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Town of

Salem
NEW HAMPSHIRE



Annual Report 1980

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Budget and Warrant (Yellow Pages)


Town Officers

ADMINISTRATION			Building Department	Term Expires
Selectmen - Three year term		Term Expires	Bldg. Inspector, James Frahm	
William T. Knightly, Chairman		1982	Elec. Inspector, Joseph Bourque	
Joseph L. Delahunty		1981	Health Officer, Robert Dineen	
Richard Tibbetts		1981	Plumb. Insp., Samuel Zannini	
Walter Stickney, Jr.		1982		
Bert Ford		1983	Public Works	
Town Manager			Director, George Gline	
Donald R. Jutton			Engineer, Paul Fredette	
District Court			Human Services	
Justice, Robert D. Marshall			Director, Brad Mulhearn	
Special Justice, Urville Beaumont			Welfare Adm., Christine Coombs	
Clerk of Court, Mary Kitson			Recreation Dir., Gwen Kermode	
Probation Officer, Laura Scheibel			Civil Defense	
Moderator - Two year term			Anthony Coco, Director	
Michael Seiler		1982	William Loeffler	
Town Clerk - Three year term			Brian Williams	
Eleanor B. Barron		1981	Library	
Tax Collector - Three year term			Director, Edward Reed	
John H. Lamprey		1981	Assistant Director, Eleanor Strang	
Treasurer - Three year term			Library Trustees - Three year term	
Richard A. Willis		1981	Katherine Kelley, Ch.	1981
Chief Assessor			Anna C. Willis	1982
Joseph Lessard			Richard O'Shaughnessy	1983
Office Manager				
Gloria Kurisko				
Personnel Director				
Brad Mulhearn				
Town Planner				
David Boutin				
Finance Director				
Konrad Underkofler				
Budget Committee - Three year term				
Nicholas Moschilli, Chairman		1983		
Philip Cammarata		1981		
Dwight Paul		1981		
Patricia McCarthy		1982		
Roland C. Smith		1982		
Charles Coll		1983		
Walter Stickney, Jr. Sel. Rep.				
Michael Carney, School Bd. Rep.				
Chief of Fire Department				
Anthony Kuncho				
Chief of Police Department				
John P. Ganley				
Code Adm. Officer				
Henry Potvin, Jr.				
			BOARDS AND COMMISSIONS	
			Board of Adjustment - Five year term	
			William Pry, Chairman	1984
			Kenneth Folsom	1981
			Philip DeRosa	1982
			Peter Tokanel	1983
			Carl Montequin	1985
			Alternates - One year term	
			Phyllis Raynowska	1981
			Thomas Morgan	1981
			Arthur Campbell	1981
			Eleanor Lawlor	1981
			Roy Antoine	1981
			Planning Board - Five year term	
			Emil Corrente, Jr., Ch.	1985
			William Mason	1981
			Laurence Belair	1982
			Roger Duhamel	1983
			William L. Kelly	1983
			David Vartanian	1984
			William Knightly, Sel. Rep.	
			Conservation Commission - Three year term	
			George P. Jones, III, Ch.	1982
			Bernard W. Campbell	1981
			Mary Alice Weist	1982
			Arthur Barnes	1983
			William Schultz	1983
			Linda Lyons, Rec. Adv. Rep.	
			Roger Duhamel, P.B. Rep.	

	Term Expires		Term Expires
Council on Aging		Recreation Advisory Comm. – One year term	
Beverly Gage, Chairman	1981	Thomas Stevens, Chairman	1981
Adelard C. Blair	1981	Linda Lyons	1981
Lydia Greenfield	1981	Raymond Bower	1981
Alfreda Smith	1981	Russell T. Gladwin	1981
Bertha Valley	1981	Donald Desmarais	1981
Ellen C. Greer	1982	Rick Reid	1981
Margaret Gurney	1982	Joy Good	1981
Janet McPherson	1982	Stanley Steers	1981
Marion Blake	1982	George Selfridge, Jr.	1981
Robert Castricone	1982	Richard Tibbetts, Sel. Rep.	
Phyllis Pucci	1983	So. Rockingham Planning Comm. – Five year term	
Francis Wormald	1983	Planning Director, Jonathan Gilmore	
Louise Ackerman	1983	Paul Garabedian	1982
Mary Linehan	1983	Arthur Campbell	1983
Beatrice Laycock	1983	Mark Chittum	1984
Richard Tibbetts, Sel. Rep.		Donald Dyer	1984
Citizen's Advisory Committee		Supervisors of Checklist – Six year term	
James Nicosia, Chairman		Sandra R. Connell, Ch.	1984
Arthur Campbell		Joan Sabatini	1982
Robert Elliott		Sheila Murray	1986
Bert Duvernay		Trustees of Trust Funds – Three year term	
June Valliere		Glen Vorce, Treasurer	1983
Nicholas Moschilli		William A. Brown	1981
Mary Alice Weist		Russell Gladwin	1982
Edwin Duval		Land Acquisition Committee	
James Coen		Walter Stickney, Chairman	
Thomas Stevens		Laurence Belair	
Stephanie Belko		Philip Cammarata	
Bertice Woodbury		June Picard	
Philip Bruno		James Nicosia	
Homer Hamlin		Emil Corrente, Jr.	
John McShane		Joseph L. Delahunty	
Highway Safety Committee		Thomas Stevens	
John P. Ganley, Chairman		Mosquito Control District Committee	
Anthony Kuncho		Bert Ford Sr., Chairman	
James Holland		Sam Kershaw	1981
Bert Ford		James Coen	1982
Edward Newman		REPRESENTATIVES TO NEW HAMPSHIRE	
Joseph Parolise		GENERAL COURT – Two year term	
Roland Larochelle		Marilyn Campbell	1982
Francis DeCesare		Eleanor Carpenito	1982
Paul Johnson		Beverly Gage	1982
James Coen		Elsie Vartanian	1982
William Kingdon		Anne Leslie	1982
Historic District Comm. – Three year term		Donna Sytek	1982
Bert Ford Jr., Ch.	1982	Joan Espinola	1982
Paul Marashio	1981	Robert Mason	1982
Laurel G. Kellett	1983	Arthur Shurtleff, Jr.	1982
Bertice Woodbury	1983	Raymond W. Wood	1982
Howard Hart	1983	Brian Downing	1982
William L. Kelly, P.B. Rep.			
Bert Ford Sr., Sel. Rep.			
Housing Authority – Five year term			
Exec. Dir., Nancy Rochira			
Michael Carney, Chairman	1982		
George Gelt	1981		
Bert H. Duvernay	1983		
Raymond Bower	1984		
Delbert Downing	1985		



Annual Reports



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Annual Reports

Section I

Administration

- BOARD OF SELECTMEN**
- TOWN MANAGER**
- FINANCE DIRECTOR**
- PERSONNEL DIRECTOR**
- NEW HAMPSHIRE MUNICIPAL ASSOCIATION**



William Knightly
Chairman



Walter Stickney, Jr.



Bert Ford



Joseph Delahunty



Richard Tibbetts

Report of Board of Selectmen

To The Townspeople of Salem:

The year 1980 was a good year in our town. In spite of spiraling inflation and budgetary cutbacks, many significant projects were completed.

A permanent long-term solution to the Solid Waste Disposal problems of the community was established when the Transfer Station on Shannon Road began operation in the first quarter of the year.

The Municipal Office Building expansion and the Public Works Garage expansion were completed and both facilities are now in full operation.

The town's first community park, Hedgehog Park on Lowell Road, was all but completed and will begin full operation in the coming year.

The property revaluation, which was begun in 1979, was completed; and, while there are still some problems to be ironed out through the abatement appeal process, the implementation went far more smoothly than many had originally anticipated.

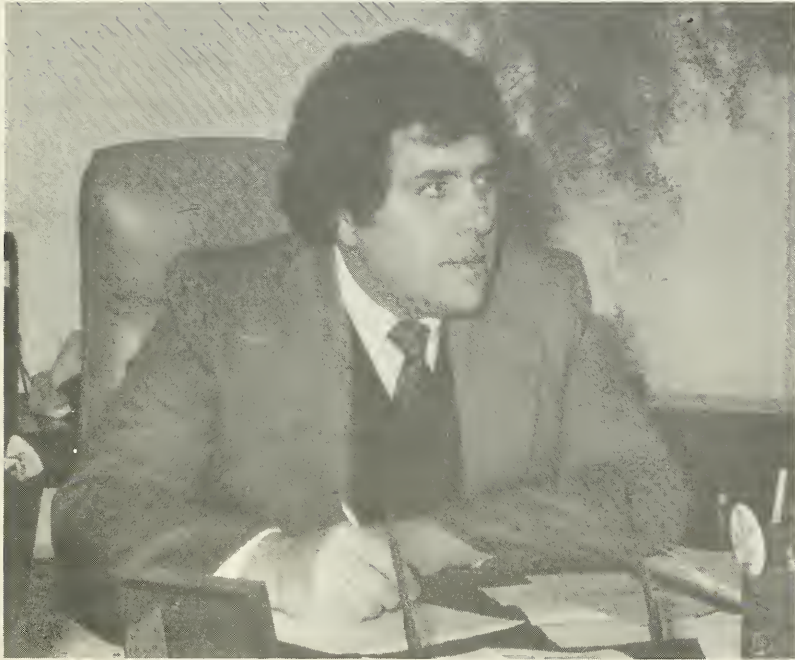
A contract with the Whalen Corporation to identify and develop municipal drinking water supplies has us well on the way to resolving the long-standing problem of public water supply in our community, and we are hoping to conclude a relationship with the Greater Lawrence Sanitary District in the next year as a permanent long-term solution to the sewer treatment problems of our community.

The senior citizens will be occupying their new home at the Foss School on Lawrence Road shortly after the first of the year. This project concludes a major effort to locate the seniors with a more acceptable facility capable of accommodating the many programs and activities which have been developed to address their social, cultural, and physical needs.

On behalf of the Board of Selectmen, I would like to extend our thanks to the Town Manager, his staff, and all the municipal employees who have worked diligently in the past year to address the many needs of our community.

As we stand on the threshold of another year, let us count our blessings and be thankful that we are fortunate enough to live in such a fine community, enjoying the freedoms and privileges available to us as citizens of the United States.

William T. Knightly
Chairman
Board of Selectmen



Donald R. Jutton
Town Manager

Town Manager Report

1980 was a year of forward motion and progress for the administration of the Town of Salem. A majority of the goals and objectives established by the Board of Selectmen in the preceding year were completed, and the day-to-day service delivery systems of the municipal operating departments were sustained at their normally high level in spite of budgetary cutbacks.

We look back on the past year with a certain amount of pride in our accomplishments and look forward to 1981 confident in the willingness of the community and ability of the municipal staff to address the challenges confronting us.

I would like to acknowledge the efforts of the many people who contributed to the successes of the past year, particularly, the elected and appointed members of the various municipal boards and commissions who contributed significant numbers of hours in the interest of the Town for no compensation other than the personal satisfaction derived from their service. Without the support and cooperation of these dedicated individuals, the efforts of the staff in the past year would have been greatly impaired.

Finally, I extend my personal thanks to the Board of Selectmen and to all municipal employees who, working together as a team, continue to strive to provide the highest quality services available to the residents of the Town of Salem.

Donald R. Jutton
Town Manager



Konrad Underkofler
Finance Director

Finance Director's Report

The Finance Department consists of five positions including the Finance Director, Treasurer, Purchasing Coordinator, Payroll Clerk and Accounts Payable Clerk. It is empowered with the task of receiving, disbursing and accounting for all federal, state and local funds for the town.

Investments made during the year returned the highest yield ever: \$443,034 for the General Fund; \$78,524 for the Revenue Sharing Fund; and \$231,650 for the Capital Projects and Capital Reserve Funds for a total of \$753,208.

The Water Fund had net earnings before depreciation of \$45,110. The Sewer Fund had net earnings before depreciation of \$79,900. No rate increases are anticipated until the well system is on-line or the combination with the Greater Lawrence Sewage Treatment Facility becomes a reality.

Goals for 1981 include the implementation of a new GAAFR (Government Accounting, Auditing and Financial Reporting) general ledger system, further refinement of the purchasing system to include fixed assets accounting, and increased work in the collections area to better track receivables.

Personnel Administration

Change, in and of itself, does not necessarily constitute progress. Change, however, will occur, regardless of whether it is planned, required, or even desirable. In order for change to be constructive and genuinely beneficial, a critical examination of the often illusive, and always unpredictable elements integral to the change process, is essential.

Growth, in the myriad of ways that growth is capable of manifesting itself, is a prime initiator of change. Growth in terms of size, scope, numbers, etc., inevitably translates into greater organizational complexity, which subsequently translates into a need to streamline and simplify, via more efficient systems design, and more effective utilization of personnel.

Far too often, we focus our attention on goals, objectives and just plain jobs that need to be done; forgetting, in part, the vital connection between the specific work to be done, and the people that do it.

Wage and Salary Administration, Contract Administration, Equal Employment Opportunity, Affirmative Action, and personnel issues of every conceivable variety have mandated the establishment of the Personnel Division. Invariably, when you combine a time tested idea with a well conceived plan, cost efficiency enters into partnership with constructive systemic change.

Brad Mulhearn
Personnel Director

New Hampshire Municipal Association

The New Hampshire Municipal Association has existed since 1957. It is a non-partisan, non-profit organization whose 223 member cities and towns share a common interest in better local government.

NHMA provides a wide variety of services to its member communities. Among the services provided are: legal services, technical assistance, group insurance programs, personnel services and representation of municipal interests before federal, state, and administrative bodies.

The ultimate goal of these services is to help elected and appointed officials provide more efficient and effective government at the local level. In its representation of municipal interests before the state legislature, one of the primary goals of the Association is preventing excessive property tax burdens being placed on local governments.

NHMA also conducts many workshops and seminars dealing with local needs and problems. These include programs on such topics as municipal liability, welfare administration, assessing, land use and planning law, budgeting and labor relations. The biggest and most important learning opportunity offered by NHMA is its annual meeting. Held every fall, this meeting provides local officials with valuable program sessions designed to give local officials ideas and information they can put to use in their communities for the people they serve.

Further information about NHMA can be obtained from the Board of Selectmen or by contacting NHMA offices at 193 No. Main Street, Concord, New Hampshire 03301.

Annual Reports

Section II

Judicial

- JUDGE'S REPORT
- PROBATION OFFICE
- DISTRICT COURT



Judge Robert D. Marshall

Judge's Report Salem District Court

I am pleased to report that groundbreaking ceremonies for the new court facility took place in December. As everyone can see, construction is moving right along. We expect to have the building ready for occupancy by November, 1981.

We have spent a considerable amount of time refining the original plans. Escalating construction costs have necessitated a reduction of 2,500 square feet in the size of the building. We have tightened the floor plan so that we are making maximum use of all available space.

There will be a complete separation of the Adult Court and the Juvenile Process. The Juvenile Court, Probation Department, and Youth Services will be on the ground floor with their own separate entrance and parking area.

The architectural firm of Drummy, Rosane Anderson has developed an exciting concept for the facility. I am confident that the citizens of Salem will be extremely pleased with the building design and quite proud of their new Court.

We hereby invite all of the people of Salem to attend the open house we will have at a later date.

Robert D. Marshall, Justice
Salem District Court

Report Of The Probation Office

In 1978, Justice Robert D. Marshall received approval from the Selectmen for a one year, CETA funded District Court Probation Officer. In September, 1978, the position was occupied, and in August, 1979, the Town approved funds to continue the position.

The District Court Probation Department facilitates the handling of juvenile and adult offenders sentenced by the Salem District Court.

Probation, an alternative to incarceration, offers a convicted offender the opportunity to demonstrate that he/she can become a law abiding, responsible citizen. As offenders frequently experience alcohol, drug, family/personal problems, and educational deficiencies, Probation coordinates with other agencies such as Family Counseling, Youth Service, schools, etc., to rehabilitate the probationer and to deter him/her from further criminal activity.

General responsibilities of the Probation Officer include pre-sentence investigation on juvenile and adult criminal cases, expungement investigations, supervision of probationers, collection of fines and restitution, and other such duties as the Judges may require.

Persons desiring more information may call Laura Scheibel, 898-5097 at the Department of Probation, Salem District Court Building, 19 Main Street, Salem, New Hampshire.

Laura Scheibel
District Court Probation Officer

District Court

JANUARY 1, 1980-DECEMBER 31, 1980

Cash on hand, January 1, 1980\$ 9,876.65

RECEIPTS

Fines and forfeits	\$304,874.70
Civil fees	5,400.55
Penalty assessments	29,502.71
Stale checks credited.....	100.00
Bail	74,060.55
Miscellaneous.....	987.68
Restitution	5,378.33
Juvenile fines	1,685.00
Witness fees repaid.....	604.00
Legal fees repaid	490.00
Interest	933.12
Partial payments	7,148.94
Uncollected bad check of 1979	27.50
TOTAL RECEIPTS	\$441,069.73

DISBURSEMENTS

Motor vehicle	\$149,357.33
Penalty assessments	27,322.71
Fish and game	152.00
Employment security	32.00
Public utilities	1,424.00
Witness fees	14,600.24
Telephone	1,929.23
Printing and supplies	4,935.77
Postage	2,835.22
Conference	693.58
Books, memberships and supplements	2,359.48
Restitution	5,050.46
Repairs and service	178.50
Sheriff	771.50
Bail transfers and returns	53,482.04
Town of Salem	129,608.37
Miscellaneous.....	1,500.60
TOTAL DISBURSEMENTS.....	\$396,233.03

Due Town of Salem	13,289.88
Restricted funds	31,546.82
TOTAL	\$441,069.73

Annual Reports

Section III

Public Safety

- POLICE DEPARTMENT**
- FIRE DEPARTMENT**
- BUILDING DEPARTMENT**
- CODE ADMINISTRATION**
- ANIMAL CONTROL**
- CIVIL DEFENSE**



John P. Ganley
Chief of Police

Report of Chief of Police

The year 1980 saw a significant reduction in serious crime reported to the police department over the previous year. Part I Offense reports declined by some 15% over last year. (1,424 vs. 1,631). Property crime was down 16% over 1979. In view of the trend, both nationally and in our region, of crime increases, we are pleased. The categories showing significant reductions were burglary, down 18%, larceny, down 14% and motor vehicle theft, down 29%.

Once again the types of crime reported remain relatively constant. Violent crimes make up only about 4% of Salem's crime total. Property crime makes up the vast majority, 96%, of our reported crime. While crime totals alone are not a measure of a police agency's effectiveness, traditionally they are one of the factors used to judge police performance.

UNIFORM CRIME REPORT (Part I Offenses)

Criminal Homicide	1
Rape	5
Robbery	26
Assault	92
Burglary	282
Larceny	814
Motor Vehicle Theft	204
Total	1,424

DEPARTMENT ACTIVITIES

Fleet Mileage	452,224
Calls for Service	22,436
Accidents Reported	1,412
Fatal Accidents	4
Adult Arrests	1,123
Juvenile Arrests	348
Summonses Issued	2,286
Warnings Issued	3,248
Telephone Messages	88,017
Radio Messages	215,183

Accidents occurring in Salem declined about 5% over the prior year. Fatalities reduced from 7 in 1979 to 4 in 1980. We continue to provide an aggressive motor vehicle enforcement effort. It is interesting to note that our Communications Center recorded over 300,000 telephone messages and radio transmissions, an increase of 5% over 1979.

TRAINING

Police Training in a modern agency is an on-going process. Here in Salem we have improved our training effort regularly so that our officers are among the best trained in the state and the area. A number of studies have shown that there is a need for training officers, not in "crime fighting" which is done well at the State Academy and elsewhere, but in the things that police officers "really do". It is accepted that about 60-70 per cent of daily police work is "service oriented" rather than "crime fighting". The officer generally utilizes human relation and behavioral science skills far more often than he does the traditional technical skills he has learned. It means that agencies must supply more diversity and balance in the training area. Accordingly, one of our 1981 goals will be the development of a training operation which meets those needs without abandoning our traditional in-place programs.

During 1980, our personnel attended a number of specialized schools and programs such as:

Executive Management
Criminal Justice Planning
N.H. Police Academy
Advanced Management
Narcotic Investigation
Labor Relations Management
Latent Fingerprint School
Safety Officers School
Polygraph Training
Monadnock Instructor School
Photography School
Clandestine Laboratories

N.H. Training Council
Northeastern University
Enfield, N.H.
Babson College
D.E.A.
Babson
F.B.I.
Concord, N.H.
San Diego, Calif.
N.H.P.S.T.C.
Rochester, N.Y.
D.E.A.

In addition, personnel have attended seminars on Rape Investigation, Contract Management, Check forgery and special narcotics problems. Other agencies and organizations have utilized department personnel for their expertise in areas such as E.O.D. Management and C.P.R. training. We continue to participate with area colleges (Northeastern, St. Anselm's and Northern Essex) with our intern program. Several of our people serve as instructors at the Police Academy and at Specialty Schools. We are pleased to note that three more officers completed degree requirements. Officer Robert Stanley received a Bachelor of Science Degree, Officer Arthur Wyman received a Master of Public Administration and Officer John Tommasi received both a Bachelor of Political Science and a Master of Business Administration.

COMMENTARY

Providing police service in a community like Salem is a dynamic and often complex process. It is said that police work is characterized by hours of boredom punctuated by moments of sheer terror. The challenge faced by the police officer today is to perform well in view of the citizen's desire to be left alone and the collective need of society to remain safe and free.

Our officers are involved in thousands of citizen contacts each year. Considering the numbers alone, the overall performance of our officers is remarkable. When one considers the circumstances of many of these contacts, the risk involved and the high quality of character and discipline required, the record of our personnel is exceptional.

The new decade will mean facing new problems. We are asked to do more with fewer resources. Fiscal managers want fewer expenditures and tighter budgeting with increased accountability. On the other hand we see costs escalating, service requirements increasing and a demand for a reduction in crime.

The support of the community, the various organizations and individuals within the community is essential to the performance of our duties. Without that support, all of our efforts, no matter how diligent, will fail.

John P. Ganley
Chief of Police





Anthony H. Kuncho
Fire Chief

Report of the Fire Chief

During 1980, the Fire Department answered 905 emergency calls for service, representing an increase of 68 calls over last year.

The alarming fire loss figure for 1980 was \$24,005,698.00. In the History of Salem, the fire loss has never exceeded two million dollars in one year. The huge increase was caused, in part, by the disastrous fires that destroyed Rockingham's Grandstand and the White Bridge Complex. These two fires account for \$23,500,000.

FIRE PREVENTION AND INVESTIGATION

The Town of Salem, as well as the rest of the New England area, has experienced a sharp increase in the number of fires that are attributed to wood stoves, either by chimney fires, improper installation or careless usage.

