

Hamp  
352-07  
5157  
1981

# Annual Report 1981



DAVID  
STANLEY



Lilac  
  
STATE  
FLOWER



Birch  
STATE  
TREE



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**BUDGET AND WARRANT (Yellow Pages)**

# Town Report Cover

The second annual Town Report Cover Art Contest was again sponsored by Salem local banks through the Recreation Department. The contest gives those interested in drawing an opportunity to display their talent.

The front cover was designed by David Holmes, the winner in the adult category. Margaret Deharoppite received the runner-up award on back cover. Mona Hussni (inside front cover) was the winner in the youth category with Joseph Kenney as the runner-up (back inside cover).

Savings bonds were given to the winners and runners-up from local Salem banks.

# Town Officers

## ADMINISTRATION

| Selectmen - Three Year Term   | Term Expires |
|-------------------------------|--------------|
| Joseph L. Delahunty, Chairman | 1984         |
| Richard Tibbetts              | 1984         |
| Bert Ford                     | 1983         |
| William T. Knightly           | 1982         |
| Walter Stickney, Jr.          | 1982         |

### Town Manager

Donald R. Jutton

### District Court

Justice, Robert D. Marshall  
 Special Justice, Urville Beaumont  
 Clerk Of Court, Mary Kitson  
 Court Services Officer, Brad Mulhearn  
 Probation Officer, David Wajda

### Moderator - Two Year Term

Laurence Belair - Interim 1982

### Town Clerk - Three Year Term

Eleanor B. Barron 1984

### Tax Collector - Three Year Term

John H. Lamprey 1984

### Treasurer - Three Year Term

Richard A. Willis 1984

### Chief Assessor

Joseph Lessard

### Office Manager

Gloria Kurisko

### Personnel Director

Nicholas Manolis

### Town Planner

David Boutin

### Finance Director

Konrad Underkofler

### Budget Committee - Three Year Term

Nicholas Moschilli, Chairman 1983  
 Patricia McCarthy 1982  
 Roland C. Smith 1982  
 Charles Coll 1983  
 Arthur Campbell 1984  
 Stephen Cunningham 1984  
 Walter Stickney, Jr. Sel. Rep.  
 Michael Carney, School Bd. Rep.

### Chief of Police Department

John P. Ganley

### Chief of Fire Department

Anthony Kuncho

### Inspection Department

Chief Inspector, James Frahm  
 Building Official, Joseph Bourque  
 Building Official, Samuel Zannini

## Public Works Department

Director, David P. Hanlon  
 Engineer, Paul Fredette

## Human Services

Welfare Adm., Robert Loranger  
 Recreation Director, Gwen Kermode  
 Seniors Co-ordinator, Sally Sweet

## Civil Defense

Anthony Coco, Director  
 William Loeffler  
 Michael Roberts

## Library

Director, Edward Reed  
 Assistant Director, Eleanor Strang

## Library Trustees - Three Year Term

Anna C. Willis, Chairman 1982  
 Richard O'Shaughnessy 1983  
 Bertice Woodbury - Interim 1984

## BOARDS AND COMMISSIONS

### Board of Adjustment - Five Year Term

William Pry, Chairman 1984  
 Philip DeRosa 1982  
 Peter Tokanel 1983  
 Carl Montequin 1985  
 Kenneth Folsom 1986

### Alternates - One Year Term

Phyllis Raynowska 1982  
 Alan Guiboard 1982  
 Richard Apovian 1982  
 Lee Martin 1982  
 Roy Antoine 1982

### Planning Board - Five Year Term

Emil Corrente, Jr. Ch. 1985  
 Laurence Belair 1982  
 Roger Duhamel 1983  
 William L. Kelly 1983  
 David Vartanian 1984  
 William Mason 1986  
 William Knightly, Sel. Rep.

### Conservation Commission - Three Year Term

George P. Jones, III, Ch. 1982  
 Mary Alice Weist 1982  
 Arthur Barnes 1983  
 William Schultz 1983  
 Rosemarie Stahly 1984  
 Linda Lyons, Rec. Adv. Rep.  
 Roger Duhamel, P. B. Rep.

### Council on Aging - Three Year Term

Beverly Gage, Chairman 1984  
 Ellen C. Greer 1982  
 Margaret Gurney 1982  
 Janet McPherson 1982

|  |      |   |      |
|--|------|---|------|
| Marion Blake                                     | 1982 | William Rogers  | 1982 |
| Robert Castricone                                | 1982 | Patricia Dzaugis                                      | 1982 |
| Phyllis Pucci                                    | 1983 | Thornton Harvey                                       | 1982 |
| Francis Wormald                                  | 1983 | Sharon DeMarco  | 1982 |
| Louise Ackerman                                  | 1983 | Patricia Kelly  | 1982 |
| Mary Linehan                                     | 1983 | Richard Tibbetts, Sel. Rep.                           |      |
| Beatrice Laycock                                 | 1983 | <b>So. Rockingham Planning Comm. - Five Year Term</b> |      |
| Bertha Valley                                    | 1984 | Director Chris Miller                                 |      |
| Adelard C. Blair                                 | 1984 | Paul Garabedian                                       | 1982 |
| Lydia Greenfield                                 | 1984 | Arthur Campbell                                       | 1983 |
| Joseph Parolise                                  | 1984 | Mark Chittum  | 1984 |
| Richard Tibbetts, Sel. Rep.                      |      | Donald Dyer   | 1984 |
| <b>Citizen's Advisory Committee</b>              |      | <b>Charter Study Commission</b>                       |      |
| James Nicosia, Chairman                          |      | William L. Kelly, Ch.                                 | 1982 |
| Robert Elliott                                   |      | Beverly Gage  | 1982 |
| Bert Durvernay                                   |      | Arthur W. Campbell                                    | 1982 |
| June Valliere                                    |      | Joseph L. Parolise                                    | 1982 |
| Philip Bruno                                     |      | Philip A. Smith                                       | 1982 |
| Nicholas Meschilli                               |      | Stephen Cunningham                                    | 1982 |
| Mary Alice Weist                                 |      | John F. Sullivan                                      | 1982 |
| Edwin Duval                                      |      | Bernard Campbell                                      | 1982 |
| James Coen                                       |      | Robert Leslie   | 1982 |
| Homer Hamlin                                     |      | <b>208 Water Quality Study Committee</b>              |      |
| Thomas Stevens                                   |      | Lawrence Carradini, Chairman                          |      |
| Stephanie Belko                                  |      | Howard Glynn  |      |
| Bertice Woodbury                                 |      | William Schultz                                       |      |
| John McShane                                     |      | Laurence Belair                                       |      |
| <b>Highway Safety Committee</b>                  |      | Anne Leslie   |      |
| John P. Ganley, Chairman                         |      | Robert Estabrook                                      |      |
| Anthony Kuncho                                   |      | Clifford Sullivan                                     |      |
| James Holland                                    |      | Richard Willis  |      |
| Bert Ford  |      | Frank Geary   |      |
| Edward Newman                                    |      | Charles LaRoche                                       |      |
| Joseph Parolise                                  |      | Thomas Connell  |      |
| Roland Larochele                                 |      | Susan Taylor  |      |
| Francis DeCesare                                 |      | Juliet George   |      |
| Paul Johnson                                     |      | Russell Collins                                       |      |
| James Coen                                       |      | Ralph Valentine                                       |      |
| William Kingdon                                  |      | Eleanor Gallagher                                     |      |
| <b>Historic District Comm. - Three Year Term</b> |      | Gwen Kermode, Rec. Dept.                              |      |
| Bert Ford, Jr., Chairman                         | 1982 | William Knightly, Sel. Rep.                           |      |
| Laurel G. Kellett                                | 1983 | Chris Miller, S.R.R.P.                                |      |
| Bertice Woodbury                                 | 1983 | <b>Land Acquisition Committee</b>                     |      |
| Howard Hart                                      | 1983 | Walter Stickney, Jr. Ch.                              |      |
| Paul Marashio                                    | 1984 | Laurence Belair                                       |      |
| William Kelly, P.B. Rep.                         |      | Philip Cammarata                                      |      |
| Bert Ford, Sr., Sel. Rep.                        |      | June Picard   |      |
| <b>Housing Authority - Five Year Term</b>        |      | James Nicosia   |      |
| Exec. Director Nancy M. Rochira                  |      | Emil Corrente, Jr.                                    |      |
| Michael Carney, Chairman                         | 1982 | Thomas Stevens  |      |
| Bert H. Duvernay                                 | 1983 | Joseph Delahunty                                      |      |
| Raymond Bower                                    | 1984 | <b>Transportation Study Committee</b>                 |      |
| Delbert Downing                                  | 1985 | Douglas MacIsaac, Chairman                            |      |
| George Gelt                                      | 1986 | Mildred Wilks   |      |
| <b>Recreation Advisory Comm. - One Year Term</b> |      | John Lloyd  |      |
| Stanley Steers, Co-Ch.                           | 1982 | Christine Hitchcock                                   |      |
| Philip Cammarata, Co-Ch.                         | 1982 | Victor Emanuelson                                     |      |
| Rick Reid  | 1982 | William Sylvia  |      |
| Charles Mitchell                                 | 1982 | Betty Benjamin  |      |
|  |      | Bert Ford, Sel. Rep.                                  |      |

**Supervisors of Checklist - Six Year Terms**

|                             |      |
|-----------------------------|------|
| Sandra R. Connell, Chairman | 1984 |
| Joan Sabatini               | 1982 |
| Sheila Murray               | 1986 |

**Trustees of Trust Funds - Three Year Term**

|                        |      |
|------------------------|------|
| Glenn Vorce, Treasurer | 1983 |
| William A. Brown       | 1984 |
| Russell Gladwin        | 1982 |

**Mosquito District Control**

|                            |      |
|----------------------------|------|
| Bert Ford, Sr.             |      |
| James Coen                 | 1982 |
| Richard Seyfried, Chairman | 1984 |

**Museum Committee**

Richard Carpenito, Chairman  
Howard Hart  
Bertice Woodbury  
Paul Marashio  
Lester Hall  
Betty Thomas  
Arthur Mueller  
William Brown

**REPRESENTATIVES TO NEW HAMPSHIRE**

**GENERAL COURT - Two Year Term**

|                       |      |
|-----------------------|------|
| Marilyn Campbell      | 1982 |
| Eleanor Carpenito     | 1982 |
| Beverly Gage          | 1982 |
| Elsie Vartanian       | 1982 |
| Anne Leslie           | 1982 |
| Donna Sytek           | 1982 |
| Joan Espinola         | 1982 |
| Robert Mason          | 1982 |
| Arthur Shurtleff, Jr. | 1982 |
| Raymond W. Wood       | 1982 |
| Brian Downing         | 1982 |

# Report of the Selectmen

Early in 1980, it was apparent that the next decade would bring many adjustments to all levels of government that would certainly put economic restraints on all communities which would affect life styles in each community in varying degrees. 1981 proved not to be an exception to this philosophy; however, despite a serious drop in state revenues which tremendously reduced the revenues returned to the communities, it is my feeling that we were able to achieve many of the goals established at the beginning of this year.

In an effort to economize and become more productive and efficient, we continued to reorganize various areas within our own personnel structure. The computer system, approved at March Town Meeting, was acquired, installed, and is presently being programmed for department applications. Base Stabilization, a new technical process, enabled us to complete a major portion of the Five Year Road Improvement Master Plan; however, we are aware that there are other vital areas which must be addressed. At the close of 1981, the new District Court facility was eighty percent complete. It is anticipated that the building will be occupied and open for business by April 1982, and it will be an outstanding addition to our community of which we all can be proud. The Charter Study Commission, established by March Town Meeting, has expended many hours and great effort on their project. The Commission will have finalized their recommendations for a Proposed Charter for presentation to, and action by, the voters this March. Perhaps the most significant accomplishment, in terms of urgency, was the development of water supply sources by BCI Geonetics, Inc. The wellfields they have developed will be utilized to supplement the Town water supply during the ensuing years. This project should be completed and operational in early 1982; and, hopefully, it will help to ease Salem's critical water problems.

There are several challenges and persistent problems remaining that need to be addressed, and your Board of Selectmen will work diligently in an attempt to find satisfactory solutions. Some of these include: the need for additional sewage capacity; improved cable t.v. service; assurance of an adequate long-term supply of public drinking water; Route 28 improvements; the preservation of Arlington Pond and necessity to repair Wheeler Dam; and continuing to cooperate and assist appropriately with the redevelopment of Rockingham Park. Overall, the Board has attempted to address the issues and problems of the past year with foresight.

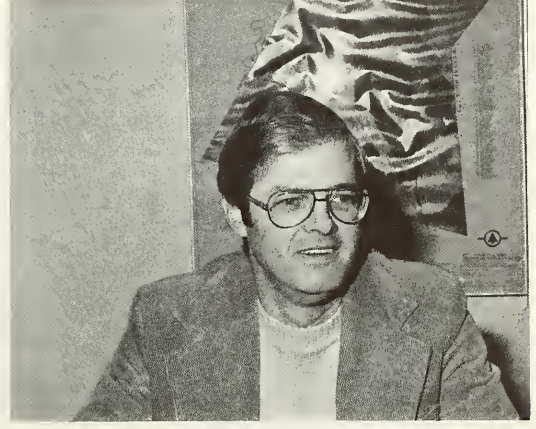
The Board of Selectmen extends sincere appreciation to the Town Manager, his staff, and to all municipal employees for their dedicated efforts and performance during the past year. Salem is our Town, and it is a community we all can take pride in.

Board of Selectmen  
Joseph L. Delahunty, Chairman

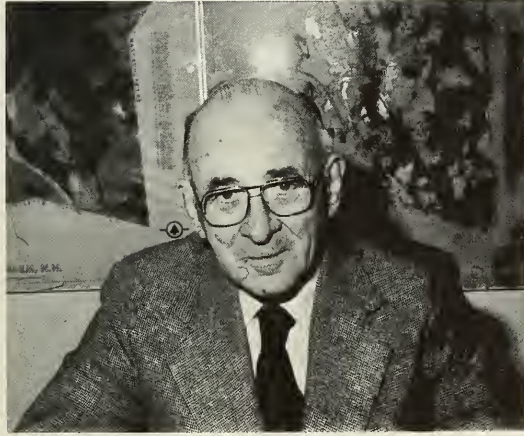




**Joseph L. Delahunty**  
Chairman



**Richard Tibbetts**



**William T. Knightly**



**Walter Stickney, Jr.**



**Bert Ford**

# Report of the Town Manager

The past year was a unique mixture of accomplishment and disappointment. The early months of '81 were consumed by a proposal of Delaware North Companies to re-develop Rockingham Race Track as a multi-faceted sports complex. Many hours were spent addressing the potential problems and impacts of the proposals on the local level and an even greater number of hours were spent attempting to represent Salem's interest before various legislative study committees and the full House and Senate. The actions ultimately taken by the New Hampshire Legislature, to a large extent, resulted in the withdrawal of Delaware North's proposal and, to date, in spite of infrequent and vague expressions of interest by several large investment groups, no solid proposals for the re-development of Rockingham Race Track have been precipitated. A glimmer of activity by M.G.M. Grand late in December has stimulated hope and speculation that formal plans will be forthcoming in early 1982; however, it appears that it will be sometime before any clear decisions will be made.

With the coming of summer, Salem faced a major water supply shortage; even as BCI Geonetics (an engineering firm under contract to the Town to develop alternative groundwater supply resources) was drilling test wells throughout Salem, the level of Canobie Lake dropped to its lowest point in recorded history, forcing the Board of Selectmen to adopt an emergency mandatory water conservation program. As we approach the new year, the water shortage has been somewhat reduced by precipitation during November and December, and BCI has located two wells capable of producing close to a million gallons of water a day bringing hope that a long-term solution to our water supply problems has finally been found.

The impact of federal and state revenue reductions was reflected in the 1981 tax rate; and, while specific information is not yet available, it is almost certain that there will be additional reductions both at the federal and state level creating additional pressures to operate more efficiently and to consider non-essential service level reductions in order to offset reduced revenues.

While new construction continued in 1981 at moderate levels in spite of high interest rates and a generally unfavorable economic outlook in the northeast; one of the principle factors which will play heavily in future community growth, is our ability to effectively resolve the current lack of capacity at our sewer treatment plant. Negotiations continued throughout 1981 with the Greater Lawrence Sanitary District, and the Town developed contingency plans for the expansion of the existing sewer treatment plant should our application for participation in the District be rejected. At this writing, there is no solid indication of the status of our application with the Sanitary District, however, we hope to have a decision from them and a specific course of action for consideration at the 1982 Town Meeting.

A Special Town Meeting was called in October 1981 at which time a large number of voters turned out to address several questions concerning the administrative and governmental operations of the Town and to decide upon a request from the Salem Association for Retarded Citizens for dedication of a piece of property upon which to construct a facility to more adequately address the needs of the retarded Citizens in our community. There was lively debate about many topics; however, in the final analysis, the only decision which was made at the meeting, was to dedicate the land for the facility as proposed by S.A.R.C.

All in all, 1981 was a year in which we continued to struggle with old challenges and saw early signs of changes in public policy and attitude throughout the country, the state, and the town which bode even greater and more challenging issues for the future.

I would like to take this opportunity to extend my sincere appreciation to the Board of Selectmen all the other boards and committees which so consistently give of their time and talents in the interest of the community; and to the municipal employees, whose efforts to meet the needs of our community under increasingly adverse conditions, with increasingly restricted resources, continue undaunted. In conclusion, with the growing economic and social uncertainties which face us all, it is comforting to know that our community continues to have the foresight and intelligence to address the problems which it faces in an organized, effective and responsible fashion through its elected and appointed officials.

Donald R. Jutton  
Town Manager

# Finance Department Report

The Finance Department consisted of five positions in 1981 including the Finance Director, Treasurer, Purchasing Coordinator, Payroll Clerk and Accounts Payable Clerk. Its mission is to receive, disburse and account for all federal, state and local funds for the town.

The 1982 budget folds the Personnel function into the department resulting in the creation of Finance and Personnel. Both the Personnel Director and an Administrative Aide have been transferred into the new department.

Investments during 1981 resulted in the highest yield ever, a total of \$1,052,571. The breakdown of the total is: \$560,799 for the General Fund; \$74,995 for the Revenue Sharing Fund; \$269,877 for the Capital Projects Fund; and \$146,900 for the District Court Bond Fund.

An IBM System/38 was purchased during 1981 and is installed at the Woodbury Junior High School. The computer is presently being programmed with the town and school accounting functions. A goal for 1982 is the addition of computer service for both the Police and Fire Departments.

The Water and Sewer Fund status changed very little during 1981. The next rate adjustment will fund the Well System expected to be on-line during early spring.

Goals for 1982 include completion of the computer conversion, implementation of a fixed assets system, implementation of a general ledger system, adoption of a new cash management and collection system, and further exploration of user fees to reduce the need for tax increases while retaining present service levels.

Konrad Underkofler  
Finance Director

## Personnel Department

The primary function of the Personnel Department is to serve as a resource to both labor and management in the administration of the Town's personnel administrative/labor relations programs. The 1981 goals of the Personnel Director were to begin the implementation of formalized personnel systems and to encourage communication between the employer and employee.

Specifically, 1981 saw: the adoption of the Town's Affirmative Action Plan; review and revision of several position descriptions; adoption of a new salary schedule for employees assigned to the "A" Salary Schedule; initiation of a program which solicits the input of non-union personnel regarding wages, benefits and conditions of employment; the latest round of collective bargaining with the Police Union.

My thanks to all Town employees for their efforts in 1981, and special thanks to those employees who assisted me during the year.

Nicholas Manolis  
Personnel Director

# Report of Salem District Court

The year of 1981 was a historic one for the Salem District Court and for the Town of Salem.

The Administrative Committee of the District Court has notified the Town that the Salem District Court will become a full-time Court on January 1, 1982, with a full-time Judge. And, for the first time in its history, the Court has a home of its own. No more wandering from one old building to another. The townspeople have provided the Court with a facility worthy of the judicial branch of government in the Town.

A great deal of time and effort has gone into the construction phase of the building; regular weekly meetings with the architects and Harvey Construction Co.; supervising and reviewing all phases of construction; and making and approving necessary changes in design; all with the purpose of insuring the quality of the finished product.

I believe that our efforts have been rewarded and have produced the handsome building which you see today. It has also been extremely encouraging that so many people have commented on the beauty of the building. Every resident should take immense civic pride in this new addition to the Town. It represents the judicial branch of government here in Salem. In this building, the rule of law governs the affairs of men, and your Constitutional rights are protected. Regard it always as the symbol of justice and freedom in your community.

Robert D. Marshall, Justice

SERVING: Salem, 03079

## Report of Probation Department Salem District Court

Historically, probation has been a useful correctional process utilized by the Courts. Today, probation continues to be widely used, in so far as it has demonstrated itself to be both cost efficient, as well as an effective deterrent to further criminal activity.

Probation has two main functions for both the juvenile and adult offender. First, it acts in an investigative manner by gathering information (social, psychological, medical and criminal background) in order to provide the Court with a profile of the individual charged. It further makes recommendations that would benefit the individual once placed on probation. Secondly, it provides supervision to the individual, to ensure that he follows the rules established by the Court. Further, the program designed for the rehabilitation of the offender, is implemented. The Court is kept informed of the progress of the individual while under supervision. If the offender violates the terms of his/her probation, the end result could be incarceration.

The Probation Officer views the whole individual which includes home, family, personal needs, employment and ambitions. Generally, criminal action results from pressures from any of the previously mentioned areas. It may lead to alcohol and drug abuse and on and on. Hopefully, once the problem is identified, the offender can be persuaded to change his attitude. The only person that can ensure that change, is the person himself.

At the present time, the department has 94 supervisions — 59 adults and 35 juveniles. There were 120 investigations completed which included adults, juveniles, and annulments. The juvenile investigations and supervisions have increased this year due to the establishment of the Court Services Department and the appointment of the Juvenile Officer. This reflects increased public awareness of available services.

We look forward to moving to our new facility which can better serve the community.

# District Court

JANUARY 1, 1981 - DECEMBER 31, 1981

Cash on Hand, January 1, 1981 ..... \$ 30,657.82

## RECEIPTS

|                             |                 |
|-----------------------------|-----------------|
| Fines and Forfeitures ..... | 385,149.17      |
| Penalty Assessments .....   | 37,131.80       |
| Bail .....                  | 63,071.59       |
| Fees .....                  | 5,137.66        |
| Restitution .....           | 8,197.47        |
| Juvenile Fines .....        | 4,775.00        |
| Miscellaneous .....         | 2,849.38        |
| Fees Repaid .....           | 915.00          |
| Sheriff's Fees .....        | 845.50          |
| Legal Fees .....            | 497.88          |
| Partial Payments .....      | 7,955.36        |
| Interest .....              | <u>3,564.53</u> |
| TOTAL RECEIPTS .....        | \$550,748.16    |

## DISBURSEMENTS

|                                       |                   |
|---------------------------------------|-------------------|
| Motor Vehicle .....                   | \$181,149.98      |
| Penalty Assessments .....             | 35,061.64         |
| Fish & Game .....                     | 92.00             |
| Public Utilities .....                | 5,516.00          |
| Witness Fees .....                    | 15,565.12         |
| Sheriff's Fees .....                  | 406.50            |
| Restitution .....                     | 8,344.44          |
| Bail Returns .....                    | 66,927.60         |
| Postage .....                         | 3,487.73          |
| Supplies .....                        | 5,588.15          |
| Telephone .....                       | 1,867.32          |
| Clerical .....                        | 6,353.47          |
| Books, Memberships, Supplements ..... | 2,421.35          |
| Conferences and Travel .....          | 1,308.57          |
| State of N.H. (Escrow) .....          | 495.00            |
| Miscellaneous .....                   | 3,942.84          |
| Treasurer, Town of Salem .....        | <u>174,194.59</u> |
| TOTAL DISBURSEMENTS .....             | \$512,722.30      |
| Restricted Funds .....                | <u>37,355.86</u>  |
| Balance .....                         | \$ 670.00         |

# Report of The Court Services Department Salem District Court

The Court Services Department essentially deals with the so called “status offenders.” Those youth who habitually disobey the lawful demands of their parents, school officials, and others in various positions of authority. They are generally referred to as uncontrollables, truants, and runaways. Services provided include problem assessment, direct counseling, alternative placement (foster care, group homes, institutional), and outside agency referral. The principal focus of this department is delinquency prevention. An effort is made to prevent Court action by way of an elaborate diversion process which zeros in on various “symptoms” of delinquent behavior. Once these symptoms are identified, the wheels can be set in motion in terms of a plan for corrective action. In order for such a plan to produce beneficial results, parental participation and cooperation in the process is absolutely critical. Success in changing negative behavior patterns is often directly proportional to the extent to which parents are willing to actively participate in creating such change.

Raising children is a monumental task, and the decision to raise children carries with it an equally monumental responsibility. Every parent, regardless of educational or social economic standing, has problems from time to time in this trying business of producing mature, stable, responsible, productive adults from helpless, screaming infants. Some parents see it as a labor of love; some see it as just labor. However you see it, what is important for you to know, is that help is available. Don't wait until what may appear to be routine behavioral problems become unmanageable. Early identification remains an indispensable tool in problem resolution.

For further information or consultation, contact the Court Services Officer, Brad Mulhearn at 898-9401.

# Report of the Chief of Police

1981 was a year of notable accomplishment for the Police Department and the Town. We have attained most of the goals set for the agency many months ago. Several, while not finalized, are well on their way to completion.

