



## FIELD OF DREAMS



# ANNUAL REPORT 2023

*"SETTING THE STAGE FOR SALEM'S COMMUNITY ENRICHMENT"*

## ***ABOUT THE COVER***

On the cover are pictures of the newly constructed pavilion at the Field of Dreams Park and Playground. On March 31, 2023, Salem's Field of Dreams held an eagerly awaited groundbreaking ceremony for a new performance pavilion. On May 18, 2023, the dedication ceremony for the new pavilion became a reality, followed by a concert by local legends 'The Salem Boyz'.

March 2023's highly anticipated groundbreaking ceremony was attended by employees of the Town of Salem, Salem Police, Salem Fire, The Southern New Hampshire Chamber of Commerce, The Greater Salem Contractors Association, The Boys & Girls Club of Greater Salem, many local businesses, various media outlets, and countless excited residents.

The effort to construct a pavilion at the Field of Dreams was eight years in the making. The project marked the teamwork of local businesses, design professionals, skilled tradesmen, and generous community members coming together to provide the town with a venue that signifies community spirit.

The pavilion is fully handicap accessible and includes a roof element to protect equipment and performers in the event of threatening weather conditions. The floor of the stage is hardened concrete with the piers and rear walls covered with real granite stone. The primary supports are steel tubes, with curved wood "glulam" beams and a curved wood plank roof deck. The roofing material is standing seam metal, providing a low-maintenance solution for many years to come. The goal of the pavilion design was to provide a contemporary facility that would aesthetically fit within the naturally wooded site. The generous donations of time and resources have achieved exactly what was envisioned and everyone should be proud of the final product.

As we prepare for the 2024 Concert Series at the Field of Dreams, the pavilion will provide a perfect location for performances and allow residents and visitors the opportunity to see their favorite entertainers.

# TOWN OF SALEM, NEW HAMPSHIRE



*The Gateway to New Hampshire*

**ANNUAL REPORT**  
**For the Year 2023**



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# FOR YOUR REFERENCE

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

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

## DEPARTMENT NUMBERS:

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

## OTHER IMPORTANT NUMBERS:

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

# TOWN HOLIDAYS AND OFFICE HOURS



## 2024 TOWN HALL HOLIDAY SCHEDULE

Holiday	Date
New Year's Day	Monday, January 1, 2024
Civil Rights Day	Monday, January 15, 2024
President's Day	Monday, February 19, 2024
Memorial Day	Monday, May 27, 2024
Juneteenth	Wednesday, June 19, 2024
Independence Day	Thursday, July 4, 2024
Labor Day	Monday, September 2, 2024
Columbus Day	Monday, October 14, 2024
Veterans' Day	Monday, November 11, 2024
Thanksgiving Day	Thursday, November 28, 2024
Day After Thanksgiving	Friday, November 29, 2024
Christmas Day	Wednesday December 25, 2024

## TOWN DEPARTMENTS OFFICE HOURS

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

# TOWN OFFICIALS

<b>Town Council</b>	<b>3-year terms</b>	<b>Ethics Committee</b>	<b>3-year terms</b>
<i>Elected terms expire in March</i>			
Robert Bryant, <i>Chair</i>	2026	Donna Sytek, <i>Chair</i>	2026
Joseph Sweeney, <i>Vice-Chair</i>	2026	Donna Loranger, <i>Vice-Chair</i>	2026
Bonnie Wright, <i>Secretary</i>	2025	Pam Russell	2025
D.J. Bettencourt	2026	Marybeth Stramaglia	2025
James Keller	2024	Anthony Conte	2024
Paul Pelletier	2025		
Cathy Ann Stacey	2026		
Keith Stramaglia	2025		
Lisa Withrow	2024		
Michael Lyons ( <i>term ended 2023</i> )			
<b>Budget Committee</b>	<b>3-year terms</b>		
<i>Elected terms expire in March</i>			
Jeffrey Boyer, <i>Chair</i>	2024		
Steven Goddu, <i>Vice-Chair</i>	2026		
Jon Stark, <i>Secretary</i>	2024		
Tanya Donnelly	2026		
Sean Lewis	2024		
Donna Loranger	2025		
Brian Thornock	2024		
Robert Bryant, <i>Council Rep.</i>			
Bernard Campbell, <i>School Board Rep.</i>			
Peter Edgerly ( <i>Resigned in 2023</i> )			
<b>Communications Committee</b>	<b>3-year terms</b>		
<i>Appointed terms expire in April</i>			
Robert Gibbs, <i>Acting Chair</i>	2024		
Erin Murphy, <i>Secretary</i>	2026		
Aimee Cozza	2025		
Bill Georato	2025		
Jaime Thornock	2026		
Bonnie Wright, <i>Council Rep.</i>			
Kelly Moss ( <i>Resigned in 2023</i> )			
<b>Conservation Commission</b>	<b>3-year terms</b>		
<i>Appointed terms expire in April</i>			
Ruth Tanner Isaks, <i>Chair</i>	2024		
Georgia Brust, <i>Vice-Chair</i>	2025		
Claire Karibian, <i>Secretary</i>	2024		
Linda Harvey	2026		
Caitlin Fitzpatrick	2025		
Lori Ball, <i>Alternate</i>	2025		
Glen Edwards, <i>Alternate</i>	2026		
Don Marotte, <i>Alternate</i>	2024		
D.J. Bettencourt, <i>Council Rep.</i>			
<b>Ethics Committee</b>	<b>3-year terms</b>		
<i>Appointed terms expire in April</i>			
Donna Sytek, <i>Chair</i>			
Donna Loranger, <i>Vice-Chair</i>			
Pam Russell			
Marybeth Stramaglia			
Anthony Conte			
<b>Economic Development Committee</b>	<b>3-year terms</b>		
<i>Staggered terms to be determined</i>			
Rick Dobzelecki, <i>Co-Chair</i>			
Baoguo Wei, <i>Co-Chair</i>			
Carla Billingham			
Bianca Carlson			
Ginger Lever			
Bonnie Wright, <i>Council Rep.</i>			
<b>Historic District Commission</b>	<b>3-year terms</b>		
<i>Appointed terms expire in April</i>			
Elizabeth Roth, <i>Chair</i>			
Patricia E. Good, <i>Vice-Chair</i>			
Michael Banks			
Beverly Glynn			
Howard Glynn			
Lisa Withrow, <i>Council Rep.</i>			
<b>Housing Authority</b>	<b>5-year terms</b>		
<i>Appointed terms expire in April</i>			
Kelly Bryant, <i>Chair</i>			
Virginia Consoli, <i>Vice-Chair</i>			
Donald Simmons			
Georgette Smith			
Sandra Karp			
Sheri McCloskey, <i>Executive Director</i>			
<b>Kelley Library Trustees</b>	<b>3-year terms</b>		
<i>Elected terms expire in March</i>			
Kathleen Norton, <i>Chair</i>			
Christopher George			
David Hickernell			
Natalie Ducharme, <i>Library Director</i>			
<b>Museum Committee</b>	<b>3-year terms</b>		
<i>Appointed terms expire in April</i>			
Beverly Glynn			
Howard Glynn			
Patricia E. Good			
Brian Flanagan			
Susan Kettinger			
Dan Zavisza			
Lisa Withrow, <i>Council Rep.</i>			

## TOWN OFFICIALS

<b>Planning Board</b>	<b>Staggered terms</b>	<b>Zoning Board of Adjustment</b>	<b>3-year terms</b>
	<i>Elected/Appointed terms expire in March</i>		<i>Elected terms expire in March</i>
	<i>Alternate terms expire in April</i>		<i>Alternate terms expire in April</i>
Keith Belair, <i>Chair</i>	2024	Edward Huminick, <i>Chair</i>	2024
Joseph Feole, <i>Vice-Chair</i>	2026	Jeffrey Hatch, <i>Vice-Chair</i>	2026
Bianca Carlson, <i>Secretary</i>	2026	Kellie Annicelli	2024
Damon Norcross	2024	Claire Karibian	2026
George D. Perry	2025	Dionne Garon	2024
Sean Lewis	2025	David L. Bruce, <i>Alternate</i>	2024
Michael Banks, <i>Alternate</i>	2025	Daniel Guild, <i>Alternate</i>	2026
Beverly Donovan, <i>Alternate</i>	2026	Brian Thornock, <i>Alternate</i>	2024
Linda Harvey, <i>Alternate</i>	2025	Sylvia das Chagas, <i>Alternate</i>	2024
Paul Pelletier, <i>Council Rep.</i>			
<b>Recreation Advisory Committee</b>	<b>3-year terms</b>	<b>Tax Collector</b>	<b>3- year elected term</b>
	<i>Appointed terms expire in April</i>	Martha Breen	March 2026
Thomas Woelfel, <i>Chair</i>	2026	<b>Town Clerk</b>	<b>3-year elected term</b>
Rachel Hill, <i>Vice-Chair</i>	2024	Susan Wall	March 2026
James KocZat, <i>Secretary</i>	2024	<b>Treasurer</b>	<b>3-year elected term</b>
Patricia E. Good	2025	John Sytek	March 2026
Kelly Moss	2024	<b>Moderator</b>	<b>2-year elected term</b>
Richard Murray	2026	Christopher Goodnow	March 2024
Kevin Richard	2026	<b>NH State Senate – District 22</b>	
Glen R. Yergeau	2024	Daryl Abbas – <i>Term ends November 2024</i>	
Ryan DeStefano	2025	<b>NH House of Representatives - District 25</b>	
Keith Stramaglia, <i>Council Rep.</i>		<i>Terms end November 2024</i>	
Patricia Corbett, <i>School Board Rep</i>		Lorie Ball	
<b>Supervisors of the Checklist</b>	<b>6-year terms</b>	Tanya Donnelly	
	<i>Elected terms expire in March</i>	Fred Doucette	
Melissa Sorcinelli, <i>Chair</i>	2024	John Janigian	
Patricia E. Good	2026	Dennis Mannion	
Kelly Anne Dorton	2028	Valerie McDonnell	
<b>Trustees of the Trust Funds</b>	<b>3-year terms</b>	Joe Sweeney	
	<i>Elected term expires in March</i>	John Sytek	
Sean Lewis, <i>Chair</i>	2024	Susan Vandecasteele	
Gregory Davis	2025		
Richard O'Shaughnessy	2026		

Town Council  
and  
Town Manager



# TOWN COUNCIL

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

To the Citizens of Salem,

Well, 2023 was certainly a year of change. The March election saw the majority of voters support a new Town Charter which renumbered and renamed the 5-member Board of Selectmen to the new 9-member Town Council. In its first action, I was elected Chairman and I accepted that challenge knowing that the road would be bumpy. It has been an honor and privilege to serve in that capacity since May.

The new charter also brought new faces to the Town Council including Vice-Chair Joseph Sweeney, Secretary Bonnie Wright, and new members Lisa Withrow, Paul Pellitier, and D.J. Bettencourt, all of whom have proven their commitment to transparency and a conservative approach to spending.

New tasks for 2024 include the construction of a much-needed new Police Station and the acquisition of land necessary for the construction of a new West Side Fire Station which has been discussed for over 30 years. We must make progress on the Police Station, in its current condition, it is thoroughly inadequate for what is needed day to day. The new design has the support of the entire Police Department, and each member of the Town Council has spoken in favor of the plan.

## **TOWN COUNCIL**

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I would personally like to thank the Municipal Building Advisory Committee (MBAC) for its thoughtful deliberations, selection of a general contractor, and design criteria for the Police Station. Their commitment to many meetings and long hours will benefit the entire Town for decades to come.

I would like to take this opportunity to congratulate Craig Lemire, the new Chief of the Salem Fire Department. Promoting as we have from within lifts many others to new positions and makes the department stronger and collectively more qualified.

We have completed work on the former waste treatment plant and await the future sale. Projects surrounding the depot are firming up and we hope to have it looking much better over the next 2-3 years.

In closing, the employees of the Town continue to work hard to provide services, keep the roads clear, be vigilant in protecting our citizens, and show up when emergencies strike. Let us all show our support by voting for the new police station and new firefighter contract.

As Town Councilors our job is simple vigilance. Watch the bottom line, keep striving to provide quality services, and never be content with the status quo.

May 2024 be the best of years for all of the citizens of Salem.

Respectfully submitted.

Robert F. Bryant, Chair

# TOWN MANAGER

---

It has been my honor and pleasure serving as Salem's Town Manager over the past six plus years. We have accomplished so much during that time and 2023 was no exception. Although surges in positive cases of COVID occurred in 2023, it no longer impacts Town operations in the way it once did. Additionally, the Town struggled to fill positions in 2022. Although we did not receive the number of applications we once did, most of the Town positions were filled in 2023.

The construction in and around the depot intersection continued in 2023. Years ago, when the Town was replacing 100-year-old water pipes and an undersized sewer line, someone asked when the project would be over. I stated the project is near completion, but the area around the depot would be under construction for years to come. In 2023, the Town called the bond on the depot project contractor, resulting in the Town needing to complete the project. Other than minor sidewalk work and line painting, the depot intersection was completed in 2023. Going forward, the Town and various utilities will work their way down Main Street in 2024 placing lines underground in preparation for construction on the Pleasant and Main Street intersection.

The former Wastewater Treatment Plant cleanup took place over 2023. Electrical conduits were placed into the ground where it was heavy with contaminants, charged with electricity and cooked the contaminants. Testing proved the cleanup worked and they have already started removing the electrical conduits. The Town still needs to address PFAS and PCB that were found in the sludge material channel on the property and it will be ready to be sold in late 2024 or early 2025.

In 2023, the Town passed a ballot initiative creating a Charter for the Town. A special Election held in May elected four additional representatives to the Governing Body. What was once the Board of Selectmen is now the Town Council and increased from five to nine representatives that set policy, establish goals, and provide direction for the Town.

2023 proved to be very busy for all of the Town's municipal departments. The Fire Department responded to more calls in a single year than any other year in Salem's history. In addition to a record number of calls for the Police Department, they worked tirelessly on plans for a new police station. This initiative will be on the ballot in 2024 to replace a 60-year-old station and provide the police with a new home.

In 2023, the Police Department was also very busy going through the CALEA certification process. In November 2023, representatives from the Department traveled to Washington where they were questioned on policies and procedures for the Department. Following the process, the Department was successfully awarded the CALEA certification.

The growth in Salem over the past 6 years has been some of the largest the community has seen since I-93 was constructed. Although the additional traffic and calls for service keep our staff busy, I am reminded every day how amazing the employees of the Town are as they tirelessly serve the community and keep everything moving forward. I will be forever thankful for the department heads I work so closely with and how they motivate their staff.

## **TOWN MANAGER**

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Three department heads retired during 2023 and early 2024; I would like to wish Fire Chief Larry Best (20 years), Human Resources Director Anne Fogarty (22 years), and Human Services Director Barbara Riley (28 years) happy retirements and thank them for their years of service. In addition, other long-time employees retired in 2023 and early 2024 including Hector Rivera (34 years), Community Services Department; Patty Gaddis (30 years), Finance Department; Randy Young (23 years), Fire Department; and Kelly Demers (37 years), Municipal Services Department. We wish them well in their retirement.

I would also like to thank Assistant Town Manager Joseph Devine, Right-to-Know Specialist/Administrative Assistant Michelle Lagimonier, and of course my Executive Assistant, Maureen Witley, who has served the Town, our department, and all residents in Salem for over 30 years. Thank you all for what you do.

Respectfully submitted.

Christopher A. Dillon, Town Manager

# Town Departments



# ASSESSING DEPARTMENT

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The Town's Chief Assessor's position remained vacant during 2023 and the Town contracted with Municipal Resources Inc. to continue providing the assessing services of Joe Lessard as the Contracted Interim Chief Assessor. As of the end of December 2023, a replacement had not been found.

The New Hampshire real estate sales market has slowed somewhat but continued to experience appreciation between April 2022 and April 2023. As a result, the Town's assessment ratio as of April 1, 2023, dropped from 87.3% last year to the upper 70's. Construction of both residential and commercial properties have also continued at a more rapid rate than prior to 2018 although there is evidence that both appreciation and building have continued slowing since April.

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

Respectfully submitted,

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

	<u>Summary of Inventory</u>	
	<u>2022</u>	<u>2023</u>
Land	\$2,300,055,742	\$2,281,244,955
Buildings	\$4,102,362,476	\$4,181,191,343
Utilities	\$ 140,977,500	\$ 127,073,600
Total Gross Valuation	\$6,543,395,718	\$6,593,214,998
 Elderly Exemptions	\$ 27,727,400	\$ 31,285,800
Blind Exemptions	\$ 900,000	\$ 1,034,900
Disabled Exemptions	\$ 1,720,600	\$ 1,475,500
Total Net Valuation	\$6,513,047,718	\$6,359,418,798
 Taxes Before Exemptions	\$ 104,357,148	\$ 110,989,631
War Services Credits	\$ 651,382	\$ 810,725
Net Property Tax Commitment	\$ 103,705,766	\$ 110,191,072
 Tax Rate	\$ 16.05	\$ 16.96
Total Current Use Acreage	1,137.98	1,137.98
Total Taxable Properties	12,575	12,961
Total Exempt Properties	514	507

# COMMUNITY DEVELOPMENT DEPARTMENT

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

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

In May 2023, the formerly vacant Community Development Program Manager position was filled by Crayton Brubaker. Crayton comes most recently from the City of Concord, NH's Community Development Department and has settled right into his new job in Salem! Crayton joined the Town staff at a very exciting time with multiple new committees being established, significant projects progressing, and new opportunities for Town communication expanding. Among other things, Crayton has already begun managing the Town's new website, developing the Town's e-newsletter 'Town Hall Times,' finishing Conservation Commission goals and projects, and collaborating with other departments and community groups to carry out initiatives that bring value to Salem.

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

Both the Program Manager and GIS Manager work extensively with others throughout the Town to provide necessary technical and/or program assistance. Truly, our list of partners extends throughout this entire report. A summary of the focus areas for the calendar year 2023 follows.

**Final Phase LED Streetlight Conversion:** Since 2018, the Town has undertaken the project of converting all streetlights in Town to LED lights. There have been four successful phases and the final phase started at the end of 2023 and will be completed by mid-2024. As a part of the final phase, the remaining 828 lights will be converted. The Town will receive incentive funds as a part of this project and will save significant energy and money because of these LED installations.

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

**Cooperative Alliance for Regional Transportation (CART):** Community Development staff participate in the CART Advisory Committee to ensure that Salem residents continue to receive high-quality transportation services. In 2023, CART ridership has surpassed pre-pandemic levels. From July 2022 – June 2023, 3,863 riders were able to utilize this great service between the Salem Shopper Shuttle and the Salem Demand Response shuttle. To find out more information about CART, please visit their website here: <https://mtabus.org/cart/>

## COMMUNITY DEVELOPMENT DEPARTMENT

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

The Town Hall Times also released eight editions of the newsletter. These extensive newsletters are available online and are a great way to keep up with what is going on in the community. To subscribe or view the current or prior editions, please visit: [salemnh.gov/townhalltimes](http://salemnh.gov/townhalltimes)

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

**Committee Support:** Community Development Department staff serve as the staff liaison(s) to several committees. A brief outline of each Committee’s 2023 goal(s) or work highlights are listed below. More in-depth discussion of 2023 accomplishments are included in each Committee or Commission’s Town report page.

**Capital Improvements Plan (CIP) Committee:** The CIP Committee met throughout summer 2023 to listen to Police, Fire, and Municipal Services department capital requests. After individual ranking and robust discussion, the Committee, in coordination with Town staff, developed their list of recommended projects for 2024 to the Town Manager / Town Council. Their full report is linked here: <https://salemnh.gov/2024CIPReport>

**Communications Committee:** The Communications Committee held its inaugural meeting on June 15, 2023. The Committee is charged with providing recommendations to Town staff for communications graphics, posts, and strategies, building relationships with local media outlets, and promoting Town events / news through various channels to keep residents and stakeholders informed. The Communications Committee has continually met those goals and objectives. On August 16, 2023, the Town launched a new website. The Town’s free monthly e-newsletter, the ‘Town Hall Times,’ is published monthly and is steadily increasing with outreach and subscriber count. The Committee is working collaboratively with the Police Department, MBAC, and Town Council on getting information to the public regarding the new police station project.

**Conservation Commission:** The Community Development Program Manager provides staff support to the Conservation Commission. The Commission reviewed Permitting was acquired and landscaping was completed at the Bill Valentine Park project in 2023. Continued work on the park will be coordinated with Municipal Services in 2024. The Conservation Commission acquired two properties in 2023, one at 35 N Main St and another at Zion Hill Road / the interior parcel in the Town Forest. Work on Commission and Town Forest goals continued in 2023 and will progress strongly in the upcoming year.

## COMMUNITY DEVELOPMENT DEPARTMENT

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**Depot Village Advisory Committee (DVAC):** The Depot Village Advisory Committee (DVAC) met several times in 2023 to explore opportunities and ideas in the newly finished Depot Village area of Town. This area houses the Southern NH Chamber, a historical train depot museum, and is a pivotal intersection in Town. In 2024, the DVAC will continue to meet and develop a Master Plan for the areas recreational, historical, economic development, and community gathering opportunities in the Depot Village.

**Economic Development Committee (EDC):** The Economic Development Committee held its inaugural meeting on July 18, 2023. The Committee meets monthly and has established bylaws and a mission statement. The Committee is currently focusing on researching other NH communities' approach to economic development and will hear from several guest speakers in 2024. The EDC will continue to lay the foundation for a sustainable development and business environment in Salem. The EDC will also work collaboratively with the Master Plan Steering Committee as it begins its process.

**Grant Assistance:** Community Development staff worked closely with other Town Departments to apply for available grant funding opportunities. Most notably, staff continued with follow-up from the 2022 Land and Water Conservation Fund (LWCF) grant for improvements at Hedgehog Park. Staff also applied for the New Hampshire Community Development Finance Authority (NHCDFA) Community Center Investment Program (CCIP) for a new HVAC system at the Ingram Senior Center. Staff aided with grant preparation including researching federal and state programs, vetting projects through environmental/historic review steps, and preparing all necessary plans and graphics.

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

In 2023, GIS Manager John Vogl continued to manage the Town's public GIS viewer 'MapGeo for Salem' which can be found at: [salemnh.mapgeo.io](http://salemnh.mapgeo.io). The site provides access to assessing records and parcel mapping plus various map layers, such as zoning, utilities, voting districts, open spaces, etc. Each month, the site records between four to five hundred unique hits, proving that demand for this type of service is high. We are pleased to observe that maps and data generated from the site are frequently included in building permits and land use applications, further demonstrating the utility and demand for this type of service. In 2023, Town staff performed multiple updates to the posted layers and introduced new features to the site, including a direct link to permit records in OpenGov, our permit application. Tools were also added to facilitate daily, automated updates from assessing records to assure that ownership information remains current.

GIS Manager John Vogl continued to work closely with the Municipal Services Department to carry out the Town's Asset Management Program. This program is intended to inventory, document, prioritize, and plan for maintenance/improvements to the Town's physical infrastructure, including the regional water line and connected properties in Windham. In 2023,

## COMMUNITY DEVELOPMENT DEPARTMENT

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the focus was on continuing implementation of work orders and facility conditions within the Utilities Division. Asset program information is processed and passed along to the CIP Committee to make informed decisions about future purchases and / or asset replacement.

The Town also continued its efforts to improve utilities mapping by committing crews to GPS-locate water shut-off valves and other necessary water assets. In the latter part of the year, staff provided technical assistance to the Utilities Department in their efforts to confirm the absence of lead in water service lines, pursuant to EPA regulations. This work was funded through state grant money which the Town successfully applied for and received.

Efforts in 2023 continued to focus on maintaining the Town's base map. Originally derived from a 2019 flyover and remapping project, the base map requires constant attention and update to remain representative of the existing conditions. This data is continuously folded into the MapGeo service so the site will be reflective of the dynamic developments being constructed throughout Town. This includes all the building updates at Tuscan Village plus all the infrastructure projects throughout Town, including the regional waterline, Depot reconstruction, annual road program, and Pine Grove Cemetery addition, among others. In 2023, the Town completed a new flyover and obtained new aerial and building/roadway mapping. This information was processed against the 2019 data to enable a town-wide change detection analysis. This information was passed on to the Assessing Department for validation and review. The goal is to further improve assessing records and identify values that have gone unrecorded throughout the year.

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

Respectfully submitted,

Joseph Devine, Assistant Town Manager  
John Vogl, GIS Manager/Planning Coordinator  
Crayton Brubaker, Community Development Program Manager

# COMMUNITY DEVELOPMENT DEPARTMENT

## *Planning Division*

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The Planning Division staff includes Planning Director Jacob LaFontaine, Administrative Assistant Lisa Wojtas, and Code Enforcement Officer Robert McDowell.

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

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

Planning Division highlights for 2023 include:

- Coordinated 23 regular Planning Board meetings with 79 agenda items (up from 74 in 2022).
- Coordinated 12 Zoning Board of Adjustment meetings with 51 agenda items (down from 63 in 2022).
- Responded to several zoning complaints. The most common complaints continue to be commercial vehicles and businesses at residential properties, the keeping of chickens outside of the Rural District, nonpermitted accessory apartments, signs in the right-of-way, the storing of unregistered/uninspected vehicles, site plan noncompliance and wetland violations.
- Reviewed Tuscan Village Master Plan Update and Tuscan Building 1300 site plan which includes 300 residential units and over 80,000 square feet of retail space.
- Collected over \$3 million in impact fees for roads, schools, recreation, and public safety.
- Worked with VHB, Inc. to update the traffic impact fee schedule.
- Selected Utile Design to comprehensively update Salem's Master Plan for the first time in 20 years; selected Fougere Planning to update school, recreation, and public safety impact fee schedule.
- Prepared zoning amendment to establish the procedure for adopting zoning ordinances and amendments through Town Council.

We are happy to welcome Code Enforcement Officer Robert McDowell, who will focus on addressing zoning violations and complaints in Salem.

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

Respectfully submitted,

Jacob LaFontaine, Planning Director

# COMMUNITY SERVICES DEPARTMENT

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The Town of Salem, New Hampshire's Community Services Department (CSD) was very active and busy in 2023. The CSD is located within the Russell & Roberta Ingram Senior Center on 1 Sally Sweet's Way. The facility is open Monday through Thursday from 8:30am to 4:30pm, and Friday from 8:30am to 3:30pm.

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

**The Senior Services Division** is responsible for the Ingram Senior Center operations, programming, outdoor activities, trips, and the Intergenerational Collaborative of Salem. Additionally, the staff coordinates the efforts of over 100 senior volunteers.

The Community Services Department is back and surging past pre-Covid levels. The Ingram Senior Center is bustling with seniors coming and going for programs, trips and parties.

Springtime brought the outdoor programs including golf, tennis, horseshoes, and pickleball into full swing. In collaboration with other town departments, we were able to hold multiple large events. The Kelley Library once again generously sponsored an outdoor parking lot concert. We organized our first annual Town Wide yard sale with 111 households participating. Despite rescheduling due to rain and then more rain, many households reported doing very well with their sales. Chief Dolan and his officers prepared hamburgers and hot dogs for their annual barbecue. Cedar View from Methuen assisted by donating chips, condiments, bottled water, and fruit bowls to complete the lunch. We held a live version of Family Feud with eight teams battling it out for prizes. Some teams dressed alike or had a theme along with a team name. Complete with sound effects survey says the afternoon was a lot of fun and laughter. As the year came to an end, our seniors received service with a smile at our annual firemen's lunch with two seatings in our dining room. A delicious ziti and meatball lunch was provided by the Salem Firefighters Relief Association and cooked by the Salem Fire Dept. Each event was well attended by more than 200 seniors who in turn paid it forward with food and cash donations for a food pantry.



We were also able to offer some new programs this year and bring back some old favorites. We had several informational programs about fraud, elder abuse, vertigo, property tax exemptions, and Medicare. We brought new fitness and wellness programs to the center including Chair Pilates, Zumba Gold, Fitness Fun, Meditation, and a new streaming exercise program that incorporates cardio, toning, and balance.

We had a first ever Hawaiian Week with games, a movie, and a Luau. We added two new quarterly programs, Donuts with the Director, and Around the World. Around the World is where we travel virtually to a different country, learning about its language, history, and culture. The Residence at

## COMMUNITY SERVICES DEPARTMENT

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Salem Woods collaborated with us and provided a delicious meal for this new program. AARP returned to in person tax preparation at the senior center and line dancing became a weekly program again. We brought back our 50's Sock Hop, many dressed in 50's attire and danced the night away. We celebrated tournament and anniversary week with some friendly competition, award pins and food. Throughout the week we had hot dogs, popcorn, pizza, a waffle breakfast, and an ice cream social. Harvard Pilgrim Healthcare provided Ben and Jerry's ice cream and all the toppings for a delicious sundae. In the fall, we welcomed the return of the Ladies' Tea. We had over 70 ladies enjoying tea, friendship, and a wonderful fashion show. We had over 15 volunteers assisting with the set-up, clean up and modeling clothing from our Thrift Shop.



Thankfully, we were able to host two Craft Fairs this year which included crafts from outside vendors as well as our own talented seniors and like in years past we also held the Annual Health Fair. At the fair, seniors received Flu, Covid, Shingles, Pneumonia, and RSV vaccinations and had a choice of health screenings. There were over 20 exhibitors who provided details of their businesses and offered prizes and giveaways.

We broke up the winter doldrums at our 2<sup>nd</sup> annual Mardi Gras party held at the senior center. We partied Louisiana style adorned with beads and masks. Our revelers danced and marched to the music provided by a DJ. We snacked on popcorn, veggie dip cups, pizza, and sandwiches. The only thing missing was a real jazz band. It was a great way to begin our trips and party season. Then in March, everyone was Irish for the day when we gathered for a St. Patrick's Day party at the Irish Cottage in Methuen. Lunch included a traditional corned beef and cabbage dinner, and entertainment was provided by a fabulous Irish singer and storyteller.

Our monthly trips are back to being as popular as ever with more than half of them having two full buses carrying 112 seniors in total. We saw plays in Massachusetts, New Hampshire, and Rhode Island, visiting some of our favorite theatres and restaurants. Each trip offering a different experience was thoroughly enjoyed in the company of friends.

We enjoyed the musical My Fair Lady at the Boston Opera House, an incredible performance by The Texas Tenors at Danversport Yacht Club, Glen Campbell and Bobby Darin tribute shows at Castleton, a beautiful cruise out of Portland, ME harbor with a delicious lobster bake at Foster's, a show by the always fabulous and talented Edwards Twins at Lake Pearl, a train ride through Essex, CT along the lower Connecticut River Valley while dining on restored 1920's Pullman dining cars with a riverboat cruise on the Connecticut River, as well as a chance at lady luck at Foxwoods and Encore. We closed out our trips in 2023 with heartfelt music of the holidays with the touring Nashville production of Merry Country Christmas.

In October we resumed our party season starting with our Halloween party at Lenzi's in Dracut, MA. Lenzi's, known for their delicious chicken pot pie, didn't disappoint. The seniors were decked with the colors of Halloween and great costumes with the top three costumes being awarded prizes. The fun lasted all afternoon with dancing to music played by DJ Chris Brunelle. For the first time in years, we returned to Castleton in Windham where we celebrated our largest party of the season! We had over 160 seniors for this fun Thanksgiving party. Our delicious meal was a fully dressed

## COMMUNITY SERVICES DEPARTMENT

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turkey dinner and was followed with entertainment by Moholland Drive who filled the room with the sounds of the decades and had everyone on their feet dancing. We returned to Four Oaks Country Club in Dracut for our Holiday party in December which was a huge success. The food received rave reviews as did the entertainment and you couldn't beat the beautiful view. After an endless buffet of food, dancing and singing everyone left feeling the spirit of Christmas. In total, over 990 seniors gallivanted on our 11 trips and 586 danced and celebrated the various holidays at our five parties.

Other programs offered included but are not limited to Woodcarving, Bingo, Knit and Crochet, Corn Hole, Shuffleboard, Golf, Pickleball, Tennis, Billiards, various support groups, exercise classes, and special events.

Programming returned to normal on the recreation side of the department. The youth programs included but were not limited to three season Tennis, Teen Adventure Camp, Summer Camp, three season Dance and Tap, Adaptive Track, Adaptive Soccer, Flag Football, and multiple Track and Field programs. Our Summer Camp had a record-breaking year, with the most participants to date.



The Fishing Derby at Hedgehog Park was held in partnership 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 550 fish to the event this year. We had a great turnout with over 250 participants.



The Halloween “Trunk or Treat” event at the Ingram Senior Center was a huge success. We had an incredible amount of community involvement with over 35 businesses, organizations, and Town Departments participating. They filled the parking lot with elaborately decorated trunks and brought many treats. Ghouls from the Salem High School Key Club and Drama Club lined the haunted pathway to the Senior Center, providing haunts, screams, and surprises. The Recreation Advisory Committee judged the highly competitive costume contest along with providing much needed support during the event. Approximately

1,700 people attended the event, and it was by far one of the best events of the year.