The Fire Department and Bureau of Fire Prevention urge that you use caution with wood stoves and above all, have them inspected.

TRAINING

During 1980, 10,400 man hours of training was logged. The training ranged from in-service training to outside schools that were attended. The areas of training includes: Fire Suppression, Rescue, Ventilation, Water Supply, Pumper Operations, Ladders, Hose Lays, Fire Ground Command, Proper Handling of Hazardous Materials and Management of the Fire Service.

One of the many functions of the Fire Department is to maintain a well qualified and thoroughly professional ambulance service. This past year 15 members re-certified as Emergency Medical Technicians and 5 newly appointed members certified, for a total of 41 qualified Emergency Medical Technicians to better serve the community.

SUMMARY

In 1980, as in the past years, the Fire Department and its members have endeavored to provide the community with the highest level of service obtainable.

It is our goal to continue to provide you, the People of Salem, the same level of professionalism that you are entitled to.

Anthony H. Kuncho
Fire Chief

The following is a report of the calls that the Department answered in 1980:

Types of fire calls

Dock	1
Mock disaster	1
Building	36
Grandstand (Rockingham)	1
Landfill	6
Wash gas	30
Mutual aid	14
Malicious alarm	82
Grass/brush	176
Chimney	47
Faulty alarm	31
Illegal burning	25
Car/truck	75
Mobile home	4
Dumpster	7
Compactor	1
Bomb hoaxes	2
Accidental alarm	48
Miscellaneous service	258
Auto crash/assist ambulance	60
Total	905

Types of ambulance calls

Medical	879
Mutual aid	2
Traffic accident	209
No service	165
Alarm of fire	147
Total	1,402

Approximate fire loss — \$24,005,698.00

Fees collected and submitted to Treasurer's office

Oil burner permits	420.00
Ambulance payments	1,311.20
Photo copies	68.00
Wood stove permits	765.00
Blasting permits	175.00
Total	42,739.20



Report of Building Inspector

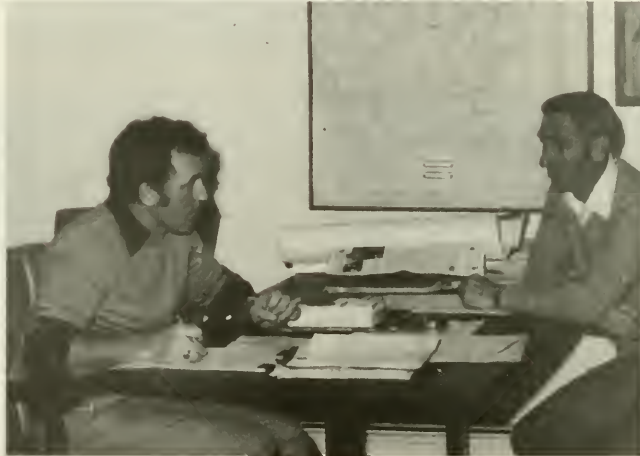
The year 1980 certainly ranked as one of the most memorable years for the building industry. High interest loans united builders, developers, businessmen, state and local officials in their efforts to keep the building industry a healthy and growing industry.

The conflagration at Rockingham Race Track that stopped racing in the Town of Salem has led to another kind of unity as the New Hampshire Jockey Club, developers, Town Planner, State Government Officials and local officials work together with the hopes that a major land use development will take place on the 65 acre tract.

Although building of new residential dwellings was down by approximately 25%, the service demands on the inspectors in the Building Department were not lessened as private individuals turned to residential alterations and additions to remedy need for increased living space.

Also, an extensive cross training program for the inspectors in the Building Department has been initiated to better serve the public by combining the valuable resources of the inspectors in the Building Department.

James Frahm
Building Inspector



Report of Health Officer

Water Pollution made a significant impact on area lakes and waterways during the summer of 1980 resulting with the closing of the town beach at Millville Lake to swimming. Warnings of high bacteria counts were also announced concerning other swimming areas around the lakes and ponds.

Complaints from residents of the Budron Avenue and Carol Avenue areas of leachate leaking into the wetlands and surface waters around the Pond Street area from the Methuen landfill resulted in an extensive ground water sampling program to determine the extent of pollution. The Town of Methuen and the Massachusetts Department of Environmental Quality Engineering were most cooperative in taking immediate action to prevent further leakage from getting into New Hampshire water and wetlands.

Robert Dineen
Health Officer

Report of Electrical Inspector

During 1980, it became evident that there is an active effort to reduce dependency of homeowners on imported oil and to conserve energy.

Eighty-one electrical permits were issued last year for new single family dwellings. Of the 81 dwellings, 55 permits were for total electric homes. Another interesting fact is that three permits were issued for duplex dwellings and these permits were for total electric homes.

Clearly, the last five years have shown an increase in builders choosing electricity as the main source of home heating to afford the homeowner control on heating all parts of his home.

"A man's home is his castle" and the challenge of this decade is to provide the most cost effective heat for the homeowners welfare.

Joseph Bourque
Electrical Inspector



Report of Plumbing Inspector

Daily duties of the Plumbing Inspector include issuing permits and field inspections for all plumbing and gas installations in the Town of Salem. Late in 1980, as part of the cross-training program for inspectors in the Building Department, I assumed responsibility for the mechanical section of the National Building Code Section 1000 — Chimneys, Fireplaces and Venting Systems, along with Appendix E relative to heat producing appliances and air conditioners.

Sam Zannini
Plumbing Inspector

Inspection permits issued for 1980:

896 Building Permits
588 Electrical Permits
324 Plumbing Permits
117 Septic System Permits
45 Well Permits

Also:

81 Food Service Inspections
34 Foster and Day Care Inspections
77 Lake samples taken
21 Samples per month to Concord
103 Variance requests processed

James Frahm, Building Inspector

Report of the Code Administrator

During 1980, stricter enforcement of the Town of Salem's ordinances and regulations was implemented.

In August of that year, the Town Manager conferred power of summons to the Code Administrator. The power of summons made it possible for violations to be processed by the Code Administration through the Salem District Court. This aggressive action was proposed to encourage individuals to conform to the ordinances and regulations in order to avoid legal steps necessary for forced conformance.

Prior to a summons being issued, the Code Administrator attempts to have the problem corrected by informing the violator of the actions to be taken to correct the violation. Most violations are corrected in a cooperative manner between the individual and town officials and legal steps are not necessary.

Henry Potvin, Jr.
Code Administrator

Animal Control Officer Report

During 1980, the Salem Animal Control Officer was sworn in as a special police officer. This enables the Animal Control Officer, when responding to complaints, to encourage the animal owner to obey the restraining law enforced in the Town of Salem to avoid a second complaint resulting in a fine or court action.

In November, the voters of the Town of Salem voted to adopt the provisions of RSA 466:30-a which makes it unlawful for an owner of any dog licensed or unlicensed to allow said dog to run at large, except when accompanied by the owner or custodian, and when used for hunting, herding, supervised by competition and exhibition or training for such. All dogs who are caught running at large are impounded at a kennel facility and a fine must be paid before the dog is returned to the owner. All dogs of good temperament who have been in the holding facility for a period of more than seven days without being claimed are placed in homes whenever possible.

Office hours are from 7:00 a.m. to 3:30 p.m. with 24-hour emergency service provided.

Richard Berube
Animal Control Officer



Anthony Coco
Civil Defense Director

Civil Defense Director's Report

During 1980 the Civil Defense team responded to the Rockingham Race Track fire for emergency standby to aid Fire and Police Officers as necessary.

The team is on emergency call for heavy rains, high winds and snow storms throughout the year.

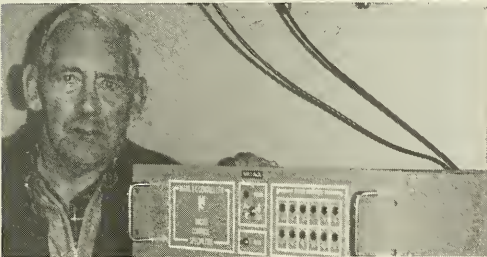
The Radio Repeater system originally housed at the Lawrence Road Water Tank site was relocated to the new Water Tank on Howard Street.

The Civil Defense Radio Club held a 24-hour emergency drill at Mystery Hill, using gas generators for power communication with all states within the United States, and several locations in Europe.

The sound system for the annual Christmas tree lighting ceremony is supplied by members of the Civil Defense group.

Direct contact with Police, Fire and other Town agencies during emergencies is maintained through the efforts of Mt. Moriah Repeater Society's loaned equipment and Civil Defense Volunteers.

I would like to express my appreciation to the Assistant Communications Officer, John Spofford, the Radio Officer and Deputy Director, William Loeffler along with all the volunteer members who contribute many hours of their time, both day and night.



Annual Reports

Section IV

Public Works

- HIGHWAY DIVISION**
- CEMETERIES AND PUBLIC PROPERTIES**
- EQUIPMENT MAINTENANCE**
- SOLID WASTE DIVISION**
- UTILITIES DIVISION**



George M. Gline
Public Works Director

Report of the Public Works Department

The formulation of the Public Works Department has proven beneficial to the Town in many areas. Utilization of employees in several divisions rather than one specific area, resulted in time and labor savings; Expansion of the Public Works building, enabling the Water and Highway Division employees to be housed in one area has been successful.

January through March produced a minimal amount of snow, thereby resulting in a savings in the salt and sand accounts, however, November and December storms depleted the inventory.

During 1980, approximately 1,000 tons of sodium chloride (salt) and 2,000 yards of sand have been used in treating the various streets and sidewalks throughout the community.

The following project accomplishments have been realized by the various Public Works Divisions during 1980:

HIGHWAY DIVISION

All paved streets, roadways and sidewalks were cleaned after the winter accumulation of sand and other debris. Repairs due to snow plowing were undertaken during the Spring.

All gravel roads were graded during the Spring and Fall.

Approximately 900' of guardrail was installed on Lawrence Road, Shannon Road and North Main Street at Arlington Pond.

Painting of center lines and crosswalks throughout the Town was accomplished.

Over 300 street and safety signs were replaced.

Construction projects completed by Town employees and outside contractors included: South Policy Street, North Main Street (intersection of Second Street); North Policy Street (intersection of Pelham Road); North Policy Street (Dyson Drive to Windham Town line).

A considerable amount of time was required of the Highway Department in constructing the bikeway on School Street.

Drainage work consisted of repairing existing catch basins, contractual cleaning of sand and debris from the basins and construction of an underdrain system in the Kim Road area.

A drainage system was installed in the Noyes Terrace area by D.M. Holden, Inc., at a cost of \$76,384.

Approximately two miles of open drainage ditches have been cleared with the gradall for proper drainage maintenance.

CEMETERIES AND PUBLIC PROPERTIES DIVISION

Responsibilities of this division include maintenance of cemeteries, Town buildings and properties maintenance. Employees of this division, along with other Public Works employees are deserving of a great deal of credit for many hours involved in the completion of the Municipal Office Building and the Public Works facility.

Project accomplishments during 1980 included: Grounds maintenance at various cemeteries, landscaping at Cathedral of Memorials and Schoolhouse #5 located on School Street; Placement of six dedication plaques; assisted Recreation Department in development of Hedge Hog Park.

The number of burials recorded in 1980 was 83, compared to 115 during 1979.

EQUIPMENT MAINTENANCE DIVISION

This division is responsible for maintenance of all Town owned equipment with the exception of the Fire Department vehicles.

The crew of mechanics have proven to be highly skilled and dedicated employees.

LANDFILL DIVISION

The Transfer Station at the landfill site has been in existence for approximately one year and proven successful with an unanticipated cost savings. The required finish work in closing out the open landfill operation will be accomplished during the Spring in accordance with the State requirement.

WASTEWATER DIVISION

The major emphasis during 1980 was an expanded plant maintenance program, including: New roofs with more efficient insulation; rebuilding of two pumping units by plant personnel; installation of a permanent emergency by-pass pump to alleviate a flooding condition during Spring runoff, and replacement of a unit prone to flooding with a submersible motor. The Wastewater Treatment Plant and remote Pumping Stations were monitored by an alarm system, which summons the proper maintenance employee in the event of a malfunction.

WATER DIVISION

The following projects have been completed by Water Division personnel and outside contractors during the year:

A new 1.5 million gallon water tank on Howard Street replaces the 400,000 gallon tank originally built in 1925.

Installation of new water mains on David Terrace, Grove Avenue, Lincoln Terrace, Marie Avenue, Queen Anne Lane and Sullivan Ave.

Nine additional hydrants were connected to the water system.

Sixty-five new services were installed and twenty-one existing services replaced.

The cooperation of homeowners adjacent to Millville Lake enabled the Water Division to add 1000 ft. of plastic water line from Walter Palmer Lane to Car Mar Lane in conjunction with the draining of Millville Lake.

Four homes on Millville Circle have been supplied water through the efforts of John Marden and the Water Division.

A hydrant flushing program was initiated during the Fall to assure satisfactory flow throughout the water system.

The combined efforts of Public Works employees, Town Manager and the Board of Selectmen has resulted in the completion of various projects during 1980, including construction, reconstruction and maintenance programs.

It has been a privilege to serve the residents of the Town of Salem in the preceeding year and I look forward to new challenges in future years.

George M. Cline
Director of Public Works

Annual Reports

Section V

Human Services

- HUMAN SERVICES OVERVIEW**
- RECREATION ADVISORY COMMISSION**
- RECREATION DEPARTMENT**
- SENIOR CITIZENS**
- COUNCIL ON AGING**
- WELFARE ADMINISTRATION**
- 4 C's DAY CARE**
- ROCKINGHAM WEST HOMEMAKER SERVICE**
- SOUTHERN N.H. MENTAL HEALTH ASSOCIATION**
- DISTRICT NURSING ASSOCIATION**



Brad Mulhearn
Human Services Director

Human Services Overview

Human Services continues to undergo personnel, as well as organizational changes.

Chris Coombs, after five (5) years of dedicated service to the Town as Welfare Administrator, has moved on, for purposes of personal and professional growth. A move which is good for Chris, but a decided loss to the town, and the clients she has so admirably served.

Successor to the position is Deborah Killam, a well-qualified and highly responsible individual who, no doubt will continue the standard of excellence established by her predecessor.

The Youth Services Bureau has been effectively abandoned, and replaced by a Court Services Division designed to serve as an arm of the Salem District Court. Mr. Brad Mulhearn, former Personnel/Human Services Administrator, will head up the new division, as Court Services Officer.

The delivery of services to the juvenile population of Salem will in many respects remain the same; with a couple of important differences.

Given the obvious limitations of time, money, and manpower, a more conservative approach to the resolution of juvenile problems will ensue. Parents of juveniles will be expected to actively participate in the resolution of the court related problems of their own children. In addition, several time-tested Juvenile Probation Programs will be re-juvenated.

The closing of the Joseph Road Group Home will require a renewed recruitment effort for additional Foster Homes; as the demand for juvenile placement services continues.

Elderly, and Recreation Department's will continue without substantial change, to provide the same high quality services Salem Citizens have grown to rely upon and enjoy.

Recreation Advisory Commission

1980 was primarily a follow-up year for the Recreation Advisory Commission of projects conceived in previous years.

Bikeways were all but completed and Hedgehog Park on the south side of Lowell Road took on a physical dimension which can readily be observed. A nature trail has been cleared, picnic areas established, sanitary system installed, and warming shelter constructed. With the proposed circulation system to provide for swimming facilities in 1981, this park will become the first comprehensive community recreation facility in our town, one which we can all be proud of.

Throughout the year the Commission worked on a Parks Ordinance which, when drafted was reviewed by the Board of Selectmen, Town Manager, Town Council, Public Safety Officials, Recreation Department Staff and others for their constructive opinion. The Parks Ordinance should take effect in 1981.

The Commission feels that a master plan update for the development of recreational activities and facilities is of mandatory importance if public recreation is to proceed in a reasonable orderly sequence. Such a plan has been and is currently being discussed.

It must be mentioned that if we are to succeed in any future endeavor, we must have active vocal and/or written documentation to help us establish the priorities that are in line with the majority and can be supported by the administration and we sincerely request your thoughts and suggestions.

Thomas R. Stevens, Chairman
Recreation Advisory Commission





Recreation Department

The Recreation Department over the past year has serviced approximately eight thousand persons in group and individual activities, special events and instructional programs. The department has spent long hours evaluating, reexamining and studying needs of the community. We are forever revising schedules, activities and more, in order to meet these changing needs.

The year 1980 showed a 330% increase in participation in bus trips over 1979. Four special events were offered in 1979, yet demand in 1980 increased this figure to one per month and new programs were added to the already diverse selection. The success of these and other programs is primarily due to you, the consumer, the participant, the volunteers, the local businesses and the service clubs. We would like to take this opportunity to thank you for your time and interest. Your cooperation has made the challenges, defeats and frustrations worthwhile.

We look forward to 1981 with the grand opening of Salem's first Community Park, the completion of a comprehensive Park and Recreation Master Plan (which we hope you will all give us your input for), and increased programming to keep up with the ever increasing demand.

We would, again this year, like to emphasize the need for your input in order to meet your needs and desires. Please make it a point in 1981 to stop by the Recreation Department office or drop us a note expressing those desires.

We hope all of you enjoy health and happiness in the upcoming year.

Programs and activities offered by the Recreation Department include, but are not limited to:

AEROBIC DANCING
BALLET/ACROBATICS
BASKETBALL
BELLY DANCING
CRAFTS
DOG OBEDIENCE
DROP IN GYM
GARDENING PROGRAM
GYMNASTICS
JAPANESE BUNKA
KARATE
MODELING
PIANO
RECREATION SKI CLUB
SLIMNASTICS
SPORTS LEAGUES
SWIMMING LESSONS
WOODCARVING

BABYSITTING CLINIC
BALLET/JAZZ
BASKETBALL CAMP
BOWLING
CHRISTMAS WORKSHOP
DRAMA WORKSHOP
EFFECTIVE CYCLING
GOLF
HANDBELL LESSONS
JAZZ
MACRAME
MOMS & TOTS
POTTERY
SALEM PLAYERS
SPECIAL NEEDS PROGRAM
STORY HOUR
TINY TOTS
YOGA

BADMINTON
BALLROOM DANCING
BATON
CHEERLEADING
DISCO DANCING
DRAWING
FAMILY BUS TRIPS
GUITAR
ICE SKATING
JEWELRY MAKING
MEDIA WORKSHOP
OIL PAINTING
PRESCHOOL PLAY
SKI PROGRAM
SPORTS CAMP
SUMMER PLAYGROUNDS
WATERCOLORS

SPECIAL EVENTS: Beautiful Baby Contest
Photography Contest
Jogger/Road Runner Race
Town Track Meet
Halloween Scavenger Hunt
Fishing Derby
Children's Christmas Workshop
Winter Carnival
Muscular Dystrophy Carnival
Christmas Caroling and Hayride

SERVICES: Ski & Skate Sale
Scheduling local ballfields
Referrals
Recreation equipment loan
Development of recreation facilities

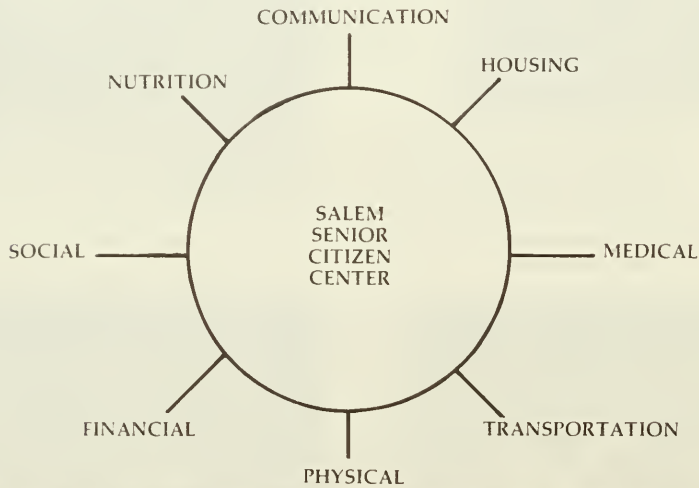
FACILITIES: Millville Town Beach
Linwood Playground
Brian Memorial Field
Shannon Softball Field
Bodwell Pond Skating Area
Lancaster Skating Area
Hedgehog Community Park
Palmer School
Community Gardens

Gwen Kermode
Recreation Director



Senior Citizens' Report

Upon the completion of yet another successful year, the first of a new decade, one finds the vibrant Seniors increasingly active, more mobile and eager to share their blessings with their less fortunate peers. Their vital Senior Power coupled with their benevolent benefactors, the Town of Salem, businesses, organizations and private citizens, has provided a positive energy force that pulsates into the diversified channels of the heartbeat of daily existence. Without the nerve nucleus, the Senior Center, to house their wisdom, experience, vitality and humanitarianism, the Seniors would be less effective in inspiring a zest for living to not only the incarcerated, infirmed, handicapped and hapless but to the general healthy populace of the Town as well. Their unity and strength enable them to return tenfold what they are given. The Senior Center supplies information and answers to the unique problems of the elderly . . .



CALENDAR OF MAJOR EVENTS

January	
9	Winter Dance, sponsored by the American Legion Auxiliary, Salem
February	
14	Valentine Dance, sponsored by the Veterans of Foreign Wars Auxiliary, Salem
March	
1,2,3,4,5	Winter trip to Bermuda
23	Spring trip to Bull Run, Shirley, Mass.
April	
4	Stations of the Cross (Good Friday), the 13th Station at the Senior Center, Salem
5	Easter Dinner, sponsored by the Knights of Columbus, Salem
May	
2	Golden Age Dance Group Olympics, Nashua
2,3,4	Trade Fair booth, sponsored by the Chamber of Commerce, Salem
13,14,15	Square Dancing Group trip to Troy, N.H.
29,30,31	Spring trip to Cape Cod, Hyannis, Mass.
June	
1	Spring trip to Cape Cod, Hyannis, Mass.
6	Night at the Races, Seabrook
22	Oklahoma and Lobster Fest, Crystal Springs Country Club, Haverhill, Mass.
July	
28	Selectmen and Seniors officially finalize plans to obtain the Foss School as the new location for the Senior Center.
29	Square Dancing graduation, Senior Center, Salem
August	
8	Choral Group trip to Romies Quarterdeck, Danvers, Mass.
14	Clambake at Gloucester, Visit Hammond Castle and boat tour of Gloucester Harbor, Mass.
22,23,24	Summer trip to Kennebunkport, Maine.
26	Luau, sponsored by the Exchange Club, Dunkin Beach, Salem
28	Painting Group trip to Rockport, Mass.
September	
4	South Shore Music Theatre and Dinner, Peabody, Mass.
17,18,19	Trip to Mount Washington, Whitefield, N.H.
25	Autumn Dance, sponsored by the American Legion Auxiliary, Salem
25	Fair, Deerfield, N.H.
October	
5	Foliage trip, Waterville Valley, N.H.
9	Flu shot clinic (FREE), Senior Center, Salem
30	Halloween Dance, sponsored by the Veterans of Foreign Wars Auxiliary, Salem
November	
27	Thanksgiving Dinner, sponsored by the Derry-Salem Elks, Salem
December	
4	Dance, sponsored by the American Legion Auxiliary, Salem
4	Christmas Shopping trip to Burlington Mall, Mass.
18	Christmas Party, Salem Inn, Salem
29	Trip to see the Christmas lights in Boston, Mass. and dinner at Anthony's Hawthorne in Lynn, Mass.

