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TOWN OF SALEM NEW HAMPSHIRE



Town Report 2002

About the Cover

Canobie Lake Park's 100 year celebration.

In 2002, Canobie Lake Park turned 100 years old. First opening in 1902, Canobie Lake Park was recognized as the "finest pleasure resort in New England" and continues to be a well-known landmark through New England and the East Coast of the United States. The Park celebrated its 100th year anniversary on July 10, 2002 with a grand celebration.

On the front cover is a 1910 color landscape poster of Canobie Lake Park. The back cover shows various photos of the park events in the 1900s.

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In Memory




Retired Justice Robert D. Marshall was born and educated in Lawrence, Massachusetts. He graduated from Lawrence High School, Boston University School of Business Administration and Boston University Law School.

He lived in Salem for the last 40 years and was a member of St Joseph's Church.

Mr. Marshall was instrumental in having Salem's courthouse built. In honor of his service to the community of Salem, the Board of Selectmen named the courthouse the "Robert D. Marshall Justice Building" in 2002.

In fond memory of Justice Robert D. Marshall, the Town of Salem dedicates this year's annual report.



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T O W N O F F I C I A L S

ELECTED/APPOINTED OFFICIALS

Board of Selectmen 3-year elected terms

Terms expire in March

Richard R. Gregory, <i>Chairman</i>	2003
Everett P. McBride, <i>Vice-Chairman</i>	2005
Ronald J. Belanger, <i>Secretary</i>	2003
Philip A. Smith	2005
James E. Holland, Jr.	2004

Budget Committee 3-year elected terms

Terms expire in March

Robert Johnson, <i>Chairman</i>	2004
Earl Merrow, <i>Vice-Chairman</i>	2005
Stephen Campbell, <i>Secretary</i>	2003
Kathleen Cote	2005
Stephanie Micklon	2003
Ron 'Tony' Giordano	2003
Brenda Sack	2004
Peter Morgan, <i>School Board Representative</i>	
Everett McBride, <i>Selectmen Representative</i>	

Conservation Commission 3-year appointed terms

Terms expire in April

George Jones, <i>Chairman</i>	2004
Thomas Campbell	2003
Linda Harvey	2005
James Lombardozi, <i>Alternate Member</i>	2005
Robert McGuire	2005
Thomas Newton, <i>Alternate Member</i>	2003
William Schultz	2004
William Valentine	2003
Everett P. McBride, Jr., <i>Selectmen Representative</i>	

Council on Aging 3-year appointed terms

Terms expire in April

Dr. Elliot Fair, <i>Chairman</i>	2004
Brenda Burke	2005
Robert Castricone	2004
James Cheeseman	2003
Ron "Tony" Giordano	2003
Victor Mailloux	2004
Ann St. Hilaire	2005
Philip A. Smith, <i>Selectmen Representative</i>	

Historic District Commission 3-year appointed terms

Terms expire in April

Martha Breen, <i>Chairman</i>	2003
Kathryn Burke	2004
Beverly Glynn	2005
Patricia Good	2003
Susan Gregory	2003
Philip A. Smith, <i>Selectmen Representative</i>	

ELECTED/APPOINTED OFFICIALS

Housing Authority 5-year appointed terms

Terms expire in April

Georgette Smith, <i>Chairman</i>	2007
Susan Desmet	2006
Delbert Downing	2003
James Galluzzo	2003
Mary Frances Renner	2004
Ronald J. Belanger, <i>Selectmen Representative</i>	

Kelley Library Trustees 3-year elected terms

Terms expire in March

Ethel Fairweather, <i>Chairman</i>	2005
Rosemarie Hartnett	2003
Martha Breen	2004

Museum Committee 3-year appointed terms

Terms expire in April

Beverly Glynn, <i>Chairman</i>	2003
Jeffrey Baraclough	2003
Catherine Burke	2004
Susan Gregory	2004
Ernest Mack	2003
Dan Zovisza	2004
Philip A. Smith, <i>Selectmen Representative</i>	

Planning Board 3-year appointed terms

Terms expire in November

James Keller, <i>Chairman</i>	2003
Robert Ellis	2005
Maria Hamilton	2003
Doris Levesque, <i>Alternate Member</i>	2003
Michael Lyons	2004
John Naylor, <i>Alternate Member</i>	2005
Phyllis O'Grady	2005
Richard Solt, <i>Alternate Member</i>	2004
Adam Webster	2004
Richard R. Gregory, <i>Selectmen Representative</i>	