Hector Rivera, our custodian, retired after 19 years working for the Town of Salem. Doug Cole our Recreation Coordinator, who worked for the town for 8 years moved onto another opportunity within the field. We thank Hector and Doug for their years of service, all they brought to the department, and all the lives they touched throughout the years. We accepted back with open arms our former custodian Dave Boucher and happily welcomed Trina Reed who had been working for the past five years as the water billing clerk at Town Hall.

## COMMUNITY SERVICES DEPARTMENT

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We marked with great sadness the passing of the Honorable Russell Ingram.

He served for eight years as a member of the New Hampshire House of Representatives, as well as many years on the board of the Boys and Girls Club of Salem and the Salem Council on Aging. He and his wife Bobbi were both generous in time and money.



In 2002, the Ingolds donated \$500,000 to help build our senior center on Sally Sweets Way. Russ called "The Ingram Senior Center" his most satisfying achievement. It was not just the donation of money to build the center, they were also the driving force behind it.

Now with the passing of Russ and his wife Bobbi who died in 2010 they leave behind an amazing legacy that continues to give to the seniors of Salem every single day.

It is because of their generosity that we have a beautiful facility in which to hold a full weekly schedule of programs including exercise classes, card games, bingo, darts, shuffleboard, corn hole, billiards, and much more.

Although not all programs, events, and activities were mentioned, hopefully this provides some insight on what the Community Services Department offered and accomplished. Our warmest and best wishes to all Salem residents and we look forward to serving you all in 2024 and beyond. We hope we see you soon!

Respectfully submitted,

Katie Duffey, Community Services Director  
Wendy Peters, Trips/Administrative Coordinator  
Maria Augeri, Program/Volunteer Coordinator  
Trina Reed, Community Services Clerk  
Doug Cole, Community Services Coordinator  
Dave Boucher, Custodian

# FINANCE DEPARTMENT

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

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

The municipal portion of the 2023 tax rate was set at \$5.48. The 2023 tax rate was set at \$16.96 per thousand.

The Town maintained its AAA credit rating in 2023. S&P Global Ratings credit analyst. Strong credit ratings result in lower interest rates when the Town goes out to bond. During 2023 the Town renewed a bond anticipation note (BAN) for the soil and groundwater remediation of the former wastewater treatment facility as authorized by voters (2022 Article 8).

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

This year Finance welcomed three new employees to our team. In June we welcomed Cathy Brown, utility billing clerk. Ms. Brown transferred from the Collections Department to Finance. In October we welcomed Robert Blanchette, Accounting and Budget Manager. Mr. Blanchette has 30 years of municipal finance experience. In November, we welcomed Caroline Hall, utility billing clerk. Ms. Hall came from the private sector with various years of customer service experience. During 2023 Patty Gaddis retired after 30 years of working for the Town of Salem as the utility billing coordinator. I would like to thank Patty for her multiple years of dedicated service to the Town and her customers. I would also like to thank the employees of the Finance Department for their conscientious work this year. Their dedication and key diligence are an invaluable asset to the Town of Salem, as well as their continued work to protect taxpayer assets.

Respectfully submitted,

Nicole McGee, Finance Director



# FIRE DEPARTMENT

From the members of the Salem Fire Department, Greetings!

## A Message from the Chief:

As the Interim Chief of the Department, I present the 2023 Fire Department Annual Report.

On behalf of the 90 men and women of the Salem Fire Department, I would like to thank the citizens of Salem for their support over the past year. It's a privilege and honor to serve each and every one of you.

I am honored to serve as the Interim Fire Chief. The men and women of the Salem Fire Department do an outstanding job providing efficient and compassionate services to the citizens.

I offer my sincere thanks to all the Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors, and Administrative Staff of the Salem Fire Department for their professionalism, hard work, and commitment to this fine community.

It's been a pleasure to serve beside them!

Respectfully submitted,

Perry E. Plummer, Interim Chief of the Department

**SALEM FIRE DEPARTMENT**

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

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

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

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

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

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

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

*Integrity-Community-Compassion-Excellence*

# FIRE DEPARTMENT

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

## Administration

The department's administrative division consists of the Fire Chief and an Administrative Assistant. In 2023 we saw longtime Salem Fire Department employee and Chief of the Department retire on August 31, 2023. Chief Best worked in the New Hampshire Fire Service for over 36 years, 20 of which were with the Town of Salem. Chief Best spent the last 5 years leading the department as Fire Chief and Emergency Management Director.

We thank Chief Best for his service to the citizens of Salem and congratulate him on an outstanding career.

On September 5<sup>th</sup>, the Town brought in Interim Chief Perry E. Plummer through MRI Consulting, Inc., and is expected to appoint a new fire chief in early 2024.

## Operations Bureau

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

### Fire and EMS Operations Division:

The Fire and EMS Operations Division is made up of four groups called Battalions. All four Battalions are made up of 17 members consisting of:

- 1 Battalion Chief,
- 1 Captain
- 2 Lieutenants
- 13 Firefighters

It takes four groups working 42 hours per week to provide emergency response services 24 hours per day, 7 days a week, 365 days a year. They are highly trained to be capable of providing basic and advanced life support, technical rescue, auto extrication, HAZMAT, and fire suppression.

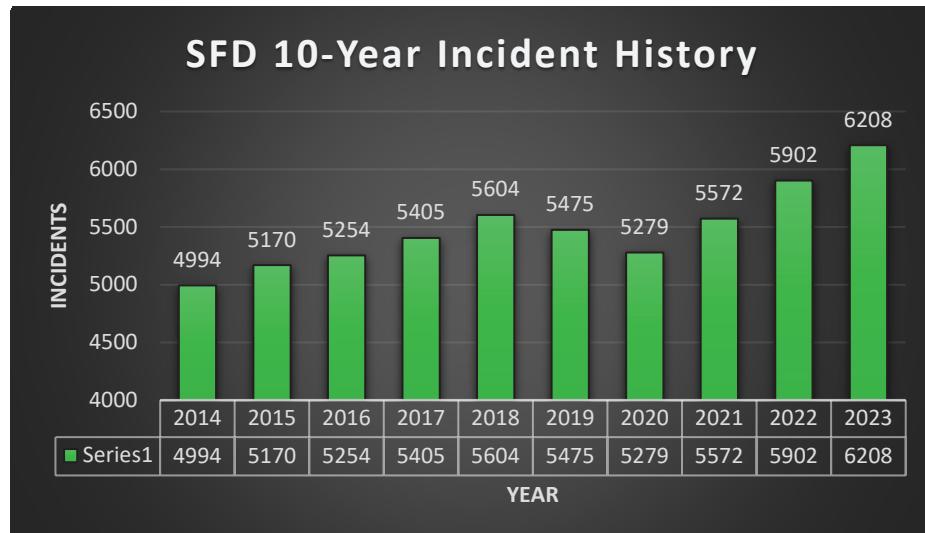


## FIRE DEPARTMENT

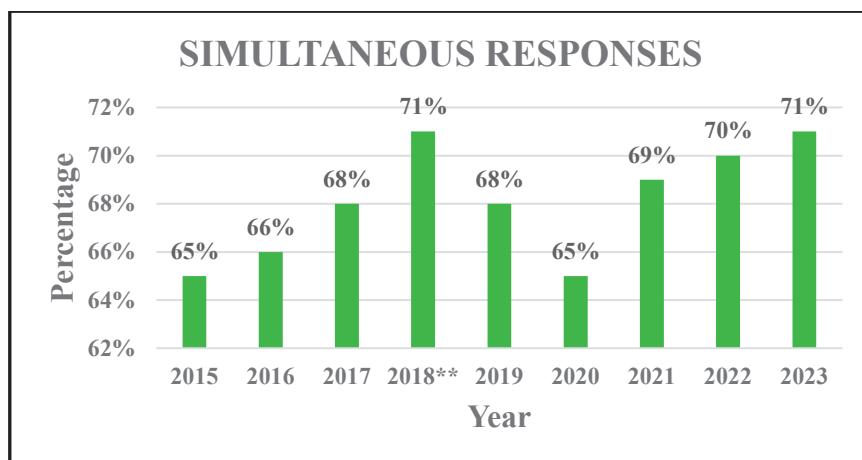
These members staff three strategically placed firehouses located at:

- 152 Main Street – Central Fire Station
- 279 North Main Street - Station 2
- 170 Lawrence Road – Station 3

It is great to see our community grow and evolve in 2023. With this tremendous growth comes challenges from emergency services. This is depicted in a record-breaking year for emergency response. For the first time in the Town's history, the department call for service exceeded the 6,000 mark.



One of the greatest challenges for the department continues to be simultaneous calls for service. This means the crews are on more than one emergency call at a time thereby decreasing resources available to respond to other emergencies including structure fires.



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# FIRE DEPARTMENT

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## Training Division:

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

This past year we conducted:

- Officer incident command training.
- Annual firefighting training that ranged from ice rescue to throwing ground ladders.
- EMS continuing education training.
- EMS recertification training which included PALS, ACLS, and CPR.

**2023**  
**Training Hours Conducted**  
**7,288 hours**



## EMS Support Division:

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

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

*Integrity-Community-Compassion-Excellence*

## FIRE DEPARTMENT

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In 2023, the Salem Fire Department responded to 4,741 requests for medical assistance. These calls resulted in 4,281 patient contacts which resulted in 1,608 being transported with ALS care and 1,384 being transported for Basic Life Support (BLS) care. The remainder of the calls resulted in care provided on scene without transport.

Transport was made primarily to three great hospitals that support our region, Holy Family Hospital – Methuen, Lawrence General Hospital and Parkland Medical Center - Derry.



### Mechanical Division:

The Mechanical Division is responsible for maintaining a fleet of complex apparatus with a value of more than 12 million dollars. This includes all department vehicles such as pumper, a ladder truck, command vehicles, building inspector vehicles, other support vehicles and trailers. In addition, they maintain small engines and the equipment for the department. Maintaining the fleet is a monumental task, especially as the demand on that fleet increases. Once again for 2023 the department suffered significant out of service time for the Tower Ladder.

The Mechanical Division consists of our one full-time mechanic and two firefighters/assistant mechanics.

### Facilities and Equipment Division:

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

As our firehouses continue to age, they are proving challenging to maintain. Our Central fire house (152 Main Street) is in the most disrepair; however, all our firehouses are starting to show their age and do not meet the needs or industry standards of the modern fire service. The department created a 4-phase facility plan to address our facility needs which was adopted by the Board of Selectmen.

All three of the station's kitchens were in need of complete renovations. Central Station because of a significant water and insect problem, Station 2 and Station 3 because of years of wear and tear. All three station kitchens have recently been updated. Although the Town paid for the supplies/materials, all the labor for the renovations was provided by the firefighters saving the community tens of thousands of dollars. Thank you to the members of Salem Fire Department for their extra efforts.

*Integrity-Community-Compassion-Excellence*

## FIRE DEPARTMENT

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### West Side Fire Station:

We need to continue to plan for a west-side Fire/EMS facility. It is something that needs to occur, as this will help reduce response times west of I-93. Currently, nearly 12% of all incidents occur on the west side of our community.

### **Fire Prevention and Inspectional Services Bureau:**

The Inspectional Service Division is managed by the Deputy Fire Chief.

The Inspectional Service Division is made up of 11 dedicated employees, including:

- One Electrical Inspector
- Two (one full-time and one part-time) Plumbing/Gas/Mechanical Inspector
- Two (one full-time and one part-time) Building Inspectors
- Two (one full-time and one part-time) Fire and Life Safety Inspectors
- One Health Inspector
- Two Administrative Secretaries

The growth in Salem over the past few years has been unprecedented and continues to challenge our code enforcement resources. The Tuscan Village project opened the Central Village, which resulted in a busy inspection season.

Some of the major highlights from 2023 are:

- Construction value exceeded \$125,000,000.
- Continued collaboration with the Planning Department on zoning/code enforcement.
- Continued proactive role in the redevelopment of the Tuscan Village property.

### **Health Division:**

### Licenses/Inspections/Food Safety Initiatives:

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

### **2023 Activity**

**3,091 Permits Issued**

**4,012 Building Safety Inspections**

(25% increase of 2022)

**\$1,517,180 Fees Received**

## FIRE DEPARTMENT

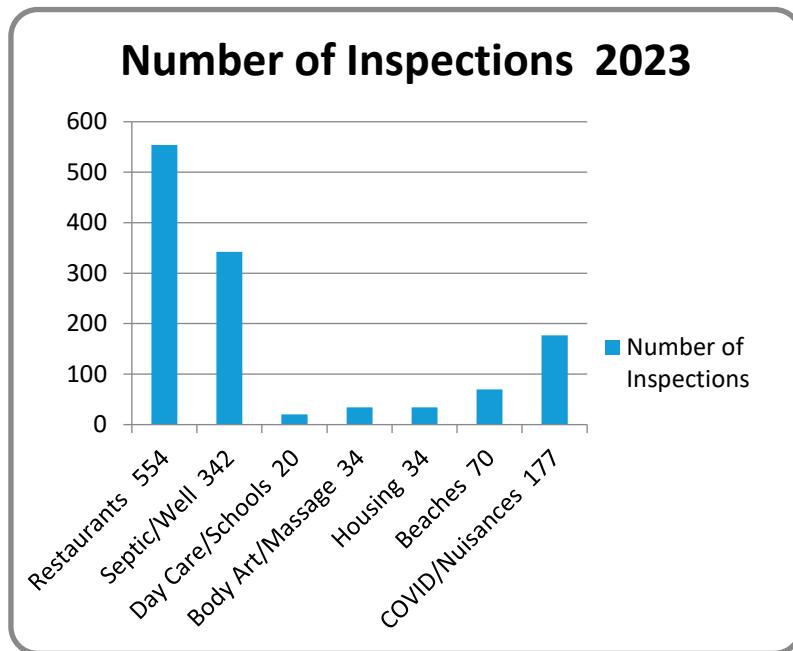
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### Septic Systems/Wells:

The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 342 inspections and plan reviews were conducted in 2023.

### Mosquito Control Program:

The mosquito control program was conducted for the twenty-third straight year. Treatment of wet areas and catch basins and surveillance activities began in April and continued until October. No positive batches of mosquitoes were detected in Salem for West Nile Virus and Eastern Equine Encephalitis in 2023.



### 2023 Highlights:

- No positive mosquitoes were found for Eastern Equine Encephalitis or West Nile Virus in Salem during our Mosquito Program from April through October.
- Collected 60 beach samples to determine safe swimming conditions. Beach inspections increased this year due to cyanobacteria blooms requiring swimming advisories.
- Collected 41 food samples during routine inspections to assess food safety.

# HUMAN RESOURCES DEPARTMENT

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Welcome to the annual report of the Human Resources Department for the Town of Salem. Our mission is clear: to deliver the most effective, efficient, and proactive human resource services to our dedicated employees. From planning and administering policies to overseeing recruitment and retention efforts, we are committed to managing all aspects of personnel activity with fairness, timeliness, and equity. As we reflect on the past year, we are proud to share our achievements and contributions to the continued success of our organization and its valued workforce.

The Human Resources Department is structured to ensure effective oversight and support for our employees. Led by the Director, who assumed the interim role in 2023, this dedicated team performs administrative, technical, and professional duties in alignment with Town policies and procedures. Reporting directly to the Town Manager, the Director oversees Human Resources initiatives and systems, providing leadership and guidance to our team of Human Resource Specialists. These specialists play a crucial role in maintaining the efficient operation of our department, assisting with clerical tasks, employee benefits management, and personnel file maintenance. With a direct reporting line to the Director, they ensure the seamless execution of HR functions to support the needs of our workforce.

In our ongoing commitment to transparency and accountability, we present an overview of our dedicated workforce in the Town of Salem. These statistics highlight the diverse roles and invaluable contributions of our employees across various departments:

- Full-Time Employees: 266
- Part-Time Employees: 15
- Average Years of Service: 10 years

Highlighted Departments and Average Years of Service:

- Town Manager's Office: 17 years
- Planning Department: 13 years
- Municipal Services Solid Waste: 38 years
- Town Clerk's Office: 15 years
- Police Patrol: 7 years
- Fire Suppression: 13 years

These statistics underscore the dedication and longevity of our employees, reflecting their commitment to serving the Salem community with excellence and professionalism. We commend each member of our team for their invaluable contributions to the continued success of our town.

## HUMAN RESOURCES DEPARTMENT

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<b>NUMBER OF EMPLOYEES BY DEPARTMENT</b>		
<b>As of 12/31/2023</b>	<b>FT Employees</b>	<b>PT Employees</b>
Town Manager	3	0
Human Resources	2	1
Finance	8	1
Assessing	3	1
Town Clerk	2	0
Collections	3	1
Tax Collector	1	1
Community Development	2	0
Planning	2	1
Police Administration	3	0
Police Support Services	17	0
Police Patrol	42	0
Police Special Services	9	1
Police Investigative Services	17	0
Fire Administration	4	0
Fire Suppression	71	0
Fire Communications	6	0
Fire Inspectional Services	6	2
Municipal Services Administration	3	0
Municipal Services Fleet	3	0
Municipal Services Streets/Shops	12	0
Municipal Services Solid Waste	1	0
Municipal Services Parks/Property	5	0
Municipal Services Engineering	5	0
Human Services	1	0
Community Services	5	1
Sewer Administration	3	0
Water Administration	11	0
Library	13	5
SCTV	3	0
	<b>266</b>	<b>15</b>

## HUMAN RESOURCES DEPARTMENT

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As of December 31, 2023, the Town of Salem's workforce is represented by five unions, each advocating for the rights and interests of its members:

- Municipal Services – Local #1801, American Federation of State, County and Municipal Employees (AFSCME): The collective bargaining agreement (CBA) for AFSCME, effective from April 1, 2023, to March 31, 2028, covers regular full-time employees in the Department of Public Works, excluding senior management, engineers, and administrative support positions.
- Fire – Professional Firefighters of Salem IAFF Local 2892: Negotiations for the CBA expired on March 31, 2023. However, a tentative agreement (TA) was reached on December 20, 2023, after negotiations commenced on September 8, 2023. The TA, ratified by the Union on December 29, 2023, is scheduled for approval by the Town Council and voters in March 2024. IAFF represents full-time and part-time permanent members of the Town's Fire Department, excluding specific administrative positions.
- Police – Salem Police Employees Association (SPEA): The CBA for SPEA, effective from April 1, 2022, to March 31, 2027, covers all full-time permanent members of the Town's police department, except for specified managerial and administrative support positions.
- Administrative & Technical Employees – Chapter 7, State Employees Associations of New Hampshire, Inc., Service Employees International Union, Local 1984 CTW, CLC (SEA): SEA represents regular full and part-time permanent employees in administrative and technical positions not covered by other unions. The CBA spans from April 1, 2022, to March 31, 2027.
- Managers - Salem Public Administrators Association (SPAA): SPAA serves as the exclusive representative of all middle managers for the Town, excluding non-affiliated managers. The CBA is effective from April 1, 2022, to March 31, 2026.

In a proactive effort to optimize the Town of Salem's insurance offerings while prioritizing fiscal responsibility and employee welfare, the Insurance Advisory Committee embarked on a comprehensive review and assessment process. Chaired by Interim Director of Human Resources, Diane Hoyt, and spearheaded by Assistant Town Manager, Joseph Devine, the committee brought together a diverse team of stakeholders, including:

### Insurance Advisory Committee Members

- Diane Hoyt, Interim Director of Human Resources
- Sacha Manon Diaz, Human Resources Specialist
- Joseph Devine, Assistant Town Manager
- Nicole McGee, Finance Director
- Cindy Kenerson, Assistant Finance Director
- Scott Witkowski, AFSCME representative
- Greg Chartier, IAFF representative
- Dylan Ferguson, IAFF representative
- Bob Genest, Police Wellness representative
- Joshua Dempsey, SPEA representative
- Sam Zannini, SEA representative
- Kennett Colby, SPAA representative

## HUMAN RESOURCES DEPARTMENT

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The committee's purpose was clear: to meticulously evaluate available medical, dental, life, and disability providers, ensuring alignment with the Town's collective bargaining agreements and cost-effective measures beneficial to both taxpayers and employees. Through collaborative efforts, the committee initiated an extensive process that included an employee survey, meetings with insurance brokers, and a thorough financial analysis.

At each step, committee members remained dedicated to gathering input, addressing concerns, and facilitating transparent communication with employees. Their commitment to inclusivity and collaboration ensured that employee perspectives were thoroughly considered in the decision-making process.

Following meticulous analysis and deliberation, the committee presented its recommendations to the Town Manager. The approved recommendations, based on current enrollments and proposed changes, are projected to yield substantial first-year savings of \$316,758 for taxpayers. These changes, carefully crafted by the committee, not only deliver financial benefits but also prioritize the well-being and satisfaction of Town employees.

The success of the Insurance Bid Initiative underscores the committee's unwavering dedication to serving the community's best interests. By navigating complex insurance landscapes and advocating for cost-effective solutions, the committee has demonstrated its invaluable contribution to promoting fiscal sustainability and employee-centric policies within the Town of Salem. This accomplishment stands as a testament to the committee's proactive approach and collaborative spirit in driving positive change for the community.

In 2023, the Town of Salem witnessed significant strides in jumpstarting employee wellness initiatives, with a notable increase in participation rates. Spearheaded by the Human Resources department, these initiatives aimed to foster a culture of health and well-being among employees.

Among the key highlights were over 35 ergonomic evaluations conducted throughout the year, ensuring the provision of safe and suitable workplace environments to mitigate the risk of workplace injuries and health issues. Additionally, wellness funds were allocated to purchase forty cots for the Department of Public Works, addressing fatigue and accidents resulting from extended work hours during snow removal operations.

The introduction of Wellness Week further underscored the commitment to employee well-being, featuring educational sessions on healthy nutrition, flu vaccine clinics, biometric screenings, chair yoga webinars, and relaxation days equipped with massage chairs for rejuvenation.

Furthermore, the provision of emotional well-being and physical activity webinars aimed to equip employees with tools to manage stress, regulate emotions, and maintain an active lifestyle. Notably, the Hydration Challenge garnered participation from 100 employees, encouraging hydration habits for overall wellness.

Looking ahead to 2024, plans are underway to introduce new initiatives focused on improving nutritional well-being through the provision of fresh fruits and vegetables, alongside a continuation of wellness webinars and engaging activities aimed at fostering a healthier and happier workforce.

## **HUMAN RESOURCES DEPARTMENT**

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In closing, the Human Resources Department of the Town of Salem remains steadfast in its commitment to fostering a supportive, inclusive, and healthy work environment for all employees. Through our ongoing initiatives, from ergonomic evaluations and wellness weeks to emotional well-being webinars and hydration challenges, we continue to prioritize the holistic well-being of our workforce. As we reflect on the accomplishments of 2023 and look ahead to the opportunities of 2024, we reaffirm our dedication to serving the needs of our employees and contributing to the overall success and vitality of the Town of Salem. We extend our sincere gratitude to all employees for their dedication, collaboration, and unwavering commitment to excellence. Together, we will continue to build a thriving community where every individual can thrive and succeed.

Respectfully submitted,

Joseph R. Devine  
Assistant Town Manager

# HUMAN SERVICES DEPARTMENT

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The Human Services Department plays a vital role in providing financial assistance to Salem residents guided by the criteria outlined in NH State Statute RSA 165. Eligibility is determined on a case-by-case basis, with each formal request for assistance going through a thorough application process. Decisions are made in accordance with guidelines adopted by the Salem Board of Selectmen, conveniently accessible on the Human Services page of the Town of Salem website.

Our commitment extends beyond immediate financial aid. We utilize vouchers to directly assist residents with basic emergency needs, covering essential requirements such as food, fuel for heating, utilities, shelter costs, and other necessities. Our proactive approach involves extensive efforts to explore additional resources, including State and Federal Programs, collaboration with food pantries, engagement with local Outside Human Service agencies, and more. This diligent search for alternative avenues precedes the utilization of Town funds, ensuring a comprehensive and efficient support system.

In addition to managing direct assistance, the Human Services Director takes on the responsibility of overseeing the Outside Human Service agencies funded by the Town. Our community benefits from various services provided by these agencies, each playing a unique role in addressing the diverse needs of Salem residents. These collective efforts significantly contribute to an improved quality of life for our community members, particularly those facing challenging circumstances. The Town's support extends to a diverse range of Outside Service Agencies, each dedicated to making a positive impact on the lives of Salem residents:

- **Boys & Girls Club**

Mission: To inspire and enable all young people, especially those who need us the most, to realize their full potential as protective, caring citizens. In 2023, the Boys & Girls Club received \$285,377 in financial aid, benefiting 1,014 children.

- **CART**

Mission: To provide public transit services, with a focus on seniors, disabled, and low-income residents. In 2023, the demand service operated for 251 days, covering 22,294 miles and serving 1,939 riders. The shopper shuttle, equally in demand, ran for 149 days, covering 6,556 miles and assisting 1,596 riders.

- **Southern New Hampshire Services (SNHS)**

Mission: To prevent, reduce, and work towards the elimination of poverty. SNHS played a vital role in aiding households with fuel assistance, electric discounts and grants, food pantries, and emergency rental assistance. In 2023, 806 homes received \$1,081,242 for fuel, 50 food pantries were supported, and 436 residents received electrical assistance. Emergency rental assistance totaled \$2,317,305, providing a significant aid amounting to \$3,895,779 for Salem families.

- **Greater Salem Caregivers**

Mission: To provide supplemental assistance to homebound adults. In 2023, this agency extended its support to 178 residents, covering a total of 35,260 miles.

- **Rockingham Nutrition, Meals on Wheels**

Mission: To provide nutritious meals, safety, and support to residents, enabling them to maintain their health, well-being, and independence. In 2023, a remarkable 36,409 meals were provided at a value of \$381,356.

## HUMAN SERVICES DEPARTMENT

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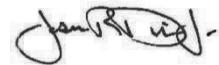
These agencies play an integral role in fostering a supportive and caring community, contributing significantly to the well-being and quality of life for Salem residents.

The completion of this report also marks a significant moment of transition within the Human Services Department. We would like to extend our heartfelt appreciation to Barbara Riley, the dedicated and tireless full-time Human Services Director, who retired at the end of 2023. Barbara's unwavering commitment and compassionate service to the Salem community have left an indelible impact, and we wish her a fulfilling and joyous retirement.

In this period of change, we express our gratitude to Michelle Lagimonier for seamlessly stepping up and providing invaluable support during the transition while concurrently managing her regular responsibilities. Michelle's dedication and resilience have played a crucial role in maintaining the department's efficiency and ensuring continued assistance to those in need.

We are immensely thankful for the contributions of both Barbara and Michelle, and their commitment to the well-being of Salem residents will be remembered and appreciated for years to come.

Respectfully Submitted,



Joseph R. Devine, Jr.  
Assistant Town Manager

# MUNICIPAL SERVICES DEPARTMENT

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It is my honor to present this report on behalf of all the extremely hard working and dedicated employees from the Municipal Services Department. In the year 2023 we worked on major infrastructure projects, community projects, and continued planning for the coming years. The Depot Intersection Project was completed at year's end and improved capacity and safety in an area of town that was habitually plagued with traffic accidents. The project was originally proposed in 1995. Another legacy project, final soil/groundwater contamination cleanup at the Former Wastewater Treatment Facility site, was completed and the site was being assessed by a potential buyer. There was a series of special community projects including the cannons on the common, the new Christmas tree on the common, a new sound system at the gazebo on the common, and a new segment of rail trail completed at the Hampshire Road segment along the state line. These projects were made possible through kind donations from various community groups. All of this work continued despite vacant positions due to the economic climate and I extend my sincere gratitude to the employees who make things happen and who are proud to be the stewards of the town. It is the full-time staff that do more with less and who are committed to providing the best services possible and this report is in recognition of them. Finally, a solemn thanks to all of the residents who have offered continued thanks and support for everything we do.

Municipal Services is comprised of Engineering, Public Works, and Utilities, which together as one department provide high quality essential services to the residents, businesses, and visitors to Salem in a professional, efficient, and cost-effective manner. The staff is comprised of forty-one (41) full-time employees including myself and three division directors that oversee a 22 plus million-dollar operating budget including several 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 service that everyone can be proud of. Municipal Services is at work for you.

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

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## ENGINEERING 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.

The Engineering staff for 2023 included John Klipfel, PE - Engineering Director, Jim Brown - Senior Engineer, James Danis, PE – Capital Projects Engineer and Todd Welch, PE – Project Engineer.

### **The Engineering Division was involved in the following major activities in 2023.**

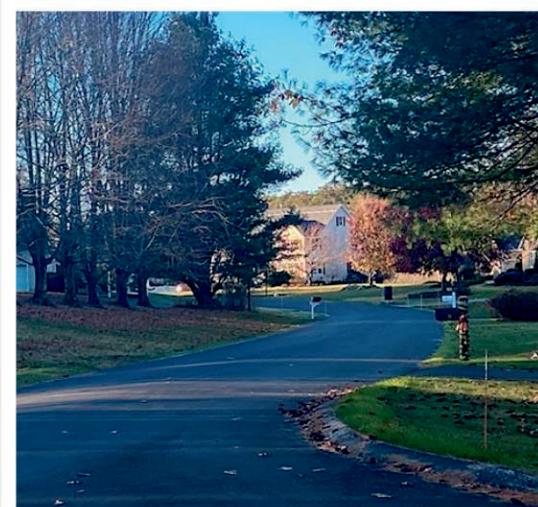
- Duston Road Reconstruction Project** – In 2023, Duston Road was fully reconstructed under the Annual Road Program. Duston Road is a highly traveled road at the north end of Salem allowing east/west movements between Arlington Pond area and Shannon Road. Duston Road is one of only a few remaining arterial/collector roads in Salem that had not yet been fully reconstructed since the inception of the current version of the Road Program in 2010. Annually, the Town has received tremendous support from the voters and has been highly successful in reconstructing various types of roads in Salem. Since 2010, the Town has fully reconstructed approximately one arterial/collector road per year. Duston Road reconstruction included significant structural improvement along its 3,200-foot length with thicker pavement, a deeper gravel section, and incorporation of a robust structural stone supplement. Roadway geometry was also greatly improved with horizontal and vertical alignment shifts, consistent and wider width, and a redefined cross-section. A complete drainage system replacement and expansion on the road will ensure proper drainage for years to come. Visually and in the interest of safety and maintenance, Duston Road shoulders were reconstructed and widened, many of the stone walls were reconstructed, and tree hazards were removed resulting in much of the original character of the road being maintained.





## ENGINEERING DIVISION

- **Keewaydin Drive Reconstruction Project** – Keewaydin Drive was the last significant industrial road reconstruction project completed as part of an effort starting in 2017 to rebuild each of the heavily deteriorated industrial roads in Salem. Under this effort the Roadway Stabilization Committee developed a plan to reconstruct one industrial road per year. Upon completion of the 2023 Road Program the only remaining industrial road to be addressed is Delaware Drive which is not a full reconstruction and only requires resurfacing. Keewaydin Drive needed comprehensive structural improvements. Roadway reconstruction also included a redefined road cross section and thicker pavement along with complete curb replacement along its 2,600-foot length. The drainage infrastructure on the road was good and did not need any significant improvements.
- **Neighborhood Roadway Reconstruction Project** – The 2023 Neighborhood Reconstruction project included Gordon Avenue, Brookhollow Drive, and a short section of Main Street between the Salem Depot and Millville Street. The total combined linear feet work equaled 4,081. The work provided full roadway reconstruction activities. Island Road and London Road also planned in 2023, were removed from the Annual Road Program due to funding limitations. Each road completed in 2023 received varying degrees of treatment. Gordon Avenue was reconstructed including structural stone supplement for 1,160-feet of its length and resurfaced for its remaining short section of Main Street reconstruction extended the limit of the Salem Depot project to the Millville Street intersection and was a critical component of needed public safety, infrastructure improvement, roadway and sidewalk maintenance needs, and complete realization of the Salem Depot Intersection vision. Main Street was principally a sidewalk expansion and reclamation project, and Brookhollow Drive was a reclamation project. Neither Gordon Avenue nor Brookhollow Drive received new drainage infrastructure. Drainage improvements on these roads are achieved through redefined road cross sections, improved shoulders, and minor vertical alignment changes.



- **Depot Intersection Project** — The intersection of Broadway (NH Route 28) with Main Street (NH Route 97), was finally completed in 2023. The reconstruction contract for the Depot Intersection Project was initially awarded late in 2020 and work efforts began in the spring of 2021. Originally, planned for completion at the end of 2021, the project encountered a variety of challenges and changes which pushed its completion into 2022. Project completion was delayed again with the departure of the general contractor after encountering numerous operational and performance issues. The performance bond for the project was called at which time the Town assumed general contractor duties.



## ENGINEERING DIVISION

Throughout 2022, and 2023, the Salem Engineering Division coordinated and direct all remaining work for the project. Despite delays, the project was a tremendous success. Pedestrian and vehicular traffic are afforded the ability to move safer and more efficiently through the intersection. Planning and conceptualization of this project began over 25 years ago and will be the centerpiece as the Salem Depot overlay zone continues to be redeveloped and improved. In addition to desperately needed operational, maintenance, and safety improvements, the project provides aesthetic features crucial to redevelopment and revitalization of the area. Wider concrete sidewalks, decorative light poles and signals, landscape, street trees, and other elements constructed as part of the project are all conceptualized in the 2011 Depot Intersection Redevelopment Concept Plan.