DAILY ACTIVITIES

Friday

Bowling
South Salem Grocery
Shopping
Bid Whist
Beano
Line Dancing
Brentwood Visit to Elderly
Hot Lunch

Monday

Choral Group
American Association for
Retired Persons (AARP)
Golden Agers
Community Council for
the Elderly
Blood Pressure
Hot Lunch

Thursday

Arts and Crafts
Painting
Cribbage
Salem Council on Aging
Tap Dancing
Hot Lunch

Tuesday

Arts and Crafts
Millville Arms Grocery
Shopping
45's
Square Dancing
Hot Lunch

Wednesday

Line Dancing
North Salem Grocery
Shopping
Whist
Hot Lunch

SALEM
SENIOR
CITIZENS
CENTER

During the course of 1980 the impact of Senior Citizens solidarity of purpose has manifested itself in the opening of Salemhaven, the town's new 100-bed nursing home. The sexagenarians worked tirelessly to raise money with personal pledges, by holding flea markets, yard sales, dances, car washes, etc. So determined were they to reach their goal, they exceeded the amount by well over 100%. In addition, they physically assisted in the setting up of the facility; John Killam was its first occupant.

As much as the **Choral Group** enjoys congregating to sing, their real pleasure is derived from sharing their vocal talents with the numerous nursing homes throughout the area. Examples of this substantiate the aforementioned: On January 4 and June 9 the group performed at the Littleton House Nursing Home; at the Salemhaven "Roaring 20's" program on May 12, at its "Open House" on May 25, at a cookout on July 2, and again on July 29 and August 25; on May 21 at the Brentwood Nursing Home; on September 22 at the Nevins Nursing Home, Methuen, Mass.; on October 8 at the Old Folks German Nursing Home, Lawrence, Mass.; on October 27 at the Birchwood Home in Derry. Their conductor, Norman Marshall, who has been with the Group since its inception in 1976, attests to the fact that their expertise is in demand in various other avenues as well, namely the following: at the Congregational Church on "Senior Sunday" on January 9; at the American Association for Retired Persons meeting; First Congregational Church, Methuen, Mass. on February 21; at the Sister of Mercy in Windham on February 27 and again at the Special Picnic on June 7; at Millville Arms on March 5; at the Methodist Church, Lawrence, Mass. on April 14; at the Trade Fair on May 3; at St. Joseph's Sodality on May 7; at the Nutfield Heights Senior Housing, Derry on October 21; at the Philanthea Class, Congregational Church on November 19; at the Christmas tree lighting ceremony in December; at Newington Mall on December 9; at Mary Queen of Peace Sodality on December 16; at the Christmas Party held at Salem Inn on December 18. The group also raised funds to purchase a piano for Salemhaven. Anna Marie Nicosia accompanies the **Choral Group** which has grown from a half a dozen members to its present thirty-five. Their effervescence is limitless!!

Another musical albeit more strenuous activity is divided into three categories: **Square Dancing**, **Tap Dancing** and **Line Dancing**. **Square Dancing** is called by Alan Waters who has built his merry "Golden Swingers" to four sets. Graduation for newcomers was held at the Senior Center on July 29 and included an exhibition of calls. The "Golden Swingers" executed their turns at the Salem Trade Fair and participated in a three-day workshop in Troy, N.H. with other square dancing groups throughout the area. **Tap Dancing**, a new innovation in the Seniors' schedule, is coached by Marie Parker, who holds classes at the Center on Thursdays from 2:30-3:30 p.m. This group placed second in the Golden Age Olympics held in Nashua. Although this is the first year, twelve individuals enjoy the movement of grace and dexterity that this type of dancing affords. All own their own tap shoes! Under the auspices of Pauline Noviello beginners and advanced **Line Dancing** puts the Seniors through their paces. Because of its popularity in 1979, this program was increased to two days a week, Wednesdays and Fridays at 9:30 a.m. at the Center. This hearty ensemblage also placed second at the Golden Age Olympics, performed at the Trade Fair and at the Nutfield Heights Senior Housing in Derry on October 21.

Golf votaries are encouraged to "tee off" at the Sheraton Rolling Green in Andover, Mass. Several of our Seniors avail themselves of the opportunity to exercise in the fresh air and at the same time enjoy one of their favorite pastimes. A token payment is required for green fees.

Every Friday at Academy Lanes, Bradford, Mass., finds the Seniors interested in **Bowling**. In July and August they traveled to Kingston State Park for their annual picnics.

George Phinney tutors the Seniors in **Painting** classes held at the Center once a week. Their "objet d'arts" were admired by those attending the Trade Fair in May. In August the group went to Rockport, Mass. to observe the local color and replenish ideas for future projects.

The inhabitants of the Laconia State School and the Brentwood County Nursing Home were the recipients of hand-made items donated by the members of the **Arts And Crafts** class, still Number 1 and going strong; this endowing activity is taught by Mildred Mercer. As in previous years a patchwork quilt was sewed and raffled at the Trade Fair. The town provides a portion of the materials with the Seniors supplying whatever else they choose to work on.

More Seniors took advantage of the **I.D. Card** program, which issues a laminated card to each golden ager registering at the Center with their photo, name, address, birthdate and Social Security number. This program establishes the elderly as bona fide residents of Salem and allows them to obtain discounts wherever possible.

The **Rockingham County Community Action Program (RCCAP)** furnishes the Seniors with a myriad of information and referral services on the municipal, county, state and federal levels. Questions pertaining to emergencies that may arise, especially to the Emergency Energy Program (EEP), Social Security and Chore Service are professionally and expeditiously handled.

The **Taxi-Voucher System** provides two-way transportation for the Seniors for medical related appointments, such as to doctors, dentists, clinics and hospitals. The Seniors and the town each pay half of the expense at a discount rate.

Nurses Dorothy Halligan and Ollie Brobst of the **Visiting Nurses Association** volunteered their services to take blood pressure readings of the elderly once a month at the Center. These two local women also administered flu shots at the clinic held at the Center on Thursday, October 9 from 1:00-4:00 p.m.

Edith Sheen, Albina Cahill and Pat Kimball direct the **Nutrition** program held at the Center on Mondays through Fridays at noon. Well-balanced meals at minimal costs are supplied by SAGA, Sanford, Maine. The funding is paid through the Rockingham County Nutrition Program. For nonambulatory Seniors at home the **Meals On Wheels** program administers hot food Monday through Friday; Susan Jane Brewster is in charge.

Initiated midway through 1979 and continuing throughout 1980 the **Homemaker Care Service** has maintained its effectiveness. Under the direction of the Derry Visiting Nurses Association and in conjunction with the Town of Salem and Rockingham County, on a daily basis for one or two hours the Derry staff provides several needy individuals assistance with light housework, meals, errands and laundry.

The **Vial Of Life** program continues to register Seniors who believe "an ounce of prevention is worth a pound of cure". In case of emergency two vials per senior can be found, one taped to the inside of the refrigerator in their home, the other in their car, with essential life-saving medical data. All Seniors are urged to participate in this effortless endeavor which could mean the difference between life or death.

Linda Harvey volunteered on three Saturdays to compute the Seniors Federal Income Tax.

The goals we hope to achieve for the year 1981 are: a smooth transition from old to new quarters; try to reach more homebound Seniors. A special thank you to all who gave of their time to help the Seniors.



Council On Aging

The Council on Aging enjoyed another successful year in 1980; Several trips to the State Council proved beneficial in obtaining funds in the amount of \$30,900 for the Senior Center. The combination of the State funding and the \$50,000 allocation from the Town is being utilized in renovating the Foss School. The target date for relocation is April 1, 1981.

Other achievements during the year included:

Initiation of the "Good Morning Program" whereby Seniors call the Center each morning to inform us of their well being.

Received more participation from Seniors at our meetings in voicing their opinions.

Assistance with the Derry Visiting Nurses Association in the "Homemaker Program" for Salem Seniors.

Aided in the set up of a site-council in conjunction with the nutrition program.

The Council worked with the Salem Postmaster in relocating mailboxes for Seniors and sending notification to the Center in the event the mail remains in their mailboxes.

Assisted the Salem Womens J.C.'s in providing "Alert Decals" to Seniors for placement in their windows in case of fire.

Supplied the Fire Department with a list of names of Seniors for donated Smoke Alarms.

Issued letters to Seniors from Town Assessor, Joe Lessard, explaining the revaluation of their properties.

Additional Seniors enrolled in the Retired Senior Volunteer Program (R.S.V.P.).

In the coming year we hope to expand many of our present programs and look forward to a smooth transition into our new Center.

Beverly Gage
Chairman





Deborah Killam
Welfare Administrator

Town Welfare Department

Many residents of the Town of Salem have met with hard times during 1980 due to changes in local, state and national economic conditions. The Salem Town Welfare Department has provided Direct Welfare Assistance to eligible applicants and has referred individuals to additional sources of support from the community, financial and otherwise, where available.

The Welfare Department itself has undergone a major change with the resignation of Christine Coombs. Without her help, a smooth transition and continuation of service would have been difficult.

The following list is the 1980 year end breakdown of the Direct Welfare Assistance mandated by adopted Town Welfare guidelines and legal obligations:

Food	\$ 2,158.47	Employment	00.00
Rent	10,790.30	Property Liens	2,607.41
Utilities	3,859.16	Local Share OAA (Old Age Assistance)	
Medical	680.33	& APTD (Aid to the Permanently & Totally Disabled)	\$25,123.69
Other Assistance	1,968.26	Foster Care/Youth Placement	10,531.94
Nursing Homes	114.97		

The Salem Town Welfare Department has assisted local organizations meet the needs of Salem's residents through Thanksgiving and Christmas baskets as well as presents for children of needy families. This office works with the Health Inspector, Fire Inspector, and the State Division of Welfare to coordinate Foster Home, Family Day Care and Group Day Care inspections required for licensing. In this period of transition from Youth Services Bureau to Court Services, this department has taken an active role in the Foster Care Program.

The goal of the Welfare Department is to provide quality service and referral to those eligible and in need of assistance.

Deborah Killam
Welfare Administrator

Salem 4C's Day Care

The Salem 4C's Family Day Care, a non-profit program, has served the community of Salem for several years; sponsorship of the program by the Rockingham County Community Action Program was attained mid-year, 1980.

The purpose of the program is two fold: (1) to afford to low income parents the opportunity to engage in employment or training and education leading toward employment rather than the alternative — reliance on welfare for support while caring for their children at home; and (2) to provide warm, secure, and educational environments for young children while they are away from their parents' care. Moreover, safety, health and nutrition are also important elements of the program.

A network of seven to eight licensed homes, the 4C's program served seventy children in the 1980 year and presently has an enrollment of fifty-three. The vast majority of these children are from the Town of Salem and their parents are eligible for Title XX support, which along with USDA monies, is the primary source of revenue. In order to secure Title XX support from the State of New Hampshire, as well as monies needed for general operating expenses, the program relies upon funding from the Town of Salem and from Rockingham County; this support is absolutely vital for the continuation of the program and maintenance of quality service.

Stephen A. Smith
Operations Manager

Rockingham County

West Homemaker Service

Thanks to the support received from the Salem Town Meeting and Rockingham County the last two years, Homemaker services have been available through the Derry Visiting Nurse Association's Homemaker Service since April, 1979. Any health needs identified by our homemaking staff are referred to the Salem District Nursing Association so that every effort is made to coordinate home care between agencies for the most benefit to the individual or family.

Homemaking Service as provided through a professional, voluntary agency supported by public funds, such as ours, can not be for convenience only. It must meet a need related to problems of chronic or temporary illness, problems of aging, handicapping conditions or family stress. Trained homemakers, working according to supervised service plans, can provide assistance with light housekeeping tasks, errands, laundry and meal preparation on a visiting basis. As a general rule they are scheduled to visit several individuals daily for one to two hours each rather than to stay for long periods in one home.

Funding for the service comes from five sources:

- (1) Title XX of the Social Security Act
- (2) State Council on Aging grant
- (3) County appropriations
- (4) Town appropriations
- (5) Sliding scale fees

Title XX and State Council on Aging funds are restricted to services for individuals whose income, or age, falls within specific guidelines. County and town funds are used to support services for those individuals and families who do not meet those guidelines and to support the cost of scaled fees.

During fiscal year 1979-80, 615 Homemaker visits were made in Salem with a total of 1,248 hours of service being provided. Considering that last year was the first full year of service operation, that level of service expresses a substantial achievement both on the part of the Salem Community and this Agency. In July 1980, 37% of the Homemaker Service case load of this agency was in Salem. At the end of November 1980, 44% of the case load was in Salem, and Salem represents only 30% of the total population served by the Homemaker Service of this agency. We attribute this dramatic increase in homemaker services in Salem to:

- (1) real community need; and
- (2) increased knowledge of service availability

By utilizing all available sources of funding and through efficient management, the Derry Visiting Nurse Association provides Homemaker services to Salem which cost considerably more than the total of the combined Town and County appropriations. We feel this is appropriate use of agency resources.

Requests for this service may be made directly, or on behalf of a family member or friend by calling 432-7776 or 434-5806.

David L. Sires, MSW
Executive Director
Derry Visiting Nurse Association

Mental Health Center for Southern New Hampshire

The Mental Health Center for Southern New Hampshire began Year Three as a comprehensive mental health center on May 1, 1980. As a community mental health center, the following services were provided in accordance with standards of the National Institute of Mental Health: outpatient diagnostic, treatment and referral services, 24-hour emergency psychiatric intervention, partial hospital and inpatient psychiatric treatment, follow-up for individuals leaving New Hampshire Hospital, screening services for individuals requesting or requiring hospitalization at New Hampshire Hospital, service to children, the elderly, substance abusers (drug and/or alcohol), and, a preventative program of consultation and education.

Calendar year 1980 has been a year of working towards stabilization and setting future directions. Part of this process involved creating a new organizational structure, new business and clinical procedures and policies, and an upgrading of administrative procedures. Assessment of services and policies is continually being made to meet the changing needs of the people in the eleven-town catchment area.

During calendar year 1980 the Salem branch office of the Mental Health Center for Southern New Hampshire merged with the Hampstead branch and moved to new, larger quarters. The new address is 22 Main Street, Salem and is located on the second floor of a recently completed professional building. Clinic hours are Monday and Friday 9:00 a.m. until 5:00 p.m., and Tuesday, Wednesday, and Thursday 9:00 a.m. until 9 p.m.

The Salem branch office provides mental health screening and diagnosis for all individuals seeking services from primarily the following nine towns: Atkinson, Danville, Hampstead, Newton, Pelham, Plaistow, Salem, Sandown and Windham. Besides utilizing the other services and programs of the organization, the Salem branch office provides direct clinical services to a wide range of adults and children through the use of individual, couples, family and group therapies. Ongoing consultations were maintained with local police departments and the Pelham, Salem, and Windham schools.

During 1980 our Family and Life Education program provided the following programs and services to the residents of Salem:

January 20, 1980: Workshop entitled, "Death and Grief". Location: Christian Life Center in Salem.

February 7-March 27, 1980: Seven-week course entitled, "On Death and Grief". Location: Christian Life Center in Salem.

March 10 and May 22, 1980: Presentation on "Careers in Mental Health" for the Salem High School career day.

June 5, 1980: Discussion with "Widowed Outreach Group" on issues of "Grief and Loss". Location: St. Joseph's Church.

August 14, 1980: Movie and discussion dealing with mental health for day campers at the Salem Boy's Club.

August 27-28, 1980: Workshop entitled, "You and Your Aging Parent". Location: Mental Health Center in Derry.

September 16, 1980: Workshop dealing with "Children of Aging Parents". Location: Salem Haven Nursing Home.

September 17, 1980: Discussion on "Dealing with Suicide" and "Mental Health Center services". Presented by the Mental Health Center Emergency Services Team for the Salem Police Department.

September 30, 1980: Inservice education program for the staff of Salem Haven Nursing Home dealing with "Issues of Aging".

During the twelve month period December 1, 1979 to November 30, 1980, the following services were delivered to Salem residents:

Clients Served	1,578
Direct Service Hours	3,508
Partial Hospitalization and Sustaining Care Programs (½ days)	2,838
Inpatient Days	268
Emergency Contacts	541
New Requests for Service	345

Salem District Nursing Association

The 1980 Program evaluation showed the following:

There were 194 persons receiving care in 1980, which included 2469 Skilled Nursing visits for care of the sick, 567 Physical Therapist visits and 812 Home Health Aide visits.

The agency staff cared for 114 long-term patients (over 3 months). Of the 194 patients seen by the agency, 133 of these were over the age of 65. A breakdown of visits according to diagnosis follows:

Postpartum	227
Premature — high risk infants	27
Well Child — infants	225
Gynecological	13
Neurological	70
Respiratory	85
Orthopedic	90
Cerebral Vascular Accidents (stroke)	178
Cardiac	305
Blood Dyscrasia	97
Cancer	104
Diabetics	373
Eye, Ear, Nose & Throat	21
Non-Orthopedic Injuries	6
Arthritis	122
Urological	52
Gastro-Intestinal	41
Peripheral-Vascular	248
Allergies	4
Mental Health	5
Mental Retardation	11
Communicable Disease	116
Family Planning	2
Adult Health	47
Total	2,469

The agency offers the townspeople Skilled Nursing care and Physical Therapy with the permission of a physician. The duty hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. The office is located on the main level of the Municipal Building where the nurses can be reached at 898-4737 between 8:00-9:00 a.m. and 1:00-2:00 p.m.

Dorothy Halligan, R.N.
Mary O. Brobst, R.N.

Annual Reports

Section VI

Cultural

- LIBRARY DIRECTOR'S REPORT**
- LIBRARY STATISTICS**
- LIBRARY TRUSTEES REPORT**
- LIBRARY TREASURER'S REPORT**

Report Of The Library Director

Today, everyone is concerned with energy, inflation and saving those increasingly scarce bucks, so let's look at how you save at the library:

If you borrow 25 hardcover books a year from the library, instead of buying them at an average cost of \$12.95, you save \$323.75.

If you borrowed 25 children's books a year, instead of buying them at an average cost of \$7.65, you saved \$191.25.

If you borrow 25 paperback books a year, instead of buying them at an average cost of \$2.25, you save \$56.25.

If you read 2 magazines regularly, you save \$24.00.

If you borrow 15 records a year, instead of buying them at an average cost of \$7.98, you save \$119.70.

If you borrow 5 art prints a year, instead of buying them at an average cost of \$78.00, you save \$390.00.

Since many of you may use the library less often or much more than the examples I've given, use the cost figures above times the number of materials you and your family borrow from the library during the year to come up with your own figures.

Some savings aren't even included above. If, for instance, your club or organization needs a film, screen and 16 MM film projector for their next meeting, they could save around \$70, the average cost of renting a film, screen and projector, by borrowing them from the library. Many such groups use the free meeting rooms of the library.

One other very important figure can't be so easily shown or counted statistically; the ongoing value, to you and your family, of the information and reference facilities of the library — for while you can buy books and records; and other community groups can show movies, run bus trips and have lectures, only the library can provide full information service. In fact, no other institution, or combination of institutions, can duplicate, or even begin to provide, the overall informational resources of your library.

Your cost for all this? About the cost of a single magazine subscription or hardcover book. That's another reason your library is a good deal!

Ed Reed, Director

Eleanor Strang, Assistant Director



Kelley Library Statistics 1980

Your library has been busy, busy, busy!

ADULT SERVICES:

Circulation: Books, magazines and paperbacks	181,087
Phonograph records, cassettes, art prints	6,188
16 MM films and AV equipment	338
Sub total	187,613

315 Book requests processed
4,546 Reserve notices processed
13,746 Overdue notices processed
30,863 Overdue materials processed
1,512 New borrowers registered

CHILDREN'S SERVICES:

Circulation: Books, magazines and paperbacks	89,202
Phonograph records	4,748
Games and toys	342
Sub total	94,292

7,562 Overdue notices processed
17,945 Overdue materials processed
481 New borrowers registered
2,328 Story hour attendance
1,062 Other programs attendance

CIRCULATION GRAND TOTAL 281,905

INFORMATION AND REFERENCE SERVICES:

11,768 Reference and Research questions answered
847 Inter-library loans processed
12 Annotated bibliographies and reading lists compiled

CATALOG AND TECHNICAL PROCESSING SERVICES:

4,157 Hardcover books cataloged and processed
3,608 Paperbacks and other library materials cataloged and processed
1,326 Library books and other library materials withdrawn

Your library is a good deal! At the Kelley Library you get access to:

58,583 books
457 magazine and newspaper subscriptions
2,511 phono records and tape cassettes
405 art prints

PLUS:

Information and reference services; last year the Kelley Library answered 11,768 questions in person and by phone.

Small business, personal finance and consumer services.

Knowledge and expertise of two Children's Librarians, along with 195 story hours and special programs for children in 1980.

68 hours per week, six-day year-round availability.

Special meeting room facilities; in 1980 almost 600 meetings and programs were scheduled, or an average of two every day the library was open!

22,000 well-lighted square-feet in which to browse, read, study, re-create!

A staff of librarians, trained to help you find what you want.

A group of friends and neighbors, who last year borrowed 281,905 items.

New friends and neighbors; during 1980, 1,993 new borrowers were registered.

Special library-sponsored programs and workshops; such as our series on helping you cope with inflation.

AND:

Did you know that many library use studies have shown that people use library materials inside the building as much as they check them out!

FINALLY:

Check out all our programs, services and activities on the other pages of this report, then read how you save money at the library and we think you'll see the Kelley Library is a good deal!