Once again, we saw Salem experience a reduction in overall crime in a year when national crime is increasing. Of more import, violent crime remains only a minor percentage (2%) of all crimes occurring in our town. Salem remains a safe community in which to live and work.

In 1981, we concentrated more of our resources and emphasis on the serious crimes rather than on those that have less concern for our citizens. As a result we recorded fewer robberies, serious assaults, rapes and larcenies than we did the previous year. Of course the agency cannot claim all the credit for these reductions, but I am certain our efforts were a strong factor.

## UNIFORM CRIME REPORT (PART I OFFENSES)

|                            |       |
|----------------------------|-------|
| Criminal Homicide          | 0     |
| Manslaughter by Negligence | 0     |
| Rape                       | 1     |
| Robbery                    | 8     |
| Assault                    | 109   |
| Burglary                   | 297   |
| Larceny                    | 713   |
| Motor Vehicle Theft        | 201   |
| Total                      | 1,329 |

### Activities:

|                         |         |
|-------------------------|---------|
| Patrol Mileage          | 435,416 |
| Calls for Service       | 22,583  |
| Accidents Reported      | 1,456   |
| Fatalities              | 3       |
| Adult Arrests           | 1,145   |
| Juvenile Arrests        | 283     |
| Summons Issued          | 2,191   |
| Warnings Issued         | 2,362   |
| Telephone Message Units | 87,547  |
| Radio Message Units     | 206,453 |

### PERSONNEL:

Lieutenant Joseph P. Oakes concluded his career with the agency in December after nearly twenty-five years of service. He will be missed.

Patrolman Alfred D'Urso resigned to accept a position with the County Sheriff's office.

Patrolmen Michael Campfield, Thomas Ferris and Alan Gould joined our ranks in September. Three new civilian employees, Dispatcher William Cavanaugh and Heidi Loeffler and Clerk Beth Magoon were also hired in 1981.

Officer Philip Smith was assigned full time to the Juvenile Bureau this past summer.

Two officers injured on duty in mid-year are still on the injured list at this time.

We anticipate a number of additional personnel assignment changes in 1982. These changes will be part of a re-organization targeted for May of 1982 and designed to make the Department more responsive to the needs of the community. Additionally, these changes will make us more cost effective. Our challenge, as with all public agencies, is to continue to provide quality service to the community while reducing the costs of that service.

## TRAINING:

We continue to stress the need for adequate training for our personnel. In these litigious times, the police officer is perhaps the prime target of those most prone to disagree with society's rules. To protect both the officer and the community we must provide proper training opportunities. To that end, in 1981 we established a training coordination function. That function will be further refined in 1982 through a re-organization of the agency and the inclusion of a career development unit.

During 1981, Department personnel attended many specialized schools and programs. Among them are:

|                                     |                     |
|-------------------------------------|---------------------|
| FBI National Academy                | Quantico, Va.       |
| N.H. Police Training Academy        | Concord, N.H.       |
| Officer Survival School             | N.H.P.S.T.C.        |
| Stress Management                   | Babson College      |
| Hazardous Material Course           | Concord, N.H.       |
| Crime Scene 1st Responder           | N.H.P.S.T.C.        |
| Police Instructor Course            | N.H.P.S.T.C.        |
| Arson Investigation                 | St. Anselms'        |
| Defensive Driving Instructor School | N.H.P.S.T.C.        |
| Police Armorer School               | Springfield, Ma.    |
| Firearms Instructor School          | FBI, Wakefield, Ma. |
| Supervisor Internship               | Salem, N.H.         |
| Management Practices                | Concord, N.H.       |

In addition a number of our personnel are enrolled in degree programs at various local Colleges and Universities. Several are pursuing Master Degree programs. We encourage and support them in these efforts.

## COMMENTARY

This past year was one of continuing change for our department. There were periods of internal restlessness that generated positive response and innovative change. In retrospect I see 1981 as a time of growth and maturing for both the personnel and the agency. Overall the modifications were not extreme, but they were well-founded. The result was organizational improvement.

With what appears to be a stabilization of Salem's growth and expansion, we as an agency will be better able to address problems on a logical basis. Too often in the past, administratively, we have been forced to react to situations rather than having been able to implement a planned response. Planning, on anything, but a very short range basis, was a luxury we could not afford. The Salem Police Department today is a blend of young, career motivated men and women and seasoned veteran personnel with a wealth of experience to call upon. Hopefully, we will now be in a position to respond to situations in an orderly, logical manner.

Our thanks go to the citizens and taxpayers of Salem for their support and the continued endorsement of our efforts and to the Town Manager and Board of Selectmen for their guidance and understanding.

John P. Ganley  
Chief of Police



# Report of the Fire Chief

During 1981, the Fire Department answered a total of 2,399 calls for service; 866 of these calls were fire related totaling an approximate fire loss of \$315,233.17. The balance of calls, 1533, were ambulance or medical related. A comparison to the 1980 figures shows the actual number of fire related calls down by 39.

## Fire Prevention and Investigation

The number of residential fires continued the upward curve that had started in 1980. Once again, the cause of most of the fires was improperly installed and operated woodstoves. Although the number of residential fires increased by 53%, the actual fire loss decreased by 37%, part of the decrease can be attributed to the early detection of fires by smoke detectors; coupled with the ability of victims to now be able to use the 911 phone number which can be easily dialed in an environment of heavy smoke or stress.

## Training

During 1981, the members of the Fire Department have received in excess of 10,000 hours of training in the following areas: Arson Investigations, Handling Hazardous Material Emergencies, The Correct Use of Specialized Tools, Equipment and Extinguishing Agents, Emergency Medical Technicians of which 43 men are certified and licensed, Special Training received in the Management of Fire Service, and Training received in all aspects of Fire Suppression.

## Summary

As in past years, the Fire Department and the members have endeavored to provide the Community with the highest level of service obtainable. It is still our utmost goal to continue in that vein.

The Fire Department and its members wish to extend to the Citizens of Salem an invitation to visit us anytime.

The following is a report of the calls the Department answered for 1981:

| Types of fire related calls |            | Ambulance mileage for 1981:                               |              |
|-----------------------------|------------|---|--------------|
| Brush/grass                 | 146        | Ambulance 1   | 11,950 miles |
| Motor home                  | 1          | Ambulance 2   | 4,399 miles  |
| Bomb hoaxes                 | 4          | Ambulance 3   | 4,052 miles  |
| Transfer Sta.               | 6          |   |              |
| Rescue/medical              | 51         | Approximate fire loss — \$315,233.17                      |              |
| Malicious false alarm       | 70         | <b>Fees collected and submitted to Treasurer's office</b> |              |
| Chimney                     | 53         | Oil burner permits  | \$ 481.00    |
| Mutual aid                  | 13         | Ambulance payments  | 2,490.50     |
| Mobile home                 | 1          | Photo copies  | 316.00       |
| Car/truck                   | 69         | Wood stove permits  | 1,090.00     |
| Building                    | 55         | Blasting permits  | 300.00       |
| Miscellaneous service       | 295        |   |              |
| Faulty and Accidental alarm | 102        |   |              |
| <b>Total</b>                | <b>866</b> |   |              |

Anthony H. Kuncho  
Fire Chief

| Types of ambulance calls |              |
|--------------------------|--------------|
| Traffic accident         | 195          |
| Medical                  | 848          |
| Transfer                 | 8            |
| Mutual aid               | 13           |
| Alarm of fire            | 190          |
| No service               | 279          |
| <b>Total</b>             | <b>1,533</b> |



House Fire



Transfer Station



Transfer Station

# Report from the Building Department

Nationally, the construction industry was one of the hardest hit section of the economy in 1981 with housing starts at their lowest in 35 years. In Salem construction of single family dwellings was 45% lower than the previous year. While the commercial construction was up by approximately 20% over 1980 figures, the buildings under construction showed a commitment to community growth with the new court house, 75 units of housing for the elderly and erection of the Salem Professional Building which will include an outpatient clinic to provide emergency services to Salem residents. Further indication of continued growth in the community was shown when the Board of Adjustment granted variances to allow construction of a housing facility for mentally and physically handicapped children and a Rehabilitation Hospital with related facilities.

The economy not only affected the building industry but the Building Department as well. 1981 necessitated the reduction in inspection personnel. In order to provide a more diversified team of inspectors, while maintaining inspectors with individual expertise, Chief Building Inspector James Frahm introduced an extensive cross training program. Presently the Department consists of experts in the building, electrical and plumbing fields. These individuals along with Rosemarie Hartnett, who is responsible for office management during field hours, are responsible for all matters relating to permits, licenses, zoning and town regulations.

In 1981, building permit fees were reviewed and the first increase in ten years was put into effect in September 1981. Also implemented, to better serve the ever changing needs of the Town of Salem, was pre-scheduling appointments for field inspections.

1981 was a productive year for the Building Department and we look forward to continuing service to the community in an efficient and professional manner.

James Frahm  
Chief Building Inspector

## 1981 Building Report

|                            |            |
|----------------------------|------------|
| 3 duplex                   | 150,000    |
| 37 single family dwellings | 2,100,220  |
| 317 residential alt./add.  | 999,444    |
| 10 commercial buildings    | 3,839,000  |
| 59 comm. alt./add.         | 1,804,950  |
| 1 municipal building       | 1,350,000  |
| 90 signs                   | 106,350    |
| 49 fences                  | 44,714     |
| 82 pools                   | 288,836    |
| 42 sheds                   | 17,890     |
| 150 chimneys               | 147,196    |
| 10 change of use permits   |            |
| 44 misc. permits           | 168,075    |
| 11 razes                   | 10         |
| 9 renew building permits   |            |
| 1 void                     |            |
| 915 permits issued         | 11,016,685 |

## 1981 Health Officer's Report

|                          |     |
|--------------------------|-----|
| Septic Systems — New     | 41  |
| Septic Systems — Repairs | 55  |
| Well Permits             | 25  |
| Well Waivers             | 1   |
| Total Permits Issued     | 162 |

## 1981 Electric Report

|                                |          |
|--------------------------------|----------|
| Single Family                  | 12       |
| Duplex                         | 0        |
| Residential Alt./Addition      | 190      |
| Commercial                     | 10       |
| Commercial Alteration/Addition | 103      |
| Municipal Buildings/Alteration | 3        |
| Single Family — Total Electric | 29       |
| Duplex — Total Electric        | 9        |
| Temporary Service              | 37       |
| Swimming Pool                  | 73       |
| Water Heater                   | 14       |
| Oil Burner                     | 12       |
| Signs                          | 13       |
| Electric Heat Conversion       | 1        |
| Re-Issue Permit                | 3        |
| Fire Alarm Branch Ckt.         | 4        |
| Replace Wiring — Fire Damage   | <u>5</u> |
| Total Permits Issued           | 518      |

Joseph Bourque  
Electrical Inspector

## 1981 Plumbing Report

|                           |          |
|---------------------------|----------|
| Single Family             | 47       |
| Duplex                    | 14       |
| Residential Alt./Add.     | 53       |
| Residential Water Service | 0        |
| Commercial                | 18       |
| Commercial Alt./Addition  | 38       |
| Commercial Water Service  | 1        |
| Municipal Buildings/Alt.  | 0        |
| Residential Gas           | 23       |
| Commercial Gas            | 15       |
| Hot Water Heater          | 25       |
| Sewer Tie-In              | 2        |
| Boiler Supply             | 6        |
| Oil Burners               | 28       |
| Mobile Homes              | 0        |
| Re-Issue Permit           | <u>2</u> |
| Total Permits Issued      | 272      |

Samuel Zannini  
Plumbing Inspector

# Civil Defense Director's Report

The combined efforts of the Civil Defense volunteer crew resulted in varied service provisions to the community.

The organization received a grant for the purchase of radio equipment through the New England Electric System Companies. Frederick J. Waters, Sr., an employee of NEES applied for the grant for the Salem Civil Defense equipment. He has been actively involved as a volunteer for the past 15 years.

I would like to express my appreciation to the Deputy Director, William Loeffler, Communications Officer, John Spofford and Deputy Director, Mike Roberts, as well as the additional 60 volunteer members for their continued contribution to our local organization.

Anthony Coco  
Civil Defense Director



## Report of the Animal Control Officer

As in previous years, animals running at large and the damage they cause is the major complaint of Salem's citizens. It is unlawful for any dog to run at large, except when accompanied by the owner.

When a dog has been seized, it is placed in the kennel facility, and a fee of \$3.00 per day is charged before the animal can be released.

The Town realized \$9,127 income from dog licenses, court fines and dog release fees.

A total of 335 dogs were picked up during the year, the office received 2,500 calls, and the total number of dogs that were licensed during 1981 was 1,389.

The office of the Animal Control Officer is open Monday through Friday — 8:30 a.m. to 5:00 p.m. and the telephone number is 893-2335.

Paul W. Weed

# Report of the Public Works Department

The Salem Department of Public Works is made up of fifty employees, and operates with a budget of \$2.27 million. Labor and equipment pools are utilized to accomplish specific projects and/or seasonal emergencies. However, the various areas of Public Works require trained and proficient personnel and assigned equipment and material. These various disciplines with the Public Works organization are the following:

- Administration
- Engineering
- Highway
- Fleet Maintenance
- Buildings, Grounds and Cemeteries
- Solid Waste / Refuse Disposal
- Sewer / Wastewater Treatment and Collection
- Water / Treatment and Distribution

## HIGHWAY PROJECTS

In 1981 the Town undertook the reconstruction of 6.5 miles of roadway at a cost of \$1.56 million. Kelly Road was reconstructed through the state program with a 75 percent federal grant, for a total cost of \$960,000. Bluff Street was totally reconstructed by the Town for a cost of \$259,000.

All other roads reconstructed in 1981 were rebuilt by the reclamation of existing roadway materials which resulted in approximately 70 percent cost savings. Those roads were:

|                  |            |          |
|------------------|------------|----------|
| Hampshire Road   | 1,077 feet | \$19,680 |
| Brady Avenue     | 4,500 feet | 63,228   |
| Pelham Road      | 1,000 feet | 17,460   |
| Fraser Drive     | 162 feet   | 4,474    |
| Birch Hill Road  | 1,410 feet | 22,620   |
| Veronica Avenue  |            |          |
| Peggy Avenue     | 1,691 feet | 33,692   |
| Lucille Avenue   |            |          |
| W. Duston Road   |            |          |
| Community Street |            |          |
| Lakeside Street  | 3,782 feet | 54,024   |
| Lakeview Street  |            |          |
| Grove Avenue     |            |          |
| Field Avenue     | 1,500 feet | 18,000   |
| Scotland Avenue  | 855 feet   | 15,378   |
| Shore Drive      | 8,333 feet | 100,000  |

## SNOW REMOVAL

The winter season finished 1981 with heavy snowfalls in December, which resulted in 39½ inches of snow cover, and deleting the remainder of our snow removal budget, and then some. The snowfall over the year was as follows:

### January

|    |          |
|----|----------|
| 2  | 3 inches |
| 7  | 4 inches |
| 17 | 5 inches |
| 29 | 2 inches |

### February

|   |          |
|---|----------|
| 5 | 5 inches |
|---|----------|

### March

|    |          |
|----|----------|
| 7  | 4 inches |
| 21 | 1 inch   |

**December**

|    |           |
|----|-----------|
| 5  | 6 inches  |
| 6  | 8 inches  |
| 12 | 2 inches  |
| 14 | 8 inches  |
| 18 | 3 inches  |
| 22 | 4 inches  |
| 23 | 1 inch    |
| 27 | 5½ inches |
| 29 | 2 inches  |

**BUILDINGS, GROUNDS AND CEMETERIES**

During 1981 a new section at the Pine Grove Cemetery was completed with approximately 550 new grave sites. A paved road extension will be needed around the new section, and plans are to expand again in 1982 and 1983 with approximately the same number of new grave sites. There were 92 burials this year, an increase of nine over 1980. One hundred and one lots were sold, an increase of 11 over 1980.

The Senior Citizens moved out of the Old Town Hall on Main Street, and relocated at their new quarters in the Foss School on May 28, 1981. The Old Town Hall was turned over to the Salem Museum Committee. The building is vacant, but the utilities are still in order. The Old Library on Main Street was vacated in late November. The Maintenance Building on Rockingham Road was vacated by the Maintenance Division. That division is now located at a new shop in the Highway Garage. The building on Rockingham Road is used for cold storage only.

The Buildings Division is working with the Salem High School Vocational Department in the building of a new dog kennel located at the Wastewater Treatment Plant. Plans are to complete the building in the spring of 1982. We also completed erecting the playground equipment at Hedgehog Park along with the Recreation Department personnel.

**SOLID WASTE — DISPOSAL**

The following is a list of total tonnage for 1981:

| Month     | Commercial Tonnage | Residential Tonnage |
|-----------|--------------------|---------------------|
| January   | 317.82             | 1,347.86            |
| February  | 265.74             | 838.15              |
| March     | 333.07             | 689.81              |
| April     | 345.77             | 737.81              |
| May       | 313.14             | 799.46              |
| June      | 392.26             | 805.29              |
| July      | 416.44             | 834.62              |
| August    | 380.70             | 786.02              |
| September | 408.39             | 759.15              |
| October   | 354.93             | 764.63              |
| November  | 192.82             | 705.76              |
| December  | 286.30             | 735.48              |
|           | <u>3,989.42</u>    | <u>9,804.04</u>     |

Total Tonnage 13,793.46

**WATER AND SEWER PROJECTS**

In 1981 the Town installed 1.6 miles of water main, and 2,000 feet of sewer line, for a total cost of \$278,000.

The sewer extension was along Veterans Memorial Parkway to service the proposed Housing Authority project.

The following is a list of water mains that were completed:

|                       |            |          |
|-----------------------|------------|----------|
| Lake Street           | 180 feet   | \$ 4,600 |
| Bluff Street          | 2,045 feet | 69,300   |
| Veterans Mem. Parkway | 2,195 feet | 23,000   |
| Geremonty Drive       | 517 feet   | 22,700   |
| Bodwell Avenue        | 625 feet   | 12,200   |
| Playcamp Road         | 330 feet   | 6,900    |
| Cross Street          | 400 feet   | 6,700    |
| Lowell Road           | 1,165 feet | 39,900   |
| Pelham Road           | 1,110 feet | 36,000   |

The water shortage has been addressed and realistically should be resolved in 1982 by two alternatives. The first is by well exploration, which has given the Town every indication of supplying its immediate needs. The second is via an inter-connection with the Town of Methuen, Massachusetts. This will create a permanent emergency supply, as well as potentially providing Salem with its future needs. At present, due to a wet fall and heavy winter snowfall at the end of the year, Canobie Lake has regained a substantial volume of water supply.

As the new Director, arriving in October of 1981, I would like to wish former Director of Public Works, George M. Gline, best of luck in his future endeavors. I also look forward to working with the Salem community in accomplishing those tasks at hand and implementing those Public Works programs in solving our community's future problems.

David P. Hanlon  
Director of Public Works



# Recreation Advisory Commission

For the Recreation Advisory Commission, 1981 was a year of both endings and beginnings as it, along with the Recreation Department, continued towards its goals of providing quality recreational opportunities for the residents of the Town of Salem. Several projects begun in previous years came to completion during 1981 and new ideas and concepts regarding recreation and the recreational experience were brought forth for the Commission to study.

After the final touches had been completed in the spring, the bikeway received final approval from the various state and federal agencies in charge of overseeing the demonstration project. The comprehensive Park Ordinance was approved by the Selectmen in 1981 and it took effect during that year. Hedgehog Park, located on the south side of Lowell Road, was ready for use and, with the addition of a few contemplated finishing touches, will be a truly comprehensive community recreational facility. A Master Plan was developed for what is hoped will become the Town's second comprehensive community recreational facility located on the town owned land adjacent to the Mary Queen of Peace Church.

1981 saw the beginnings of several projects which will hopefully culminate in the thorough analysis of both the direction of recreation in an uncertain future and the changing recreational needs of the community. New and different programs were either put in place or the logistics for offering such programs were being discussed and analyzed with future implementation in mind. Such programs included the areas of personal health through recreation, windsurfing and stress relief through recreation. The task of gathering and analyzing the demographic and growth patterns of Salem was begun. It is hoped that through the careful analysis of such information the Commission will be in a position to better understand and respond to the changing recreational needs of the community. The Commission also began to look at new concepts in the area of funding for recreational programs with the goal in mind that a quality recreational experience may be made available to all Salem residents at a minimum of cost to both the participants in the programs and the taxpayers of the town.

In addition to the foregoing, the Commission witnessed some healthy trends in recreation during 1981. After a brief period of decline, enrollment in the various programs being offered by the Recreation Department increased during the year. The Preschool and Tiny Tots programs, in particular, saw a marked increase in the number of children wishing to participate. In order to accommodate these individuals and to increase the number of classes being offered, the Commission continued its search for facilities to house those programs. The demand for and the participation in special programs, such as trips to Patriots, Celtics and Bruins games and trips to other special events, also increased. The Commission continued to seek methods to meet this demand.

In conclusion, it must be stressed that, in order for the Commission to succeed in its attempt to provide recreational experiences for the town's people, it is important that the Commission receive the ideas and suggestions of the individuals of the community it seeks to serve. Please make your ideas and needs known either in person at a Commission meeting or by contacting the Commission in writing through the Recreation Department.

Stanley W. Steers  
Co-Chairperson  
Recreation Advisory Commission



PALMER  
SCHOOL  
TINY TOTS  
1980-1981  
BY BOB PEROTT



# Recreation Department

The Salem Recreation Department would like to thank the recreation participants for a tremendous year. Participation in several programs reached the highest number ever. Without local support from businesses, civic organizations, volunteers, service clubs, and the many part-time/seasonal staff, these programs would not be possible. The department would like to thank you all for your generous support.

We look forward to 1982 enthusiastically with many "new" and "old" programs. We welcome on board Mr. Brian Ross as our Program Coordinator and look forward to working with such an innovative, energetic person. We were sorry to see Miss Kathy Bartlett leave, but wish her the best of luck in her new position in Concord.

If you have suggestions, comments, or program ideas, please contact our office.

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

|                   |                      |                     |
|-------------------|----------------------|---------------------|
| AEROBIC DANCING   | BALLET/ACROBATICS    | BALLROOM DANCING    |
| BASIC DRAWING     | BASKETBALL           | BASKETBALL CAMP     |
| BOWLING           | CANOEING LESSONS     | CHEERLEADING        |
| CRAFTS            | CHRISTMAS WORKSHOP   | CPR                 |
| CREATIVE CRAFTS   | DANCE WORKSHOP       | DRAWING             |
| DRAWING FOR YOUNG | DROP IN GYM          | EFFECTIVE CYCLING   |
| FAMILY BUS TRIPS  | FIRST AID            | GARDENING PROGRAM   |
| GOLF              | GROUP PIANO          | GUITAR              |
| GYMNASTICS        | HEALTHY BACK PROGRAM | ICE SKATING         |
| INDOOR TENNIS     | JAPANESE BUNKA       | JEWELRY MAKING      |
| JOGGING CLINIC    | JOGGER'S CLUB        | KARATE              |
| LINE DANCING      | MULTI-MEDIA          | MOMS & TOTS         |
| NH DISCOVERY CLUB | OIL PAINTING         | POTTERY             |
| PRESCHOOL PLAY    | RECREATION SKI CLUB  | SAILING INSTRUCTION |
| SALEM COMMUNITY   | SKI PROGRAMS         | SLIMNASTICS         |
| ORCHESTRA         | SPECIAL NEEDS        | SPORTS CAMPS        |
| SPORTS LEAGUES    | SQUARE DANCING       | STOP SMOKING CLINIC |
| STORY HOUR        | SUMMER PLAYGROUNDS   | SWIMMING            |
| TINY TOTS         | WEIGHT LOSS CLINIC   | WINDSURFING         |
| WOODCARVING       | YOGA                 |                     |

## SPECIAL EVENTS

|                             |                               |
|-----------------------------|-------------------------------|
| BEAUTIFUL BABY CONTEST      | PHOTOGRAPHY CONTEST           |
| JOGGER/ROAD RUNNER RACE     | TOWN TRACK MEET               |
| HALLOWEEN PUPPET SHOW       | FISHING DERBY                 |
| WINTER CARNIVAL             | CHILDREN'S CHRISTMAS WORKSHOP |
| MUSCULAR DYSTROPHY CARNIVAL | CHRISTMAS CAROLING & HAYRIDE  |
| SPRING CHORAL CONCERT       | CHRISTMAS CONCERT             |

## SERVICES

|                  |                                      |
|------------------|--------------------------------------|
| SKI & SKATE SALE | SCHEDULING LOCAL BALLFIELDS          |
| REFERRALS        | RECREATION EQUIPMENT LOAN            |
| CANOE RENTALS    | 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          |
| MARY QUEEN OF PEACE BALLFIELD AND OPEN SPACE |                        |
| COMMUNITY GARDENS                            |                        |

Gwen Kermode  
Recreation Director

# Senior Citizens Report

As a result of many hours of steadfast deliberation, planning and physical labor between the Town of Salem and School Department officials, Seniors and germane citizenry, the final and absolute move from the Old Town Hall to the vacated Foss Elementary School was concluded on April 22, 1981.

Because of the cooperative endeavors of all those involved, the newer, more modern, spacious facility will be able to accommodate expansion of programs as well as additional patronage. The one-story structure allows individuals to enter and exit safely; the absence of stairs at the front of the building enables the handicapped trouble-free access; the trees surrounding the exterior coupled with the lower ceilings of the interior insure a minimal expending of fuel yet creating a warmer atmosphere. The newer location more centrally settled is in a residential area with less traffic, provides more parking spaces and has much "back-yard" appeal. The indoor/outdoor maintenance will consume less time therefore be more economical.