Since 2019, the Salem Depot area has undergone significant utility reconstruction resulting in extensive patching, compromised sidewalks, and drainage challenges. The Salem Depot intersection reconstruction vastly improved the area, however the limit of the Salem Depot project stopped on Main Street just beyond Broadway.



The Salem Depot Intersection Project had been plagued by traffic congestion, delays, and safety concerns for many years. The intersection claimed the highest vehicle crash rate of any intersection in Salem. It is also known to be one of the busiest in New Hampshire. Beginning in 1995, the Town and the New Hampshire Department of Transportation (NHDOT) partnered to present the Depot Intersection Reconstruction Project to the Federal Highway Administration (FHWA). The project finally came to fruition in 2020 thanks to the arduous work of staff to meet the FHWA deadlines.



## ENGINEERING DIVISION

Phase one of the project demolished several buildings along the west side of the road taken through the right of way acquisition process. Phase two of improvement to the intersection involved a major utility relocation effort whereby all utility poles within a 350-foot radius of the intersection have been removed and overhead assets relocated underground. Coordination efforts with multiple utility owners began in early 2019 with construction completion in late 2020. The final phase of the intersection reconstruction is the roadwork itself. While the core concept of the reconstruction effort was simple in nature, the execution of work was massively complex with each component of work delivering a challenge more difficult than the last. At the top of the list of challenges was mitigation of traffic. The contractor was tasked with maintaining an elevated level of production and product quality while having to ensure safe passage of between 25,000 and 30,000 cars per day through the work zone. Drainage reconstruction proved to be difficult as the existing drainage system needed to stay active while building the new drainage system. One other major challenge of the project was the presence of hazardous, or otherwise regulated soils, throughout the project area. Volatile organic compounds (VOC's), high concentrations of petroleum, and other lesser regulated constituents at lower concentrations were present throughout construction. Town staff and their consultants were successfully able to navigate each one of these challenges through the design, planning, permitting, and construction processes.

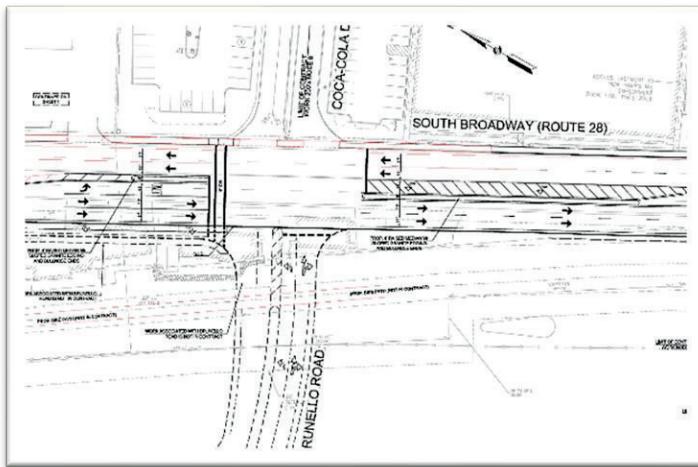
- **North Main St Water Service Change Over Project** – The Town completed the North Main Street Water Service Change Over Project in 2023. The project was located on North Main St between Main St and Bluff St. Over forty water services were disconnected from an old 6" water main plagued with low flow and inferior water quality and connected to a newer 16" water main. The old 6" water main was decommissioned. Work included new piping and valves at the Bluff Street intersection. The Engineering Division worked with the Utilities Division to complete this project.
- **Projects in Design/Engineering Study:**

**Salem Depot Ring Roads** – Design efforts on a series of projects known as the Ring Roads began early in 2023. The Ring Roads are essential elements of the Salem Depot Master Plan (2011 Depot Intersection Redevelopment Concept Plan). Part of the Ring Road design effort is to update the master plan. The master plan update will update traffic modeling and further refine the vision of the plan as proposed developments are considered. The purpose of the plan is two-fold. First, improve the area operationally to allow the high volumes of traffic to proceed safely and efficiently through the Main Street/Broadway intersection. Second, encourage redevelopment of the area. Redevelopment of the area is very dynamic with several projects actively being considered, planned, and constructed.



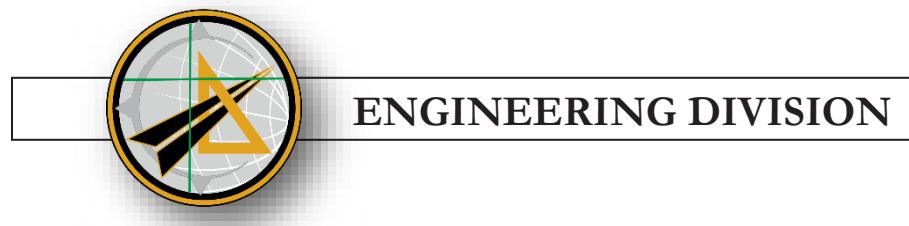
## ENGINEERING DIVISION

The Ring Roads incorporate three connector roads between Main Street and Broadway along with four intersection projects. The Brunello Road connector makes a physical connection into the Tuscan Development originating at the redeveloped Coca-Cola plant. The connection also includes a signalized intersection on South Broadway at the Coke plant and widening of South Broadway from the Coke plant south to the Central Street intersection. Design efforts for the Brunello Road intersection and South Broadway widening began early in 2023 and are planned to be bid for construction in 2024. The Willow Street connector formalizes a connection between the Willow Street/Broadway intersection and the Main Street/Pleasant Street intersection. Planning efforts for the Main Street/Pleasant Street intersection ramped up with continued utility undergrounding. Similar to the Depot Intersection project, all overhead utilities will be constructed underground. Utility



relocation efforts are expected to begin in the spring of 2024. The Pleasant Street/Main Street intersection design will be finalized in 2024. The Willow Street intersection and the connector road design efforts are not expected to begin until later in 2024 or 2025. The Church Avenue connector concept will ultimately connect through to the Brunello Road intersection from its intersection with Main Street. The connector road will also include intersection improvements at the Millville/Church/Main intersection. Planning and design efforts for these projects are planned in future years.

Mall Road/Pleasant Street Intersection – A Request for Qualifications (RFQ) for the design of the Mall Road/Pleasant Street intersection was awarded in 2022. The intersection has been identified as having various safety, operational, and maintenance deficiencies. In 2023, various conceptual layouts of the intersection were developed. A critical objective of the design will be to improve geometry to make the intersection safer and more efficient. Consideration is being given to a complete reconfiguration which will involve adjacent landowner coordination and acquisition of easements. The second objective of the design is to complete the sidewalk on Pleasant Street between Conifer Way and South Policy Street. In 2022, the existing Pleasant Street sidewalk was reconstructed and further extended from Village Way (Tuscan) to Conifer Way. Final design for the intersection and sidewalk is expected to be completed in 2024.



Rail Trail Designs – The Salem Bike Pedestrian Corridor improvements continued with planning and design efforts on phases IV, V, and VI. The RFQ for the design of phases IV and V across the Tuscan Development frontage was awarded in 2023 and planning has begun. Full design is anticipated to be completed in 2024 with construction in 2025. The design will also consider a new crossing for the Brunello Ring Road connection. Phase VI of the Salem Bike Pedestrian corridor is a short segment situated between Rockingham Park Blvd and Cluff Crossing Road. The design is more complex than others as it also incorporates signal work, crossings on South Broadway, and connections to adjacent residential and retail developments. Phase VI design was submitted to NHDOT late in 2023 and is expected to be bid for construction early in 2024.

Ermer Road/NH Route 111 Intersection - The Town was notified by NHDOT that it would receive funding assistance for a safety improvement project at the intersection of NH Route 111 and Ermer Road. The Town has had significant concerns for public safety at this intersection and concerns have only increased over time. The straight alignment, wide shoulders, and good sight distance encourage high speeds along this segment of NH Route 111 creating a large speed differential between through-traffic on NH Route 111 and vehicles entering the intersection from Ermer Road as well as vehicles stopped on NH Route 111 waiting to turn onto Ermer Road. The Town would like to see a traffic signal installed at this intersection. NHDOT indicated that the project will be funded through the Highway Safety Improvement Program and managed through the Local Public Agency (LPA) process which provides 90% of project funds with a 10% match customarily paid by the community. The intersection itself is controlled by NHDOT therefore they will be key to any design/construction requirements. The Town is working with NHDOT and a design consultant, VHB, on safety improvements at the intersection and the engineering study phase of the project is nearing completion. The engineering study evaluated a variety of safety improvements, of which a round-a-bout and median island were found to provide the largest safety improvements. One of those options will be selected for design and construction. The project should be ready for advertising for construction in fall of 2024.

Millville Dam Rehabilitation - Town Staff has continued efforts in coordination with the New Hampshire Department of Environmental Services (NHDES) Dam Bureau to bring town-owned dams into compliance with up-to-date dam safety regulations. Recent efforts have been focused on the Millville Lake Dam rehabilitation project. SLR Corporation (SLR) has completed the design work for this project and construction on the dam is expected to begin in 2024. The Town received a \$1,000,000 grant from the State to complete this work. The project will be placed on the Warrant in 2024 for consideration of funding.





## ENGINEERING DIVISION

Lake Street, Bluff Street, Second Street, & Third Street Water Main Project - The Town Staff is working with Weston and Sampson Engineers on a design for new water main on Lake Street, Bluff Street, Second Street, and Third Street. These improvements will improve the overall system water quality and make Town water available to more residents. The design is expected to be completed in 2024 with construction commencing in 2025.

Sewer Pump Stations – In 2023 the Town worked with Underwood Engineers on upgrades to the Brookdale Road and Butler Street Pump Stations. Sewer pump stations are critical to maintaining flow in the Town's sewer system. Both pump stations are at the end of their useful life and need replacement. In 2024 the Town expects construction to begin on the Butler Street Pump Station, and final design to be completed for the Brookdale Road Pump Station.

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

In 2023 the Board of Selectmen accepted a CWSRF principal forgiveness loan from NHDES in the amount of \$100,000 to conduct wet weather outfall sampling required under the MS4 permit. That work has been completed.

In 2024 Engineering will request that the Town Council accept another CWSRF principal forgiveness loan from NHDES in the amount of \$100,000 to expand the Phosphorous Source Identification study of the Captains Pond Watershed into abutting Towns and Haverhill, MA.



## ENGINEERING DIVISION

- **Former Wastewater Treatment Plant** – Town Staff, with support from environmental engineering consultant GeoInsight, Inc., has been working on efforts to remediate the Former Wastewater Treatment Facility (WWTF) site on Sarl Drive. These efforts include on-going Groundwater Management Permit Activities and Thermal Remediation of Impacted Soils. Monitoring/sampling of groundwater occurs in June and November of each year and coordination/communication with NHDES to ensure that the conditions of the existing Groundwater Management Permit (GMP) are met. ERH or electrical resistance heating is an intensive environmental remediation method that uses the flow of alternating current electricity to heat soil and groundwater which will evaporate volatile organic compound contaminants located in the soils. ERH work was completed in 2023. The company that performed the work was TRS Group, a global leader in thermal remediation. The only remediation item remaining on the site is the removal of PCB contaminated soil which will be removed in 2024.



- **Subdivision and Site Plan Review** – The Engineering Division performed a technical review of over 600 submissions related to

subdivision and site plan projects. Among those were plans for the Tuscan Village redevelopment of the former Rockingham Park.

- **Permits** – The Engineering Division issued over 150 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and signed off on over 1,000 Building Permit Applications and Certificates of Occupancy.





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

Public Works is comprised of twenty-one (21) full time employees and directed by Geoff Benson who manages and directs day-to-day operations including snow events. The hardworking and resolute staff are available and provide municipal service when called including working nights, weekends, and holidays notwithstanding extended hours during emergency operations.

### **The Public Works Division was involved in the following major activities in 2023.**

- **Street Section** – The mission of the Streets and Shops section is to effectively maintain the Town's roadway infrastructure for the safest possible travel while being cost conscience and efficient. A primary responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pot hole patching, turf management at all ball fields, parks and town buildings, roadside litter control (3.0 tons), traffic light signalization, 35 miles of sidewalk maintenance, setting up and breaking down of voting booths, grading 28 gravel roads twice annually, hazardous tree removal, and responding to work order calls from the general public notwithstanding routinely assisting other sections from within the division. Streets and Shops is one of the largest sections and contributes across the division on special projects. The staff includes Eric Becker – Street Foreman, Curt DiGiovanni – Street Foreman, Tom Cloutier, Ben Syke, Jim DiPhillipo, Desmond Cora, David Guarino, and Jon Graichen.

The winter season included 33 primary salting operations, 14 secondary salting operations, and 8 plowing operations for a total season accumulation of 44.5 inches of snow which was below seasonal average and slightly more than 2022-2023. We used 5,750 tons of salt, 60 tons of sand, and 3,000 gallons of liquid calcium for snow and ice control. Staff have been closely tracking the materials as required through the MS4 Permit. Storms continue to be driven more by precipitation variance including icing which requires excessive treatment and lasts over many days. The first plowable storm arrived December 22, 2022, and the last storm came on March 14, 2023.



## PUBLIC WORKS DIVISION

There were over 1,811 work orders completed over the year for maintenance including the yearly programs such as street sweeping, signs, and catch basins. Public Works was busy over the year replacing and reconstructing many failed drainage lines and catch basin structures within the Town. Over 22 catch basin and manhole structures that had become compromised or failed were repaired by staff. Public Works along with Engineering administered and managed the annual Road Stabilization work which involved mill and overlay of approximately 12,131 linear feet of Town roads, including Atkinson Road, Autumn Woods Road, Henry Street, Belair Lane, and Beverly Avenue. There were numerous mill/fill patches including Lake Street, Shore Drive, Pelham Road, and Brady Avenue which had areas of localized potholes.



A major community project was completed with the construction of the most southerly segment of the rail trail at Hampshire Road to the Methuen Town/State line. A temporary use permit was submitted to the NHDOT Rail Bureau including design by the Engineering Division with the work completed in totality by the Street Section of Public Works. Work included clearing the area for a new gravel parking, regrading, and paving the existing path, bollards for safety, and a decorative block sitting wall for division and delineation of the parking lot and trail. Funding for the project was made through The Friends of Salem Bike-Ped Corridor (FSBPC) via a \$10,000 grant from the Rails-to-Trails Conservancy (RTC) 2021 Trail Grants Program, by JP Pest Services of Milford NH. Additional monies for the project were from FSBPC.



The year also saw record precipitation and rainfall that caused flooding in parts of the Town including at the culvert on Millville Street by Hitty Titty Brook. Staff also repaired more sinkholes by the 142 Main Street culvert which also saw localized flooding during the year. The Haigh Avenue neighborhood and others along the Spicket River had high water level encroachments during the year.



## PUBLIC WORKS DIVISION

- **Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department as well as Town Hall vehicles in a cost-efficient manner. The responsibility this section is tasked with requires ensuring that front line emergency response equipment is dependable and operational during town wide snow emergencies, water main breaks, and floods, among other scenarios. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure that downtime is kept to a minimum, which ensures that the department maximizes project efficiencies. The Fleet section performs inventory management, preventive maintenance, repairs, deferment, and capital replacement guided through the VueWorks asset management software that sets critical life values and depreciation through a formal evaluation program that develops a Vehicle Condition Index (VCI).

In 2023 the Town took delivery on its second ten-wheeler which was funded through monies from the American Rescue Plan Act (ARPA). The department also replaced numerous vehicles past their useful life including two new utility body trucks and a pickup which had been deferred from previous years. The majority of the operation performed by the Fleet Section of Municipal Services consists of preventative maintenance, along with equipment repair, followed by the annual State of N.H. Safety Inspection program that ensures the town vehicles meet all requirements of the road. The Fleet Section is led by Chief Mechanic Adam Hough and Mechanic 2<sup>nd</sup> Class, Michael Flanagan.



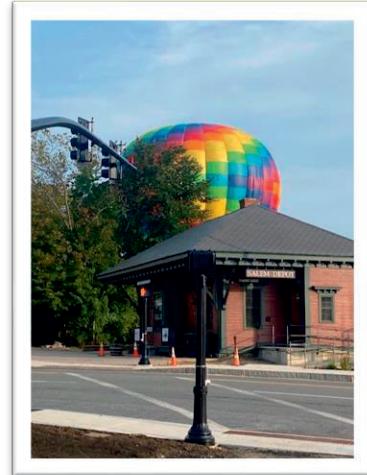
- **Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the Transfer Station generated by the town's residents, private haulers, and the operation of the municipalities business and projects. The Transfer Station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, waste motor oil, CRT's, and batteries. Foreman Dave Cantor monitors the operation including the contracted services (Waste Management, CRT) to assure that all visitors to the Transfer Station are permitted while providing direction and guidance for the disposal of assorted items. In 2023 we collected 8,675 tons of solid waste and 1,661 tons of recyclables both of which were slightly lower than 2022. Another 26 tons of E-waste, 457 tons of scrap metal, and 25 tons of clothing were received at the facility as well. The annual Household Hazardous Waste Day was held in late October and saw over 300 cars throughout the day. A major effort was put forward to recycle/screen the compost pile which will be offered to the residents in spring of 2024.

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



## PUBLIC WORKS DIVISION

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



It was another busy year for Parks and Properties at the Pine Grove Cemetery. Mapping efforts continued with help from GIS to create an electronic inventory that is now available to the public for grave locations, and the new cremation only section continued selling numerous plots. Overall, there were 41 burials, 54 cremations, and 31 new burial lots sold during the year. Mechanical equipment and building-related issues continued to plague the Town Hall with unexpected repairs being needed for failed A/C units and condensers. Work continued on Old Town Hall including full window restoration which was funded 50% through an LCHIP Grant. The windows were completed by years end with the interior work under construction to be finished in 2024. The District Court had the rubber membrane roof replaced which was challenging given the precipitation throughout the season, however the project was completed on time and on budget. Community projects included the cannon restoration on the common, upgrading of the speaker system at the gazebo on the common, and planting of a new Christmas Tree. These projects were made possible through gracious donations made by the Salem Lions Club, American Legion Post 63, American Legion Auxiliary Unit 63, Salem NH AmVets Post 2, and the Salem Firefighters Relief Association.





## UTILITIES DIVISION

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

The Town's drinking water is supplied by Canobie Lake from the months of May through October then transfers to Arlington Pond for the colder months or October through May. The new Regional Line supplies water throughout the year averaging 300,000 gallons per day for Salem's use. The year 2023 was challenging due to heavy precipitation that enabled Canobie Lake to stay full throughout the year, however, which caused water quality issues due to limited turnover and excessive color issues. The division also secured significant grant monies from NHDES for Lead Service Line Inventory Grant in the amount of \$50,000. This is an EPA regulation that will require all water systems nationwide to inventory distribution systems materials and identify lead service lines in their systems. In addition, a Cyber Security Implementation Grant of \$44,200, that will give Salem the equipment and software to enhance the cyber security needs to prevent breaches in our SCADA (Supervisory Control and Data Acquisition) system for the Utilities Division. Excessive precipitation caused operational issues throughout the year at the dams and dykes which had to be monitored and adjusted on a routine basis including an emergency repair at the Taylor Reservoir Dam.





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

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

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

As part of the ongoing Sewer Infiltration and Inflow (I&I) Identification Program, the Town and/or its contractors conducted annual investigations to pinpoint sources of I&I so that physical improvements (such as the recently completed sewer lining projects) could be performed. In late 2023, the Town received a CWSRF principal forgiveness loan from NHDES for \$100,000 to continue I&I investigations into the Town's sewer system. The Town is working with Underwood Engineers on this project which will involve CCTV of existing sewer mains to identify sources of I&I. Eliminating unwanted flow into the sewer system helps reduce costs to rate payers. For the year, the sewer system flowed over 1308 million gallons for a mean daily flow of 3.58 which was up from 2.47 in 2022. The increase was due to severe wet weather throughout the year.

### **The Utilities Division was involved in the following major activities in 2023.**

- **Distribution Section** - Our mission is to provide safe, accessible, reliable, and sufficient water supply to our customers as we are the responsible custodian of the distribution system that delivers a potable source for drinking but also ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem for the water distribution system. Over 2.4 million gallons of drinking water per day on average (20 year historical) flow from the water treatment plant and is distributed through the town in its vast network of pipes (before Regional Line). The infrastructure must always be operative as it serves potable water to a sizable portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age which can cause unexpected emergency breaks that will need to be fixed throughout its life. Major improvements have been identified through a master plan that improves the network alleviating water age, regulating pressure, and creating redundancy. The staff is responsible for the maintenance and repair of over 149 miles of water main including 3,400 valves and 1020 fire hydrants and also provide technical review for new developments. There were over 500 hydrants scraped and painted in 2023. This section is led by Foreman Scott Witkowski, along with John Hackett, Mike Stickney, and Matt Waldron.

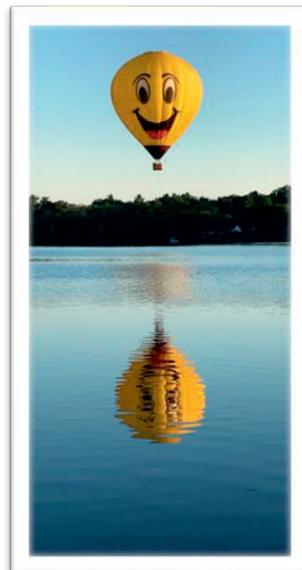


## UTILITIES DIVISION

The Town completed the North Main Street Water Service Change Over Project in 2023. The project was located on North Main St between Main St and Bluff St. Over 40 water services were disconnected from an old 6" water main plagued with low flow and inferior water quality and connected to a newer 16" water main. The old 6" water main was decommissioned. Work included new piping and valves at the Bluff Street intersection. There were 15 emergency water main repairs and 25 hydrants fixed along with an additional 15 replacements. Distribution also inspected over 12,500 feet of new water main installation along with 100 service inspections. Routine repairs were made to service boxes throughout the Town and staff participated in oversight of distribution-related work as part of the Road Program. The annual flushing program was performed throughout the year for water quality purposes and extended due to water quality issues. Substantial effort continues to fulfill the Dig Safe law requirement for locating and marking water lines for scheduled and emergency which together was more than 1500 requests.

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

The Water Treatment Plant produced over 726 million gallons of water in 2023 for an average daily production of 1.99 million gallons per day which was down from 2022 due to heavy precipitation. Canobie Lake pumped 490 million gallons and Arlington Pond pumped 235 million gallons. The Regional Line flowed 181 million gallons for an average of 495, 890 gallons per day including 39,995 gallons per day to Windham, 246,501 gallons per day to Salem along with another 249,389 gallons per day to Hampstead Area Water Company. The new regional water was the offset for production at Canobie Lake WTP. The Utilities Division also operates and maintains three water booster stations and the Arlington Pond Pump Station. Three dam locations are also monitored in order to maintain established levels in their respective water bodies. A major addition to the System's Section was the new infrastructure put online by the Regional Water Project including the two PRV stations. The PRV station on Northland Road in Windham is equipped to boost chloramine and pH residuals to ensure proper disinfection as water enters Windham from the Derry water system.





The second station is located on North Broadway just north of Range Road and referred to as the Canobie Lake PRV Station. This station houses the flow control valves which regulate the flow of water from Derry through Windham and into Salem. Water is wheeled through Salem's distribution system and connects to the HAWC system on Westside Drive in Atkinson by the town line. Water supply is critical to the health and well-being of our community and production of safe drinking water remains our number one priority. As for the wastewater system, responsibilities include the maintenance and repair of the collection system which is 60 miles of piping, hundreds of manholes, and 10 pumping stations located throughout the community. The Butler Street sewer is in final design and will be a 2024 project. Cyanobacteria Advisories were placed in effect throughout the summer months at Arlington Pond and staff were fully engaged in a Cyanobacteria Toxin Monitoring Grant. The grant will make Salem's current monitoring plan more robust and include training and equipment for monitoring and responding to a Cyanobacteria event in source water. The contractor was selected by the state through their RFP process and is 100% funded through NHDES. The staff set up a raw water chlorine injection pump to treat Canobie raw water for manganese which was causing water quality issues. Staff also worked together to change the diffusers on Clarifiers 1 and 2. Special projects included the replacement of the 10" ball valve at Arlington Pump House and replacing flash boards and pins on the Wheeler Dam.

- 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 continued significant development in 2023 with the Tuscan Village which required new metering and cross connection controls. This section is led by Foreman Kyle Fox, along with Pete Parrino, Kelly Demers, and Rob Parnell. 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. The town currently has 8,529 meters in the system. There were 44 new meter applications and over 1254-meter requests including 400 rereads, 154 shut offs, and 700 MIU's changed. Along with the responsibilities of maintaining the meters, staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of over 2,700 backflow prevention assemblies, 99 of which being new assemblies for 2023. Demand for service has grown exponentially with the new development throughout the Town. These devices are vital to the protection of our water system from backflow and/or potential contamination.



Respectfully submitted,

Roy E. Sorenson, Municipal Services Director

## MUNICIPAL SERVICES DEPARTMENT

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### Reports by Depot Village Advisory Committee, Municipal Building Advisory Committee, and Road Stabilization Committee

The Municipal Services Department serves as members and staff liaisons to various subcommittees established by the Board of Selectmen (now Town Council). These committees include the Depot Village Advisory Committee (DVAC), Municipal Building Advisory Committee (MBAC), and the Road Stabilization Committee. For 2023, staff submitted the following reports to provide information on these committees to the residents.

#### Depot Village Advisory Committee

Otherwise known as DVAC., this committee was charged by the Board of Selectmen in April of 2023 to investigate and recommend improvements for parcels of land around the Depot Intersection Project and surrounding area which also abuts the rail trail. The objective of DVAC was to develop short and long-term planning for best uses of the property with plans guided by the following core factors: recreational, historical, connectivity, mode shift, community, and destinations. Recommendations shall be sound and have effective paths for funding including utilizing community participation.

The beautification of the corner of Main Street and Broadway, which abuts the Salem Depot Train Station, was completed including the addition of an irrigation system donated by Belko Landscaping. Over the course of the year there were five meetings held and there was consensus that a master plan should be initiated which will be part of the budget in 2024. The Committee is comprised of Councilor Bob Bryant, Municipal Services Director Roy E. Sorenson, Community Services Director Katie Duffey, Budget Committee member Steven Goddu, and Assistant Town Manager Joe Devine. There are also numerous community members that also sit on the committee representing the Recreation Advisory Committee, Historical Society, and Friends of the Salem Bike-Ped Corridor.



## MUNICIPAL SERVICES DEPARTMENT

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

It was a busy year for MBAC with various reviews of building related issues and potential projects. The Town Hall Project preliminary design continued with the Town's selected consultant ICON starting the process of evaluating existing conditions and space needs, with an ultimate goal of providing three concepts to the Board of Selectmen for review to be presented in spring of 2024. The Town's other consultant and/or Owners Project Manager, Trident, continued to help MBAC with technical information including oversight of the rubber membrane roof at District Court which was completed on time and on budget. Weston and Sampson, who were selected as the designer for a Feasibility Study for Public Works also presented to MBAC and Board of Selectmen on various concepts including rehabilitating the main building and enclosing the cold storage building. This is one of the first steps in developing proper needs for the Municipal Services – Public Works building on Cross Street. The Old Town Hall project continued with window rehabilitation (LCHIP Grant) completed in December. Interior work on the main first floor room was ongoing with electrical and ceiling replacement. Primary discussion throughout the year was focused on Police and Fire buildings respectively and MBAC made a recommendation to pursue a new Police Facility at the current site which was endorsed by the Board of Selectmen. In April, the Board of Selectmen approved funding from preliminary engineering of a new Police Station using monies from public safety impact fees and ARPA (American Rescue Plan Act) and The Galante Architecture Studio (TGAS) was selected as the designer via RFQ 2022-046 Architectural Services Public Safety Building (Police and Fire). The Town Council made the new Police Station its primary goal and by years end there was a concept in place for placement on the Warrant for consideration.



## MUNICIPAL SERVICES DEPARTMENT

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### Road Stabilization Committee

The 10 Year Road Program was supported overwhelmingly during the public vote and continues to be a top priority for asset management. Development of the program is based on a pavement management principle and/or data driven by PCI (pavement condition index) which is a tool used to rate the condition of the road and the proper method of rehabilitation if required. The program is designed to maximize efforts for a responsible and feasible road program. A new PCI report was completed and accepted by the Town Council with an overall rating of 80, which is considered very good. The Committee is comprised of Municipal Services Director Roy E. Sorenson, Councilor Cathy Stacey, Engineering Director John Klipfel, Capital Project Engineer James Danis, and Public Works Director Geoff Benson including professional support from Project Engineer Todd Welch, and GIS Coordinator John Vogl. The program for 2023 had some roads removed due to budgetary impacts created by inflation however overall, the program was quite successful with reconstruction projects on Duston Road, Main Street at Depot Intersection limit to Millville Avenue, Brookhollow Drive, Keewaydin Drive, and Gordon Avenue. Mill and Overlay projects included Atkinson Road, Autumn Woods Road, Henry Street, Belair Lane, and Beverly Avenue. The program also continued its mill/fill program on roads that have localized potholes but that are in decent condition. Roads for this treatment included Lake Street, Brady Avenue, Brookdale Road, Pelham Road, and Lawrence Road. Crack seal was completed on over 77,000 linear feet of repair on various roads. Some program changes were also adopted by the Town Council in November including renaming the program, The Annual Road Program, adding gravel roads each year, and only publishing five years of roads as PCI is subject to change drastically over ten years. In addition, the percentage of roads requiring full construction had dropped below five percent which signals a shift in funding to more mill and overlay in the coming years.





# SALEM POLICE DEPARTMENT

## 2023 YEAR END REVIEW



On behalf of the men and women of the Salem Police, I would like to thank the Salem community for your continued support. We are fortunate to work in a community where we are appreciated. The year 2023 was a great one for the Salem Police Department. As we move into 2024, we look to continue to earn your trust and provide exceptional law enforcement services to our community.

This past year saw several motions by the former Board of Selectmen and current Town Council to make a long overdue police station project a reality. Our current facility has served us well but is simply too small, unsafe, and ineffective for modern law enforcement services. Thanks to the countless hours of work put in by the Municipal Building Advisory Committee (MBAC), the site of the current police station was chosen for a new police facility. This decision was made after many other sites were evaluated. We also worked with MBAC to choose an architect firm to design a facility which would meet our current and future needs. After several firms were interviewed, The Galante Architecture Studio (TGAS), of Cambridge, MA was chosen. The new facility will bring a Community Room, proper interview space, information technology upgrades, ADA compliance, proper space for victims of crimes, and many additional features needed for our growing community. We hope you support our efforts on the 2024 ballot.



## POLICE DEPARTMENT

The Salem Police Department met many accomplishments in 2023. At, or near, the top of the list was the first ever national accreditation award granted by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department has worked tirelessly over the past three years to bring our policies in line with the best standards of our profession. During this time, we updated and created over 113 policies to meet the 188 standards necessary to receive the award. After a final hearing on November 10, 2023, the department was officially granted our award on November 11, 2023. In receiving this recognition, the Salem Police Department has joined exclusive company as only 5% of law enforcement agencies nationwide are CALEA accredited.



As with any entity, our employees are our most valued asset. In recognizing this, one of our primary goals is their physical and mental well-being. Our Wellness Team has grown to 9 members of the agency, consisting of sworn members across all units as well as civilian employees. They work tirelessly to check in on members after critical incidents and other times throughout the year. They also seek out stress reduction alternatives to include hot yoga, ski trips, and ice-skating events. This past fall they ran a successful golf tournament to raise funds to further their mission. This summer the team was able to take members wakeboarding on Lake Winnipesaukee thanks to a group of volunteers who operate wakeboarding excursions for veterans and first responders.



## POLICE DEPARTMENT

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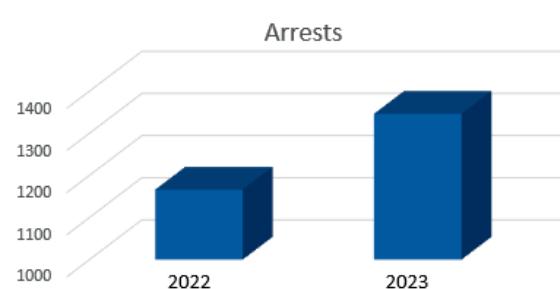
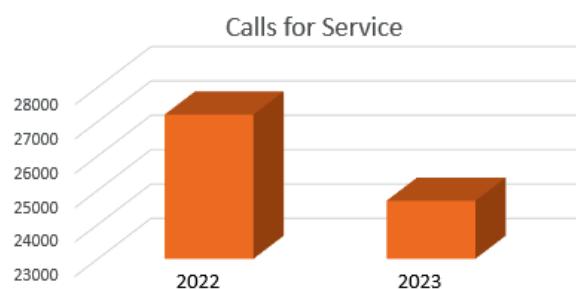
The police department is currently down 5 full-time police officers from our full staff allotment of 70. This problem is not exclusive to Salem as all area departments as well as state and federal authorities also compete for a small pool of quality candidates. We remain committed to our pledge of only hiring the highest caliber candidates to serve our community. Our Special Services Division continues to recruit throughout the area and beyond to attract candidates of varying backgrounds.

