, where applicable cash flows thereof 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 Management's Discussion and Analysis (pages 3-10), the Schedule of Funding Progress for Other Postemployment Benefit Plan (page 51), the Schedule of the Town's Proportionate Share of Net Pension Liability (page 52), and the Schedule of Town Contributions (page 53) be presented to supplement the basic financial statements. 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

Town of Salem
Independent Auditor's Report

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 combining and individual fund schedules 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 are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

July 11, 2018

Plodzik & Sanderson
Professional Association

EXHIBIT C-1
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Balance Sheet
December 31, 2017

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 35,563,897	\$ 1,213,146	\$ 1,416,868	\$ 38,193,911
Investments	121,142	-	493,648	614,790
Receivables, net of allowance for uncollectible:				
Accounts	669,251	-	429,440	1,098,691
Taxes	2,736,500	-	-	2,736,500
Intergovernmental	4,215	-	-	4,215
Interfund receivable	39,164	764,344	107,000	910,508
Voluntary tax liens	151,400	-	-	151,400
Voluntary tax liens reserved until collected	(151,400)	-	-	(151,400)
Prepaid items	759,643	-	-	759,643
Total assets	<u>\$ 39,893,812</u>	<u>\$ 1,977,490</u>	<u>\$ 2,446,956</u>	<u>\$ 44,318,258</u>
LIABILITIES				
Accounts payable	\$ 538,262	\$ 696,782	\$ 90,042	\$ 1,325,086
Accrued salaries and benefits	524,443	-	26,417	550,860
Intergovernmental payable	23,722,569	-	-	23,722,569
Interfund payable	871,344	-	39,164	910,508
Retainage payable	-	116,348	-	116,348
Total liabilities	<u>25,656,618</u>	<u>813,130</u>	<u>155,623</u>	<u>26,625,371</u>
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenue - Property taxes	1,161,061	-	-	1,161,061
Unavailable revenue - Bond premiums	104,192	-	-	104,192
Unavailable revenue - Highway Block Grant	-	552,996	-	552,996
Total deferred inflows of resources	<u>1,265,253</u>	<u>552,996</u>	<u>-</u>	<u>1,818,249</u>
FUND BALANCES				
Nonspendable	759,643	-	504,064	1,263,707
Restricted	145,201	-	173,318	318,519
Committed	3,112,956	611,364	1,616,961	5,341,281
Assigned	1,122,565	-	-	1,122,565
Unassigned	7,831,576	-	(3,010)	7,828,566
Total fund balances	<u>12,971,941</u>	<u>611,364</u>	<u>2,291,333</u>	<u>15,874,638</u>
Total liabilities, deferred inflows of resources, and fund balances	<u>\$ 39,893,812</u>	<u>\$ 1,977,490</u>	<u>\$ 2,446,956</u>	<u>\$ 44,318,258</u>

EXHIBIT C-3
TOWN OF SALEM, NEW HAMPSHIRE
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Fiscal Year Ended December 31, 2017

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
REVENUES				
Taxes	\$ 28,911,976	\$ -	\$ 508,400	\$ 29,420,376
Licenses and permits	7,870,916	-	-	7,870,916
Intergovernmental	2,258,696	100,618	77,878	2,437,192
Charges for services	2,241,208	-	1,469,604	3,710,812
Investment earnings	60,073	-	10,894	70,967
Miscellaneous	1,052,314	72,742	643,329	1,768,385
Total revenues	<u>42,395,183</u>	<u>173,360</u>	<u>2,710,105</u>	<u>45,278,648</u>
EXPENDITURES				
Current:				
General government	6,631,661	-	510,758	7,142,419
Public safety	22,629,152	-	1,509,001	24,138,153
Highways and streets	4,024,093	4,817,224	-	8,841,317
Sanitation	913,122	-	-	913,122
Health	99,569	-	-	99,569
Welfare	254,818	-	-	254,818
Culture and recreation	2,067,071	-	75,100	2,142,171
Conservation	-	-	6,221	6,221
Debt service:				
Principal	636,000	-	-	636,000
Interest	95,310	-	-	95,310
Capital outlay	2,366,432	-	-	2,366,432
Total expenditures	<u>39,717,228</u>	<u>4,817,224</u>	<u>2,101,080</u>	<u>46,635,532</u>
Excess (deficiency) of revenues over (under) expenditures	<u>2,677,955</u>	<u>(4,643,864)</u>	<u>609,025</u>	<u>(1,356,884)</u>
OTHER FINANCING SOURCES (USES)				
Transfers in	1,045,416	4,209,432	-	5,254,848
Transfers out	(4,209,432)	(644,447)	(22,981)	(4,876,860)
Capital leases	914,894	-	-	914,894
Total other financing sources (uses)	<u>(2,249,122)</u>	<u>3,564,985</u>	<u>(22,981)</u>	<u>1,292,882</u>
Net change in fund balances	428,833	(1,078,879)	586,044	(64,002)
Fund balances, beginning, as restated (see Note 21)	12,543,108	1,690,243	1,705,289	15,938,640
Fund balances, ending	<u>\$ 12,971,941</u>	<u>\$ 611,364</u>	<u>\$ 2,291,333</u>	<u>\$ 15,874,638</u>

Town of Salem, New Hampshire
Bank Balances by Fund by Account
December 31, 2018 (Unaudited - Prior to Year End Close)

	Beginning Balance	Deposits	Expenditures	Ending Balance
<u><i>Citizens Bank - Operating:</i></u>				
General Fund	\$ 4,717,495	\$ 115,263,294	\$ 109,967,141	\$ 10,013,648
Sewer Fund	2,143,599	3,433,964	2,444,327	3,133,236
Water Fund	2,336,089	3,439,030	3,129,993	2,645,126
Outside Detail-Police	(30,935)	1,385,046	1,333,043	21,068
SCTV Fund	634,819	411,317	809,411	236,725
Outside Detail-Fire	10,912	45,926	36,746	20,092
Recreation	145,149	99,067	72,208	172,008
Ambulance	582,172	1,347,814	1,100,000	829,986
Grants and Donations	13,342	404,765	404,364	13,743
Road Program	667,316	4,202,432	4,992,430	(122,682)
Capital Projects	935,844	2,762,404	3,497,833	200,415
Total	19,270,194	132,795,059	127,787,496	17,163,364
<u><i>General Fund:</i></u>				
Bank of America-Ambulance	50,416	-	50,416	-
Citizens Bank	26,013,867	58,502,375	58,475,000	26,041,242
<u><i>CDBG Grants:</i></u>				
Citizens Bank	550	491,392	491,391	551
<u><i>Forfeiture and Seizure:</i></u>				
Citizens Bank	101,397	125,779	122,979	104,197
<u><i>Trust:</i></u>				
Citizens Bank-Performance Escrow	2,697,021	2,052,139	1,063,046	3,686,114
<u><i>Special Revenue Fund:</i></u>				
Citizens-Conservation Comm.	194,344	447,849	103,751	538,442
Salem Co-op-Conservation Comm.	226,381	1,317		227,698
<u>TOTAL</u>	<u>\$ 48,554,169</u>	<u>\$ 194,415,910</u>	<u>\$ 188,094,079</u>	<u>\$ 47,761,607</u>

Town of Salem, New Hampshire
General Fund
Schedule of Changes in Unassigned Fund Balance
For the Year Ended December 31, 2018
Unaudited - Prior to Year End Close

Unassigned Fund Balance - December 31, 2017, as restated **\$ 8,259,116**

2018 Summary:

Current Year Revenues	47,655,408	
Current Year Expenditures	(44,500,264)	
Current Year Encumbered	(291,837)	
Prior Year Unencumbered Funds	21,518	
Net Revenue, Expenditure and Encumbrances		2,884,825

Unassigned Fund Balance - December 31, 2018 **\$ 11,143,941**

Town of Salem, New Hampshire
Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
December 31, 2018 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
REVENUES						
Taxes	\$ 30,137,484	\$ -	\$ -	\$ 490,317	\$ -	\$ 30,627,801
Intergovernmental	3,187,450	344,747	36,649	872,108	7,266,706	11,707,660
Licenses and permits	8,351,909	-	-	-	-	8,351,909
Charges for services	4,300,294	3,558,790	3,668,116	2,038,709	-	13,565,909
Investment earnings	131,090	-	-	1,794	-	132,884
Contributions	-	-	-	23,841	-	23,841
Bond proceeds	-	-	90,021	-	8,142	98,163
Miscellaneous	1,547,182	139	75,184	124,006	37,247	1,783,758
Total revenues	47,655,408	3,903,676	3,869,970	3,550,774	7,312,095	66,291,924
Expenditures						
General government	6,438,273	-	-	1,309,213	-	7,747,487
Public safety	24,189,540	-	-	1,990,916	-	26,180,456
Sanitation	998,216	2,416,780	-	-	-	3,414,996
Highway and streets	4,356,859	-	-	-	-	4,356,859
Water distribution and treatment	-	-	2,355,632	-	-	2,355,632
Welfare	258,180	-	-	-	-	258,180
Culture and recreation	2,059,036	-	-	86,114	-	2,145,150
Conservation	-	-	-	84,650	-	84,650
Interfund Transfer	-	-	-	46,063	477,734	523,797
Debt service:						
Principal	626,000	64,800	573,112	-	-	1,263,912
Interest	78,280	3,240	115,622	-	-	197,142
Capital outlay	5,898,672	172,273	429,958	-	7,998,222	14,499,126
Total expenditures	44,903,057	2,657,092	3,474,325	3,516,956	8,475,956	63,027,386
Excess (deficiency) of revenues over (under) expenditures	2,752,352	1,246,584	395,645	33,818	(1,163,861)	3,264,538
Net change in fund balances	2,752,352	1,246,584	395,645	33,818	(1,163,861)	3,264,538
Fund balances, beginning, as restated	10,265,782	2,118,015	2,490,068	1,715,898	1,548,021	18,137,783
Fund balances, ending	\$ 13,018,134	\$ 3,364,599	\$ 2,885,713	\$ 1,749,716	\$ 384,160	\$ 21,402,322

Town of Salem, New Hampshire
Governmental Funds
Balance Sheet
December 31, 2018 (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	\$ 37,595,538	\$ 2,953,822	\$ 2,604,836	\$ 1,430,197	\$ (340,323)	\$ 3,686,114	\$ 47,930,185
Investments	34,143	-	-	-	-	-	34,143
Receivables:							
Property taxes	2,707,271	-	-	-	-	-	2,707,271
Accounts receivable	3,119,787	296,186	344,415	348,337	-	-	4,108,725
Intergovernmental	215,939	-	-	-	893,338	-	1,109,276
Special assessments	-	2,637,397	1,676,995	-	-	-	4,314,393
Interfund receivable	198,295	169,980	76,158	154,961	484,804	-	1,084,198
Voluntary liens	147,415	15,340	-	-	-	-	162,754
Tax lien - reserve for uncollectible	(1,636,742)	(29,619)	(33,398)	(5,546)	-	-	(1,705,304)
Prepaid expenses	248,820	-	5,175	-	-	-	253,995
Total assets	\$ 42,630,466	\$ 6,043,107	\$ 4,674,182	\$ 1,927,949	\$ 1,037,818	\$ 3,686,114	\$ 59,999,636
LIABILITIES							
Accounts payable	\$ 1,857,808	\$ 28,289	\$ 59,250	\$ 3,759	\$ 180,384	\$ -	\$ 2,129,490
Accrued salaries and benefits	184,902	1,947	18,077	28,019	-	-	232,945
Contracts and retainage payable	-	-	298	-	406,527	-	406,825
Due to others	26,779,788	-	-	43,478	-	3,686,114	30,509,379
Intergovernmental payable	-	-	-	-	-	-	-
Interfund payable	701,560	-	34,343	102,977	66,747	-	905,628
Deferred revenue	-	2,648,273	1,676,501	-	-	-	4,324,774
Deferred inflow of resources	88,274	-	-	-	-	-	88,274
Total liabilities	29,612,332	2,678,508	1,788,469	178,233	653,658	3,686,114	38,597,315
FUND BALANCES							
Restricted for:							
Special revenue	124,458	-	-	118,469	-	-	242,927
Enterprise funds	-	1,918,118	620,220	-	-	-	2,538,338
Committed for:							
Encumbrances	617,342	627,641	106,342	20,771	705,800	-	2,077,895
Special revenue	-	-	-	1,610,476	-	-	1,610,476
Capital projects	-	-	-	-	(321,640)	-	(321,640)
Reserves	1,132,393	-	-	-	-	-	1,132,393
Unassigned/unrestricted	11,143,941	818,840	2,159,152	-	-	-	14,121,933
Total fund balances	13,018,134	3,364,599	2,885,713	1,749,716	384,160	-	21,402,322
Total liabilities and fund balances	\$ 42,630,466	\$ 6,043,107	\$ 4,674,182	\$ 1,927,949	\$ 1,037,818	\$ 3,686,114	\$ 59,999,636

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, 2018
Unaudited - Prior to Year End Close

	2018		
	Final Budget	Actual	Variance Favorable (Unfavorable)
Revenues and other sources			
Taxes	29,546,674	30,137,484	590,810
Intergovernmental	2,667,281	3,187,450	520,168
Licenses and permits	7,213,194	8,351,909	1,138,715
Charges for services	3,711,083	4,300,294	589,211
Investment earnings	26,700	131,090	104,390
Miscellaneous	725,081	1,547,182	822,101
Use of fund balance	1,542,168	1,542,168	-
Total Revenues	45,432,180	49,197,576	3,765,396
Expenditures and other sources			
Current:			
General government	6,724,196	6,438,273	285,923
Public safety	24,744,289	24,189,540	554,749
Sanitation	938,165	998,216	(60,051)
Highways and streets	3,714,871	4,356,859	(641,988)
Welfare	294,197	258,180	36,017
Culture and recreation	2,156,583	2,059,036	97,547
Debt service	714,531	704,280	10,251
Capital outlay	6,145,348	5,898,672	246,676
Total Expenditures	45,432,180	44,903,057	529,123