It is interesting to note that in 1981 the "unscheduled" activities nearly doubled at the Center over the previous year with the increase occurring after the transition to the new headquarters.

## ALMANAC OF AUSPICIOUS ACTIVITIES

### JANUARY

28 Computation of Income Taxes, Senior Center

### FEBRUARY

5, 19, 26 Computation of Income Taxes, Senior Center  
12 Valentine Dance, sponsored by Veterans of Foreign Wars' Auxiliary, Salem  
20 Hearing Screening, sponsored by the State of New Hampshire Rehabilitation Commission, Senior Center

### MARCH

3 Candidates' Day, sponsored by Seniors for Seniors, Center  
28, 29 Rummage Sale, Senior Center

### APRIL

18 Easter Dinner, sponsored by the Knights of Columbus, Salem  
22 Relocation of Senior Center from Old Town Hall to vacated Foss School, Salem  
23 Trip to Fanuel Hall and Quincy Market Place, Boston, Ma.  
28 Resumption of activities at the new Senior Center

### MAY

5 - 10 Cruise to Bermuda  
19 Senior Olympics, Nashua, N.H.  
23 Variety and Minstrel Show, sponsored by the Choral Group, Pleasant Street Methodist Church, Salem  
24 Open House, Senior Center

### JUNE

9 - 11 Square Dancing Group trip to Troy, N.H.  
25 Trip to N.H. Heritage House, Glen, N.H.

### JULY

15 Seniors first cookout at new Center

### AUGUST

13 Clambake and boat tour, Gloucester Harbor, Ma.  
21 - 24 Trip to Pennsylvania Dutch Country, Lancaster, Pa.  
27 Painting Group trip to Rockport, Ma.  
31 Cookout at Senior Center

### SEPTEMBER

12 Fall Dinner, sponsored by the American Association for Retired People, Senior Center  
16 Eastern States Fair trip, sponsored by the State of New Hampshire Department of Agriculture, Springfield, Ma.

- 27 Health Fair, sponsored jointly by the Lions' Club and the Community Council for  
the Elderly, Woodbury Junior High School, Salem
- 29 Foliage trip, Valley Railroad and steamship rides, Essex, Connecticut
- OCTOBER**
- 18 - 20 Trip to Mountain View House, Whitefield, N.H.
- 24 Ethnic Supper, Senior Center
- 29 Halloween Dance, sponsored by the Veterans of Foreign Wars' Auxiliary, Salem
- NOVEMBER**
- 14 Fair, Rockingham Mall, Salem
- 19 - 22 Trip to Atlantic City, N.J.
- 26 Thanksgiving Day Dinner, sponsored by the Derry-Salem Elks, Salem
- DECEMBER**
- 3 Winter Dance, sponsored by the American Legion Auxiliary, Salem
- 6 - 8 Trip to Berkshire Hilton Inn, Pittsfield, Ma.
- 10 Christmas Party, Harris' Pelham Inn, Pelham, N.H.





# SENIOR CENTER DAILY SCHEDULE

CHORAL GROUP GOLDEN AGERS  
AMERICAN ASSOCIATION FOR RETIRED PERSONS  
COMMUNITY COUNCIL FOR THE ELDERLY  
HOT LUNCH BLOOD PRESSURE

MONDAY

ARTS AND CRAFTS BEANO  
MILLVILLE ARMS GROCERY SHOPPING  
SQUARE DANCING 45'S

TUESDAY

LINE DANCING  
NORTH SALEM GROCERY SHOPPING  
WHIST  
HOT LUNCH

WEDNESDAY

ARTS AND CRAFTS CRIBBAGE CERAMICS  
SALEM COUNCIL ON AGING  
TAP DANCING PAINTING  
HOT LUNCH

THURSDAY

BOWLING BID WHIST  
SOUTH SALEM GROCERY SHOPPING  
BRENTWOOD VISIT TO THE ELDERLY  
LINE DANCING HOT LUNCH

FRIDAY

The Senior Center settled on Lawrence Road is open Mondays through Fridays, 9:00 A.M. to 5:00 P.M., year round. It is the composite site of functional and social action and interaction. Seniors volunteer their time, experience and talents within the confines of the center, at their houses of worship, at local hospitals and other fraternal affiliations. A prime example of senior versatility is Mr. and Mrs. Sylvan Levy who on June 26 were presented the Senior Citizen Award from the Salem Grange #168 for their exemplary contribution to their community. Many seniors fall in the category of not only giving to their own but to the whole of society as well.

The **Choral Group** is the most mobile and consistently achieving group since the inception of the center. Conducted by Norman Marshall and accompanied by Anna Marie Nicosia the seniors hone their harmonious vocal skills every Monday for two hours. These goodwill ambassadors of music inspire smiles, joy and nostalgia throughout the Merrimack Valley. The year 1981 was a full one indeed: On January 12 they sang at the Home for the Aged, Lawrence, Ma.; January 25 - Senior Sunday at the Congregational Church, Salem; January 30 - Nevins Nursing Home, Methuen, Ma.; February 4 and October 7 - Sisters of Mercy, Windham; February 9 and October 28 - Anlaw Nursing Home, Lawrence, Ma.; February 13 - Senior Center, Nashua; February 16 - Salemhaven Nursing Home, Salem; March 17 - Mary, Queen of Peace Sodality, Salem; March 25 - United Methodist Church; April 4 - Fire Fighters Auxiliary, Salem; April 5 - Men's Communion Breakfast, First Baptist Church, Salem; April 14 - American Association for Retired Persons (AARP), Nashua; April 27 - Prescott Nursing Home, Andover, Ma.; May 20 - Senior Center, Plaistow; May 27 - German Old Folks Home, Lawrence, Ma.; June 4 - St. Joseph Sodality, Salem; June 26 - Grange, Salem; September 30 - Senior Center, Newton; October 16 - Dance for the Millville Lake Associates, Salem; November 2 - Birchwood Nursing Home, Derry; November 10 - Nursing Home, Brentwood; December 4 - Raytheon Christmas Party, Dracut, Ma.; December 11 - AARP, Derry. To round out their adaptability the Group staged a successful Variety and Minstrel Show.

The reverse side of the musical coin includes the four dancing categories. Alan Waters guides the **Square Dancers** every Tuesday evening for two hours. They performed at the Town Manor Nursing Home, Lawrence, Ma. on January 6; at Salemhaven, Salem on February 14 and at the Mall, Methuen, Ma. on September 14. **Line Dancers** meet twice a week for a total of four hours and are coached by Pauline Noviello. They showed their rhythmic style at the Town Manor Nursing Home, Lawrence, Ma. on January 13; at the Nevins Nursing Home, Methuen, Ma. on February 24 and earned a First Place Gold Medalion at the Senior Olympics, Nashua. **Tap Dancers** congregate every Thursday for one hour. Under the training of Kay Marcin they, too, were awarded a First Place Gold Medalion at the Senior Olympics. **Ballroom Dancing** was initiated for a five-week period on August 5; Tom Parker instructed.

Expressions of manual creativity are encouraged by George Phinney via the **Painting** classes and Mildred Mercer in the **Arts and Crafts** classes. The latter group exhibited their workmanship at the Rockingham Mall; they also made quilts and lap robes for the patients at Salemhaven, The Salem patients at Brentwood and Salem's senior shut ins. **Ceramics** is another innovation at the center. Commencing on June 10 and scheduled every Thursday from 2:00 - 4:00 P.M. Adeline Ippolito teaches those interested in earthenware. Mr. and Mrs. John Thomas and Mary Ritchie from New England Ceramics donated a new kiln to enable the class to commence.

**Golf and Bowling** continue to be a part of the senior physical fitness scene. In July the bowlers traveled to Kingston State Park for their annual picnic.

Identification, information, transportation and referral services are provided by the **I.D. Card Program**, the **Rockingham County Action Program** and the **Taxi-Voucher System**.

**Homemaker Care Service** allows the needy to have help with light housework, meals, laundry and errands. The annual **Health Fair** is a source of remedial medical knowledge in addition to the examining of eyes, taking of blood pressure, administering flu shots to the elderly, etc. From the **Visiting Nurses Association** Ollie Brobst and Dorothy Halligan measure blood pressure at the center on the last Monday of each month.

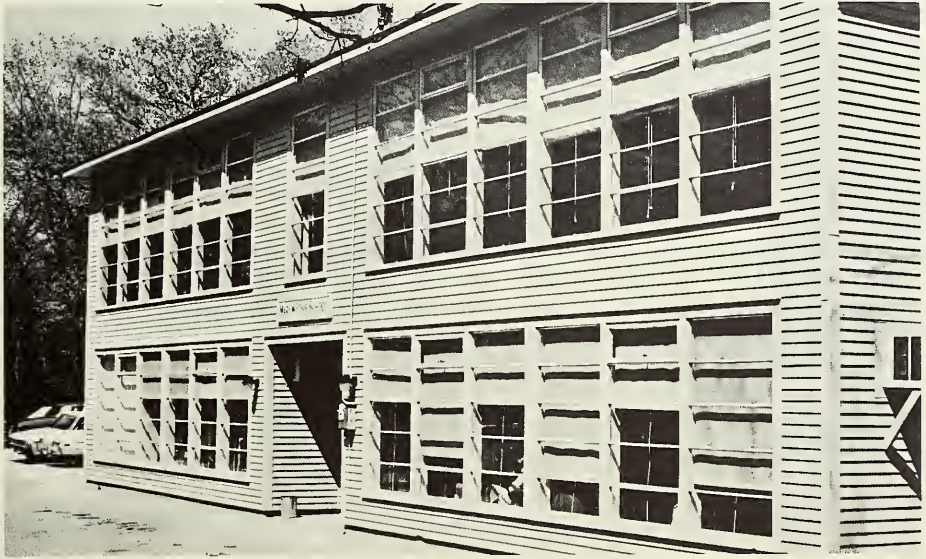
The distribution base of the **Meals on Wheels Program** was relocated at the center on June 8. Hot nourishing meals are served there every noon Monday through Friday to ambulatory seniors; home-bound seniors have their meals delivered to them.

Linda Harvey donated four consecutive Saturdays to aid the seniors in computing their Federal Income Tax.



State Representative Marilyn Campbell was instrumental in obtaining through Mr. Roy Howard of the Agriculture Department two busses and free passes to the Eastern States Fair.

The high quality, absolute services channelled through Salem's Senior Center with the benevolence of the townspeople, the Administration, the municipal, county, state and federal governments will continue because of the energetic support and dedication of the most valuable resource of all **PEOPLE!** For information regarding Senior Citizen activities, please feel comfortable in contacting Sally Sweet, Coordinator.



# Council on Aging

Another successful year has been enjoyed by the Council on Aging. Some of the accomplishments to date and for the year are as follows:

More voice participation in our meetings by our Seniors.

Assisted 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.

Assisted the Salem J.C.’s in providing “Alert Decals” to Seniors for placement in their windows in case of fire or other emergencies.

Assisted in setting up the “Job Bank Program” for Seniors seeking employment.

Opening of the new Salem Senior Center at the former Foss School (Lawrence Road) in April thus resulting in increased membership at the more convenient location. The new Center allows for easy access for handicapped, more parking space, and more room for social functions and Senior activities such as dancing, arts and crafts, etc., and above all a more comfortable atmosphere.

Assisted in the setting up of a new “Medical Assistance Program” for our needy Seniors. Vici Levy and Irene Marshall have volunteered their services for this worth-while program.

Assisted in the setting up of a new “Day Care Program” for our Seniors, however, due to more research required, the program has been delayed until a later date.

Initiated three new successful programs for our Seniors: “Ceramics,” “Woodworking”, and “Calisthenics”.

In the coming year it is hoped to further expand our existing programs and initiate new and beneficial programs for our Seniors at our new Center.

Beverly A. Gage, Ch.  
Council on Aging

# Town Welfare Department

The purpose of the Town of Salem Welfare Department is to assist town residents who have no other resources to get through difficult times or crises. With economic conditions changing and with Federal and State funding cuts, the Town of Salem had more people in need than any previous year; welfare costs escalated to over 200% above last year's budget.

The changing social welfare climate and the heavier burden placed at the local level has brought about a need to reassess the direction of the Welfare Department. Further coordination and cooperation with all other potential resources in the community has been extended. As an example, with Town cooperation and referrals, the Community Action Program assisted Salem residents with over \$240,000 of fuel aid and other services this past year.

The following list is the 1981 year end breakdown of the direct welfare assistance program mandated by the Department's guidelines and legal obligations:

|                  |           |                           |                  |
|------------------|-----------|---------------------------|------------------|
| Youth Placement  | \$ 32,218 | Medical                   | \$ 147           |
| Foster Care      | 1,120     | Other Assistance          | 1,416            |
| Food             | 2,559     | Nursing Home Care         | 13,002           |
| Rent             | 11,646    | Employment (work program) | 293              |
| Utilities & Fuel | 2,174     | Property Liens            | <u>11,582</u>    |
|                  |           | Total                     | <u>\$ 72,157</u> |
|                  |           | Town Share OAA/APTD       | <u>56,435</u>    |
|                  |           | Total Expenses            | 132,592          |
|                  |           | minus reimbursements      | <u>- 23,263</u>  |
|                  |           | Net Cost                  | \$109,329        |

Direct Assistance — Expended Year to Date      \$132,592

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.

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

Robert P. Loranger  
Welfare Administrator

# Rockingham County West Homemaker Service

Since 1979, the Derry Visiting Nurse Association has provided Homemaker Services to the Town of Salem. The Salem District Nursing Association and our agency cooperate very closely in cross referrals, consultation, and collaborative care plans in order to coordinate services 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, cannot 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 or two hours each, rather than stay for long periods in one home.

The service is funded by Title XX block grant, County and Town allocations, and private fees. A sliding fee scale system is used for those persons not eligible for Title XX.

The demand for Homemaker Service in Salem has continued to increase dramatically. For fiscal year ending June 30, 1981, a total of 2239 hours of service were provided to Salem residents. That represents 40% of agency services although Salem is only 30% of the population served by this agency. The total monetary value of those services is nearly \$30,000, nearly five (5) times as much as the Town allocation. The human value is beyond measure.

Requests for this service may be made directly, or on behalf of a family member or friend by calling 432-7776, or by calling the Salem District Nursing Association.

# Center For Life Management Report

The Mental Health Center for Southern New Hampshire is now the Center for Life Management. The name change reflects the purpose and philosophy which guides the continued growth and development of the organization. The mission of the Center is to provide a resource for individuals and families experiencing problems in daily living.

The Center for Life Management now operates a 24-hour emergency response system; two outpatient clinics (Salem and Derry); inpatient psychiatric services; a partial hospitalization program; a substance abuse program; consultation to area schools, professionals and agencies; and a Family & Life Education program.

Our Salem branch office is located at 22 Main Street on the second floor of the Salem Professional Building. Clinic hours are Monday through Friday, 9:00 am to 5:00 pm, and Tuesday and Thursday evening until 9:00. Our Derry branch is located in the Medical Arts Building, Birch Street. Clinic hours are Monday through Friday, 9:00 am to 5:00 pm, and Wednesday and Thursday evenings until 9:00.

The Windham Inn is located on Route 28, Windham. The Windham Inn is a program for individuals who have experienced long and/or severe emotional crises. They often must relearn the basic skills of daily living. The Windham Inn provides a supportive family atmosphere in which clients regain basic social, self-care, communication and work skills. Productive employment is a primary goal of both staff and clients at the Windham Inn. Through daily classes in prevocational skills and a community based transitional employment program, Windham Inn clients gradually return to full-time work.

During 1981 our Family & Life Education program provided the following programs and services to the residents of Salem:

|  |   |
|--|---|
| January 20                             | “When Red and Green Turns Blue”                           |
| February 10                            | “As the Bills Pour in . . . \$\$”                         |
| February 17                            | “Parenting Skills Program”                                |
| February 17                            | “Dynamics of Nursing Home Placements and Family Concerns” |
| March 3                                | “Stepparenting”   |
| March 11                               | “Assessment of Substance Abusers”                         |
| March 15                               | “Stress and Family Life”                                  |
| March 30 - April 17                    | “You and Your Teenager” (5 week course)                   |
| April 8                                | “Male Midlife Crisis”                                     |
| April 14                               | Hospice   |
| April 14                               | “Sweet Nothings”  |
| April 21                               | “Dealing with the Combative Patient”                      |
| April 28                               | “Explaining Death to Children”                            |
| April 21 - May 26                      | “Family Communication” (8 week course)                    |
| May 19                                 | “Upheaval and Relocation”                                 |
| June 2                                 | “Summer Survival with Kids”                               |
| September 27                           | “Health Fair for Seniors”                                 |
| October 1 - November 19                | “Stress Management” (8 week course)                       |
| October 14 - November 11               | “Anxiety Management” (6 week course)                      |
| October 20                             | “Pre-School Books as a Parenting Aid”                     |
| October 20, November 3,<br>November 17 | “I Can Cope”  |
| October 26                             | “Parenting Skills”  |
| October 28                             | “Stress”  |
| November 17                            | “Going Single”  |
| December 8                             | “When You’re Racing with the Clock”                       |

# Salem District Nursing Association

## Board Members:

### President:

Robert True

### Vice-President:

Harriett Ford

### Secretary:

Virginia Soule

### Treasurer:

Mary Kershaw

### Directors:

Robert Hannon, M.D.

Ellen Greer, R.N.

William Brown

Wilbur Blackey, D.M.D.

Richard O'Shaugnessy

Victor Mailloux, R.P.T.

Robert Goundry

Doris Lyon

Frances Leblanc

Nadine Morrison

Florence Pate, R.N.

Claire Hickey

Harold McLean

### Staff List:

Dorothy Halligan, R.N., Nurse/Director

Mary O. Brobst, R.N.

Victor Mailloux, R.P.T.

Lynne Dawson, R.P.T.

Maryellen Haynes, Secretary/Bookkeeper

The Salem District Nursing Association continues to serve the residents of Salem with two full time R.N.'s, one part-time Secretary/Bookkeeper, and two part-time registered physical therapists. A Home Health Aide service is provided under contract with Kelly Health Care Services. In addition, a staff Home Health Aide was hired to serve the needs of the town's people directly through the District Nursing Association.

Referrals of patients needing skilled nursing care must be signed by a physician; however, many people are visited and evaluated for services by the nurses on a health promotion basis and referrals made to other agencies or services if needed. Most referrals are made to the agency directly from area hospitals' social service departments, but many also from Boston hospitals.

Most mothers with newborn infants can expect at least one visit to ascertain that both mother and child are doing well after being discharged from the hospital.

Flu immunization shots were again administered by the nurses at a clinic held in October.

A blood pressure clinic is held the last Monday of the month at the Senior Citizens Center. Anyone is welcome, regardless of age.

A new brochure has recently been made up by this home health agency and is available to the public. It contains information about the services offered by the Salem District Nursing Association.

Statistics will be made available at the end of the year.

# Salem District Nursing Association

The 1981 program evaluation of the agency showed the following:

2362 visits were made to 183 patients including 75 long-term patients (over three months). There was an increase in the number of patients with neurological and respiratory problems in 1981. The two Registered Physical Therapists made 544 visits to those persons with primarily stroke, orthopedic and neurological conditions. 857 home health aide visits were made to those persons who were disabled largely due to cardiac, cancer and neuro problems. A breakdown of the nursing visits made according to diagnosis is as follows:

|                                      |            |
|--------------------------------------|------------|
| Postpartum                           | 193        |
| Premature—high risk infants          | 16         |
| Well Child—Infants                   | 192        |
| Gynecological                        | 5          |
| Neurological                         | 48         |
| Respiratory                          | 137        |
| Orthopedic                           | 125        |
| Cerebral Vascular Accidents (stroke) | 89         |
| Cardiac                              | 312        |
| Blood Dyscrasia                      | 92         |
| Cancer                               | 92         |
| Diabetics                            | 312        |
| Eye, Ear, Nose and Throat            | 12         |
| Non-Orthopedic Injuries              | 18         |
| Arthritis                            | 59         |
| Urological                           | 56         |
| Gastric-Intestinal                   | 124        |
| Peripheral-Vascular                  | 313        |
| Allergies                            | 1          |
| Mental Health                        | 21         |
| Mental Retardation                   | 1          |
| Communicable Disease                 | 115        |
| Drug-Alcohol                         | 1          |
| Adult Health                         | 26         |
| Total                                | <hr/> 2362 |

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 in the upper 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.

# Director's Report of the Kelley Library

## HOW MUCH DOES IT COST TO "READ" A FAMILY OF FOUR TODAY?

Do you take your library for granted - do you call the library for needed information, do your children do homework at the library, do members of your family borrow books, paperbacks, magazines, records, tape cassettes and framed art prints from the library?

I'd like to take a typical Salem family and show you how much it costs to "read" a family of four today.

Sam, his wife Sylvia, and their children, Sam Jr., aged 14, and Sally, aged 10, are active users of the library and visit about every three weeks. Sam Jr. and Sally use it much more often for homework after school several nights a week.

Last year, Sam figured he received a \$5,518.95 return on the \$14 per capita his household invested for the operation of the library — about 100 times their investment! (If Sam had only borrowed two books for the whole year, he would have at least doubled his per capita investment!)

Sam works for a hi-tech company in Woburn — he likes to read non-fiction and best-sellers, his current interests include personal computers. Sylvia works part-time at a local business; both children attend local schools.

On this typical visit Sam selected several books and magazines on his interests; Sylvia picked up a few books (one had been reserved for her), recent issues of her favorite magazines, a paperback and a framed art print (she regularly selects an art print for her home or work place). Sam Jr. has always enjoyed various sports, hobbies and interests — right now it's running, WW II and armored vehicles. He has a homework assignment due tomorrow. Sally's working her way through the Nancy Drew series; her current interests are gymnastics, dance, and an overwhelming passion for horses and riding. She also has a homework assignment.

The following is a list of what they actually borrowed on this particular trip, and what it would have cost had they purchased them:

## HOW MUCH DOES IT COST TO "READ" A FAMILY OF FOUR TODAY?

### Sam:

|   |          |
|---|----------|
| King — <i>Cujo</i> (best-selling novel)                 | \$ 13.95 |
| Navasky — <i>Naming Names</i> (non-fiction)             | 15.95    |
| <i>Basic Computer Games</i> (paperback)                 | 7.50     |
| <i>Creative Computing</i> (magazine) 3 issues at \$2.50 | 7.50     |
| Sub-total   | \$ 44.90 |

### Sylvia:

|  |           |
|--|-----------|
| Collins — <i>Chances</i> (best-selling novel on reserve)     | \$ 14.95  |
| Herriot — <i>The Lord God Made Them All</i> (non-fiction)    | 13.95     |
| <i>Book of Creative Crafts</i> (non-fiction)                 | 19.95     |
| <i>Antiques</i> (magazine) 2 issues at \$4.00                | 8.00      |
| <i>House Beautiful</i> (magazine) 3 issues at \$1.25         | 3.75      |
| Herriot — <i>All Things Wise &amp; Wonderful</i> (paperback) | 2.75      |
| Wyeth — <i>Ireland Roses</i> (framed art print)              | 148.00    |
| Sub-total  | \$ 211.35 |

### Sam Jr.:

|  |          |
|--|----------|
| Macksey & Batchelor — <i>Tank</i> (non-fiction)  | \$ 9.95  |
| Rogers — <i>Marathoning</i> (non-fiction)        | 11.95    |
| <i>Encyclopedia Britannica</i> Vol. 3 (homework) | 30.00    |
| <i>World Book</i> Vol. 3 (homework)              | 14.00    |
| Who — <i>Face Dances</i> (Phonograph record)     | 9.98     |
| Sub-total  | \$ 75.88 |



|   |                   |
|---|-------------------|
| <b>Sally:</b>   |                   |
| Dolan — <i>Beginner's Guide to Gymnastics</i> (non-fiction) | \$ 8.95           |
| Haley — <i>Grooming Your Horse</i> (non-fiction)            | 9.95              |
| Keene — <i>The Triple Hoax</i> (novel)                      | 7.95              |
| Rahn — <i>How Plants are Pollinated</i> (homework)          | 8.95              |
| Sub-total   | \$ 35.80          |
| This visit — Total  | \$ 367.93         |
| X 15 visits per year  |                   |
| <b>YEARLY TOTAL</b>   | <b>\$5,518.95</b> |

**“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  
 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  
 Magazine Index  
 Maps  
 Meeting Rooms  
 Microfiche Reader  
 Microfilm Reader  
 Museum Pass  
 Newspaper Index  
 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 Statistics 1981

*YOUR LIBRARY HAS BEEN BUSY, BUSY, BUSY!*

## ADULT SERVICES:

|  |         |
|--|---------|
| Circulation: Books, magazines and paperbacks . . . . . | 183,548 |
| Phonograph records, cassettes, art prints . . . . .    | 7,318   |
| Films and AV equipment . . . . .                       | 200     |
| Children's Museum Pass (since 10/81) . . . . .         | 16      |
|  | <hr/>   |
| Sub Total  | 191,082 |

229 Book requests processed  
 4,008 Reserve notices processed  
 14,437 Overdue notices processed  
 32,110 Overdue materials processed  
 1,543 New borrowers registered

## CHILDREN'S SERVICES:

|  |        |
|--|--------|
| Circulation: Books, magazines and paperbacks . . . . . | 86,460 |
| Phonograph records . . . . .                           | 4,531  |
| Games and toys . . . . .                               | 192    |
| Films . . . . .  | 148    |
|  | <hr/>  |
| Sub Total  | 91,331 |

7,615 Overdue notices processed  
 17,479 Overdue materials processed  
 405 New borrowers registered  
 2,241 Story hour attendance  
 1,117 Other programs attendance

CIRCULATION GRAND TOTAL 282,413

## INFORMATION AND REFERENCE SERVICES:

13,092 Reference and Research questions answered  
 1,432 Inter-library loans processed  
 19 Annotated bibliographies and reading lists compiled

## CATALOG AND TECHNICAL PROCESSING SERVICES:

3,739 Hardcover books cataloged and processed  
 3,115 Paperbacks and other library materials processed  
 904 Library books and other library materials withdrawn

## YOUR LIBRARY IS A GOOD DEAL! AT THE KELLEY LIBRARY YOU GET ACCESS TO:

61,542 books  
 13,931 paperbacks  
 422 magazine and newspaper subscriptions  
 2,628 phono records and tape cassettes  
 426 art prints and sculpture

## PLUS:

Information and reference services; last year the Kelley Library answered 13,902 questions in person and by phone.  
 Small business, personal finance and consumer services.