"KELLEY LIBRARY — WHAT WE HAVE AND WHAT WE DO"

COLLECTIONS A to Z:

AV Equipment
Art Prints
Books
Games
Large Print Materials
Magazines
Newspapers
Pamphlets
Paperbacks
Phonograph Records
Puzzles
Sculpture
16 MM Films
Tape Cassettes
Toys

PROGRAMS A to Z:

Arts & Crafts
Book Displays
Book Sales
Christmas Pageant
Field Trips
Hobby Shows
Holiday Parties
Lectures
Library Instruction
Movies
Plays
Pre-School Story Hours
Puppet Theatre
Plus
many other special
workshops, events
and programs

SERVICES A to Z:

Bibliographies & Reading Lists
Business Reference
Career Information
College Catalogs
Community Information
Consumer Information
Copy Machine
Directory of Community Services
Energy Information
Exhibition/Display facilities
Financial and Tax Information
Government Information
Inter-library loan
Laminating machine
Legal Reference
Local History
Maps
Meeting Rooms
Pamphlet File
Picture File
Pre-School/Day Care File
Quiet Study
Shut-in Book Delivery
State Information
Telephone Directories, Regional
and National
Travel Information
Visual-Tec Machine

Kelley Library Trustees Report

The year 1980 has been one of celebration and community service at the Kelley Library. Former trustee Robert Kelly received tribute in witnessing his name placed on a plaque in the Quiet Study. Richard Noyes graciously accepted the Kelley Library Community Service Award, the first of an annual tradition begun in 1980. Twice the Trustees hosted wine and cheese open house celebrations accompanied by musical programs open to the public.

On behalf of my colleagues on the Board of Trustees, I extend our collective, continuing thanks to those who have supported the continuing programs and services offered by our fine Library staff. Our doors are open to all who wish to partake in the excitement of sharing learning with people of every age. Our pledge is that we will continue to provide for your informational and cultural enrichment, with your aid . . .

Anna C. Willis
Chair, Board of Trustees

Kelley Library Treasurer's Report

Balance of cash on hand January 1, 1980		\$ 3,279.13
Income 1980:		
Town of Salem	\$310,398.00	
Materials of Trade	4,874.69	
Gifts	25.00	
Vending Machine	4,235.21	
Grants	591.25	
Copier	3,255.90	
Laminator	56.00	
Interest	44.65	
Trust Funds	887.07	
Cash Transfer	4,200.00	
EDA Reimbursement	3,020.00	
Total income	\$331,587.77	
Total Available Funds 1980		\$334,866.90
Expenses 1980:		
Personal Services	\$203,976.76	
Materials of Trade	57,656.80	
Supplies	8,184.83	
Services & Other Charges	40,240.65	
Equipment	3,593.81	
Outlay	-0-	
Vending Machine	3,091.11	
Copier	1,421.33	
Miscellaneous	1,750.73	
Cash Transfers	3,200.00	
Town of Salem	2,500.00	
Total expenses	\$325,616.02	
Balance of Cash on hand December 1980		9,250.88
Cash Balances, December 31, 1980:		
Town of Salem	\$ 2,304.44	
Checking account	1,172.50	
90-day notice savings account	4,695.50	
Regular savings	1,078.44	
	9,250.99	

Katherine E. Kelley
Treasurer

Annual Reports

Section VII

Boards and Commissions

- PLANNING BOARD**
- SOUTHERN ROCKINGHAM PLANNING COMMISSION**
- HOUSING AUTHORITY**
- HISTORIC DISTRICT COMMISSION**



Planning Board Report

New housing construction took a significant dip during 1980. Nevertheless, the Planning Board was still very busy with a moderate number of new commercial and industrial developments. The upcoming year of 1981 promises to be another busy year with major expansion expected in the Keewaydin Industrial Park, and the redevelopment of Rockingham Park.

The Planning Board's major accomplishment this year has been a re-write of the Site Development Plan Regulations. A number of zoning amendments have been drafted with an eye to the Town's future growth. As an example, an increase in building height for the Salem Depot vicinity is a step in the direction of encouraging and planning for the development of a Central Business District in Salem.

The Planning Board's goals for 1981 include an update of the Subdivision Regulations; preparation of maps to be utilized in plan review efforts and planning for future growth in Town; and begin discussions of Salem's housing needs and how those needs can be met. The Planning Board is looking forward to a productive year and your continued support.

Emil Corrente, Chairman



Southern Rockingham Planning Commission

The Southern Rockingham Planning Commission (SRPC) remains, as it has been, a planning service organization. The Commission assists municipal officials and their staffs in a variety of community planning activities, as requested. All such requested services are advisory and do not obligate the town against its wishes.

Among the more significant services provided Salem during the year were:

1. Staff support for several town committees:
 - a. Salem Correct Count Committee
 - b. Salem Courthouse Committee
 - c. Salem Building Needs Study Committee
 - d. Salem Water Quality Study Committee
2. Assistance with the Millville Lake drawdown
3. Preparation of 3 framed maps for the Planning Board
4. Assistance with the Salem sewerage study
5. Preparation of the Transportation Improvement Program

In addition, the regional planning commission was involved in other Salem projects which were less time consuming in nature. Of particular significance during 1980 was the preparation of the final **Water Quality Management Plan** for the planning region. This report, which was three years in preparation, assesses areawide water quality conditions and recommends actions needed to improve and/or maintain water quality. In some cases those recommended actions are governmental, in other cases they are private actions.

Salem's primary water quality degradation problems are bacteria and nutrients. The principal causes of those problems are improperly functioning private wastewater disposal systems, and general overloading of natural cleansing functions of local watersheds. The town is making a serious and sustained effort to address those problems through a committee of local officials, leaders and watershed residents. That committee is charged with determining how best to abate Salem's water quality problems.

1980 saw a change in the Commission's name and office location. The name was shortened from Southern Rockingham Regional Planning District Commission to Southern Rockingham Planning Commission.

The commission's new office, thanks to Salem's assistance, is located in the Old Library building next to the Old Town Hall on Main Street. Salemites are welcome to visit with staff and discuss town planning needs or review ongoing projects at any time during regular business hours.

Arthur Campbell
Mark Chittum
Donald Dyer

Salem Housing Authority

Busy and frustrating sums the year 1980 for the Salem Housing Authority. A great deal of time and effort was spent painstakingly crawling along the path toward final approval of the additional 75-units of Housing for the Elderly approved at the 1978 Town Meeting.

As the year drew to a close the firm of Beacon Architectural Associates was completing final design work for the project with plans to submit the design to HUD in January 1981, issue the call for construction bids in February, and start construction during the spring of 1981. The new units will be located on land off of Veteran's Memorial Parkway that was sold to the Authority by the town of Salem.

Escalating rents and the unavailability of commercial units combined to cause severe problems for the Section 8 program here. Rents in many cases have gone beyond the Fair Market Rents established by the Department of Housing and Urban Development, resulting in these units no longer being available to low income elderly and families seeking assistance under this program. Indications are that the problem will continue at least through the first quarter of 1981.

At Millville Arms, the 75-units continued to be filled, with a substantial waiting list of qualified applicants.

The commissioners would like to take this opportunity to publicly thank all of the town employees for the outstanding cooperation they have rendered, not only in 1980 but throughout the history of the Salem Housing Authority. Their quick and competent advice and assistance is deeply appreciated.

Michael J. Carney, Chairman
Delbert Downing, Vice Chairman
Ray Bower
Bert Duvernay
George Gelt

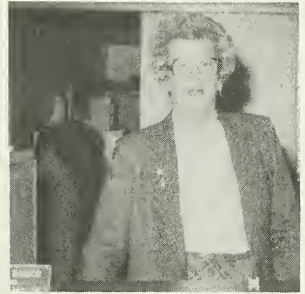
Historic District Commission

The Salem Historic District Commission expanded its Board to five members this year, newly appointed were Howard Hart and Bertice Woodbury. They were welcomed by Laurel Kellett, Paul Marashio and Bert Ford, Jr. Walter Stickney, Jr. represented the Board of Selectmen and William Kelly was the Planning Board representative.

Our board recommended to the Selectmen that a committee be established to study the feasibility of a Town Museum. Under the direction of Arthur Mueller a comprehensive report was presented to the Selectmen in early January 1981. The Selectmen unanimously accepted the report which will be acted upon by the townspeople at the Town Meeting in March 1981. Our thanks go to all that served on the Museum Study Committee for their time and efforts.

The work of this commission often goes unnoticed, but I'm sure it will certainly be appreciated in the future. We are a progressive group and are striving for the preservation of historical beauty in Salem. We anticipate the erection of signs noting the Historical Districts boundaries in the spring of 1981. Restoration of the Old Red School House on School Street, donated by Bill and Hazel Brown is an example of maintaining education in Salem's past. Expansion of the Historical District to include this property along with many other projects were accomplished toward preservation of the History of Salem.

Bert Ford, Jr.
Chairman





Annual Reports

Section VIII

Financial and Statistics

- AUDIT REPORT**
- ASSESSOR**
- TOWN CLERK**
- TAX COLLECTOR**
- TRUSTEE OF TRUST FUNDS**
- FINANCE DEPARTMENT**

To The Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have examined the financial statements of the various funds and group of accounts of the Town of Salem, New Hampshire for the year ended December 31, 1979, listed in the foregoing table of contents. Our examination was made in accordance with generally accepted auditing standards and accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As is the practice with other municipalities in the State, the Town has not maintained a record of its general fixed assets and accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in these financial statements.

The records of the sewer department fund do not include fixed assets and related depreciation accounts. Accordingly, fixed assets are not included on the balance sheet, nor is depreciation expense related to the fixed assets included in the results of operations. Because of the material effect of the omission of fixed assets and related depreciation on the financial position, we do not express an opinion on the financial statements of the sewer department fund.

The Town has maintained water department fund utility plant records principally at estimated costs. Generally accepted accounting principles require that utility plant records be maintained at historical cost. It was not practicable for us to extend our auditing procedures to satisfy ourselves as to the historical cost of the water fund utility plant or to determine the effect of any differences between estimated and historical cost on the water department fund net income and retained earnings.

In our opinion, with the exception of the above paragraphs covering the Enterprise Funds, the financial statements listed in the aforementioned table of contents present fairly the financial position of the various funds and group of accounts of the Town of Salem, New Hampshire at December 31, 1979, and the results of operations of such funds for the year then ended in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

The accompanying supplemental information and the column on the accompanying combined balance sheet, captioned "Totals, Memorandum Only", although not considered necessary for a fair presentation of the financial position and results of operations of such funds and group of accounts, are presented primarily for supplemental analysis purpose. This additional information has been subjected to the audit procedures applied in the aforementioned examination of the basic financial statements and is, in our opinion, fairly stated in all material respects in relation to the basic financial statements taken as a whole.

In connection with our examination we also (1) made a study and evaluation of the Town's system of internal accounting control, (2) performed tests of compliance with the Revenue Sharing and Antirecession Fiscal Assistance Acts and regulations as required by Sections II.C.3 and III.C.3 of the "Audit Guide and Standards for Revenue Sharing and Antirecession Fiscal Assistance Fund Recipients" (guide) issued by the Office of Revenue Sharing, U.S. Department of the Treasury and (3) compared the data on the Bureau of Census Form RS-8 to records of the Town of Salem as required by Section II.C.4 of the "Guide". Our findings are set forth below:

The Town does not maintain a record of real property and of tangible personal property having a value in excess of \$1,000 acquired with revenue sharing funds.

July 21, 1980

Killion, Plodzick & Sanderson

The financial statements and supplemental schedules audited by Killion, Plodzick and Sanderson, Concord, New Hampshire, for the year ended 1979 are available in the office of the Town Manager.

KILLION, PLODZIK & SANDERSON

ACCOUNTANTS AND AUDITORS

171 NORTH MAIN STREET

CONCORD, NEW HAMPSHIRE 03301

JOHN J. KILLION, JR., C.P.A.
STEPHEN D. PLODZIK, P.A.
ROBERT E. SANDERSON, P.A.

TELEPHONES
603 224-5971
603 225-6996

September 24, 1980

Members of the Board of Selectmen
Town of Salem
Salem, New Hampshire

Gentlemen:

We have examined the financial statements of the Town of Salem for the year ended December 31, 1979. As a part of our examination we have reviewed and tested the Town's system of internal accounting control to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards. Under these standards the purpose of such evaluation is to establish a basis for reliance thereon in determining the nature, timing, and extent of other auditing procedures that are necessary for expressing an opinion on the financial statements.

The objective of internal accounting control is to provide reasonable, but not absolute, assurance as to the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a system of internal accounting control should not exceed the benefits derived and also recognizes that the evaluation of these factors necessarily requires estimates and judgements by management.

There are inherent limitations that should be recognized in considering the potential effectiveness of any system of internal accounting control. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes of judgement, carelessness, or other personal factors. Control procedures whose effectiveness depends upon segregation of duties can be circumvented intentionally by management with respect either to the execution and recording of transactions or with respect to the estimates and judgements required in the preparation of financial statements. Further, projection of any evaluation of internal accounting control to

COMMENTS AND RECOMMENDATIONS

future periods is subject to the risk that the procedures may become inadequate because of change in conditions and that the degree of compliance with the procedures may deteriorate.

Our study and evaluation of the Town's system of internal accounting control for the year ended December 31, 1979, which was made for the purpose set forth in the first paragraph above, would not necessarily disclose all weaknesses in the system. However, such study and evaluation disclosed the following conditions that we believe to be material weaknesses for which corrective action by management may be practicable in the circumstances.

I. General

In the management letters submitted to the Board of Selectmen for the past few years, comments and recommendations have been offered concerning proper bookkeeping procedures to be followed by various Town departments. The various procedures recommended are to assist in the system of internal control for the safeguarding of the Town's resources. Reliance for adequate internal control should not be made chiefly upon the function of examination and audit. The duties and responsibilities of officials and management personnel constitute a most important part of the system. Those officials in position of governing authority must establish and maintain sound business policies and practices and assume responsibility for their proper execution.

In conjunction with this management letter, we suggest a review of previous comments and recommendations to determine the status of action previously taken by management to correct many of the deficiencies noted. Also, we recommend that the independent auditors be engaged prior to the end of the year under examination. Preliminary audit work will expedite the issuance of the final audit report and management letter of recommendations.

II. Tax Collector's Records Not Reconciled

Again, as noted in previous years, our examination revealed numerous differences between the Tax Collector's records and the finance department's records relating to tax receipts and taxes receivable balances.

For example, the Tax Collector recognized \$25,580 of tax receipts in December, 1978, which were not recognized in

COMMENTS AND RECOMMENDATIONS

the Treasurer's records until January, 1979. This was not disclosed in the financial statements of the Town, nor in the audit report. In addition, the unredeemed taxes were overstated by \$14,807 at December 31, 1978, because of property taxes sold to others at tax sale. The lack of accounting controls in this area should be corrected at once. As recommended in previous reports, the Tax Collector must reconcile the warrant books to the Treasurer's cash receipts on a periodic basis.

III. Need For A General Ledger System

Previous management letters have commented on the need for a general ledger system and a monthly financial reporting system as a significant step in strengthening internal accounting control over the financial operations of the Town. The previous Finance Director was attempting to maintain a manual general ledger system which was discontinued after his departure in November, 1979. Our findings regarding the lack of reconciliation of the Tax Collector's records is indicative of the need for controlling accounts over subsidiary accounting records.

Also, funds due from federal or state agencies are presently not recorded in the records of the Town until received. We noted, for example, that \$57,804 due from the U.S. Department of Transportation at December 31, 1978 for the Bikeway Project was not recorded on the financial statements. However, this amount was reserved from the general fund fund balance, thereby understating the Town's financial condition at December 31, 1978. In addition, the Town's budgets for 1979 and 1980 have shown estimated revenue from this source in error.

It is important that a general ledger system be adopted in order to establish the necessary controls over budgetary appropriations, revenues, accounts payable and encumbrances.

IV. Formal Accounting Policies
And Accounting Procedures Manual

The Town is presently in the process of developing an accounting procedures manual for all departments. At a minimum, the manual should contain 1) a description and purpose of all department's accounting records, 2) a listing of and procedures for preparing routine financial reports, 3) an organization chart and job description for each accounting responsibility, 4) a listing of

COMMENTS AND RECOMMENDATIONS

accounts and their description, 5) a policy statement regarding document filing and records retention, and 6) a description of accounting checks and proofs to be performed regularly. We recommend a review of this manual by the independent auditors upon completion. In this way, additional input can be provided to determine the reliability of the proposed systems.

V. Independent Auditors' Monitoring of System

The United States General Accounting Office, in a recent supplement to the pamphlet "Standard for Audit of Governmental Organizations, Programs, Activities and Functions" has recommended standards covering audit review during the design and development process of an automated system. The standards are to provide management with assurances that auditable and properly controlled systems are being produced. To maintain professionalism in the performance of audit work, three supplemental standards apply, as listed below:

- A. The auditor shall actively participate in reviewing the design and development of new data processing systems or applications, and significant modifications thereto, as a normal part of the audit function.
- B. The auditor shall review general controls in data processing systems to determine that 1) controls have been designed according to management direction and legal requirements, and 2) such controls are operating effectively to provide reliability of and security over the data being processed.
- C. The auditor shall review application controls of installed data processing applications to assess their reliability in processing data in a timely, accurate and complete manner.

These supplemental standards are effective January 1, 1980. They support our discussion with management personnel relating to the Town's use of electronic data processing equipment, specifically in the area of tax collections. We recommended that the auditors monitor the data processing systems or applications to determine compliance with generally accepted accounting principles. Given the past situation, specifically in the area of tax revenues, we recommend a quarterly monitoring of the system and related financial reports to observe how effectively past recommendations have been implemented and to determine if additional recommendations should be made.

COMMENTS AND RECOMMENDATIONS

VI. Trust Fund Expenditures

Prior management reports have discussed the need for the Town Officials, along with legal counsel, to re-establish the provisions of various trust indentures to clarify all trust fund purposes and restrictions.

As disclosed under Note 7 of the Notes To The Financial Statements, \$11,500 was expended in 1979 by the Board of Selectmen from the income of the William E. Lancaster Fund.

We are of the opinion that monies expended from Town Trust funds should be budgeted in accordance with the normal budgetary process. That is, appropriations should be voted by the Town along with the offset in estimated revenue. R.S.A. 32:5 provides that "all moneys appropriated by the town shall be stipulated in the budget on a "gross" basis, showing revenues from all sources, including grants, gifts, bequests and bond issues, as offsetting revenues to appropriations affected."

VII. Fixed Asset Records - Sewer Department Fund

The records of the sewer department fund do not include fixed assets and related depreciation accounts, Part of the cost of sewer fund operations is the annually expiring cost of the fixed assets in use. When depreciation expense is excluded from the budget, these costs are not recovered when sewer rates are determined. The impact of depreciation expense cannot be determined until adequate fixed asset records are established.

VIII. Payroll System

- A. We noted that payroll time cards were not being approved by department heads on a consistent basis. Adherence to this policy should be more strictly enforced.
- B. Payroll forms to add, delete or change employee status should be approved by a responsible official, preferably the Town's Finance Director, prior to processing. The policy would assist in controlling unauthorized changes to the master file.

IX. Capital Project Fund Expenditures

Our testing of the capital project fund expenditures disclosed that the Town Manager's signature on an invoice

COMMENTS AND RECOMMENDATIONS

constituted approval for the Treasurer to expend funds. We suggest a more formal manifest-type system, containing the signatures of the Town Manager and/or Selectmen authorizing the Treasurer to expend funds.

We feel the implementation of these recommendations will aid in safeguarding the Town's assets, improve internal control and, in general, aid the Town in its accounting functions.

Very truly yours,

A handwritten signature in cursive script, appearing to read "John Killian CPA".

KILLION, PLODZIK & SANDERSON

Assessing Department Summary Inventory

	1979	1980
Land	\$ 43,971,599.00	\$200,185,465.00
Buildings	123,971,150.00	294,222,290.00
Factory Buildings	21,104,420.00	31,242,300.00
Gas Companies	36,300.00	104,000.00
Water Utility	25,000.00	40,000.00
Electric Plants	2,888,450.00	7,417,900.00
Oil Pipeline	47,230.00	119,800.00
Vehicles	54,490.00	452,000.00
Total Gross Valuation	\$192,098,639.00	\$533,782,755.00
Elderly Exemption	2,460,970.00	2,210,800.00
Blind Exemptions	45,360.00	150,200.00
Total Net Valuation	\$189,592,309.00	\$531,421,755.00
Taxes before Veterans Exemption	10,914,364.47	12,541,553.42
Minus Veterans Exemption	110,927.46	118,311.48
Net Property Commitment	\$ 10,803,437.01	\$ 12,423,241.94
Tax Rate	57.50	23.60

CURRENT USE (OPEN SPACE)

Total Open Space Acreage	2,325.119	
Total Full Value		\$6,522,920
Current Use Value Assessment		190,370
Total Current Use Assessment Reduction		\$6,332,550

Joseph W. Lessard, Jr., Chief Assessor
June Picard, Deputy Assessor

Report of Town Clerk

Automobile Tax Permits	
1980 (24,855)	\$684,545.00
Dog Licenses	
1979 (29)	51.40
1980 (1,484)	7,080.80
Title Fees	6,485.00
Certified Copies	1,615.00
Uniform Commercial Code Filings	3,222.00
Collection Fees	100.00
Filing Fees	45.00
Recording Fees	6.00
Misc. Research	55.00
Legal Fees — Dogs	95.00
Miscellaneous	1.60
	\$703,301.80

Eleanor B. Barron
Town Clerk, Salem, NH

Vital Statistics

1980

Recorded in The Town Clerk's Office:

Marriages	32 ^o
Births (Born in Salem, NH)	0
Deaths	164
Deaths, non-residents buried in Salem, NH	34

Eleanor B. Barron
Town Clerk, Salem, NH

Tax Sale Accounts 1980

	1977	1978	1979
Unredeemed 12-79	236,984.21	394,379.77	
Sale May 1			631,443.69
Interest	49,321.10	15,313.26	8,165.38
TOTAL	286,305.31	409,693.03	639,609.07
Redeemed	235,725.96	111,698.55	207,052.24
Interest	49,321.10	15,313.26	8,165.38
Abatements		24,153.52	34,803.52
Deed	1,258.25		34.70
Unredeemed		258,527.70	390,102.50
Excess Credits			549.27
TOTAL	286,305.31	409,693.03	639,609.07
Sold to Other			
Unredeemed 12-79	5,570.00	16,990.11	
Interest	1,214.37	942.83	
TOTAL	6,784.37	17,932.74	
Redeemed	5,099.75	8,091.97	
Interest	1,214.37	942.83	
Abatement	470.25	80.35	
Deed			
Unredeemed		8,817.79	
GRAND TOTAL		17,932.94	

John H. Lamprey
Tax Collector

Summary of Property Taxes

December 31, 1980

COMMITTED TO TAX COLLECTOR 1980	1980	1979	1978	1977	1976
Property Taxes	\$12,429,286.12				
Added Property	6,542.81	3,077.94			
Uncollected		1,101,404.16	9,958.73	11,488.80	4,055.04
Interest	2,280.30	41,328.35	290.15	191.01	79.04
Total	\$12,438,109.23	\$1,145,810.45	\$10,248.88	\$11,679.81	\$4,134.08
REMITTED TO TREASURER					
Collected	9,981,591.88	1,086,912.65	2,463.53	960.09	418.60
Abated	199,708.91	5,379.77	324.88	145.75	83.65
Interest	2,280.30	41,328.35	290.15	191.01	79.04
Deed		1,691.81			
Uncollected	2,278,946.19	10,678.90	7,170.32	10,382.96	3,552.79
Overpayments	24,418.05	181.03			
Total	\$12,438,109.23	\$1,145,810.45	\$10,248.88	\$11,679.81	\$4,134.08