Town of Salem, New Hampshire
Capital Assets
For the Year Ended December 31, 2018
Unaudited - Prior to Year End Close

	Balance 12/31/2017	Additions	Disposals	Balance 12/31/2018
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 10,702,793	\$ -	\$ 55,566	\$ 10,647,227
Construction in progress	1,601,952	395,289	1,397,062	600,179
Total capital assets not being depreciated	12,304,745	395,289	1,452,628	11,247,406
Depreciable				
Land improvements	509,289	3,760,870	-	4,270,159
Buildings	7,655,861	2,010,479		9,666,340
Machinery and equipment	19,109,423	920,982	567,962	19,462,443
Infrastructure	220,259,261	4,162,477	9,153,025	215,268,713
Total depreciable capital assets	247,533,834	10,854,808	9,720,987	248,667,655
Total capital assets	259,838,579	11,250,097	11,173,615	259,915,061
Accumulated depreciation:				
Land improvements	(236,380)	(153,117)		(389,497)
Buildings	(4,459,830)	(608,582)	4,146	(5,064,266)
Machinery and equipment	(11,097,124)	(1,052,004)	564,138	(11,584,990)
Infrastructure	(155,327,994)	(7,253,751)	8,656,193	(153,925,552)
Total accumulated depreciation	(171,121,328)	(9,067,454)	9,224,477	(170,964,305)
Net Book Value, Capital Assets	\$ 88,717,251	\$ 2,182,643	\$ 20,398,092	\$ 88,950,756

Town of Salem, New Hampshire
Statement of Town Debt
For the Year Ending December 31, 2018
December 31, 2018 (Unaudited - Prior to Year End Close)

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/17	New Issues	Reductions	Outstanding Debt 12/31/18
Canobie Water /Sewer	1998	1,170,354	4.92%	2018	90,000	-	90,000	-
Blake Road Water Project	2004	695,900	4.41%	2024	245,000	-	35,000	210,000
Bridge Reconstruction-Lawrence Road	2009	2,394,500	2.02%	2019	470,000	-	235,000	235,000
Bridge Reconstruction-N Main/Emerson	2010	1,297,000	2.62%	2020	385,000	-	130,000	255,000
Bridge Reconstruction-Bluff Street/Providence Hill	2013	1,189,909	1.81%	2023	706,000	-	121,000	585,000
Water Improvements-Pond Street	2013	692,091	1.81%	2023	414,000	-	69,000	345,000
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	980,000	-	140,000	840,000
Water Discharge Management	2014	1,075,000	1.70%	2024	745,000	-	110,000	635,000
Water Improvement-North Policy	2014	825,000	1.70%	2024	570,000	-	85,000	485,000
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	880,000	-	110,000	770,000
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	-	1,509,273	138,912	1,370,361
Totals		13,377,027			5,485,000	1,509,273	1,263,912	5,730,361

Town of Salem, New Hampshire
Tax Rate Computation and Assessed Valuation Trends
2014-2018

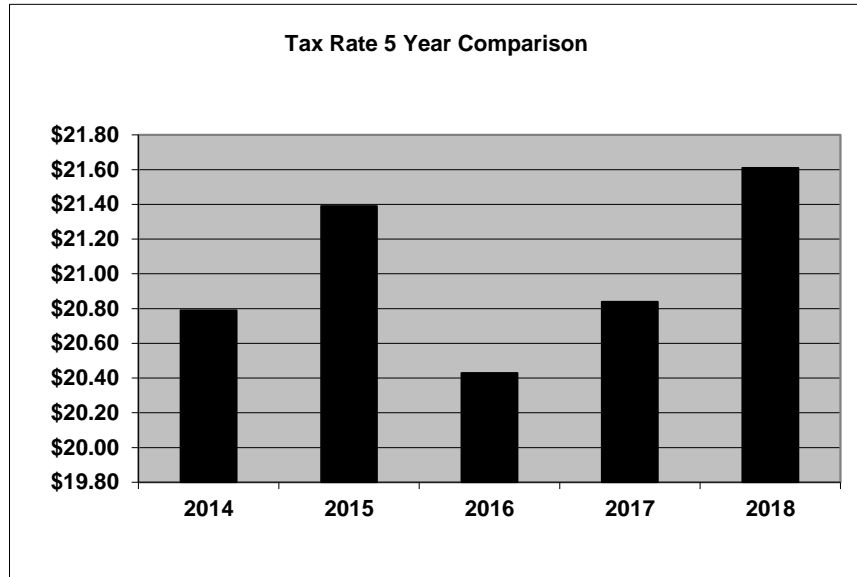
	2014	2015	2016	2017	2018
Total Town Appropriations					
Less Revenues and Credits	\$51,564,063 (24,833,925)	\$49,573,896 (22,490,943)	\$50,724,197 (22,923,207)	\$51,647,763 (23,763,096)	\$63,688,847 (34,585,264)
Net Town Appropriations	26,730,138	27,082,953	27,800,990	27,884,667	29,103,583
Net School Tax Assessment	39,827,779	42,042,634	45,781,316	48,298,412	51,581,244
State Education Taxes	9,024,144	9,448,622	10,301,041	9,895,948	10,177,796
County Tax Assessment	4,203,001	4,588,487	4,461,348	4,676,020	4,620,581
Total Town, School and County	79,785,062	83,162,696	88,344,695	90,755,047	95,483,204
War Service Credits	652,000	636,000	606,500	639,000	646,000
Overlay	363,201	503,060	586,457	709,632	701,765
Property Taxes to be Raised	\$80,800,263	\$84,301,756	\$89,537,652	\$92,103,679	\$96,830,969
Net Assessed Valuation	\$3,893,788,592	\$3,948,473,772	(1) \$4,392,820,340	\$4,429,068,500	\$4,490,128,901
Total Tax Rate	\$20.79	\$21.39	\$20.43	\$20.84	\$21.61

(1) Revaluation occurred in 2016

Town of Salem, New Hampshire
Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)
2014-2018

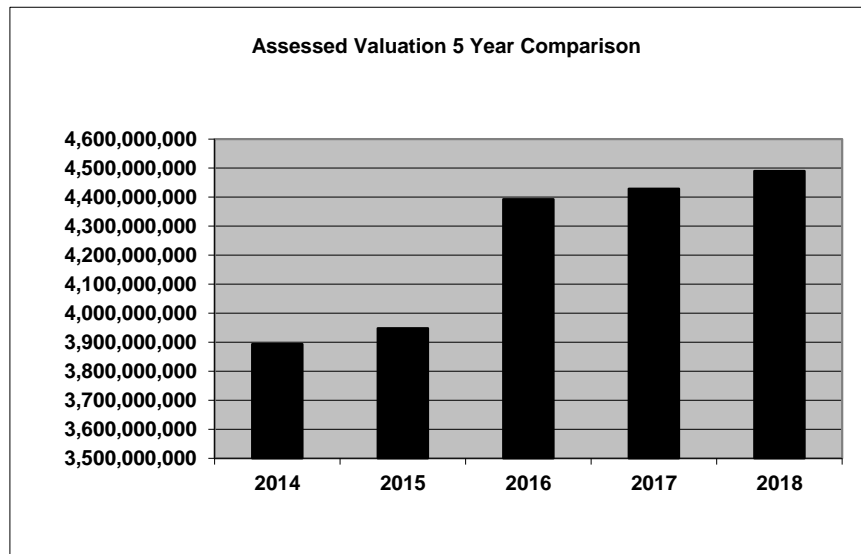
Tax Rate 5-Year Comparison

2014	20.79
2015	21.39
2016	20.43
2017	20.84
2018	21.61



Assessed Valuation 5-Year Comparison

2014	3,893,788,592
2015	3,948,473,772
2016	4,392,820,340
2017	4,429,068,500
2018	4,490,128,901



TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2018 MS-61

***ON LEVIES OF ***

Debits		<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>Prior</u>
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Uncollected Taxes Beginning of Year

Property Taxes	#3110	xxxxxxxxxxxx	1,916,454.68		
Resident Taxes	#3180	xxxxxxxxxxxx			
Land Use Change Taxes	#3120	xxxxxxxxxxxx	96,000.00		
Yield Taxes	#3185	xxxxxxxxxxxx			
Excavation Tax	#3187	xxxxxxxxxxxx			
Other Taxes	#3189	xxxxxxxxxxxx			
Property Tax Credit Balance		xxxxxxxxxxxx	(675,048.90)		

Taxes Committed This Year

Property Taxes	#3110	96,201,583.00			
Resident Taxes	#3180				
Land Use Change Taxes	#3120	162,375.00			
Yield Taxes	#3185	3,850.82	1,073.26		
Excavation Tax	#3187				
Other Taxes	#3189				

Overpayment Refunds

Property Taxes	#3110	69,084.84	834.00		
Resident Taxes	#3180				
Land Use Change Taxes	#3120				
Yield Taxes	#3185				
Excavation Tax	#3187				
Interest and Penalties on Delinquent Taxes	#3190	38,420.97	100,992.95		
Interest and Penalties on Resident Taxes	#3190	0.00			

Total Debits

		<u>96,475,314.63</u>	<u>1,440,305.99</u>	<u>-</u>	<u>-</u>
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TAX COLLECTOR'S REPORT

Page 2

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2018 MS-61

ON LEVIES OF

Credits	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>Prior</u>
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Remitted to Treasurer

Property Taxes	94,398,297.55	457,146.56		
Resident Taxes				
Land Use Change Taxes	162,375.00	96,000.00		
Yield Taxes	3,850.82	1,073.26		
Interest (Include Lien Conversion)	38,420.97	100,992.95		
Penalties				
Excavation Tax				
Other Taxes		-		
Conversion to Lien(Principal Only)		785,093.22		

Discounts Allowed

Abatelements Made

Property Taxes	136.00	-		
Resident Taxes				
Land Use Change Taxes				
Yield Taxes				
Excavation Tax				
Other Taxes				
Current Levy Deeded				

Uncollected Taxes-End of Year #1080

Property Taxes	1,927,950.07			
Resident Taxes				
Land Use Change Taxes				
Yield Taxes	-			
Excavation Tax				
Other Taxes				
Property Tax Credit Balance	(55,715.78)			

Total Credits

96,475,314.63	1,440,305.99		
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TAX COLLECTOR'S REPORT

Page 3

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2018 MS-61

ON LEVIES OF

Summary of Debits	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>Prior</u>
Unredeemed Liens Balance Beginning of Year		437,308.27	257,597.21	29,140.37
Liens Executed During Fiscal Year	839,759.47			
Interest & Costs Collected After Lien Execution	21,393.24	57,281.48	74,027.36	11,951.76
Total Debits	<u>861,152.71</u>	<u>494,589.75</u>	<u>331,624.57</u>	<u>41,092.13</u>
Summary of Credits				
Redemptions	359,005.27	163,141.40	250,679.59	11,616.12
Interest and Costs Collected (After Lien Execution) #3190	21,393.24	57,281.48	74,027.36	11,951.76
Abatements of Unredeemed Liens	41.93	-	-	
Liens Deeded to Municipality			-	
Unredeemed Liens Bal End of Year #1110	480,712.27	274,166.87	6,917.62	17,524.25
Total Credits	<u>861,152.71</u>	<u>494,589.75</u>	<u>331,624.57</u>	<u>41,092.13</u>