Knowledge and expertise of two Children's Librarians, along with 205 story hours and special programs for children in 1981.

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

Special meeting room facilities; in 1981, 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 282,413 items.

New friends and neighbors: during 1981, 1,948 new borrowers were registered.

Special library-sponsored programs and workshops.

**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 Trustees Report

Dear Salem Citizen:

In the midst of service cutbacks, tightening money supplies, and budgetary revisions, the Kelley Library has continued to keep its doors open to welcome those striving to cope and to investigate workable alternatives to their situations.

Workshops on wood stoves, alternative energy sources, home computer innovations, children's programs, employment seminars, water safety classes, and musical reviews have informed and delighted participants—at no cost to the taxpayer.

In addition, Library facilities and equipment have been open to public and organizational use. A Boston Children's Museum family pass was purchased with special trustee funds to encourage families to "do with" one another.

The quality of life, we have found, need not burden our community's ever-choking resources but rather can enhance and grace them.

Most sincerely,

Anna Cryvoff Willis, Chair  
Kelley Library Board of Trustees

# Kelley Library Treasurer's Report

|   |              |              |
|---|--------------|--------------|
| Balance of cash on hand January 1, 1981 |              | \$ 5,582.05  |
| Income 1981:                            |              |              |
| Town of Salem                           | \$337,953.00 |              |
| Material of Trade                       | 6,147.00     |              |
| Gifts                                   | 665.54       |              |
| Vending Machine                         | 4,374.04     |              |
| Grants                                  | 59.09        |              |
| Copier                                  | 3,621.50     |              |
| Laminator                               | 232.00       |              |
| Interest                                | 875.34       |              |
| Trust Funds                             | 1,168.78     |              |
| Rent (N.H. College)                     | 750.00       |              |
| Total Income                            | 355,846.29   |              |
| Total Available Funds 1981              |              | \$361,428.34 |
| Expenses 1981:                          |              |              |
| Personal Services                       | \$219,154.81 |              |
| Materials of Trade                      | 69,200.15    |              |
| Supplies                                | 6,296.47     |              |
| Services & Other Charges                | 34,562.64    |              |
| Equipment                               | 266.90       |              |
| Outlay                                  | -0-          |              |
| Vending Machines                        | 3,215.40     |              |
| Copier                                  | 1,797.64     |              |
| Miscellaneous                           | 4,192.65     |              |
| Cash Transfer                           | 7,000.00     |              |
| Town of Salem                           | 3,000.00     |              |
| Total Expenses                          | 348,686.66   |              |
| Balance of Cash on hand December 1981   |              | \$ 12,741.68 |
| Cash Balances, December 31, 1981:       |              |              |
| Town of Salem                           | \$ 4,613.29  |              |
| Checking Account                        | 3,266.02     |              |
| Savings Account                         | 862.37       |              |
| 2½ Certificate                          | 4,000.00     |              |
|   | 12,741.68    |              |

Richard O'Shaughnessy  
Treasurer

# Report of the Museum Committee

The original Town Hall, built in 1738, was chosen as the site of the new museum at the 1981 Town Meeting. Security preparation for the installment of the actual artifacts and displays was the first priority following this decision. New locks were installed throughout the building, as well as fire and burglar alarm systems to protect both the building and the items in it, neither of which could ever be replaced. 17 display cases were purchased to fulfill the dual function of protecting the artifacts and display them attractively.

Townpeople have painted the first floor and made minor repairs on a volunteer basis, while others have volunteered to catalog and do more technical work when the project is further advanced. Many interested Salem residents have already offered to loan or donate articles for exhibit. Items from the Salem Room at the Kelley Library are also in the process of being relocated to the museum site.

The opening of the museum has been tentatively set for early spring to allow time to finalize several details, and reduce fuel costs for this fiscal year. One of the highlights of the museum's opening exhibit and dedication will be the Country Store and Post Office, an authentic recreation of an early business in Salem. All of the items in the Country Store and Post Office were donated by Mr. William Brown, and when completed, this will add to the flavor of "Olde Salem" inherent in the entire museum.

The Museum Committee hopes that the opening of this museum will give Salem residents and visitors a greater appreciation of the difference in life styles and a sense of satisfaction in the steps forward that the town has made.

Richard A. Carpenito, Chairman  
Salem Historic District  
Museum Committee

# Planning Board Report

Shortly after the 1981 Town Meeting the Planning Board met in a public work session to establish its work priorities for 1981. Sub-committees were formed to assess certain issues and to report back to the full board with the subcommittee recommendations.

Five subcommittees were formed to address the following concerns: Housing, Zoning District Designation for Professional Offices, Rezoning of Main Street, Signs and Drainage. Some of these issues will appear on the 1982 Town Warrant, and others, based on subcommittee reports will be further studied during 1982.

The Planning Board's major accomplishment this year has been the preparation of the Land Development Controls booklet. The booklet is a compilation of the Town's ordinances and regulations that govern land development. The Board has also overseen the update of the Town's Zoning Map. Further revisions to the Site Plan Regulations, those regulations that govern the development of commercial and industrial sites, and subdivision regulations have been put in place to insure controlled quality development.

The Planning Board will again meet shortly after the 1982 Town Meeting, to formulate its goals and priorities for 1982. The Planning Board is looking forward to another productive year and your continued involvement and support.

Emil Corrente, Chairman

# Southern Rockingham Planning Commission

The Southern Rockingham Planning Commission (SRPC), of which Salem has been a long standing member, provides planning related services to its member communities. Those services can be characterized as local planning assistance, regional planning assistance, and intergovernmental coordination.

In the past year, the most significant **local planning assistance** provided to municipal officials and staff have been:

1. Staff support to special town committees
  - a. 208 Water Quality Study Committee
  - b. Transportation Study Committee
2. Preparation of the annual Transportation Improvement Program
3. Assisted the Town Planner in the development of a mapped information base.
4. Assisted the Recreation Director in the mapping of town owned lands.
5. Prepared a revised, reproducible zoning map for the Town Planner.
6. At the request of the Town Planner, prepared a report on Federal funding options relative to Rockingham Park.
7. Provided an ongoing source of technical assistance and planning data to municipal officials, Town staff and Salem residents.
8. Developed with the Water Quality Study Committee, a first of its kind lay-person water quality monitoring program for Salem lakes.
9. Assisted in the preparation of a major report on water quality conditions in Salem lakes.

In the area of **regional planning assistance**, the Commission has been active in coordinating the efforts of its member towns in the areas of septage management, solid waste, transportation planning, and conservation. During 1981, SRPC co-sponsored a series of seminars on municipal law; organized a meeting of septage haulers to discuss new state programs; organized a meeting of area conservation commissioners to discuss inter-town open space and recreation programs; and have coordinated the local response to the new state solid waste legislation.

**Intergovernmental coordination** provided Salem and other member communities are those SRPC activities which attempt to bring the concerns of area communities to the attention of appropriate state and Federal officials. In this area, SRPC coordinated the review of the Salem and Plaistow's transportation program by state and Federal officials. SRPC staff also interceded on behalf of member communities to ensure the consideration of local concerns in the siting of a hazardous waste facility in Haverhill.

Salem has demonstrated its commitment to the region through its continued support of the regional commission. It is hoped that Salem will continue to take an active part in the future of that region by joining with neighboring communities in their long standing commitment to regional planning.

Respectfully submitted,  
SRPC Representatives  
Mark Chittum  
Gary Wright

# Salem Housing Authority

The community's second housing for the elderly complex made substantial strides towards becoming a reality during 1981.

Designed by Beacon Architectural Associates of Boston, the 75-unit complex received all of the necessary approvals from the federal Housing and Urban Development (HUD) department and was put out to bid. Welsh Construction Company of Manchester, N.H. was the low bidder for the project, and on September 14 groundbreaking ceremonies were held.

Located adjacent to Veterans Memorial Parkway, it is expected the 75 apartment project will be ready for occupancy late in 1982. Coupled with the existing Millville Arms facility on Millville Street, the new project will bring to 150 the total number of apartments for the elderly provided under the direction of the Housing Authority.

Federally conducted audits in the areas of finances, tenant selection processes, building maintenance, eligibility requirements, etc. all resulted in outstanding ratings for the job performance of the Housing Authority staff.

Respectfully submitted,  
Salem Housing Authority Commissioners  
Michael J. Carney, Chairman  
Delbert Downing, Vice chairman  
George Gelt  
Bertrand Duvernay  
Raymond Bower





# Mosquito Control Committee

Implementation of the Mosquito Control Program began in May when the Commission held a meeting with assistance from a consultant from the Seabrook Board. The Town's application was filed with the State Pesticide Board in June for permit approval.

The N.H. Pesticide Control Board required a licensed supervisor and a licensed applicator for the program in addition to the Town permit. Specific details of the proposed program were reviewed by five State agencies. Several problems were encountered in qualification for a supervisory license, therefore the Chairman of the Mosquito Control Board was examined and successfully completed the test. Approval of the Town's Permit finally came through in August.

A survey of the various species of mosquitoes affecting the community was taken from June through September. The results showed that out of eight man biting species, six were found in significant numbers within the boundaries of Salem.

Spray routes were established in the most severe sections of Town and actual spraying commenced in mid-August through mid-September on a weekly basis.

Beekeepers within the Town were notified through registered mail of the dates and spraying hours. Notices were issued in the newspapers informing residents of the time of spraying.

Spraying was accomplished utilizing a pick-up truck mounted spray machine, with the rate of spray controlled by the speed of the truck. The material used on the operation was Cythion 91, disbursed in extremely low dosages. In treated areas, surveys showed a 75-80% drop in pest species.

A complete program could not be implemented during 1981 due to various set-backs in State licensing, equipment delivery and calibration, etc. therefore a partial program was instituted.

It is the intent of the Mosquito Control Committee to maintain a full and complete operation for the abatement season in 1982.

Richard F. Seyfried, Acting Chairman  
Bert Ford  
James Coen

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  
603 225-6998

June 15, 1981

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

Dear Members of the Board:

As part of our examination of the financial statements of the Town of Salem for the year ended December 31, 1980, we made a study and evaluation of the City'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 the reliance thereon in determining the nature, timing and extent of other auditing procedures that are necessary for expressing an opinion on the financial statements. Of primary interest to us in such a study are those key accounting controls, the effectiveness of which will influence the nature, timing and extent of our financial statement audit procedures.

The establishment and maintenance of a system of internal accounting control is an important responsibility of management officials. 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 evaluation of these factors necessarily requires estimates and judgments by officials.

Town of Salem

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 judgment, carelessness or other personal factors. Control procedures whose effectiveness depends upon segregation of duties can be circumvented by collusion. Similarly, control procedures can be circumvented intentionally either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the preparation of the financial statements. Further, projection of any evaluation of internal accounting control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions and that the degree of compliance with the procedures may deteriorate.

The study and evaluation previously described was made primarily for the purpose of performing an audit in accordance with generally accepted auditing standards. It would not necessarily disclose all weaknesses in the system because it was based on selective tests of accounting records and related data.

We wish to express our appreciation for the cooperation we received from City officials at all levels.

We would be pleased to discuss our comments further with you should you so desire.

*Kellon, Blodig & Sanderson*

# Letter of Comments and Recommendations

Previous management letters have stressed the need for improvement in the following major areas of the Town's financial record keeping system.

- A. General Ledger System and Monthly Financial Reporting
  - B. Periodic Reconciliation of Taxes Receivable
  - C. Formal Accounting Policies and Accounting Procedures Manual
- A. We continue to strongly recommend the implementation of a general ledger system and a monthly financial reporting system covering all funds as a significant step in strengthening internal accounting control over the financial operations of the Town.

To further illustrate the need for a general ledger system which will enable responsible officials to perform monthly reconciliations of subsidiary accounts and to facilitate preparation of the annual financial statements, the following discrepancy in the annual Town report for 1980 is disclosed:

### Levy of 1980 — Property and Resident Taxes Uncollected

|                             |                   |
|-----------------------------|-------------------|
| Per Tax Collector's Reports | \$2,279,295       |
| Per Balance Sheet           | <u>2,493,537</u>  |
| Variance                    | <u>\$ 214,242</u> |

The lack of a general ledger system, along with the failure to reconcile the various subsidiary accounts has, in the example shown above, resulted in misrepresentation of the Town's financial condition. We understand that a general ledger system is to be part of the new data processing system to be implemented in 1981.

- B. The failure to properly reconcile the tax department records on a periodic basis has been an ongoing problem, as indicated by previous management letters. The auditors continued to expend an inordinate amount of time at additional expense to the Town in order to reconcile the Tax Collector's accounts at year-end.

Continued growth, along with inadequate staffing within the Tax Collector's office, and deficiencies in the data processing system, have been cited as the primary cause for the continual failure of the tax collection system. While the aforesaid certainly contributes to the weakness in the present system of internal control in this area, we perceive that the lack of communication and cooperation among responsible officials is the major impediment to rectifying the existing deficiencies.

With the implementation of a new data processing system in 1981, management is of the opinion that a significant improvement in the tax department operation will be imminent. However, unless there is a coordinated effort by all responsible financial administrators, the potential benefits of the new data processing system will never materialize.

- C. As evidenced by this and previous reports, the functioning of key accounting and operational controls in the Town of Salem is dependent upon the task knowledge of employees, such that the absence or termination of those employees does not provide the continuity necessary to insure the continued enforcement of control procedures.

We continue to recommend that an accounting procedures manual be developed. As a minimum, the manual should contain: 1) a description of all departments' accounting and bookkeeping records, 2) an organizational chart and job description for each accounting and bookkeeping function by department, 3) a detailed chart of accounts and their description, 4) a listing of and procedure for preparing regular financial reports, 5) a policy statement regarding document filing and records retention, and 6) a description of accounting checks and proofs to be performed regularly and procedures for accounting for all recurring types of financial transactions.

As the new data processing system is being developed, this would be a opportune time to review the various record keeping functions. Without constant review, especially in governmental operations, a gradual erosion can occur in the centralized accounting, receiving and treasury functions (so important to proper internal control) in which departments attempt to function as independent entities.

- D. In view of the above circumstances, we again repeat our prior year recommendation that the auditors monitor the accounting system and related financial reports on a periodic basis. Along with the monitoring will come the assistance to coordinate the respective personnel to insure a successful program for implementation of the data processing system.
- E. In last year's letter, we stated that the expenditure of funds by the Board of Selectmen from the William E. Lancaster fund should be in accordance with the provisions of the State Municipal Budget Law RSA 32:5, which requires budgeting for all funds on a "gross" basis.

Town Counsel has since advised us of a declaratory judgment handed down by the Rockingham County Superior Court. In summary, as a result of this decree, Town Counsel is of the opinion that the income and expenditures of the Lancaster Trust Funds should not in any way be reflected in the municipal budget form in any year.

**F. Water Department Supervisory Controls**

Current procedures do not provide for supervisory reviews of credit adjustments to water bills subsequent to the bookkeeping entry. The absence of written documentation of approval increases the likelihood that unauthorized adjustments may occur and not be detected.

Supervisory review and approval of the above tasks should be implemented and enforced through written evidence of such reviews.

**G. Treasurer's Note, Bond and Coupon Register**

The State Revised Statutes Annotated, Chapter 33:12 requires that the Town Treasurer maintain a register, in such form as prescribed by the Commissioner of Revenue Administration, which shall state the particulars of all bonds and notes issued by the Town.

Our examination revealed that the Treasurer does not maintain such a register, and we suggest that he obtain, if possible, a waiver from the Commissioner of Revenue Administration in order to comply with the State regulations.

The financial statements and supplemental schedules audited by Killion, Plodzik and Sanderson, Concord, New Hampshire, for the year ended 1980 are available in the office of the Town Manager.

# Assessing Department Summary Inventory

|                                 | 1980                    | 1981                    |
|---------------------------------|-------------------------|-------------------------|
| Land                            | \$200,185,465.00        | \$190,065,475.00        |
| Buildings                       | 294,222,290.00          | 287,274,420.00          |
| Factory Buildings               | 31,242,300.00           | 31,927,900.00           |
| Gas Companies                   | 104,000.00              | 31,200.00               |
| Water Utility                   | 40,000.00               | 40,000.00               |
| Electric Plants                 | 7,417,900.00            | 6,946,100.00            |
| Oil Pipeline                    | 119,800.00              | 119,800.00              |
| Vehicles                        | 452,000.00              | 0                       |
| <b>Total Gross Valuation</b>    | <b>\$533,782,755.00</b> | <b>\$516,404,895.00</b> |
| Elderly Exemptions              | 2,210,800.00            | 2,358,000.00            |
| Blind Exemptions                | 150,200.00              | 156,200.00              |
| <b>Total Net Valuation</b>      | <b>\$531,421,755.00</b> | <b>\$513,890,695.00</b> |
| Taxes before Veterans Exemption | 12,541,553.42           | 14,080,604.64           |
| Minus Veterans Exemption        | 118,311.48              | 120,584.00              |
| <b>Net Property Commitment</b>  | <b>\$ 12,423,241.94</b> | <b>\$ 13,960,020.64</b> |
| Tax Rate                        | 23.60                   | 27.40                   |
| <b>Total Penalties</b>          | <b>6,044.62</b>         | <b>18,149.24</b>        |

## Current Use (Open Space)

|  |                |                |
|--|----------------|----------------|
| Total Open Space Acreage               | 2,325          | 2631           |
| Total Full Value                       | \$6,522,920.00 | \$5,876,735.00 |
| Current Use Value Assessment           | 190,370.00     | 209,400.00     |
| Total Current Use Assessment Reduction | 6,332,550.00   | 5,669,335.00   |

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

# Report of Town Clerk

|  |              |
|--|--------------|
| Automobile Tax Permits   |              |
| 1981 (26,317)  | \$753,932.00 |
| Dog Licenses   |              |
| 1980 ( 29)   | 51.80        |
| 1981 (1389)  | 6,217.80     |
| Title Fees   | 6,522.00     |
| Certified Copies   | 1,568.50     |
| Uniform Commercial Code Filings  | 3,701.00     |
| Collection Fees  | 100.00       |
| Filing Fees  | 12.00        |
| Recording Fees   | 12.00        |
| Legal Fees—Dogs  | 695.00       |
| Marriage License Fees  | 2,873.00     |
| Miscellaneous  | 64.08        |
|  | <hr/>        |
|  | \$775,749.18 |
| Less Remittance to State of New Hampshire<br>for Marriage License Fees | <hr/>        |
|  | - 2,873.00   |
|  | <hr/>        |
|  | \$772,876.18 |

Eleanor B. Barron  
Town Clerk, Salem, N.H.

## Vital Statistics

Recorded in the Town Clerk's Office:

|  |     |
|--|-----|
| Marriages                                    | 366 |
| Births (Born in Salem, NH)                   | 1   |
| Deaths                                       | 110 |
| Deaths, non-residents<br>buried in Salem, NH | 29  |

Eleanor B. Barron  
Town Clerk, Salem, N.H.

# Tax Collector's Report

Fiscal Year Ended December 31, 1981

— DR. —

Levies Of:

|   | 1981                   | 1980                   | Prior               |
|---|------------------------|------------------------|---------------------|
| <b>Uncollected Taxes - Beginning of Fiscal Year</b> |                        |                        |                     |
| Property Taxes                                      | \$                     | \$ 2,270,758.42        | \$ 44,493.30        |
| Resident Taxes                                      |                        | 34,980.00              | 2,200.00            |
| Sewer Rents   |                        | 121,100.95             |                     |
| <b>Taxes Committed to Collector:</b>                |                        |                        |                     |
| Property Taxes                                      | 13,978,169.88          |                        |                     |
| Resident Taxes                                      | 174,410.00             |                        |                     |
| National Bank Stock Taxes                           | 10.24                  |                        |                     |
| Land Use Change Taxes                               |                        | 3,900.00               |                     |
| Yield Taxes   |                        | 1,105.73               |                     |
| Sewer Rents   | 365,683.38             |                        |                     |
| <b>Added Taxes:</b>                                 |                        |                        |                     |
| Property Taxes                                      | 22,595.82              | 5,947.76               |                     |
| Resident Taxes                                      | 11,730.00              | 2,890.00               |                     |
| <b>Overpayments:</b>                                |                        |                        |                     |
| a/c Property Taxes                                  | 1,058.64               | 1,195.84               |                     |
| a/c Resident Taxes                                  | 930.00                 | 90.00                  |                     |
| <b>Interest Collected on Delinquent</b>             |                        |                        |                     |
| Property Taxes:                                     | 2,574.28               | 72,862.89              | 1,472.78            |
| <b>Penalties Collected on Resident Taxes</b>        | 523.00                 | 1,796.00               | 14.00               |
| Sewer Interest                                      | 2,450.66               |                        |                     |
| <b>TOTAL DEBITS</b>                                 | <u>\$14,557,561.62</u> | <u>\$ 2,516,627.59</u> | <u>\$ 48,180.08</u> |

— CR. —

|  |                        |                        |                     |
|--|------------------------|------------------------|---------------------|
| <b>Remittances to Treasurer During Fiscal Year</b> |                        |                        |                     |
| Property Taxes                                     | \$11,970,073.31        | \$ 2,192,320.76        | \$ 6,541.92         |
| Resident Taxes                                     | 145,790.00             | 17,590.00              | 140.00              |
| Yield Taxes  |                        | 423.00                 |                     |
| Sewer Rents  | 252,116.67             | 121,100.95             |                     |
| Land Use Change Taxes                              |                        | 3,900.00               |                     |
| Interest Collected During Year                     | 2,574.28               | 72,862.89              | 1,472.78            |
| Penalties on Resident Taxes                        | 523.00                 | 1,796.00               | 14.00               |
| Sewer Interest                                     | 1,073.45               |                        |                     |
| <b>Abatements Made During Year:</b>                |                        |                        |                     |
| Property Taxes                                     | 9,381.31               | 77,257.81              | 186.56              |
| Resident Taxes                                     | 1,120.00               | 20,000.00              | 2,000.00            |
| Sewer Rents  | 48,938.27              |                        |                     |
| Deed   |                        | 434.24                 |                     |
| <b>Uncollected Taxes - End of Fiscal Year:</b>     |                        |                        |                     |
| (As Per Collector's List)                          |                        |                        |                     |
| Property Taxes                                     | 2,022,127.14           | 7,889.12               | 37,764.82           |
| Resident Taxes                                     | 40,160.00              | 370.00                 | 60.00               |
| Sewer Rents  | 66,005.65              |                        |                     |
| Excess Debits                                      | 252.82                 |                        |                     |
| Yield Tax  |                        | 682.73                 |                     |
| <b>TOTAL CREDITS</b>                               | <u>\$14,557,561.62</u> | <u>\$ 2,516,627.59</u> | <u>\$ 48,180.08</u> |

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



# Summary of Tax Sales Accounts

Fiscal Year Ended December 31, 1981

— DR. —

## Tax Sales on Account of Levies Of

|   | 1980                | 1979                | 1978                | Previous<br>years |
|---|---------------------|---------------------|---------------------|-------------------|
| Balance of Unredeemed Taxes -<br>Beginning Fiscal Year* | \$                  | \$390,102.50        | \$257,204.36        | \$ 118.17         |
| Taxes Sold to Town During<br>Current Fiscal year**      | 911,004.64          |                     |                     |                   |
| Interest Collected After Sale                           | 9,061.02            | 32,219.44           | 57,345.38           | 520.10            |
| <b>TOTAL DEBITS</b>                                     | <u>\$920,065.66</u> | <u>\$422,321.94</u> | <u>\$314,549.74</u> | <u>\$ 638.27</u>  |

— CR. —

## Remittances to Treasurer During Year

|  |                     |                     |                     |                  |
|--|---------------------|---------------------|---------------------|------------------|
| Redemptions  | \$198,634.81        | \$267,358.28        | \$252,694.07        | \$ 118.17        |
| Interest & Costs After Sale                          | 9,061.02            | 32,219.44           | 57,345.38           | 520.10           |
| Abatements During Year                               | 1,018.54            | 493.17              | 1,999.98            |                  |
| Deeded To Town During Year                           | 1,484.01            | 1,783.99            | 2,550.41            |                  |
| Unredeemed Taxes - End of Fiscal Year<br>Overpayment | 709,867.28          | 120,467.06          | 40.00               |                  |
| <b>TOTAL CREDITS</b>                                 | <u>\$920,065.66</u> | <u>\$422,321.94</u> | <u>\$314,549.74</u> | <u>\$ 638.27</u> |

\* These sums represent the total of Unredeemed Taxes, as of January 1, 1982 from Tax Sales held in Previous Fiscal Years.