1975	1974	1973	1972	1971
2,747.04	1,801.63	966.65	594.57	661.05
120.03	153.78	125.16		70.00
\$2,867.07	\$1,955.41	\$1,955.41	\$594.97	\$731.05
352.55	509.03	132.85		119.25
328.52	92.41			
120.03	153.78	125.16		70.00
2,065.97	1,200.19	833.80		541.80
\$2,867.07	\$1,955.41	\$1,091.81	\$594.97	\$731.05

1970	1969	1968	1967	1966
506.52	268.79	6,889.24	120.80	68.31
90.00	59.78	64.85	39.20	11.39
\$596.52	\$328.57	\$6,964.09	\$160.00	\$79.70
209.62	100.22	95.15	120.80	68.31
90.00	59.78	64.85	39.20	11.39
296.90	168.57	6,804.09		
\$596.52	\$328.57	\$6,964.09	\$160.00	\$79.70

John H. Lamprey
Tax Collector

1980 Resident Taxes

	1980	1979	1978	1977
Committed 1980	162,980			
Added	12,110	3,060	10	
Uncollected 12/31		34,770	280	280
Penalties	591	1,909	1	
Excess credits	60			
Total Debits	175,741	39,739	291	280
Remitted to Treasurer	141,290	19,010	10	
Penalties	591	1,909	1	
Abated		17,230		
Uncollected	34,920	1,590	280	280
Overpayments	1,060			
Total Credits	175,741	39,739	291	280

John H. Lamprey
Tax Collector

Summary of Sewer Rentals

December 31, 1980

Account Receivable December 31, 1980	\$136,600.75
1980	
Total Sewer Rental Billed	390,331.54
Service Charge billed	3,041.95
Sewer Rental Receipts	355,122.50
Service Charge Receipts	1,532.43
Abatement	22,102.35
Tax Sale (1979)	29,428.30
Tax Sale Interest	687.71
December 31, 1980 Acct. Rec.	\$121,100.95

Report of the Trustees of Trust Funds

Year Ending December 31, 1980

NAME OF FUND	PURPOSE OF FUND	DATE EST.	BALANCE	INCOME
John McVoy	Care of Needy	1932	68,521.59	5,918.52
John Dix	Public Improvement	1930	19,496.08	1,579.29
Cemetary	Perpetual Care	1916	140,177.08	13,115.35
Enoch Taylor	High School	1921	41,109.72	5,352.33
Orday	Schools	1916	738.00	59.02
School Prize	High School	1944	550.00	43.96
John Bailey	Books for Library	1928	2,103.64	168.78
Council of Fine Arts	Books for Library	1973	428.50	34.09
Simpson-Maxwell	Needy Children	1964	5,000.00	401.22
Simpson-Maxwell	District Nurse	1965	23,727.50	1,906.42
Lancaster Spelling Bee	Prizes	1956	2,000.00	160.45
Wm. E. Lancaster	Special Fund	1961	116,681.26	10,551.35
Lancaster-Cemetary	Care of Cemetary Lot	1962	2,500.00	200.44
Salem Historical Comm.	Historical Improvements	1970	9,741.33	437.92
Mario Bucheri	Care of Memorial Site	1974	250.00	19.95
Charles B. McLaughlin	Care of Cemetary Lot	1975	1,000.00	80.22
Bicentennial Scholarship	Dollars for Scholars	1977	8,300.00	666.38
Capital Surplus		1944	110,219.84	9,359.51
TOTAL			\$552,544.54	\$50,055.20

TRUST FUND INVESTMENTS

Salem Cooperative Bank Savings and Certificates	186,814.96
Indian Head Bank Notes	150,000.00
Pelham Bank & Trust Co. Savings and Certificates	88,434.36
Rockingham County Trust Co. Certificates	55,000.00
1st Guaranty Savings Bank Savings and Certificates	25,000.00
Public Service of N.H. 600 Shares (cost)	17,932.52
Dayton Power & Light Co. 500 Shares (cost)	12,860.95
N.E. Electric System 700 Shares (cost)	16,501.75
TOTAL	\$552,544.54

CEMETARY FUND — ESTABLISHED 1916

INVESTMENTS	BALANCE	INCOME
Salem Coop. Bank Certificate #197	29,602.00	2,272.52
Salem Coop. Bank Certificate #1936		79.99
Indian Head Bank Note #181	60,000.00	5,400.00
Spicket Valley Federal Credit Union Cert. #51		3,789.72
Spicket Valley Federal Credit Union Savings #1596		73.23
First Guaranty Savings Bank Savings #9000461	15,000.00	932.86
Rockingham County Trust Co. Certificate #2086	30,000.00	
Pelham Bank & Trust Co. Savings #02518910	5,575.08	
Additional Interest		567.03
TOTAL	\$140,177.08	\$ 13,115.35
Balance January 1, 1980	134,687.08	
Received from Town Treasurer	5,490.00	
Interest Received in 1980	13,115.35	
Paid to Town Treasurer	13,115.35	
Balance December 31, 1980	\$140,177.08	

Information pertaining to any Fund prior to the current year may be obtained by contacting the Treasurer of the Trust Funds of the Town of Salem, NH

Glenn W. Vorce
Treasurer

CAPITAL SURPLUS FUND — ESTABLISHED 1944

Purpose — To provide employment for Veterans of W.W. II

INVESTMENTS	BALANCE	INCOME
Salem Coop. Bank Certificate #3247	25,000.00	1,919.24
Indian Head Bank Note #180	50,000.00	4,250.00
Manchester Corp. 80 Shares		96.00
Pelham Bank & Trust Certificate #4960	15,000.00	1,960.00
1st Guaranty Savings Certificate #690	10,000.00	748.02
Pelham Bank & Trust Savings Account #02700221	10,219.84	386.25
TOTAL	\$110,219.84	\$ 9,359.51
Balance January 1, 1980	100,860.33	
Interest & Dividends added in 1980	9,359.51	
Balance December 31, 1980	\$110,219.84	

WILLIAM E. LANCASTER FUND — ESTABLISHED 1961

INVESTMENTS	BALANCE	INCOME
Salem Coop. Bank Certificate #3242	50,000.00	3,838.44
Rockingham County Trust Co. Certificate #1984	25,000.00	3,138.99
Pelham Bank & Trust Certificate #4812	10,000.00	981.45
Pelham Bank & Trust Certificate #4959	10,000.00	1,006.67
Spicket Valley Federal Credit Union		332.84
Pelham Bank & Trust Co. Savings Account #02700213	9,857.45	304.44
Public Service of N.H. 150 Shares (cost)	4,483.13	318.00
Dayton Power & Light Co. 125 Shares (cost)	3,215.24	217.52
N.E. Electric System 175 Shares (cost)	4,125.44	413.00
TOTAL	\$116,681.26	\$ 10,551.35
Balance January 1, 1980	117,429.47	
Interest Received from Account #3249	200.44	
Other Interest & Dividends 1980	10,551.35	
Paid to Dollars for Scholars	1,500.00	
Paid to Salemhaven	10,000.00	
Balance December 31, 1980	\$116,681.26	

JOHN McVOY FUND — ESTABLISHED 1932

Purpose — Care of the Needy

INVESTMENTS	BALANCE	INCOME
Salem Coop. Bank Certificate #3248	4,873.99	374.16
Indian Head Bank Note #236	40,000.00	3,400.00
Public Service of N.H. 300 Shares (cost)	8,966.26	636.00
N.E. Electric System 350 Shares (cost)	8,250.87	826.00
Dayton Power & Light Co. 250 Shares	6,430.47	435.00
Additional Interest		247.36
TOTAL	\$ 68,521.59	\$ 5,918.52
Paid to Treasurer, Town of Salem		\$ 5,918.52

JOHN DIX FUND — ESTABLISHED 1930

Purpose — For Public Improvements

INVESTMENTS	BALANCE	INCOME
Salem Coop. Bank Certificate #355	6,000.00	460.60
Spicket Valley Federal Credit Union Savings #1516		113.09
Pelham Bank & Trust Co. Savings #02518929	1,672.27	
Public Service of N.H. 150 Shares (cost)	4,483.13	318.00
N.E. Electric System 175 Shares (cost)	4,125.44	413.00
Dayton Power & Light Co. 125 Shares (cost)	3,215.24	217.52
Additional Interest		57.08
TOTAL	\$ 19,496.08	\$ 1,579.29
Paid to Treasurer, Town of Salem		\$ 1,579.29

ENOCH TAYLOR FUND — ESTABLISHED 1921

Purpose — Support of the High School

INVESTMENTS		
Salem Coop. Bank Certificate #403700	15,000.00	1,914.87
Pelham Bank & Trust Co. Certificate #4909	26,109.72	3,204.05
Additional Interest		233.41
TOTAL	\$ 41,109.72	\$ 5,352.33
Paid to Treasurer, Salem School District		\$ 5,352.33

ORDWAY FUND — ESTABLISHED 1916

Purpose — Support of Schools

INVESTMENTS		
Salem Coop. Bank Certificate #3249	738.00	56.44
Additional Interest		2.58
TOTAL	\$ 738.00	\$ 59.02
Paid to Treasurer, Salem School District		\$ 59.02

SCHOOL PRICE FUND — ESTABLISHED 1944

INVESTMENTS		
Salem Coop. Bank Certificate #3249	550.00	42.04
Additional Interest		1.92
TOTAL	\$ 550.00	\$ 43.96
Paid to Treasurer, Salem School District		\$ 43.96

SIMPSON-MAXWELL FUND — ESTABLISHED 1964

Purpose — Assistance of Needy Children in Salem

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Certificate #3249	5,000.00	383.68
Additional Interest		17.54
TOTAL	\$ 5,000.00	\$ 401.22
Paid to School Nurse of Salem		\$ 401.22

JOHN BAILEY FUND — ESTABLISHED 1928

Purpose — Books for Public Library

INVESTMENTS		
Salem Coop. Bank Certificate #3249	2,103.64	161.40
Additional Interest		7.38
TOTAL	\$ 2,103.64	\$ 168.78
Paid to Treasurer, Trustees of Public Library		\$ 168.78

SALEM COUNCIL OF FINE ARTS FUND — ESTABLISHED 1973

Purpose — Provide Books for Public Library

INVESTMENTS		
Salem Coop. Bank Certificate #3249	428.50	32.60
Additional Interest		1.49
TOTAL	\$ 428.50	\$ 34.09
Paid to Treasurer, Trustees of Public Library		\$34.09

WILLIAM E. LANCASTER FUND — ESTABLISHED 1956

Purpose — Spelling Bee Prize

INVESTMENTS		
Salem Coop. Bank Certificate #3249	2,000.00	153.44
Additional Interest		7.01
TOTAL	\$ 2,000.00	\$ 160.45
Paid to Treasurer, Salem School District		\$ 160.45

WILLIAM LANCASTER CEMETARY FUND — ESTABLISHED 1956

Purpose — Care of Lancaster Cemetary Lot

INVESTMENTS		
Salem Coop. Bank Certificate #3249	2,500.00	191.68
Additional Interest		8.76
TOTAL	\$ 2,500.00	\$ 200.44
Credited to Pelham Bank & Trust #02700213		\$ 200.44

SIMPSON-MAXWELL DISTRICT NURSE FUND — ESTABLISHED 1965

Purpose — For use of Salem District Nurse

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Certificate #3249	23,727.50	1,823.00
Additional Interest		83.42
TOTAL	\$ 23,727.50	\$ 1,906.42
Paid to Treasurer, Salem District Nurse Assoc.		\$ 1,906.42

SALEM HISTORICAL DISTRICT COMMISSION FUND — ESTABLISHED 1970

Purpose — Historical Improvements

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Savings #12434	\$ 9,741.33	\$ 437.92
Balance January 1, 1980	8,303.41	
Received from Town Treasurer, Town of Salem	1,000.00	
Interest Received in 1980	437.92	
Balance December 31, 1980	\$ 9,741.33	

CHARLES B. McLAUGHLIN TRUST — ESTABLISHED 1975

Purpose — Care of Cemetary Lot

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Certificate #3249	1,000.00	76.72
Additional Interest		3.50
TOTAL	\$ 1,000.00	\$ 80.22
Paid to Treasurer, Town of Salem		\$ 80.22

MARIO BUCHERI FUND — ESTABLISHED 1974

Purpose — Care of Memorial Site

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Certificate #3249	250.00	19.08
Additional Interest		.87
TOTAL	\$ 250.00	\$ 19.95

SALEM 225TH BICENTENNIAL ANNUAL SCHOLARSHIP FUND — ESTABLISHED 1977

Purpose — Annual Scholarship

	BALANCE	INCOME
INVESTMENTS		
Salem Coop. Bank Certificate #3249	8,300.00	637.20
Additional Interest		29.18
TOTAL	\$ 8,300.00	\$ 666.38
Paid to Treasurer, Salem Dollars for Scholars		\$ 666.38

Contingency Fund*

1980

Appropriated	10,000	
Expended	760	
Encumbered	3,940	
Balance		5,300
Expended:		
Selectmen approval for employee insurance deductible payment	200	
Affirmative Action Plan Contract	560	
Encumbered:		
Affirmative Action Plan Contract balance	3,940	

*This report has not been audited and therefore is subject to audit adjustments.

Conservation Fund*

1980

Cash on hand January 1, 1980	9,522.90	
Receipts:		
Interest	490.62	
Town of Salem	1,000.00	
Expenditures	0	
Cash on hand December 31, 1980	11,013.52	

*This report has not been audited and therefore is subject to audit adjustments.

Capital Reserve Fund*

1980

Cash on hand January 1, 1980	100,860	
Interest	9,360	
Total Cash and Receipts		100,220
Expenditures	0	
Encumbered	100,860	
Fund Balance	9,360	
Total Fund Balance & Expenditures		100,220

*This report has not been audited and therefore is subject to audit adjustments.

Block Grant Funds*

1980

Cash on hand January 1, 1980	9,788	
Receipts:		
Drawdowns	77,879	
Total Receipts		87,667
Appropriations Committed	87,647	
Fund Balance	20	
Total Fund Balance and Expenditures		87,667

*This report has not been audited and therefore is subject to audit adjustments.

Block Grant Funds*

Purpose	1980 Approp.	Pr. Yrs. Approp.	Exp.	Enc.	+/(-)
Adm. Costs			250		(250)
Land Purchases		41,459	44,791		(3,332)
Elderly Housing		90,250		90,250	
Housing Rehab.		21,579	14,829		6,750
Hedge Hog Park Dev.		31,500	27,777	3,723	—
		184,788	87,647	93,973	3,168

*This report has not been audited and therefore is subject to audit adjustments.

Capital Projects Fund*

1980

Purpose	1980 Approp.	Prior Years Carry-Over	Expended	Encumbered	+ / (-)
Elevator-M.O.B.		30,000	30,000		
Municipal Debt	250,000		250,000		
Water/Sewer Elderly	80,000			80,000	
Bluff St. reconst.	231,230			231,230	
Brady Ave. reconst.	132,805			132,805	
Butler St. reconst.	65,760			65,760	
Hampstead St. retainer		3,323	3,323		
Route 28		424,155		424,155	
Landfill Improvements	75,000	16,968	49,471	42,497	
Sewer Plant Imp.		76,100	1,964	74,136	
Sewer Line Imp.		280,755	102,512	178,243	
Water Tower		422,988	321,293	78,735	22,960
Water Facilities		45,383		45,383	
Dist. Court	1,500,000		25,897	1,474,103	
Unenc. Fund bal.		30,169			30,169
	\$2,334,795	\$1,329,841	\$784,460	\$2,827,047	\$53,129

*This report has not been audited and therefore is subject to audit adjustments.

Capital Projects Fund

1980

Cash on hand January 1, 1980	2,164,636	
Receipts:		
Interest	222,291	
EPA Reimbursement	49,300	
Bond Proceeds	1,500,000	
Total Cash and Receipts		3,936,227
Appropriations Committed	784,460	
Encumbrances	2,827,047	
Fund Balance	324,720	
Total Fund Balance & Expenditures		3,936,227

Federal Revenue Sharing Fund*

1980

Cash on hand January 1, 1980	841,073	
Receipts:		
From Federal Government	448,256	
Interest Earnings	78,524	
Total Cash and Receipts		1,367,853
Expenditures	824,794	
Encumbrances	376,760	
Fund Balance	166,299	
Total Fund Balance and Expenditures		1,367,853

*This report has not been audited and therefore is subject to audit adjustments.

Revenue Sharing*

Purpose	Budget 1980	Prior Year Carry-Over	Expended 1980	Encumbrances	Balance +/(-)
Memory Typewriter	6,500		6,475		25
Open Space Land		154,357	76,746	77,611	—
Mun. Bldg. Exp.	25,000	168,890	192,378	1,512	—
Telephone System	45,000		45,000		—
Sub. Compact Veh.	30,000		29,850		150
Eng. Court Fac.		8,650	7,558		1,092
Microfilm Supply		6,225	2,131	4,094	—
Revaluation	5,000		5,000		—
Vote Machines	47,000		46,127		873
Police Station Exp.		17,910	—	17,910	—
PD Equipment	6,650	3,903	4,019	6,534	—
PD Vehicles	41,000		41,000		—
Tanker Repairs	20,000		20,000		—
FD Equipment	6,025		5,558		467
Amb. FD		1,910	1,661		249
Repairs-FD	23,000		17,793	5,207	—
Radios	4,360		3,959		401
Rec. Land		25,000	22,000	3,000	—
Sr. Cit. Center		50,000	2,041	47,959	—
High. Gar. Exp.	20,000	80,263	100,263		—
High. Land Acq.		50,000	400	49,600	—
High. Roller/Trailer		24,400	24,400		—
High. Trench Comp.	1,200		1,028		172
Snow Blower	20,000		20,000		—
Eng.-Bluff/N. Policy	20,000		15,480	3,870	650
Bridge & Rail Exp.	6,000		6,000		—
Drainage Projects	30,000	47,492	74,612	2,880	—
Eng. Solid Waste		19,775	3,000	9,000	7,775
Water Supply	100,000	97,898	50,315	147,583	—
Unenc. Funds	(8,479)	84,400	—		75,921
	448,256	841,073	824,794	376,760	87,775

*This report has not been audited and therefore is subject to audit adjustments.

Water Department*

	Budget 1980	Carry-Over 1979	Expended 1980	Carry-Over 1980	Balance +/(-)
Personal Services	166,300		141,593	1,822	22,885
Supplies	42,600	1,856	23,192	2,874	18,390
Other Charges	314,860		283,992		30,868
Outlay	86,000	12,000	92,911	16,351	(11,262)
TOTAL	609,760	13,856	541,688	21,047	60,881
	Budget 1980		Received 1980		Balance +/(-)
Revenue — 1980					
Water Sales	579,760		563,989		(15,771)
Town Service	30,000		30,000		—
TOTAL	609,760		593,989		(15,771)
Change in Fund Status					45,110

Sewer Department*

	Budget 1980	Carry-Over 1979	Expended 1980	Carry-Over 1980	Balance +/(-)
Budget — 1980					
Personal Services	89,349		72,480	808	16,061
Supplies	11,900	955	9,512	882	2,461
Other Charges	248,480	5,243	227,941	2,406	23,376
TOTAL	349,729	6,198	309,933	4,096	41,898
	Budget 1980		Received 1980		Balance +/(-)
Revenue — 1980					
Sewer Rental	349,729		387,731		38,002
Change in Fund Status					79,900

*These reports have not been audited and therefore are subject to audit adjustments.

Statement of Appropriations and Taxes Assessed — 1980*

APPROPRIATIONS:

GENERAL GOVERNMENT:	
Town Officers' salaries	32,550
Town Officers' expenses	379,192
Election and Registration expenses	25,935
Municipal and District Court expenses	95,833
Town Hall and Other Buildings expenses	50,944
Probation Department	14,094
Article #13 District Court Bond	1,500,000
PROTECTION OF PERSONS AND PROPERTY:	
Police Department	1,083,335
Fire Department	1,032,326
Planning and Zoning — Code Enforcement	121,616
Damages by dogs	32,442
Insurance	259,069
Civil Defense	5,035
Conservation Commission	—0—
Water Department Services	30,000
Article #53 Police Collective Bargaining Agreement	22,064
Article #54 Fire Collective Bargaining Agreement	32,294
HEALTH:	
Town Dump	304,450
Outside Human Service Organizations	44,792
Article #14 Landfill Improvements	75,000
HIGHWAYS & BRIDGES:	
Town road aid — "A" & "B"	17,357
Highway Improvements	145,000
Street Lighting	132,100
General expense of highway department and cemeteries	990,585
Article #16 Roadway Improvement	429,795
Article #17 Road Projects	100,860
Article #51 Street Lighting	2,160
LIBRARY:	
Library	310,396
PUBLIC WELFARE:	
Town poor	85,486
Youth Services	54,973
Article #47 Group Living Program	34,252
Article #46 Homemaker Services	5,000
PATRIOTIC PURPOSES:	
Community Contributions	6,600
Article #48 Salem Senior Little League	2,000
Article #49 Salem Rams	2,000
RECREATION:	
Recreation Department	108,406
Elderly Programs	32,334
Article #15 Extension Water/Sewer Elderly	80,000
PUBLIC SERVICES ENTERPRISES:	
Municipal Sewer Dept.	349,729
Municipal Water Dept.	609,760
Article #50 Historic District Comm.	1,000
Article #52 RCCAP	2,000
UNCLASSIFIED:	
Damages and Legal expenses	25,000
Employees' retirement and Social Security/other benefits	580,046
Contingency Fund	10,000
Local & Grant Programs	232,000
Article #42 Transportation Subsidy	5,000
Article #43 Land/Mary Queen of Peace	121,000
Article #44 Land/Murray	22,000
Article #45 Land/Geary	53,000
DEBT SERVICE:	
Principal-long term notes & bonds	370,000
Interest-long term notes & bonds	255,299
Interest on temporary loans	225,000
CAPITAL OUTLAY:	
Article #21 — Article #39 Revenue Sharing	456,735
TOTAL APPROPRIATIONS	\$10,997,844

	Revenue:
FROM LOCAL TAXES:	
Resident Taxes	162,980
National Bank Stock Taxes	10
Yield Taxes	4,500
Interest on Delinquent Taxes	75,000
Resident Tax Penalties	2,200
Inventory Penalties	-0-
Land Articles	196,000
FROM STATE:	
Meals and Rooms Tax	259,459
Interest and Dividends Tax	235,223
Savings Bank Tax	47,135
Highway Subsidy	156,627
State Aid Water Pollution Projects	41,540
Reimb. a/c Old Age Assistance	1,000
Crime Commission	20,000
CETA	24,800
Bikeway	52,900
Capital Projects Fund	250,000
FROM LOCAL SOURCES EXCEPT TAXES:	
Motor Vehicle Permits Fees	650,000
Dog Licenses	8,000
Business Licenses, Permits and Filing Fees	80,400
Fines & Forfeits, Municipal & District Court	120,000
Rent of Town Property	7,800
Interest Received on Deposits	275,000
Income From Trust Funds	14,000
Income From Departments	303,050
Income From Sewer Departments	349,729
Income From Water Department	609,760
Hedgehog Park Development	46,200
Other	171,400
Surplus	200,000
RECEIPTS OTHER THAN CURRENT REVENUE:	
Proceeds of Bonds and Long Term Notes	1,500,000
Withdrawals From Capital Reserve Funds	100,860
Revenue Sharing Funds	456,735
Articles-Capital Project Funds	584,795
TOTAL REVENUES AND CREDITS:	7,007,103
TOTAL TOWN APPROPRIATION	10,997,844
NET TOWN APPROPRIATION	3,990,741
NET SCHOOL APPROPRIATION	8,418,178
COUNTY TAX	520,044
TOTAL TOWN, SCHOOL, COUNTY	12,928,963
LESS BUSINESS PROFITS	873,154
PLUS WAR SERVICE CREDITS	119,300
PLUS OVERLAY	366,444
PROPERTY TAX TO BE RAISED	12,541,553
531,421,755 × 2.36	\$12,541,553

*This report has not been audited and therefore is subject to audit adjustments.