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

Cheryl-Ann Bolouk, CTC, Tax Collector

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2018

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL			INCOME				Balance End Year	Principal & Income		
				Balance Beginning Year	Additional/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year			Expended During Year	Fees
NON-EXPENDABLE TRUST FUNDS:														
1976	A & O Hall	Flowers		0.05%	776.15	0.00	30.00	0.00	806.15	15.90	20.70	(15.90)	(2.35)	824.50
1973	Ackerman Mem Sch	Scholarship		1.23%	17,873.93	0.00	690.95	0.00	18,564.88	366.27	476.66	(366.27)	(54.08)	18,987.46
1988	Albert Kelly III	Annual Scholarship		0.68%	9,864.86	0.00	381.34	0.00	10,246.20	6,772.02	263.07	0.00	(29.85)	17,251.45
1963	Alice R. Dustin	Flowers		0.03%	388.14	0.00	15.00	0.00	403.14	7.95	10.35	(7.95)	(1.17)	412.32
1987	Anna B. Taylor	Flowers		0.05%	776.25	0.00	30.01	0.00	806.26	15.91	20.70	(15.91)	(2.35)	824.61
1951	Ann B. Stevens	Flowers for Lot		0.02%	258.70	0.00	5.31	0.00	268.70	5.31	6.90	(5.31)	(0.78)	274.82
1948	B Howard/E Smith	Flowers		0.01%	129.32	0.00	5.00	0.00	134.31	2.65	3.45	(2.65)	(0.39)	137.37
1938	Bailey, John	Books for Library		0.38%	5,505.15	0.00	212.81	0.00	5,717.96	112.81	146.81	(112.81)	(16.66)	5,848.12
1977	Bicent'l Scholar	Scholarship		1.54%	22,490.85	0.00	869.43	0.00	23,360.28	460.88	599.78	(460.88)	(68.05)	23,892.01
2002	Billy Doucette Mem Scholarship	Scholarship		1.64%	23,941.89	0.00	925.52	0.00	24,867.41	(9,006.12)	638.48	0.00	(72.44)	23,892.01
1989	Blodgett/Clerk	Cemetery Lot Maint		0.36%	5,174.15	0.00	200.02	0.00	5,374.18	106.03	137.98	(106.03)	(15.65)	5,496.51
1967	C Cross/J Priest	Flowers		0.03%	388.14	0.00	15.00	0.00	403.14	7.95	10.35	(7.95)	(1.17)	412.32
1916	Cemetery	Various		0.30%	4,397.69	0.00	170.00	0.00	4,567.69	90.12	117.28	(90.12)	(13.31)	4,671.66
1916	Cemetery Fund	General Maintenance		30.72%	447,428.07	0.00	17,296.17	0.00	464,724.24	9,168.70	11,931.90	(9,168.70)	(1,353.71)	475,302.44
1940	Chas A Quimby	Flowers for Lot		0.02%	258.70	0.00	10.00	0.00	268.70	5.31	6.90	(5.31)	(0.78)	274.82
1975	Charles McLaughlin	Lot Care		0.16%	2,587.50	0.00	100.02	0.00	2,687.53	53.02	69.00	(53.02)	(7.63)	2,748.70
1945	Clarence J. Sylvian	Flowers		0.02%	258.65	0.00	10.00	0.00	268.65	5.30	6.90	(5.30)	(0.78)	274.77
1970	Clarence Cameron	Flowers		0.11%	1,552.40	0.00	60.01	0.00	1,612.41	31.81	41.40	(31.81)	(4.70)	1,649.11
1956	Clinton L. Silver	Flowers		0.02%	258.65	0.00	10.00	0.00	268.65	5.30	6.90	(5.30)	(0.78)	274.77
1970	Clyde R. Coolidge	Flowers		0.04%	517.40	0.00	20.00	0.00	537.40	10.60	13.80	(10.60)	(1.57)	549.63
1973	Council/Fine Arts	Books for Library	0.08%	1,123.01	0.00	43.41	0.00	1,166.42	23.01	29.95	(23.01)	(3.40)	1,192.97	
1924	Edm. H. Pettigill	Flowers	0.04%	517.40	0.00	20.00	0.00	537.40	10.60	13.80	(10.60)	(1.57)	549.63	
2002	Elinor Grace Smith	Flowers	0.07%	950.83	0.00	36.76	0.00	987.59	19.49	25.36	(19.49)	(2.88)	1,010.07	
1991	Enoch Taylor	Annual Scholarship	7.72%	112,427.58	0.00	4,346.10	0.00	116,773.68	2,303.86	2,998.19	(2,303.86)	(340.15)	119,431.72	
1984	Frankie Linehan	High School Support	2.65%	38,659.64	100.00	1,494.46	0.00	40,154.10	1,623.46	1,030.97	(1,000.00)	(116.97)	41,791.56	
1987	G Burkhardt	Flowers	0.05%	776.00	0.00	30.00	0.00	806.00	15.90	20.69	(15.90)	(2.35)	824.35	
1986	G D Henderson	Flowers	0.05%	776.20	0.00	30.01	0.00	806.21	15.90	20.70	(15.90)	(2.35)	824.56	
1971	Gertrude Silver	Flowers	0.04%	517.40	0.00	20.00	0.00	537.40	10.60	13.80	(10.60)	(1.57)	549.63	
1968	Harold J. Rolfe	Flowers	0.05%	776.00	0.00	30.00	0.00	806.00	15.90	20.69	(15.90)	(2.35)	824.35	
1967	Howard Smith	Flowers	0.05%	775.98	0.00	30.00	0.00	805.97	15.90	20.69	(15.90)	(2.35)	824.32	
1997	Isiah Woodbury Jr.	Flowers	0.06%	806.56	0.00	31.18	0.00	837.74	16.53	21.51	(16.53)	(2.44)	856.81	
1997	John W. Woodbury	Flowers	0.10%	1,497.89	0.00	57.90	0.00	1,555.80	30.70	39.95	(30.70)	(4.53)	1,591.21	
1981	J & T Consoli	Flowers	0.05%	776.18	0.00	30.00	0.00	806.18	15.90	20.70	(15.90)	(2.35)	824.53	
1930	John Dix	Public Improvements	3.41%	49,687.05	0.00	1,920.75	0.00	51,607.80	1,018.19	1,325.04	(1,018.19)	(150.33)	52,782.51	
1932	John McVoy	Care of Needy	12.34%	179,817.93	0.00	6,951.20	0.00	186,769.13	3,684.84	4,795.34	(3,684.84)	(544.04)	191,020.42	
1953	Lancaster	Lot Care	0.44%	6,466.84	0.00	249.99	0.00	6,716.83	132.52	172.46	(132.52)	(19.57)	6,869.72	
1953	Spelling B	Spelling Bee Prizes	0.36%	5,245.06	0.00	202.76	0.00	5,447.81	107.49	139.87	(107.49)	(15.87)	5,571.82	
1945	Laura Taylor	Flowers	0.04%	517.40	0.00	20.00	0.00	537.40	10.60	13.80	(10.60)	(1.57)	549.63	
1985	M Janning	Flowers	0.05%	776.28	0.00	30.01	0.00	806.29	15.90	20.70	(15.90)	(2.35)	824.64	
1988	Madeline A. Little	Salem Elem Sch Books	0.53%	7,760.77	0.00	300.01	0.00	8,060.77	159.03	206.96	(159.03)	(23.48)	8,244.25	
1975	Margaret Gurney	Flowers	0.05%	776.18	0.00	30.00	0.00	806.18	15.90	20.70	(15.90)	(2.35)	824.53	
1974	Mario Bucherl	Mem Site Care	0.04%	646.66	0.00	25.00	0.00	671.66	13.25	17.24	(13.25)	(1.96)	686.95	
1988	McClary Teller Fund	Upk of Salem Cr Cem	0.99%	14,466.53	0.00	599.23	0.00	15,065.76	296.44	385.79	(296.44)	(43.77)	15,367.78	
1916	Orway	School Support	0.13%	1,931.59	0.00	74.67	0.00	2,006.26	39.59	51.51	(39.59)	(5.84)	2,051.92	
1968	R Noves	Flowers	0.05%	776.20	0.00	30.01	0.00	806.21	15.90	20.70	(15.90)	(2.35)	824.56	
1937	S L Rogers	Flowers for Lot	0.01%	129.32	0.00	5.00	0.00	134.31	2.65	3.45	(2.65)	(0.39)	137.37	
1938	S & T Roberts	Flowers for Lot	0.01%	129.32	0.00	5.00	0.00	134.31	2.65	3.45	(2.65)	(0.39)	137.37	
1944	School Prize	Scholarship Medals	0.10%	517.40	0.00	20.00	0.00	537.40	10.60	13.80	(10.60)	(1.57)	549.63	
1975	Serena Hall	Flowers	0.05%	776.15	0.00	30.00	0.00	806.15	15.91	20.70	(15.91)	(2.35)	824.50	
1964	Simpson-Maxwell	Assist Needy Children	0.90%	13,084.78	0.00	505.82	0.00	13,590.59	268.14	348.94	(268.14)	(39.59)	13,899.95	
1965	Simpson-Maxwell	District Nurses	4.23%	61,616.55	0.00	2,381.90	0.00	63,998.45	1,262.64	1,643.17	(1,262.64)	(186.42)	65,455.20	
1982	W. Westerdale	Flowers	0.05%	776.28	0.00	30.01	0.00	806.29	15.90	20.70	(15.90)	(2.35)	824.64	
1969	Walter E. Kimball	Flowers	0.02%	258.70	0.00	10.00	0.00	268.70	5.31	6.90	(5.31)	(0.78)	274.82	
1993	Watts, Donald and Edna	Flowers	0.05%	768.48	0.00	29.71	0.00	798.19	15.75	20.49	(15.75)	(2.33)	816.36	
	Cemetery	Perpetual Care	27.67%	403,114.73	3,445.00	15,583.16	-	422,142.89	8,187.37	10,750.17	(8,187.37)	(1,219.63)	431,673.42	
TOTAL NON-EXPENDABLE FUNDS 3053007143				100%	1,456,691.40	3,545.00	56,311.14	0.00	1,516,547.54	27,681.63	35,846.69	(29,292.26)	(4,407.26)	1,549,376.33