\*\* Amount of Tax Sale(s) held during current fiscal year, including total amount of taxes, interest and costs to date of sale(s).

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

# Report of the Trustees of the Trust Funds

TOWN OF SALEM, N.H.  
YEAR ENDING DECEMBER 31, 1981

| NAME OF FUND             | PURPOSE OF FUND         | DATE EST. | BALANCE          | INCOME           |
|--------------------------|-------------------------|-----------|------------------|------------------|
| John McVoy               | Care of Needy           | 1932      | \$ 68,521.59     | \$ 6,197.37      |
| John Dix                 | Public Investment       | 1930      | 19,496.08        | 1,649.06         |
| Cemetery                 | Perpetual Care          | 1916      | 147,567.08       | 15,596.44        |
| Enoch Taylor             | High School             | 1921      | 41,109.72        | 6,966.05         |
| Ordway                   | Schools                 | 1916      | 738.00           | 60.72            |
| School Prize             | High School             | 1944      | 550.00           | 45.23            |
| John Bailey              | Books for Library       | 1928      | 2,103.64         | 173.67           |
| Council of Fine Arts     | Books for Library       | 1973      | 428.50           | 35.09            |
| Simpson-Maxwell          | Needy Children          | 1964      | 5,000.00         | 412.84           |
| Simpson-Maxwell          | District Nurse          | 1965      | 23,727.50        | 1,961.67         |
| Lancaster Spelling Bee   | Prizes                  | 1956      | 2,000.00         | 165.12           |
| William E. Lancaster     | Special Fund            | 1961      | 122,851.35       | 14,263.84        |
| Lancaster-Cemetery       | Care of Cemetery Lot    | 1962      | 2,500.00         | 206.25           |
| Salem Historical Comm.   | Historical Improvements | 1970      | 11,272.20        | 530.87           |
| Mario Bucheri            | Care of Memorial Site   | 1974      | 250.00           | 20.54            |
| Charles B. McLaughlin    | Care of Cemetery Lot    | 1975      | 1,000.00         | 82.55            |
| Bicentennial Scholarship | Dollars for Scholars    | 1977      | 8,300.00         | 685.37           |
| Wm. Ackerman Scholarship | Annual Scholarship      | 1973      | 2,302.75         | 118.37           |
| Capital Surplus          |                         | 1944      | <u>50,000.00</u> | <u>12,087.69</u> |
| TOTAL                    |                         |           | \$509,718.41     | \$ 61,258.74     |

## TRUST FUND INVESTMENTS

|  |                  |
|--|------------------|
| Salem Cooperative Bank Savings and Certificates    | \$ 68,743.83     |
| Indian Head Bank Notes                             | 150,000.00       |
| Pelham Bank and Trust Co. Savings and Certificates | 115,266.89       |
| Rockingham County Trust Co. Certificates           | 113,412.47       |
| Bank East-Guaranty Savings Bank Savings and Cert.  | 15,000.00        |
| 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)             | <u>16,501.75</u> |
| TOTAL  | \$509,718.41     |

## CAPITAL SURPLUS FUND — ESTABLISHED 1944

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

| INVESTMENTS                         | BALANCE      | INCOME          |
|-------------------------------------|--------------|-----------------|
| Salem Coop Bank                     |              | \$ 2,072.60     |
| Indian Head Bank Note #180          | \$ 50,000.00 | 4,250.00        |
| Manchester Corp. 80 Shares          |              | 112.00          |
| Pelham Bank & Trust                 |              | 1,776.76        |
| Bank East — Guaranty Savings        |              | 531.44          |
| Pelham Bank & Trust Savings Account |              | 508.95          |
| Rockingham County Trust Company     |              | <u>2,835.94</u> |
| TOTAL                               | \$ 50,000.00 | \$ 12,087.69    |

|                                    |  |                  |
|------------------------------------|--|------------------|
| Balance January 1, 1981            |  | \$110,219.84     |
| Interest & Dividends added in 1981 |  | 12,087.69        |
| Paid to Treasurer, Town of Salem   |  | <u>72,307.53</u> |
| Balance December 31, 1981          |  | \$ 50,000.00     |

**WILLIAM E. LANCASTER FUND — ESTABLISHED 1961**

**INVESTMENTS**

|   |                 |               |
|---|-----------------|---------------|
| Salem Coop Bank                                   |                 | \$ 4,791.16   |
| Rockingham County Trust Co. Certificate #3330     | \$ 55,000.00    | 3,007.34      |
| Pelham Bank & Trust Co. Certificate #8529         | 50,000.00       | 4,939.12      |
| Pelham Bank & Trust Co. Savings Account #02700213 | 6,027.54        | 529.18        |
| Public Service of N.H. 150 Shares (cost)          | 4,483.13        | 318.00        |
| Dayton Power & Light Co. 125 Shares (cost)        | 3,215.24        | 227.52        |
| N.E. Electric System 175 Shares (cost)            | <u>4,125.44</u> | <u>451.52</u> |
| TOTAL   | \$122,851.35    | \$ 14,263.84  |

|                                      |  |                  |
|--------------------------------------|--|------------------|
| Balance January 1, 1981              |  | \$116,681.26     |
| Interest Received from Account #3249 |  | 206.25           |
| Other Interest & Dividends 1981      |  | 14,263.84        |
| Proceeds of Land Sale                |  | 3,200.00         |
| Paid to Dollars for Scholars         |  | 1,500.00         |
| Paid to Salemhaven                   |  | <u>10,000.00</u> |
| Balance December 31, 1981            |  | \$122,851.35     |

**JOHN McVOY FUND — ESTABLISHED 1932**

Purpose — Care of the Needy

**INVESTMENTS**

|  |              |               |
|--|--------------|---------------|
| Salem Coop Bank Certificate #5807          | \$ 4,873.99  | \$ 373.37     |
| Indian Head Bank Note #236                 | 40,000.00    | 3,400.00      |
| Public Service of N.H. 300 Shares (cost)   | 8,966.26     | 636.00        |
| Dayton Power & Light Co. 250 Shares (cost) | 6,430.47     | 455.00        |
| N.E. Electric System 350 Shares (cost)     | 8,250.87     | 903.00        |
| Additional Interest                        |              | <u>430.00</u> |
| TOTAL                                      | \$ 68,521.59 | \$ 6,197.37   |
| Paid to Treasurer, Town of Salem           |              | \$ 6,197.37   |

**JOHN DIX FUND — ESTABLISHED 1930**

Purpose — For Public Improvements

**INVESTMENTS**

|  |              |               |
|--|--------------|---------------|
| Salem Coop Bank Certificate #355           | \$ 6,000.00  | \$ 459.63     |
| Pelham Bank & Trust Co. Savings #02518929  | 1,672.27     | 89.35         |
| Public Service of N.H. 150 Shares (cost)   | 4,483.13     | 318.00        |
| N.E. Electric System 175 Shares (cost)     | 4,125.44     | 451.52        |
| Dayton Power & Light Co. 125 Shares (cost) | 3,215.24     | 227.52        |
| Additional Interest                        |              | <u>103.04</u> |
| TOTAL                                      | \$ 19,496.08 | \$ 1,649.06   |
| Paid to Treasurer, Town of Salem           |              | \$ 1,649.06   |

**ENOCH TAYLOR FUND — ESTABLISHED 1921**

Purpose — Support of the High School

**INVESTMENTS**

|   |              |               |
|---|--------------|---------------|
| Salem Coop Bank Certificate #403700           |              | \$ 1,956.56   |
| Pelham Bank & Trust Co. Certificate #8529     | \$ 15,000.00 | 2,576.76      |
| Rockingham County Trust Co. Certificate #3330 | 26,109.72    | 2,115.68      |
| Additional Interest                           |              | <u>317.05</u> |
| TOTAL   | \$ 41,109.72 | \$ 6,966.05   |
| Paid to Treasurer, Salem School District      |              | \$ 6,966.05   |

**ORDWAY FUND — ESTABLISHED 1916**

Purpose — Support of Schools

**INVESTMENTS**

|  |           |             |
|--|-----------|-------------|
| Salem Coop Bank Certificate #5807        | \$ 738.00 | \$ 56.31    |
| Additional Interest                      |           | <u>4.41</u> |
| TOTAL                                    | \$ 738.00 | \$ 60.72    |
| Paid to Treasurer, Salem School District |           | \$ 60.72    |

**SCHOOL PRIZE FUND — ESTABLISHED 1944****INVESTMENTS**

|  |           |             |
|--|-----------|-------------|
| Salem Coop Bank Certificate #5807        | \$ 550.00 | \$ 41.94    |
| Additional Interest                      |           | <u>3.29</u> |
| TOTAL                                    | \$ 550.00 | \$ 45.23    |
| Paid to treasurer, Salem School District |           | \$ 45.23    |

**SIMPSON-MAXWELL FUND — ESTABLISHED 1964**

Purpose — Assistance of Needy Children in Salem

**INVESTMENTS**

|                                   |             |              |
|-----------------------------------|-------------|--------------|
| Salem Coop Bank Certificate #5807 | \$ 5,000.00 | \$ 382.84    |
| Additional Interest               |             | <u>30.00</u> |
| TOTAL                             | \$ 5,000.00 | \$ 412.84    |
| Paid to School Nurse of Salem     |             | \$ 412.84    |

**JOHN BAILEY FUND — ESTABLISHED 1928**

Purpose — Books for Public Library

**INVESTMENTS**

|                                       |             |              |
|---------------------------------------|-------------|--------------|
| Salem Coop Bank Certificate #5807     | \$ 2,103.64 | \$ 161.05    |
| Additional Interest                   |             | <u>12.62</u> |
| TOTAL                                 | \$ 2,103.64 | \$ 173.67    |
| Paid to Treasurer, Trustee of Library |             | \$ 173.67    |

**SALEM COUNCIL OF FINE ARTS FUND — ESTABLISHED 1973**

Purpose — Provide Books for Public Library

**INVESTMENTS**

|  |           |             |
|--|-----------|-------------|
| Salem Coop Bank Certificate #5807      | \$ 428.50 | \$ 32.54    |
| Additional Interest                    |           | <u>2.55</u> |
| TOTAL                                  | \$ 428.50 | \$ 35.09    |
| Paid to Treasurer, Trustees of Library |           | \$ 35.09    |

**WILLIAM E. LANCASTER FUND — ESTABLISHED 1956**

Purpose — Spelling Bee Prize

**INVESTMENTS**

|  |             |              |
|--|-------------|--------------|
| Salem Coop Bank Certificate #5807        | \$ 2,000.00 | \$ 153.12    |
| Additional Interest                      |             | <u>12.00</u> |
| TOTAL                                    | \$ 2,000.00 | \$ 165.12    |
| Paid to Treasurer, Salem School District |             | \$ 165.12    |

**WILLIAM LANCASTER CEMETERY FUND — ESTABLISHED 1956**

Purpose — Care of Lancaster Cemetery Lot

**INVESTMENTS**

|  |              |           |
|--|--------------|-----------|
| Salem Coop Bank Certificate #5807        | \$ 2,500.00  | \$ 191.26 |
| Additional Interest                      | <u>14.99</u> |           |
| TOTAL                                    | \$ 2,500.00  | \$ 206.25 |
| Credited to Pelham Bank & Trust #2700213 |              | \$ 206.25 |

**SIMPSON-MAXWELL DISTRICT NURSE FUND — ESTABLISHED 1965**

Purpose — For use of Salem District Nurse

**INVESTMENTS**

|                                      |              |               |
|--------------------------------------|--------------|---------------|
| Salem Coop Bank Certificate #5807    | \$ 23,727.50 | \$ 1,819.17   |
| Additional Interest                  |              | <u>142.50</u> |
| TOTAL                                | \$ 23,727.50 | \$ 1,961.67   |
| Paid to Treas., Salem District Nurse |              | \$ 1,961.67   |

**SALEM HISTORICAL DISTRICT COMMISSION FUND — ESTABLISHED 1970**

Purpose — Historical Improvements

**INVESTMENTS**

|  |              |               |
|--|--------------|---------------|
| Salem Coop Bank Savings Account #12434 | \$ 11,272.20 | \$ 530.87     |
| Balance January 1, 1981                |              | 9,741.33      |
| Received from Treasurer, Town of Salem |              | 1,000.00      |
| Interest earned in 1981                |              | <u>530.87</u> |
| Balance December 31, 1981              |              | \$ 11,272.20  |

**CHARLES B. McLAUGHLIN TRUST — ESTABLISHED 1975**

Purpose — Care of Cemetery Lot

**INVESTMENTS**

|                                   |             |             |
|-----------------------------------|-------------|-------------|
| Salem Coop Bank Certificate #5807 | \$ 1,000.00 | \$ 76.55    |
| Additional Interest               |             | <u>6.00</u> |
| TOTAL                             | \$ 1,000.00 | \$ 82.55    |
| Paid to treasurer, Town of Salem  |             | \$ 82.55    |

**MARIO BUCHERI FUND — ESTABLISHED 1974**

Purpose — Care of Memorial Site

**INVESTMENTS**

|                                   |           |             |
|-----------------------------------|-----------|-------------|
| Salem Coop Bank Certificate #5807 | \$ 250.00 | \$ 19.05    |
| Additional Interest               |           | <u>1.49</u> |
| TOTAL                             | \$ 250.00 | \$ 20.54    |
| Paid to Treasurer, Town of Salem  |           | \$ 20.54    |

**SALEM 225th BICENTENNIAL ANNUAL SCHOLARSHIP FUND — ESTABLISHED 1977**

Purpose — Annual Scholarship

**INVESTMENTS**

|  |                    |                  |
|--|--------------------|------------------|
| Salem Coop Bank Certificate #3383          | \$ 8,300.00        | \$ 635.83        |
| Additional Interest                        |                    | <u>49.54</u>     |
| <b>TOTAL</b>                               | <u>\$ 8,300.00</u> | <u>\$ 685.37</u> |
| Paid to Treas., Salem Dollars for Scholars |                    | \$ 685.37        |

**WILLIAM D. ACKERMAN MEMORIAL SCHOLARSHIP FUND — ESTABLISHED 1973**

Purpose — Annual Scholarship

**INVESTMENTS**

|  |             |                    |
|--|-------------|--------------------|
| Rockingham County Trust Co. Certificate #7306695 | \$ 2,302.75 | \$ 118.37          |
| Balance July 1, 1981                             |             | \$ 2,184.38        |
| Interest   |             | <u>118.37</u>      |
| Balance December 31, 1981                        |             | <u>\$ 2,302.75</u> |

**CEMETERY FUND — ESTABLISHED 1916****INVESTMENTS**

|  |                     |                     |
|--|---------------------|---------------------|
| Salem Coop Bank                                  |                     | \$ 2,267.68         |
| Pelham Bank & Trust Co. Certificate #8529        | \$ 35,000.00        | 891.78              |
| Indian Head Bank Note #181                       | 60,000.00           | 5,400.00            |
| Bank East Guaranty Savings Bank Savings #9000461 | 15,000.00           | 1,182.37            |
| Rockingham County Trust Co. Certificate #3330    | 30,000.00           | 4,775.30            |
| Pelham Bank & Trust Co. Savings #2518910         | 7,567.08            | 227.24              |
| Additional Interest                              |                     | <u>852.07</u>       |
| <b>TOTAL</b>                                     | <u>\$147,567.08</u> | <u>\$ 15,596.44</u> |
| Balance January 1, 1981                          |                     | \$140,177.08        |
| Received from Treas., Town of Salem              |                     | 7,390.00            |
| Interest earned in 1981                          |                     | 15,596.44           |
| Paid to Treas., Town of Salem                    |                     | <u>15,596.44</u>    |
| Balance December 31, 1981                        |                     | <u>\$147,567.08</u> |

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, N.H.

Glenn W. Vorce, Treasurer  
Trustee of Trust Funds

# Contingency Fund\*

1981

|  |          |          |
|--|----------|----------|
| Appropriated                                   | \$10,000 |          |
| Prior year Carry-Over                          | 3,940    |          |
| Total Available                                |          | 13,940   |
| Expended                                       |          | 5,868    |
| Balance December 31, 1981                      |          | 8,072    |
| Expended:                                      |          |          |
| Affirmative Action Plan Contract               |          | 2,378    |
| Boiler — Fire Department — South Salem Station |          | 2,990    |
| Emergency Water Testing for hazardous waste    |          | 500      |
|  |          | <hr/>    |
|  |          | \$ 5,868 |

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

# Conservation Fund\*

1981

|                                |             |
|--------------------------------|-------------|
| Cash on Hand January 1, 1981   | \$11,013.52 |
| Receipts:                      |             |
| Interest                       | 564.56      |
| Town of Salem                  | 1,000.00    |
| Expenditures                   | 0           |
| Cash on Hand December 31, 1981 | \$12,578.08 |

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

# Capital Reserve Fund

|                                      |  |           |
|--------------------------------------|--|-----------|
| Cash on hand January 1, 1981         |  | \$100,220 |
| Interest                             |  | 10,513    |
| Total Cash and Receipts              |  | \$120,733 |
| Expenditures (Paid to Town of Salem) |  | 70,733    |
| Encumbered                           |  | 50,000    |
| Total Expenditures                   |  | \$120,733 |

## Block Grant Funds\*

1981

|                                     |  |           |
|-------------------------------------|--|-----------|
| Cash on hand January 1, 1981        |  | \$ 20     |
| Receipts:                           |  |           |
| Drawdowns                           |  | 71,800    |
| Total Cash and Receipts             |  | \$ 71,820 |
| Appropriations Committed            |  | 67,784    |
| Fund Balance                        |  | 3,357     |
| Payable                             |  | 679       |
| Total Fund Balance and Expenditures |  | \$ 71,820 |

## Block Grant Funds\*

| Purpose            | 1981<br>Approp. | Pr. Yrs.<br>Approp. | Exp.             | Enc.             | + / (-)            |
|--------------------|-----------------|---------------------|------------------|------------------|--------------------|
| Elderly Housing    |                 | \$ 93,616           | \$ 54,629        | \$ 38,987        | \$                 |
| Hedgehog Park      |                 | 2,088               | 1,388            | 700              |                    |
| Housing Rehab      |                 | 2,964               | 1,767            |                  | 1,197              |
| Return on Advances |                 |                     | 10,000           |                  | (10,000)           |
|                    |                 | <u>\$ 98,668</u>    | <u>\$ 67,784</u> | <u>\$ 39,687</u> | <u>\$ ( 8,803)</u> |

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



# Capital Projects Fund

1981

|                              |             |
|------------------------------|-------------|
| Cash on Hand January 1, 1981 | \$3,151,767 |
| Receipts:                    |             |
| From General Fund            | 69,629      |
| Interest                     | 247,122     |
| Interest on Court Bond       | 143,758     |
| EPA Reimbursement            | 37,700      |
| Total Cash and Receipts      | \$3,649,976 |
| Appropriations Committed     | \$1,865,574 |
| Payable to General Fund      | 69,629      |
| Encumbrances                 | 1,183,730   |
| Interest Committed to Court  | 143,758     |
| Fund Balance                 | 387,285     |
|                              | \$3,649,976 |

# Capital Projects Fund\*

1981

| Purpose             | 1981<br>Approp.   | Prior Years<br>Carry-Over | Expended           | Encumbered         | Balance<br>+ (-) |
|---------------------|-------------------|---------------------------|--------------------|--------------------|------------------|
| District Court      | \$                | \$1,474,103               | \$1,349,531        | \$ 124,572         | \$               |
| Water/Sewer Elderly |                   | 80,000                    | 74,022             | 5,978              |                  |
| Bluff St. Reconst.  |                   | 231,230                   | 231,376            |                    | (146)            |
| Brady Ave. Reconst. |                   | 132,805                   | 55,024             | 77,781             |                  |
| Butler Street       |                   | 65,760                    |                    | 65,760             |                  |
| Int — Road Imp.     | 222,291           |                           | 62,621             | 159,670            |                  |
| Route 28 Imp.       |                   | 424,155                   |                    | 424,155            |                  |
| Landfill Imp.       |                   | 42,497                    | 2,860              | 39,637             |                  |
| Sewer Plant Imp.    |                   | 74,136                    | 2,549              | 71,587             |                  |
| Sewer Line Imp.     |                   | 178,243                   | 9,036              | 169,207            |                  |
| Water Tower         |                   | 78,735                    | 78,555             |                    | 180              |
| Water Facilities    |                   | 45,383                    |                    | 45,383             |                  |
| Unencumbered funds  |                   | 53,129                    |                    |                    | 53,129           |
|                     | <u>\$ 222,291</u> | <u>\$2,880,176</u>        | <u>\$1,865,574</u> | <u>\$1,183,730</u> | <u>\$ 53,163</u> |

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

# Federal Revenue Sharing Fund\*

|                                     |         |           |
|-------------------------------------|---------|-----------|
| Cash on Hand January 1, 1981        | 578,523 |           |
| Receipts:                           |         |           |
| From Federal Government             | 426,669 |           |
| Interest Earnings                   | 90,368  |           |
| Due from General Fund               | 1,626   |           |
| Total Cash & Receipts               |         | 1,097,186 |
| Expenditures                        | 378,909 |           |
| Encumbrances                        | 394,201 |           |
| Fund Balance                        | 324,076 |           |
| Total Fund Balance and Expenditures |         | 1,097,186 |

## Revenue Sharing\*

| PURPOSE                | Budget<br>1981   | Prior year<br>Carry-Over | Expended         | Encumbered       | Balance<br>+ / (-) |
|------------------------|------------------|--------------------------|------------------|------------------|--------------------|
| Misc. Equipment        | \$ 18,000        | \$                       | \$ 8,631         | \$ 9,369         | \$                 |
| Open Space Land        |                  | 77,611                   | 5,225            | 72,386           |                    |
| Mun. Bldg. Exp.        |                  | 1,511                    | 970              |                  | 541                |
| Computer Acq.          | 53,305           |                          | 52,480           | 825              |                    |
| Codification           | 12,000           |                          |                  | 12,000           |                    |
| Office Equip.          | 7,895            |                          | 7,109            |                  | 786                |
| Microfilm Supply       |                  | 4,095                    | 1,187            | 2,908            |                    |
| Police Sta. Exp.       |                  | 17,910                   | 17,836           |                  | 75                 |
| P.D. Equip.            | 67,225           | 6,534                    | 55,297           | 18,462           |                    |
| P.D. Vehicles          |                  |                          |                  |                  |                    |
| F.D. Equip.            | 65,200           |                          | 54,766           | 10,434           |                    |
| Fire Sta. Repairs      |                  | 5,207                    |                  | 5,207            |                    |
| Recreation Land        |                  |                          | (3,000)          | 3,000            |                    |
| Senior Center          |                  | 47,959                   | 47,203           | 755              |                    |
| Public Works Equip.    | 99,000           |                          | 33,722           | 65,278           |                    |
| Phase I Mapping        | 12,000           |                          | 10,200           | 1,800            |                    |
| High. Land Acq.        |                  | 49,600                   |                  | 49,600           |                    |
| Eng.-Bluff & N. Policy |                  | 3,870                    | 4,576            |                  | (706)              |
| Drainage Projects      |                  | 2,880                    | 3,800            |                  | (920)              |
| Landfill Closeout      | 29,500           |                          | 525              | 28,975           |                    |
| Eng. Solid Waste       |                  | 9,000                    | 580              | 8,420            |                    |
| Water Supply           | 35,000           | 147,584                  | 77,802           | 104,782          |                    |
| Unenc. Funds           | 875              | 204,762                  |                  |                  | 205,637            |
|                        | <u>\$400,000</u> | <u>\$578,523</u>         | <u>\$378,909</u> | <u>\$394,201</u> | <u>\$205,413</u>   |

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

# Water Department\*

|                       | <b>Budget<br/>1981</b> | <b>Carry-Over<br/>1980</b> | <b>Expended<br/>1981</b> | <b>Carry-Over<br/>1981</b> | <b>Balance<br/>+ / (-)</b> |
|-----------------------|------------------------|----------------------------|--------------------------|----------------------------|----------------------------|
| Personal Services     | \$192,427              | \$ 1,821                   | \$164,707                | \$ 2,250                   | \$ 27,291                  |
| Supplies              | 39,600                 | 2,874                      | 36,301                   | 8,978                      | ( 2,805)                   |
| Other Charges         | 289,090                | ----                       | 276,693                  | 9,040                      | 3,357                      |
| Outlay                | <u>127,000</u>         | <u>16,351</u>              | <u>143,686</u>           | <u>21,277</u>              | <u>(21,612)</u>            |
| TOTAL                 | \$648,117              | \$ 21,046                  | \$621,387                | \$ 41,545                  | \$ 6,231                   |
| <b>Revenue — 1981</b> | <b>Budget<br/>1981</b> |                            | <b>Received<br/>1981</b> |                            | <b>Balance<br/>+ / (-)</b> |
| Water Sales           | \$618,117              |                            | \$597,412                |                            | \$ (20,705)                |
| Town Service          | <u>30,000</u>          |                            | <u>30,000</u>            |                            | <u>---</u>                 |
| TOTAL                 | \$648,117              |                            | \$627,412                |                            | \$ (20,705)                |
| Change in Fund Status |                        |                            |                          |                            | (14,474)                   |