Statement of Expenditures*

Governing Bodies	31,152
District Court	100,151
Town Manager	91,212
Tax Collector	33,537
Town Clerk	47,567
Finance	78,361
Assessing	64,400
Municipal Buildings	53,424
Elections	24,476
Legal Services	27,238
Boards & Commissions	27,677
Administrative Services	70,050
Debt Services	1,012,826
Contingency	760
Employee Benefits	590,384
Insurance	259,483
Police Department	1,079,265
Fire Department	1,054,029
Code Adm. & Building Inspection	99,615
Animal Control	38,425
Civil Defense	3,006
Water Dept. Services	30,000
Human Serv. Adm.	30,255
Youth Services.....	17,410
Outside Human Serv. Org.....	44,850
Welfare	74,988
Manpower Programs	3,938
Recreation.....	92,092
Probation	14,055
Elderly	30,735
Library	305,030
Community Contributions	6,370
Public Works	1,116,183
Street & Traffic Lighting	145,590
Equipment	29,387
Highway Improvement	35,185
Local & Grant Programs	190,517
Sewer Department	309,933
Water Department	541,688
Group Living	32,497
Bikeway.....	44,702
Imp. Hist. District	200
Hedgehog Park Development.....	45
Homemaker Service	5,000
RC CAP	2,000
Revaluation Program	1,441
Misc. Exp.	455
Tax Sale	631,444
Overlay	13,931
School District	7,072,111
County Tax	520,044
Bond & Debt Retirement Tax	849
Temporary Loans	7,200,000
TOTAL	23,329,964

*This report has not been audited and therefore subject to audit adjustments.

Statement of Receipts*

Property Tax Current Year	9,970,509	Drain Layers License	30
Property Tax Previous Years	1,089,662	Misc. Protective Licenses	952
Resident Tax Current Year	140,330	Court Fines	129,595
Resident Tax Previous Years	18,856	Recording Fees	5,140
National Bank Stock Tax	10	Sale of Maps, etc.	1,124
Yield Tax	5	Parking fines	4,200
Boat Tax	7,043	Pistol Permits	1,220
Interest on Taxes	94,050	Bicycle Registration	91
Resident Tax Penalties	2,589	Reimbursable Detail	148,369
Tax Sale Property Redeemed	569,701	Misc. P.D. Charges	10,194
Business Profits Tax	873,154	Animal Control Fees	1,088
Interest & Dividend Tax	235,223	Ambulance Service	1,357
Savings Bank Tax	47,136	Misc. Fire Dept. Charges	1,427
Rooms and Meals Tax	259,459	Public Hearing Fees	5,265
Reimbursement — Water Pollution ..	40,340	Welfare Reimbursements	8,802
Highway Subsidy	89,030	Welfare liens	4,983
Additional Highway Subsidy	67,545	Recreation Fees and Charges	38,194
Gas Tax Refund	4,043	Library Fines	2,500
Recovery OA & Aid to Disabled	3,903	Highway Dept. Charges	2,460
Crime Commission	11,113	Cemetery Charges	13,127
Civil Defense	900	Landfill Charges	11,537
C.E.T.A.	6,930	Sewer Department	387,732
Bikeway	35,646	Water Department	593,989
Motor Vehicle Fees	683,580	Capital Projects Fund	250,000
Title Fees	6,485	Interest Earnings	443,034
Trotting & Racing Fees	27,700	Trust Fund Interest	20,713
Dog Licenses	7,128	Rent of Town Property	16,748
Building Permits	18,012	Sale of Town Property	63,240
Electrical Permits	2,591	Sewer Adm. Charge	28,200
Plumbing Permits	2,415	Water Adm. Charge	28,200
Miscellaneous Inspection Fees	1,072	Miscellaneous Income	9,366
Sunday Licenses	10,480	Temporary Loans	7,200,000
Beano Licenses	2,150	Tax Collector — Over	52
W.S.P.C.C. Permits	2,473		
Sewer Connection Fees	245		
		TOTAL RECEIPTS	23,764,503

*This report has not been audited and therefore subject to audit adjustments.

Statement of Town Debt for the year ended 12/31/80

Statement of Town Debt for the year ended 12/31/80

Issue	Amount Original Issue	Interest Rate	Final Payment	1/1/80 Outstanding Debt	Retired During Year	Outstanding Principal 12/31/80	Principal Due 1981	Payments Subsequent Years
Water Bonds								
Issued-1961	450,000	3.80	7/1/91	230,000	15,000	215,000	15,000	200,000
Issued-1965	550,000	3.40	7/15/95	270,000	20,000	250,000	20,000	230,000
Issued-1967	200,000	4.40	9/15/97	90,000	5,000	85,000	5,000	80,000
Issued-1972	600,000	5.00	1/15/92	390,000	30,000	360,000	30,000	330,000
Issued-1978	780,000	6.75	12/1/98	730,000	50,000	680,000	40,000	640,000
	2,580,000			1,710,000	120,000	1,590,000	110,000	1,480,000
Sewer Bonds								
* Issued-1963	1,620,000	3.00	4/1/93	930,000	55,000	875,000	55,000	820,000
* Issued-1967	500,000	4.20	9/15/97	260,000	20,000	240,000	20,000	220,000
Issued-1969	185,000	6.50	12/1/89	85,000	10,000	75,000	10,000	65,000
* Issued-1969	650,000	6.30	12/1/89	300,000	30,000	270,000	30,000	240,000
Issued-1972	655,000	5.00	1/15/92	410,000	35,000	375,000	35,000	340,000
Issued-1973	825,000	5.20	10/1/93	560,000	40,000	520,000	40,000	480,000
* Issued-1974	1,900,000	5.55	6/1/93	1,400,000	100,000	1,300,000	100,000	1,200,000
Issued-1978	450,000	6.75	12/1/98	425,000	25,000	400,000	25,000	375,000
	6,785,000			4,370,000	315,000	4,055,000	315,000	3,740,000
Municipal Bonds								
Issued-1964	280,000	3.30	10/1/84	55,000	15,000	40,000	10,000	30,000
Issued-1965	255,000	3.40	7/15/85	60,000	10,000	50,000	10,000	40,000
	535,000			115,000	25,000	90,000	20,000	70,000
Highway Bonds								
Issued-1979	1,700,000	5.70	5/1/94	1,700,000	125,000	1,575,000	125,000	1,520,000
TOTAL	11,600,000			7,895,000	585,000	7,310,000	570,000	6,740,000

* Payments of principal and interest on these bonds are guaranteed by the State of New Hampshire.

Comparative Statement of Appropriations General Fund*

Budget — 1980	Budget 1980	Carry-Over 1979	Expended 1980	Carry-over 1980	Balance +/(—)
Governing Bodies	32,550		31,153	723	674
District Court	95,833		100,152	255	(4,574)
Town Manager	92,120	200	91,212	314	794
Tax Collector	33,269		33,537		(268)
Town Clerk	47,456		47,567		(111)
Finance	78,605		78,361		244
Assessing	60,485		64,400		(3,915)
Municipal Buildings	50,944		53,424	142	(2,622)
Elections	25,935		24,476	1,333	126
Legal Services	25,000		27,238	3,380	(5,618)
Boards & Committees	24,531	3,100	27,677	50	(96)
Administrative Services	67,257		70,051		(2,794)
Debt Service	850,299		1,012,826		(162,527)
Contingency	10,000		760	3,940	5,300
Employee Benefits	585,098	5,700	590,384	28,688	(28,274)
Insurance	261,506		259,483		2,023
Police	1,102,730	7,540	1,079,265	4,238	26,767
Fire	1,059,800	214	1,054,029	2,791	3,194
Code Enforcement	98,085		99,615		(1,530)
Animal Control	32,442		38,425	15	(5,998)
Water Dept. Services	30,000		30,000		—
Civil Defense	5,035		3,006	802	1,227
Human Services Admin.	29,338		30,256		(918)
Outside Human Service	44,792		44,850		(58)
Welfare	85,486		74,988	539	9,959
Manpower	4,800		3,938		862
Recreation	107,606	398	92,092	2,153	13,759
Elderly	32,334	230	30,735	180	1,649
Probation	14,094		14,055	112	(73)
Youth Services	25,635		17,410		8,225
Community Contributions	6,600		6,370		230
Library	310,396		305,030	3,061	2,305
Public Works	1,312,392	21,758	1,116,183	55,332	162,635
Street Lights	134,260		1,232		(10,098)
Highway Improvements	145,000	298,895	35,185	408,710	—
Fire Equipment	—	29,805	29,387	—	418
Local & Grant Program	232,000	457	190,517		41,940
Water Department	609,760		609,760		—
Sewer Department	349,729		349,729		—
School & County	8,938,222		8,938,222		—
Special Articles	46,252	122,237	84,444	64,476	19,569
Revaluation		1,441	1,441		—
Miscellaneous Expenses			1,304		(1,304)
Overlay	366,444		13,931	330,000	22,513
TOTAL	17,464,120	493,207	16,952,458	911,234	93,635

*This report has not been audited and therefore is subject to audit adjustments.

Comparative Statement of Receipts General Fund*

REVENUE — 1980	Estimated 1980	Actual 1980	Excess (Deficit)
LOCAL TAXES			
Property Taxes	12,422,253	12,429,286	7,033
Resident Tax	162,980	159,180	(3,800)
National Bank Stock	10	10	—
Yield Tax	4,500	5	(4,495)
Interest on Taxes	25,000	44,890	19,890
Resident Tax Penalties	2,200	2,594	394
Boat Tax	—	7,044	7,044
STATE TAXES AND REVENUE			
Business Profits	873,154	873,154	—
Interest and Dividends	235,223	235,223	—
Savings Bank Tax	47,135	47,136	1
Rooms and Meals	259,459	259,459	—
Sewer Reimb.	41,540	40,340	(1,200)
Highway Subsidy	156,627	156,575	(52)
Old Age Assistance	1,000	3,530	2,530
Crime Commission	20,000	11,113	(8,887)
Hedgehog Park	46,200	46,200	—
C.E.T.A.	24,800	6,930	(17,870)
Bikeway	52,900	52,900	—
LOCAL SOURCES			
Auto Permits	650,000	683,580	33,580
Court Fines	120,000	129,595	9,595
Reimbursable Detail	189,750	148,369	(41,381)
Recreation Charges	43,000	38,194	(4,806)
Welfare Charges	15,000	13,785	(1,215)
Trotting and Racing	27,700	27,700	—
Licenses, Permits, Fees	71,000	65,448	(5,552)
Police Department	14,500	16,794	2,294
Fire Department	3,300	2,784	(516)
Library Fines	2,500	2,500	—
Public Works	24,700	27,124	2,424
Rent Town Property	7,800	16,748	8,948
Water and Sewer Adm.	56,400	56,400	—
Interest on Tax Sale	50,000	49,161	(839)
Interest on Borrowing	275,000	443,034	168,034
Capital Projects Fund	250,000	250,000	—
Sale — Old Fire Station	50,000	55,000	5,000
Sale — BOMAG	65,000	65,000	—
Trust Funds	14,000	20,713	6,713
Surplus	200,000	200,000	—
Sale of Town Property	—	8,240	8,240
Misc. Revenue	—	14,912	14,912
Water	609,760	609,760	—
Sewer	349,729	349,729	—
TOTAL	17,464,120	17,670,139	206,019

*This report has not been audited and therefore is subject to audit adjustments.

Balance

Unaudited
Town of Salem, NH

ASSETS

Cash:		
In Hands of Treasurer:	4,960,730	
In Hands of Officials	700	
TOTAL	4,961,430
Capital Reserve Funds: (RSA Chap. 35)		
Road Improvements	110,220	
TOTAL	110,220
Accounts Due to the Town		
Due from State:		
(a) Joint Highway Const. Accts., Unexpended Bal. in State Treasury	127,161	
(b) Bikeway, HCRS — Hedgehog Park	63,454	
Other bills due Town:		
(a) Police Detail	15,088	
(b) Welfare Liens	87,404	
(c) Water	157,741	
(d) Sewer	121,101	
(e) Sale of Property	65,000	
TOTAL	636,949
Unredeemed Taxes: (from tax sale on account of)		
(a) Levy of 1979	390,103	
(b) Levy of 1978	267,345	
TOTAL	657,448
Uncollected Taxes: (Including All Taxes)		
(a) Levy of 1980 Including Resident Taxes	2,493,537	
(b) Levy of 1979	10,679	
(c) Levy of 1978	7,170	
(d) Previous Years	25,847	
TOTAL	2,537,233
Total Assets	8,903,280
Fund Balance — December 31, 1979	635,527	
Fund Balance — December 31, 1980	688,628	
Change in Financial Condition — Increase in Surplus	53,101

Sheet

For the Year Ended December 31, 1980

LIABILITIES

Accounts Owed by the Town:		
Bills Outstanding	911,234	
Unexpended Balances of Special Approp.	20	
Unexp. Balances of Bond & Note Funds	1,651,767	
Sewer Fund	231,879	
Water Fund	211,051	
Unexpended Revenue Sharing Funds	578,523	
Performance Guarantee (Bond) Deposits	16,486	
2% Bond & Debt Retirement Taxes	626	
Conservation Fund	11,013	
Yield Tax Deposits (Escrow Acct.)	2,573	
School District Taxes Payable	4,263,178	
Cruiser Savings	8,504	
Welfare Liens	87,404	
Community Development Fund	3,013	
TOTAL ACCOUNTS OWED BY THE TOWN	7,977,271
State and Town Joint Highway Const. Accts.:		
(a) Unexpended balance in State Treasury	127,161	
(b) Unexpended balance in Town Treasury		
TOTAL	127,161
Capital Reserve Funds	110,220
TOTAL LIABILITIES	8,214,652
Fund Balance — Current Surplus (Excess of Assets over Liabilities)	688,628
GRAND TOTAL	8,903,280

Make a Cross (X)
opposite your choice

SELECTMAN	
Three Years	Vote for ONE
LEO BEAULIEU	733 <input type="checkbox"/>
ROBERT LEWIS DEAN	485 <input type="checkbox"/>
RONALD J. EYSSI, SR.	142 <input type="checkbox"/>
BERT H. FORD	1249 <input type="checkbox"/>
	<input type="checkbox"/>

TRUSTEE OF TRUST FUNDS	
Three Years	Vote for ONE
GLENN W. VORCE	2053 <input type="checkbox"/>
	<input type="checkbox"/>

TRUSTEE OF KELLEY LIBRARY	
Three Years	Vote for ONE
RICHARD J. O'SHAUGHNESSY	1546 <input type="checkbox"/>
JAMES F. RHODES	884 <input type="checkbox"/>
	<input type="checkbox"/>

BUDGET COMMITTEE	
Three Years	Vote for TWO
NICHOLAS P. MOSCHILLI	1865 <input type="checkbox"/>
Charles Coll	296 <input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

MODERATOR	
Two Years	Vote for ONE
MICHAEL J. SEILER	2043 <input type="checkbox"/>
	<input type="checkbox"/>

SUPERVISOR OF CHECKLIST	
Six Years	Vote for ONE
SHEILA M. MURRAY	1224 <input type="checkbox"/>
CAROL NAGEL	1132 <input type="checkbox"/>
	<input type="checkbox"/>

ARTICLE 2. Are you in favor of the adoption of Amendment No. 1 as proposed by the planning board for the town zoning ordinance as follows? (This amendment would regulate motor vehicle fuel storage and dispensing facilities.)

YES 1490 NO 757

ARTICLE 3. Are you in favor of the adoption of Amendment No. 2 as proposed by the planning board for the town zoning ordinance as follows? (This amendment would permit the expansion of certain one and two-family dwellings presently located on undersized lots.)

YES 719 NO 1604

ARTICLE 4. Are you in favor of the adoption of Amendment No. 3 as proposed by the planning board for the town zoning ordinance as follows? (This amendment would delete the special penalty and severability clauses regarding signs, and would make signs subject to the general penalty and severability clauses already included elsewhere in the zoning ordinance.)

YES 1246 NO 942

ARTICLE 5. Are you in favor of the adoption of Amendment No. 4 as proposed by the planning board for the town fire code as follows? (This amendment would change the penalty provision of the Fire Prevention Code Ordinance previously adopted by the town.)

YES NO
1070 1005

ARTICLE 6. Are you in favor of the adoption of Amendment No. 5 as proposed by the planning board for the town building code as follows? (This amendment would repeal adoption of the 1967 National Building Code and would adopt the 1976 National Building Code along with certain amendments.)

YES NO
1334 764

ARTICLE 7. Are you in favor of the adoption of Amendment No. 6 as proposed by the planning board for the town fire codes as follows? (This amendment would repeal adoption of the 1970 Fire Prevention Code recommended by the American Insurance Association, and would adopt the 1976 Fire Prevention Code recommended by the AIA along with certain amendments.)

YES NO
1463 629

ARTICLE 8. Are you in favor of the adoption of Amendment No. 7 as proposed by the planning board for the town zoning ordinance as follows? (This amendment clarifies which buildings are subject to Article V, Sections B-4 and B-5 of the zoning ordinance regarding the setback of buildings located in Commercial-Industrial Districts.)

YES NO
1334 681

ARTICLE 9. Are you in favor of the adoption of Amendment No. 1 as proposed by petition of the voters for this town? (This petition would amend the zoning ordinance by rezoning Tax Map 33, Lot 94, and Tax Map 15, Lots 72, 73 and 74 from Residential to Commercial-Industrial B.) The Planning Board approved this amendment.

YES NO
980 1094

ARTICLE 10. Are you in favor of the adoption of Amendment No. 2 as proposed by petition of the voters for this town? (This petition would amend the zoning ordinance by rezoning land located on both sides of Pelham Road, bounded by Porcupine Brook, Route 38, Brady Avenue and Brookdale Avenue, from Light Industrial and/or Commercial to Rural.) The Planning Board approved this amendment.

YES NO
1477 729

ARTICLE 11. Are you in favor of the adoption of Amendment No. 3 as proposed by petition of the voters for this town? (This petition would amend the zoning ordinance by permitting and regulating cluster development.) The Planning Board neither approved nor disapproved this amendment.

YES NO
787 1508

ARTICLE 12 "Shall we adopt the provisions of R.S.A. 654:34-a permitting applications for changes in party affiliation to be made with the town clerk?"

YES NO
1728 490

**BUDGET FORM FOR TOWNS WHICH HAVE ADOPTED THE
PROVISIONS OF THE MUNICIPAL BUDGET LAW**

STATE OF NEW HAMPSHIRE

DEPARTMENT OF REVENUE ADMINISTRATION
Municipal Services Division



BUDGET OF THE TOWN

OF _____ **SALEM** _____ **N.H.**

Appropriations and Estimates of Revenue for the Ensuing Year January 1, 1981 to December 31,
1981 or for Fiscal Year From _____ 19 _____ to _____ 19 _____

THIS BUDGET SHALL BE POSTED WITH THE TOWN WARRANT

RSA 31:95 and 32:5

Budget Committee: (Please sign in ink)

Date Feb 18 1981

Nicholas P. Infossibile
Philip Ammarata
Patricia Mc Carthy

Walter E. Stines
Michael J. Carney
Charles W. Call
Blanca J. L.