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2018

# Shares or Units	DISCUSSION OF PRINCIPAL	PRINCIPAL					INCOME			TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gain (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expense During Year	Balance End Year	Principal & Income			
	NON-EXPENDABLE FUNDS													
25,000	Cash & Cash Equivalents	32,742.07	4,616.62	0.00	0.00	0.00	37,358.99	891.01	4,256.39	40,677.39	78,036.38	68,272.06	(0.00)	78,036.38
25,000	Becton Dickinson	52,030.75	0.00	0.00	0.00	0.00	52,030.75	781.26	(181.26)	0.00	52,030.75	52,410.75	(594.25)	52,410.75
25,000	United Therapeutics	52,738.50	0.00	0.00	0.00	0.00	52,738.50	1,875.00	(1,875.00)	0.00	52,738.50	52,445.50	(243.00)	52,445.50
50,000	United Pacific Corp	50,031.25	0.00	0.00	0.00	0.00	50,031.25	1,031.25	(1,031.25)	0.00	50,031.25	47,765.50	(160.00)	47,765.50
50,000	US Treas Note	50,707.03	0.00	0.00	0.00	0.00	50,707.03	687.50	(687.50)	0.00	50,707.03	49,193.50	(209.00)	48,984.50
50,000	US Treas Note	50,958.98	0.00	0.00	0.00	0.00	50,958.98	812.50	(812.50)	0.00	50,958.98	48,726.50	(322.00)	48,404.50
235,000	Shares Core S&P 500 Etf	37,885.90	0.00	0.00	0.00	0.00	37,885.90	1,228.86	(1,228.86)	0.00	37,885.90	63,179.75	(4,051.40)	59,128.35
1,701,611	Jpmorgan Disciplined Equity Instl	34,316.50	4,454.98	0.00	0.00	0.00	38,771.48	644.12	(644.12)	0.00	38,771.48	43,072.00	(7,471.06)	40,056.92
4,870,969	Jpmorgan Mortgage Backed Sec Fd	55,044.25	0.00	0.00	0.00	0.00	55,044.25	1,731.00	(1,731.00)	0.00	55,044.25	54,311.30	(779.35)	53,531.95
0.000	Openheimer Intl Growth Fd	62,500.00	0.00	0.00	(4,075.09)	(68,424.91)	0.00	0.00	0.00	0.00	0.00	70,712.95	(12,288.04)	0.00
245,000	Select Sector SPDR Metals	9,516.98	0.00	0.00	0.00	0.00	9,516.98	272.75	(272.75)	0.00	9,516.98	14,829.85	(2,452.46)	12,377.40
250,000	Select Sector SPDR Energy	16,881.17	0.00	0.00	0.00	0.00	16,881.17	907.59	(907.59)	0.00	16,881.17	18,065.00	(1,372.50)	14,337.50
4,355,000	SPDR S&P Midcap 400 Etf Tr	57,140.78	0.00	0.00	0.00	0.00	57,140.78	1,500.19	(1,500.19)	0.00	57,140.78	122,620.55	(15,172.70)	107,447.85
5,169,043	Transamerica International Equity I	53,154.80	2,292.98	0.00	0.00	0.00	55,447.78	1,563.15	(1,563.15)	0.00	55,447.78	55,869.19	(1,786.50)	53,662.69
7,509,646	Vanguard Admiral Inter Term Fd #571	75,806.85	0.00	0.00	0.00	0.00	75,806.85	2,310.05	(2,310.05)	0.00	75,806.85	73,219.05	(2,703.47)	70,516.58
11,285,313	Vanguard S/T Bond Index Adm #5314	126,732.83	0.00	0.00	0.00	0.00	126,732.83	3,525.26	(3,525.26)	0.00	126,732.83	128,201.16	(3,837.01)	124,364.15
2,955,665	Voya Intermediate Bond I	30,330.95	0.00	0.00	0.00	0.00	30,330.95	970.20	(970.20)	0.00	30,330.95	49,708.93	(335.23)	49,373.70
2,379,054	Western Asset Core Bond I	30,000.00	0.00	0.00	0.00	0.00	30,000.00	944.59	(944.59)	0.00	30,000.00	29,881.77	(1,034.48)	28,847.29
55	Accenture PLC Ireland	4,280.94	0.00	0.00	0.00	0.00	4,280.94	840.76	(840.76)	0.00	4,280.94	30,118.95	(1,046.79)	29,072.16
50	Adobe Sys Inc	2,156.45	0.00	0.00	4,952.23	(8,555.99)	5,148.24	153.45	(153.45)	0.00	5,148.24	14,895.40	(4,972.59)	7,755.55
0	Align Technology Inc	5,929.48	0.00	0.00	6,751.28	(8,907.73)	0.00	0.00	0.00	0.00	0.00	7,776.65	1,131.08	0.00
15	Alphabet Inc Com Cl A	3,948.55	0.00	0.00	0.00	0.00	3,948.55	0.00	0.00	0.00	3,948.55	15,801.00	(1,266.60)	15,674.40
12	Alphabet Inc Com Cl C	9,712.67	0.00	0.00	2,343.90	(3,638.19)	8,216.38	0.00	0.00	0.00	8,216.38	12,556.80	(1,29.48)	12,427.32
165	American Express Co	10,704.06	10,704.06	0.00	2,343.90	(3,638.19)	19,042.01	39,042.01	(39,042.01)	0.00	19,042.01	5,156.75	(1,562.67)	16,321.67
0	Analog Devices, Inc	4,647.77	0.00	0.00	0.00	0.00	4,647.77	343.20	(343.20)	0.00	4,647.77	11,303.50	(1,350.55)	12,658.55
50	Aon Plc Cl A	6,800.49	0.00	0.00	1,280.71	(8,081.20)	0.00	172.80	(172.80)	0.00	0.00	8,012.70	0.00	0.00
176	Apple Inc	8,621.31	0.00	0.00	972.74	(3,168.86)	5,492.79	109.20	(109.20)	0.00	5,492.79	9,380.00	(1,057.86)	7,268.00
0	Activ Plc	11,060.59	0.00	0.00	1,853.15	(11,546.34)	0.00	496.32	(496.32)	0.00	8,621.31	29,784.48	(2,022.24)	27,762.24
390	AT & T Inc	4,724.09	8,908.25	0.00	0.00	0.00	13,633.36	85.80	(85.80)	0.00	13,633.36	11,027.30	(1,895.84)	11,030.60
525	Bank of America Corporation	5,743.21	0.00	0.00	1,139.85	(6,883.06)	0.00	470.30	(470.30)	0.00	13,613.36	5,832.00	(3,590.67)	0.00
0	Bard CR Inc.	2,556.84	15,345.91	0.00	0.00	0.00	15,345.91	150.75	(150.75)	0.00	15,345.91	8,614.50	(1,731.44)	0.00
0	Becton Dickinson & Co	2,556.84	(2,556.84)	0.00	0.00	0.00	0.00	136.50	(136.50)	0.00	0.00	6,956.04	(4,399.20)	0.00
75	Berkshire Hathaway Inc Del Cl B New	10,342.68	2,556.84	0.00	(164.53)	(2,392.31)	0.00	0.00	0.00	0.00	10,342.68	14,866.50	(4,470.00)	15,313.50
31	BioGen Inc	9,220.00	8,250.00	0.00	0.00	0.00	9,220.00	0.00	0.00	0.00	9,220.00	10,000.00	(780.00)	8,440.00
0	Blackstone	8,590.00	8,590.00	0.00	(860.70)	(7,729.27)	0.00	92.16	(92.16)	0.00	0.00	11,706.40	(1,232.61)	12,255.00
38	Boeing Company	3,499.43	3,499.43	0.00	3,499.43	(4,723.34)	6,222.34	201.78	(201.78)	0.00	6,222.34	11,706.40	(1,232.61)	12,255.00
270	Boston Scientific Corp	3,941.24	0.00	0.00	0.00	0.00	3,941.24	0.00	0.00	0.00	3,941.24	6,693.30	(2,848.50)	9,541.80
0	Bristol-Myers Squibb Co	(687.10)	0.00	0.00	(10,613.51)	0.00	0.00	160.00	(160.00)	0.00	0.00	12,256.00	(1,642.48)	0.00
71	Caterpillar Inc	9,539.75	0.00	0.00	915.69	(2,929.64)	7,525.80	247.70	(247.70)	0.00	7,525.80	14,182.20	(2,230.59)	9,021.97
0	Celgene Corp	14,582.05	0.00	0.00	(5,452.71)	(9,129.34)	0.00	78.40	(78.40)	0.00	0.00	12,001.40	(2,872.06)	0.00
70	Chevron Corp	6,567.44	7,834.64	0.00	2,878.20	(9,445.64)	0.00	46.15	(46.15)	0.00	7,834.64	9,498.45	(52.81)	7,616.30
0	Chubb Limited	8,335.78	0.00	0.00	(194.47)	(8,141.31)	0.00	73.96	(73.96)	0.00	0.00	8,528.90	(387.59)	0.00
0	Church & Dwight Co Inc	10,401.88	0.00	0.00	0.00	0.00	10,401.88	0.00	0.00	0.00	10,401.88	0.00	993.32	11,395.20
60	Cigna Corporation	2,478.53	0.00	0.00	0.00	0.00	2,478.53	112.75	(112.75)	0.00	2,478.53	8,570.65	(688.80)	9,239.45
55	Cisco Systems	7,652.65	7,652.65	0.00	0.00	0.00	7,652.65	0.00	0.00	0.00	7,652.65	19,345.60	(3,719.65)	6,932.80
160	Cisco Systems	15,311.00	0.00	0.00	1,119.44	(6,785.07)	9,635.37	31,000.00	(31,000.00)	0.00	9,635.37	19,345.60	(3,719.65)	6,932.80
155	Clorox Inc	6,091.76	0.00	0.00	0.00	0.00	6,091.76	204.60	(204.60)	0.00	6,091.76	8,100.70	(2,007.00)	8,477.70
0	Comcast Corp New Cl A	12,649.42	0.00	0.00	(216.42)	(5,067.52)	7,365.48	224.66	(224.66)	0.00	7,365.48	15,619.75	(2,920.73)	7,831.50
155	ConocoPhillips	8,963.44	0.00	0.00	0.00	0.00	8,963.44	179.82	(179.82)	0.00	8,963.44	8,507.95	(1,556.30)	9,664.25
41	Costco Wsl Corp New	9,176.14	0.00	0.00	(1,082.14)	(3,417.89)	6,940.39	113.57	(113.57)	0.00	6,940.39	10,236.60	(1,533.40)	8,352.11
0	Delphi Technologies Plc	1,367.40	0.00	0.00	(1,329.73)	(37.67)	0.00	0.00	0.00	0.00	0.00	34.97	(1,364.70)	0.00
85	Dollar Gen Corp New	7,871.90	0.00	0.00	139.23	(6,755.39)	7,911.90	73.95	(73.95)	0.00	7,911.90	1,214.50	(1,214.50)	9,186.80
0	Duke Energy Corp New	6,616.16	0.00	0.00	0.00	0.00	6,616.16	0.00	0.00	0.00	6,616.16	7,569.90	(814.51)	0.00
70	Edwards Lifesciences Corp	9,665.31	0.00	0.00	0.00	0.00	9,665.31	101.26	(101.26)	0.00	9,665.31	15,881.40	(2,602.87)	10,721.90
90	Eli Lilly & Co	7,811.93	0.00	0.00	1,829.06	(4,257.38)	5,357.90	0.00	0.00	0.00	5,357.90	15,881.40	(2,602.87)	10,721.90
66	Facebook Inc	9,106.22	59,527.26	0.00	0.00	0.00	59,527.26	1,502.93	(1,502.93)	0.00	59,527.26	0.00	(3,089.70)	56,437.56
120	Fidelity International IDX Inst Prem	4,113.66	4,113.66	0.00	1.86	(74.38)	4,113.66	0.00	0.00	0.00	4,113.66	7,897.80	(3,784.14)	8,615.94
0	General Dynamics	3,521.16	0.00	0.00	3,453.44	(6,974.30)	0.00	145.20	(145.20)	0.00	0.00	8,138.00	(1,163.40)	9,301.40
0	Halliburton Co	8,544.86	0.00	0.00	(1,733.11)	(6,811.75)	0.00	105.30	(105.30)	0.00	0.00	9,529.65	(2,717.90)	0.00
60	Harris Corporation	5,267.16	0.00	0.00	0.00	0.00	5,267.16	150.60	(150.60)	0.00	5,267.16	8,499.00	(420.00)	8,079.00
80	Hershey Company	8,351.92	0.00	0.00	0.00	0.00	8,351.92	57.76	(57.76)	0.00	8,351.92	22.48	(22.48)	8,574.40
85	Home Depot Inc	14,533.81	0.00	0.00	681.51	(3,448.86)	11,765.46	432.60	(432.60)	0.00	11,765.46	19,900.65	(1,846.09)	14,604.70
50	Honeywell Intl Inc	8,507.66	(213.40)	0.00	1,063.68	(4,366.19)	5,103.89	175.10	(175.10)	0.00	5,103.89	12,268.80	(972.66)	6,606.00
55	Illinois Tool Works	9,357.10	0.00	0.00	0.00	0.00	9,357.10	230.50	(230.50)	0.00	9,357.10	14,182.25	(2,846.11)	6,967.95
280	Inel Corp	13,374.41	0.00	0.00	0.00	0.00	13,374.41	346.92	(346.92)	0.00	13,374.41	13,692.56	(1,046.66)	13,140.40
98	Johnson & Johnson	8,082.69	0.00	0.00	2,610.81	(4,955.27)	9,117.36	509.60	(509.60)	0.00	9,117.36	23,526.80	(1,488.03)	17,068.50
175	JPMorgan Chase & Co	11,461.82	0.00	0.00	370.21	(5,948.90)	0.00	51.41	(51.41)	0.00	0.00	6,394.98	(446.08)	0.00
0	Kimberly Clark	5,578.69	0.00	0.00	0.00	0.00	5,578.69	0.00	0.00	0.00	5,578.69	0.00	0.00	0.00

MS 10
REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2018

# Shares or Units	DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME				TOTAL		Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expected During Year	Balance End Year	Principal & Income		
0	Lincoln National Corp	0.00	9,756.60	0.00	(1,948.67)	(7,807.93)	0.00	0.00	79.20	(79.20)	0.00	0.00	(1,948.67)	0.00
96	Marsh & McLennan Companies	4,154.50	0.00	0.00	0.00	0.00	4,154.50	0.00	0.00	0.00	0.00	4,154.50	(155.80)	7,576.25
70	McDonald Corp	10,558.58	0.00	0.00	0.00	0.00	10,558.58	0.00	293.30	(293.30)	0.00	10,558.58	381.50	12,429.90
0	Mettler Toledo International	6,606.72	0.00	0.00	742.44	(7,348.16)	0.00	0.00	0.00	0.00	0.00	0.00	(85.08)	0.00
275	Microsoft Corp	10,243.71	0.00	0.00	0.00	0.00	10,243.71	0.00	473.00	(473.00)	0.00	10,243.71	4,408.25	27,937.75
0	Mondelez International Inc	8,250.06	0.00	0.00	0.00	0.00	8,250.06	0.00	0.00	0.00	0.00	0.00	0.00	13,038.50
75	Nexstar Media Group Inc	4,483.13	0.00	0.00	0.00	0.00	4,483.13	0.00	333.00	(333.00)	0.00	4,483.13	1,322.25	13,038.50
155	Nike Inc Class B	11,658.97	0.00	0.00	0.00	0.00	11,658.97	0.00	85.50	(85.50)	0.00	11,658.97	(167.27)	10,158.70
225	Oracle Systems Corp	0.00	10,447.95	0.00	0.00	0.00	10,447.95	0.00	109.00	(109.00)	0.00	10,447.95	(289.20)	10,158.70
0	Parker-Hannifin Corp	7,241.24	0.00	0.00	1,515.79	(8,757.03)	0.00	0.00	0.00	0.00	0.00	0.00	(1,221.97)	0.00
90	Paycom Software Inc	0.00	7,899.04	0.00	0.00	0.00	7,899.04	0.00	0.00	0.00	0.00	7,899.04	(330.94)	7,568.10
120	PepsiCo Inc	3,732.75	3,515.72	0.00	0.00	0.00	7,248.47	0.00	311.86	(311.86)	0.00	7,248.47	(1,050.92)	13,257.60
220	Pfizer Inc	0.00	9,532.61	0.00	0.00	0.00	9,532.61	0.00	74.80	(74.80)	0.00	9,532.61	70.39	9,603.00
70	PNC Financial Services Group	6,661.71	0.00	0.00	2,297.25	(4,295.76)	4,663.20	0.00	311.50	(311.50)	0.00	4,663.20	(1,949.54)	8,183.70
0	Principal Financial Group Inc	8,199.31	0.00	0.00	594.03	(8,793.34)	0.00	0.00	288.60	(288.60)	0.00	0.00	(4,300.26)	0.00
0	Progressive Corp Ohio	0.00	7,647.49	0.00	0.00	0.00	7,647.49	0.00	0.00	0.00	0.00	7,647.49	(407.89)	7,239.60
0	Resideo Technologies Inc	0.00	156.70	0.00	11.75	(168.45)	0.00	0.00	0.00	0.00	0.00	0.00	11.75	0.00
0	S&P Global Inc Com	4,750.68	0.00	0.00	0.00	0.00	4,750.68	0.00	109.00	(109.00)	0.00	4,750.68	27.00	8,490.00
105	Stryker Corp	8,935.68	0.00	0.00	85.83	(4,268.13)	4,752.38	0.00	244.80	(244.80)	0.00	4,752.38	52.00	8,490.00
105	TARGET Corp	0.00	9,197.05	0.00	0.00	0.00	9,197.05	0.00	67.20	(67.20)	0.00	9,197.05	(2,257.80)	6,939.25
110	Texas Instruments Inc	8,803.41	0.00	0.00	3,851.47	(7,275.02)	5,379.86	0.00	332.70	(332.70)	0.00	5,379.86	(1,129.18)	10,395.00
45	Thermo Fisher Scientific Inc	2,752.06	0.00	0.00	0.00	0.00	2,752.06	0.00	29.70	(29.70)	0.00	2,752.06	1,525.95	10,070.55
0	Time Warner Inc.	4,286.70	(4,286.70)	0.00	0.00	0.00	0.00	0.00	56.36	(56.36)	0.00	0.00	(2,116.20)	0.00
80	Union Pacific Corp	8,150.85	0.00	0.00	0.00	0.00	12,034.60	0.00	108.00	(108.00)	0.00	12,034.60	(976.20)	11,058.40
70	UnitedHealth Group Inc	6,256.31	0.00	0.00	0.00	0.00	8,150.85	0.00	241.50	(241.50)	0.00	8,150.85	2,006.20	17,438.40
105	Valero Energy Corp New	7,338.61	0.00	0.00	0.00	0.00	6,256.31	0.00	336.00	(336.00)	0.00	6,256.31	(1,778.70)	7,871.85
170	Verizon Communications	3,520.07	0.00	0.00	0.00	0.00	7,338.61	0.00	403.33	(403.33)	0.00	7,338.61	559.30	9,557.40
105	Visa Inc	11,081.59	0.00	0.00	6,612.29	(7,622.31)	2,310.05	0.00	134.55	(134.55)	0.00	2,310.05	3,432.81	13,853.70
135	Walmart Inc	0.00	12,986.69	0.00	0.00	0.00	11,081.59	0.00	279.45	(279.45)	0.00	11,081.59	(756.00)	12,575.25
125	Walt Disney Co	0.00	12,986.69	0.00	0.00	0.00	12,986.69	0.00	171.40	(171.40)	0.00	12,986.69	19.56	13,706.25
105	Waste Mgmt Inc Del	9,171.55	0.00	0.00	1,038.40	(3,657.11)	6,552.84	0.00	261.00	(261.00)	0.00	6,552.84	47.00	8,681.00
105	Yum Brands Inc	8,440.55	0.00	0.00	0.00	0.00	8,440.55	0.00	151.20	(151.20)	0.00	8,440.55	1,082.55	9,768.80
90	Zoetis Inc	0.00	7,585.77	0.00	0.00	0.00	7,585.77	0.00	34.02	(34.02)	0.00	7,585.77	112.83	7,698.60
	Total Non-Expendable Funds	1,448,841.35	306,810.75	0.00	41,119.59	(288,075.75)	1,508,688.95	35,529.59	38,846.69	(33,699.29)	40,677.39	1,549,376.34	(104,806.38)	1,799,093.21
	Capital Reserve Funds													
	SCHOOL DISTRICT RECONSTRUCTION													
	Cash & Cash Equivalents	29,642.60	0.00	0.00	0.00	0.00	29,642.60	118.50	164.79	0.00	283.29	29,925.89	(0.00)	29,925.89
	PELHAM ROAD	91,393.72	(91,876.33)	0.00	0.00	0.00	(484.61)	365.39	119.22	0.00	484.61	(0.00)	(0.00)	(0.00)
	Cash & Cash Equivalents	1,809,642.59	(695,823.75)	0.00	0.00	0.00	1,113,812.84	6,929.58	11,999.22	0.00	18,928.80	1,132,741.64	(0.00)	1,132,741.64
	ROAD IMPROVEMENT													
	Cash & Cash Equivalents	9,812.43	0.00	0.00	0.00	0.00	9,812.43	39.24	54.56	0.00	93.80	9,906.23	(0.00)	9,906.23
	SALEM RECREATION LAND	21,176.78	0.00	0.00	0.00	0.00	21,176.78	84.67	117.74	0.00	202.41	21,379.19	(0.00)	21,379.19
	Cash & Cash Equivalents	3,984.80	0.00	0.00	0.00	0.00	3,984.80	15.93	22.14	0.00	38.07	4,022.87	0.00	4,022.87
	KELLEY LIBRARY BUILDING FUND													
	Cash & Cash Equivalents													
	Total Capital Reserve Funds	1,965,652.92	(787,706.09)	0.00	0.00	0.00	1,177,944.84	7,553.31	12,477.67	0.00	20,030.98	1,197,975.82	(0.00)	1,197,975.82
	Library Trust Funds													
	KELLEY LIBRARY TRUST FUNDS													
	Cash & Cash Equivalents	85,672.06	(19,253.81)	0.00	0.00	0.00	66,418.25	428.69	439.72	0.00	868.41	67,286.66	(0.00)	67,286.66
	Total Library Trust Funds	85,672.06	(19,253.81)	0.00	0.00	0.00	66,418.25	428.69	439.72	0.00	868.41	67,286.66	(0.00)	67,286.66