# Sewer Department\*

|                       | <b>Budget<br/>1981</b> | <b>Carry-Over<br/>1980</b> | <b>Expended<br/>1981</b> | <b>Carry-Over<br/>1981</b> | <b>Balance<br/>+ / (-)</b> |
|-----------------------|------------------------|----------------------------|--------------------------|----------------------------|----------------------------|
| Personal Services     | \$ 86,408              | \$ 808                     | \$ 74,201                | \$ 1,041                   | \$ 11,974                  |
| Supplies              | 13,300                 | 882                        | 9,422                    | 909                        | 3,851                      |
| Other Charges         | 301,025                | 2,406                      | 298,062                  | 3,795                      | 1,574                      |
| Outlay                | <u>11,000</u>          |                            | <u>11,000</u>            |                            |                            |
| TOTAL                 | \$411,733              | \$ 4,096                   | \$392,685                | \$ 5,745                   | \$ 17,399                  |
| <b>Revenue — 1981</b> | <b>Budget<br/>1981</b> |                            | <b>Received<br/>1981</b> |                            | <b>Balance<br/>+ / (-)</b> |
| Sewer Rentals         | \$411,733              |                            | \$374,375                |                            | \$ (37,358)                |
| Change in Fund Status |                        |                            |                          |                            | (19,959)                   |

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

# Statement of Appropriations and Taxes Assessed — 1981\*

|   | Appropriations   |
|---|------------------|
| <b>GENERAL GOVERNMENT:</b>                          |                  |
| Town Officers' Salaries .....                       | 28,450           |
| Town Officers' Expenses .....                       | 467,303          |
| Election and Registration Expenses .....            | 8,000            |
| District Court Expenses .....                       | 162,073          |
| Town Hall and Other Buildings Expenses .....        | 71,300           |
| <b>PROTECTION OF PERSONS AND PROPERTY:</b>          |                  |
| Police Department .....                             | 1,141,378        |
| Fire Department .....                               | 1,035,581        |
| Planning and Zoning .....                           | 89,102           |
| Damages by Dogs .....                               | 35,242           |
| Insurance .....                                     | 286,133          |
| Civil Defense .....                                 | 4,900            |
| Water Department Services .....                     | 30,000           |
| Article #72 Police Collective Bargaining .....      | 61,449           |
| Article #71 Fire Collective Bargaining .....        | 70,345           |
| <b>HEALTH:</b>                                      |                  |
| Town Dump .....                                     | 185,450          |
| Outside Human Service Organizations .....           | 46,003           |
| <b>HIGHWAYS &amp; BRIDGES:</b>                      |                  |
| Town Road Aid .....                                 | 17,303           |
| Highway Improvements .....                          | 145,000          |
| Street Lighting .....                               | 169,500          |
| General Expenses of Highway Department .....        | 1,096,084        |
| Article #89 Street Lighting .....                   | 1,600            |
| Article #70 Public Works Bargaining .....           | 116,132          |
| Articles #79 & 80 Grove Avenue .....                | 34,000           |
| Article #24 Highway Improvements .....              | 222,291          |
| <b>LIBRARIES:</b>                                   |                  |
| Library .....                                       | 337,953          |
| <b>PUBLIC WELFARE:</b>                              |                  |
| Town Poor .....                                     | 91,984           |
| Human Service Administration .....                  | 30,123           |
| Article #67 Homemaker Services .....                | 6,000            |
| <b>PATRIOTIC PURPOSES:</b>                          |                  |
| Memorial & Veterans Day .....                       | 6,800            |
| Article #73-75 Rams, Little League, Babe Ruth ..... | 7,500            |
| Article #64 Museum Equipment .....                  | 6,950            |
| <b>RECREATION:</b>                                  |                  |
| Recreation Department .....                         | 117,151          |
| Elderly Programs .....                              | 35,882           |
| Article #76 RSVP Program .....                      | 500              |
| <b>PUBLIC SERVICES ENTERPRISES:</b>                 |                  |
| Municipal Sewer Department .....                    | 402,392          |
| Municipal Water Department .....                    | 616,774          |
| Article #66 Septic Systems .....                    | 5,000            |
| <b>UNCLASSIFIED:</b>                                |                  |
| Damages and Legal Expenses .....                    | 30,000           |
| Employees' Retirement and Social Security .....     | 676,576          |
| Contingency Fund .....                              | 10,000           |
| Local & Grant Programs .....                        | 218,165          |
| Article #56 Revenue Sharing Land Article .....      | 3,700            |
| Article #65 Water Quality .....                     | 5,000            |
| Article #77 Mosquito Control .....                  | 15,000           |
| <b>DEBT SERVICE:</b>                                |                  |
| Principal — long term notes & bonds .....           | 310,000          |
| Interest — long term notes & bonds .....            | 210,997          |
| Interest on temporary loans .....                   | 552,000          |
| <b>CAPITAL OUTLAY:</b>                              |                  |
| Revenue Sharing .....                               | 399,125          |
| <b>TOTAL APPROPRIATIONS</b> .....                   | <b>9,620,191</b> |

|  | Revenues     |
|--|--------------|
| FROM LOCAL TAXES:                              |              |
| Resident Taxes .....                           | 174,410      |
| National Bank Stock Taxes .....                | 10           |
| Yield Taxes .....                              | 3,548        |
| Interest on Delinquent Taxes .....             | 120,000      |
| Resident Tax Penalties .....                   | 2,600        |
| Inventory Penalties .....                      | 18,000       |
| FROM STATE:                                    |              |
| Meals and Rooms Tax .....                      | 155,227      |
| Interest and Dividends Tax .....               | 300,708      |
| Savings Bank Tax .....                         | 71,501       |
| Highway Subsidy .....                          | 62,193       |
| Railroad Tax .....                             | 9            |
| Additional Highway Subsidy .....               | 67,292       |
| State Aid Water Pollution Projects .....       | 57,164       |
| Reimb. a/c Old Age Assistance .....            | 1,000        |
| FROM LOCAL SOURCES, EXCEPT TAXES:              |              |
| Motor Vehicle Permit Fees .....                | 680,000      |
| Dog Licenses .....                             | 8,000        |
| Business Licenses, Permits & Filing Fees ..... | 62,000       |
| Fines & Forfeits, District Court .....         | 134,000      |
| Rent of Town Property .....                    | 12,000       |
| Interest Received on Deposits .....            | 501,000      |
| Income From Trust Funds .....                  | 17,000       |
| Income From Departments .....                  | 153,500      |
| Income From Sewer Department .....             | 411,733      |
| Income From Water Department .....             | 648,117      |
| Surplus .....                                  | 400,000      |
| Police Detail .....                            | 190,000      |
| Crime Commission .....                         | 1,000        |
| CETA .....                                     | 20,000       |
| Interest from Cap. Projects Fund .....         | 222,291      |
| Revenue Sharing Funds .....                    | 402,825      |
| TOTAL REVENUES AND CREDITS: .....              | 4,897,128    |
| TOTAL TOWN APPROPRIATION .....                 | 9,620,191    |
| NET TOWN APPROPRIATION .....                   | 4,723,063    |
| NET SCHOOL TAX ASSESSMENT .....                | 9,033,694    |
| COUNTY TAX ASSESSMENT .....                    | 684,219      |
| TOTAL TOWN, SCHOOL AND COUNTY .....            | 14,440,976   |
| LESS BUSINESS PROFITS TAX .....                | 790,616      |
| ADD WAR SERVICE CREDITS .....                  | 121,500      |
| ADD OVERLAY .....                              | 308,745      |
| PROPERTY TAX TO BE RAISED .....                | 14,080,605   |
| 513,890,695 x 2.74 .....                       | \$14,080,605 |

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

# Statement of Expenditures\*

|  |                  |
|--|------------------|
| Governing Bodies .....                 | 30,037           |
| District Court .....                   | 157,226          |
| Town Manager .....                     | 118,357          |
| Tax Collector .....                    | 39,316           |
| Town Clerk .....                       | 52,776           |
| Finance .....                          | 90,723           |
| Assessing .....                        | 70,426           |
| Municipal Buildings .....              | 68,242           |
| Elections .....                        | 11,600           |
| Legal Services .....                   | 47,378           |
| Boards & Commissions .....             | 24,928           |
| Administrative Services .....          | 74,786           |
| Debt Services .....                    | 1,067,292        |
| Contingency .....                      | 5,868            |
| Employee Benefits .....                | 695,040          |
| Insurance .....                        | 251,345          |
| Police Department .....                | 1,146,738        |
| Fire Department .....                  | 1,102,643        |
| Building Inspection .....              | 83,814           |
| Animal Control .....                   | 47,768           |
| Civil Defense .....                    | 5,038            |
| Water Dept. Services .....             | 30,000           |
| Personnel .....                        | 29,916           |
| Outside Human Serv. Org. ....          | 43,002           |
| Welfare .....                          | 136,778          |
| Manpower Programs .....                | 3,382            |
| Recreation .....                       | 105,695          |
| Elderly .....                          | 36,335           |
| Library .....                          | 332,642          |
| Community Contributions .....          | 5,178            |
| Public Works .....                     | 1,254,062        |
| Street & Traffic Lighting .....        | 167,907          |
| Highway Improvement .....              | 462,662          |
| Local & Grant Programs .....           | 165,287          |
| Sewer Department .....                 | 392,685          |
| Water Department .....                 | 621,387          |
| Museum Equip .....                     | 2,318            |
| Bikeway .....                          | 1,258            |
| Imp. Hist. District .....              | 90               |
| Hedgehog Park Development .....        | 42,244           |
| Homemaker Service .....                | 6,000            |
| Septic System Repairs .....            | 1,500            |
| Water Quality Study .....              | 2,757            |
| Senior Grant .....                     | 27,852           |
| RSVP Program .....                     | 500              |
| Mosquito Control .....                 | 8,326            |
| Grove Ave. - Drainage & Repaving ..... | 32,015           |
| Mass. Trans. Study .....               | 5,000            |
| Tax Sale .....                         | 910,679          |
| Overlay .....                          | 221,158          |
| School District .....                  | 8,971,178        |
| County Tax .....                       | 684,219          |
| Bond & Debt Retirement Tax .....       | 26               |
| Temporary Loans .....                  | <u>8,100,000</u> |
| TOTAL .....                            | 27,995,379       |

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

# Statement of Receipts\*

|                                 |            |                             |                   |
|---------------------------------|------------|-----------------------------|-------------------|
| Property Tax Current Year       | 11,969,149 | Misc. Protective Licenses   | 969               |
| Property Tax Previous Years     | 2,196,401  | Court Fines                 | 174,195           |
| Resident Tax Current Year       | 144,980    | Recording Fees              | 7,159             |
| Resident Tax Previous Years     | 21,009     | Sale of Maps, etc.          | 429               |
| National Bank Stock Tax         | 10         | Parking Fines               | 5,062             |
| Yield Tax                       | 1,058      | Pistol Permits              | 1,638             |
| Boat Tax                        | 6,016      | Bicycle Registration        | 234               |
| Interest on Taxes               | 177,786    | Reimbursable Detail         | 170,559           |
| Resident Tax Penalties          | 2,476      | Misc. P.D. Charges          | 7,458             |
| Tax Sale Property Redeemed      | 709,575    | Animal Control Fees         | 2,184             |
| Business Profits Tax            | 790,616    | Ambulance Service           | 2,491             |
| Interest & Dividend Tax         | 300,708    | Misc. Fire Dept. Charges    | 2,187             |
| Savings Bank Tax                | 71,501     | Public Hearing Fees         | 5,965             |
| Rooms & Meals Tax               | 155,227    | Land Use Ord.               | 406               |
| Reimbursement - Water Pollution | 57,164     | Welfare Reimbursements      | 5,493             |
| Highway Subsidy                 | 62,535     | Welfare Liens               | 17,770            |
| Additional Highway Subsidy      | 66,577     | Recreation Fees and Charges | 37,858            |
| Recovery OA & Aid to Disabled   | 441        | Library Fines               | 3,000             |
| Crime Commission                | 898        | P.W. Charges                | 13,346            |
| Civil Defense                   | 724        | Cemetery Charges            | 14,880            |
| C.E.T.A.                        | 2,352      | Sewer Department            | 374,375           |
| Hedgehog Park Dev.              | 12,285     | Water Department            | 627,412           |
| Seniors Grant                   | 30,900     | Cap. Reserve Fund           | 70,733            |
| Bikeway                         | 13,388     | Cruiser Acct.               | 8,504             |
| Motor Vehicle Fees              | 752,578    | Interest Earnings           | 560,799           |
| Title Fees                      | 6,522      | Trust Fund Interest         | 23,457            |
| Dog Licenses                    | 6,270      | Rent of Town Property       | 17,415            |
| Building Permits                | 33,188     | Sale of Town Property       | 12,608            |
| Electrical Permits              | 2,332      | Sewer Adm. Charge           | 18,000            |
| Plumbing Permits                | 2,715      | Water Adm. Charge           | 25,400            |
| Miscellaneous Inspection Fees   | 1,770      | Miscellaneous Income        | 10,182            |
| Sunday Licenses                 | 11,478     | Temporary Loans             | 8,100,000         |
| Beano Licenses                  | 750        | Tax Collector - Short       | (231)             |
| W.S.P.C.C. Permits              | 1,740      | <b>TOTAL RECEIPTS</b>       | <b>27,935,191</b> |
| Sewer Connection Fees           | 135        |                             |                   |

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

# Statement of Town Debt for the year ended 12/31/81

| Issue                   | Amount<br>Original<br>Issue | Interest<br>Rate | Final<br>Payment | 1/1/81<br>Outstanding<br>Debt | Retired<br>During<br>Year | Outstanding<br>Principal<br>12/31/81 | Principal<br>Due<br>1982 | Payments<br>Subsequent<br>Years |
|-------------------------|-----------------------------|------------------|------------------|-------------------------------|---------------------------|--------------------------------------|--------------------------|---------------------------------|
| <b>Water Bonds:</b>     |                             |                  |                  |                               |                           |                                      |                          |                                 |
| Issued 1961             | 450,000                     | 3.80             | 7/01/91          | 215,000                       | 15,000                    | 200,000                              | 20,000                   | 180,000                         |
| Issued 1965             | 550,000                     | 3.40             | 7/15/95          | 250,000                       | 20,000                    | 230,000                              | 20,000                   | 210,000                         |
| Issued 1967             | 200,000                     | 4.40             | 9/15/97          | 85,000                        | 5,000                     | 80,000                               | 5,000                    | 75,000                          |
| Issued 1972             | 600,000                     | 5.00             | 1/15/92          | 360,000                       | 30,000                    | 330,000                              | 30,000                   | 300,000                         |
| Issued 1978             | 780,000                     | 6.75             | 12/01/98         | 680,000                       | 40,000                    | 640,000                              | 40,000                   | 600,000                         |
|                         | <u>2,580,000</u>            |                  |                  | <u>1,590,000</u>              | <u>110,000</u>            | <u>1,480,000</u>                     | <u>115,000</u>           | <u>1,365,000</u>                |
| <b>Sewer Bonds:</b>     |                             |                  |                  |                               |                           |                                      |                          |                                 |
| *Issued 1963            | 1,620,000                   | 3.00             | 4/01/93          | 875,000                       | 55,000                    | 820,000                              | 60,000                   | 760,000                         |
| *Issued 1967            | 500,000                     | 4.20             | 9/15/97          | 240,000                       | 20,000                    | 220,000                              | 20,000                   | 200,000                         |
| Issued 1969             | 185,000                     | 6.50             | 12/01/89         | 75,000                        | 10,000                    | 65,000                               | 10,000                   | 55,000                          |
| *Issued 1969            | 650,000                     | 6.30             | 12/01/89         | 270,000                       | 30,000                    | 240,000                              | 30,000                   | 210,000                         |
| Issued 1972             | 655,000                     | 5.00             | 1/15/92          | 375,000                       | 35,000                    | 340,000                              | 35,000                   | 305,000                         |
| Issued 1973             | 825,000                     | 5.20             | 10/01/93         | 520,000                       | 40,000                    | 480,000                              | 40,000                   | 440,000                         |
| *Issued 1974            | 1,900,000                   | 5.55             | 6/01/93          | 1,300,000                     | 100,000                   | 1,200,000                            | 100,000                  | 1,100,000                       |
| Issued 1978             | 450,000                     | 6.75             | 12/01/98         | 400,000                       | 25,000                    | 375,000                              | 25,000                   | 350,000                         |
|                         | <u>6,785,000</u>            |                  |                  | <u>4,055,000</u>              | <u>315,000</u>            | <u>3,740,000</u>                     | <u>320,000</u>           | <u>3,420,000</u>                |
| <b>Municipal Bonds:</b> |                             |                  |                  |                               |                           |                                      |                          |                                 |
| Issued 1964             | 280,000                     | 3.30             | 10/01/84         | 40,000                        | 10,000                    | 30,000                               | 10,000                   | 20,000                          |
|                         | <u>255,000</u>              | 3.40             | 7/15/85          | 50,000                        | 10,000                    | 40,000                               | 10,000                   | 30,000                          |
|                         | <u>535,000</u>              |                  |                  | <u>90,000</u>                 | <u>20,000</u>             | <u>70,000</u>                        | <u>20,000</u>            | <u>50,000</u>                   |
| <b>Highway Bonds:</b>   |                             |                  |                  |                               |                           |                                      |                          |                                 |
| Issued 1979             | 1,700,000                   | 5.70             | 5/01/94          | 1,575,000                     | 125,000                   | 1,450,000                            | 125,000                  | 1,325,000                       |
| Total                   | <u>11,600,000</u>           |                  |                  | <u>7,310,000</u>              | <u>570,000</u>            | <u>6,740,000</u>                     | <u>580,000</u>           | <u>6,160,000</u>                |

\* Payments of Principal + Interest on These Bonds are Guaranteed by the State of N.H.



# Comparative Statement of Appropriations General Fund\*

| ACCOUNT              | Budget<br>1981      | Carry-over<br>1980  | Expended<br>1981    | Carry-Over<br>1981  | Balance<br>+ / (-) |
|----------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Governing Bodies     | \$ 28,450           | \$ 722              | \$ 30,037           | \$ 10               | \$ (875)           |
| District Court       | 162,073             | 367                 | 157,226             | 900                 | 4,314              |
| Town Manager         | 117,119             | 314                 | 118,357             | 96                  | (1,019)            |
| Tax Collector        | 38,522              |                     | 39,316              | 578                 | (1,371)            |
| Town Clerk           | 54,115              |                     | 52,776              | 607                 | 731                |
| Finance              | 90,358              |                     | 90,723              | 773                 | (1,138)            |
| Assessing            | 67,711              |                     | 70,426              | 635                 | (3,350)            |
| Municipal Buildings  | 71,300              | 142                 | 68,242              | 1,510               | 1,690              |
| Elections            | 8,000               | 1,333               | 11,600              |                     | (2,267)            |
| Legal Services       | 30,000              | 3,379               | 47,378              | 2,040               | (16,038)           |
| Boards & Committees  | 24,932              | 50                  | 24,928              | 31                  | 22                 |
| Administrative Serv. | 74,546              |                     | 74,786              |                     | (240)              |
| Debt Services        | 1,072,997           |                     | 1,067,292           |                     | 5,705              |
| Contingency Fund     | 10,000              | 3,940               | 5,868               |                     | 8,072              |
| Employees Benefits   | 701,429             | 28,688              | 695,040             | 40,603              | (5,527)            |
| Insurance            | 295,462             |                     | 251,345             | 3,664               | 40,453             |
| Police Dept.         | 1,186,843           | 4,238               | 1,146,738           | 20,574              | 23,769             |
| Fire Dept.           | 1,096,406           | 2,792               | 1,102,643           | 4,886               | (8,331)            |
| Building Inspec.     | 89,102              |                     | 83,814              | 196                 | 5,093              |
| Animal Control       | 36,802              | 15                  | 47,767              | 1,114               | (12,064)           |
| Civil Defense        | 4,900               | 803                 | 5,038               | 30                  | 635                |
| Water Dept. Service  | 30,000              |                     | 30,000              |                     | -                  |
| Personnel            | 30,123              |                     | 29,916              |                     | 207                |
| Outside Human Serv.  | 46,003              |                     | 43,002              |                     | 3,001              |
| Welfare              | 91,984              | 539                 | 136,778             | 7,345               | (51,601)           |
| Manpower             | 4,800               |                     | 3,382               |                     | 1,418              |
| Recreation           | 119,851             | 2,153               | 105,695             | 1,189               | 15,120             |
| Elderly              | 35,882              | 180                 | 36,335              | 1,370               | (1,643)            |
| Library              | 337,953             | 3,061               | 332,642             | 3,759               | 4,613              |
| Community Contr.     | 6,800               |                     | 5,178               | 1,000               | 622                |
| Public Works         | 1,364,047           | 55,332              | 1,254,062           | 118,646             | 46,671             |
| Street & Traf. Lts.  | 171,100             |                     | 167,907             | 12,584              | (9,391)            |
| Highway Improv.      | 145,000             | 408,710             | 462,662             | 91,048              | -                  |
| Local & Grant Prog.  | 218,165             |                     | 165,287             |                     | 52,878             |
| Sewer Dept.          | 411,733             | 4,096               | 392,685             | 5,744               | 17,399             |
| Water Dept.          | 648,117             | 21,047              | 621,387             | 41,545              | 6,232              |
| School & County      | 9,717,913           | 4,263,178           | 9,655,423           | 4,325,694           | (26)               |
| Special Articles     | 72,450              | 105,876             | 129,861             | 29,508              | 18,958             |
| Overlay              | 308,745             |                     | 221,158             |                     | 87,587             |
| <b>TOTAL</b>         | <b>\$19,021,733</b> | <b>\$ 4,910,955</b> | <b>\$18,984,700</b> | <b>\$ 4,717,679</b> | <b>\$ 230,309</b>  |

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

# Comparative Statement of Receipts General Fund\*

| REVENUE — 1981                 | Estimated<br>1981   | Actual<br>1981      | Excess<br>(Deficit) |
|--------------------------------|---------------------|---------------------|---------------------|
| <b>LOCAL TAXES</b>             |                     |                     |                     |
| Property Taxes                 | \$13,959,105        | \$14,165,550        | \$ 206,445          |
| Resident Tax                   | 174,410             | 165,989             | ( 8,421)            |
| National Bank Stock            | 10                  | 10                  | —                   |
| Yield Tax                      | 3,548               | 1,058               | ( 2,490)            |
| Interest on Taxes              | 45,000              | 76,968              | 31,968              |
| Resident Tax Penalties         | 20,600              | 2,476               | (18,124)            |
| Boat Tax                       |                     | 6,016               | 6,016               |
| Railroad Tax                   | 9                   |                     | ( 9)                |
| <b>STATE TAXES AND REVENUE</b> |                     |                     |                     |
| Business Profits               | 790,616             | 790,616             | —                   |
| Interest and Dividends         | 300,708             | 300,708             | —                   |
| Savings Bank Tax               | 71,501              | 71,501              | —                   |
| Rooms and Meals                | 155,227             | 155,227             | —                   |
| Sewer Reimb.                   | 57,164              | 57,164              | —                   |
| Highway Subsidy                | 129,485             | 129,113             | ( 372)              |
| Old Age Assistance             | 1,000               | 441                 | ( 559)              |
| Crime Commission               | 1,000               | 898                 | ( 102)              |
| Hedgehog Park                  |                     | 12,285              | 12,285              |
| CE.T.A.                        | 20,000              | 2,352               | (17,648)            |
| Bikeway                        |                     | 13,388              | 13,388              |
| Seniors Grant                  |                     | 30,900              | 30,900              |
| <b>LOCAL SOURCES</b>           |                     |                     |                     |
| Auto Permits                   | 680,000             | 752,577             | 72,577              |
| Licenses - Permits - Fees      | 81,400              | 84,013              | 2,613               |
| Court Fines                    | 130,000             | 174,195             | 44,195              |
| Reimbursable Detail            | 190,000             | 170,559             | (19,441)            |
| Police Dept.                   | 11,700              | 14,392              | 2,692               |
| Fire Dept.                     | 3,000               | 4,678               | 1,678               |
| Public Works                   | 27,000              | 28,226              | 1,226               |
| Welfare                        | 15,000              | 23,263              | 8,263               |
| Recreation                     | 43,000              | 37,858              | ( 5,142)            |
| Library                        | 3,000               | 3,000               | —                   |
| Water and Sewer Adm.           | 43,400              | 43,400              | —                   |
| Interest Tax Sale              | 75,000              | 100,818             | 25,818              |
| Interest Earned                | 501,000             | 560,799             | 59,799              |
| Rent Town Prop.                | 12,000              | 17,415              | 5,415               |
| Sale Town Prop.                |                     | 12,608              | 12,608              |
| Cap. Reserve                   |                     | 70,733              | 70,733              |
| Misc. Income                   |                     | 10,674              | 10,674              |
| Trust Fund Interest            | 17,000              | 23,457              | 6,457               |
| Sewer                          | 411,733             | 374,375             | (37,358)            |
| Water                          | 648,117             | 627,412             | (20,705)            |
| Surplus                        | 400,000             | 400,000             | —                   |
| <b>TOTAL</b>                   | <b>\$19,021,733</b> | <b>\$19,517,112</b> | <b>\$ 495,379</b>   |