PURPOSES OF APPROPRIATION (RSA 31:4)	Appropriations	Selectmen's Budget	Budget Committee	
	1980 (1980-81)	1981 (1981-82)	Recommended 1981 (1981-82)	Not Recommended
GENERAL GOVERNMENT:				
1 Town officers' salaries	32,550	33,450	28,450	
2 Town officers' expenses	379,192	472,305	467,303	
3 Election and Registration expenses	25,935	8,000	8,000	
4 Municipal and District court expenses	95,833	171,045	162,073	
5 Expenses town hall and other buildings	50,944	70,800	71,300	
6 Reappraisal of property				
7 Probation Department	14,094	---	---	
8 Art. 13 District Court Bond	1,500,000	---	---	
9				
PROTECTION OF PERSONS AND PROPERTY:				
10 Police Department	1,083,335	1,127,345	1,141,378	
11 Parking Meters - operation & maintenance				
12 Fire department, inc. forest fires	1,032,326	1,033,811	1,035,581	
13 Blister rust and care of trees				
14 Planning and Zoning	121,616	89,102	89,102	
15 Damages by dogs - Animal Control	32,442	34,692	35,242	
16 Insurance	259,069	286,133	286,133	
17 Civil Defense	5,035	4,900	4,900	
18 Conservation Commission				
19 Water Department Services	30,000	30,000	30,000	
20 Art. #72 Police Collective Bargaining	22,064	1	1	
21 Art. #71 Fire Collective Bargaining	32,294	70,345	70,345	
22				
HEALTH DEPARTMENT:				
23 Health Dept. - Hospital - Ambulance				
24 Vital Statistics				
25 Town Dump and Garbage Removal	304,450	230,450	185,450	
26 Outside Human Service Organizations	44,792	48,503	46,003	
27 Art. # Landfill Improvements	75,000			
28				
29				
HIGHWAYS & BRIDGES:				
30 Town road aid	17,357	17,303	17,303	
31 Town Maintenance Highway Improvements	145,000	145,000	145,000	
32 Street Lighting	132,100	152,500	169,500	
33 General expenses of highway department	990,585	1,130,834	1,096,084	
34 Art. #89 Street Lighting	2,160	1,600	1,600	
35 ART. #70 Public Works Bargaining	-0-	116,132	116,132	
36				
37				
LIBRARIES:				
38 Library	310,396	347,403	337,953	
39				
40				
41				
PUBLIC WELFARE:				
42 Town poor	85,486	91,984	91,984	
43 Old age assistance				
44 Aid to permanently and totally disabled				
45 Soldiers' aid				
46 Youth Services/Human Serv. Admin.	54,973	33,554	30,123	
47 ART. #47 Group Living	34,252	-0-	-0-	
48 ART. #67 Homemaker Services	5,000	6,000	6,000	

PURPOSES OF APPROPRIATION	Appropriations	Selectmen's Budget	Budget Committee	
	1980 (1980-81)	1981 (1981-82)	Recommended 1981 (1981-82)	Not Recommended
PATRIOTIC PURPOSES:				
49 Memorial Day - Old home day	6,600	6,800	6,800	
50 ART 73-75 Salem Rams, Ltl.Lg., Babe Rth	4,000	5,500	5,500	
51 ART #64 Museum Equipment		6,950	6,950	
RECREATION:				
52 Parks & Playground, inc. band concerts	108,406	118,664	117,151	
53 Elderly	32,334	35,082	35,882	
54 ART. Extension Water/Sewer Elderly	80,000	---	---	
55				
PUBLIC SERVICES ENTERPRISES:				
56 Municipal Sewer Dept.	349,729	391,392	391,392	
57 Municipal Water Dept.	609,760	576,774	576,774	
58 Municipal Electric Dept.				
59 XXXXXX ART #66 Septic Systems		5,000	5,000	
60 XXXXXX ART. Historic District Com.	1,000			
61 ART. R.C.C.A.P.-	2,000			
UNCLASSIFIED:				
62 Damages and Legal expenses	25,000	30,000	30,000	
63 Advertising and Regional Associations				
64 Employees' retirement and Social Security	580,046	689,507	676,576	
65 Contingency Fund	10,000	10,000	10,000	
66 Local and Grant Programs	232,000	218,165	218,165	
67 ART.#68 Transportation Subsidy	5,000	5,000	5,000	
68 ART.#56 Revenue Shrng.Land Article(s)	196,000	3,700	3,700	
69				
70				
DEBT SERVICE:				
71 Principal-long term notes & bonds	370,000	310,000	310,000	
72 Interest-long term notes & bonds	255,299	210,997	210,997	
73 Interest on temporary loans	225,000	507,000	477,000	
74				
CAPITAL OUTLAY:				
75 ART #37-51 Revenue Sharing	456,735	597,125	564,125	
76 Capital Reserve - Highways	100,860			
77 ART.#24 Highway Imprv. (Capital Proj.)	429,795	222,291		
78 ART #65 Water Quality		5,000	5,000	
79 ART.#78 Bridge Street Fence				2,500
80 ART.#77 Mosquito Control				10,000
81 ART #76 R.S.V.P. Program				500
PAYMENT TO CAPITAL RESERVE FUND				
82				
83				
84				
85 TOTAL APPROPRIATIONS	10,997,844	9,708,139	9,328,952	13,000

Less: Amount of Estimated Revenues, Exclusive of Taxes (Line 137) 4,751,085
Amount of Taxes to be Raised (Exclusive of School and County Taxes) 4,577,867

Disapproved:

ART 79 Field & Woodland Ave.Drainage \$17,000

BUDGET OF THE TOWN OF SALEM, N.H.

BUDGET FORM FOR TOWNS WHICH HAVE ADOPTED THE PROVISIONS

ART 80 Grove Ave Paving \$17,000 **OF THE MUNICIPAL BUDGET LAW**

ART 24 Highway Improvements \$222,291

ART 49 Hedgehog Picnic Shelter \$8,000

SOURCES OF REVENUE		Estimated Revenues 1980 (1980-81)	Actual Revenues 1980 (1980-81)	Selectmen's Budget 1981 (1981-82)	Estimated Revenues 1981 (1981-82)
FROM LOCAL TAXES:					
86	Resident Taxes	162,980	159,180	163,000	163,000
87	National Bank Stock Taxes	10	10	10	10
88	Yield Taxes	4,500	5	1,000	1,000
89	Interest on Delinquent Taxes	75,000	94,050	120,000	120,000
90	Resident Tax Penalties	2,200	2,594	2,600	2,600
91	Inventory Penalties	---	---	---	---
92	Boat Tax	-0-	7,044	7,000	7,000
93					
FROM STATE					
94	Meals and Rooms Tax	259,459	259,459	272,432	272,432
95	Interest and Dividends Tax	235,223	235,223	246,984	246,984
96	Savings Bank Tax	47,135	47,136	49,491	49,491
97	Highway Subsidy	89,030	89,030	89,030	89,030
98	Railroad Tax	---	---	---	---
99	Town Road Aid	---	---	---	---
100	State Aid Construction	---	---	---	---
101	Class V Highway Maintenance	67,597	67,545	67,597	67,597
102	State Aid Water Pollution Projects	41,540	40,340	39,400	39,400
103	State Aid Flood Control Land				
104	National Forest Reserve				
105	Reimb. a/c State-Federal Forest Land				
106	Reimb. a/c Fighting Forest Fires				
107	Reimb. a/c Exemp.-Growing Wood & Timber				
108	Reimb. a/c Road Toll Refund				
109	Reimb. a/c Old Age Assistance	1,000	3,902	1,000	1,000
110	Reimb. a/c Business Profits Tax				
111					
112					
113	Water and Sewer Administration	56,400	56,400	43,400	43,400
114	Welfare	15,000	13,785	15,000	15,000
FROM LOCAL SOURCES, EXCEPT TAXES					
115	Motor Vehicle Permits Fees	650,000	683,580	700,000	700,000
116	Dog Licenses	8,000	7,128	8,000	8,000
117	Business Licensed, Permits and Filing Fees	87,900	82,616	70,950	70,950
118	Fines & Forfeits, Municipal & District Court	120,000	129,595	140,000	140,000
119	Rent of Town Property	7,800	16,748	12,000	12,000
120	Interest Received on Deposits	275,000	443,034	426,000	426,000
121	Income From Trust Funds	14,000	20,713	20,000	20,000
122	Income From Departments	47,800	75,332	58,400	58,400
123	Income From Sewer Department	349,729	349,729	391,392	391,392
124	Income From Water Department	609,760	609,760	576,774	576,774
125	Income From Electric Department				
126	Surplus	200,000	200,000	400,000	400,000
127	Capital Projects Fund	250,000	250,000	---	---
128	Recreation Chgs. Police Detail	232,750	186,563	233,000	233,000
129	Federal Grants	143,900	117,143	28,800	28,800
130	Sale Old Fire Station	50,000	55,000	---	---
131	Sale BOMAG	65,000	65,000	---	---
RECEIPTS OTHER THAN CURRENT REVENUE:					
132	Proceeds of Bonds and Long Term Notes	1,500,000	1,500,000	---	---
133	Withdrawal From Capital Reserve	100,860	100,860	---	---
134	Revenue Sharing Fund	652,735	652,735	600,825	567,825
135	Anti Recession Fund				
136	Capital Projects Fund	584,795	584,795	222,291	---
137	TOTAL REVENUES AND CREDITS	7,007,103	7,206,034	5,006,376	4,751,085

**1981
SALEM
TOWN MEETING WARRANT
STATE OF NEW HAMPSHIRE**

TO THE INHABITANTS OF THE TOWN OF SALEM, IN THE COUNTY OF ROCKINGHAM AND STATE OF NEW HAMPSHIRE, QUALIFIED TO VOTE IN TOWN AFFAIRS:

You are hereby notified to meet at your respective polling places as follows:

District A	Dr. Soule School
District 1A	Fisk School
District 2	Lancaster School
District 2A	North Salem Elementary School
District 3	Barron School
District 3A	Mary Queen of Peace Church

at 7:00 A.M. on March 10, 1981, to act upon articles 1 through 23. The polls will open at 7:00 A.M. and will not close before 7:00 P.M.

You are hereby further notified that consideration of all other articles contained in this warrant will commence at the Salem High School Auditorium at 9:00 A.M. on Saturday, March 14, 1981.

Article 1.

To choose all necessary Town officers for the coming year.

Article 2.

Do you approve the issuance of a license for holding dog race meets in Salem at a multi-element sports and entertainment complex which includes a multi-purpose indoor arena suitable for major league professional ice hockey, basketball, concerts, and other large gatherings?

Article 3.

Are you in favor of approving the issuance of a license to conduct dog racing meets in the Town of Salem?

Article 4.

To see whether, under RSA 284:15-C, the Town will vote to authorize the issuance of a license to conduct dog race meets in Salem by voting for one of the following questions (Vote for one):

- A) Do you favor issuance of a license to hold dog race meets in Salem only upon condition that the licensee shall cause the Boston Bruins Hockey Club of the National Hockey League to execute a long term lease to play its home games in an arena to be built in Salem by the end of 1982?
- B) Do you favor issuance of a license to hold dog race meets in Salem even if the Bruins do not move to Salem?
- C) Do you oppose the issuance of a license to hold dog race meets in Salem?

Article 5.

Shall a Charter Commission be established for the purpose of revising the municipal charter or establishing a new municipal charter?

Article 6.

To see if the Town will vote to repeal Subsection B, Article XI-a-Signs of the Salem Zoning Ordinance in its entirety and replace with the following:

"B. Permits

- 1. No sign other than one permitted under Article XI-a-D or Article XI-a-E-1-a, shall be erected, constructed, installed, altered or replaced until a sign permit has been obtained from the Building Inspector authorizing such work. The applicant shall submit to the Building Inspector a sign application, plans of the proposed sign, and photographs showing the existing building or site, and other such material as may be required by the Building Inspector.

2. The Building Inspector is authorized to issue a sign permit for a change of copy to an existing sign, or replacement of an existing sign, provided that the structural dimensions of the sign do not change. If the structural dimensions are to be changed, the Building Inspector is authorized to issue a sign permit, provided that the new sign will conform to the dimensional and set-back requirements, and all other provisions of Article XI-a.
3. The Building Inspector shall refer sign applications and accompanying material to the Planning Board only in those cases where said sign application is for one proposed as part of commercial or industrial site development, and such commercial or industrial site development is subject to Planning Board review. The Building Inspector shall then grant or deny the application with or without conditions, consistent with the Planning Board's findings and decisions.
4. In reviewing applications for sign permits, the following standards shall apply:
 - a. The sign will not cause visual confusion, glare or offensive lighting in the neighborhood.
 - b. The sign will not be a detriment to the surrounding area or to property values therein.
 - c. The sign will not significantly alter the character or the zoning district.
 - d. The sign will not interfere with traffic safety in the area.
 - e. The sign will comply with the other provisions of this ordinance.
5. The decision of the Building Inspector may be appealed to the Board of Adjustment."

Article 7.

To see if the Town will vote to Amend Article XI-a-E-3 of the Salem Zoning Ordinance by deleting the following words: "changeable copy signs are not permitted."

Article 8.

To see if the Town will vote to amend Article II-Districts of the Salem Zoning Ordinance by adding the following:

"H. Highway Commercial District

Such district to be defined as that portion of the existing Commercial C district that lies southerly of Cluff Crossing Road and Cluff Road at its intersection with Route 28 southerly to the Massachusetts line."

Amend Article V - Commercial-Industrial Districts

Subsection A. Permitted Uses by adding the following words Highway Commercial so that it reads:

"A. Permitted Uses. The following uses shall be permitted in the Commercial Districts:

"In Commercial-Industrial Subdistricts A, B, C, and Highway Commercial."

And after Article V-A. 4, add the same words, Highway Commercial so that it reads:

"In Commercial-Industrial Subdistricts B, C, and Highway Commercial."

Amend Article V-B. Restrictions Governing Uses, Subsection 4., by inserting the words "Highway Commercial" after the words, All other buildings and structures in the Commercial Subdistricts B and C, so that it reads, "All other buildings and structures in the Commercial Subdistricts B, C, and Highway Commercial shall be setback not less than thirty (30) feet from the street or streets which its lot abuts and not less than twenty (20) feet from the rear and side lot line, except that in a filling station, a gasoline pump, light standard or similar installation may be placed to within twenty (20) feet of the street line."

Article 9.

To see if the Town will vote to amend Article V-A. Permitted Uses. Subsection 2, of the Salem Zoning Ordinance by deleting the words, "Except of the type specified in Article V-A, 5 through 9," and replace with the words "except that the types of uses specified in Article V-A, 5 through 9 are not permitted in Commercial-Industrial Subdistrict A," so that it reads:

"2. Retail stores, except that types of uses specified in Article V-5, 5 through 9 are not permitted in Commercial-Industrial Subdistrict A."

Article 10.

To see if the Town will vote to amend Article V-B. Restrictions Governing Uses, Subsection 1., of the Salem Zoning Ordinance, to read as follows:

"1. The maximum percentage of each lot which may be occupied by a building structure and/or impervious surface shall be in accordance with Table 1; and the maximum percentage of each lot reserved for landscaping, snow removal or other purposes consistent with Planning Board site review regulations shall be in accordance with Table 1. The provisions of this paragraph shall not apply to Commercial-Industrial District A."

Table I

No. of acres	Maximum Occupation	Minimum landscaping snow storage, etc.
Up to 10 acres	85%	15%
Over 10 acres	90%	10%

Article 11.

To see if the Town will vote to amend Article V-B, Restrictions Governing Uses, Subsection 9, of the Salem Zoning Ordinance by adding the following words: "except that a building height of eight (8) stories is permitted in the Industrial District, in Commercial-Industrial subdistrict A, Commercial-Industrial subdistrict C north of Cluff Crossing Road and Cluff Road. A building height greater than eight (8) stories may be permitted in the Industrial District, in the Commercial-Industrial subdistrict A, and in Commercial-Industrial subdistrict C, north of Cluff Crossing Road and Cluff Road, subject to the granting of a special exception by the Board of Adjustment if it finds that:

- a. such can be done without creating undue risk to the public; and that
- b. such will not impose a substantial burden on town services and facilities."

Article 12.

To see if the Town will vote to amend Article XI-a, Permitted Signs, Subsection E. of the Salem Zoning Ordinance, by adding the following:

"6. Highway Commercial District. The provisions of Article XI-a-E-4, shall govern permitted signs in the Highway Commercial District, except that free standing signs may be located not closer than five (5) feet from that property line which has frontage on Route 28. No part of the free standing sign may protrude into the five (5) foot setback area."

Article 13.

To see if the Town will vote to amend Article V, Commercial Industrial Districts, Subsection B. 11 of the Salem Zoning Ordinance to read as follows:

"11. No used car dealership in Commercial districts B, C, or Highway Commercial may be located any closer than two thousand (2,000) feet from any other used car dealership. For the purposes of this Subsection 11, "used car dealership" means that portion of a lot or structure devoted in whole or part to:

- a. The sale of two or more used automobiles, or
- b. the display of two or more used automobiles for the purpose of sale."

Article 14.

To see if the Town will vote to repeal Article IX - Off Street Parking and Loading of the Salem Zoning Ordinance in its entirety and replace with the following:

"ARTICLE IX - OFF-STREET PARKING AND LOADING"

Intent of Requirements

To provide for the free movement of ordinary public and private traffic in the streets at all times, to reduce congestion in the streets and to permit the rapid but safe passage of emergency vehicles of all sorts, to facilitate the maneuvering of public emergency equipment in the streets, to facilitate the removal of snow, and for all related purposes, it is declared to be the intent of this article that all structures and land uses be provided with adequate associated off-street vehicular parking space to meet the reasonable parking needs of persons making use of the premises.

A. EXISTING STRUCTURES AND USES

1. The off-street parking requirements as set forth in the **Table of Off-Street Parking Requirements** shall apply to all buildings and land uses except those:
 - a. in existence at the effective date of adoption of this ordinance,
 - b. for which building permits have been approved by the effective date of the adoption of this section, or
 - c. located in Commercial-Industrial District A.
2. After the adoption of this Article:
 - a. No expansion of a building or use may take place unless the requirements of this article are met with respect to such expansion.
 - b. No change of use may take place unless the requirements of this article are met for such changed use.

B. GENERAL REQUIREMENTS FOR OFF-STREET PARKING FACILITIES

1. **Parking Lot Design.** Parking lot design, except for one- and two-family dwellings, shall be regulated by the following provisions:
 - a. All parking areas and driveways shall be surfaced with a minimum of two inch bituminous concrete or equivalent material acceptable to the Town Engineer. Parking spaces shall be clearly marked on the parking lot surface.
 - b. All parking areas shall be graded and drained so as "not to cause puddling or water accumulation within the parking area."
 - c. Joint off-street parking facilities may be provided by two or more separate buildings or land uses on the same lot or on contiguous lots, but in such case, the total spaces required shall be sum of the spaces required for the individual buildings and land uses.
 - d. Each required off-street space shall be at least nine (9) feet in width and at least twenty (20) feet in length.
2. **Parking Lot Landscaping Requirements.** Parking lot landscaping shall be regulated by the following provisions:
 - a. In off-street parking lots for ten (10) or more cars, but less than fifty (50) cars, the area within five (5) feet of the perimeter of such parking lot, except for the entrances to the lot, and except where the lot is adjacent to the building that it serves, will be landscaped and adequately maintained with grass, shrubs, shade or ornamental trees, or ground cover plantings.
 - b. In off-street parking lots for fifty (50) or more vehicles, the Planning Board shall require within the perimeter of the parking lot, not less than one live shade or ornamental tree for each two thousand (2,000) square feet of parking area. Additionally, the area within ten (10) feet of the perimeter of such parking lot, except for the entrances to the lot, and except where the lot is adjacent to the building that it serves, will be landscaped and adequately maintained with grass, shrubs, shade or ornamental trees, or ground cover plantings.
 - c. The provisions of this section do not apply to multiple story parking decks.

TABLE OF MINIMUM OFF-STREET PARKING REQUIREMENTS

Principal Use	Off-Street Parking Requirements
Single Family dwelling and apartments	2 per dwelling unit
Housing for the Elderly	1 per dwelling unit
Membership Club	1 per 300 s.f. of g.f.a., or 1 per 5 members whichever is greater; and 1 per 3 seats for ancillary restaurant
Motels and Hotels	1 per rental unit; and 1 per 5 seats in ancillary restaurant, of g.f.a. used; and 1 per 300 s.f. of g.f.a. for function rooms and other such uses
Medical and Dental Offices and Medical Office Buildings	3 per doctor; and 1 per employee
Places of Assembly:	
a. Theatres, Auditoriums, Restaurant (sit-down), Churches and other places of assembly with fixed seats (based on maximum seating capacity)	1 per 3 seats; and 1 per 55 inches or permanent bleacher or bench seating space; and 1 per 15 s.f. of area without permanent seating facilities that is devoted regularly to public assembly; and 1 per employee
b. Carry-out restaurant (no beverages or food consumed on premises)	1 per 50 s.f. of g.f.a.
c. Combination sit-down and carry- out restaurant	Parking requirements shall be the aggregate of b. and c. above
d. Covered skating rinks, bowling alleys, and all other similar places of assembly, the capacity of which cannot be measured in terms of seats	1 per 150 s.f. of g.f.a.

e. Sports Complex

0.25 per seat as a general requirement.

Applicant shall submit: (1) a Traffic Analysis which would include, but not be limited to, Design Hourly Volume (DHV), Peak Hour Traffic entering and leaving the site, and Generated Traffic; and (2) a comprehensive Traffic Assessment concerning traffic circulation within the parking lot, and conflict points at site, and adjacent roadways and intersections.

Office: Business, Professional Administrative, and Bank	1 per 400 s.f. of g.f.a.; and 1 per employee
Retail Stores, Store Groups, Shops and Service Establishments	1 per 200 s.f. g.f.a. of first floor area and 1 per 400 s.f. of g.f.a. above and below first floor
Retail Sales of Furniture, Automobile, Nursery Stock and such other goods as usually involve extensive display areas in relation to customer traffic.	1 per 500 s.f. of g.f.a.

Industrial:

a. Wholesale, Warehouse and Storage.	1 per employee; and 1 per company vehicle operating from premises; and 1 per 1200 s.f. of g.f.a.
b. Manufacturing, Research and Testing Laboratories	1 per employee; and 1 per 1,000 s.f. of first 20,000 s.f. of g.f.a.; and 1 per each additional 10,000 s.f. of g.f.a.; and 1 per company vehicle operating from premises

Agricultural:

Roadstand	7 per customer service employee
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NOTE: g.f.a. represents gross floor area.

Article 15.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 1 to amend the Salem Zoning Ordinance, and which was disapproved by the Planning Board.

By petition: Amend Article III-a Residential District A. Permitted uses 5. to read as follows:

"5. Parking, but no occupation, of one trailer not more than thirty (30) feet in length."

Article 16.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 2 to amend the Salem Zoning Ordinance, and which was approved by the Planning Board.

By petition: Amend Article VI Recreational District, Subsection B.1. Minimum Lot Area to read as follows;

"1. The minimum lot area shall be 25,000 square feet."

Article 17.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 3 to amend the Salem Zoning Ordinance, and which was disapproved by the Planning Board.

By petition: "Amend Salem Zoning Ordinance and Zoning Map to change from Commercial-Industrial Subdistrict C Zone to Commercial-Industrial Subdistrict A Zone the area extending east from Route 28 to the line where the Residential Zone begins and extending south from the Spicket River to and including the State of New Hampshire Liquor Store including lots 17, 17A, 137, 138, 139, 139A, 141 and 141A on Map 5, and lots 12, 13A, 13, and 14A on Map 4 of the Town of Salem Property Tax Maps."

Article 18.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 4 to amend the Salem Zoning Ordinance, and which was disapproved by the Planning Board.

By petition: Amend Article V-A of the Salem Zoning Ordinance regarding permitted uses in Commercial-Industrial Subdistrict A, B, and C by adding the provision, that public entertainment and amusements, which may be permitted either by ordinance or by variance in the above mentioned zones, nevertheless, shall not be permitted within one-hundred twenty-five (125) feet of a Residential Zone, whether the primary or secondary business of the commercial establishment."

Article 19.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 5 to amend the Salem Zoning Ordinance, and which was approved by the Planning Board.