MS 10
REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2018

# Shares or Units	HOW INVESTED DESCRIPTION OF PRINCIPAL	PRINCIPAL						INCOME			TOTAL Principal & Income	Unrealized Gain/Loss	Beginning of Year Fair Market Value	End of Year Fair Market Value	
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expensed During Year	Balance End Year					
	Expendable Trust Funds														
	SSD ATHLETIC FACILITIES Cash & Cash Equivalents	88,809.85	5,967.00	0.00	0.00	0.00	94,776.85	502.14	0.00	836.42	95,613.27	0.00	0.00	89,144.13	95,613.27
	LANCASTER FUND SEL DISC Cash & Cash Equivalents	178,536.50	(4,250.00)	0.00	0.00	0.00	174,286.50	982.89	0.00	1,702.43	175,988.93	(0.00)	(0.00)	179,256.04	175,988.93
	HEDGEHOG PARK Cash & Cash Equivalents	11,150.67	0.00	0.00	0.00	0.00	11,150.67	61.99	0.00	106.57	11,257.24	(0.00)	(0.00)	11,195.25	11,257.24
	SALEM DEPOT TRAIN STATION Cash & Cash Equivalents	50,106.02	0.00	0.00	0.00	0.00	50,106.02	278.55	0.00	478.89	50,584.91	0.00	0.00	50,306.36	50,584.91
	SALEM SENIOR HOUSING EXP TRUST Cash & Cash Equivalents	80,001.00	40,000.00	0.00	0.00	0.00	120,001.00	530.39	0.00	622.49	120,623.49	(0.00)	(0.00)	80,093.10	120,623.49
	DEPOT IMPROVEMENT Cash & Cash Equivalents	570,022.28	106,335.96	0.00	0.00	0.00	676,358.24	3,462.45	0.00	5,595.05	681,953.29	0.00	0.00	572,164.88	681,953.29
	PERFORMING ARTS Cash & Cash Equivalents	1,787.83	0.00	0.00	0.00	0.00	1,787.83	9.97	0.00	18.17	1,806.00	(0.00)	(0.00)	1,796.03	1,806.00
	SERFERT AUDIT Cash & Cash Equivalents	67,528.50	(7,168.50)	0.00	0.00	0.00	60,360.00	297.70	0.00	541.29	60,901.29	(0.00)	(0.00)	67,772.09	60,901.29
	STRATEGIC PLAN Cash & Cash Equivalents	10,341.59	0.00	0.00	0.00	0.00	10,341.59	57.50	0.00	98.85	10,440.44	0.00	0.00	10,382.94	10,440.44
	HISTORICAL DISTRICT Cash & Cash Equivalents	2,782.48	0.00	0.00	0.00	0.00	2,782.48	15.47	0.00	26.57	2,809.05	(0.00)	(0.00)	2,793.58	2,809.05
	PELHAM ROAD Cash & Cash Equivalents	6,112.82	0.00	0.00	0.00	0.00	6,112.82	33.98	0.00	58.40	6,171.22	(0.00)	(0.00)	6,137.24	6,171.22
	SIDEWALK Cash & Cash Equivalents	8,705.11	0.00	0.00	0.00	0.00	8,705.11	34.77	0.00	83.17	8,788.28	0.00	0.00	8,739.88	8,788.28
	RT 28 ROAD IMPROVEMENT Cash & Cash Equivalents	122,149.74	0.00	0.00	0.00	0.00	122,149.74	679.08	0.00	1,167.48	123,317.22	(0.00)	(0.00)	122,638.14	123,317.22
	SNOW Cash & Cash Equivalents	419,112.30	0.00	0.00	0.00	0.00	419,112.30	2,333.45	0.00	4,631.33	423,743.63	(0.00)	(0.00)	421,410.18	423,743.63
	LAND ACQUISITION Cash & Cash Equivalents	107,889.55	0.00	0.00	0.00	0.00	107,889.55	599.82	0.00	1,031.17	108,920.72	0.00	0.00	108,320.90	108,920.72
	LAND AND HERITAGE Cash & Cash Equivalents	127,785.48	0.00	0.00	0.00	0.00	127,785.48	710.42	0.00	1,221.32	129,006.80	0.00	0.00	128,296.38	129,006.80
	POLICE OVERTIME EXP TRUST Cash & Cash Equivalents	20,422.41	0.00	0.00	0.00	0.00	20,422.41	113.52	0.00	195.17	20,617.58	(0.00)	(0.00)	20,504.06	20,617.58
	ANNIVERSARY CELEBRATION Cash & Cash Equivalents	11,463.40	0.00	0.00	0.00	0.00	11,463.40	63.72	0.00	109.57	11,572.97	0.00	0.00	11,509.25	11,572.97
	SALEM HOSE HOSE NO. 2 Cash & Cash Equivalents	25,000.17	0.00	0.00	0.00	0.00	25,000.17	138.95	0.00	230.83	25,231.00	(0.00)	(0.00)	25,092.05	25,231.00
	TOTAL EXPENDABLE TRUST FUNDS	1,909,707.70	140,884.46	0.00	0.00	0.00	2,050,592.16	10,910.39	0.00	18,755.17	2,069,347.33	0.00	0.00	1,977,552.48	2,069,347.33
	TOTAL ALL TRUST FUNDS	5,409,874.63	(359,266.68)	0.00	41,119.99	(288,073.75)	4,803,654.20	62,674.47	(33,699.29)	80,331.95	4,883,986.15	(104,806.38)	0.00	5,856,806.14	5,133,705.02

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Results of 2018 Town Meeting

TOWN MEETING RESULTS–MARCH 13, 2018

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

Two for Selectman (3 years) <i>James Keller</i> Steve Boyd <i>Robert Bryant</i>	<i>1,100</i> 777 <i>1,174</i>	One for Library Trustee (3 years) <i>Cindy Jury</i>	<i>1,676</i>
Three for Budget Committee (3 years) Michael F. Mackey Patrick McDougall Terrence Scanlan William Carino <i>Peter Edgerly</i> Dane F. Hoover <i>Paul G. Huard</i> <i>Sean Lewis</i>	425 480 622 389 <i>679</i> 427 <i>808</i> <i>654</i>	One for Trustee of Trust Funds (3 years) Barry Pietrantonio <i>Teressa Holland</i> Carol Houle Two for Planning Board (3 years) <i>Paul J. Pelletier</i> Michael J. Banks <i>Keith Belair</i>	509 <i>521</i> 509 <i>931</i> 912 <i>1,120</i>
One for Moderator (2 years) <i>Christopher Goodnow</i>	<i>1,686</i>	Two for Zoning Board of Adjustment (3 years) <i>Michael Smith</i> John J. Manning George D. Perry	<i>1,030</i> 770 917
One for Supervisor of Checklist (6 years) <i>Melissa Sorcinelli</i>	<i>1,621</i>		

Article 2 – Amend Senior Housing Overlay District

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 reduce the density of projects allowed in the Senior Housing Overlay District?

Passed on official ballot vote on March 13, 2018: Yes – 1,431 No - 478

Article 3 – Revise Restrictions on Retail Stores and Restaurants West of Rt. 93

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would allow larger retail stores and drive-through restaurants, with restrictions, in the portion of the Commercial-Industrial B District west of Rt. 93?

Passed on official ballot vote on March 13, 2018: Yes – 1,332 No - 724

Article 4 – Allow Wholesale Trade and Showrooms as Permitted Uses in Industrial District

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 allow wholesale trade and showrooms, with restrictions, as permitted uses in the Industrial District?

Passed on official ballot vote on March 13, 2018: Yes – 1,528 No – 515

TOWN MEETING RESULTS—MARCH 13, 2018

Article 5: South Broadway Sewer and Water Pipe Replacement – Bond \$11,650,000

Shall the Town vote to raise and appropriate the sum of Eleven Million Six Hundred Fifty Thousand Dollars (\$11,650,000) for water, sewer, and bridge improvements and related work on South Broadway, and to authorize the issuance of not more than \$11,650,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33) and to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon; and to further authorize the Board of Selectmen to apply for, accept, and expend, without further action by the town, unanticipated money from a state, federal, or other governmental unit or a private source, and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote. *Needed 1,230 for 3/5 vote to pass*

Passed on official ballot vote on March 13, 2018: Yes – 1,429 No - 620

Article 6: Town Wide Communications System \$1,600,000

Shall the Town vote to authorize the Board of Selectmen to enter into a long-term lease/purchase agreement in the amount of One Million Six Hundred Thousand Dollars (\$1,600,000) payable over a term of 36 (thirty-six) months for the purpose of replacement and expansion of the public safety radio communications system serving the police, fire, and municipal services departments and to raise and appropriate the sum of \$640,000 (Six Hundred Forty Thousand Dollars) for the first year's payment for that purpose (\$640,000 to come from unassigned fund balance)?

Requires a 3/5 ballot vote. *Needed 1,239 for 3/5 vote to pass*

Passed on official ballot vote on March 13, 2018: Yes – 1,604 No - 461

Article 7: 2018 Operating Budget \$46,616,294

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 \$46,616,294? (\$902,168 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$43,773,207 which is the same as last year, with certain adjustments required by previous action of the town or by law; or the Board of Selectmen may hold one special meeting in accordance with RSA 40:13, X and XVI to take up the issue of a revised budget only.

Passed on official ballot vote on March 13, 2018: Yes – 1,344 No - 686

Article 8: 2018 Road Construction and Engineering Program \$4,036,107

Shall the Town vote to raise and appropriate the sum of Four Million Thirty Six Thousand One Hundred Seven Dollars (\$4,036,107) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

Amended from \$4,274,346 to \$4,036,107

Passed on official ballot vote on March 13, 2018: Yes – 1,671 No - 391

TOWN MEETING RESULTS–MARCH 13, 2018

Article 9: AFSCME Collective Bargaining Agreement

\$83,593

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 Local #1801, American Federation of State, County and Municipal Employees, which call for the following changes to salaries and benefits at the current staffing level and the addition of two new employees included in the 2018 operating budget:

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2018	\$83,593 Increase	Placement in new wage schedule April 1, 2018 Elimination of meal stipend
2019	\$82,694 Increase	1.50% salary adjustment April 1, 2019
2020	\$83,649 Increase	1.50% salary adjustment April 1, 2020
2021	\$76,222 Increase	1.50% salary adjustment April 1, 2021
2022	\$77,843 Increase	1.50% salary adjustment April 1, 2022

and further to raise and appropriate the sum of \$83,593, 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 and the addition of two new employees included in the 2018 operating budget?

Passed on official ballot vote on March 13, 2018: Yes – 1,478 No - 584

Article 10: IAFF Local 2892 Collective Bargaining Agreement

\$229,679

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 Professional Firefighters of Salem, IAFF, Local 2892 which call for the following changes to salaries and benefits at the current staffing level and the addition of eight new SAFER grant employees:

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2018	\$229,679 Increase	Placement in new wage schedule April 1, 2018 Elimination of longevity payments for members with less than 20 years of service
2019	\$197,088 Increase	Step increases in the new wage schedule
2020	\$198,790 Increase	Step increases in the new wage schedule
2021	\$210,748 Increase	1.50% salary adjustment April 1, 2021
2022	\$209,493 Increase	2.00% salary adjustment April 1, 2022

and further to raise and appropriate the sum of \$229,679, 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 and the addition of eight new SAFER grant employees included in the 2018 operating budget?