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

# Balance Sheet

1981

## ASSETS

|   |           |           |
|---|-----------|-----------|
| Cash:   |           |           |
| In Hands of Treasurer                               | 5,094,549 |           |
| In Hands of Officials                               | 700       |           |
| TOTAL   | .....     | 5,095,249 |
| Capital Reserve Funds:                              |           |           |
| Road Improvements                                   | 50,000    |           |
| TOTAL   | .....     | 50,000    |
| Accounts Due to the Town                            |           |           |
| Due From State:                                     |           |           |
| (a) Joint Highway Const. Accts.,                    |           |           |
| Unexpended Bal. in State Treasury                   | 175,464   |           |
| (b) HCRS Hedgehog Park                              | 39,415    |           |
| Other Bills due Town:                               |           |           |
| (a) Police Detail                                   | 10,660    |           |
| (b) Welfare Liens                                   | 139,687   |           |
| (c) Water   | 108,271   |           |
| (d) Sewer   | 66,006    |           |
| TOTAL   | .....     | 539,503   |
| Unredeemed Taxes: (from tax sale on account of)     |           |           |
| (a) Levy of 1980 Including Resident Taxes           | 709,867   |           |
| (b) Levy of 1979                                    | 120,467   |           |
| TOTAL   | .....     | 830,334   |
| Uncollected Taxes: (Including All Taxes)            |           |           |
| (a) Levy of 1980 Including Resident Taxes           | 2,062,287 |           |
| (b) Levy of 1979                                    | 8,942     |           |
| (c) Previous Years                                  | 48,180    |           |
| TOTAL   | .....     | 2,119,409 |
| TOTAL ASSETS  | .....     | 8,634,495 |
| Fund Balance - December 31, 1980                    | 691,904   |           |
| Fund Balance - December 31, 1981                    | 687,292   |           |
| Change in Financial Condition - Decrease in Surplus | .....     | (4,612)   |

# Balance Sheet

## LIABILITIES

Accounts Owed by the Town:

|  |           |
|--|-----------|
| Former Capital Reserve (Road Projects)     | 70,733    |
| Bills Outstanding                          | 344,695   |
| Unexpended Balances of Special Approp.     | 4,036     |
| Unexpended Balances of Bond and Note Funds | 1,784,754 |
| Sewer Fund                                 | 145,149   |
| Water Fund                                 | 150,607   |
| Unexpended Revenue Sharing                 | 716,652   |
| Performance Guarantee (Bond) Deposits      | 19,388    |
| 2% Bond & Debt Retirement Tax              | 691       |
| Conservation Fund                          | 12,578    |
| Yield Tax Deposits (Escrow Acct.)          | 4,120     |
| School District Taxes Payable              | 4,325,694 |
| Welfare Liens                              | 139,687   |
| Community Development Fund                 | 2,955     |

|                                 |       |           |
|---------------------------------|-------|-----------|
| TOTAL ACCOUNTS OWED BY THE TOWN | ..... | 7,721,739 |
|---------------------------------|-------|-----------|

State and Town Joint Highway Const. Accts.:

|  |         |
|--|---------|
| (a) Unexpended Balance in State Treasury | 175,464 |
|--|---------|

|       |       |         |
|-------|-------|---------|
| TOTAL | ..... | 175,464 |
|-------|-------|---------|

|                       |  |        |
|-----------------------|--|--------|
| Capital Reserve Funds |  | 50,000 |
|-----------------------|--|--------|

|                   |  |           |
|-------------------|--|-----------|
| TOTAL LIABILITIES |  | 7,947,203 |
|-------------------|--|-----------|

|  |  |         |
|--|--|---------|
| Fund Balance - Current Surplus (Excess of Assets over Liabilities) |  | 687,292 |
|--|--|---------|

|             |  |           |
|-------------|--|-----------|
| GRAND TOTAL |  | 8,634,495 |
|-------------|--|-----------|

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

# Town of Salem - Official Ballot - March 10, 1981

Mark a Cross (X)  
opposite your choice

|                   |                               |
|-------------------|-------------------------------|
| TOWN CLERK        |                               |
| 3-Year Term       | Vote for ONE                  |
| Eleanor B. Barron | 6630 <input type="checkbox"/> |
|                   | <input type="checkbox"/>      |

|                       |                               |
|-----------------------|-------------------------------|
| SELECTMAN             |                               |
| 3-Year Term           | Vote for TWO                  |
| Leo Beaulieu          | 2282 <input type="checkbox"/> |
| Richard T. Brazil     | 526 <input type="checkbox"/>  |
| Joseph L. Delahunty   | 2515 <input type="checkbox"/> |
| Udo H. Fritsch        | 1765 <input type="checkbox"/> |
| Howard Glynn          | 2135 <input type="checkbox"/> |
| Patricia Ann McCarthy | 765 <input type="checkbox"/>  |
| Phyllis A. Raynowska  | 731 <input type="checkbox"/>  |
| Don Roulston          | 578 <input type="checkbox"/>  |
| Richard D. Tibbetts   | 2763 <input type="checkbox"/> |
|                       | <input type="checkbox"/>      |
|                       | <input type="checkbox"/>      |

|                   |                               |
|-------------------|-------------------------------|
| TOWN TREASURER    |                               |
| 3-Year Term       | Vote for ONE                  |
| Richard A. Willis | 5715 <input type="checkbox"/> |
|                   | <input type="checkbox"/>      |

|                 |                               |
|-----------------|-------------------------------|
| TAX COLLECTOR   |                               |
| 3-Year Term     | Vote for ONE                  |
| John H. Lamprey | 6025 <input type="checkbox"/> |
|                 | <input type="checkbox"/>      |

|                        |                               |
|------------------------|-------------------------------|
| TRUSTEE OF TRUST FUNDS |                               |
| 3-Year Term            | Vote for ONE                  |
| William A. Brown       | 4460 <input type="checkbox"/> |
|                        | <input type="checkbox"/>      |

|                           |                               |
|---------------------------|-------------------------------|
| TRUSTEE OF KELLEY LIBRARY |                               |
| 3-Year Term               | Vote for ONE                  |
| Robert F. Bryant          | 1741 <input type="checkbox"/> |
| Katherine E. Kelley       | 5107 <input type="checkbox"/> |
|                           | <input type="checkbox"/>      |

|                    |                               |
|--------------------|-------------------------------|
| BUDGET COMMITTEE   |                               |
| 3-Year Term        | Vote for TWO                  |
| Arthur W. Campbell | 4306 <input type="checkbox"/> |
| Stephen Cunningham | 3194 <input type="checkbox"/> |
| Frank Dunn         | 1949 <input type="checkbox"/> |
| Edwin D. Duvall    | 2327 <input type="checkbox"/> |
|                    | <input type="checkbox"/>      |

|                         |                               |
|-------------------------|-------------------------------|
| CHARTER STUDY COMMITTEE |                               |
| 3-Year Term             | Vote for SIX                  |
| Philip Cammarata        | 2314 <input type="checkbox"/> |
| Arthur W. Campbell      | 3635 <input type="checkbox"/> |
| Stephen Cunningham      | 3112 <input type="checkbox"/> |
| Beverly A. Gage         | 3944 <input type="checkbox"/> |
| Richard Noyes           | 2909 <input type="checkbox"/> |
| Joseph L. Parolise      | 3570 <input type="checkbox"/> |
| Michael J. Seiler       | 2538 <input type="checkbox"/> |
| Kenneth E. Smerdon, Jr. | 1304 <input type="checkbox"/> |
| Philip A. Smith         | 3419 <input type="checkbox"/> |
| John F. Sullivan        | 3235 <input type="checkbox"/> |
|                         | <input type="checkbox"/>      |
|                         | <input type="checkbox"/>      |
|                         | <input type="checkbox"/>      |
|                         | <input type="checkbox"/>      |

**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?

YES  NO   
5110 3193

**ARTICLE 3.** Are you in favor of approving the issuance of a license to conduct dog racing meets in the Town of Salem?

YES  NO   
1943 4272

**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 license 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?

YES  NO   
625 263

B) Do you favor issuance of a license to hold dog race meets in Salem even if the Bruins do not move to Salem?

YES  NO   
451 590

C) Do you oppose the issuance of a license to hold dog race meets in Salem?

YES  NO   
1015 193

**ARTICLE 5.** Shall a charter commission be established for the purpose of revising the municipal charter or establishing a new municipal charter?

YES  NO   
3487 2947

**ARTICLE 6.** 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 authorize the Building Inspector to issue sign permits under some circumstances without referring the matter to the Planning Board.)

YES  NO   
3267 3592

**ARTICLE 7.** 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 use of signs using changeable copy in Commercial Subdistrict B.)

YES  NO   
3443 2882

ARTICLE 8. 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 creates a new commercial district called the "Highway Commercial District" out of that portion of Commercial District C lying southerly of Cluff Crossing Road and northerly of the Massachusetts State line. The permitted uses remaining the same.)

YES  NO   
3649 2811

ARTICLE 9. Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment is a nonsubstantive amendment, but clarifies the existing ordinance in prohibiting various retail activities in Commercial Industrial District A (Depot Area).)

YES  NO   
4050 2077

ARTICLE 10. Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment increases the allowable maximum occupation of lots by structures and impervious surfaces from seventy (70) percent to either eight-five (85) percent or ninety (90) percent.)

YES  NO   
2621 3634

ARTICLE 11. Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment authorizes buildings up to eight (8) stories in height in the Industrial District (west of Route 93), in Commercial Industrial District A (Depot Area), and in Commercial Industrial District C from the Depot south to Cluff Crossing Road, if it is found that it can be done without creating undue risk and that it will not impose a substantial burden on Town services.)

YES  NO   
2872 4098

ARTICLE 12. 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 authorizes free-standing signs as close as five (5) feet from Route 28 in the Highway Commercial District.)

YES  NO   
1809 4356

ARTICLE 13. Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment prohibits the establishment of a used-car dealership in the Commercial Zones closer than 2,000 feet from another used-car dealership.)

YES  NO   
4424 2251

ARTICLE 14. Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment amends generally the off-street parking requirements of the Salem Zoning Ordinance. It specifies in greater detail the various parking requirements for various commercial uses.)

YES  NO   
3982 1873

ARTICLE 15. Are you in favor of adoption of Amendment No. 1 as proposed by petition of the voters for this Town? (This amendment would increase the allowable size of trailers to be parked in the Residential District from eighteen (18) feet to thirty (30) feet and would delete the requirements that such trailers be parked to the rear of any buildings.)

The Planning Board disapproves adoption of this amendment.

YES  NO   
1579 5218

ARTICLE 16. Are you in favor of adoption of Amendment No. 2 as proposed by petition of the voters for this Town? (This amendment would increase the minimum lot size in the Recreational District from 15,000 square feet to 25,000 square feet.)

The Planning Board approves adoption of this amendment.

YES  NO   
5339 1480

ARTICLE 17. Are you in favor of adoption of Amendment No. 3 as proposed by petition of the voters for this Town? (This amendment would change the zoning classification of land on the easterly side of Route 28 from the Spicket River southerly to the New Hampshire State Liquor Store from Commercial Industrial C to Commercial Industrial A.)

The Planning Board disapproves adoption of this amendment.

YES  NO   
1410 5133

ARTICLE 18. Are you in favor of adoption of Amendment No. 4 as proposed by petition of the voters for this Town? (This amendment would prohibit public entertainment and amusement uses of property in Commercial Industrial Districts A, B and C within 125 feet of the Residential Zone.)

The Planning Board disapproves of this amendment.

YES  NO   
2389 4270

ARTICLE 19. Are you in favor of adoption of Amendment No. 5 as proposed by petition of the voters for this Town? (This amendment would change the zoning classification of land located southerly of Lake Street and 300 feet easterly of Route 28 from Commercial Industrial B to Rural.)

The Planning Board approves adoption of this amendment.

YES  NO   
4853 1697

ARTICLE 20. Are you in favor of adoption of Amendment No. 6 as proposed by petition of the voters for this Town? (This amendment would change the zoning classification of approximately 11 and 3/4 acres of land (Map 34, Lot 55) located on the east side of North Broadway (Route 28) from Commercial Industrial B to Residential.)

The Planning Board disapproves adoption of this amendment.

YES  NO   
1877 4463

ARTICLE 21. Are you in favor of adoption of Amendment No. 7 as proposed by petition of the voters for this Town? (This amendment would delete the provision allowing accessory uses in the Commercial Industrial Subdistricts.)

The Planning Board disapproves adoption of this amendment.

YES  NO   
1087 5047

ARTICLE 22. Are you in favor of adoption of Amendment No. 8 as proposed by petition of the voters for this Town? (This amendment would change the zoning classification of approximately 37 and 1/2 acres of land (Map 93, Lots 11 and 12) lying easterly of Pleasant Street and westerly of the present Commercial Industrial C Zone from Residential to Commercial Industrial C.)

The Planning Board approves adoption of this amendment.

YES  NO   
3754 2688

ARTICLE 23. Do you favor the continuation of the town manager plan as now in force in this town?

YES  NO   
4188 2956

# 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, 1982 to December 31, 1982 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)

*[Handwritten signatures]*  
\_\_\_\_\_  
*Walter E. Stebbins Jr.*  
\_\_\_\_\_  
*Patricia A. McCutcheon*  
\_\_\_\_\_  
*Charles W. Call*  
\_\_\_\_\_  
*Isaac C. Jones*  
\_\_\_\_\_

Date \_\_\_\_\_ 1982

*[Handwritten signature]*  
\_\_\_\_\_  
*Michael J. Carney*  
\_\_\_\_\_  
*[Handwritten signature]*  
\_\_\_\_\_  
\_\_\_\_\_

| PURPOSES OF APPROPRIATION<br>(RSA 31:4) |                                      | Actual<br>Appropriations<br>1981<br>(1981-82) | Actual<br>Expenditures<br>1981<br>(1981-82) | Selectmen's<br>Budget<br>1982<br>(1982-83) | Budget Committee                 |                    |
|---|--------------------------------------|---|---|--|----------------------------------|--------------------|
|   |                                      |   |   |  | Recommended<br>1982<br>(1982-83) | Not<br>Recommended |
| <b>GENERAL GOVERNMENT</b>               |                                      |   |   |  |                                  |                    |
| 1                                       | Town Officers Salary                 | 28,450  | 29,325                                      | 29,850                                     | 29,850                           |                    |
| 2                                       | Town Officers Expenses               | 472,494                                       | 478,675                                     | 486,164                                    | 485,474                          |                    |
| 3                                       | Election and Registration Expenses   | 8,000   | 10,267                                      | 17,420                                     | 17,420                           |                    |
| 4                                       | Cemeteries                           | 4,250   |   | 4,550                                      | 4,550                            |                    |
| 5                                       | General Government Buildings         | 71,300  | 69,611                                      | 71,292                                     | 70,894                           |                    |
| 6                                       | Reappraisal of Property              |   |   |  |                                  |                    |
| 7                                       | Planning and Zoning                  | 23,932  | 23,910                                      | 23,900                                     | 23,000                           |                    |
| 8                                       | Legal Expenses                       | 30,000  | 46,037                                      | 45,000                                     | 45,000                           |                    |
| 9                                       | Advertising and Regional Association |   |   |  |                                  |                    |
| 10                                      | Contingency Fund                     | 10,000  | 1,928                                       | 10,000                                     | 10,000                           |                    |
| 11                                      | Water Quality Study                  | 5,000   | 5,000                                       |  |                                  |                    |
| 12                                      | Pub.Wks.Brg. Unit Art. #31           |   |   | 39,289                                     | 39,289                           |                    |
| 13                                      |                                      |   |   |  |                                  |                    |
| 14                                      |                                      |   |   |  |                                  |                    |
| <b>PUBLIC SAFETY</b>                    |                                      |   |   |  |                                  |                    |
| 15                                      | Police Department                    | 1,186,843                                     | 1,163,073                                   | 1,268,348                                  | 1,261,698                        |                    |
| 16                                      | Fire Department                      | 1,096,406                                     | 1,104,737                                   | 1,146,162                                  | 1,145,662                        |                    |
| 17                                      | Civil Defense                        | 4,900   | 4,265                                       | 5,875                                      | 5,875                            |                    |
| 18                                      | Building Inspection                  | 89,102  | 84,009                                      | 80,270                                     | 80,270                           |                    |
| 19                                      | Police Brg. Unit Art. #33            |   |   | 1  | 1                                |                    |
| 20                                      | Fire Brg. Unit Art. #32              |   |   | 78,652                                     | 78,652                           |                    |
| 21                                      |                                      |   |   |  |                                  |                    |
| 22                                      |                                      |   |   |  |                                  |                    |
| <b>HIGHWAYS, STREETS &amp; BRIDGES</b>  |                                      |   |   |  |                                  |                    |
| 23                                      | Town Maintenance                     | 265,050                                       | 296,724                                     | 278,202                                    | 283,202                          |                    |
| 24                                      | General Highway Department Expenses  | 824,702                                       | 766,668                                     | 840,892                                    | 847,752                          |                    |
| 25                                      | Town Road Aid                        | 17,303  | 17,303                                      | 17,289                                     | 17,289                           |                    |
| 26                                      | Highway Subsidy                      | 67,292  | 67,292                                      | 62,734                                     | 62,734                           |                    |
| 27                                      | Primary & Secondary Roads            | 145,000                                       | 145,000                                     | 145,000                                    | -0-                              |                    |
| 28                                      | Street Lighting                      | 169,500                                       | 178,891                                     | 183,500                                    | 163,500                          |                    |
| 29                                      | Mosquito Control                     | 15,000  | 15,000                                      |  |                                  |                    |
| 30                                      | Grove Ave Drainage/Repaving          | 34,000  | 32,015                                      |  |                                  |                    |
| <b>SANITATION</b>                       |                                      |   |   |  |                                  |                    |
| 31                                      | Solid Waste Disposal                 | 185,450                                       | 165,565                                     | 187,200                                    | 184,200                          |                    |
| 32                                      | Garbage Removal                      |   |   |  |                                  |                    |
| 33                                      | Street Lights Art. #52               | 1,600   | 1,600                                       |  | 1,806                            |                    |
| 34                                      | Gypsy Moth Art. #38                  |   |   | 56,250                                     |                                  | 56,250             |
| 35                                      |                                      |   |   |  |                                  |                    |
| 36                                      |                                      |   |   |  |                                  |                    |
| <b>HEALTH</b>                           |                                      |   |   |  |                                  |                    |
| 37                                      | Health Department                    |   |   |  |                                  |                    |
| 38                                      | Hospitals and Ambulances             |   |   |  |                                  |                    |
| 39                                      | Animal Control                       | 36,802  | 48,881                                      | 31,139                                     | 31,139                           |                    |
| 40                                      | Vital Statistics                     |   |   |  |                                  |                    |
| 41                                      |                                      |   |   |  |                                  |                    |
| 42                                      |                                      |   |   |  |                                  |                    |
| 43                                      |                                      |   |   |  |                                  |                    |
| <b>WELFARE</b>                          |                                      |   |   |  |                                  |                    |
| 44                                      | General Assistance                   | 69,984  | 87,150                                      | 87,431                                     | 102,731                          |                    |
| 45                                      | Old Age Assistance                   | 22,000  | 56,434                                      | 57,000                                     | 62,000                           |                    |
| 46                                      | Aid to the Disabled                  |   |   |  |                                  |                    |
| 47                                      | Septic System Repair                 | 5,000   | 5,000                                       |  |                                  |                    |
| 48                                      | R.S.V.P. Program Art. #39            | 500   | 500   |  | 800                              |                    |



| PURPOSES OF APPROPRIATION<br>(RSA 31:4)       | Actual<br>Appropriations<br>1981<br>(1981-82) | Actual<br>Expenditures<br>1981<br>(1981-82) | Selectmen's<br>Budget<br>1982<br>(1982-83) | Budget Committee                 |                    |
|---|---|---|--|----------------------------------|--------------------|
|   |   |   |  | Recommended<br>1982<br>(1982-83) | Not<br>Recommended |
| <b>CULTURE AND RECREATION</b>                 |   |   |  |                                  |                    |
| 49 Library                                    | 337,953                                       | 333,339                                     | 373,273                                    | 370,273                          |                    |
| 50 Parks and Recreation                       | 150,316                                       | 133,863                                     | 158,000                                    | 158,000                          |                    |
| 51 Patriotic Purposes                         | 6,800   | 6,178                                       | 6,800                                      | 6,800                            |                    |
| 52 Conservation Commission                    | 1,000   | 1,000                                       | 1,000                                      | 1,000                            |                    |
| 53 Seniors Program                            | 35,882  | 37,705                                      | 39,340                                     | 39,340                           |                    |
| 54 Outside Human Services                     | 46,003  | 43,002                                      | 48,523                                     | 48,523                           |                    |
| 55 Museum Equip. Art. #34                     | 6,950   | 6,950                                       |  |                                  | 2,99               |
| 56 Homemaker Service Art. #40                 | 6,000   | 6,000                                       | 7,900                                      | 7,900                            |                    |
| <b>DEBT SERVICE</b>                           |   |   |  |                                  |                    |
| 57 Principal of Long-Term Bonds & Notes       | 310,000                                       | 310,000                                     | 410,000                                    | 310,000                          |                    |
| 58 Interest Expense - Long-Term Bonds & Notes | 210,997                                       | 210,997                                     | 193,884                                    | 193,884                          |                    |
| 59 Interest Expense - Tax Anticipation Notes  | 501,000                                       | 499,135                                     | 575,000                                    | 575,000                          |                    |
| 60 Interest Expense - Other Temporary Loans   | 51,000  | 47,160                                      | 117,500                                    | 117,500                          |                    |
| 61 Fiscal Charges on Debt                     |   |   |  |                                  |                    |
| 62  |   |   |  |                                  |                    |
| <b>CAPITAL OUTLAY</b>                         |   |   |  |                                  |                    |
| 63 Revenue Sharing Art. #21 - #29             | 399,125                                       | 399,125                                     | 552,630                                    | 552,630                          |                    |
| 64 Capital Projects Roads Art. #16            | 222,291                                       | 222,291                                     | 259,590                                    | 259,590                          |                    |
| 65 Sewer Improvements Bond Art. #13           |   |   | 3,700,000                                  | 3,700,000                        |                    |
| 66 Water Improvements Bond Art. #14           |   |   | 250,000                                    | 250,000                          |                    |
| 67 TRA "A" Accelerated Bond Art. #15          |   |   | 154,000                                    | 154,000                          |                    |
| 68 Kurt Road Drainage Art #35                 |   |   |  |                                  | 35,00              |
| 69 Matthew Drive Drainage Art #36             |   |   |  | 3,000                            |                    |
| <b>OPERATING TRANSFERS OUT</b>                |   |   |  |                                  |                    |
| 70 Payments to Capital Reserve Funds          |   |   |  |                                  |                    |
| 71 Municipal and District Court Expenses      | 162,073                                       | 157,759                                     | 279,478                                    | 255,678                          |                    |
| 72  |   |   |  |                                  |                    |
| 73  |   |   |  |                                  |                    |
| 74  |   |   |  |                                  |                    |
| 75  |   |   |  |                                  |                    |
| <b>MISCELLANEOUS</b>                          |   |   |  |                                  |                    |
| 76 Municipal Water Department                 | 648,117                                       | 641,886                                     | 687,355                                    | 687,355                          |                    |
| 77 Municipal Sewer Department                 | 411,733                                       | 394,334                                     | 420,993                                    | 415,893                          |                    |
| 78 FICA, Retirement & Pension Contributions   | 701,429                                       | 706,956                                     | 866,166                                    | 866,166                          |                    |
| 79 Insurance                                  | 295,462                                       | 255,009                                     | 297,487                                    | 259,615                          |                    |
| 80 Unemployment Compensation                  |   |   |  |                                  |                    |
| 81 Local and Grant Programs                   | 185,000                                       | 134,190                                     | 165,000                                    | 165,000                          |                    |
| 82 Water Dept. Services                       | 30,000  | 30,000                                      | 30,000                                     | 30,000                           |                    |
| 83 Salem Rams Art. #41                        | 2,000   | 2,000                                       |  | 2,000                            |                    |
| 84 Salem Little Leagues Art. #42 - #44        | 5,500   | 5,500                                       |  | 4,820                            |                    |
| <b>TOTAL APPROPRIATIONS</b>                   | <b>9,616,491</b>                              | <b>9,489,239</b>                            | <b>14,847,329</b>                          | <b>14,488,753</b>                | <b>94,24</b>       |

Less: Amount of Estimated Revenues, Exclusive of Taxes (Line 134) \_\_\_\_\_ **9,522,315**

Amount of Taxes to be Raised (Exclusive of School and County Taxes) \_\_\_\_\_ **4,966,438**