As we do every year, we said goodbye to several members while welcoming several more. We also celebrated several assignments of long-time officers to specialty positions. In 2023, we said goodbye to K9 Officer Daniel Nelson and K9 Apollo, Officer Mitchell DiResta, Detective Stephen Keller, Officer Lauren Graef, Officer Scott Naismith, Officer Michael Esposito, Dispatcher Tyler Fournier, Dispatcher Gayle Panorelli, and Dispatcher Anthony Forgetta.

We also welcomed Officer Josh Peters, Officer Ethan Kiesel, Officer Nolan Demers, Officer Sam Marcoulier, Officer James Prince, Dispatcher Alexandra Millard, and Dispatcher Anthony Forgetta.

Several officers were rewarded for their years of dedicated service and commitment to serving Salem with well-deserved assignments. Officers James Carlin and Jefry Cabrera were assigned to the Detective Division. Officer Mark Conway was assigned as a School Resource Officer upon the transfer of the beloved Hanoi Campusano who moved back to the patrol division. The 2023 operating budget also allowed us to elevate our Victim Witness Advocate, Catherine Bonds, from part-time to full-time. This has allowed us to increase the services we provide to victims of crimes.

The past year was busy for the Salem Police Department. Our total calls for service dropped slightly; however, our criminal calls for service increased. These are the more serious types of calls to which we respond. These calls tend to be fluid and complex requiring more manpower and man hours to bring to a successful resolution. The 2023 reportable criminal calls increased 15.4% compared to 2022. Even with this increase, staff worked tirelessly to close these cases and remove some dangerous criminals off the street. We have also seen an increase in organized retail crime with groups traveling from the Mid-Atlantic states of New York and New Jersey to commit large scale property crime and retail thefts.



## POLICE DEPARTMENT

As we enter 2024, it promises to be another busy year. We ask for your support on our police department project. A modern facility will lead to increased retention, assuring a veteran, well-trained staff to respond to your calls for service. As the community continues to grow, we will assess regularly so we may be able to quickly address our challenges head on. We will also seek to expand the services of our Wellness Team and implement the use of drone technology in many facets of our operations.

We are looking forward to 2024 as we continue to foster positive relationships throughout our community. We will continuously access our operations to provide the most efficient and effective law enforcement services possible. While we have had many achievements over the past three years, we must constantly reflect in order to improve. We will only be successful with your help and support.

Thank you!

Joel P. Dolan, Chief of Police



SALEM POLICE DEPARTMENT 2023



# Salem Community Television

## Your source for all things Salem

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### Public Access and Beyond

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



*Susan McLoughlin Interviews Ross Moldoff*



*2023 Holiday Parade Crew*



*Larry Seaman Receives Lions Club Award*

# SALEM COMMUNITY TELEVISION

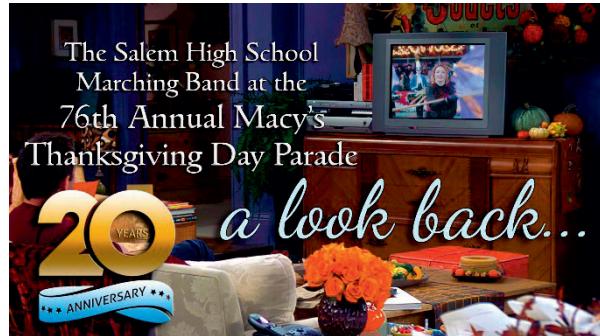
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## SCTV 17

The organizations and volunteers in town keep bringing us programming to share with the community. Dan Zavisza brings us programs from his travels around the world and from the Salem Historical Society.

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

Bob Berthel produced a special documentary to commemorate the 20th anniversary of the Salem High School Blue Devil Marching Band's trip to perform at the Macy's Thanksgiving day Parade.



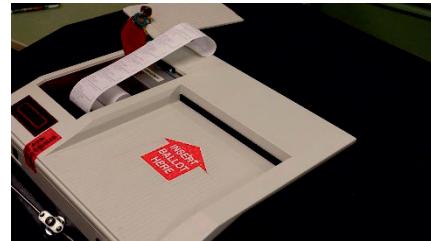
## SGC

Salem's Government Channel provides gavel to gavel coverage of the Annual Deliberative Session, Town Council, Budget Committee, Zoning Board of Adjustment, Planning Board, Municipal Building Advisory Committee (MBAC), Recreation Advisory Committee, and Conservation Commission meetings. In 2023, SGC added Communications Committee coverage on the channel.

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

SGC broadcasts local election results live. In 2023 we broadcast the results of the Local March election and with the passage of the Charter, a Special Election in May for additional Town Council members.

In 2022 the election process using optical scan machines was questioned and highly scrutinized across the state of New Hampshire. SGC produced programs with the Town Moderator and Town Clerk to show the voters that may have been unfamiliar with the process just how the voting machines are secured and checked by multiple election officials to ensure accurate ballot counting.



## Funding

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

## SALEM COMMUNITY TELEVISION

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In 2023 Salem Community Television received \$590,465.45 from franchise fees. This represents a roughly \$13,283.85 decrease over fees collected in 2022.

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

The Board of Selectmen approved the 2023 SCTV budget on December 5, 2022 at an amount of \$596,966. The 2024 SCTV budget was approved on December 18, 2023 for \$596,966.

### 2023 SCTV Budget

<b>Salary &amp; Benefits</b>	
Full Time Staff	\$ 269,970
Part Time Staff	\$ 37,582
Training & Development	\$ -
Benefits (FICA, Ins., Ret.)	\$ 150,302
<b>Totals</b>	<b>\$ 457,854</b>
<b>Operating Costs</b>	
Supplies/ Maint/Fees	\$ 86,112
<b>Capital Purchases</b>	
New & Replacement	\$ 53,000
<b>Total Expenditures</b>	<b>\$ 596,966</b>

### Staff

Tom Giarrosso, Executive Director

Sean Fichera, Operations Manager

Susan McLoughlin, Government Access Program Manager

Open, Public Access Program Manager

Brenden Nault, Production and Engineering Assistant

Robert Berthel, Archivist and editor

Nick Donovan, Production and Engineering Assistant

Chris Hazel, Production and Engineering Assistant

Unfortunately, Zack Ryer left SCTV at the end of March to take a full-time position in another state. We wish Zack the best of luck in his new job. Congratulations to our Production and Engineering Assistant Brenden Nault, who graduated with his Bachelor of Arts Degree from SNHU. Brenden is a Salem High School and CTE Television Production alumni. Brenden also was an intern and member of the Blue Devil Film Club before coming on board as a part-time employee.

## SALEM COMMUNITY TELEVISION

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On June 30, 2023 Larry Seaman who has served as the Public Access Program Manager, retired after working at SCTV for 24 years. Larry started as a community volunteer and local producer bringing his show “Around Town” with him from another access station. Larry has produced hundreds of hours of programming over the years. All of us at Salem Community Television would like to wish him well in retirement.

### Volunteers

Michael Riley

Dan Zavisza

Bob Hanson

Brian Nippert

Rachael Nippert

Donna Morris

Aaron Shamshoyan

Aleesha Pinkham

# **TAX COLLECTOR**

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

The tax rate for 2023, established by New Hampshire's Division of Revenue Administration and issued in early November, was \$16.96 per thousand. This is an increase over 2022's tax rate of \$16.05.

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

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

Respectfully submitted,

Martha D. Breen, Tax Collector

# **TOWN CLERK**

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The total gross revenue for the Town Clerk's office in 2023 was \$7,679,303.00. This is an increase of about \$324,784.20 in revenue.

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

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

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

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

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

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

There were 29 resident marriages, 185 resident deaths and 59 resident births which took place in NH in 2023. We have no record of any out-of-state vital events.

Respectfully submitted,

Susan M. Wall, Town Clerk

# **TOWN CLERK**

## *RECEIPTS AND VITAL STATISTICS - 2023*

Automobile Tax Permits	\$7,449,127.00
2023 (38,735)	
Title Fees	15,050.00
Municipal Agent Fee	118,125.00
Marriage License Fees*	14,600.00
Certified Copy Fees**	32,275.00
Dog License Fees***	
2023 (4,787)	18,828.50
Elections	666.50
Uniform Commercial Code & Other Liens	8,415.00
Collection Fees	1,096.00
Filing Fees	20.00
Recording Fees	0.00
Legal Fees - Dogs	21,100.00
Gross Receipts Remitted to the Treasurer	\$7,679,303.00

\*Less Remittance to State of NH for Marriage License Fees

\*\*Less Remittance to State of NH for Certified Copy Fees - 16,515.00

(1,215 copies @ \$ 8.00 ea. = \$9,720.00)

(1,359 copies @ \$ 5.00 ea. = \$6,795.00)

\*\*\*Less Remittance to State of NH for Dog License Fees - 2,066.50  
(4,133) Licenses @ .50 ea. - \$2,066.50

\*\*\*Less Remittance to State of NH for Animal Population Control Fees - 9,574.00  
(4,787) Licenses @ \$2.00 ea. - \$9,574.00

Net Revenue to the Town \$7,638,849.50

## VITAL STATISTICS --2023

## MARRIAGES

Salem Residents -- Married in NH 29

## BIRTHS

Resident Births -- Born in NH 59

## DEATHS

## Salem Residents -- Died in NH 185

Susan M. Wall, Town Clerk

Boards, Committees,

and

Commissions



# BUDGET COMMITTEE

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Special words of appreciation are first needed to thank predecessor chair, Mr. Steven Goddu, who has faithfully and honorably served the Salem Municipal Budget Committee for the last eight, years. During his tenure, Mr. Goddu was successful in providing invaluable assistance to the taxpayers of Salem, ensuring the prudent allocation of public funds, and fostering a consistent qualitative committee of fiscally prudent members to succeed him. Mr. Goddu served this year as vice chair and provided invaluable transitory assistance to effect a successful change of officers needed to format your current Budget Committee Board. Mr. Goddu's continued support is exemplary volunteerism now being most respected and acknowledged.

It has been an honor and privilege to serve our community as your successor chair of Salem's Municipal Budget Committee during the 2023-2024 season. I thank each of the unpaid volunteer members of this committee for spending many hours of their valuable time and expertise contributing to the well-being of our community. I also thank all the town and school district personnel for providing us with financial and operational information critical to engaging in difficult discussions and prudent conclusions leading to well informed decisions.

With the adoption of the Town Charter in March of 2023, Salem's governmental structure evolved, transitioning from a strictly Senate Bill 2 (RSA 40:13) seven-member Board of Selectman format to a nine-member Town Council/Budgetary Town Meeting form of government. During the entire year, Budget Committee representatives sat on several subcommittees including the Capital Improvements Programs, Municipal Building Advisory Committee (MBAC), MBAC Finance Committee and Depot Advisory Committee providing direct budgetary interaction with town department heads and staff prior to budget formations. Under the new Charter structure, the Budget Committee's primary task remains to set the operating budgets for both the Town and the School District. Operating budgets will still be presented to residents for consideration at Town and School deliberative sessions respectfully and eventually at the polls where residents vote whether to approve these budgets or revert to the default budgets. The default budgets are essentially the same appropriations from the previous year that have been adjusted by debts service, contracts, and other obligations. Consistent with prior years, both the town and school district submitted well prepared proposals and made available staff and leadership personnel to answer all the Budget Committee's questions and budgetary concerns. We have found both the town and school district to be helpful and cooperative.

In early 2023 the newly organized Town Council created a primary goal to move forward with reconstruction of a new Police station at its existing location. Additionally, a secondary goal was to secure a reasonable parcel of land on the west side of RT 28 to construct a satellite Fire house to improve response time in that area. As of this writing there is a favorable Warrant article campaign promoting the Police Station reconstruction project proposing a \$38,600,000, 20 Year Bond. The actual tax impact of this project, if passed by the voters, will not affect your tax rates until 2025. The west side land will not be on this 2024 Budget however negotiations are proceeding.

Salem Town Council presented its adjusted Town budget including most Warrant articles but excluded an unratified Fire Dept (CBA) collective bargaining agreement to the Budget Committee indicating a 3.65% increase in tax rate. The Budget Committee was able move a further reduced

## BUDGET COMMITTEE

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rate amount down to 3.33% increase in tax rate considering all Warrant Articles prior to Deliberative Session. A 3.33% rate increase on the **Municipal rate** for a \$500,000 house in Salem for the 2024 Budget equates to a \$90 increase.

School Board presented its adjusted budget including most Warrant articles but excluded an unratified SEPEA (CBA) collective bargaining agreement and synthetic turf field Warrant to the Budget Committee indicating a 3.62 % increase in Local and State Education tax rate (School rate). The Budget Committee was able to further reduce this rate amount down to a 3.50% increase in tax rate considering some, but not all Warrant Articles. After Budget Committee discussion with School Board Budget Committee majority voted Without on the \$500,000 synthetic turf Warrant Article. Accordingly, the Budget Committee moved Warrant Articles of \$840,277 to deliberative session. The increase in Local and State Education tax rate percentage adjusted to 4.26%. A 4.26% rate increase on the **School rate** for a \$500,000 house in Salem for the FYE 2024/2025 equates to a \$230 increase.

Without any further Deliberative session or administrative unknown changes your Taxes next December on a \$500,000 home would increase approximately \$320 based on information available at the time of this report. We look forward to your continued Budget Committee support in providing the taxpayers of Salem invaluable assistance ensuring the prudent allocation of public funds.

Respectfully submitted,

Jeffrey S. Boyer Chair

# CHARTER COMMISSION

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While the Charter Commission's work was technically complete last year, there remained the question of whether the voters of Salem would adopt the Charter that the Commission worked on for so long. I am pleased to report that, by a vote of 1,164-563, representing a 67.4% majority of the voters, the Town of Salem officially adopted the Charter. It was a very gratifying moment for all of us on the Charter Commission.

The Town moved to implement the provisions of the Charter, scheduling a Special Election in May to fill out the additional seats on the new Town Council, and proceeded with the other changes, such as empaneling an Ethics Committee, a Communications Committee, and the Economic Development Committee.

Unfortunately, through the process of implementation, it was noted that there were a number of rough edges that needed to be smoothed off, the result of typos and minor oversights. Through the summer of 2023, at the direction of the Town Council, I collated the various changes and corrections into a series of six amendments to address the most immediate issues.

These amendments will correct the most pressing issues, especially those related to the Ethics Committee, which will now have a concrete scope for their work moving forward.

It has been my honor and pleasure to continue this work of providing the Town of Salem with a charter that will carry the town well into the future.

Respectfully submitted,

Bernie W. Campbell, Chair

# COMMUNICATIONS COMMITTEE

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The Communications Committee (hereafter Committee) is one of the new committees established by the new Town Charter, which was passed during the 2023 Town Meeting. On June 5, 2023, the Town Council passed a resolution establishing the mission, goals, and objectives of the Committee. The Committee held its inaugural meeting on June 15, 2023. Since then, the Committee held eleven regular meetings and one joint meeting with the Municipal Building Advisory Committee (MBAC) in 2023. The Committee is comprised of volunteer members with experience in writing, design, web development, traditional and digital marketing, social media, communications, business, community engagement, and media and public relations.

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

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

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

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

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

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

Respectfully submitted,

Bob Gibbs, Acting Chair

# CONSERVATION COMMISSION

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The Conservation Commission held eleven regular meetings and one workshop meeting in 2023. The Commission reviewed numerous New Hampshire Department of Environmental Services (NHDES) applications and Conditional Use Permit (CUP) requests in an effort to provide recommendations to applicants to mitigate impacts to wetlands and conservation areas. Site walks were conducted for nearly all reviewed applications. In the early part of the year, non-public sessions were utilized to discuss land acquisition for conservation purposes. Other Commission activities included the management of the Town Forest and the oversight of conservation easements and open space covenants. The Commission continues in its effort to protect wildlife and to help restore pollinators such as the monarch butterfly.

## **SALEM TOWN FOREST**

The Salem Town Forest trails were maintained throughout the year by removing fallen trees and brush from trails, by cleaning up trash, and by removing graffiti. Many volunteers were involved in these efforts. The Salem Municipal Services Department (MSD) assisted the Commission with mowing, signage installation, and routine maintenance activities. Due to significant rainfall and beaver activity, water levels have risen on various trails and areas in the forest. In 2024, the Conservation Commission will continue to work to find innovative solutions to re-open or bypass flooded trails, while keeping conservation and public safety in mind.

## **BILL VALENTINE PARK RESTORATION PROJECT**

Progress is made steadily on the Bill Valentine Park Restoration Project. Many donors have helped in these efforts! The Town received the necessary Shoreland Impact Permit in late 2022 / early 2023. A landscape bed near Lawrence Road was donated and installed by Belko Landscaping. The Commission will work with the Town to complete the park's renovation in 2024 to include a new informational kiosk, new benches and signage, a meadow, and a new parking lot and guard rail.

## **CONSERVATION FUND**

The Conservation Commission oversees the Conservation Commission Fund, which is authorized by NH RSA 36-A. Revenues are received from various sources including donations and Salem's *Land Use Change Tax*; these monies legally accumulate yearly with interest. Expenses are authorized by the Conservation Commission for maintenance and upkeep of various conservation areas, the Town Forest, and other necessary items related to the Commission's oversight. At the beginning of 2023, the Conservation Fund balance was \$1,254,003.87. There was no major expenditure during 2023. There were several land acquisition legal fees and closing costs and two Phase 1 Environmental Site Assessments Fees (ESAs) expended in 2023. The fund received \$417,900 in *Land Use Change Tax* deposits. The final 2023 balance was \$1,711,534.17.

Respectfully submitted,

Ruth Tanner Isaks, Chair

# HISTORIC DISTRICT COMMISSION

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The little corner in Salem at the crossroads of Main Street, School Street and Bridge Street Salem, NH continues to grow and adjust favorably with the other changes in our town. This area of town is called the “Historic District” is where the Historic District Commission, a group of committed citizens, appointed by the Selectmen, execute their duties as custodians of Salem’s Historic District. Next time you drive east or west on Main Street (Route 97) please take note of our road signs indicating the Historical buildings the Commission continues to preserve and restore: the old School House #5 is at the juncture of School Street and Main Street., Salem’s Old Burying Ground, the Alice Hall Library, Hose House #2, and of course in the spring and summer enjoy our beautiful Fountain (one of my personal favorites) that is situated in the center of the triangle at the crossroads.

In 2022, the Historic District Commission members met to discuss and oversee the important project of saving and preserving our Historic Old Town Hall which is located in the district. A citizen’s interest group was formed under the leadership of former Salem Town Manager and School Superintendent: Henry LaBranche. This group of dedicated and hard-working volunteers are working diligently with the town and members of another volunteer group, the Salem Historical Society (Not to be confused with the Salem Historic District Commission) to bring about the needed preservation changes to our Old Town Hall. Through grants and private fund raising, this group has almost met its goal but of course, they are still seeking out contributions to replace the final windows. At the risk of leaving any of these volunteers out of our gratefulness, we would like to thank the members of this group for their hard work: Appreciation to Dr. LaBranche, Phillip Cammarata, Dan Zavisza, Bev and Howie Glynn, Joseph Devine, Kevin Breen, Lisa Withrow, Jarret Kazanjian, Susan Covey and Brian Flanagan and Roy Sorenson and the members of the Historical Society.

In addition to this major project, the renovation to the historic home at 292 Main Street (next door to the old Catholic Church) continues as steps are made to perfect the historic renovation and preserve its integrity.

There is frustration among the Historic District Commission as commercial business within the district continues to dishonor their agreement with the Commission and the Town regarding their limits to advertising, signage, lack of landscaping and general construction improvements. The Commission is in the process of seeking a solution for correcting these matters.

It is my Honor to serve the Town of Salem with the dedicated members of the Historic District Commission. Thank you to: Beverly and Howie Glynn, Mike Banks, and Pat Good

Respectfully submitted,

Beth Roth, Chair

# SALEM HOUSING AUTHORITY

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This year, with funds received through the Department of Housing and Urban Development's Capital Fund Grant Program, the Salem Housing Authority (SHA) was able to complete several upgrades to our Hilda Place Development. These upgrades included new siding, windows, and insulation. The installation of an automatic door for the laundry room at this development was also installed.

Unfortunately, on Memorial Day, our Telfer Circle Administration Building was struck by lightning which severely damaged our fire alarm system and several pull stations throughout our development. Automatic door systems in various buildings as well as our intercom system were also affected. The strike did cause our system to be down for a short period of time, but a new system was installed, and all repairs made in a timely manner. Special thanks to the Salem Fire Department for their help throughout this unexpected project.

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

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

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

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

Respectfully submitted,

Board of Commissioners

Virginia Consoli, Chairperson

Georgette Smith, Vice-Chair

Kelly Bryant, Commissioner

Donald Simmons, Commissioner

Sandra Karp, Resident Commissioner

Sheri L. McCloskey, Executive Director

# KELLEY LIBRARY BOARD OF TRUSTEES

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The Kelley Library Board of Trustees had a productive year, actively engaging in various matters crucial to the library's functioning. Our commitment to transparency, community engagement, and fiscal responsibility has been central to our actions. Here's a summary of key activities discussed during our meetings throughout the year.

**Financial Oversight:** The budget process was successful, with recommendations for the Capital fund Citizen's Petition and reinstatement of funds cut from the 2023 operating budget.

**Policy Development:** In our pursuit of excellence, we deliberated and approved multiple policies, including Collection Development, Materials Reconsideration, and Meeting Room policies. These policies not only uphold the values of our community but also shape the library's environment to be inclusive and enriching.

**Heating System Conversion Project:** The library now boasts a state-of-the-art heating system. This transformative project, led by Director Ducharme, not only ensures the comfort of our visitors but also exemplifies our commitment to innovation and sustainability. We engaged you through a public information initiative, keeping you informed every step of the way.

**Belanger Bequest:** The library was a recipient of the June R. Belanger Bequest. New books, furnishings, and audio materials are now available, thanks to this generous gift. We take pride in stewarding such legacies for the benefit of our community.

Director Ducharme, Assistant Director Stevens, and the rest of the library staff, we extend our heartfelt appreciation for your dedication and hard work in making the Kelley Library thrive.

As the Kelley Library Board of Trustees, we remain steadfast in our dedication to your library's success and serving you effectively. We anticipate another year of collaboration and continued service to our community.

Respectfully submitted,

Kate Norton, Chair

Chris George, Vice-Chair

David Hickernell, Treasurer

Kelley Library Board of Trustees

**Kelley Library  
Treasurer's Report  
2023**

Balance of cash on hand January 1, 2023

Cash on Hand	894.18
Checking Account	58,739.02
Certificate of Deposit	11,194.32
Brock Trust Fund	10,571.35
Total Cash Balances	81,398.87

Income, 2023

Materials of Trade (fines & payments for lost/damaged items)	4,635.27
Trust Funds	1,673.99
Gifts	35,034.48
Book Sale	2,625.91
Vending	674.80
FAX and Printing	3,979.27
Non-Resident Registrations	826.10
Misc (sale of headphones, refunds, etc)	63.00
Interest	284.21
Grant	600.00
Total income:	50,397.03

Total Available Funds, 2023

131,795.90

Expenses, 2023

Materials of Trade (books, etc)	3,587.14
Furnishing and Equipment	25,464.22
Programs	3,000.20
Memberships	150.00
Trustee Income given to town to offset budget	12,213.99
Misc( Public Notice and Refund to Town)	491.11
Total Expenses:	44,906.66

Balance      86,889.24

Cash Balances, December 31, 2023

Cash on Hand	891.88
Checking Account	66,011.72
Certificate of Deposit	11,409.89
Brock Trust Fund	8,575.75
	0.00

Total Cash Balances

86,889.24

# KELLEY LIBRARY DIRECTOR'S REPORT

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

- The facility saw a major upgrade this year, thanks to taxpayer support. The LED lighting project replaced aging fluorescent lighting throughout the building. LED lighting is much more energy efficient and cost effective. LED lighting also replaced the lighting in the elevator. This will create savings for years to come.
- The internet infrastructure was updated. Modems, routers and WIFI software & devices were replaced throughout the year. The original WIFI hardware and software was installed over 10 years ago when WIFI was first offered here at the library. Personal devices will experience faster speeds and better performance with the new WIFI system. In addition, 2 new laptops are available for public use here at the library. The wireless printing service PRINCH works seamlessly with the WIFI network.
- Jigsaw puzzles are now offered, both in the library and for circulation. There are 500-, 1,000- or 1,500-piece puzzles. Jigsaw puzzles can be borrowed and/or reserved. There is always a puzzle to do at the jigsaw table. Once the puzzle is completed, a new puzzle will be available.
- Rodgers Memorial Library in Hudson, NH joined GMILCS which is a consortium of 13 member libraries. This is the largest consortium in New Hampshire and Salem residents have access to over 1.4 million shareable items. The member libraries include Kelley Library, Amherst Town Library, Bedford Public Library, Danforth Library (New England College), Derry Public Library, Goffstown Public Library, Hooksett Public Library, Manchester City Library, Merrimack Public Library, Nesmith Library (Windham), Teti Library (New England College) and Wadleigh Memorial Library in Milford.
- Programming, which is an important part of the library service, has fully resumed. Children's programs include Story times, Music & Motion, Lego Builders, Science Explorers, and Game Café. The summer reading program was entertaining, educational, and hugely popular. We understand how busy families are, and offer a variety of activities (including Story Walks and Scavenger Hunts) for whenever families drop in. Adult programming includes the Knitters Club, Bone Builders, guest speakers and performers. Three book groups are offered at the library and books are supplied for Salem Resident book groups as well. If you are interested in starting a book group, the library can help.
- Several staffing needs were addressed. New staff members include three part time circulation staff who bring their passion and commitment to library service. There is also a new part-time cleaner which is a new position and is a welcomed addition to library staff. With over 70,000 visitors in 2022, the building is in constant need of upkeep.

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

Respectfully submitted,

Natalie Ducharme, Director

**2023 KELLEY LIBRARY STATISTICS**  
**"A Lifetime of Discovery and Enrichment"**

**RESOURCES AVAILABLE**

Books	62,400
Audio: Books and Music	6,120
Video: DVD, Blu-Ray, Games	9,429
Other: Library of Things	504
Magazine and Newspapers: print copies	2,878
Magazines and Newspapers: Microfilm reels	728
Magazine and Newspapers: online eResources	5,295
Downloadable: Audio and eBooks	1,125,961
Museum passes	20
Electronic Resources (in catalog)	27,823
Streaming media: Music and Film	421,947
eResources (online databases)	16
<b>Total</b>	<b>1,663,121</b>

**ITEMS CIRCULATED**

Books: Adult	52,466
Books: Children's	40,251
Books: Young Adult	2,170
Magazines and Newspapers	1,970
Audio: Books and Music	3,464
Video: DVD, Blu-Ray, Games	12,483
Other: Library of Things	962
Museum Passes	800
Downloadable: Audiobooks	15,024
Downloadable: eBooks, eMagazines, eSources	15,333
eResources: Sessions	14,721
Streaming music and film: Sessions	592
<b>Total</b>	<b>160,236</b>

Items added, 2023 7,479

**IN-HOUSE ACTIVITY**

Adult Programs	66
Attendance	876
Children's and Teen Programs	121
Attendance	3,495
Meeting Room Reservations, community	672
Public Computer Sessions (23 computers)	4,041
Total visits	83,066

**REGISTERED USERS**

Adult Cards	7,280
Children's Cards	1,287
<b>Total</b>	<b>8,567</b>
New Registrations, 2023	1,173

# MUSEUM COMMITTEE

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The Old Town Hall is one of several historic buildings, landmarks, and structures located in the Salem historic district. Included are the Alice Hall Library (1861), Schoolhouse No.5 (1873), Hose House No.2 (1906), Ma Parkinson triangle garden, Veterans Park with war memorials, Center Burying Ground, 9/11 memorial (2021), and gazebo. The Train Depot (1876) is located at Main Street and Route 28 (Broadway).

The Organizations: The Salem Museum Committee is the custodian of these historical structures. The Salem Historical Society is a non-profit organization with 80 members facilitated by a team of active volunteers. They have an office in the Old Town Hall Museum and host meetings, events, and public showings. The Old Town Hall Committee was formed in 2022 to manage the planning and funding of the recent museum renovation project. The Salem Municipal Services Department manages the building capital improvements and property maintenance for the structures.

The Projects: Thirty-two windows have been beautifully restored by Window Woman. This was funded jointly by a New Hampshire Land and Community Heritage Investment Program (LCHIP) grant and community members. A plaque will be placed on each window to recognize their name or organization. This year renovations comprised of a major electrical overhaul of the Museum building by Gemini Electric. A new phase of the Old Town Hall Museum renovation brought the work indoors by improving the structure, energy efficiency, and safety. Care was taken in the integration of 21<sup>st</sup>-century audio-visual systems and LED lighting balanced with preserving its historic beauty and architecture.



The Members: The Historical Society continued to hold its monthly open-house meetings from April through November. These meetings usually have a guest presenter speaking on a topic of historical interest. The museum meeting room construction gave us the opportunity to host our monthly meetings for October and November in the cozy bright Alice Hall Library.



The Historical Society Programs and Presenters for the 2024 season are:

April 9	Covered Bridges of New Hampshire	Kim Varney Chandler*
May 14	Memories of Rockingham Park	Scott Oldeman
June 11	Walking in the Woods with Robert Frost	Jeffrey Zygmont*
July 9	Picnic at the Museum	
August 13	Perspectives Book Group: Peyton Place	Tammi Truax*
September 10	New Hampshire Rises – The Siege of William and Mary	Douglas Wood, NH Society Sons of the American Revolution
October 8	Ghosts and Legends	Jeff Belanger
November 12	Rally Around the Flag American Civil War through Folksong	Mark Bennett*

Note: Speaker co-sponsored by New Hampshire Humanities Council designated by\*  
All programs start at 7:00 PM in the Salem Old Town Hall Museum, 310 Main Street

Respectfully submitted,

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

# PLANNING BOARD

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It is my honor and privilege to provide a summary of the Salem Planning Board's activities in 2023.

The Board held 23 regular meetings with 78 agenda items.

As with most years in the recent past, the Tuscan Village was in front of the Board often. This year there were 14 agenda items for the project, bringing the total to 98 with over 125 separate agenda items. There were several meetings regarding the latest Master Plan Update. This plan focused on the area to the north and west of the central piazza. Subsequent to that approval, the site plan for an 88,800 square foot building with three hundred apartments was approved.

This year saw several commercial redevelopment projects. There were two gas stations, Nouria at 133 South Broadway and Trickett at 2 North Broadway, which had site plans approved. The former is presently under construction. Dick's Sporting Goods sought approval for the new business model which includes a multipurpose field. Belko Landscaping on Lawrence Road, Sfier Realty on North Broadway and Hebb Realty on Main Street were granted approval on site plans that will improve their properties.

The Board approved an open space 11 lot residential subdivision on Brady Avenue and five detached units on Hampshire Street. The property at 380 Main Street sought approval to convert the use from office space to an 82-child day care facility in one building and 28 age-restricted apartments in another.

This year started with, for the first time in 39 years, a new Planning Director. Jacob LaFontaine has moved in the position and done a great job handling the day-to-day compilation of the applications and requests.

As I wrap up my nine years on the Planning Board, I would like to thank the Board members, alternates, and Town staff for their hard work and dedication over the last twelve months. I would also like to thank the applicants and their representatives who appeared before the Board for their professionalism, as well as the voters of Salem for putting their faith in me.

Respectfully submitted,

Keith Belair, Chair

## **MAJOR PROJECTS APPROVED BY PLANNING BOARD - 2023**

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<b>Applicant</b>	<b>Project</b>	<b>Location</b>	<b>Map/Lot</b>
Blue Sky Tower	Cell phone tower	N. Broadway	55/12143
RGA	18,500 sf commercial bldg.	Ermer Road	5/5935
Nouria Energy	8,560 sf gas station/convenience store	S. Broadway	108/730
Trickett Realty	4,025 sf gas station w/coffee drive thru	N. Broadway	89/1170
Willows Park, Inc	5-detached single-family dwellings	Hampshire Street	151/12
Sfeir Realty	10,000 sf retail bldg. w/coffee drive thru	N. Broadway	45/3528
Belko Landscaping	7,400 sf commercial bldg.	Lawrence Road	144/12638
380 Main St, LLC	82-child daycare center*	Main Street	76/7303
BPS Realty	7,500 sf warehouse/office bldg.	Trolley Lane	116/9921
Tuscan Village	Master Plan Update	Via Toscana	98/7887
Dick's Sporting Goods	18,500 sf multipurpose field	Mall Road	107/11153
89 Brady Ave Realty	11-lot open space subdivision	Brady Ave	132/11635
Hebb Realty	3,000 sf commercial garage	Main Street	89/1134
Suraj Realty	20,000 sf storage bldg.	Pelham Road	96/7775
DiPrima Eternal Light	2,100 sf mausoleum addition	Pond Street	151/9481
380 Main St, LLC	28-age restricted apartment units*	Main Street	76/7303
Tuscan Village	300 apartments and 80,800 sf of retail	Via Toscana	108/12657

\*Change of Use

# RECREATION ADVISORY COMMITTEE

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The Recreation Advisory Committee (RAC) began 2023 with the re-election of Thomas Woelfel as Chair, Rachel Hill as Vice-Chair, and Jim Koczat voted as Secretary to the board. Keith Stramaglia remained as the Selectmen (Town Council) Representative, while Peter Morgan continued as the School Board Representative, and Katie Duffey, Community Services Director, the liaison to the Recreational Advisory Committee. The RAC meetings will continue to be videotaped by the local Salem TV for 2023 allowing the Town of Salem to view.