Passed on official ballot vote on March 13, 2018: Yes – 1,512 No – 566

TOWN MEETING RESULTS—MARCH 13, 2018

Article 11: Repurpose Two Portable Classrooms from Salem High School to the Police Department **\$340,000**

Shall the Town raise and appropriate the sum of Three Hundred Forty Thousand Dollars (\$340,000) to cover the cost associated with relocating the two portable classrooms (12,000 square feet) from Salem High School to the Salem Police Department (\$120,000 to come from Public Safety Impact Fees and \$78,000 to come from the Salem School District as a revenue offset)?

Passed on official ballot vote on March 13, 2018: Yes – 1,723 No - 400

Article 12: Allow Operation of Keno Games Within Salem

Shall the Town vote to allow the Operation of Keno Games within Salem?

Passed on official ballot vote on March 13, 2018: Yes – 1,521 No - 572

Article 13: Discontinue Capital Reserve Fund

Shall the Town vote to discontinue the following Capital Reserve Fund with said funds with accumulated interest to date of withdrawal, to be transferred to the General Fund (Majority vote required)?

- Pelham Road Capital Reserve. Established in 1990. The balance of approximately \$91,713.13 will be transferred to the General Fund.

Passed on official ballot vote on March 13, 2018: Yes – 1,530 No - 497

Article 14: By Petition: Fund Kelley Library Employees' Economic Benefits **\$15,331**

Shall the Town vote to raise and appropriate a sum of Fifteen Thousand Three Hundred Thirty-One Dollars (\$15,331), such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost of living increase determined for other similar municipal employees?

Passed on official ballot vote on March 13, 2018: Yes – 1,662 No – 452

Article 15: By Petition: Fund Kelley Library Carpet Replacement **\$69,843**

Shall the Town raise and appropriate the sum of Sixty-Nine Thousand Eight Hundred Forty-Three Dollars (\$69,843) for the purpose of replacing the carpeting and tile flooring throughout the Kelley Library?

Passed on official ballot vote on March 13, 2018: Yes – 1,477 No - 634

Article 16: By Petition: Fund Elimination of Weeds in Millville Lake **\$3,000**

Shall the Town vote to raise and appropriate the sum of \$3,000 for the purpose of helping to eliminate invasive and non-invasive weeds that have taken over parts of Millville Lake?

Passed on official ballot vote on March 13, 2018: Yes – 1,478 No - 558

Article 17: By Petition: Fund Isaiah 58 NH **\$5,000**

Shall the Town vote to raise and appropriate the sum of \$5,000 for the purpose of Isaiah 58 NH, a local charitable entity focused on assisting homeless and housing insecure individuals in Salem to obtain adequate housing and supportive services (assistance with basic needs such as clothing, food, shelter, counseling, life skills training, and personalize support)?

Passed on official ballot vote on March 13, 2018: Yes – 1,480 No - 555

TOWN MEETING RESULTS—MARCH 13, 2018

Article 18: By Petition: Retain Town-Owned Property (Map 79, Lot 4522)

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

- 26 Lake Shore Road, Map 79, Lot 4522

Passed on official ballot vote on March 13, 2018: Yes – 1,380 No - 614

Article 19: By Petition: Retain Town-Owned Property (Map 67, Lots 2010-2013, 2017-2019, 2022-2025, 2027-2030, 2065, 2067)

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

- McLaughlin Avenue, Pine Avenue, Spicket Avenue, Mahoney Avenue, Clay Avenue, Sand Avenue, Map 67, Lots 2010-2013, 2017-2019, 2022-2025, 2027-2030, 2065, 2067

Passed on official ballot vote on March 13, 2018: Yes – 1,370 No - 625

Article 20: By Petition: Limit Board of Selectmen Authority under RSA 80:80 to Sell Tax Deeded Property

Shall the Town vote to rescind the vote from March 2016 granting the Board of Selectman authority to transfer tax liens and to convey any real estate acquired by the town by Tax Collector's deed by public auction or sealed bids or otherwise disposed of as justice may require, pursuant to RSA 80:80 and to further grant the Board of Selectmen authority to transfer tax liens and to convey any real estate acquired by the town by Tax Collector's deed for parcels with an assessed value at the time of acquisition to be verified through tax records, of \$30,000 or less. Further all direct abutters to any parcel with an assessed value of \$30,000 or less that is being consider for sale are to be notified by certified mail of the intention of the town to sell the parcel or parcels they directly abut no less than 30 days prior to the parcels being advertised at auction and/or sealed bid. All properties with an assessed value at the time of acquisition by the town of \$30,000 or less will also require full appraisal by a licensed appraiser, the fee for this appraisal will be charged to the buyer over and above the final cost paid for the parcel at auction and/or sealed bid?

Passed on official ballot vote on March 13, 2018: Yes – 1,117 No - 833

Total appropriations passed \$64,648,847.

This is a true copy of the results of the March 13, 2018 Ballot Vote.

Attest: Susan M. Wall, Town clerk

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2019 Town Meeting Warrant

2019 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 2, 2019 at 9:00 a.m. The session shall consist of explanation, discussion and debate on warrant articles 5 through 15. 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 15 shall be conducted by official ballot to be held in conjunction with Town Meeting voting on March 12, 2019. 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

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

Article 2: Add Side Setback Requirement for Signs

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 Table of Permitted Signs in Section 490-702D (2) to include minimum side property line setback of 5 feet for freestanding signs all districts

Article 3: Allow Flag Signs as Temporary Commercial Signs

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 490-702D (2)(f) to read as follows:

(f) Commercial temporary signs.

2019 TOWN MEETING WARRANT

[1] A poster or banner that does not exceed 20 square feet in size is permitted on a building or wall or on an existing freestanding sign, or one A-frame/sandwich board sign up to nine square feet in size and no taller than three feet, *or one flag sign that does not exceed 6 feet in height and 2 feet in width located at least 5 feet from a property line*, is permitted up to 14 days at a time up to ~~three~~ four times per calendar year. Permits are required for these temporary signs.

[2] A sign described in Subsection D(2)(f)[1] above, ~~or a portable or wheeled sign~~, is allowed for 30 days upon the opening of a new business.

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

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

To rezone land known as 19 Sand Hill Road, shown on Tax Map 151, Lot 36, and land off Hampshire Road, shown on Tax Map 155, Lots 9513 and 9514, and land known at 12 Freeman Lane, shown on Tax Map 155, Lot 10092, from Rural District to Residential District.

BOND AND OTHER ARTICLES

Article 5: Southern NH Regional Water Line – Bond

\$5,355,000

Shall the Town vote to raise and appropriate the sum of up to Five Million Three Hundred Fifty-Five Thousand Dollars (\$5,355,000) for the purpose of purchasing drinking water rights capacity of up to 1.5 million gallons per day from Manchester Water Works as a member of the Joint Public Works Agreement for the Southern New Hampshire Regional Water Project and to cover the costs associated with obtaining a bond issue, and to authorize the issuance of not more than \$5,355,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33), and to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon; and to further authorize the Board of Selectmen to apply for, accept, and expend, without further action by the town, unanticipated money from a state, federal, or other governmental unit or a private source, and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This article is requesting funding for purchase of up to 1.5 million gallons per day of drinking water rights from Manchester Water Works (MWW) as part of the Southern New Hampshire Regional Water Interconnection Project which will be funded in whole by MtBE (methyl tertiary-butyl ether) settlement money from the State of New Hampshire through the Department of Environmental Services. The drinking water will be supplied by MWW and is subject to the Merrimack Source Development Charge (MSDC) rate of \$3.57 per one (1) gallon. This is a one-time purchase for capacity allocation on a per day basis.

2019 TOWN MEETING WARRANT

This new regional line will help address current and future drinking water shortfalls created by MtBE contamination in the towns of Salem, Windham, Hampstead, Atkinson, and Plaistow. Under the regional approach Salem has been allocated up to 1.5 million gallons per day to serve its maximum demand. All of the construction for this new regional water line will be paid in full by MtBE settlement money by the State of New Hampshire with the drinking water rights or MSDC to be funded by the respective parties to the Joint Public Works Agreement. The intent of the project is to have clean and safe drinking water supplied to the joint members by 2020 at the latest. A 2017 Water Supply Alternatives Study concluded that the loss of the Turner-Campbell Well which had a one (1) million gallon per day capacity, and which was lost to MtBE contamination, adversely affected the future needs of Salem. The regional line will help sustain safe drinking water in Salem for generations.

Funding Source: Property Tax Water Rate
Rate Impact: \$0.00 \$0.00

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

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

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This warrant article is seeking funding to enter into a long term lease/purchase to obtain a new fire engine/pumper. This pumper will have a 1,000 gallon water tank, 1,500 gallon per minute pump, a foam system with a 30 gallon class A foam tank, and will carry the typical compliment of hose and tools that is carried on a pumper truck. This new pumper will replace a 20 year old pumper that currently has approximately 110,000 miles and 8,500 engine hours.

Funding Source: Property Tax
Rate Impact: \$0.04

Article 7: 2019 Operating Budget \$48,820,114

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

Recommendations: Board of Selectmen: With Budget Committee: With

2019 TOWN MEETING WARRANT

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

<i>Funding Source:</i>	<i>Property Tax</i>	<i>Water Rate</i>	<i>Sewer Rate</i>
<i>Rate Impact:</i>	<i>\$5.95</i>	<i>\$3.55</i>	<i>\$4.65</i>

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

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

Recommendations: Board of Selectmen: With Budget Committee: With

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

- *Town Farm Road – North Main Street to Shannon Road*
- *Northeastern Boulevard – North Policy Street to Cul-De-Sac*
- *Fox Run Lane – Old Farm Road (N) to Old Farm Road (S)*
- *Clover Court – Fox Run Lane to Cul-De-Sac Loop*
- *Wildflower Lane - Fox Run Lane to Cul-De-Sac Loop*
- *Lincoln Terrace – Main Street to Cul-De-Sac Loop*
- *Olde Woode Road – Hooker Farm Road to Cul-De-Sac Loop*
- *Stoneybrook Lane - Olde Woode Road to Cul-De-Sac Loop*

2019 TOWN MEETING WARRANT

Road Maintenance (Mill/Overlay):

- *Liberty Street – Hampstead Road to Haverhill Town Line*
- *Trey Circle - Canobie Avenue to Cul-De-Sac Loop*
- *Ganley Drive – Town Farm Road to Cul-De-Sac*
- *Longwood Road – Marianna Road (W) to Marianna Road (E)*
- *Lucille Avenue – Veronica Avenue (W) to Veronica Avenue (E)*
- *Veronica Avenue – North Policy Street to Peggy Lane*
- *Wildwood Lane - Marianna Road (W) to Marianna Road (E)*
- *Gloria Road – Joseph Road to Cul-De-Sac*
- *Dennis Drive – Old Rockingham Road to St. Marys Lane*
- *Royal Circle – Centerville Drive to Centerville Drive*
- *Royal Circle 1 – Royal Circle to Dead End*
- *Royal Circle 2 – Cul-De-Sac to Royal Circle*
- *Theresa Avenue – Butler Street to Dead End*
- *Briar Avenue – Centerville Drive to Cul-De-Sac*

Crack Seal:

- *Miscellaneous Locations*

Funding Source: *Property Tax*

Rate Impact: *\$1.04*

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

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

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This project will involve replacing the original heating, ventilation, and air conditioning (HVAC) system at the Salem District Court from 1982. A facility evaluation and assessment was performed by a building consultant in 2017 and determined the HVAC system was past its useful life as many of the components have failed numerous times and have been expensive to replace. The recommendation was to replace the HVAC with a more efficient system that has the ability to control multiple zones independently including courtrooms. The Town of Salem owns and operates this building with space leased to New Hampshire state agencies including, Department of Administrative Services, Bureau of Court Facilities; Department of Health and Human Services; New Hampshire Department of Corrections, and is obligated by the lease to ensure HVAC regular maintenance and compliance by industry standards. The lease revenue to the Town in 2018 was \$415,581.

Funding Source: *Unassigned Fund Balance & Property Tax*

Rate Impact: *\$0.02*

2019 TOWN MEETING WARRANT

Article 10: Snow Expendable Trust Fund

\$250,000

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

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This article funds the total anticipated cost of winter weather operations for the calendar year 2019. The 2018 appropriation was \$900,000 with actual expenditures to date for 2018 of \$916,640. Any unspent funds will remain in the Snow Expendable Trust Fund. The balance in the Snow Expendable Trust Fund is \$423,744. There is a 1,000,000 appropriation in the 2019 Operating Budget. The \$1,000,000 appropriation will be expended prior to withdrawing funds from the Snow Expendable Trust.

Funding Source: Property Tax

Rate Impact: \$0.06

Article 11: Bluff Street Extension Bridge Construction

\$900,000

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

Recommendations: Board of Selectmen: With

Budget Committee: With

Background: This project will involve the reconstruction of the Bluff Street Bridge which was built in 1960 and was added to the New Hampshire Department of Transportation (NHDOT) "red list" in 2004. An emergency repair was done on the bridge in 2010 to avoid closing the road. The project will consist of a new twin cell precast concrete box structure along with associated road reconstruction. Construction of the replacement bridge has been programmed for the NHDOT Fiscal Year 2019 with eighty percent (80%) of this appropriation reimbursable through the NHDOT State Aid Bridge (SAB) program. The remaining portion (\$180,000) will come from Roadway Improvement Capital Reserve Funds.