Art. #37 Mosquito Control \$8,000 without Recommendation

## BUDGET OF THE TOWN OF SALEM, N.H.

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

| SOURCES OF REVENUE                |  | Estimated<br>Revenues<br>1981<br>(1981-82) | Actual<br>Revenues<br>1981<br>(1981-82) | Selectmen's<br>Budget<br>1982<br>(1982-83) | Estimated<br>Revenues<br>1982<br>(1982-83) |
|-----------------------------------|--|--|---|--|--|
| <b>TAXES</b>                      |  |  |   |  |  |
| 86                                | Resident Taxes                             | 174,410                                    | 144,980                                 | 175,000                                    | 175,000                                    |
| 87                                | National Bank Stock Taxes                  | 10   | 10                                      | 10   | 10   |
| 88                                | Yield Taxes                                | 3,548                                      | 1,058                                   | 3,600                                      | 3,600                                      |
| 89                                | Interest and Penalties on Taxes            | 122,600                                    | 168,491                                 | 219,600                                    | 219,600                                    |
| 90                                | Inventory Penalties                        | 18,000                                     | 18,000                                  | 18,000                                     | 18,000                                     |
| 91                                | Boat Tax                                   | -  | 6,016                                   | 6,000                                      | 6,000                                      |
| 92                                |  |  |   |  |  |
| <b>INTERGOVERNMENTAL REVENUES</b> |  |  |   |  |  |
| 93                                | Meals and Rooms Tax                        | 155,227                                    | 155,227                                 | 255,000                                    | 255,000                                    |
| 94                                | Interest and Dividends Tax                 | 300,708                                    | 300,708                                 | 150,000                                    | 150,000                                    |
| 95                                | Savings Bank Tax                           | 71,501                                     | 71,501                                  | 71,501                                     | 71,501                                     |
| 96                                | Highway Subsidy                            | 62,193                                     | 62,535                                  | 56,442                                     | 56,442                                     |
| 97                                | Railroad Tax                               | 9  | -                                       | 10   | 10   |
| 98                                | Town Road Aid                              | -  | -                                       | -  | -  |
| 99                                | Class V Highway Maintenance (Duncan)       | 67,292                                     | 66,577                                  | 62,734                                     | 62,734                                     |
| 100                               | State Aid Water Pollution Projects         | 57,164                                     | 57,164                                  | 57,000                                     | 57,000                                     |
| 101                               | Reimb. a/c State-Federal Forest Land       |  |   |  |  |
| 102                               | Other Reimbursements                       |  |   |  |  |
| 103                               | Old Age Assistance                         | 1,000                                      | 441                                     | 1,000                                      | 1,000                                      |
| 104                               |  |  |   |  |  |
| 105                               |  |  |   |  |  |
| 106                               |  |  |   |  |  |
| 107                               | Federal Grants CETA                        | 20,000                                     | 2,352                                   | -0-  | -0-  |
| 108                               | Crime Commission                           | 1,000                                      | 898                                     |  |  |
| 109                               |  |  |   |  |  |
| 110                               |  |  |   |  |  |
| 111                               |  |  |   |  |  |
| <b>LICENSES AND PERMITS</b>       |  |  |   |  |  |
| 112                               | Motor Vehicle Permit Fees                  | 680,000                                    | 752,577                                 | 770,000                                    | 770,000                                    |
| 113                               | Dog Licenses                               | 8,000                                      | 6,270                                   | 7,000                                      | 7,000                                      |
| 114                               | Business Licenses, Permits and Filing Fees | 60,800                                     | 77,262                                  | 89,700                                     | 89,700                                     |
| 115                               |  |  |   |  |  |
| 116                               |  |  |   |  |  |
| 117                               |  |  |   |  |  |
| <b>CHARGES FOR SERVICES</b>       |  |  |   |  |  |
| 118                               | Income from Departments                    | 262,700                                    | 340,639                                 | 437,750                                    | 437,750                                    |
| 119                               | Rent of Town Property                      | 12,000                                     | 17,415                                  | 14,500                                     | 14,500                                     |
| 120                               |  |  |   |  |  |
| 121                               | Police Detail                              | 190,000                                    | 170,559                                 | 190,000                                    | 190,000                                    |
| 122                               | Recreation Charges                         | 43,000                                     | 37,858                                  | 43,000                                     | 43,000                                     |
| <b>MISCELLANEOUS REVENUES</b>     |  |  |   |  |  |
| 123                               | Interest on Deposits                       | 501,000                                    | 560,799                                 | 575,000                                    | 575,000                                    |
| 124                               | Sale of Town Property                      | 0  | 12,608                                  | -  | -  |
| 125                               | Capital Projects Fund                      | 222,291                                    | 222,291                                 | 259,590                                    | 259,590                                    |
| 126                               |  |  |   |  |  |
| <b>OTHER FINANCING SOURCES</b>    |  |  |   |  |  |
| 127                               | Proceeds of Long-Term Debt                 |  |   | 4,104,000                                  | 4,104,000                                  |
| 128                               | Income from Water and Sewer Departments    | 1,059,850                                  | 1,001,786                               | 1,108,348                                  | 1,103,248                                  |
| 129                               | Withdrawal from Capital Reserve            |  |   |  |  |
| 130                               | Revenue Sharing Fund                       | 399,125                                    | 399,125                                 | 552,630                                    | 552,630                                    |
| 131                               | Fund Balance                               | 400,000                                    | 400,000                                 | 300,000                                    | 300,000                                    |
| 132                               |  |  |   |  |  |
| 133                               |  |  |   |  |  |
| 134                               | <b>TOTAL REVENUES AND CREDITS</b>          | <b>4,893,428</b>                           | <b>5,055,147</b>                        | <b>9,527,415</b>                           | <b>9,522,315</b>                           |

**1982  
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 AM on March 9, 1982, to act upon articles 1 through 12. The polls will open at 7:00 AM and will not close before 7:00 PM.

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 AM on Saturday, March 13, 1982.

**Article 1**

To choose all necessary Town officers for the coming year.

**Article 2**

Shall the municipality approve the new charter recommended by the Charter Commission?

**Article 3**

Shall we adopt the provisions of RSA 72:43-f for the adjusted elderly exemptions from property tax? These statutes provide for the following exemptions, based on assessed value, for qualified taxpayers: for a person 65 years of age up to 75 years, \$10,000; for a person 75 years of age up to 80 years, \$15,000; for a person 80 years of age or older, \$20,000. To qualify, the person must have been a New Hampshire resident for at least five years; own the real estate individually or jointly, or if the real estate is owned by his spouse, they must have been married for at least five years. In addition, the taxpayer must have a net income of less than \$10,000 or if married, a combined net income of less than \$12,000, and own net assets of \$30,000 or less, excluding the value of the person's residence.

**Article 4**

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

**Article 5**

To see if the town will vote to repeal Subsection B. Permits of Article XI of the Salem Zoning Ordinance and to reword with the following:

“B. Permits

1. A sign permit shall be required for all signs except for real estate signs, construction signs, season's greetings, political signs, and name-plates for residences. A person shall submit for approval an application and accompanying material to the Building Inspector.
2. In reviewing applications for sign permits, the Building Inspector shall apply the following standards:
  - (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 of 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.
3. The decision of the Building Inspector may be appealed to the Board of Adjustment pursuant to RSA 31:72 I.”

**Article 6**

To see if the Town will vote to amend the Salem Zoning Ordinance and Salem Zoning Map by changing the title of Article VII - Mobile Home District to “Article VII - Manufactured Housing Park District,” and all other references to Mobile Home District shall be changed to, “Manufactured Housing Park District.” All references to the term Mobile Home shall be changed to “Manufactured Housing.”

**Article 7**

To see if the town will vote to amend the Salem Zoning Ordinance and Salem Zoning Map by:

- a. deleting Subsection 3. Professional Offices from Article III-a-A. Permitted Uses.
- b. adding the following district to Article II - Districts:
  - “1. Business Office District - I”
- c. inserting the following as Article V; the present Article V being renumbered Article VI and so on for the remaining Articles of the Zoning Ordinance.

“Article V - BUSINESS OFFICE DISTRICT - I

**Intent**

It is the intent of this section to provide a district within the community for the development and expansion of business and professional office space. The architectural character of the district shall remain as it is today, residential.

**A. District Boundaries**

The district shall include only those lots which have frontage on Main Street, and only to a lot depth of two hundred (200’) feet. The district boundaries are described as follows:

Commencing at the westerly property line of the lot known as Map 41, Lot 49 on the northerly side of Main Street, and thence easterly to the westerly zoning district boundary of the Commercial A district, and thence along the westerly zoning district boundary of the Commercial A district to the southerly side of Main Street, and thence in a westerly direction along Main Street two hundred (200’) feet to the easterly side of South Policy Street, and thence easterly along Main Street back to a point directly opposite the southwesterly corner of the lot known as Map 41, Lot 49, and thence northerly to the point of beginning. The above description is meaning and intending to create a zone two hundred feet in depth parallel to Main Street on both the northerly and southerly sides of Main Street.

Also setting aside another area to be zoned Business Office District I, said zone being bounded on the south by the northerly line of Main Street, on the east by the westerly line of the Geremonty Drive Extension, on the north by a line two hundred (200’) feet northerly of and parallel to the northerly line of Main Street, and on the west by the easterly line of Martin Avenue, meaning and intending said zone to be two hundred (200’) feet in depth and extending from Martin Avenue to Geremonty Drive Extension. Also including an area on the south side of Main Street, said zone being bounded on the south by a line two hundred (200’) feet southerly of and parallel to the southerly line of Main Street, on the east by the westerly line of Geremonty Drive, on the north by the southerly line of Main Street and on the west by the easterly line of Granite Avenue, meaning and intending said zone to be two hundred (200’) feet in depth, and extending from Granite Avenue to Geremonty.

**B. Uses**

**Permitted Uses**

1. Business and Professional Offices
2. One family and two family dwellings.
3. Mixed office and residential, not to have more than two apartment dwelling units.
4. Funeral establishments
5. Group day care center
6. Municipal buildings
7. Use accessory to permitted use.

**Special Exception Uses**

1. Public or private parking facility.

**Variations**

1. That the use is compatible with the character of the district.

**C. Areas and Dimensions**

| Minimum Lot Size |          | Max. Lot Occupation | Dimensions |      |      | Max. Height In Feet |
|------------------|----------|---------------------|------------|------|------|---------------------|
| Area in s.f.     | Frontage |                     | Front      | Side | Rear |                     |
| —                | —        | 70%                 | 30         | 15   | 30   | 35                  |

1. Maximum lot occupation shall be defined as the maximum amount of the property devoted to building, driveway and parking lot use.

**D. Special Requirements**

1. **Parking:** In addition to conforming to the Off-Street Parking requirements of Article VIII, the parking area shall be located to the rear of the principal structure, when practical and possible.
2. **Signage:** Limited to one sixteen square foot sign that may be either a wall sign or an under canopy sign. Signs permitted under Article XI-D shall be permitted. Signs prohibited under Article XI-C shall be prohibited.
3. **Landscaping and Screening:**
  - a. Landscaping shall be included in the overall site design that enhances the aesthetic qualities and character of the district.
  - b. Dumpsters or other trash receptacles shall be screened on all four sides. Screening shall also be required when necessary to protect against the glare of lights, or other visual impact that may negatively impact adjacent properties.
  - c. Buffer zones shall be used whenever necessary to separate residential and Business Office District-1 uses.”

**Article 8**

To see if the town will vote to amend the Salem Zoning Ordinance and Salem Zoning Map by:

- a. adding the following district to Article II - Districts:

“J. Business Office District - II”

- b. inserting the following as Article V-a:

“Article V-a - BUSINESS OFFICE DISTRICT - II

**Intent**

This district is in a section of the community on Main Street that abuts a business district at the Methuen Town line and has a heavily traveled thoroughfare that serves as the easterly approach to Salem.

It is the intent of this section to create a district for the development and expansion of business and professional office space to encourage orderly development that will promote and enhance the community environment and to only permit development which is residential in its architectural character.

**A. District Boundaries**

The district shall include only those lots which have frontage on Main Street; easterly of North Main Street and to the westerly side of Hampstead Road, and only to a lot depth of two hundred fifty (250') feet for the lots on the northerly side of Main Street (Route 97). Also to include the southerly side of Main Street from the easterly boundary of the Spicket River to the westerly boundary of Hampstead Road, and only to a lot depth of four hundred (400') feet for those lots on the southerly side of Main Street.

**B. Uses**

**Permitted Uses**

- 1. Business and Professional Offices
- 2. One family and two family dwellings
- 3. Use accessory to permitted use.

**Special Exception Uses**

- None
- Variations**
- 1. That the use is compatible with the character of the district.

**C. Areas and Dimensions**

**Minimum Lot Size**

**Dimensions**

| Area in s.f. | Frontage | Max. Lot Occupation | Front | Side | Rear | Max. Height In Feet |
|--------------|----------|---------------------|-------|------|------|---------------------|
| —            |          | 70%                 | 30'   | 15'  | 30'  | 35'                 |

Maximum lot occupation shall be defined as the maximum amount of the property devoted to building and driveway and parking lot use.

**D. Special Requirements**

- 1. Parking: In addition to conforming to the off street parking requirements of Article VIII, the parking area shall be located to the rear of the principal structure when practical and possible.
- 2. Signage:
  - (a) Limited to one sixteen square foot wall sign and one thirty-two square foot free standing sign. The free standing sign shall be planned such that it is incorporated into the landscape design of the development site and the free standing sign shall be allowed to be placed at, but not project over, the front of the property line.
  - (b) Signs permitted under Article XI-D shall be permitted. Signs prohibited under Article XI-C shall be prohibited.
- 3. Landscaping and Screening:
  - (a) Landscaping shall be included in the overall site design that enhances the aesthetic qualities and character of the district.
  - (b) Screening of dumpsters or other trash receptacles shall be screened on all four sides. Screening shall also be required when necessary to protect against the glare of lights, or other visual impact that may negatively impact adjacent properties.
  - (c) Buffer zones shall be used whenever necessary to separate residential and business office District II uses."

**Article 9**

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

By Petition: Amend the Salem Zoning Ordinance and Zoning Map by changing the Zoning classification of the land shown in the 1981 Salem Tax Maps 15, Lots 7 and 8 from Residential to Commercial-Industrial C.

**Article 10**

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

By Petition: Amend the Zoning Ordinance by inserting the following as Article VII and renumber the existing Articles:

**“Article VII - LIMITED COMMUNITY SHOPPING VILLAGE DISTRICT**

**Intent**

The eastern end of Main Street, also known as Route 97, at the boundary between Salem, New Hampshire and Methuen, Massachusetts, does not possess desirable characteristics for residential use because of:

- a. excess traffic travelling at highway speeds;
- b. the proximity of the bar and dance hall known as the 400 Club;
- c. the proximity of the bar and pizza parlor known as the Garden Nite Cafe;
- d. the proximity of the restaurant and bar known as the Green Barn;
- e. the adjoining Commercial Zone in the Town of Methuen, Massachusetts including the existing uses in the Town of Methuen of a gas station, auto repair garage, and dairy bar; and

it would be in the interest of the Town of Salem to encourage the responsible development of this eastern entrance to the Town.

**A. District Boundaries**

The district shall include the land commencing on the northerly side of Main Street at the Salem and Methuen Town line, thence running along said roadway in a general westerly direction to Hampstead Road, thence turning and running in a general northeasterly direction along the easterly line of Hampstead Road a distance of one thousand feet, thence turning at a ninety degree angle and running in a general easterly direction to the Methuen line, thence in a general southerly direction along said State and Town line to the point of beginning.

**B. Uses**

**Permitted Uses**

- 1. General Consumer Retail
- 2. Offices, both professional and business offices
- 3. Establishments serving food and beverage
- 4. Banking facilities
- 5. Day care facilities
- 6. All uses presently permitted in rural zones.
- 7. Community shopping villages in which
  - a. No single store is larger than 8,000 square feet;
  - b. The parking is in accordance with the requirements of this ordinance.
  - c. No part of any building shall be within 300 feet of a New Hampshire dwelling in existence at the date of adoption of this amendment.
  - d. No building shall be higher than two and one-half floors.
  - e. No parking area shall be within one hundred feet of a New Hampshire residential dwelling in existence at the date of adoption of this amendment.
  - f. There shall be maintained a landscaped area containing shrubbery, plantings, trees, benches, and grass which area shall be maintained between the parking area and/or the structures and any adjoining roadway in such area shall be at least equal in square footage to the total square footage of all buildings on the site.
  - g. No part of any freestanding light shall be higher than eight feet.
  - h. Signs, if any, shall be attached to the buildings and be of a carved wooden design. One sign, not exceeding sixteen square feet, may be erected at the main entrance to the village provided no part of said sign is higher than twelve feet, nor lighted internally.
  - i. The design of said development shall be consistent with and complementary to the existing nearby historic district.
  - j. Setback requirements:
    - 70 feet from front lot line, 50 feet from side lot line, 25 feet from rear lot line.

**Variations**

- 1. The following shall generally be considered contrary to the spirit of this ordinance:
  - a. manufacturing of any kind
  - b. trucking and hauling
  - c. arcades
  - d. dance halls and nightclubs

8. Other uses compatible and consistent with the above uses which do not create excessive noise, light, or odors.”

#### **Article 11**

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

By Petition: Add section 27.14 to the Fire Protection Code as amended and adopted at the 1971 Annual Town Meeting.

“Section 27.14 Fire Watchers to be Employed”

One or more qualified persons to serve as Fire Watchers shall be employed at all places of assembly or other exhibitions where large crowds assemble. They shall familiarize themselves with all fire protection facilities and fire presentation features and with the condition of exits, and shall patrol the entire premises during the time of occupancy. They shall see that aisles and exitways are kept open and that were applicable “No Smoking” rules are enforced. The number and the qualifications of the fire watchers shall be determined by the Chief of the Bureau of Fire Prevention.

For the purpose of this section, large crowds shall mean 350 or more persons excluding employees.”

#### **Article 12**

By Petition: Are you in favor of amending the Salem Sunday Sales Ordinance by adding at the end of paragraph V(b) “rental stores, flea markets, and lawn and garden centers” so that the paragraph shall read:

“It shall also be lawful at any hour on Sunday to engage in the following business only: funeral homes, restaurants, all establishments selling prepared food, hotels, motels, rooming houses, tourist and trailer camps, newspapers, radio and television studios; laundromats, real estate offices, car washes, taxis, gliderports, airports, mobile home sales, hospitals and clinics, dairies, ski-tows, skating rinks, emergency vehicular services, rental stores, flea markets, and lawn and garden centers.”

#### **Article 13**

To see if the town will vote to amend the vote passed under Article 1 of the warrant at the June 26, 1976 special town meeting, which authorized the borrowing of \$4,500,000 for expansion of and improvements to the municipal sewerage system and facilities, by reducing the authorized borrowing from \$4,500,000 to \$3,700,000, or any other sum, and by providing that the purposes for which the appropriation may be used may include construction of sewers in the Commonwealth of Massachusetts and/or payments to the Greater Lawrence Sanitary District for the connection of the town’s sewer system to the district’s facilities.

#### **Article 14**

To see if the town will vote to appropriate \$250,000 or any other sum for capital improvements to the town water system, to determine whether this sum shall be raised by borrowing or otherwise or to take any other action relative thereto.

#### **Article 15**

To see if the town will vote to appropriate a sum not exceeding \$154,000 for the purpose of making improvements to the following Class V roads within the town:

Liberty Street and Haverhill Road

such sum to be raised through the issuance of bonds or notes under and in compliance with the provisions of Chapter 241, New Hampshire Revised Statutes Annotated, as amended, and to authorize the Selectmen to determine the rate of interest thereon, and to take such other steps as may be necessary to negotiate such bonds or notes as shall be to the best interests of the Town of Salem.

#### **Article 16**

To see if the Town will vote to authorize the Selectmen to expend the sum of \$259,590, 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 17**

To see if the Town will vote to collect property taxes on a semi-annual basis (July 1 and December 1), rather than on an annual basis commencing July 1, 1982.

**Article 18**

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 19**

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 1982 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 20**

To see if the town will vote to rescind prior appropriations in the amount of \$1,400 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 21**

To see if the town will vote to appropriate the sum of \$16,075 for the acquisition of office equipment and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

**Article 22**

To see if the town will vote to appropriate the sum of \$54,970 to purchase the following equipment for the Police Department:

|   |        |
|---|--------|
| 4 Cruisers                                  | 36,000 |
| 1 motorcycle (\$6,000) with radio (\$1,800) | 7,800  |
| 1 Storage Building                          | 2,500  |
| 10 Body Armor Vests                         | 2,000  |
| 1 Base Station (new)                        | 1,200  |
| 1 Encoder (replacement)                     | 1,000  |
| 1 Video Recorder (replacement)              | 1,000  |
| 1 Camera                                    | 970    |
| 1 Light Meter                               | 500    |
| 1 Varda Alarm Unit                          | 2,000  |

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

**Article 23**

To see if the town will vote to appropriate the sum of \$65,000 to purchase the following equipment for the Fire Department:

|  |        |
|--|--------|
| Improvements to North Salem Fire Station | 60,000 |
| Ambulance Repairs (refurbish)            | 5,000  |

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

**Article 24**

To see if the town will vote to appropriate the sum of \$193,025 to purchase the following equipment for the Public Works Department:

|   |        |
|---|--------|
| Animal Control  | 9,025  |
| New Cab and Chassis (1977 Dodge) \$8,625                                |        |
| One Answering Service Device \$400                                      |        |
| Two dump Trucks - Replacing 1972 Vehicles, equipped with wings and plow | 85,000 |
| One Pickup with 4-wheel drive and plow - ¾ ton                          | 12,000 |
| Riding Mower at Cemetery  | 3,000  |
| Berm Machine  | 5,000  |
| Catch Basin Cleaner   | 22,000 |
| Mapping Project   | 57,000 |

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

**Article 25**

To see if the town will appropriate the sum of \$9,560 for the purposes of making the following necessary building repairs:

- New Roof - Town Office - \$3,500
- New Roof - Hose House - \$1,000
- New Heater - Highway Garage - \$2,595
- Energy Control - Highway Garage - \$2,032
- New Oil Burner - Cemetery Building - \$433

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

**Article 26**

To see if the town will vote to appropriate the sum of \$10,000 for the purpose of hottopping the driveway at the Foss Senior Citizen Center, and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

**Article 27**

To see if the town will vote to appropriate the sum of \$93,000 for the purpose of completing the road to the new elderly housing complex off Veterans Memorial Parkway, and authorize the withdrawal of the amount required for this purpose from the Federal Revenue Sharing Fund.

**Article 28**

To see if the town will vote to appropriate the sum of \$30,000 for the purposes of undertaking a Water Resources Management Study and authorize the withdrawal of said sum for this purpose from the Federal Revenue Sharing Fund.

**Article 29**

To see if the town will vote to appropriate the sum of \$81,000 for the following:

- Computer Payment - \$54,000
- Fire Department Terminal - \$2,500
- Police Department Terminal - \$2,500
- External Departments Connection - \$14,000
- Tape Upgrade - Computer - \$6,000
- Program Acquisition - Police - \$2,000

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

**Article 30**

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 31**

To see if the town will vote to raise and appropriate the sum of \$39,289 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 32**

To see if the town will vote to raise and appropriate the sum of \$78,652 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 33**

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 34**

By petition: To see if the town will vote to raise and appropriate the sum of \$2,990 for necessary improvements to the Salem Museum.

**Article 35**

By petition: To see if the town will vote to raise and appropriate the sum of \$35,000 to make necessary drainage improvements in the Kurt Road area.

**Article 36**

By petition: To see if the town will vote to raise and appropriate the sum of \$3,000 to make necessary, corrective repairs to the drainage system on Matthew Drive.

**Article 37**

By petition: To see if the town will vote to raise and appropriate the sum of \$8,000 for the continuance of the mosquito control program budget for the year 1982.

**Article 38**

To see if the town will vote to raise and appropriate a sum not to exceed \$56,250 to participate in the Federal/State cooperative program for the control of the gypsy moth larvae in 1982. The areas receiving treatment are to be established by the Board of Selectmen in consultation with State personnel and individual property owners; and further to instruct the Selectmen to apply for any State or Federal monies to offset control costs.

**Article 39**

By petition: To see if the town will vote to raise and appropriate the sum of \$800 to help defray some of the expenses of the Retired Senior Volunteer Program for fiscal year 1982 - 1983.

**Article 40**

To see if the town will vote to raise and appropriate the sum of \$7,900 for the purpose of procuring homemaker services for eligible Salem residents through Western Rockingham Homemaker Services, Inc. on a purchase of services basis.

**Article 41**

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 42**

By request of the Salem Youth Little League to see if the town will vote to raise and appropriate the sum of \$1,320 for the purpose of constructing a backstop at the Palmer School ballfield.

**Article 43**

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 44**

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 45**

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1981 Salem Property Tax Map 6, Lots 41, 42, 45, and 46-A, any or all lots, to Stephen Sabella, on terms and conditions to be established by the Selectmen.

**Article 46**

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1981 Salem Property Tax Map 21, Lot 15, to Frank Saab, on terms and conditions to be established by the Selectmen.

**Article 47**

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1981 Salem Property Tax Map 26, Lot 46-A, to William and Elizabeth Murray, on terms and conditions to be established by the Selectmen.

**Article 48**

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1981 Salem Property Tax Map 60, Lots 150 and 151, to Americo Zinno, on terms and conditions to be established by the Selectmen.

**Article 49**

To authorize the Board of Selectmen to convey at fair market value that portion of property known as 1981 Salem Property Tax Map 24, Lot 34, to Susan Alliette, on terms and conditions to be established by the Selectmen.

**Article 50**

By petition: To see if the town will vote to authorize the Board of Selectmen to sell a certain piece of town owned property, identified as Salem Tax Map 57, Lot 49, to Ronald J. and Dorinne Belanger for fair market value subject to terms and conditions as established by the Board of Selectmen to be in the best interest of the town.

**Article 51**

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

- Tudor Drive
- Cortland Drive
- Tammy Street

**Article 52**

To see if the town will raise and appropriate the sum of \$1,806 for the purpose of installing, upgrading, and assuming costs of street lights in various locations as requested by petition of citizens, as follows:

|                                 |           |
|---------------------------------|-----------|
| Ball Avenue                     | 2         |
| Dyson Drive                     | 1         |
| Shore Drive                     | 1         |
| East Broadway                   | 2         |
| Rena Avenue                     | 3         |
| Cove Road                       | 1         |
| Dennis Drive/Rockingham Road    | 4         |
| Seed Street (upgrade)           | 1         |
| Golden Oaks Drive (assume cost) | 3         |
| Concord Coach Rd. (assume cost) | 1         |
| Union Street (assume cost)      | 1         |
| Teague Drive (assume cost)      | 4         |
| New Road Acceptance             | 9         |
| <b>TOTAL</b>                    | <u>33</u> |

**Article 53**

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 22nd DAY OF FEBRUARY 1982.

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







SALEM  
HISTORICAL  
DISTRICT

W. J. ...