By petition: Amend the Salem Zoning Ordinance and Zoning Map by rezoning from Commercial to Rural the following described land:

"Commencing at the Southerly right-of-way of Lake Street at its intersection with land presently zoned Commercial-Industrial; thence following the Southerly line of Lake Street in a Westerly direction to a point three hundred (300) feet Easterly of the North Broadway right-of-way; thence Southerly three hundred (300) feet Southerly and parallel to Lake Street to the Easterly line of the land presently zoned Commercial-Industrial; thence in a Northerly direction by the land presently zoned Commercial-Industrial to the point of beginning."

Article 20.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 6 to amend the Salem Zoning Ordinance, and which was disapproved by the Planning Board.

By petition: "Rezone Lot 55, Map 34, from Commercial back to Residential to create a buffer zone between the established residences and the commercial zone on North Broadway. Existing commercial buildings would continue to be permitted."

Article 21.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 7 to amend the Salem Zoning Ordinance, and which was disapproved by the Planning Board.

By petition: "Amend Article V-A of the Zoning Ordinance regarding permitted uses in Commercial-Industrial Subdistricts A, B, and C by deleting the provisions of Article V-A-12 regarding accessory uses. This line is superfluous since it is implied in the previous eleven lines that an accessory use that is customary with any of the stated permitted uses is also a permitted use. Also this line could be used as a catch-all allowing any type of business into Salem and thereby negating the effect of the naming of specific uses in the previous eleven (11) lines."

Article 22.

To see if the Town will vote to adopt the following, which is Petition Amendment No. 8 to amend the Salem Zoning Ordinance, and which was approved by the Planning Board.

By petition: "Amend the Zoning Ordinance by changing the parcels of land shows as Lots 11 and 12 on Map 93 (owned by the New Hampshire Jockey Club) of the Town of Salem Property Tax Maps from presently existing residential zoning to Commercial-Industrial C Zone. Said parcels being in fact contiguous to and westerly of the present Commercial-Industrial C Zone."

Article 23.

By petition: Do you favor the continuation of the town manager plan as now in force in this town?

Article 24.

To see if the Town will vote to authorize the Selectmen to expend the sum of \$222,291, such sum representing interest earnings on funds for projects for which bonds have been issued, for the purpose of making improvements to roadways within the Town of Salem.

Article 25.

By petition: To see if the Town will vote to adopt the following propositions:

1. That a simple tax assessment formula be adopted by the taxation department and that this formula be posted in public places and placed in local newspapers during tax assessment periods.
2. That all property be reassessed by knowledgeable disinterested people according to the new assessment formula.
3. That all property be taxed no more than 1-1/2% of true and fair value.
4. That new property owners whether residential or commercial have their first full years tax exempted.
5. A) That all homesteaders who have lived in Salem at least 10 years and upon reaching their 60th birthday, have their taxes reduced by 50%.
B) And further proportionally reduced yearly so that at age 65 all taxes are entirely removed.
6. That widows with children aged 18 or under and elderly widows aged 55 or older who have no possible means of self-support be exempt of all taxes.
7. That all meetings concerning the expenditure of monies be held quarterly only.
8. That town officials spend no additional monies without the consent of the taxpayers by at least 1/3 vote, by ballot. Also, that said expenditures must be within the allotted tax revenue.
9. That all town meetings, including time, date, and subject of meeting be advertised in the Salem section of local newspapers in bold print or dark border continuously for one week before meeting date.

Article 26.

By petition: Do you want all town vehicles that operate out of the Town Hall be taken off the road immediately, except the following:

Building Inspector
Health Inspector
Plumbing Inspector
Electrical Inspector
Animal Control
Senior Citizen Van

Along with those will be two (2) "spares" that will not be used unless of a break down. Also all vehicles must keep a log of miles, gas and business. Exempt from this are the "Visiting Nurses"

Article 27.

By petition: Do you want the Town of Salem to cease any more projects that require federal funds or state aid for the next three (3) years that will cost the Salem taxpayers money.

Article 28.

By petition: Are you in favor of abolishing the new tax assessment and returning to the 1979 assessment until the town or state can put out qualified people to do the job? Also, the new assessment should be announced at least 6 months before the bills come out.

Article 29.

By petition: Are you in favor, that if any elected official should leave office before their term expires for any reason, they are to be replaced by the runner up in the last election for that position.

Article 30.

By petition: Are you in favor of abolishing all jobs and positions that have been created since January 1, 1979, except those in the Town Clerks office.

Article 31.

By petition: Are you in favor that no new positions be created in Salem only in the case of an emergency and the Selectmen would vote on it, if approved would be publicized in our local newspaper within two (2) days and would be explained to the people of Salem why it was created and would be made available to Salem people first.

Article 32.

By petition: Do you want to remove the Town Manager immediately.

Article 33.

By petition: Do you agree that all wet lands in the Town of Salem must stop being filled and built on, and enforce this for the next five (5) years.

Article 34.

By petition: To see if the Town will vote to freeze salaries of the administrative employees at present levels, further, any future increases to be presented in a separate article similar to that which is presently required for increases to members of a Collective Bargaining unit, further, that any adjustments to administrative employees salaries be made once in a fiscal year.

Article 35.

By petition: To see if the Town will vote to appropriate the entire Federal Revenue Sharing Fund as requested in the 1981 Town Warrant to be applied against the Police and/or Fire Department Operation Budget for the fiscal year 1981.

Article 36.

To see if the Town will vote to rescind prior appropriations in the amount of \$11,854 from the Federal Revenue Sharing Fund, and return such sum to the Town's Federal Revenue Sharing Fund, the sum not being needed to complete previously approved projects.

Article 37.

To see if the Town will vote to appropriate the sum of \$18,000 for the acquisition of the following:

1 desk radio for the Building Inspector's Office	\$ 1,000
Fire Alarm System for the Town Office	2,000
Exterior painting and finish landscaping of Town Office	3,000
*Construction materials for Animal Shelter	12,000
*work to be completed by Salem High School Voc. Ed. Department.	

and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 38.

To see if the Town will vote to appropriate the sum of \$29,500 for the purpose of making necessary final closeout improvements to the Landfill on Shannon Road and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 39.

To see if the Town will vote to appropriate the sum of \$10,000 for the purpose of purchasing a four wheel drive pickup truck with plow for the Recreation Department and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 40.

To see if the Town will vote to appropriate the sum of \$35,000 to be used in conjunction with other available monies for the development of a water system and authorize the withdrawal of said sum for this purpose from the Federal Revenue Sharing Fund.

Article 41.

To see if the Town will vote to appropriate the sum of \$99,000 to purchase the following equipment for the Public Works Department:

2 - Five yard dump bodies	\$ 9,000
Replace one - 3/4 ton pickup with plow	10,000
Replacement of twenty mobile radios	15,000
Replacement of 2 - five ton dump trucks with plows	65,000

and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 42.

To see if the Town will vote to appropriate the sum of \$12,000 for the purpose of undertaking Phase I of a Master Mapping Project and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 43.

To see if the Town will vote to appropriate the sum of \$53,305 for the purpose of acquiring a new computer system as recommended by the Computer Study Committee and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

Article 44.

To see if the Town will vote to appropriate the sum of \$12,000 for the purpose of undertaking a codification of all town codes and ordinances and authorize the withdrawal of said sum for this purpose from the Federal Revenue Sharing Fund.

Article 45.

To see if the Town will vote to appropriate the sum of \$7,895 to purchase the following office equipment:
three electric typewriters; one manual typewriter; three calculators;
one copy machine; five file cabinets; and one photo file;
and authorize the withdrawal of said sum for these purchases from the Federal Revenue Sharing Fund.

Article 46.

To see if the Town will vote to appropriate the sum of \$67,225 to purchase the following equipment for the Police Department:

Replace five cruisers	\$43,500
Replace five mobile radios & sirens	10,200
Four Portable Radios	3,400
Replace Motorcycle	4,000
Room Divider/Sliding Wall Unit	3,800
Replacement Closed Circuit Monitoring Equipment	1,375
Small Equipment	950

and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund.

Article 47.

To see if the Town will vote to appropriate the sum of \$65,200 to purchase the following equipment for the Fire Department:

Two compact vehicles (replacement)	\$15,000
Replacement of Tanker #3	49,000
Four pocket pagers	1,200

and authorize the withdrawal of the required amount for this purpose from the Federal Revenue Sharing Fund.

Article 48.

To see if the Town will appropriate the sum of \$80,000 for the purpose of constructing tennis courts in the Town of Salem and to authorize the Selectmen to withdraw \$40,000 for this purpose from the Federal Revenue Sharing Fund and to apply for and receive \$40,000 from Heritage Conservation and Recreation Service as matching funds.

Article 49.

To see if the Town will appropriate the sum of \$8,000 to purchase construction materials to build a picnic shelter at Hedgehog Park and to authorize the Selectmen to withdraw \$4,000 for this purpose from the Federal Revenue Sharing Fund and to apply for and receive \$4,000 from Heritage Conservation and Recreation Service as matching funds.

Article 50.

To see if the town will appropriate the sum of \$25,000 for the purpose of making improvements to Hedgehog Pond to allow for public swimming and to authorize the Selectmen to withdraw \$12,500 for this purpose from the Federal Revenue Sharing Fund and apply for and receive \$12,500 from Heritage Conservation and Recreation Service as matching funds.

Article 51.

To see if the Town will vote to appropriate the sum of \$75,000 for the purpose of establishing a Central Dispatch Facility to serve the Police and Fire Departments and authorize the withdrawal of said sum for this purpose from the Federal Revenue Sharing Fund.

Article 52.

To see if the Town will vote to authorize the Selectmen and Treasurer under the provisions of RSA 33:7, as amended, to borrow, in anticipation of taxes such sums as are necessary for the operation of the Town, and to set the rates, effect the issuance of notes, and to otherwise negotiate for the sale of notes to be paid within the present fiscal year.

Article 53.

To see if the Town will authorize the Selectmen and Town Manager to make application for and to receive and spend in the name of the Town such advances, grants-in-aid, or other funds for Town purposes as may now, or hereafter be forthcoming from Federal, State, local or private agencies.

Article 54.

To see if the Town will vote to authorize the Selectmen to apply for, accept and expend, without further action by the Town Meeting, money from the state, federal or other governmental unit or a private source which becomes available during the 1981 fiscal year, provided that such expenditure be made for purposes for which a Town may appropriate money and that such expenditure not require the expenditure of other Town funds. Further, that the Selectmen hold a public hearing prior to accepting and spending such money.

Article 55.

To see if the Town will vote under the provisions of RSA 35-B:3 to designate the Selectmen as the Board responsible for providing leisure-time services to the Town of Salem and to authorize the Selectmen to exercise the powers listed in RSA 35-B:1 and RSA 35-B:3.

Article 56.

To see if the Town will vote to purchase approximately two acres of land shown as 1980 Salem Property Tax Map 78, Lot 14-C, for the Town Forest for the sum of \$3,700, said sum to be taken from previously appropriated Federal Revenue Sharing Funds for land purchases.

Article 57.

To see if the Town will vote confirm the purchase by the Town of approximately thirty-eight and one-half (38-1/2) acres of land located westerly of Lake Street from Charles Adams and Claire Partridge, formerly Claire Adams.

Article 58.

To see if the Town will vote to confirm the prior conveyance of certain land adjacent to the Palmer School to Charles W. Ermer and Lorraine Ermer.

Article 59.

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1980 Salem Property Tax Map 29, Lots 103 and 104, to Mr. and Mrs. Daniel B. Burriss, on terms and conditions to be established by the Selectmen.

Article 60.

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1980 Salem Property Tax Map 54, Lot 39-A to William A. and Patricia Gover, on terms and conditions to be established by the Selectmen.

Article 61.

To see if the Town will authorize the Board of Selectmen to sell at fair market value any portion of land owned by the Town on the northerly side of Veterans Memorial Parkway to the United States Postal Service for the purposes of constructing a new post office in the Town of Salem.

Article 62.

By petition: To see if the Town will vote to designate as **Abenaki Park** that portion of Map 89, Lot 11-C, lying southerly of the land dedicated to Salem District Court.

Article 63.

To see if the Town will vote to authorize the Selectmen to permanently dedicate the Old Town Hall in Salem Center as the Town of Salem Museum; and further to authorize the Selectmen to establish a Museum Committee composed of three members of the Salem Historic District Commission, three members of the Salem Historic Society, and one member of the Board of Selectmen; nominees to be selected by their respective groups.

Article 64.

To see if the Town will vote to raise and appropriate the sum of \$6,950 for necessary improvements to the Salem Museum; this sum includes \$950 for burglar and smoke alarms, \$1,000 for replacement of locks and doors for security, and \$5,000 for display cases and cabinets.

Article 65.

To see if the Town will vote to raise and appropriate the sum of \$5,000 to be used by the 208 Water Quality Study Committee in performing evaluations of the surface waters in the Town of Salem.

Article 66.

To see if the Town will vote to raise and appropriate the sum of \$5,000 to establish a fund as provided for in RSA 147:17-a for the purposes of making necessary repairs to private sewage systems as defined in RSA 147:17-a.

Article 67.

To see if the Town will vote to raise and appropriate the sum of \$6,000 for the purpose of procuring homemaker services for eligible Salem residents through Western Rockingham Homemaker Services, Inc. on a purchase of services basis.

Article 68.

To see if the Town will vote to raise and appropriate \$5,000 to subsidize mass transportation service in the Town of Salem in cooperation with the Merrimack Valley Regional Transit Authority; and further, to authorize the Selectmen to negotiate a subsidy agreement in an amount not to exceed the appropriation.

Article 69.

To see what sum of money the Town will raise and appropriate for the operational expenses of the Town for the forthcoming year (see posted Town Budget).

Article 70.

To see if the Town will vote to raise and appropriate the sum of \$116,132 such sum representing the cost of those increased economic benefits for members of Local #1801, A.F.S.C.M.E., to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and A.F.S.C.M.E.

Article 71.

To see if the Town will vote to raise and appropriate the sum of \$70,345 such sum representing the cost of those increased economic benefits for members of the Salem Fire Department to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and the Brotherhood of Salem Firefighters.

Article 72.

To see if the Town will vote to raise and appropriate the sum of \$1.00 such sum representing the cost of those increased economic benefits for members of the Salem Police Department to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Selectmen and the Salem New Hampshire Police Relief.

Article 73.

By request of the Salem Senior Little League baseball teams to see if the Town will vote to raise and appropriate the sum of \$2,000 for the purpose of helping to meet the operating expenses of the teams, and these funds be controlled by the Recreation Department, Town of Salem, and expended for the purposes provided by law.

Article 74.

By request of the Salem Senior Babe Ruth Baseball Team to see if the Town will vote to raise and appropriate the sum of \$1,500 for the purpose of helping to meet the operating expenses of the team and that these funds be controlled by the Recreation Department, Town of Salem and expended for the purposes provided by law.

Article 75.

By request of the Salem Rams (Pop Warner) Football Teams and Boosters to see if the Town will vote to raise and appropriate the sum of \$2,000 for the purpose of helping to meet the operating expenses of the teams, and that these funds be controlled by the Recreation Department, Town of Salem, and expended for purposes authorized by law.

Article 76.

By petition: To see if the Town will vote to raise and appropriate the sum of \$500 to help defray some of the expenses of the Retired Senior Volunteer Program for fiscal year 1981-82.

Article 77.

By petition: To see if the Town will vote to raise and appropriate the sum of \$10,000 for the purpose of mosquito control by spraying or other means, during the period necessary in the year 1981.

Article 78.

By petition: To see if the Town will vote to raise and appropriate the sum of \$2,500 for the repair of the bridge on Bridge Street in order to make it safer for school children.

Article 79.

By petition: To see if the Town will vote to raise and appropriate the sum of \$17,000 to stop the flooding of properties on Field and Woodland Avenues due to water run off by the installation of storm drains.

Article 80.

By petition: To see if the Town will vote to raise and appropriate the sum of \$17,000 to resurface Grove Avenue, from Millville Street to Woodland and Field Avenues, and Field Avenue to Lyndale Avenue.

Article 81.

To see if the Town will vote to adopt the following article:

1) "The Planning Board shall have in addition to powers previously granted to it to review and approve or disapprove site plans for the development of tracts for non-residential and non-agricultural uses, whether or not such development includes a sub-division or re-subdivision of the site; the additional power to review and approve or disapprove site plans for the development of tracts for multi-family dwelling units (including condominiums), other than one or two family dwellings, whether or not such development includes a subdivision or re-subdivision of the site. In so doing, the Planning Board shall exercise all of the powers and duties permitted by RSA 36 and RSA 356-B:5."

2) No proposed conversion condominium shall become a conversion condominium unless a special use permit has been granted by the Planning Board. The Planning Board shall not grant such special use permit unless such conversion condominium conforms to the zoning, land use and site plan regulations of the Town or unless a special exception or variance from the applicable zoning, land use and site plan regulations has been obtained from the Board of Adjustment. In the event of an approved conversion to condominiums, the Selectmen shall compute and impose such charges and fees on the owners of the condominiums as are authorized under the provisions of RSA 356-B:5.

Article 82.

To see if the Town will vote to adopt the following ordinance:

Licensing Ordinance

Licenses

The Selectmen are authorized and empowered to issue licenses to and collect the prescribed fees from persons engaged in the following businesses:

- Dance Halls
- Roller Skating Rinks
- Pool Tables for Hire
- Bowling Alleys
- Outdoor Movie Theatres
- Motor Vehicle Race Tracks
- Penny Arcades

The Selectmen shall adopt written regulations and/or guidelines consistent with this ordinance governing the terms and conditions under which licenses may be issued hereunder.

All of the above licenses must be renewed annually by April 1.

Authority

This ordinance has been enacted pursuant to the authority granted the Town by RSA 31:39 (regulation of dance halls and skating rinks) RSA 31:41 (outdoor movie theatres), RSA 286 (pool tables for hire and bowling alleys), RSA 31:41-a (motor vehicle race tracks).

Acts Prohibited

It shall be unlawful to operator a dance hall, roller skating rink, outdoor movie theatre, bowling alley, or pool table for hire in the Town of Salem without having first obtained a license therefor from the Board of Selectmen.

Standards

Before issuing a license the Selectmen shall determine that the proposed activity does not violate any zoning, building, health or other town regulation or ordinance and that the licensed activity will not be conducted in such a way as to create a public nuisance by excessive noise, congregation of patrons, parking or traffic congestion or otherwise.

Revocation of License

Upon proper notice to the licensee, the Selectmen may conduct a public hearing to determine whether or not the licensee has violated the requirement and/or standards of this ordinance. Upon a finding by the Selectmen that the licensee has violated the requirements and/or standards of this ordinance, the Board of Selectmen may revoke any license issued under this ordinance.

Effective Date

This ordinance shall take effect as of July 1, 1981.

Penalty

Any person, firm, or corporation violating the provisions of this ordinance shall be fined not more than \$100 per day the violation continues.

Definitions

Dance Hall - any commercial establishment where dancing, whether to live or recorded music, by the patrons is permitted without regard to whether admission is by membership or otherwise or to whether the primary business of the commercial establishment is to provide a place for public dancing.

Penny Arcade - a place where there are more than three coin operated machines.

Excessive Noise - Such sound that is of a volume and/or intensity above the normal level prevailing in an area where a commercial establishment is located when the establishment is not in operation, as to have a significant adverse impact on abutting neighbors or the general public.

Separability Clause

The invalidity of any provision hereof will not affect the validity of any other provision.

Article 83.

To see if the Town will vote to adopt the following Ordinance:

Commercial Public Entertainment/Amusement Ordinance

Upon complaint to the Board of Selectmen by five (5) citizens disturbed by the excessive noise and disorder of the patrons of and on the premises of a nearby commercial public entertainment or amusement establishment, the Selectmen shall conduct a hearing upon proper notice to the proprietor and/or owner of said establishment at which the Selectmen shall determine whether or not the patrons of the establishment are unreasonably disturbing its neighbors. If the Selectmen shall determine that the patrons of the establishment are unnecessarily disturbing its neighbors, they may require the proprietor to procure and pay for police attendance on the premises for the purpose of maintaining peace, order and quiet during appropriate hours.

Article 84.

By request of the Salem Historic District Commission and others: To see if the Town will amend the present Historic District as adopted at the March 14, 1967 Town Meeting, Article 30, to include in the area of greatest Historic value now known as the Salem Historic District, the following:

Lots 13, 14, and 15, Salem Tax Map 20 on the east side of the right of way line on Lawrence Road to Main Street. Lots 38, 39, 40, and 41, Salem Tax Map 18, on the east side of the right of way line on Lawrence Road. Lots 46, 47, 48, 49, 50, 51, 52, 53, and 54 on the west side of the right of way line on Lawrence Road and south of the right of way line on Main Street.

Article 85.

By request of the Salem Historic District Commission and others: To see if the Town will amend the present Historic District as adopted at the March 14, 1967 Town Meeting, Article 30, to include in the area of greatest historic value now known as the Salem Historic District, the following:

Commencing at the north east boundary of Lot 38, Map 20, 1960 Salem Tax Maps, and School Street, easterly right of way line; thence in a northerly direction two hundred and seventy (270) feet, to include Lots #37 and 36, Salem Tax Map 20.

Article 86.

By petition: To have the Town of Salem establish a base fee for the use of the Municipal Ambulance Service to be charged to residents and non-residents alike. That fee being equal to the allowable charge set forth by Medicare and/or Blue Cross/Blue Shield for this area, and to have this fee effective no later than July 1, 1981, also to allow the Board of Selectmen to set reasonable guidelines for the waiving of this fee.

Article 87.

By petition: To see if the town will vote to petition the Representatives and Senators who represent the Town in the General Court to support in the current session of the General Court, the concurrent resolution to amend the State constitution to limit the annual increase in property taxes to five percent and to limit the annual increase in spending by the state or any city, town, or other governmental unit of the state to five percent.

Article 88.

By request of the Salem Planning Board: To see if the Town will vote to accept the following streets:

Camelot Court
Domenic Drive
Lincoln Terrace
Jonathan Heights
Garabedian Drive

Article 89.

To see if the Town will raise and appropriate the sum of \$1,600 for the purpose of installing street lights in various locations as requested by petition of citizens, as follows:

Alta Avenue	2
Arlington Shore Drive	1
David Terrace	1
Grove Avenue	2
Eleanor Street	2
Teague Drive	5
West Duston Road	2
Manor Parkway	1
Mulberry Road	1
Acceptance of new Roads	8

Article 90.

Notwithstanding anything to the contrary previously adopted by this Town Meeting, to authorize the Selectmen and Town Manager to determine the precise location of any street lights that might be installed as the result of votes taken at this Town Meeting.

GIVEN UNDER OUR HANDS AND SEAL AT SAID SALEM ON THE 20th DAY OF FEBRUARY 1981.

William T. Knightly, Chairman
Richard Tibbetts
Joseph L. Delahunty
Bert Ford
Walter Stickney, Jr.

Cover designed by: Ronald A. Demers