Funding Source: State Bridge Aid Program and Roadway Improvement Capital Reserve Funds

Rate Impact: \$0.00

2019 TOWN MEETING WARRANT

Article 12: Public Safety Radio Tower and Shed

\$85,000

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

Recommendations: Board of Selectmen: With Budget Committee: With

Background: The public safety radio tower and shed project is part of the town wide Public Safety Communications Project that was approved by the voters in 2018. The intent is to construct an 80 foot monopole type tower. Originally the Town intended to locate the radio antenna/equipment on a privately owned tower in the South Salem area but this option never came to fruition. After much research it was determined the best option was to construct an 80 foot monopole with a shed to house the necessary equipment on the property of Station 3 at 170 Lawrence Road. This radio tower will not only solve the communications coverage issue for police, fire and municipal services radios, but will also solve an issue with receiving radio master box signals from the South Salem area. The Town will also be able to take advantage of the town owned fiber optic network at this site.

Funding Source: Unassigned Fund Balance

Rate Impact: \$0.00

Article 13: Transfer Road Program Funds

\$734,874

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

Recommendations: Board of Selectmen: With Budget Committee: With

Background: This article is seeking to return unused funds from prior years Road Programs back to the Roadway Capital Reserve Fund. State statute requires that any additions to a capital reserve fund must be appropriated as a separate warrant article. There is no tax rate impact for this article.

Funding Source: Transfer of Funds

Rate Impact: No Rate Impact/Transfer of Funds Only

2019 TOWN MEETING WARRANT

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

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

Recommendations: Board of Selectmen: With Budget Committee: With

Funding Source: *Property Tax*

Rate Impact: *<\$0.01*

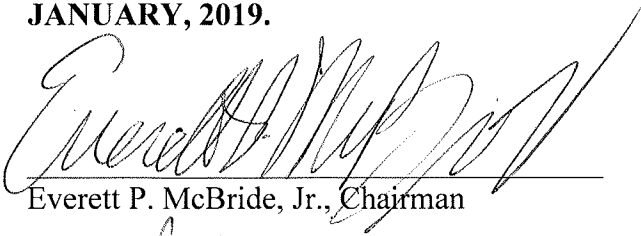
Article 15: By Petition: Establish Redistricting Commission

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

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

Funding Source: *Non-Monetary Article*

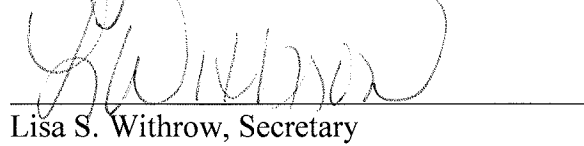
**GIVEN UNDER OUR HANDS AND SEAL THIS TWENTY EIGHTH DAY (28TH) DAY OF
JANUARY, 2019.**



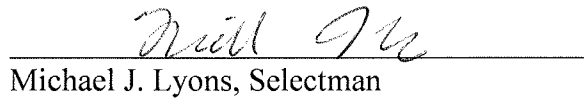
Everett P. McBride, Jr., Chairman



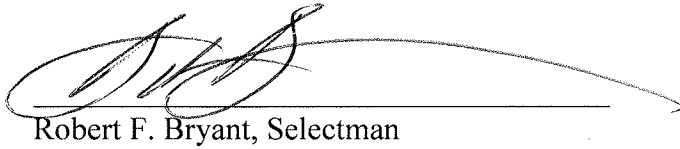
James S. Keller, Vice-Chairman



Lisa S. Withrow, Secretary



Michael J. Lyons, Selectman



Robert F. Bryant, Selectman



Proposed Budget

Salem

For the period beginning January 1, 2019 and ending December 31, 2019

Form Due Date: 20 Days after the Annual Meeting

This form was posted with the warrant on: January 28, 2019

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 Chartrain	Chairman	
D. J. Bettencourt	Vice-Chairman	
Peter Edgerly	Secretary	
Paul Huard	Member	
Steven Goddu	Member	
Sean Lewis	Member	
Thomas Plante	Member	
James S. Keller	Selectmen Representative	
Bernard 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/>



Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2018	Appropriations for period ending 12/31/2018	Selectmen's Appropriations for period ending 12/31/2019 (Recommended)	Selectmen's Appropriations for period ending 12/31/2019 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Not Recommended)
General Government								
0000-0000	Collective Bargaining		\$0	\$0	\$0	\$0	\$0	\$0
4130-4139	Executive	03	\$360,849	\$362,120	\$369,804	\$0	\$369,804	\$0
4140-4149	Election, Registration, and Vital Statistics	03	\$264,457	\$292,484	\$264,719	\$0	\$264,719	\$0
4150-4151	Financial Administration	03	\$1,965,938	\$2,088,072	\$2,179,647	\$0	\$2,179,647	\$0
4152	Revaluation of Property		\$0	\$0	\$0	\$0	\$0	\$0
4153	Legal Expense	03	\$98,914	\$95,276	\$105,628	\$0	\$105,628	\$0
4155-4159	Personnel Administration	03	\$1,769,036	\$1,417,885	\$1,619,350	\$0	\$1,619,350	\$0
4191-4193	Planning and Zoning	03	\$615,980	\$613,938	\$680,367	\$0	\$680,367	\$0
4194	General Government Buildings	03	\$207,981	\$210,872	\$213,656	\$0	\$213,656	\$0
4195	Cemeteries	03	\$364,281	\$350,478	\$446,026	\$0	\$446,026	\$0
4196	Insurance	03	\$420,711	\$481,748	\$420,462	\$0	\$420,462	\$0
4197	Advertising and Regional Association		\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	03	\$676,707	\$651,639	\$797,096	\$0	\$797,096	\$0
	General Government Subtotal		\$6,744,854	\$6,564,512	\$7,096,755	\$0	\$7,096,755	\$0
Public Safety								
4210-4214	Police	03	\$11,272,825	\$11,609,303	\$12,157,246	\$0	\$12,157,246	\$0
4215-4219	Ambulance		\$0	\$0	\$0	\$0	\$0	\$0
4220-4229	Fire	03	\$12,068,773	\$12,204,708	\$12,607,136	\$0	\$12,607,136	\$0
4240-4249	Building Inspection	03	\$809,414	\$825,682	\$853,150	\$0	\$853,150	\$0
4290-4298	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0
4299	Other (Including Communications)		\$0	\$0	\$0	\$0	\$0	\$0
	Public Safety Subtotal		\$24,151,012	\$24,639,693	\$25,617,532	\$0	\$25,617,532	\$0
Airport/Aviation Center								
4301-4309	Airport Operations		\$0	\$0	\$0	\$0	\$0	\$0
	Airport/Aviation Center Subtotal		\$0	\$0	\$0	\$0	\$0	\$0



Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2018	Appropriations for period ending 12/31/2018	Selectmen's Appropriations for period ending 12/31/2019 (Recommended)	Selectmen's Appropriations for period ending 12/31/2019 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Not Recommended)
Highways and Streets								
4311	Administration	03	\$496,306	\$487,834	\$512,088	\$0	\$512,088	\$0
4312	Highways and Streets	03	\$2,840,782	\$2,805,199	\$3,023,704	\$0	\$3,023,704	\$0
4313	Bridges		\$0	\$0	\$0	\$0	\$0	\$0
4316	Street Lighting	03	\$598,392	\$572,407	\$570,142	\$0	\$570,142	\$0
4319	Other		\$0	\$0	\$0	\$0	\$0	\$0
Highways and Streets Subtotal			\$3,935,480	\$3,865,440	\$4,105,934	\$0	\$4,105,934	\$0
Sanitation								
4321	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	03	\$928,259	\$947,280	\$949,838	\$0	\$949,838	\$0
4325	Solid Waste Cleanup		\$0	\$0	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal		\$2,924,522	\$3,266,108	\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0	\$0	\$0
Sanitation Subtotal			\$3,852,781	\$4,213,388	\$949,838	\$0	\$949,838	\$0
Water Distribution and Treatment								
4331	Administration		\$3,220,231	\$3,340,559	\$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			\$3,220,231	\$3,340,559	\$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



Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2018	Appropriations for period ending 12/31/2018	Selectmen's Appropriations for period ending 12/31/2019 (Recommended)	Selectmen's Appropriations for period ending 12/31/2019 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2019 (Not Recommended)
Health								
4411	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4414	Pest Control	03	\$105,298	\$104,596	\$107,326	\$0	\$107,326	\$0
4415-4419	Health Agencies, Hospitals, and Other		\$0	\$0	\$0	\$0	\$0	\$0
	Health Subtotal		\$105,298	\$104,596	\$107,326	\$0	\$107,326	\$0
Welfare								
4441-4442	Administration and Direct Assistance	03	\$141,055	\$169,197	\$167,166	\$0	\$167,166	\$0
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	03	\$110,125	\$130,000	\$113,500	\$0	\$113,500	\$0
	Welfare Subtotal		\$251,180	\$299,197	\$280,666	\$0	\$280,666	\$0
Culture and Recreation								
4520-4529	Parks and Recreation	03	\$504,884	\$566,586	\$581,875	\$0	\$581,875	\$0
4550-4559	Library	03	\$1,457,954	\$1,530,089	\$1,558,796	\$0	\$1,558,796	\$0
4583	Patriotic Purposes	03	\$22,577	\$22,704	\$22,879	\$0	\$22,879	\$0
4589	Other Culture and Recreation	03	\$45,768	\$37,204	\$42,939	\$0	\$42,939	\$0
	Culture and Recreation Subtotal		\$2,031,183	\$2,156,583	\$2,206,489	\$0	\$2,206,489	\$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



Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2018	Appropriations for period ending 12/31/2018	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)
Debt Service								
4711	Long Term Bonds and Notes - Principal	03	\$626,000	\$626,000	\$626,000	\$0	\$626,000	\$0
4721	Long Term Bonds and Notes - Interest	03	\$78,280	\$78,280	\$59,375	\$0	\$59,375	\$0
4723	Tax Anticipation Notes - Interest	03	\$0	\$1	\$1	\$0	\$1	\$0
4790-4799	Other Debt Service	03	\$0	\$10,250	\$10,750	\$0	\$10,750	\$0
Debt Service Subtotal			\$704,280	\$714,531	\$696,126	\$0	\$696,126	\$0
Capital Outlay								
4901	Land		\$0	\$0	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	03	\$1,065,540	\$1,051,398	\$1,469,863	\$0	\$1,469,863	\$0
4903	Buildings		\$658,040	\$409,843	\$0	\$0	\$0	\$0
4909	Improvements Other than Buildings		\$643,000	\$12,293,000	\$0	\$0	\$0	\$0
Capital Outlay Subtotal			\$2,366,580	\$13,754,241	\$1,469,863	\$0	\$1,469,863	\$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	03	\$0	\$0	\$3,137,083	\$0	\$3,137,083	\$0
4914W	To Proprietary Fund - Water	03	\$0	\$0	\$3,111,606	\$0	\$3,111,606	\$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			\$0	\$0	\$6,248,689	\$0	\$6,248,689	\$0
Total Operating Budget Appropriations					\$48,779,218	\$0	\$48,779,218	\$0



Special Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (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
4550-4559	Library	10	\$13,489	\$0	\$13,489	\$0
Purpose: By Petition: Fund Kelley Library Employees' Econom						
4902	Machinery, Vehicles, and Equipment	02	\$166,160	\$0	\$166,160	\$0
Purpose: Shall the Town vote to authorize the Board of Sele						
4909	Improvements Other than Buildings	01	\$5,355,000	\$0	\$5,355,000	\$0
Purpose: Southern NH Regional Water Line						
4909	Improvements Other than Buildings	07	\$900,000	\$0	\$900,000	\$0
Purpose: Bluff Street Extension Bridge Construction						
4915	To Capital Reserve Fund	04	\$4,809,103	\$0	\$4,809,103	\$0
Purpose: 2019 Roadway Construction and Engineering Program						
4915	To Capital Reserve Fund	09	\$734,874	\$0	\$734,874	\$0
Purpose: Transfer Road Program Funds						
4916	To Expendable Trusts/Fiduciary Funds	06	\$250,000	\$0	\$250,000	\$0
Purpose: Snow Expendable Trust Fund						
Total Proposed Special Articles			\$12,228,626	\$0	\$12,228,626	\$0



Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Selectmen's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2019 (Recommended) (Not Recommended)
4903	Buildings	05	\$510,000	\$0	\$510,000	\$0
Purpose: Replace HVAC System at District Court						
4909	Improvements Other than Buildings	08	\$85,000	\$0	\$85,000	\$0
Purpose: Public Safety Radio Tower and Shed						
Total Proposed Individual Articles			\$595,000	\$0	\$595,000	\$0



Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2018	Selectmen's Estimated Revenues for period ending 12/31/2019	Budget Committee's Estimated Revenues for period ending 12/31/2019
Taxes					
3120	Land Use Change Tax - General Fund		\$0	\$0	\$0
3180	Resident Tax		\$0	\$0	\$0
3185	Yield Tax	03	\$4,924	\$1,000	\$1,000
3186	Payment in Lieu of Taxes	03	\$76,425	\$70,000	\$70,000
3187	Excavation Tax		\$0	\$0	\$0
3189	Other Taxes	03	\$13,012	\$12,000	\$12,000
3190	Interest and Penalties on Delinquent Taxes	03	\$301,589	\$203,100	\$203,100
9991	Inventory Penalties		\$0	\$0	\$0
Taxes Subtotal			\$395,950	\$286,100	\$286,100
Licenses, Permits, and Fees					
3210	Business Licenses and Permits	03	\$53,080	\$51,750	\$51,750
3220	Motor Vehicle Permit Fees	03	\$6,815,237	\$6,300,000	\$6,300,000
3230	Building Permits	03	\$1,256,263	\$1,105,000	\$1,105,000
3290	Other Licenses, Permits, and Fees	03	\$285,067	\$289,625	\$289,625
3311-3319	From Federal Government		\$0	\$0	\$0
Licenses, Permits, and Fees Subtotal			\$8,409,647	\$7,726,375	\$7,726,375
State Sources					
3351	Shared Revenues		\$0	\$0	\$0
3352	Meals and Rooms Tax Distribution	03	\$1,481,559	\$1,434,083	\$1,434,083
3353	Highway Block Grant	03	\$657,594	\$624,344	\$624,344
3354	Water Pollution Grant		\$8,740	\$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)	07	\$0	\$720,000	\$720,000
3379	From Other Governments	03	\$955,002	\$468,179	\$468,179
State Sources Subtotal			\$3,102,895	\$3,246,606	\$3,246,606



Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2018	Selectmen's Estimated Revenues for period ending 12/31/2019	Budget Committee's Estimated Revenues for period ending 12/31/2019
Charges for Services					
3401-3406	Income from Departments	03	\$3,824,111	\$3,059,262	\$3,059,262
3409	Other Charges		\$0	\$0	\$0
Charges for Services Subtotal			\$3,824,111	\$3,059,262	\$3,059,262
Miscellaneous Revenues					
3501	Sale of Municipal Property	03	\$897,111	\$30,000	\$30,000
3502	Interest on Investments	03	\$102,520	\$29,000	\$29,000
3503-3509	Other	03	\$1,220,748	\$863,352	\$863,352
Miscellaneous Revenues Subtotal			\$2,220,379	\$922,352	\$922,352
Interfund Operating Transfers In					
3912	From Special Revenue Funds		\$0	\$0	\$0
3913	From Capital Projects Funds	09	\$0	\$734,874	\$734,874
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)	03	\$3,902,194	\$3,137,083	\$3,137,083
3914W	From Enterprise Funds: Water (Offset)	03	\$3,871,363	\$3,111,606	\$3,111,606
3915	From Capital Reserve Funds	07	\$91,878	\$180,000	\$180,000
3916	From Trust and Fiduciary Funds		\$0	\$0	\$0
3917	From Conservation Funds		\$0	\$0	\$0
Interfund Operating Transfers In Subtotal			\$7,865,435	\$7,163,563	\$7,163,563
Other Financing Sources					
3934	Proceeds from Long Term Bonds and Notes	01	\$0	\$5,355,000	\$5,355,000
9998	Amount Voted from Fund Balance	03, 08, 05	\$0	\$2,552,073	\$2,552,073
9999	Fund Balance to Reduce Taxes		\$0	\$0	\$0
Other Financing Sources Subtotal			\$0	\$7,907,073	\$7,907,073
Total Estimated Revenues and Credits			\$25,818,417	\$30,311,331	\$30,311,331



Budget Summary

Item	Period ending 12/31/2018	Selectmen's Period ending 12/31/2019 (Recommended)	Budget Committee's Period ending 12/31/2019 (Recommended)
Operating Budget Appropriations		\$48,779,218	\$48,779,218
Special Warrant Articles	\$16,657,520	\$12,228,626	\$12,228,626
Individual Warrant Articles	\$653,272	\$595,000	\$595,000
Total Appropriations	\$63,927,086	\$61,602,844	\$61,602,844
Less Amount of Estimated Revenues & Credits	\$34,059,231	\$30,311,331	\$30,311,331
Estimated Amount of Taxes to be Raised	\$29,867,855	\$31,291,513	\$31,291,513



Supplemental Schedule

1. Total Recommended by Budget Committee	\$61,602,844
Less Exclusions:	
2. Principal: Long-Term Bonds & Notes	\$1,178,026
3. Interest: Long-Term Bonds & Notes	\$157,754
4. Capital outlays funded from Long-Term Bonds & Notes	\$5,355,000
5. Mandatory Assessments	\$0
6. Total Exclusions (<i>Sum of Lines 2 through 5 above</i>)	\$6,690,780
7. Amount Recommended, Less Exclusions (<i>Line 1 less Line 6</i>)	\$54,912,064
8. 10% of Amount Recommended, Less Exclusions (<i>Line 7 x 10%</i>)	\$5,491,206
Collective Bargaining Cost Items:	
9. Recommended Cost Items (Prior to Meeting)	\$0
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
12. Bond Override (RSA 32:18-a), Amount Voted	\$0
Maximum Allowable Appropriations Voted at Meeting: (<i>Line 1 + Line 8 + Line 11 + Line 12</i>)	
	\$67,094,050



**2019
MS-DTB**

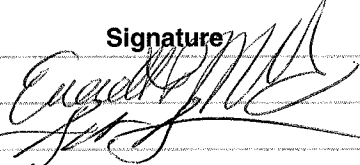
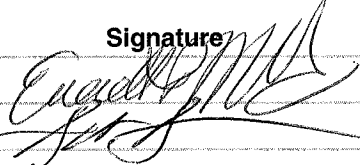
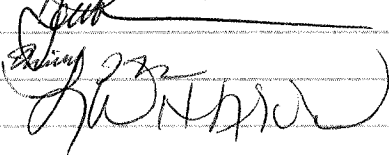
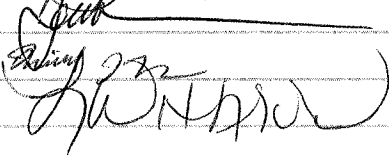
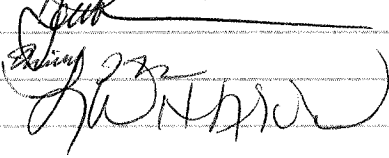
Default Budget of the Municipality

Salem

For the period beginning January 1, 2019 and ending December 31, 2019

This form was posted with the warrant on: January 28, 2019

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
Everett McBride	Selectman	
Robert Bryant	Selectman	
James Keller	Selectman	
Michael Lyons	Selectman	
Lisa Withrow	Selectman	

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
Department of
Revenue Administration**

**2019
MS-DTB**

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	\$362,120	\$4,532	\$0	\$366,652
4140-4149	Election, Registration, and Vital Statistics	\$292,484	(\$21,815)	(\$3,450)	\$267,219
4150-4151	Financial Administration	\$2,088,072	\$25,329	(\$27,549)	\$2,085,852
4152	Revaluation of Property	\$0	\$0	\$0	\$0
4153	Legal Expense	\$95,276	\$0	\$0	\$95,276
4155-4159	Personnel Administration	\$1,417,885	\$26,560	(\$4,060)	\$1,440,385
4191-4193	Planning and Zoning	\$613,938	\$30,367	\$0	\$644,305
4194	General Government Buildings	\$210,872	\$1,605	(\$17,650)	\$194,827
4195	Cemeteries	\$350,478	\$24,809	\$0	\$375,287
4196	Insurance	\$481,748	(\$61,286)	\$0	\$420,462
4197	Advertising and Regional Association	\$0	\$0	\$0	\$0
4199	Other General Government	\$651,639	\$46,347	(\$44,300)	\$653,686
General Government Subtotal		\$6,564,512	\$76,448	(\$97,009)	\$6,543,951
Public Safety					
4210-4214	Police	\$11,609,303	\$350,209	(\$7,300)	\$11,952,212
4215-4219	Ambulance	\$0	\$0	\$0	\$0
4220-4229	Fire	\$12,204,708	\$491,918	(\$116,844)	\$12,579,782
4240-4249	Building Inspection	\$825,682	\$25,840	\$0	\$851,522
4290-4298	Emergency Management	\$0	\$0	\$0	\$0
4299	Other (Including Communications)	\$0	\$0	\$0	\$0
Public Safety Subtotal		\$24,639,693	\$867,967	(\$124,144)	\$25,383,516
Airport/Aviation Center					
4301-4309	Airport Operations	\$0	\$0	\$0	\$0
Airport/Aviation Center Subtotal		\$0	\$0	\$0	\$0
Highways and Streets					
4311	Administration	\$482,234	\$6,442	\$0	\$488,676
4312	Highways and Streets	\$2,810,799	\$79,682	\$0	\$2,890,481
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$572,407	\$0	\$0	\$572,407
4319	Other	\$0	\$0	\$0	\$0
Highways and Streets Subtotal		\$3,865,440	\$86,124	\$0	\$3,951,564



**New Hampshire
Department of
Revenue Administration**

**2019
MS-DTB**

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	\$947,280	\$5,903	\$0	\$953,183
4325	Solid Waste Cleanup	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal	\$3,266,108	\$29,457	(\$290,705)	\$3,004,860
4329	Other Sanitation	\$0	\$0	\$0	\$0
Sanitation Subtotal		\$4,213,388	\$35,360	(\$290,705)	\$3,958,043
Water Distribution and Treatment					
4331	Administration	\$3,340,559	(\$6,526)	(\$315,670)	\$3,018,363
4332	Water Services	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other	\$0	\$0	\$0	\$0
Water Distribution and Treatment Subtotal		\$3,340,559	(\$6,526)	(\$315,670)	\$3,018,363
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	\$104,596	\$3,654	\$0	\$108,250
4415-4419	Health Agencies, Hospitals, and Other	\$0	\$0	\$0	\$0
Health Subtotal		\$104,596	\$3,654	\$0	\$108,250
Welfare					
4441-4442	Administration and Direct Assistance	\$169,197	\$7,589	\$0	\$176,786
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	\$125,000	\$0	\$0	\$125,000
Welfare Subtotal		\$294,197	\$7,589	\$0	\$301,786
Culture and Recreation					
4520-4529	Parks and Recreation	\$566,586	\$8,961	\$0	\$575,547
4550-4559	Library	\$1,530,089	\$18,743	\$0	\$1,548,832
4583	Patriotic Purposes	\$22,704	\$0	\$0	\$22,704
4589	Other Culture and Recreation	\$37,204	\$1,388	\$0	\$38,592
Culture and Recreation Subtotal		\$2,156,583	\$29,092	\$0	\$2,185,675



**New Hampshire
Department of
Revenue Administration**

**2019
MS-DTB**

Appropriations

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
Conservation and Development					
4611-4612	Administration and Purchasing of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing	\$0	\$0	\$0	\$0
4651-4659	Economic Development	\$0	\$0	\$0	\$0
Conservation and Development Subtotal		\$0	\$0	\$0	\$0
Debt Service					
4711	Long Term Bonds and Notes - Principal	\$626,000	\$0	\$0	\$626,000
4721	Long Term Bonds and Notes - Interest	\$78,280	(\$18,905)	\$0	\$59,375
4723	Tax Anticipation Notes - Interest	\$1	\$0	\$0	\$1
4790-4799	Other Debt Service	\$10,250	\$500	(\$10,000)	\$750
Debt Service Subtotal		\$714,531	(\$18,405)	(\$10,000)	\$686,126
Capital Outlay					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$1,051,398	\$209,978	(\$105,149)	\$1,156,227
4903	Buildings	\$0	\$0	\$0	\$0
4909	Improvements Other than Buildings	\$0	\$0	\$0	\$0
Capital Outlay Subtotal		\$1,051,398	\$209,978	(\$105,149)	\$1,156,227
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	\$0	\$0	\$0	\$0
4914W	To Proprietary Fund - Water	\$0	\$0	\$0	\$0
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		\$0	\$0	\$0	\$0
Total Operating Budget Appropriations		\$46,944,897	\$1,291,281	(\$942,677)	\$47,293,501



Reasons for Reductions/Increases & One-Time Appropriations

Account	Explanation
4311	SALARY & BENEFITS
4331	SALARY & BENEFITS, CHANGE IN INSURANCE PREMIUMS, CHANGE IN DEBT SERVICE, UTILITIES
	SCADA CONTROL ROOM, MASTER PLAN UPDATE, MESSAGE BOARDS, CLOSED TRAILER, EMERGENCY MOBILE LIGHTING, INTERCOM SYSTEM,
4441-4442	SALARY & BENEFITS
4240-4249	SALARY & BENEFITS
4195	SALARY & BENEFITS
4140-4149	SALARY & BENEFITS & ELECTIONS
	CC SIGN PADS
4130-4139	SALARY & BENEFITS
4150-4151	SALARY & BENEFITS
	OPEB
	COMP/TABLET PURCH
4220-4229	SALARY & BENEFITS, UTILITIES
	AFG MATCH SCBA, SAFER GEAR & PPE
	PLYMOVENT FOR R5
	DRIVEWAY REPAIR & SAFER LOCKERS
	SIDE ENTRY DOOR CANOPY
4194	UTILITIES
	ENG-HVAC
	REPAIR/REBUILD FRONT PORCH & DESK
4312	SALARY & BENEFITS, UTILITIES
4196	PREMIUM DECREASE
4550-4559	SALARY & BENEFITS, UTILITIES
4721	DEBT SERVICE
4902	CHANGE IN LEASE & TOWN-WIDE COMM SYSTEM YR2
	VEHICLE EQUIP & CONSULTING REPORT FOR FIRE FACILITIES
4589	UTILITIES
4790-4799	BAN ISSUANCE FEES
4199	CONTRACTUAL SERVICES, UTILITIES,
	SALARY & BENEFITS
	EMERGENCY LIGHTING & ENG-HVAC
4520-4529	SALARY & BENEFITS, UTILITIES
4155-4159	SALARY & BENEFITS
	SALARY SURVEY FOR POLICE
4414	SALARY & BENEFITS
4191-4193	SALARY & BENEFITS
4210-4214	SALARY & BENEFITS, UTILITIES
	TWO FURNACE UNITS
4326-4328	SALARY & BENEFITS, GLSD, CHANGE IN DEBT, & UTILITIES
	KEEWAYDIN DR, REPL SANITARY PUMPS/DRIVES & PUMPING STATION IMPROVEMENTS PER MASTER PLAN
4324	SALARY & BENEFITS

[illegible]



Sunset on Arlington Pond
photo courtesy: Scott Oldeman

On the cover: Sunset over Canobie Lake
photo courtesy - Bob Gibbs

Town of Salem , New Hampshire



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