The RAC 2023 goals were to continue upon the successful foundation that was achieved in 2022 and remain involved to maintain the committee's distinguishability through participation in town events, support and collaboration for the planning, funding, and the positive impact that recreation programs and the Community Services Department have on citizens of all ages in the town. Throughout the year, our Community Services Director, Katie Duffey, and Community Services Coordinator, Doug Cole, who resigned in September, apprised our committee on the progress of small and large capital projects along with current and future programs.

The ensuing are activities and volunteering events that the RAC participated and supported on various occasions that were hosted by various organizations in Salem:

- Easter Egg Hunt and Cookout at Hedgehog Park
- Annual Fishing Derby at Hedgehog Park
- 4<sup>th</sup> of July Fun Road Race
- Family Fun Day, hosted by the Field of Dreams
- Halloween Trunk and Treat Event/Costume Parade at Senior Center
- Coordination with the Town Organizations on "Letters to Santa Mailbox"
- 52<sup>nd</sup> Salem Holiday Parade
- Annual Transfer Station Recreational Fundraising Campaign

There were two significant and successful outcomes that transpired in 2023 with the collaboration of the Town of Salem Recreational Department, Recreational Advisory Committee and the "Friends of Salem" that will impact the future of recreational activities and experiences for the Town of Salem community. The first is the awarding of the LWCF Grant, signed by the NH Governor, which will allow for the development and beautification at Hedgehog Park for both recreational and passive sporting events, and the second is the approval for Pickleball Courts to be developed on Lawrence Road adjacent to Michelle Memorial Park.

With these two comprehensive, landmark accomplishments, the opportunity to enhance the Town's commitment to recreational locations and activities looks promising.

Respectfully submitted,

Thomas Woelfel, Chair

# **SUPERVISORS OF THE CHECKLIST**

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

In 2023, the voters participated in our town election on March 14, 2023. At this election, the voters approved the charter commission's recommendation to change from an Official Ballot Town Meeting with a Board of Selectmen with five (5) members to an Official Ballot Town Council with a Town Council with 9 members. As a result, a special election was held on May 9, 2023, to elect four (4) additional members to serve on the newly created Town Council.

The total number of new registrations accepted by the Supervisors during 2023 was 197.

As of January 11, 2024, the total number of registered voters in the Town of Salem is 19,877. This number is comprised of 7,667 undeclared voters, 5,110 Democrats, 7,100 Republicans.

We would remind everyone that registration status may be checked any time using the following URL <https://app.sos.nh.gov/Public/PartyInfo.aspx>. In addition, a complete Voter Registration Checklist is always available at Town Hall and the Kelley library. If any of the information is not correct or needs to be updated, you must complete a new registration form at Town Hall during regular business hours or at any of the special sessions held by the Supervisors. These sessions, mandated by the State of New Hampshire, are held at various times throughout the year. Notices of these special sessions are always publicized on the Town of Salem website, on the local government channel and are posted at the Kelley Library and on the lower floor of the Municipal Office Building outside of the Knightly Room. While New Hampshire does allow new registrations on election days, we highly recommend that you ensure you are registered to vote prior to Election Day.

Respectfully submitted,

Patricia E. Good, Chair  
Melissa M. Sorcinelli  
Kelly Anne Dortona

# TRUSTEES OF TRUST FUNDS

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

The New Hampshire Attorney General's office states that:

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

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

Respectfully submitted,

Sean Lewis, Chair  
Gregory Davis  
Richard O'Shaughnessy

# **ZONING BOARD OF ADJUSTMENT**

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The Zoning Board of Adjustment derives its power to hear petitions and grant relief from the New Hampshire Revised Statutes Annotated (RSA) and from the Town of Salem Zoning Ordinance. The Zoning Board of Adjustment is a quasi-judicial board that hears cases brought forth by property owners who seek relief from the Town of Salem zoning requirements. Relief is granted by 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 on the first Tuesday of each month, currently in the media room at Salem High. The meetings are televised and broadcast live on SCTV 22 and rerun throughout the month. The meeting can also be viewed at [salemnh.tv](http://salemnh.tv) or <https://www.facebook.com/sctv17>. The public is invited to attend and is encouraged to offer comments when appropriate.

In 2023, we had 51 applications, compared to 54 in 2022, 63 in 2021, 50 in 2020, 51 in 2019, and 38 in 2018. Of that 51, 48 were variance requests, a decrease of 2 from last year. 39 of the applications were granted, none were denied, two were withdrawn by the petitioner, one was tabled, and six were continued. We heard one request for an equitable waiver, same as last year, and this one was granted. This year, there were no rehearing requests, three less than last year. There were two requests for appeals of administrative decisions, one more than last year. One was withdrawn and one was continued. And we had no special exception applications, same as last year. Our total for the year was 40 applications granted, none were denied, three were withdrawn, one was tabled, and 7 were continued. We ended the year with no pending lawsuits.

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

In 2023 three long time members resigned from the Board. Former Chair Bonnie Wright, who got elected to Salem's Town Council, Board Secretary Kellie Annicelli, and Alternate Olga Guza. I would like to thank them for their service. In 2023 the Board also welcomed three new Alternates, Daniel Guild, Brian Thornock, and Sylvia das Chagas.

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

Respectfully submitted,

Ed Huminick, Chair  
Elected ZBA members Jeff Hatch (Vice Chair), Claire Karibian, Dionne Garon and with appointed alternates David L. Bruce, Daniel Guild, Brian Thornock and Sylvia das Chagas.

## **ZONING BOARD OF ADJUSTMENT PETITIONS - 2023**

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<b><u>2023</u></b>	<b><u>Total Applications</u></b>	<b><u>Granted</u></b>	<b><u>Denied</u></b>	<b><u>Withdrawn</u></b>	<b><u>Tabled</u></b>	<b><u>Continued</u></b>
Variance	48	39	0	2	1	6
Equitable Waiver	1	1	0	0	0	0
Re-hearing	0	0	0	0	0	0
Appeal of Administrative Decision	2	0	0	1	0	1
Special Exception	0	0	0	0	0	0
<b>Totals</b>	<b>51</b>	<b>40</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>7</b>

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# Financial Reports



# TOWN TREASURER

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

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

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

The Town earns revenue on its fund balances, i.e., moneys collected such as taxes and fees but not yet expended. As discussed in previous reports these amounts have been relatively low in recent years. This is due to the historically low interest rates commencing after 9/11 and continuing through the COVID years. However, late in 2022, interest rates rose dramatically across the financial markets, going from under 1% to over 4% (using T-bills as a benchmark for safety guaranteed funds). The Town working with its bank has developed a system to maximize the interest earnings on its funds balances. In the past, the bank would "sweep" these balances into overnight interest-bearing instruments. The current procedure programmatically apportions Town funds into several banks with balances which are both collateralized (discussed above) and within FDIC insurance limits. These are demand deposits, so liquidity is never in question.

It should be noted that the Town has issued bonds for capital projects. Because these were negotiated at a time of low fixed rates, the Town is not subject to any increased interest expense.

In 2023, the Town earned \$814,621 in interest, net of compensating balance requirements.

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

## TOWN TREASURER

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<b>Impact Fee</b>	<b>Number of Fees</b>	<b>Balance 12/31/2022</b>	<b>Receipts 2023</b>	<b>Withdrawals 2023</b>	<b>Balance 12/31/2023</b>
<b>School</b>	54	\$2,372,606	\$1,590,653	\$1,000,000	\$2,963,259
<b>Recreation</b>	53	\$498,265	\$368,575	\$14,511	\$852,329
<b>Public Safety</b>	81	\$1,152,264	\$457,167	\$91,380	\$1,518,051
<b>Roads</b>	80	\$2,563,667	\$1,323,923	\$881,240	\$3,006,350

I thank Nicole McGee, Finance Director, for assembling the data above. Her good cheer and competence make our Finance Department something that the people of Salem can be proud of.

Respectfully submitted,

John Sytek, Town Treasurer



## PLODZIK & SANDERSON

*Professional Association/Certified Public Accountants*

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

### ***INDEPENDENT AUDITOR'S REPORT***

To the Members of the Town Council and Town Manager  
Town of Salem  
Salem, New Hampshire

#### **Report on the Audit of the Financial Statements**

##### ***Opinions***

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major governmental and proprietary fund, and aggregate remaining fund information of the Town of Salem as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major governmental and proprietary fund, and aggregate remaining fund information of the Town of Salem, as of December 31, 2022, 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.

##### ***Basis for Opinions***

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

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

The Town of Salem's management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; 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.

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

##### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

In performing an audit in accordance with generally accepted auditing standards, we:

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

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

***Change in Accounting Principle***

As discussed in Note 2-C to the financial statements, in fiscal year 2022 the Town adopted new accounting guidance, Governmental Accounting Standards Board (GASB) Statement No. 87, *Leases*. Our opinions are not modified with respect to this matter.

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

- Management's Discussion and Analysis,
- Schedule of the Town's Proportionate Share of Net Pension Liability,
- Schedule of Town Contributions – Pensions,
- Schedule of the Town's Proportionate Share of the Net Other Postemployment Benefits Liability,
- Schedule of Town Contributions – Other Postemployment Benefits,
- Schedule of Changes in the Town's Total Other Postemployment Benefits Liability and Related Ratios,
- Schedule of Town Contributions – Other Postemployment Benefits (Retiree Health Benefit Program), and
- Notes to the Required Supplementary Information

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

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

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

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

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

In accordance with *Government Auditing Standards*, we have also issued our report dated September 18, 2023 on our consideration of the Town of Salem's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Salem's internal control over financial reporting and compliance.

*Sheryl A. Pratt, CPA*

September 18, 2023  
Concord, New Hampshire

PLODZIK & SANDERSON  
Professional Association

**EXHIBIT C-1**  
**TOWN OF SALEM, NEW HAMPSHIRE**  
**Governmental Funds**  
**Balance Sheet**  
**December 31, 2022**

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>				
Cash and cash equivalents	\$ 51,778,498	\$ 181,616	\$ 9,761,468	\$ 61,721,582
Investments	148,097	-	603,011	751,108
Receivables, net of allowance for uncollectible:				
Taxes	2,556,109	-	-	2,556,109
Accounts	1,040,431	-	434,910	1,475,341
Intergovernmental receivable	50,825	645,299	128,864	824,988
Lease receivable	1,367,776	-	-	1,367,776
Interfund receivable	533,273	417,845	-	951,118
Voluntary tax liens	75,088	-	-	75,088
Voluntary tax liens reserved until collected	(75,088)	-	-	(75,088)
Prepaid items	295,224	-	-	295,224
Tax deeded property, subject to resale	70,397	-	-	70,397
Restricted assets:				
Cash and cash equivalents	4,720,108	-	-	4,720,108
Total assets	<u><u>\$ 62,560,738</u></u>	<u><u>\$ 1,244,760</u></u>	<u><u>\$ 10,928,253</u></u>	<u><u>\$ 74,733,751</u></u>
<b>LIABILITIES</b>				
Accounts payable	\$ 1,447,965	\$ 12,909	\$ 73,866	\$ 1,534,740
Accrued salaries and benefits	2,380,707	-	20,403	2,401,110
Retainage payable	-	268,350	-	268,350
Intergovernmental payable	30,656,030	-	-	30,656,030
Interfund payable	416,043	-	535,075	951,118
Bond anticipation note payable	1,339,600	-	-	1,339,600
Other	100	-	-	100
Total liabilities	<u><u>36,240,445</u></u>	<u><u>281,259</u></u>	<u><u>629,344</u></u>	<u><u>37,151,048</u></u>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Unavailable revenue - Property taxes	477,054	-	-	477,054
Unavailable revenue - received in advance	69,108	-	-	69,108
Bond premiums	24,600	-	-	24,600
Amounts related to leases	1,273,686	-	-	1,273,686
Unavailable revenue - grants	-	-	2,102,738	2,102,738
Total deferred inflows of resources	<u><u>1,844,448</u></u>	<u><u>-</u></u>	<u><u>2,102,738</u></u>	<u><u>3,947,186</u></u>
<b>FUND BALANCES</b>				
Nonspendable	365,621	-	534,307	899,928
Restricted	41,486	963,501	822,041	1,827,028
Committed	4,393,442	-	6,839,823	11,233,265
Assigned	5,475,058	-	-	5,475,058
Unassigned	14,200,238	-	-	14,200,238
Total fund balances	<u><u>24,475,845</u></u>	<u><u>963,501</u></u>	<u><u>8,196,171</u></u>	<u><u>33,635,517</u></u>
Total liabilities, deferred inflows of resources, and fund balances	<u><u>\$ 62,560,738</u></u>	<u><u>\$ 1,244,760</u></u>	<u><u>\$ 10,928,253</u></u>	<u><u>\$ 74,733,751</u></u>

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

**EXHIBIT C-3**  
**TOWN OF SALEM, NEW HAMPSHIRE**  
**Governmental Funds**  
*Statement of Revenues, Expenditures, and Changes in Fund Balances*  
*For the Fiscal Year Ended December 31, 2022*

	General	Capital Projects	Other Governmental Funds	Total Governmental Funds
<b>REVENUES</b>				
Taxes	\$ 32,541,398	\$ -	\$ 846,416	\$ 33,387,814
Licenses and permits	10,294,323	-	-	10,294,323
Intergovernmental	3,861,485	1,946,738	1,825,716	7,633,939
Charges for services	2,711,763	-	1,586,748	4,298,511
Miscellaneous	1,840,345	-	1,589,180	3,429,525
<b>Total revenues</b>	<b>51,249,314</b>	<b>1,946,738</b>	<b>5,848,060</b>	<b>59,044,112</b>
<b>EXPENDITURES</b>				
Current:				
General government	8,823,865	-	2,066,734	10,890,599
Public safety	27,550,564	-	1,761,756	29,312,320
Highways and streets	3,918,840	3,896,320	506,330	8,321,490
Sanitation	1,461,203	-	75,213	1,536,416
Health	29,474	-	-	29,474
Welfare	242,397	-	-	242,397
Culture and recreation	2,134,697	-	434,038	2,568,735
Conservation	-	-	7,299	7,299
Debt service:				
Principal	642,019	-	-	642,019
Interest	149,281	-	-	149,281
Capital outlay	1,937,805	1,185,387	485,153	3,608,345
<b>Total expenditures</b>	<b>46,890,145</b>	<b>5,081,707</b>	<b>5,336,523</b>	<b>57,308,375</b>
Excess (deficiency) of revenues over (under) expenditures	4,359,169	(3,134,969)	511,537	1,735,737
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers in	586,221	3,835,779	74,909	4,496,909
Transfers out	(3,641,802)	-	(322,729)	(3,964,531)
Bond anticipation note premium	15,044	-	-	15,044
Principal forgiveness	73,308	-	-	73,308
<b>Total other financing sources (uses)</b>	<b>(2,967,229)</b>	<b>3,835,779</b>	<b>(247,820)</b>	<b>620,730</b>
Net change in fund balances	1,391,940	700,810	263,717	2,356,467
Fund balances, beginning, as restated (see Note 23)	23,083,905	262,691	7,932,454	31,279,050
<b>Fund balances, ending</b>	<b>\$ 24,475,845</b>	<b>\$ 963,501</b>	<b>\$ 8,196,171</b>	<b>\$ 33,635,517</b>

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

**Town of Salem, New Hampshire**  
**Cash Balances in General Ledger**  
**December 31, 2023 (Unaudited - Prior to Year End Close)**

	<b>Beginning Balance</b>	<b>Deposits</b>	<b>Expenditures</b>	<b>Ending Balance</b>
<b><u>Citizens Bank - Operating:</u></b>				
General Fund	\$ 7,601,646	\$ 278,798,460	\$ 276,689,340	\$ 9,710,766
Sewer Fund	9,470,258	12,407,177	15,028,823	6,848,612
Water Fund	2,929,614	8,269,588	8,791,096	2,408,106
Outside Detail-Police	531,224	1,239,455	1,169,338	601,341
SCTV Fund	323,674	600,287	573,376	350,585
Outside Detail-Fire	29,082	166,558	61,012	134,627
Recreation	199,761	340,543	366,495	173,809
Ambulance	125,349	1,924,520	1,921,616	128,252
Grants and Donations	2,482,265	323,809	1,452,292	1,353,783
Road Program	6,969	4,946,226	4,479,410	473,784
Capital Projects	(38,739)	2,220,677	1,335,132	846,806
CDBG	198			198
<b>Total</b>	<b>23,661,301</b>	<b>311,237,298</b>	<b>311,867,930</b>	<b>23,030,669</b>
<b><u>General Fund:</u></b>				
Citizens Bank	44,056,478	70,741,704	72,000,000	42,798,182
<b><u>Forfeiture and Seizure:</u></b>				
Citizens Bank	165,119	45,925	42,224	168,821
<b><u>Trust:</u></b>				
Citizens Bank-Performance Escrow	7,528,824	4,339,686	2,482,015	9,386,495
<b><u>Special Revenue Fund:</u></b>				
Citizens-Conservation Comm.	1,158,479	536,224	43,262	1,651,441
Salem Co-op-Conservation Comm.	95,525	575	-	96,100
<b><u>TOTAL</u></b>	<b>\$ 76,665,727</b>	<b>\$ 386,901,413</b>	<b>\$ 386,435,432</b>	<b>\$ 77,131,708</b>

**Town of Salem, New Hampshire**  
**General Fund**  
**Schedule of Changes in Unassigned Fund Balance**  
**For the Year Ended December 31, 2023**  
**Unaudited - Prior to Year End Close**

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<b>Unassigned Fund Balance - December 31, 2022, as restated</b>	<b>\$ 14,176,664</b>
<b>2023 Summary:</b>	
<b>Current Year Revenues</b>	<b>50,102,335</b>
<b>Current Year Expenditures</b>	<b>(51,134,813)</b>
<b>Current Year Encumbered</b>	<b>(1,582,562)</b>
<b>Prior Year Unencumbered Funds</b>	<b>291,601</b>
<b>Net Revenue, Expenditure and Encumbrances</b>	<b>(2,323,438)</b>
<b>Unassigned Fund Balance - December 31, 2023</b>	<b>\$ 11,853,226</b>

Town of Salem, New Hampshire  
**Governmental Funds**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**December 31, 2023 (Unaudited - Prior to Year End Close)**

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
<b>REVENUES</b>						
Taxes	\$ 32,623,293	\$ 15,368	\$ -	\$ -	\$ 240,562	\$ 32,623,293
Intergovernmental	3,649,824	-	-	-	-	4,259,166
Licenses and permits	9,136,602	-	-	-	-	9,136,602
Charges for services	3,922,281	4,300,469	5,006,096	1,618,710	-	14,847,557
Investment earnings	630,486	74,218	22,212	83,795	3,910	814,621
Contributions	-	-	-	38,300	-	38,300
Bond proceeds	4,720	18,881	-	-	-	23,602
Miscellaneous/Other Financing Sources	135,128	582,877	197,711	773,523	5,176,964	6,866,204
<b>Total revenues</b>	<b>50,102,335</b>	<b>4,991,813</b>	<b>5,226,019</b>	<b>2,754,891</b>	<b>5,534,286</b>	<b>68,609,344</b>
<b>Expenditures</b>						
General government	7,629,488	-	-	-	525,234	8,154,723
Public safety	28,398,631	-	-	-	1,404,415	29,803,046
Sanitation	1,591,277	2,607,516	-	-	-	4,198,793
Highway and streets	4,834,666	-	-	-	18,721	4,853,387
Water distribution and treatment	-	-	4,008,650	33,137	-	4,041,788
Welfare	230,005	-	-	-	-	230,005
Culture and recreation	2,103,374	-	-	-	273,667	2,377,041
Conservation	-	-	-	-	27,662	27,662
Interfund Transfer	4,280,649	262,246	332,752	-	-	4,883,147
Debt service:						
Principal	642,019	325,547	550,892	-	-	1,518,459
Interest	170,214	306,816	40,993	-	-	518,022
Capital outlay	2,836,639	2,950,496	772,953	1,266,020	6,053,252	13,879,360
<b>Total expenditures</b>	<b>52,716,964</b>	<b>6,452,621</b>	<b>5,706,240</b>	<b>3,556,356</b>	<b>6,053,252</b>	<b>74,485,433</b>
Excess (deficiency) of revenues over (under) expenditures	(2,614,628)	(1,460,808)	(480,221)	(801,465)	(518,966)	(5,876,089)
Net change in fund balances	(2,614,628)	(1,460,808)	(480,221)	(801,465)	(518,966)	(5,876,089)
Fund balances, beginning, as restated	20,197,509	3,132,287	3,060,913	3,769,996	1,279,527	31,440,231
Fund balances, ending	<b>\$ 17,582,880</b>	<b>\$ 1,671,479</b>	<b>\$ 2,580,692</b>	<b>\$ 2,968,531</b>	<b>\$ 760,560</b>	<b>\$ 25,564,143</b>

Town of Salem, New Hampshire  
 Governmental Funds  
 Balance Sheet  
 December 31, 2023 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Trust & Agency	Total
<b>ASSETS</b>							
Cash and equivalents	\$ 52,704,820	\$ 6,848,612	\$ 2,408,106	\$ 4,500,918	\$ 1,320,590	\$ 9,386,494	\$ 77,169,541
Investments	34,143	-	-	-	-	-	34,143
Receivables:							
Property taxes	2,538,313	-	-	-	-	-	2,538,313
Accounts receivable	173,054	286,634	347,290	509,367	156,586	-	1,472,931
Intergovernmental	55,352	-	2,827	115,253	-	-	173,432
Special assessments	-	2,555,345	2,081,352	-	-	-	4,636,697
Voluntary liens	73,205	9,540	-	-	-	-	82,745
Tax lien - reserve for uncollectible	(75,088)	(9,540)	-	-	-	-	(84,678)
Prepaid expenses	296,933	10,565	10,060	-	-	-	317,538
<b>Total assets</b>	<b>\$ 55,800,731</b>	<b>\$ 9,701,155</b>	<b>\$ 4,849,635</b>	<b>\$ 5,125,538</b>	<b>\$ 1,477,176</b>	<b>\$ 9,386,494</b>	<b>\$ 86,340,731</b>
<b>LIABILITIES</b>							
Accounts payable	\$ 560,379	\$ 129,512	\$ 172,358	\$ 54,270	\$ 403,826	\$ -	\$ -
Contracts and retainage payable	-	-	20,063	-	156,204	\$ -	1,320,345
Due to others	1,776,221	-	-	-	156,586	\$ -	176,267
Intergovernmental payable	34,425,943	-	-	-	-	\$ 9,386,494	11,319,301
Notes payable	1,413,173	5,352,800	-	-	-	-	34,425,943
Deferred revenue	100	2,547,364	2,076,523	2,102,738	-	-	6,765,973
Deferred inflow of resources	42,036	-	-	-	-	-	6,726,725
<b>Total liabilities</b>	<b>38,217,851</b>	<b>8,029,676</b>	<b>2,268,944</b>	<b>2,157,008</b>	<b>716,615</b>	<b>\$ 9,386,494</b>	<b>\$ 60,776,589</b>
<b>FUND BALANCES</b>							
Restricted for:							
Special revenue	-	-	-	(514,346)	-	-	(514,346)
Enterprise funds					-	-	5,801,608
Committed for:							
Encumbrances							
Special revenue	2,205,144	531,484	254,563	8,699	716,293	-	3,716,184
Capital projects	20,743	-	-	3,474,177	-	-	3,494,920
Reserves	3,503,768	-	-	-	44,267	-	44,267
Unassigned/unrestricted	11,853,226	(2,444,462)	108,978	-	-	-	3,503,768
Total fund balances	17,582,880	1,671,479	2,580,692	2,968,531	760,560	-	25,564,142
Total liabilities and fund balances	\$ 55,800,732	\$ 9,701,155	\$ 4,849,635	\$ 5,125,538	\$ 1,477,176	\$ 9,386,494	\$ 86,340,731

**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, 2023**  
**Unaudited - Prior to Year End Close**

	Final Budget	Actual	Variance Favorable (Unfavorable)
<b>Revenues and other sources</b>			
Taxes	34,749,174	32,623,293	(2,125,881)
Intergovernmental	2,806,208	3,649,824	843,616
Licenses and permits	9,033,200	9,136,602	103,402
Charges for services	4,917,864	3,922,281	(995,583)
Investment earnings	45,000	630,486	585,486
Bond proceeds	1,339,600	4,720	(1,334,880)
Miscellaneous	42,168	135,128	92,960
Use of fund balance	4,174,735	-	(4,174,735)
<b>Total Revenues</b>	<b>57,107,949</b>	<b>50,102,335</b>	<b>(7,005,614)</b>
<b>Expenditures and other sources</b>			
Current:			
General government	8,448,234	7,629,488	818,746
Public safety	29,992,459	28,398,631	1,593,828
Sanitation	1,589,038	1,591,277	(2,239)
Highways and streets	5,148,393	4,834,666	313,727
Welfare	284,582	230,005	54,577
Culture and recreation	2,336,470	2,103,374	233,096
Debt service	2,147,679	812,233	1,335,446
Capital outlay	2,880,445	2,836,639	43,806
Interfund Transfer	4,280,649	4,280,649	-
<b>Total Expenditures</b>	<b>57,107,949</b>	<b>52,716,964</b>	<b>4,390,985</b>

**Town of Salem, New Hampshire**  
**Capital Assets**  
**For the Year Ended December 31, 2023**  
**Unaudited - Prior to Year End Close**

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	<b>Balance</b>		<b>Balance</b>	
	<b>12/31/2022</b>	<b>Additions</b>	<b>Disposals</b>	<b>12/31/2023</b>
<b>Governmental activities:</b>				
Capital assets not being depreciated:				
Land	\$ 14,559,024	\$ -	\$ -	\$ 14,559,024
Construction in progress	19,985,258	3,767,095	13,484,099	10,268,254
Intangible Assets	<u>1,071,000</u>	<u>-</u>	<u>-</u>	<u>1,071,000</u>
<b>Total capital assets not being depreciated</b>	<b><u>35,615,282</u></b>	<b><u>3,767,095</u></b>	<b><u>13,484,099</u></b>	<b><u>25,898,278</u></b>
Depreciable				
Land improvements	4,471,779	-	-	4,471,779
Buildings	12,140,910	383,123	-	12,524,033
Machinery and equipment	21,170,075	1,508,161	873,628	21,804,608
Infrastructure	<u>258,562,253</u>	<u>18,080,470</u>	<u>2,358,932</u>	<u>274,283,791</u>
<b>Total depreciable capital assets</b>	<b><u>296,345,017</u></b>	<b><u>19,971,754</u></b>	<b><u>3,232,560</u></b>	<b><u>313,084,211</u></b>
<b>Total capital assets</b>	<b><u>331,960,299</u></b>	<b><u>23,738,849</u></b>	<b><u>16,716,659</u></b>	<b><u>338,982,489</u></b>
<b>Accumulated depreciation:</b>				
Land improvements	(1,273,776)	(221,772)	-	(1,495,548)
Buildings	(6,022,355)	(182,592)	-	(6,204,947)
Machinery and equipment	(14,047,148)	(1,046,393)	(799,428)	(14,294,113)
Infrastructure	<u>(183,324,397)</u>	<u>(7,207,806)</u>	<u>(2,358,932)</u>	<u>(188,173,271)</u>
<b>Total accumulated depreciation</b>	<b><u>(204,667,676)</u></b>	<b><u>(8,658,563)</u></b>	<b><u>(3,158,360)</u></b>	<b><u>(210,167,879)</u></b>
<b>Net Book Value, Capital Assets</b>	<b>\$ 127,292,623</b>	<b>\$ 15,080,286</b>	<b>\$ 13,558,299</b>	<b>\$ 128,814,610</b>

**Town of Salem, New Hampshire**  
**Statement of Town Long Term Debt**  
**For the Year Ending December 31, 2023**  
**(Unaudited - Prior to Year End Close)**

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/22	New Issues	Reductions	Outstanding Debt 12/31/23
Blake Road Water Project	2004	695,900	4.41%	2024	70,000		(35,000)	35,000
Bridge Reconstruction-Bluff Street/Providence Hill	2013	1,189,909	1.81%	2023	111,000		(111,000)	-
Water Improvements-Pond Street	2013	692,091	1.81%	2023	69,000		(69,000)	-
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	280,000		(140,000)	140,000
Water Discharge Management	2014	1,075,000	1.70%	2024	210,000		(105,000)	105,000
Water Improvement-North Policy	2014	825,000	1.70%	2024	160,000		(80,000)	80,000
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	330,000		(110,000)	220,000
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	785,125		(151,893)	633,232
Depot Land Acquisition	2019	2,830,000	1.96%	2029	1,975,000		(285,000)	1,690,000
Drinking Water Capacity Rights	2019	1,000,000	1.50%	2024	400,000		(200,000)	200,000
Route 28 Sewer Main and Bridge	2021	6,601,937	2.00%	2040	5,941,743		(330,097)	5,611,646
Route 28 Water Main	2021	2,883,125	0.81%	2030	2,306,501		(288,313)	2,018,189
West Duston Area Water/Sewer Expansion	2021	1,180,000	0.82%	2031	1,060,000		(120,000)	940,000
<b>Totals</b>		<b>23,010,235</b>			<b>13,698,369</b>	<b>-</b>	<b>(2,025,303)</b>	<b>11,673,067</b>

**Town of Salem, New Hampshire**  
**Tax Rate Computation and Assessed Valuation Trends**  
**2019-2023**

	2019	2020	2021 (1)	2022	2023
<b>Total Town Appropriations</b>					
Less Revenues and Credits	\$61,843,740 (30,541,668)	\$64,750,029 (32,525,150)	\$58,198,151 (26,846,484)	\$69,414,005 (37,828,791)	\$72,547,384 (38,436,972)
<b>Net Town Appropriations</b>					
Net Town Appropriations	31,302,072	32,224,879	31,351,667	31,585,214	34,110,412
Net School Tax Assessment	53,395,203	54,401,248	54,133,081	59,338,816	60,640,429
State Education Taxes	9,917,459	10,107,905	10,311,794	7,264,594	9,711,832
County Tax Assessment	4,811,300	4,810,331	4,751,787	4,667,756	4,775,684
Total Town, School and County	99,426,034	101,544,363	100,548,329	102,856,380	109,238,357
War Service Credits	641,167	630,667	598,251	592,000	816,500
Overlay	631,603	612,841	1,917,425	918,901	1,001,005
Property Taxes to be Raised	<u><u>\$100,698,804</u></u>	<u><u>\$102,787,871</u></u>	<u><u>\$103,064,005</u></u>	<u><u>\$104,367,281</u></u>	<u><u>\$111,055,862</u></u>
<b>Net Assessed Valuation</b>	<b>\$4,590,080,181</b>	<b>\$4,676,922,757</b>	<b>\$6,461,830,390</b>	<b>\$6,512,647,718</b>	<b>\$6,559,418,798</b>
<b>Total Tax Rate</b>	<b>\$21.98</b>	<b>\$22.02</b>	<b>\$15.98</b>	<b>\$16.05</b>	<b>\$16.96</b>

(1) Revaluation occurred in 2021

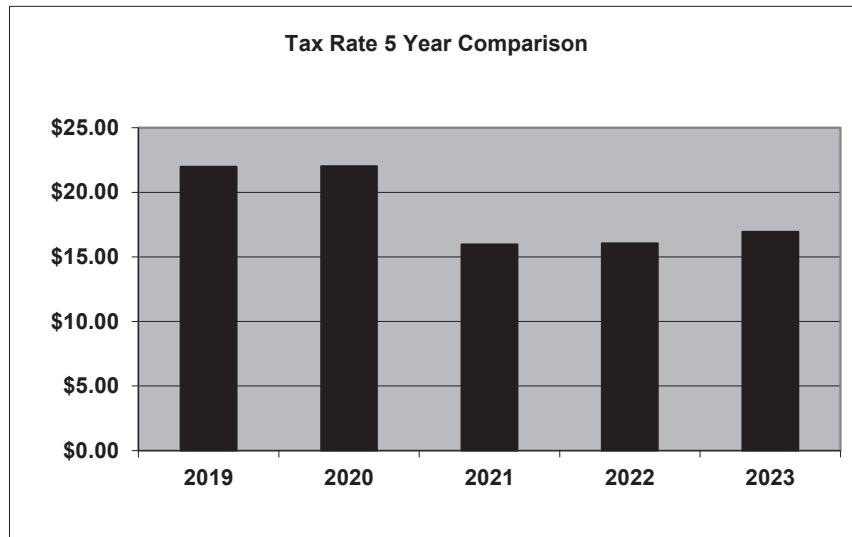
**Town of Salem, New Hampshire**  
**Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)**  
**2019-2023**

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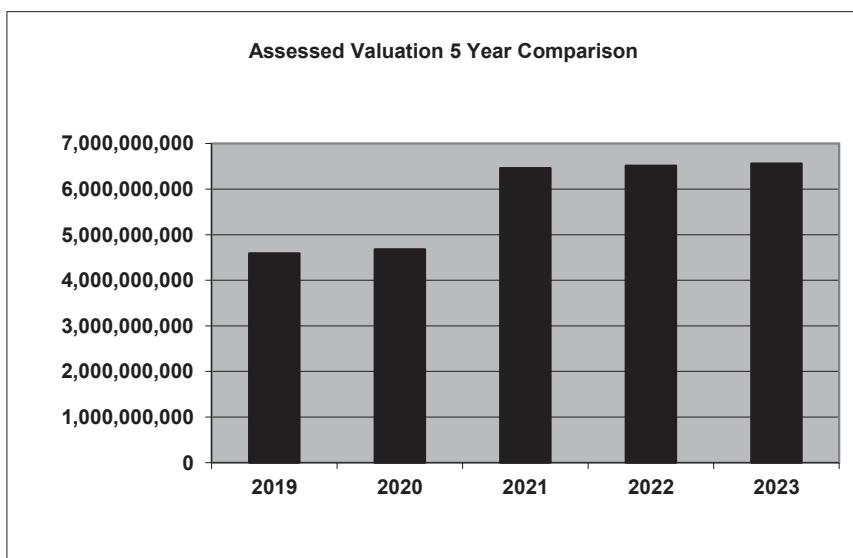
**Tax Rate 5-Year Comparison**

2019	21.98
2020	22.02
2021	15.98
2022	16.05
2023	16.96



**Assessed Valuation 5-Year Comparison**

2019	4,590,080,181
2020	4,676,922,757
2021	6,461,830,390
2022	6,512,647,718
2023	6,559,418,798



## TAX COLLECTOR'S REPORT

**For the Municipality of Salem, NH**

**Year Ending December 31, 2023**

**MS-61**

	<u>Debits</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Prior</u>
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### **Uncollected Taxes Beginning of Year**

Property Taxes	#3110	xxxxxxxxxxxxxx	2,092,226.43
Resident Taxes	#3180	xxxxxxxxxxxxxx	
Land Use Change Taxes	#3120	xxxxxxxxxxxxxx	7,000.00
Yield Taxes	#3185	xxxxxxxxxxxxxx	
Excavation Tax	#3187	xxxxxxxxxxxxxx	
Other Taxes	#3189	xxxxxxxxxxxxxx	
Property Tax Credit Balance		xxxxxxxxxxxxxx	

### **Taxes Committed This Year**

Property Taxes	#3110	111,152,394.00	90,301.00
Resident Taxes	#3180		
Land Use Change Taxes	#3120	270,000.00	
Yield Taxes	#3185	493.33	1,748.54
Excavation Tax	#3187		661.28
Other Taxes	#3189		

### **Overpayment Refunds**

Property Taxes	#3110	118,521.62	6,604.00
Resident Taxes	#3180		
Land Use Change Taxes	#3120		
Yield Taxes	#3185		
Excavation Tax	#3187		
Interest and Penalties on Delinquent Taxes	#3190	24,195.03	55,912.66

Interest and Penalties on Resident Taxes	#3190	
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<b>Total Debits</b>	<b><u>111,565,603.98</u></b>	<b><u>2,254,453.91</u></b>	<b><u>-</u></b>
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## TAX COLLECTORS REPORT

Page 2

For the Municipality of Salem, NH

Year Ending December 31, 2023

MS-61

Credits	***ON LEVIES OF***		
	<u>2023</u>	<u>2022</u>	<u>2021</u>

**Remitted to Treasurer**

Property Taxes	106,155,460.28	1,709,151.90
Resident Taxes		
Land Use Change Taxes	30,000.00	7,000.00
Yield Taxes	493.33	1,748.54
Interest (Include Lien Conversion)	24,195.03	55,912.66
Penalties		
Excavation Tax		661.28
Other Taxes		
Conversion to Lien(Principal Only)		474,276.41

**Discounts Allowed****Abatements Made**

Property Taxes	3,048,332.00	5,703.12
Resident Taxes		
Land Use Change Taxes		
Yield Taxes		
Excavation Tax		
Other Taxes		
Current Levy Deeded		

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

Property Taxes	2,076,604.48		
Resident Taxes			
Land Use Change Taxes	240,000.00		
Yield Taxes			
Excavation Tax			
Other Taxes			
Property Tax Credit Balance	<u>(9,481.14)</u>		
<b>Total Credits</b>	<b><u>111,565,603.98</u></b>	<b><u>2,254,453.91</u></b>	

## TAX COLLECTOR'S REPORT

Page 3

For the Municipality of Salem, NH	Year Ending December 31, 2023			MS-61
Summary of Debits	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>Prior</u>
Unredeemed Liens			238,469.61	185,691.30
Balance Beginning of Year				
Liens Executed During Fiscal Year		507,508.18		
Interest & Costs Collected After Lien Execution		12,138.67	21,109.30	31,350.26
 <hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Debits</b>	<b>0.00</b>	<b>519,646.85</b>	<b>259,578.91</b>	<b>217,041.56</b>
 <hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Summary of Credits</b>				
Redemptions		267,598.31	113,524.24	108,071.03
Interest and Costs Collected (After Lien Execution)	#3190	12,138.67	21,109.30	31,350.26
Abatements of Unredeemed Liens		-	388.93	371.63
Liens Deeded to Municipality			6,488.69	6,158.07
Unredeemed Liens Bal End of Year	#1110		233,032.25	118,415.67
				66,565.85
 <hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Credits</b>	<b>-</b>	<b>519,646.85</b>	<b>259,578.91</b>	<b>217,041.56</b>
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Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Martha Breen, Tax Collector

## REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2023

*Date of Creation	Name of Trust Fund	Purpose	How invested	% Beginning Year	INCOME						Principal & Income	TOTAL		
					Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Balance End Year	Withdrawals	Balance Beginning Year	%			
<b>NON-EXPENDABLE TRUST FUNDS:</b>														
10/10/1976	A & O Hall	Flower/Flag	Common Investment	0.05%	1,028.92		18.90	1,047.82	21.23	0.05%	32.58	(21.23)	29.56	
10/10/1973	Ackerman Mem Sch	Scholarship	Common Investment	1.23%	23,685.06	435.22	24,130.28	488.74	1,23%	756.31	(488.74)	(69.39)	680.92	
10/10/1988	Albert Kelly III	Scholarship	Common Investment	0.68%	13,077.62	240.20	13,317.82	7,987.98	0.68%	414.11	0.00	(38.30)	8,373.79	
11/10/1963	Alice R. Dustin	Flower/Flag	Common Investment	0.03%	514.54		523.99	10.61	0.03%	16.29	(10.61)	(1.51)	14.79	
11/15/1987	Anna B. Taylor	Flower/Flag	Common Investment	0.05%	1,029.07		18.90	1,047.97	21.23	0.05%	32.59	(21.23)	29.57	
10/25/1951	Annie B. Stevens	Flower/Flag	Common Investment	0.02%	342.85		6.30	349.25	7.07	0.02%	10.86	(7.07)	(1.00)	
10/20/1948	B Howard/E Smith	Flower/Flag	Common Investment	0.01%	171.44		3.15	174.59	3.53	0.01%	5.43	(3.53)	4.93	
12/10/1938	Bailey, John	Library	Common Investment	0.38%	7,288.06	134.05	7,432.10	150.53	0.38%	231.10	(150.53)	(21.37)	209.72	
12/15/1977	Bicent. Scholarlp	Scholarship	Common Investment	1.55%	29,815.60	547.64	30,363.24	614.98	1.55%	944.12	(614.98)	(87.31)	866.80	
11/16/2002	Billy Doucette Mem Scholarship	Cemetery Perpetual Care	Common Investment	0.00%	0.00		0.00	0.00	0.00	0.00%	0.00	(0.00)	0.00	
10/30/1989	Blodgett/Clark	Flower/Flag	Common Investment	0.36%	6,889.27		125.99	6,985.26	141.48	0.36%	27.20	(141.48)	(20.09)	
11/19/1967	C Cross/W Prest	Flower/Flag	Common Investment	0.03%	514.54	9.45	523.99	10.61	0.03%	16.29	(10.61)	(1.51)	14.79	
10/30/1916	Cemetery	Flower/Flag	Common Investment	0.01%	5,829.92	107.08	5,937.00	120.25	0.30%	184.61	(120.25)	(17.07)	167.53	
10/30/1916	Cemetery Fund	Flower/Flag	Common Investment	30.89%	593.145.07	10,894.59	604,039.66	12,234.28	30.89%	18,782.11	(17,045.11)	(1,766.99)	179.52	
12/13/1940	Chas A. Quimby	Flower/Flag	Common Investment	0.02%	342.95	6.30	349.25	7.07	0.02%	10.86	(7.07)	(1.00)	9.86	
1/23/1975	Charles McLaughlin	Flower/Flag	Common Investment	0.18%	3,430.18		63.00	3,493.18	70.75	0.18%	106.62	(70.75)	(10.05)	98.57
12/19/1945	Clarence J. Sylvan	Flower/Flag	Common Investment	0.02%	342.88	6.30	349.18	7.07	0.02%	10.86	(7.07)	(1.00)	9.85	
12/19/1970	Clarence Cameron	Flower/Flag	Common Investment	0.11%	2,057.98	37.80	2,095.78	42.44	0.11%	65.17	(42.44)	(6.03)	59.14	
10/25/1956	Clinton L. Silver	Flower/Flag	Common Investment	0.02%	342.88	6.30	349.18	7.07	0.02%	10.86	(7.07)	(1.00)	9.85	
12/21/1970	Clyde R. Conidge	Flower/Flag	Common Investment	0.04%	685.91	12.60	688.51	14.15	0.04%	21.72	(14.15)	(2.01)	19.71	
12/12/1973	Conc/Fine Arts	Flower/Flag	Common Investment	0.08%	1,488.75	27.34	1,516.09	30.70	0.08%	47.14	(47.14)	(4.36)	42.79	
11/25/1924	Edm. H. Pettigill	Flower/Flag	Common Investment	0.04%	685.91	12.60	688.51	14.15	0.04%	27.72	(14.15)	(2.01)	19.71	
12/31/2002	Elinor Grace Smith	Flower/Flag	Common Investment	0.07%	1,280.50	23.15	1,283.65	26.00	0.07%	35.91	(26.00)	(3.89)	36.22	
11/19/1921	Enoch Taylor	Educational Purposes	Common Investment	7.76%	149,042.64	2,773.54	151,780.19	3,074.14	7.76%	4,719.48	(3,074.16)	(436.46)	4,233.02	
11/15/1984	Frankie Linehan	Flower/Flag	Common Investment	2.71%	52,018.28	955.45	52,973.72	4,469.60	2.71%	0.00	(152.33)	(5.984.44)	56,938.20	
12/16/1987	G Burkhardt	Flower/Flag	Common Investment	0.05%	1,028.73		1,047.62	21.22	0.05%	32.57	(21.22)	(3.01)	29.56	
12/13/1986	G D Henderson	Flower/Flag	Common Investment	0.05%	1,028.99		1,047.89	21.22	0.05%	32.58	(21.22)	(3.01)	29.57	
12/14/1971	Gertrude Silver	Flower/Flag	Common Investment	0.04%	685.91		698.51	14.15	0.04%	21.72	(14.15)	(2.01)	19.71	
12/11/1968	Harold J. Rolfe	Flower/Flag	Common Investment	0.05%	1,028.73		1,047.51	21.22	0.05%	32.57	(21.22)	(3.01)	29.56	
10/10/1997	Howard Smith	Flower/Flag	Common Investment	0.05%	1,028.69		1,047.59	21.22	0.05%	32.57	(21.22)	(3.01)	29.56	
11/15/1984	Isaac Woodbury Jr.	Flower/Flag	Common Investment	0.06%	1,069.24	19.64	1,088.88	22.06	0.06%	33.86	(22.06)	(3.13)	30.72	
12/16/1987	John W. Woodbury	Flower/Flag	Common Investment	0.10%	1,985.71	36.47	2,022.19	40.96	0.10%	62.08	(40.96)	(5.82)	57.06	
12/12/1986	J & T Consoli	Flower/Flag	Common Investment	0.05%	1,028.96	18.90	1,047.86	21.22	0.05%	32.58	(21.22)	(3.01)	29.57	
12/15/1930	John Dix	Flower/Flag	Common Investment	3.43%	65,868.98	1,209.95	67,078.82	1,358.61	3.43%	2,087.76	(1,358.61)	(192.89)	1,802.87	
10/15/1967	John McCoy	Flower/Flag	Common Investment	0.45%	1,028.73		1,047.62	21.22	0.05%	32.57	(21.22)	(3.01)	29.56	
10/10/1997	Lancaster	Flower/Flag	Common Investment	0.06%	1,069.24	19.64	1,088.88	22.06	0.06%	33.86	(22.06)	(3.13)	30.72	
11/15/1997	Spelling B	Flower/Flag	Common Investment	0.10%	1,985.71	36.47	2,022.19	40.96	0.10%	62.08	(40.96)	(5.82)	57.06	
12/21/1981	Laura Taylor	Flower/Flag	Common Investment	0.05%	1,028.96	18.90	1,047.86	21.22	0.05%	32.58	(21.22)	(3.01)	29.57	
12/15/1981	M. Janigan	Flower/Flag	Common Investment	0.54%	10,288.29	188.97	10,477.26	212.21	0.54%	325.78	(212.21)	(30.13)	295.65	
10/15/1971	Madeleine A. Little	Flower/Flag	Common Investment	0.01%	1,028.73		1,047.66	21.22	0.05%	32.58	(21.22)	(3.01)	29.57	
10/15/1965	Margaret Gunney	Flower/Flag	Common Investment	0.05%	857.26		873.01	17.69	0.04%	27.15	(17.69)	(2.51)	24.63	
10/15/1953	Mario Buceri	Flower/Flag	Common Investment	0.45%	8,572.94	157.46	8,730.40	176.82	0.45%	27.15	(176.82)	(26.36)	89.76	
10/15/1988	McClary Teffer Fund	Flower/Flag	Common Investment	0.36%	6,983.25	127.71	7,080.96	143.42	0.36%	220.18	(143.42)	(19.82)	280.78	
11/11/1945	Ordway	Flower/Flag	Common Investment	0.04%	685.91		698.51	8.81	0.04%	27.72	(14.15)	(2.01)	71.82	
12/16/1985	R Noyes	Flower/Flag	Common Investment	0.05%	1,028.10		1,048.01	21.23	0.05%	32.59	(21.23)	(3.01)	29.57	
12/15/1937	S L Rogers	Flower/Flag	Common Investment	0.54%	171.44		174.59	3.53	0.01%	5.43	(3.53)	(0.50)	4.93	
12/16/1988	S L Rogers	Flower/Flag	Common Investment	0.01%	171.44		174.59	3.53	0.01%	5.43	(3.53)	(0.50)	4.93	
10/15/1974	S & T Roberts	Flower/Flag	Common Investment	0.04%	685.91		688.51	14.15	0.04%	27.72	(14.15)	(2.01)	19.71	
10/15/1944	School Prize	Flower/Flag	Common Investment	1.00%	19,177.95	352.25	19,530.20	395.57	1.00%	607.28	(395.57)	(56.16)	551.11	
12/13/1916	Senna Hall	Flower/Flag	Common Investment	0.13%	2,560.67	47.93	2,607.70	52.81	0.13%	81.43	(52.81)	(7.50)	73.59	
12/16/1968	Simpson-Maxwell	Flower/Flag	Common Investment	0.05%	1,028.99	18.90	1,047.89	21.22	0.05%	32.58	(21.22)	(3.01)	29.57	
12/15/1937	Simpson-Maxwell	Flower/Flag	Common Investment	0.90%	17,346.19	31.15	17,604.79	36.77	0.90%	545.27	(357.79)	(50.80)	498.47	
12/16/1988	W. Westerdale	Flower/Flag	Common Investment	4.25%	81,683.63	1,500.32	83,183.96	1,684.81	4.25%	2,586.54	(1,684.81)	(239.21)	2,347.33	
12/22/1982	Walter E. Kimball	Flower/Flag	Common Investment	0.02%	342.95	6.30	349.25	7.07	0.02%	10.86	(7.07)	(1.00)	9.86	
12/26/1969	Watts, Donald and Edna	Flower/Flag	Common Investment	0.05%	1,018.76	18.71	1,037.47	21.02	0.05%	32.26	(21.02)	(2.98)	29.27	
11/19/1900	Cemetery	Cemetery Perpetual Care	Common Investment	28.87%	554,198.51	3,055.00	567,432.75	11,342.46	28.87%	17,546.85	(11,342.46)	(162,924.91)	15,925.48	
				100%	1,919,929.74	3,055.00	35,264.30	0.00		60,791.04	1,00	67,622.40	67,622.40	
													583,356.23	
													2,029,888.92	

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NHON DECEMBER 31, 2023

## REPORT OF THE TRUST FUNDS INVESTMENTS OF THE TOWNS OF SALEM, NION, DECEMBER 31, 2023

Funds	Funds Invested in Units	INVESTMENT										INVESTMENT										
		DESCRIPTION	AMOUNT	TYPE	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type	Interest Rate	Interest Type		
<b>Capital Reserve Funds</b>																						
SCHOOL DISTRICT RECONSTRUCTION FUND	2,402,642.00	4,018,946.00	0.00	0.00	17,192,50	50,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00	30,334.00		
SALEM REVALUATION FUND	9,812.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SALEM RECREATION LAND FUND	211,70.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
KELLEY LIBRARY BUILDING FUND	114,034.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Capital Reserve Funds</b>	<b>3,637,739.46</b>	<b>4,024,955.00</b>	<b>0.00</b>	<b>0.00</b>	<b>41,892,700.20</b>	<b>1,783,265.46</b>	<b>52,332.49</b>	<b>3,222.97</b>	<b>0.00</b>	<b>35,955.46</b>	<b>1,854,923.92</b>	<b>3,773,731.16</b>	<b>0.00</b>	<b>1,554,252.92</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Library Trust Funds</b>																						
KELLEY LIBRARY TRUST FUNDS	54,931.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Library Trust Funds</b>	<b>54,931.45</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Expendable Trust Funds</b>																						
SSA ATHLETIC FACILITIES	11,230.80	13,879.45	0.00	0.00	12,077.23	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	2,436.70	
SALEM DEPOT TRAIN STATION	111,86.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
DEPUTY AMBROGIO ARTS	11,150.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
PERFORMING ARTS	280,702.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SEAFARER'S FUND	10,220.00	20,965.26	0.00	0.00	12,077.00	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	1,787.83	
ST. JOSEPH'S CATHOLIC CHURCH	10,154.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
HISTORICAL DISTRICT	2,782.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
PELHAM ROAD	6,112.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
50TH GARDEN IMPROVEMENT	83,805.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SNOW PLOWING FUND	669,112.30	375,000.00	0.00	0.00	1,044,15.30	12,150.17	931.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
POLICE OFFICER CELEBRATION	2,042.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ANNIVERSARY CELEBRATION	1,146.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SALEM HOME OWNERS NO. 2	15,000.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
WATER CAPITAL	36,892.62	20,000.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
SEWER CAPITAL	1,162.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Facilities Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Expendable Trust Funds</b>	<b>2,675,652.23</b>	<b>546,867.71</b>	<b>0.00</b>	<b>0.00</b>	<b>142,465.52</b>	<b>26,582.42</b>	<b>47,867.03</b>	<b>2,331.12</b>	<b>0.00</b>	<b>50,758.15</b>	<b>2,711,423.97</b>	<b>2,665,926.26</b>	<b>0.00</b>	<b>2,712,423.97</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>TOTAL ALL TRUST FUNDS</b>	<b>7,251,723.45</b>	<b>5,307,040.93</b>	<b>0.00</b>	<b>0.00</b>	<b>38,244.90</b>	<b>4,371,495.12</b>	<b>6,463,153.71</b>	<b>1,462,223.06</b>	<b>6,639,973.91</b>	<b>6,639,973.91</b>	<b>16,701.03</b>	<b>16,701.03</b>	<b>0.00</b>	<b>16,701.03</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

2023

Town Meeting

Results



# TOWN MEETING RESULTS–MARCH 14, 2023

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

<u>Elected Office</u>	<u>Votes</u>	<u>Elected Office</u>	<u>Votes</u>
Two for Selectmen (3 years)		One for Library Trustee (3 years)	
Daniel Guild	436	<i><b>Kathleen Norton</b></i>	<b>968</b>
Paul Pelletier	683	Anthony R. Conte	439
<i><b>Cathy Stacey</b></i>	<b>729</b>		
<i><b>Joe Sweeney</b></i>	<b>949</b>	One for Trustees of Trust Funds	
Jaime Thornock	240	(3 years)	
		<i><b>Richard O'Shaughnessy</b></i>	<b>1,130</b>
Two for Budget Committee (3 years)		Christopher George	468
<i><b>Steven Goddu</b></i>	<b>1,192</b>		
<i><b>Tanya Donnelly</b></i>	<b>1,039</b>	Two for Planning Board (3 years)	
One for Town Clerk (3 years)		<i><b>Bianca Carlson</b></i>	<b>770</b>
<i><b>Susan Wall</b></i>	<b>1,445</b>	Luanne David	746
One for Tax Collector (3 years)		<i><b>Joseph Feole</b></i>	<b>1,115</b>
<i><b>Martha Breen</b></i>	<b>1,440</b>		
One for Treasurer (3 years)		Two for Zoning Board of Adjustment	
<i><b>John Sytek</b></i>	<b>1,450</b>	(3 years)	
One for Library Trustee (1 year)		<i><b>Jeffrey Hatch</b></i>	<b>915</b>
<i><b>Christopher George</b></i>	<b>1,370</b>	<i><b>Claire Karibian</b></i>	<b>748</b>
		Brian Thornock	638
		Dionne Garon	517

## Article 2: Approve Charter as Recommended by Charter Commission

Shall the Town approve the charter recommended by the Charter Commission?  
(Requires a 3/5 Ballot Vote)

Summary in Accordance with RSA 49-B:6, I: Salem currently operates with an Official Ballot Town Meeting, with a Board of Selectmen of five members. The Charter proposes an Official Ballot Town Council with a Town Council of nine members. The Charter proposes an Official Ballot Town Council, according to RSA 49-D:3, I-a. The Charter provides that the matters reserved for the official ballot are the town budget, bond articles, transfer of property, charter amendments, salaries of councilors and similar items. Zoning amendments and other business is left to the legislative authority of the Council. In addition, the Charter establishes a formal Ethics Committee, and provides for a process to investigate Ethics Complaints made against members of town boards, town employees and town officials. The Charter also formally establishes requirements for communications with the citizens of the town, requiring notification of citizens about upcoming municipal elections, and where to find information pertaining to that election.

*Needed 1,037 for 3/5 vote to pass.*

Passed on official ballot vote on March 14, 2023:

Yes – 1,164

No – 563

## **TOWN MEETING RESULTS–MARCH 14, 2023**

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**Article 3: Sewer Rehabilitation Planning – Clean Water State Revolving Fund (CWSRF) Loan \$100,000**

Shall the Town vote to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) for the purpose of wastewater planning work relative to infiltration/inflow evaluations and sewer rehabilitation of the municipal sewer system and to authorize the issuance of not more than \$100,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33), and to authorize the Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness? This project is contingent upon approval of a CWSRF loan application. (Requires a 3/5 Ballot Vote.)

*Needed 1,080 for 3/5 vote to pass.*

**Passed on official ballot vote on March 14, 2023: Yes – 1,375 No – 426**

**Article 4: 2023 Operating Budget \$65,379,536**

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 vote of the first session, for the purposes set forth therein, totaling 65,379,536? Should this article be defeated, the default budget shall be \$62,937,141, which is the same as last year, with certain adjustments required by previous action of the Town or by law; or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only.

**Passed on official ballot vote on March 14, 2023: Yes – 1,122 No – 675**

**Article 5: General Government and Recreation Restoration \$394,972**

Shall the Town vote to raise and appropriate the sum of Three Hundred Ninety-Four Thousand Nine Hundred Seventy-Two Dollars (\$394,972) to maintain general government and recreation services at current or similar levels in addition to those funds included in the General Fund operation budget, with \$248,616 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,002 No – 793**

**Article 6: Police Restoration \$275,978**

Shall the Town vote to raise and appropriate the sum of Two Hundred Seventy-Five Thousand Nine Hundred Seventy-Eight Dollars (\$275,978) to maintain police services at current or similar levels in addition to those funds included in the General Fund operation budget, with \$173,715 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,382 No – 445**

**Article 7: Fire Restoration \$242,956**

Shall the Town vote to raise and appropriate the sum of Two Hundred Forty-Two Thousand Nine Hundred Fifty-Six Dollars (\$242,956) to maintain fire services at current or similar levels in addition to those funds included in the General Fund operation budget, with \$152,929 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,411 No – 416**

## **TOWN MEETING RESULTS–MARCH 14, 2023**

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**Article 8: Transfer Station Restoration \$78,305**

Shall the Town vote to raise and appropriate the sum of Seventy-Eight Thousand Three Hundred Five Dollars (\$78,305) to maintain transfer station services at current or similar levels in addition to those funds included in the General Fund operation budget, with \$49,289 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,328 No – 483**

**Article 9: Purchase Two Turf Mowers \$40,434**

Shall the Town vote to raise and appropriate the sum of Forty Thousand Four Hundred Thirty-Four Dollars (\$40,434) for the purpose of purchasing two (2) turf mowers for the Public Works Division for daily operations of ground maintenance at Town facilities, parks, properties, and cemeteries, with \$25,451 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,293 No – 512**

**Article 10: Replace Roof at District Court \$536,850**

Shall the Town vote to raise and appropriate the sum of Five Hundred Thirty-Six Thousand Eight Hundred Fifty Dollars (\$536,850) for the replacement of and improvements to the Roof at the Salem District Court House located at 35 Geremonty Drive, Salem, NH, with \$536,850 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,186 No – 613**

**Article 11: Purchase Fire Pumper \$945,096**

Shall the Town vote to raise and appropriate the sum of Nine Hundred Forty-Five Thousand Ninety-Six Dollars (\$945,096) to purchase a Fire Engine-Pumper and related equipment for the Fire Department, with \$747,885 to come from unassigned fund balance and \$197,211 to come from public safety impact fees?

**Passed on official ballot vote on March 14, 2023: Yes – 1,311 No – 510**

**Article 12: Winter Weather Operations \$375,000**

Shall the Town vote to raise and appropriate the sum of Three Hundred Seventy-Five Thousand Dollars (\$375,000) to be placed in the Snow Expendable Trust Fund previously established in 1998 for the purpose of managing winter weather, including but not limited to plowing and removing snow, sanding and chemically treating streets, and otherwise responding to hazardous road conditions related to winter weather, with \$200,000 to come from unassigned fund balance?

**Passed on official ballot vote on March 14, 2023: Yes – 1,384 No – 443**

**Article 13: 2023 Road Construction and Engineering Program \$3,800,000**

Shall the Town vote to raise and appropriate the sum of Three Million Eight Hundred Thousand Dollars (\$3,800,000) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

**Passed on official ballot vote on March 14, 2023: Yes – 1,288 No – 520**

## TOWN MEETING RESULTS–MARCH 14, 2023

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**Article 14: AFSCME Collective Bargaining Agreement \$211,491**

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 (AFSCME), 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 2023 operating budget:

Fiscal Year	Estimated Increase/Decrease	Explanation
2023	\$211,491 Increase	Placement in new wage schedule April 1, 2023
2024	\$120,947 Increase	Reduction in max sick leave accrual
2025	\$138,599 Increase	3.50% salary adjustment April 1, 2024
2026	\$134,496 Increase	Reduced of cost share of one health plan
2027	\$144,304 Increase	3.50% salary adjustment April 1, 2025
		3.50% salary adjustment April 1, 2026
		3.50% salary adjustment April 1, 2027

and further to raise and appropriate the sum of \$211,491, such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

**Passed on official ballot vote on March 14, 2023: Yes – 1,131 No – 667**

**Article 15: Fund Special Election to Elect Town Council \$11,200**

Shall the Town vote to raise and appropriate the sum of Eleven Thousand Two Hundred Dollars (\$11,200) for the purpose of funding the costs to hold a special election to elect a Town Council to be held in accordance with the proposed Municipal Charter, Article 10? Funding for this purpose is contingent upon Article 2 passing approving the Town Charter as recommended by the Charter Commission.

**Passed on official ballot vote on March 14, 2023: Yes – 1,084 No – 701**

**Article 16: Other Post-Employment Benefits (OPEB) Trust Fund \$50,000**

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

**Passed on official ballot vote on March 14, 2023: Yes – 1,094 No – 694**

**Article 17: Re-Adopt Veterans Exemption**

Shall the Town vote to readopt the provisions of RSA 72:28-b (previously approved in 2017, Article 23), in accordance with RSA 72:27-a, previously adopted for an All-Veterans Tax Credit, at \$750 per year? If readopted and approved, this article shall take effect for the 2023 property tax year. (Majority Vote Required).

*Amended from \$500 to \$750 credit*

**Passed on official ballot vote on March 14, 2023: Yes – 1,653 No – 178**

## **TOWN MEETING RESULTS–MARCH 14, 2023**

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### **Article 18: Exemptions for Solar Energy Systems**

Shall the Town vote to re-adopt the provisions of RSA 72:61-64 inclusively, (previously adopted in 1979, Article 20), which provide for an optional property tax exemption from the property's assessed value, for property tax purposes, for persons owning real property, which is equipped with solar energy systems intended for use at the immediate site? Such property tax exemption shall be in the amount equal to any increased value of the property resulting from such system. For the purpose of this exemption, solar energy system is defined pursuant to RSA 72:61. If readopted and approved, this article shall take effect for the 2023 property tax year. (Majority vote required).

**Passed on official ballot vote on March 14, 2023: Yes – 1,032      No – 741**

### **Article 19: By Petition: Kelley Library Capital Reserve Fund      \$65,649**

By Petition: Shall the Town vote to raise and appropriate a sum of Sixty-Five Thousand Six Hundred Forty-Nine Dollars (\$65,649), such sum representing additional funds to be added to the Kelley Library Building Capital Reserve Fund?

**Passed on official ballot vote on March 14, 2023: Yes – 1,216      No – 574**

### **Article 20: By Petition: Kelley Library – Maintain Operations      \$32,417**

By Petition: Shall the Town vote to raise and appropriate a sum of Thirty-Two Thousand Four Hundred Seventeen Dollars (\$32,417) to maintain library services at current or similar levels in addition to those funds included in the General Fund operation budget?

**Passed on official ballot vote on March 14, 2023: Yes – 1,378      No – 415**

### **Article 21: By Petition: Isaiah 58      \$7,500**

By Petition: Shall the Town vote to allocate \$5,000 to Isaiah 58 New Hampshire for the purpose of providing assistance for housing and support services to individuals and families in need of assistance?

*Amended from \$5,000 to \$7,500*

**Passed on official ballot vote on March 14, 2023: Yes – 1,392      No – 414**

### **Article 22: By Petition: Hand Counting Ballots**

By Petition: Shall the Town vote to adopt the following provisions pertaining to elections: Any and all town or school board regular or special election voting shall be by paper ballot only and all ballots shall be hand counted. The use of any and all electronic ballot counting devices shall immediately cease and are prohibited for all voting purposes. This removes any and all perceived or actual authority under RSA 656:40 for selectmen or any other governing body of the Town of Salem, NH to approve on a trial or permanent basis the leasing, use or experimentation of any electronic ballot counting devices?

**Failed on official ballot vote on March 14, 2023: Yes – 717      No – 1,102**

***Total appropriations passed \$72,547,384.00.***

***This is a true copy of the results of the March 14, 2023 Ballot Vote.***

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

# SPECIAL ELECTION FOR TOWN COUNCIL

## MAY 9, 2023

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The successful adoption of the Town Charter changed the form of government from an Official Ballot Town Meeting (SB2) with a five-member Board of Selectmen to a Town Charter with a Town Council of nine members. The Charter proposed an Official Ballot Town Council in accordance with RSA 49-D:3, I-a. The Charter, as adopted, provides matters reserved for the official ballot such as the town budget, bond articles, transfer of property, charter amendments, salaries of councilors, and similar items. Zoning amendments and other business are now left to the legislative authority of the Town Council. The Board of Selectmen members whose terms were not expiring upon the adoption of the Charter, were automatically members of the Council per the State Statute noted above. To fulfil the requirement of a nine-member Town Council, a special election was held on May 9, 2023 to elect four new members to complete the Town Council. Below is a list of the individuals who filed for Town Council and the results of the election.

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

<b>One for Town Council (1 year)</b>	<b>Votes</b>	<b>Two for Town Council (2 years)</b>	<b>Votes</b>	<b>One for Town Council (3 years)</b>	<b>Votes</b>
James L. Dunaway, Jr.	39	Daniel Guild	786	Marybeth Stramaglia	984
Shawn D. Lane	56	Everett McBride, Jr.	926	<b><i>D.J. Bettencourt</i></b>	<b><i>1,397</i></b>
Kelly Moss	860	<b><i>Paul Pelletier</i></b>	<b><i>1,166</i></b>		
Damon Norcross	423	Barry Pietrantonio	349		
Brian Thornock	148	<b><i>Bonnie Wright</i></b>	<b><i>1,229</i></b>		
<b><i>Lisa Withrow</i></b>	<b><i>897</i></b>				

2024

Town Meeting

Warrant

&

Voters Guide



# 2024 WARRANT ARTICLES

## TOWN OF SALEM, NEW HAMPSHIRE

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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 17, 2024 at 9:00 a.m. The session shall consist of explanation, discussion and debate on warrant articles 8 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 Tuesday, March 12, 2024. 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**

<b>Three for Town Council (3 years)</b> Robert “Bob” Bryant Daniel Guild Jeffrey Hatch Donna Loranger Lisa Withrow	<b>One for Budget Committee (1 year)</b> Brenda Tecce Ross Cooper	<b>One for Trustee of the Trust Funds (3 years)</b> Marybeth Stramaglia
<b>Three for Budget Committee (3 years)</b> Jeffrey Boyer Gary Karibian Scott Olsen Jon Stark Brian Tipton Thornock	<b>One for Town Moderator (2 years)</b> Christopher Goodnow	<b>Two for Planning Board (3 years)</b> Lawson Brouse Jim Harvey Damon Norcross

<b>One for Supervisor of Checklist (6 years)</b> Jaime Thornock Melissa M. Sorcinelli	<b>Two for Zoning Board of Adjustment (3 years)</b> Edward Huminick
<b>One for Library Trustee (3 years)</b> Christopher George	<b>One for Zoning Board of Adjustment (1 year)</b> Dionne Garon

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### **Article 02: Charter Amendment 1:**

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

The amendment relates to Article 3 of the Town Charter by adding the position of recording secretary to the Town Council where one Council member will be selected for a one-year term and will be responsible for record keeping during non-public sessions. Furthermore, the amendment adds items to the official ballot, which would now include Collective Bargaining Agreements, statutory citations for bond articles and debt, increasing the amount for considering the sale, lease, transfer, mortgaging, pledging and conveying town property; items placed on the ballot by the Library Trustees, initiative petitions moved to the ballot by the Town Council in accordance with §7.3, items related to the expenditure of utility surplus funds, and any item related to the establishment of, expenditure from, transfer to or from, or discontinuance of, a Capital Reserve Fund, according to RSA 35.

Recommendations: Town Council: With

Budget Committee: N/A

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

#### Full Text of Proposed changes:

##### **§3.2 Organization Meeting**

The Councilors shall meet in their capacity as the Council within ten (10) calendar days following their election for the purpose of taking their respective oaths of office, adopting rules and for the transaction of business required by law or ordinance to be transacted in such meeting. The Council shall, by the affirmative vote of at least five (5) of its members, at its first regular meeting following each election, choose one of its members as Chair for a term of one (1) year. The Council shall choose one of its members as Vice Chair, for a term of one (1) year, who shall act in the absence or disability of the Chair. ***The Council shall also choose one of its members, for a term of one (1) year, who shall act as a Recording Secretary, who will be responsible for record keeping during non-public sessions.*** In the event of a vacancy occurring in the office of the Chair, the Vice Chair shall serve out the unexpired term. The Chair shall be the official head of the Town for all ceremonial purposes, shall preside at all meetings of the Council, and may speak and vote at such meetings.

##### ***§3.7.1 Matters that must Be Acted on By Official Ballot***

The following matters must be placed on the Official Ballot. All official ballot requirements shall apply to both regular and special elections.

- A. The annual operating budget and amendments thereto.
- B. Bond articles and issuance of debt, in accordance with RSA ~~33:8-d, II 33:7, 33:8 and 33:8-a.~~
- C. Collective bargaining agreements**
- D. Expenditure of surplus funds from any general fund, or from any surplus in utility accounts

## 2024 TOWN MEETING WARRANT & VOTERS GUIDE

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exceeding \$100,000 in any year, or any amount for new sewer or water systems ***that would impact rates*** (other than replacement of existing elements thereof, such as may be required to maintain service).

E. Sale, lease, transfer, mortgaging, pledging or conveyance by any other means, of any real property or fixed improvements to said property, or conveyance of any right or exclusive franchise associated with such property, to any party under terms that are not available to every other party that may apply for such right if the value of said property exceeds ***\$25,000.*** ~~\$10,000.~~ This excludes any tax sales. ***This provision shall not apply to any current arrangement for use of town property.***

F. Sale, or conveyance by any other means, of any right to collect or charge any fee or rent, related to any part of the publicly owned utility system, public property, or any street or road system or any part thereof, or to grant any such right that is not available without charge to every citizen of Salem.

G. Adoption or rescinding the adoption of provisions of general laws which are optional for towns.

H. Charter amendments, and other subjects required by general law to be placed on the official ballots for towns; procedures and schedules which shall not be affected by this charter.

I. Increase in salaries of councilors.

***J. Items placed on the ballot by the Library Trustees***

***K. Initiative petitions moved to the ballot by the Town Council in accordance with §7.3.***

***L. Any item related to the establishment of, expenditure from, transfer to or from, or discontinuance of a Capital Reserve Fund, according to RSA 35.***

### Article 03: Charter Amendment 2

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

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

Recommendations: Town Council: With

Budget Committee: N/A

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

#### Full Text of Proposed changes:

##### §4.5 Acting Town Manager

If the Manager is determined by a vote of at least six (6) members of the Council to be temporarily incapacitated or unable to act for any cause, or the office is temporarily or permanently vacant, the Council shall, within thirty (30) days from such determination, appoint an Acting Manager in the same manner as in §4.3, who shall serve for not more than one hundred twenty (120) days or such

## 2024 TOWN MEETING WARRANT & VOTERS GUIDE

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lesser time until the disability or vacancy has been resolved. *Until such time as an Acting Manager is appointed, the duties of the Town Manager shall fall to the Assistant Town Manager or such designee that the Town Council shall determine.* The Acting Manager shall have all the powers and perform all the duties of the Manager except to the extent that said powers and duties may be specifically restricted by Council resolution. Said Acting Manager shall be paid a salary for services hereunder as may be prescribed by the Council. The Acting Manager may be reappointed for one (1) additional term of one hundred twenty (120) days. The Town Council may, if desired, appoint a Town Councilor to serve in this capacity. By a vote of at least five (5) Councilors, the Council may determine from credible medical or other evidence that the Manager is incapacitated and unable to perform any or all duties, and the office may be declared vacant.

### ***§4.12.1: Library Budget Procedures***

*The Library Trustees shall submit their budget requests through the Town Council as appropriate but shall also have the ability to bring separate petitions for capital expenditures or employee agreements directly to the Budget Committee for review. The Budget Committee may, at its discretion, pass those articles on to the voters with or without amendment or recommendation.*

### **Article 04: Charter Amendment 3**

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

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

Recommendations: Town Council: With

Budget Committee: N/A

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

#### Full Text of Proposed changes:

##### **§5.3.1 Default Budget**

The Council shall prepare a default budget which shall be the final budget if the general budget article in the warrant is not approved. The amount of the default budget shall be *determined in accordance with the procedures laid out in RSA 40:13.* ~~identified in the budget article on the warrant. In accordance with the Municipal Budget Act, the total value of the default budget shall be the sum of the following appropriations and adjustments of the budget of the previous year and shall not be based on any other appropriations:~~

A. ~~The annual operating budget from the previous year, based on the approved budget article or the default budget, increased or decreased based on debt service for outstanding bond issues, less any extraordinary one time items or "earmarked" items that were included in the operating budget that is the basis for the default budget.~~

B. ~~The amount of any appropriations by special or separate warrant articles that were identified on the ballot for purposes that will be continued in subsequent budget years.~~

C. ~~The cost effect for the budget year of previously approved collective bargaining agreements.~~

# 2024 TOWN MEETING WARRANT & VOTERS GUIDE

## §5.6 Finalizing the Budget by Official Ballot

C. The first session of the Annual Meeting, which shall be for the transaction of all business other than voting by official ballot shall be held ***in accordance with the rules set forth in RSA 40:13, between the second Tuesday of February and the Saturday following the second Tuesday in February,*** at a time prescribed by the Town Council. The second Tuesday in March shall be deemed the Annual Meeting date for purposes of all applicable statutes pertaining to hearings, notice, petitioned articles, and warrants, including, but not limited to, RSA 31:95-d, RSA 32:5, RSA 33:8-a, RSA 39:3 and RSA 39:5. RSA 39:3 shall only be used for the purpose of petitioned warrant articles for appropriations.

M. Warrant articles concerning the issuance of bonds or notes, *or collective bargaining agreements*, shall be placed on the official ballot for approval by the voters. Approval of all warrant articles shall be as provided by New Hampshire State Law.

## §5.12 Issuance of Bonds and Notes

The Council shall follow the procedures set out in RSA 33:8-d, II 33:7, 33:8 and 33:8-a for the issuance of bonds and notes. The questions shall be acted upon by official ballot in accordance with §3.7.1 and shall require an affirmative vote of 3/5 of the votes cast.

## **Article 05: Charter Amendment 4**

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

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

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

**Please note new language is in**

## Full Text of Proposed changes:

## ARTICLE 6 - C

§6.1 Preamble  
It is the policy of the Town of Salem to uphold, promote and demand the highest standards of ethics and conduct from all of its employees and officials, whether elected *or*, appointed *or* hired. ~~The Town Council, all Town employees and a~~ All members of *the Town Council, Boards, Commissions, and Committees (hereafter Elected / Appointed Officials (EAOs))* shall maintain the highest standards of personal integrity, truthfulness, honesty and fairness in is charging their public duties and never abuse their positions or powers for improper or personal gain.

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### §6.2 Purpose

The purpose of this code is to establish guidelines for the ethical standards of conduct for ***Elected /Appointed Officials (EAOs)*** ~~Town officials, board members and employees~~. The citizens expect public servants and volunteers to act in the best interest of the Town. The citizens expect ***EAOs*** ~~Town officials, board members and employees~~ to disclose any personal, financial or other interests in matters affecting the Town that come before them for action. The citizens expect ***EAOs*** ~~Town officials, board members and employees~~ to remove themselves from decision making if they have a conflict of interest. The citizens expect ***EAOs*** ~~Town officials, board members and employees~~ to be independent, impartial, and responsible to their fellow townspeople in their actions. The citizens expect that the Town's official decisions and policies be made through the proper channels of government. The citizens expect that public office or a volunteer position in the Town not be used for personal gain. It is important that the public has confidence in the integrity of its government and that ***EAOs*** ~~Town officials, board members, volunteers and employees~~ have an opportunity to protect their personal reputation. This code establishes a process by which one may obtain guidance regarding potential ethical issues and it establishes a course of action for resolving disputes in a manner that is fair to all of the parties involved.

### §6.3 Explanation of Code Provisions

#### §6.3.1 Conditions for Holding Office:

- A. Any person while holding a ~~T~~ town office, ~~convicted~~ ***sentenced following a conviction for a felony of a Class A Felony*** in New Hampshire or its equivalent under the law of any other state or federal law shall forfeit such office.
- ~~B. No employee of the town shall be eligible to serve as a Councilor.~~
- B. Any person elected to the Town Council shall not serve on any other town boards, commission or trusteeships (with the exception of a Charter Commission), unless serving as a representative to that board from the Town Council.
- C. The Zoning Board of Adjustment shall not have any members (including alternates) who also serve on the Planning Board.
- D. Except as otherwise provided by this Charter, no department head or regular employee of the town shall serve on the Town Council or Budget Committee.

#### §6.3.2 No Conflicts of Interest

~~Officials, board members and employees~~ ***EAOs*** of the Town of Salem shall avoid conflicts of interest. *An EAO* ~~Town official, board member or employee~~, shall not participate in any matter in which they, or a member of their family, have a personal interest that may directly or indirectly affect or influence the performance of their duties. In such instances, they shall recuse themselves from discussion and decision-making. Recusal means to remove themselves completely from all further participation in the matter in question. ~~Officials, board members or employees~~ ***EAOs*** who have been recused shall immediately leave the room or shall seat themselves with the other members of the public who are present. When recused, they shall not participate in further discussions, unless they clearly state for the record that they are doing so only as a general member of the public. As a recused person, they shall not deliberate or vote on the matter in question.

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### §6.3.3 A Duty to Recuse in Quasi-Judicial Actions

A "quasi-judicial action" is any action where the board or committee is acting like a judge or a jury. *Jurors are not qualified to sit on a case if they have advised or assisted either party in a matter being decided, are prejudiced to any degree regarding the pending matter, or believe they cannot for any reason be totally fair and impartial. Since the work of the planning and zoning boards is largely quasi-judicial, EAOs serving on such boards must hold themselves to the same standard.* Not only do ~~officials, board members and employees~~ *EAOs* of the Town of Salem have a duty to recuse themselves as outlined in the Section above, board members must recuse themselves in a quasi-judicial action if they would not be qualified to sit as a juror in that case. ~~For example, jurors are not qualified to sit in a case if they have advised or assisted either party in a matter being decided, are prejudiced to any degree regarding the pending matter, or believe they cannot for any reason be totally fair and impartial.~~

### §6.3.4 A Duty to Disclose

Any ~~EAO official, board member or employee~~ of the Town of Salem, shall not participate in the conduct of business on behalf of the Town or enter into discussion or deliberation of any matter without first, publicly, and on the record, stating all possible conflicts that may exist between themselves or their family, and the principals or the issue under consideration.

### §6.3.5 No Unfair Personal Use of Town Property

No ~~EAO official, board member or employee~~ of the Town of Salem shall use Town property, services, or labor personally, or make the same available to others unless such use is available to other residents upon request on equal terms.

### §6.3.6 No Misuse of Confidential Information

No ~~EAO official, board member or employee~~ of the Town of Salem shall use any confidential information acquired by virtue of that individual's official position for personal benefit, or for the benefit of any other person or business. This does not apply to information which is readily available to the general public. In addition, no ~~EAO official, board member or employee~~ of the Town of Salem shall violate the privacy of others by publicizing, gossiping, or discussing information confidentially acquired in the course of official duties without a legitimate reason to do so.

### §6.3.7 No Improper Gifts

No ~~board, committee or commission member~~ shall accept any valuable gift, whether in the form of service, loan, thing or promise, from any person, firm or corporation which to their knowledge is interested directly or indirectly in any manner whatsoever in business dealings with the Town, nor shall any such ~~EAO official~~ accept any gift, favor or thing of value that may tend to influence them in the discharge of their duties or grant in the discharge of their duties any improper favor, service or thing of value. *As used in this section "valuable gift" shall mean a gift exceeding \$50 in the aggregate from any single source during any calendar year. "Valuable gift" shall not include tickets or free admission from any source to a charitable or ceremonial event provided that acceptance of any tickets or free admission as permitted by this section shall be limited to \$250 in the aggregate from any single source during any calendar year.*

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### §6.3.8 Disposition of Fees

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

### §6.3.9 A Duty to Cooperate

All ~~EAOs~~ ~~officials, board members and employees~~ of the Town of Salem shall cooperate with the Ethics Committee regarding any complaint or inquiry alleging violation of this Code of Ethics.

### §6.3.10 Fair and Equal Treatment

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

### §6.3.11 Future Employment

No ~~elective or appointive officer or employee~~ **EAO** of the Town shall solicit, negotiate for, or promise to accept employment with any person, firm or corporation with which ~~the officer's or employee's department, body or agency~~ **EAO's Council or Board** is engaged on behalf of the Town in the transaction of business which is, or may be, affected by the ~~officer's or employee's~~ **EAO's** official action. No ~~elective~~ **elected** officer may become employed by the Town within one year after their term of office ends.

### §6.3.12 Municipal Code

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

## §6.4 Definitions

As used in this Article, the following terms shall have the meanings indicated:

**Board:** Any board, committee or commission, permanent or special, established by the Town Council under New Hampshire State Law or this Charter.

**Complainant:** A ~~resident of the Town of Salem~~ **person** who has submitted a petition to the Ethics Committee requesting an inquiry or alleging a violation of the Code of Ethics.

**Conflict of Interest:** A situation, circumstance, or financial interest that has the potential to cause a private or personal interest to interfere with the proper exercise of a public duty.

**EAO:** *Elected / Appointed Official of the Town of Salem. This definition does not include appointed department heads who are contract employees of the Town of Salem (e.g. fire chief, police chief, etc.)*

**Employee:** A person who is paid by the Town of Salem for their services, but who is not an ~~independent contractor~~.

**Ethics Committee:** The committee established by Article VI 6 of this Charter.

**Family:** Any person who is related to the ~~official, board member or employee~~ **EAO** in one of the following ways: spouse, domestic partner, parent, grandparent, child, grandchild, sibling, or similar relation to the individual's spouse. This includes all persons who are members of the same

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household as the *EAO official, board member or employee* in question, regardless of whether or not they are related.

Interest: Any legal or equitable right, share, or claim, whether or not subject to an encumbrance or a condition, which is owned or held, in whole or in part, jointly or severally, including but without limitation, a right, share or claim to land.

Official: ~~Any elected or appointed officer, board member, or agent of the Town of Salem.~~

Principals: ~~Those people~~ **Persons** who are the subject of the action or application that is before the board.

Public Servant: A person who serves the Town of Salem in an official capacity, whether elected or appointed, paid or unpaid, any Town *EAO official, board member or employee*.

Respondent: ~~Board member or employee~~ **EAO** named in a petition submitted to the Ethics Committee as an inquiry or alleging a violation of the Code of Ethics.

Resident: A resident of the Town of Salem.

Quasi-judicial Action: Any action where the board or committee has a duty to notify the potential parties, hear the parties, and can only decide after weighing and considering such evidence and arguments as the parties choose to lay before them.

Town: The Town of Salem, including all of its departments, boards, commissions, and committees.

### §6.5 Exclusions

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

A. Any *EAO official, board member or employee* who is a ~~R~~esident of the Town of Salem from fully participating in any public proceeding conducted by the Town;

B. Acceptance of donations for the expressed purpose of financing a political campaign, provided such contributions are reported in accordance with all local, state and federal laws that pertain to such donations;

C. Participation in a matter that relates to a person or business from which an *EAO official, board member or employee* has merely purchased goods or services, if the individual in question has no other conflict of interest relating to that person or business.

~~D. Police officers, firefighters, and other emergency personnel from acting in the course of their official capacities when responding to emergencies in accordance with the rules and regulations of their departments; and~~

~~E. Supervisors of Town employees from appropriately carrying out personnel policies.~~

### § 6.6 Ethics Committee

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

A. Structure of the Ethics Committee: The Ethics Committee shall consist of five (5) members whose appointments must be approved by six (6) members of the Town Council for three-year terms. Such terms shall be staggered so that no more than two terms end in the same year.

B. Duties: Committee members shall familiarize themselves with the By-Laws and Salem's Code of Ethics and be fair and impartial in investigating all written complaints. Members of the Committee shall sign any written decisions of the Committee.

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C. Clerk: The Clerk shall be provided by the Town to maintain a record of all meetings, votes, motions, and decisions of the Committee; and shall also perform other such duties as the Committee may direct.

D. Officers: The Committee shall elect a chair, and a vice chair, to one (1) year terms, eligible for reelection. The Chair shall preside over all meetings, hearings, and non-public sessions, establish agenda items, appoint such committees as directed by the Committee, request support from the Town, and shall perform other such duties as the Committee may direct. The Vice-Chair shall assume the duties of the Chair during the absence of the Chair and shall swear in those who plan to give testimony before the Committee.

E. Education: *The Ethics Committee shall provide training annually to EAOs including members of each board, committee, commission, and council to familiarize them with the provisions of this code.* ~~At the time that each newly EAOflected or appointed official, board member or employee takes the oath of office, they shall receive a copy of this code, and acknowledge in writing that they have received a copy of this code. The Ethics Committee shall hold a meeting each spring for newly EAOs elected or appointed officials, board members and employees so they may familiarize themselves with the provisions of this code.~~

F. Meetings: At least one regular meeting of the Committee per year shall be held at a date and time indicated in the notice of public hearing published and posted by the Committee pursuant to RSA 91-A:2. All regular meetings shall be open to the public. The following general rules of procedure shall govern the conduct of such meetings.

i. Nonpublic Sessions shall be called in conformity with the requirements of RSA 91-A:3.

ii. All investigations into complaints against ~~members of employees, board members, or officials~~ EAOs shall be conducted in nonpublic sessions, according to RSA 91-A:3.

G. Inquiries: The Ethics Committee shall establish a mechanism by which ~~officials, board members, employees~~ EAOs and ~~Residents~~ of the Town of Salem may obtain advice and counsel from the committee regarding ethical issues that may arise from time to time. Upon request of *an* Town official, ~~board member or employee~~ EAO, the Ethics Committee may issue a written advisory opinion in response to such an inquiry.

H. Complaints: The Ethics Committee shall have the power to investigate all written complaints ~~against EAOs, which are filed by citizens. They~~ It shall establish forms ~~to be used to~~ by which ~~officials, board members, employees, and residents of the Town of Salem may~~ file complaints or request that an inquiry be made. The Ethics Committee may only review complaints based on alleged violations of ~~§6.3.1 through §6.3.11 (A-K)~~ of this Article and/or any Municipal Code of Ethics adopted by the Town Council. All such requests or complaints must be in writing, shall specify the provision of the code which the complainant believes was violated, and must be signed by ~~the complainant a resident of Salem~~. When signing the complaint, the complainant shall certify that he or she has read the Code of Ethics, that they believe the matter within the complaint is a fair subject of inquiry, that they have exhausted all other avenues of relief available to them within our Town government, and that they will keep the complaint confidential until the Ethics Committee has completed its work.

i. All investigatory proceedings of the Ethics Committee will be conducted in a Non-public session according to RSA 91-A:3.

ii. Any EAO ~~official, board member or employee~~ against whom a written complaint is filed shall be given a copy of the complaint, and upon written request shall be afforded an opportunity to be heard and to present evidence to the Ethics Committee.

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- iii. The Ethics Committee shall have sole discretion for setting rules regarding the conduct of hearings. The Committee shall seek to make sure that both the complainant and the respondent have an opportunity to be heard and to present evidence, but the committee may limit the testimony and evidence which is presented to it if in the opinion of the committee the testimony and evidence in question are irrelevant, unnecessary, redundant, or unreliable.
- iv. The Ethics Committee may require, with sufficient written notice, any *EAO official or, board member or employee* of the Town government to appear before it to provide testimony regarding pending complaints. The Ethics Committee, for this purpose, may administer oaths and require the production of evidence such as documents.
- v. The Ethics Committee may, at any time, terminate their investigation and refer the matter to law enforcement, if there is reason to believe that any criminal activity has taken place.
- vi. Within thirty (30) days of concluding an investigation into a written complaint, the Ethics Committee shall issue a written statement setting forth its findings, and recommended ~~punishment action~~ (see §6.7). The Ethics Committee shall not have the power to impose any monetary or other penalties, only to issue a written statement as set forth above. The Ethics Committee may also find no evidence of any violations, and that shall also be reported.
- vii. The written statement setting forth the Committee's findings shall be transmitted to the Town Council. It is only at this juncture that the findings of the Committee will be read into the public record.

### §6.7 Consequences

When the Town Council has received a written statement from the Ethics Committee regarding the results of their investigation, ~~they~~ *it* may choose to impose the following penalties.

- A. Censure: An official admonishment of behavior, approved by a vote of five (5) Town Councilors.
- B. Suspension: The Town Council may vote to suspend the ~~EAO official, employee, or board member~~ from their duties for a period of up to ninety (90) days.
- C. Training: The Town Council may require the ~~EAO official, employee or board member~~ to undergo Ethics training with an organization determined by the Council. (This penalty may be issued in conjunction with others.)
- D. Removal: In addition to the provisions of § 3.3.2, *Town* Councilors and ~~members of standing town commissions and boards~~ *other EAOs* may be removed from office by a vote of six members of the Town Council, upon such a recommendation having been forwarded to the Town Council by the Ethics ~~Commission Committee~~.

### Article 06: Charter Amendment 5

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

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

Recommendations: Town Council: With

Budget Committee: N/A

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

Full Text of Proposed changes:

### §7.3 Initiative Petitions

***C. Budgetary Review: Any initiative petition which would require the expenditure of Town funds cannot be passed, except at the annual Municipal Election, and only after being reviewed by the Budget Committee, so that they can provide a recommendation, and the tax impact of said petition be appropriately calculated.***

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

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

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

Recommendations: Town Council: With

Budget Committee: N/A

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

Full Text of Proposed changes:

#### 9.1.1 Planning Board

There shall be a Planning Board, whose powers and duties are provided by State Law. The Planning Board shall consist of seven (7) members, of whom six (6) are elected and one (1) is ex officio. The six (6) elected members shall be elected for staggered three (3) year terms. The one (1) ex officio member shall consist of a Councilor designated by the Council for a one-year term. There shall also be up to ~~three (3)~~ ***five (5)*** alternate appointed members appointed by the Board for terms of three (3) years, except those initial appointments shall be staggered so that no more than two (2) appointed members shall have terms that expire in a single year. The Board shall fill any vacancy for the period of the unexpired term pursuant to the provisions of RSA 673:12, I.

#### 9.1.2 Conservation Commission

There shall be a Conservation Commission which shall consist of ~~six~~ ***seven (67)*** members, ~~of whom five~~ ~~six (56)~~ shall be appointed by the Council ~~and one (1) is ex officio~~. There shall also be up to ~~three (3)~~ ***five (5)*** alternate appointed members appointed in the same way as regularly appointed members, except no more than one alternate appointed member's term shall expire in a single year. A vacancy occurring otherwise than by expiration of a term shall be filled for the unexpired term in the same manner as an original appointment.

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

Shall the Town vote to raise and appropriate the sum of Thirty-Eight Million Six Hundred Thousand Dollars (\$38,600,000) for the final design, permitting, engineering, construction, and fit up of a new police station on the existing site, and other related costs, including the costs for any temporary relocation of current police operations, whether in whole or in part, including storage costs, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than Thirty-Eight Million Six Hundred Thousand Dollars (\$38,600,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Town Council to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Town Council to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Town Council to take any and all actions necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 Ballot Vote.

Recommendations: Town Council: With

Budget Committee: With

*Background: This article provides funding for the final design, engineering, razing, construction, and relocation costs for a new police station. The current station will be razed, and a new police station will be constructed on the same site as the current station (9 Veterans Memorial Parkway). The new station is expected to be 40,537 square feet. This warrant article also funds the costs of relocating and retrofitting a new space for police operations during construction of the new station.*

*Funding Source: Property Tax*

*Rate Impact: \$0.00*

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

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

Recommendations: Town Council: With

Budget Committee: With

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*Background: Cost for this project will be reimbursed by a Grant through the New Hampshire Department of Environmental Services (NHDES), American Rescue Plan Act, for High Hazard Dam Rehabilitation, in the amount of One Million Dollars (\$1,000,000). NHDES is responsible for ensuring the safety of dams in New Hampshire through its dam safety program. In accordance with RSA 482: 12 and Env-Wr 302.02, an inspection of Millville Lake Dam (D209008-Salem) was conducted on June 18, 2015, and found the dam to have structural integrity issues. Based upon the results of that inspection, as well as additional investigation and analysis that was conducted, NHDES issued a Letter of Deficiency (LOD) to be remedied in accordance with applicable laws.*

*Funding Source:      Property Tax and Grant  
Rate Impacts:      \$0.00*

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

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

Recommendations:      Town Council:      With      Budget Committee:      With

*Background: The project will involve design, engineering, and replacement of the original heating, ventilation, and air conditioning (HVAC) system at the Ingram Senior Center from 2002. The HVAC system is past its useful life and does not provide proper ventilation or even heating/cooling throughout the Senior Center. The Town applied for a New Hampshire Community Development Finance Authority (NHCDFA) Community Center Investment Program (CCIP) forgivable loan on November 30, 2023. If successful in its application, the Town will receive \$686,800 in the form of a forgivable loan and be required to put up a match of \$121,200, which is 15% of the total cost. The principal amount of \$686,800 would be completely forgiven at the successful completion of the project.*

*Funding Source:      Loan – Principal Forgiveness and ARPA Funds  
Rate Impact:      \$0.00*

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

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

Recommendations: Town Council: With Budget Committee: With

*Background: This project includes tasks to assist the Town in complying with the requirements of the MS4 (Small Municipal Separate Storm Sewer) Permit which regulates stormwater discharges specifically to focus on impairments where the receiving water already has an approved TMDL (Total Maximum Daily Load), while also meeting broader watershed management goals. The proposed project work will expand on previous work for Captain's Pond, a waterbody with a phosphorus impairment and approved TMDL. The project will build upon the existing Watershed Management Plan addressing key components of a Phosphorus Source Identification Report (PSIR) in accordance with MS4 General Permit requirements.*

### *Funding Source:      Loan – Principal Forgiveness*

*Rate Impact:* \$0.00

**Article 12: 2024 Operating Budget** **\$62,174.684**

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

Recommendations: Town Council: With Budget Committee: With

*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>	<b>\$5.08</b>	<b>\$4.05</b>	<b>\$5.10</b>

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

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

Recommendations: Town Council: With

Budget Committee: With

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

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

#### *Road Reconstruction:*

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

# 2024 TOWN MEETING WARRANT & VOTERS GUIDE

### *Road Maintenance (Mill/Overlay):*

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

*Funding Source:      Property Tax*

Rate Impacts: \$0.51

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

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

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

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

Recommendations: Town Council: With

### Budget Committee: With

*Background: There are 76 full-time and 1 part-time member in this collective bargaining unit. This is a three-year contract. If this article is adopted by the voters, the Town's 2024 Operating Budget will increase by \$438,890. The members of this union have agreed to a reduction of the maximum sick accrual from 72 shifts to 60 shifts and 102 shifts to 90 shifts for dispatchers for all employees hired after 4/1/2024. Members hired on or after January 1, 2012 shall sell back sick time to a maximum of 72 shifts and may voluntarily reduce to 60 shifts. Members agreed to increase their health insurance premium split from 9% to 10%. They agreed to modify and clarify language for resignation and retirement. They agreed to roll multiple Memorandums of Understanding (MOUs) into the contract. They also reduced the top tier of time someone is allowed to be out on the sick bank.*

*Funding Source:      Property Tax*

Rate Impact: \$0.07

# 2024 TOWN MEETING WARRANT & VOTERS GUIDE

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

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

Recommendations: Town Council: With Budget Committee: With

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

*Funding Source: Taxation and Water/Sewer Fund*

*Rate Impact:* \$0.01

1

**GIVEN UNDER OUR HANDS AND SEAL THIS TWENTY-NINETH (29<sup>TH</sup>) DAY OF JANUARY, 2024.**

DocuSigned by:

 Robert Bryant

719AFF0281DF4F2...

Robert Bryant, Chair

DocuSigned by:

 Joseph Sweeney

D2F6390A712744...

Joseph Sweeney, Vice-Chair

DocuSigned by:

 Bonnie Wright

64CB234FC95F41E...

Bonnie Wright, Secretary

\_\_\_\_\_  
D.J. Bettencourt, Councilor

DocuSigned by:

 James Keller

3C76339EE9B6419...

James Keller, Councilor

\_\_\_\_\_  
Paul Pelletier, Councilor

DocuSigned by:

 Cathy Ann Stacey

FC0D968B76F34DD...

Cathy Ann Stacey, Councilor

DocuSigned by:

 Keith Stramaglia

118B2C20F9694F1...

Keith Stramaglia, Councilor

DocuSigned by:

 Lisa Withrow

6EBCE1A3F0D948D...

Lisa Withrow, Councilor



# New Hampshire Department of Revenue Administration

2024 MS-737

## Proposed Budget

Saleem

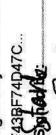
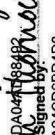
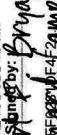
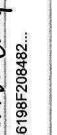
For the period beginning January 1, 2024 and ending December 31, 2024

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

This form was posted with the warrant on: January 29, 2024

BRIDGE

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
Jeff Boyer	Chairman	 7EC8AA36133A43B1...
Steven Goddu	Vice-Chairman	 7328124B8F74D47C...
Jon Stark	Secretary	 854011ECC72B4C8...
Tanya Donnelly	Member	 9A8CDA041F84B9B8...
Sean Lewis	Member	 CE63A6E9E014C7...
Donna Loranger	Member	 3AAB8A24CD6B04D8...
Brian Thornock	Member	 6D486198F208482...
Robert F. Bryant	Town Council Representative	 70485A844433B...
Bernard H. Campbell	School Board Representative	 70485A844433B...

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

**2024**  
**MS-737**



**Appropriations**

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2023	Appropriations for period ending 12/31/2023	Selectmen's Appropriations for Appropriations for period ending 12/31/2024 (Recommended)	Committee's Appropriations for Appropriations for period ending 12/31/2024 (Not Recommended)	Budget Committee's period ending 12/31/2024 (Recommended)	Budget Committee's period ending 12/31/2024 (Not Recommended)
<b>General Government</b>								
4130	Executive	12	\$643,115	\$613,768	\$674,581	\$0	\$674,581	\$0
4140	Election, Registration, and Vital Statistics	12	\$347,861	\$284,520	\$379,843	\$0	\$379,843	\$0
4150	Financial Administration	12	\$2,563,583	\$3,064,657	\$3,135,015	\$0	\$3,084,441	\$50,574
4152	Property Assessment		\$0	\$0	\$0	\$0	\$0	\$0
4153	Legal Expense	12	\$180,768	\$158,700	\$163,700	\$0	\$163,700	\$0
4155	Personnel Administration	12	\$1,678,499	\$1,931,720	\$1,752,325	\$0	\$1,752,325	\$0
4191	Planning and Zoning	12	\$656,931	\$716,810	\$567,740	\$0	\$567,740	\$0
4194	General Government Buildings	12	\$225,547	\$205,525	\$249,167	\$0	\$249,167	\$0
4195	Cemeteries	12	\$667,831	\$691,556	\$739,704	\$0	\$739,704	\$0
4196	Insurance Not Otherwise Allocated	12	\$505,706	\$482,927	\$523,196	\$0	\$523,196	\$0
4197	Advertising and Regional Associations		\$0	\$0	\$0	\$0	\$0	\$0
4198	Contingency		\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	12	\$785,691	\$902,100	\$1,060,649	\$0	\$1,060,649	\$0
	<b>General Government Subtotal</b>		<b>\$8,255,532</b>	<b>\$9,052,283</b>	<b>\$9,245,920</b>	<b>\$0</b>	<b>\$9,195,346</b>	<b>\$50,574</b>
<b>Public Safety</b>								
4210	Police	12	\$12,969,329	\$14,133,160	\$14,374,196	\$0	\$14,374,196	\$0
4215	Ambulances		\$0	\$0	\$0	\$0	\$0	\$0
4220	Fire	12	\$14,483,790	\$14,940,428	\$14,991,664	\$0	\$14,991,664	\$0
4240	Building Inspection	12	\$877,765	\$909,180	\$945,364	\$0	\$945,364	\$0
4290	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0
4299	Other Public Safety		\$0	\$0	\$0	\$0	\$0	\$0
	<b>Public Safety Subtotal</b>		<b>\$28,330,884</b>	<b>\$29,982,768</b>	<b>\$30,311,224</b>	<b>\$0</b>	<b>\$30,311,224</b>	<b>\$0</b>

**New Hampshire**  
 Department of  
 Revenue Administration



**2024**  
**MS-737**

**Appropriations**

Account	Purpose	Article	Actual	Appropriations	Selectmen's	Committee's	Budget
			Expenditures for period ending 12/31/2023	for period ending 12/31/2023	Appropriations for period ending 12/31/2024 (Recommended)	Appropriations for period ending 12/31/2024 (Not Recommended)	Committee's Appropriations for period ending 12/31/2024 (Recommended)
<b>Airport/Aviation Center</b>							
4301	Airport Administration		\$0	\$0	\$0	\$0	\$0
4302	Airport Operations		\$0	\$0	\$0	\$0	\$0
4309	Other Airport		\$0	\$0	\$0	\$0	\$0
		<b>Airport/Aviation Center Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Highways and Streets</b>							
4311	Highway Administration	12	\$547,185	\$289,168	\$543,459	\$0	\$543,459
4312	Highways and Streets	12	\$2,873,938	\$3,407,367	\$3,654,305	\$0	\$3,654,305
4313	Bridges		\$0	\$0	\$0	\$0	\$0
4316	Street Lighting	12	\$715,934	\$668,797	\$647,998	\$0	\$647,998
4319	Other Highway, Streets, and Bridges		\$0	\$0	\$0	\$0	\$0
		<b>Highways and Streets Subtotal</b>	<b>\$4,137,057</b>	<b>\$4,365,332</b>	<b>\$4,845,762</b>	<b>\$0</b>	<b>\$4,845,762</b>
<b>Sanitation</b>							
4321	Sanitation Administration		\$0	\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	12	\$1,531,519	\$1,667,343	\$1,781,467	\$0	\$1,781,467
4325	Solid Waste Facilities Clean-Up		\$0	\$0	\$0	\$0	\$0
4326	Sewage Collection and Disposal		\$0	\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0	\$0
		<b>Sanitation Subtotal</b>	<b>\$1,531,519</b>	<b>\$1,667,343</b>	<b>\$1,781,467</b>	<b>\$0</b>	<b>\$1,781,467</b>

**New Hampshire**  
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 Revenue Administration

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**Appropriations**

Account	Purpose	Article	Actual	Appropriations	Selectmen's	Committee's	Budget
			Expenditures for period ending 12/31/2023	for period ending 12/31/2023	Appropriations for period ending 12/31/2024 (Recommended)	Appropriations for period ending 12/31/2024 (Not Recommended)	Committee's Appropriations for period ending 12/31/2024 (Recommended)
<b>Water Distribution and Treatment</b>							
4331	Water Administration		\$0	\$0	\$0	\$0	\$0
4332	Water Services		\$0	\$0	\$0	\$0	\$0
4335	Water Treatment		\$0	\$0	\$0	\$0	\$0
4338	Water Conservation		\$0	\$0	\$0	\$0	\$0
4339	Other Water		\$0	\$0	\$0	\$0	\$0
		<b>Water Distribution and Treatment Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>							
4351	Electric Administration		\$0	\$0	\$0	\$0	\$0
4352	Generation		\$0	\$0	\$0	\$0	\$0
4353	Purchase Costs		\$0	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance		\$0	\$0	\$0	\$0	\$0
4359	Other Electric Costs		\$0	\$0	\$0	\$0	\$0
		<b>Electric Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Health</b>							
4411	Health Administration		\$0	\$0	\$0	\$0	\$0
4414	Pest Control	12	\$61,395	\$10,752	\$11,511	\$0	\$11,511
4415	Health Agencies and Hospitals		\$0	\$0	\$0	\$0	\$0
4419	Other Health		\$0	\$0	\$0	\$0	\$0
		<b>Health Subtotal</b>	<b>\$61,395</b>	<b>\$10,752</b>	<b>\$11,511</b>	<b>\$0</b>	<b>\$11,511</b>

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**Appropriations**

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2023	Appropriations for period ending 12/31/2023	Selectmen's Appropriations for period ending 12/31/2024 (Recommended)	Committee's Appropriations for period ending 12/31/2024 (Not Recommended)	Budget Committee's period ending 12/31/2024 (Recommended)	Budget Committee's period ending 12/31/2024 (Not Recommended)
<b>Welfare</b>								
4441	Welfare Administration	12	\$125,505	\$171,582	\$0	\$0	\$0	\$0
4442	Direct Assistance		\$0	\$0	\$173,248	\$0	\$173,248	\$0
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0	\$0	\$0
4445	Vendor Payments		\$0	\$0	\$0	\$0	\$0	\$0
4449	Other Welfare	12	\$59,000	\$113,000	\$106,300	\$0	\$106,300	\$0
	<b>Welfare Subtotal</b>		<b>\$184,505</b>	<b>\$284,582</b>	<b>\$279,548</b>	<b>\$0</b>	<b>\$279,548</b>	<b>\$0</b>
<b>Culture and Recreation</b>								
4520	Parks and Recreation	12	\$536,964	\$864,709	\$626,601	\$0	\$626,601	\$0
4550	Library	12	\$1,528,649	\$1,670,006	\$1,673,723	\$0	\$1,673,723	\$0
4583	Patriotic Purposes	12	\$22,311	\$12,600	\$12,600	\$0	\$12,600	\$0
4589	Other Culture and Recreation		\$0	\$0	\$0	\$0	\$0	\$0
	<b>Culture and Recreation Subtotal</b>		<b>\$2,087,924</b>	<b>\$2,547,315</b>	<b>\$2,312,924</b>	<b>\$0</b>	<b>\$2,312,924</b>	<b>\$0</b>
<b>Conservation and Development</b>								
4611	Conservation Administration		\$0	\$0	\$0	\$0	\$0	\$0
4612	Purchase of Natural Resources		\$0	\$0	\$0	\$0	\$0	\$0
4619	Other Conservation		\$0	\$0	\$0	\$0	\$0	\$0
4631	Redevelopment and Housing Administration		\$0	\$0	\$0	\$0	\$0	\$0
4632	Other Redevelopment and Housing		\$0	\$0	\$0	\$0	\$0	\$0
4651	Economic Development Administration		\$0	\$0	\$0	\$0	\$0	\$0
4652	Economic Development		\$0	\$0	\$0	\$0	\$0	\$0
4659	Other Economic Development		\$0	\$0	\$0	\$0	\$0	\$0
	<b>Conservation and Development Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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**Appropriations**

Account	Purpose	Appropriations			Selectmen's Appropriations for period ending 12/31/2024 (Recommended)	Committee's Appropriations for period ending 12/31/2024 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2024 (Recommended) (Not Recommended)
		Actual Expenditures for period ending 12/31/2023	Appropriations for period ending 12/31/2023	Appropriations for period ending 12/31/2024 (Recommended) (Not Recommended)			
<b>Debt Service</b>							
4711	Principal - Long Term Bonds, Notes, and Other Debt	12	\$642,019	\$1,981,620	\$688,602	\$0	\$688,602
4721	Interest - Long Term Bonds, Notes, and Other Debt	12	\$165,808	\$165,808	\$21,786	\$0	\$21,786
4723	Interest on Tax and Revenue Anticipation Notes		\$0	\$1	\$0	\$0	\$0
4790	Other Debt Service Charges		\$4,406	\$250	\$0	\$0	\$0
	<b>Debt Service Subtotal</b>		<b>\$812,233</b>	<b>\$2,147,679</b>	<b>\$710,388</b>	<b>\$0</b>	<b>\$710,388</b>
<b>Capital Outlay</b>							
4901	Land		\$0	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	12	\$2,171,047	\$2,107,395	\$1,209,973	\$0	\$1,209,973
4903	Buildings		\$355,197	\$536,850	\$0	\$0	\$0
4909	Improvements Other than Buildings	12	\$317,614	\$243,700	\$750,000	\$0	\$650,000
	<b>Capital Outlay Subtotal</b>		<b>\$2,843,858</b>	<b>\$2,887,945</b>	<b>\$1,959,973</b>	<b>\$0</b>	<b>\$1,859,973</b>
<b>Operating Transfers Out</b>							
4911	To Revolving Funds		\$0	\$0	\$0	\$0	\$0
4912	To Special Revenue Funds		\$0	\$0	\$0	\$0	\$0
4913	To Capital Projects Funds		\$0	\$0	\$0	\$0	\$0
4914A	To Airport Proprietary Fund		\$0	\$0	\$0	\$0	\$0
4914E	To Electric Proprietary Fund		\$0	\$0	\$0	\$0	\$0
4914O	To Other Proprietary Fund		\$0	\$0	\$0	\$0	\$0
4914S	To Sewer Proprietary Fund	12	\$3,596,115	\$9,268,358	\$4,679,493	\$0	\$4,679,493
4914W	To Water Proprietary Fund	12	\$5,571,362	\$6,161,078	\$6,187,048	\$0	\$6,187,048
4918	To Non-Expendable Trust Funds		\$0	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds		\$0	\$0	\$0	\$0	\$0
	<b>Operating Transfers Out Subtotal</b>		<b>\$9,167,477</b>	<b>\$15,429,436</b>	<b>\$10,866,541</b>	<b>\$0</b>	<b>\$10,866,541</b>
	<b>Total Operating Budget Appropriations</b>				<b>\$62,325,258</b>	<b>\$0</b>	<b>\$62,174,684</b>
							<b>\$150,574</b>

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**Special Warrant Articles**

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2024 (Recommended)	Committee's Appropriations for period ending 12/31/2024 (Not Recommended)	Budget Committee's period ending 12/31/2024 (Recommended)	Budget Committee's period ending 12/31/2024 (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
4903	Buildings	08	\$38,600,000	\$0	\$38,600,000	\$0
		<i>Purpose: Construct New Police Station (Bond)</i>				
4903	Buildings	10	\$808,000	\$0	\$808,000	\$0
		<i>Purpose: Senior Center HVAC Replacement (NHCDFA Loan)</i>				
4909	Improvements Other than Buildings	09	\$2,200,000	\$0	\$2,200,000	\$0
		<i>Purpose: Millville Lake Dam Rehabilitation (Bond)</i>				
4909	Improvements Other than Buildings	11	\$100,000	\$0	\$100,000	\$0
		<i>Purpose: Captain's Pond Watershed Management Plan (CWSRF Lo</i>				
4915	To Capital Reserve Funds	13	\$3,400,000	\$0	\$3,400,000	\$0
		<i>Purpose: 2024 Road Construction and Engineering Program</i>				
4916	To Expendable Trusts	15	\$50,000	\$0	\$50,000	\$0
		<i>Purpose: OPEB Trust Fund</i>				
		<b>Total Proposed Special Articles</b>	<b>\$45,158,000</b>	<b>\$0</b>	<b>\$45,158,000</b>	<b>\$0</b>



Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2024 (Recommended)	Selectmen's Appropriations for period ending 12/31/2024 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2024 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2024 (Not Recommended)
4155	Personnel Administration	14	\$46,912	\$0	\$46,912	\$0
4220	Fire	14	\$391,978	\$0	\$391,978	\$0
<b>Purpose: IAFF Local 2892 Collective Bargaining Agreement</b>						
<b>Purpose: IAFF Local 2892 Collective Bargaining Agreement</b>						
<b>Total Proposed Individual Articles</b>			<b>\$438,890</b>	<b>\$0</b>	<b>\$438,890</b>	<b>\$0</b>

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		<b>Revenues</b>					
Account	Source	Article	Actual Revenues for period ending 12/31/2023	Estimated Revenues for period ending 12/31/2024	Selectmen's Revenues for period ending 12/31/2024	Budget Committee's Estimated Revenues for period ending 12/31/2024	
<b>Taxes</b>							
3120	Land Use Change Taxes for General Fund	12	\$0	\$0	\$1,500	\$1,500	
3180	Resident Taxes		\$0	\$0	\$0	\$0	
3185	Yield Taxes		\$2,242	\$0	\$0	\$0	
3186	Payment in Lieu of Taxes	12	\$89,595	\$70,000	\$70,000	\$70,000	
3187	Excavation Tax		\$661	\$0	\$0	\$0	
3189	Other Taxes	12	\$24,553	\$25,000	\$25,000	\$25,000	
3190	Interest and Penalties on Delinquent Taxes	12	\$145,717	\$130,000	\$130,000	\$130,000	
	<b>Taxes Subtotal</b>		<b>\$262,768</b>	<b>\$226,500</b>	<b>\$226,500</b>	<b>\$226,500</b>	
<b>Licenses, Permits, and Fees</b>							
3210	Business Licenses and Permits	12	\$62,055	\$56,700	\$56,700	\$56,700	
3220	Motor Vehicle Permit Fees	12	\$7,542,804	\$7,250,000	\$7,250,000	\$7,250,000	
3230	Building Permits	12	\$1,171,943	\$1,210,000	\$1,210,000	\$1,210,000	
3290	Other Licenses, Permits, and Fees	12	\$423,820	\$411,800	\$411,800	\$411,800	
	<b>Licenses, Permits, and Fees Subtotal</b>		<b>\$9,200,622</b>	<b>\$8,928,500</b>	<b>\$8,928,500</b>	<b>\$8,928,500</b>	
<b>From Federal Government</b>							
3311	Housing and Urban Development		\$0	\$0	\$0	\$0	
3312	Environmental Protection		\$0	\$0	\$0	\$0	
3313	Federal Emergency		\$0	\$0	\$0	\$0	
3314	Federal Drug Enforcement		\$0	\$0	\$0	\$0	
3319	Other Federal Grants and Reimbursements		\$0	\$0	\$0	\$0	
	<b>From Federal Government Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>State Sources</b>							
3351	Shared Revenues - Block Grant		\$0	\$0	\$0	\$0	
3352	Meals and Rooms Tax Distribution	12	\$2,880,890	\$2,880,000	\$2,880,000	\$2,880,000	
3353	Highway Block Grant	12	\$665,566	\$580,696	\$580,696	\$580,696	
3354	Water Pollution Grant		\$0	\$0	\$0	\$0	
3355	Housing and Community Development		\$0	\$0	\$0	\$0	
3356	State and Federal Forest Land Reimbursement		\$0	\$0	\$0	\$0	

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

**2024**  
**MS-737**



**Revenues**

Account	Source	Revenues			Budget Committee's Estimated Revenues for period ending 12/31/2024
		Article	Actual Revenues for period ending 12/31/2023	Estimated Revenues for period ending 12/31/2024	
<b>State Sources</b>					
3357	Flood Control Reimbursement		\$0	\$0	\$0
3359	Railroad Tax Distribution	12	\$0	\$72,000	\$72,000
3360	Water Filtration Grants		\$0	\$0	\$0
3361	Landfill Closure Grants		\$0	\$0	\$0
3369	Other Intergovernmental Revenue from State of NH		\$0	\$0	\$0
3379	Intergovernmental Revenues - Other	09	\$103,368	\$1,000,000	\$1,000,000
	<b>State Sources Subtotal</b>		<b>\$3,649,824</b>	<b>\$4,532,696</b>	<b>\$4,532,696</b>
<b>Charges for Services</b>					
3401	Income from Departments	12	\$3,718,006	\$3,204,000	\$3,204,000
3402	Water Supply System Charges		\$0	\$0	\$0
3403	Sewer User Charges		\$0	\$0	\$0
3404	Garbage-Refuse Charges		\$0	\$0	\$0
3405	Electric User Charges		\$0	\$0	\$0
3406	Airport Fees		\$0	\$0	\$0
3409	Other Charges		\$0	\$0	\$0
	<b>Charges for Services Subtotal</b>		<b>\$3,718,006</b>	<b>\$3,204,000</b>	<b>\$3,204,000</b>
<b>Miscellaneous Revenues</b>					
3500	Special Assessments		\$0	\$0	\$0
3501	Sale of Municipal Property	12	\$83,690	\$1,000	\$1,000
3502	Interest on Investments	12	\$514,971	\$125,000	\$125,000
3503	Other	12	\$1,134,981	\$1,236,617	\$1,236,617
3504	Fines and Forfeits		\$0	\$0	\$0
3506	Insurance Dividends and Reimbursements		\$0	\$0	\$0
3508	Contributions and Donations		\$0	\$0	\$0
3509	Revenue from Misc Sources Not Otherwise Classified		\$0	\$0	\$0
	<b>Miscellaneous Revenues Subtotal</b>		<b>\$1,733,642</b>	<b>\$1,362,617</b>	<b>\$1,362,617</b>
<b>Interfund Operating Transfers In</b>					
3911	From Revolving Funds		\$0	\$0	\$0

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



**2024**  
**MS-737**

**Revenues**

Account	Source	Article	Actual Revenues for period ending 12/31/2023	Estimated Revenues for period ending 12/31/2024	Selectmen's Revenues for period ending 12/31/2024	Budget Committee's Estimated Revenues for period ending 12/31/2024
<b>Interfund Operating Transfers In</b>						
3912	From Special Revenue Funds	10	\$0	\$121,200	\$121,200	\$121,200
3913	From Capital Projects Funds		\$0	\$0	\$0	\$0
3914A	From Airport Proprietary Fund		\$0	\$0	\$0	\$0
3914E	From Electric Proprietary Fund		\$0	\$0	\$0	\$0
3914O	From Other Proprietary Fund	12	\$0	\$4,000	\$4,000	\$4,000
3914S	From Sewer Proprietary Fund	12, 15	\$4,991,813	\$4,684,493	\$4,684,493	\$4,684,493
3914W	From Water Proprietary Fund	12, 15	\$5,212,000	\$6,192,048	\$6,192,048	\$6,192,048
3915	From Capital Reserve Funds		\$0	\$0	\$0	\$0
3916	From Trust and Fiduciary Funds		\$0	\$0	\$0	\$0
3917	From Conservation Funds		\$0	\$0	\$0	\$0
<b>Interfund Operating Transfers In Subtotal</b>			<b>\$10,203,813</b>	<b>\$11,001,741</b>	<b>\$11,001,741</b>	<b>\$11,001,741</b>
<b>Other Financing Sources</b>						
3934	Proceeds from LT Notes/Bonds/Other Sources	11, 09, 08, 10	\$0	\$40,586,800	\$40,586,800	\$40,586,800
9998	Amount Voted from Fund Balance	12	\$0	\$8,678	\$8,678	\$8,678
9999	Fund Balance to Reduce Taxes	12	\$0	\$1,500,000	\$1,500,000	\$1,500,000
<b>Other Financing Sources Subtotal</b>			<b>\$0</b>	<b>\$42,095,478</b>	<b>\$42,095,478</b>	<b>\$42,095,478</b>
<b>Total Estimated Revenues and Credits</b>			<b>\$28,768,675</b>	<b>\$71,351,532</b>	<b>\$71,351,532</b>	<b>\$71,351,532</b>



**Budget Summary**

<b>Item</b>	<b>Selectmen's Period ending 12/31/2024 (Recommended)</b>	<b>Budget Committee's Period ending 12/31/2024 (Recommended)</b>
Operating Budget Appropriations	\$62,325,258	\$62,174,684
Special Warrant Articles	\$45,158,000	\$45,158,000
Individual Warrant Articles	\$438,890	\$438,890
Total Appropriations	\$107,922,148	\$107,771,574
Less Amount of Estimated Revenues & Credits	\$71,351,532	\$71,351,532
<b>Estimated Amount of Taxes to be Raised</b>	<b>\$36,570,616</b>	<b>\$36,420,042</b>



**Supplemental Schedule**

<b>1. Total Recommended by Budget Committee</b>	<b>\$107,771,574</b>
<b>Less Exclusions:</b>	
2. Principal: Long-Term Bonds & Notes	\$1,847,603
3. Interest: Long-Term Bonds & Notes	\$446,681
4. Capital outlays funded from Long-Term Bonds & Notes	\$0
5. Mandatory Assessments	\$0
6. Total Exclusions (Sum of Lines 2 through 5 above)	\$2,294,284
<b>7. Amount Recommended, Less Exclusions (Line 1 less Line 6)</b>	<b>\$105,477,290</b>
8. 10% of Amount Recommended, Less Exclusions (Line 7 x 10%)	\$10,547,729
<b>Collective Bargaining Cost Items:</b>	
9. Recommended Cost Items (Prior to Meeting)	\$438,890
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
<b>12. Bond Override (RSA 32:18-a), Amount Voted</b>	<b>\$0</b>
<b>Maximum Allowable Appropriations Voted at Meeting:</b>	
<b>(Line 1 + Line 8 + Line 11 + Line 12)</b>	
	<b>\$118,319,303</b>



**Default Budget of the Municipality**

**Salem**

For the period beginning January 1, 2024 and ending December 31, 2024

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

This form was posted with the warrant on: January 29, 2024

**GOVERNING BODY OR BUDGET COMMITTEE CERTIFICATION**

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

Name	Position	Signature
Robert F. Bryant	Town Council - Char	<i>Robert F. Bryant</i>
Joseph F. Sweeney	Town Council - Vice-Chair	<i>Joseph Sweeney</i>
Bonnie Wright	Town Council - Secretary	<i>Bonnie Wright</i>
James S. Keller	Town Councilor	
Paul Pelletier	Town Councilor	
Cathy Ann Stacey	Town Councilor	<i>Cathy Ann Stacey</i>
Keith Stramaglia	Town Councilor	<i>Keith Stramaglia</i>
Lisa Withrow	Town Councilor	<i>Lisa Withrow</i>
DJ Bettencourt	Town Councilor	

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**

<b>Account</b>	<b>Purpose</b>	<b>Prior Year Adopted Budget</b>	<b>Reductions or Increases</b>	<b>One-Time Appropriations</b>	<b>Default Budget</b>
<b>General Government</b>					
4130	Executive	\$613,769	\$0	\$0	\$613,769
4140	Election, Registration, and Vital Statistics	\$273,320	\$102,015	(\$1,950)	\$373,385
4150	Financial Administration	\$2,880,530	\$18,851	(\$11,739)	\$2,887,642
4152	Property Assessment	\$0	\$0	\$0	\$0
4153	Legal Expense	\$158,700	\$0	\$0	\$158,700
4155	Personnel Administration	\$1,931,720	(\$165,765)	\$0	\$1,765,955
4191	Planning and Zoning	\$716,810	(\$25,762)	(\$150,000)	\$541,048
4194	General Government Buildings	\$205,525	\$0	(\$8,000)	\$197,525
4195	Cemeteries	\$671,321	\$33,432	\$0	\$704,753
4196	Insurance Not Otherwise Allocated	\$482,927	\$25,269	\$0	\$508,196
4197	Advertising and Regional Associations	\$0	\$0	\$0	\$0
4198	Contingency	\$0	\$0	\$0	\$0
4199	Other General Government	\$902,100	\$57,742	\$0	\$959,842
<b>General Government Subtotal</b>		<b>\$8,836,722</b>	<b>\$45,782</b>	<b>(\$171,689)</b>	<b>\$8,710,815</b>
<b>Public Safety</b>					
4210	Police	\$13,857,182	\$160,038	\$0	\$14,017,220
4215	Ambulances	\$0	\$0	\$0	\$0
4220	Fire	\$14,697,472	(\$17,736)	(\$3,265)	\$14,676,471
4240	Building Inspection	\$909,180	\$35,484	\$0	\$944,664
4290	Emergency Management	\$0	\$0	\$0	\$0
4299	Other Public Safety	\$0	\$0	\$0	\$0
<b>Public Safety Subtotal</b>		<b>\$29,463,834</b>	<b>\$177,786</b>	<b>(\$3,265)</b>	<b>\$29,638,355</b>
<b>Airport/Aviation Center</b>					
4301	Airport Administration	\$0	\$0	\$0	\$0
4302	Airport Operations	\$0	\$0	\$0	\$0
4309	Other Airport	\$0	\$0	\$0	\$0
<b>Airport/Aviation Center Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Highways and Streets</b>					
4311	Highway Administration	\$289,168	\$314,596	(\$18,000)	\$585,764
4312	Highways and Streets	\$3,387,168	\$90,030	(\$20,199)	\$3,456,999
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$668,797	\$0	(\$50,000)	\$618,797
4319	Other Highway, Streets, and Bridges	\$0	\$0	\$0	\$0
<b>Highways and Streets Subtotal</b>		<b>\$4,345,133</b>	<b>\$404,626</b>	<b>(\$88,199)</b>	<b>\$4,661,560</b>



**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Sanitation</b>					
4321	Sanitation Administration	\$0	\$0	\$0	\$0
4323	Solid Waste Collection	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	\$1,589,038	\$5,140	\$0	\$1,594,178
4325	Solid Waste Facilities Clean-Up	\$0	\$0	\$0	\$0
4326	Sewage Collection and Disposal	\$0	\$0	\$0	\$0
4329	Other Sanitation	\$0	\$0	\$0	\$0
	<b>Sanitation Subtotal</b>	<b>\$1,589,038</b>	<b>\$5,140</b>	<b>\$0</b>	<b>\$1,594,178</b>
<b>Water Distribution and Treatment</b>					
4331	Water Administration	\$0	\$0	\$0	\$0
4332	Water Services	\$0	\$0	\$0	\$0
4335	Water Treatment	\$0	\$0	\$0	\$0
4338	Water Conservation	\$0	\$0	\$0	\$0
4339	Other Water	\$0	\$0	\$0	\$0
	<b>Water Distribution and Treatment Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>					
4351	Electric Administration	\$0	\$0	\$0	\$0
4352	Generation	\$0	\$0	\$0	\$0
4353	Purchase Costs	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance	\$0	\$0	\$0	\$0
4359	Other Electric Costs	\$0	\$0	\$0	\$0
	<b>Electric Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Health</b>					
4411	Health Administration	\$0	\$0	\$0	\$0
4414	Pest Control	\$10,752	\$0	\$0	\$10,752
4415	Health Agencies and Hospitals	\$0	\$0	\$0	\$0
4419	Other Health	\$0	\$0	\$0	\$0
	<b>Health Subtotal</b>	<b>\$10,752</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,752</b>
<b>Welfare</b>					
4441	Welfare Administration	\$171,582	\$1,692	\$0	\$173,274
4442	Direct Assistance	\$0	\$0	\$0	\$0
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445	Vendor Payments	\$0	\$0	\$0	\$0
4449	Other Welfare	\$105,500	\$0	\$0	\$105,500
	<b>Welfare Subtotal</b>	<b>\$277,082</b>	<b>\$1,692</b>	<b>\$0</b>	<b>\$278,774</b>



**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Culture and Recreation</b>					
4520	Parks and Recreation	\$653,864	(\$31,528)	(\$3,000)	\$619,336
4550	Library	\$1,637,589	\$26,216	\$0	\$1,663,805
4583	Patriotic Purposes	\$12,600	\$0	\$0	\$12,600
4589	Other Culture and Recreation	\$0	\$0	\$0	\$0
<b>Culture and Recreation Subtotal</b>		<b>\$2,304,053</b>	<b>(\$5,312)</b>	<b>(\$3,000)</b>	<b>\$2,295,741</b>
<b>Conservation and Development</b>					
4611	Conservation Administation	\$0	\$0	\$0	\$0
4612	Purchase of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631	Redevelopment and Housing Administration	\$0	\$0	\$0	\$0
4632	Other Redevelopment and Housing	\$0	\$0	\$0	\$0
4651	Economic Development Administration	\$0	\$0	\$0	\$0
4652	Economic Development	\$0	\$0	\$0	\$0
4659	Other Economic Development	\$0	\$0	\$0	\$0
<b>Conservation and Development Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service</b>					
4711	Principal - Long Term Bonds, Notes, and Other Debt	\$2,100,793	(\$1,412,191)	\$0	\$688,602
4721	Interest - Long Term Bonds, Notes, and Other Debt	\$46,886	(\$25,100)	\$0	\$21,786
4723	Interest on Tax and Revenue Anticipation Notes	\$0	\$0	\$0	\$0
4790	Other Debt Service Charges	\$0	\$0	\$0	\$0
<b>Debt Service Subtotal</b>		<b>\$2,147,679</b>	<b>(\$1,437,291)</b>	<b>\$0</b>	<b>\$710,388</b>
<b>Capital Outlay</b>					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$1,287,299	(\$479,178)	(\$25,000)	\$783,121
4903	Buildings	\$0	\$0	\$0	\$0
4909	Improvements Other than Buildings	\$0	\$0	\$0	\$0
<b>Capital Outlay Subtotal</b>		<b>\$1,287,299</b>	<b>(\$479,178)</b>	<b>(\$25,000)</b>	<b>\$783,121</b>



**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Operating Transfers Out</b>					
4911	To Revolving Funds	\$0	\$0	\$0	\$0
4912	To Special Revenue Funds	\$0	\$0	\$0	\$0
4913	To Capital Projects Funds	\$0	\$0	\$0	\$0
4914A	To Airport Proprietary Fund	\$0	\$0	\$0	\$0
4914E	To Electric Proprietary Fund	\$0	\$0	\$0	\$0
4914O	To Other Proprietary Fund	\$0	\$0	\$0	\$0
4914S	To Sewer Proprietary Fund	\$9,168,358	(\$5,323,998)	(\$266,558)	\$3,577,802
4914W	To Water Proprietary Fund	\$6,161,078	(\$36,513)	(\$537,145)	\$5,587,420
4915	To Capital Reserve Funds	\$0	\$0	\$0	\$0
4916	To Expendable Trusts	\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds	\$0	\$0	\$0	\$0
4918	To Non-Expendable Trust Funds	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds	\$0	\$0	\$0	\$0
<b>Operating Transfers Out Subtotal</b>		<b>\$15,329,436</b>	<b>(\$5,360,511)</b>	<b>(\$803,703)</b>	<b>\$9,165,222</b>
<b>Total Operating Budget Appropriations</b>		<b>\$65,591,028</b>	<b>(\$6,647,266)</b>	<b>(\$1,094,856)</b>	<b>\$57,848,906</b>



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

<b>Account</b>	<b>Explanation</b>
4240	Salary and Benefits
4195	Salary and Benefits
4140	Salary and Benefits and more elections and Credit Card Processing Device
4150	Salary and Benefits and MDT's for police
4220	Salary and benefits and Service ramps and Flagpole Replacement
4194	Front concrete pad replacement
4311	Salary and benefits and Millville Dam Engineering
4312	Salary and Benefits and Mower
4196	Premium Increase
4721	Debt Service
4550	Salary and Benefits
4902	Town Wide Flyover
4199	Premium Increase/Salary and Benefits
4520	Salary and Benefits and Replace locks/handles in building
4155	Benefits
4191	Salary and benefits and Master Plan
4210	Salary and Benefits
4711	Debt Service
4324	Salary and Benefits
4316	Streetlight changeovers
4914S	PCB/PFOS open channel investigation and removal and town wide flyover
4914W	Water Pump replacement, Arlington Pond Station PLC, vehicle, North Main water improvements
4441	Salary and Benefits



Over eight years in the making, the Field of Dreams pavilion marks the teamwork of local businesses, design professionals, skilled tradesmen, and generous community members, coming together to provide the town with a structure that signifies community spirit.

Salem Town Hall • 33 Geremonty Drive, Salem, NH, 03079  
603-890-2000 • [www.salemhnh.gov](http://www.salemhnh.gov)