Recreation Advisory Committee 3-year appointed terms

Terms expire in November

Michael Loomis, <i>Chairman</i>	2004
Ann David	2004
Daniel Diplo	2003
Kerri Ganley	2003
Stephen Kniaz	2003
Richard Murray	2005
Damon Norcross	2004
Anne Priestley	2005
Ronald Travaglini	2004
Martha Breen, <i>School Board Representative</i>	
Ronald Belanger, <i>Selectmen Representative</i>	

ELECTED/APPOINTED OFFICIALS

Rockingham Planning Commission

Salem Representatives 4-year appointed terms
Terms expire in June

Richard Cooney 2004
Jim Giganti 2004
Richard Sunday 2004
James E. Holland, Jr., *Selectmen Representative* 2004

Supervisors of the Checklist 6-year elected terms
Terms expire in March

Joan Sabatini, *Chairman* 2006
Janice Habib 2008
Sheila Murray 2004

Trustees of the Trust Funds 3-year elected terms
Term expires in March

Harley Featherston, *Chairman* 2004
Michael Garafalo 2005
Norman MacAskill (resigned in Dec.) 2003
Robert Carpinone (appointed in January) 2003

Welfare Fair Hearing Committee 3-year appointed terms
Term expires in September

Ethel Fairweather, *Chairman* 2003
Janet Cheeseman 2003
Mark Dufour, Sr. 2003

Zoning Board of Adjustment 3-year appointed terms
Terms expire in April

Joseph Scionti, *Chairman* 2004
Curtis Davis, *Alternate* 2003
Ron Tony Giordano, *Alternate* 2003
Michael Herrick 2003
Edith Hyatt 2003
Les Miller 2003
Daniel Norris, *Alternate* 2005
John Smith, *Alternate* 2005
Stephen Reynolds 2004
Vacancy 2004

OTHER ELECTED OFFICIALS

Moderator 3-year elected term
Charles W. Morse March 2005

Tax Collector 3-year elected term
Cheryl-Ann Bolouk March 2005

Town Clerk 3-year elected term
Barbara Lessard March 2005

Treasurer 3-year elected term
John Sytek March 2005

OTHER ELECTED OFFICIALS

NH State Representatives - District 76

Terms Expire November 2004

Charles W. Morse, *State Senator - District 22*

Ronald J. Belanger Salem
Richard R. Cooney Salem
Janeen Dalrymple Salem
Anthony R. DiFruscia Windham
Christopher L. Doyle Windham
Mary E. Griffin Windham
James E. Holland, Jr. Salem
Russell F. Ingram Salem
John J. Manning, Jr. Salem
Charles E. McMahon Windham
Richard R. Noyes Salem
Anne K. Priestley Salem
Kevin Waterhouse Windham

DEPARTMENT & DIVISION HEADS

Town Manager

Jeffrey C. Towne, *Town Manager*
Maureen Witley

Assessing Department

Normand Pelletier, *Assessor*
Catherine Arseneault, *Deputy Assessor*
Anne Fogerty
Barbara Sweeney

Capital Projects

Greg Hogan, *Capital Projects Manager*

Community Development Department

William Scott, *Community Development Director*
Carolyn Maldonado

Building Division

Samuel Zannini, *Chief Building Official*
Ken Sherwood, *Electrical Inspector*
Warren Winter, *Building Inspector*
Janet Thompson

Health Division

Brian Lockard, *Health Officer*

Planning Division

Ross Moldoff, *Planning Director*
Maureen Sullivan

Finance Department

Linda Casey, *Finance Director*
Melanie Murray, *Accounting and Budget Manager*
Stephen Artemis, *Purchasing Coordinator*
Patricia Gaddis, *Water/Sewer Billing*
Susan Galvin, *Accounts Payable*
Jean Mayo, *Accounts Receivable*
Tina Lambert, *Water/Sewer Billing*
Rena Webster, *Payroll Coordinator*

DEPARTMENT & DIVISION HEADS

Fire Department

Arthur E. Barnes, *Fire Chief*
Kevin Breen, *Assistant Fire Chief*
Paul Parisi, *Deputy Fire Chief*
Michael Wallace, *Deputy Fire Chief*
Betty Oldeman

Human Resources Department

Mary E. Donovan, *Human Resources Director*
Donna Pratt

Human Services Department

Robert Loranger, *Human Services Administrator*
Barbara Riley

Information Technology Department

Cynthia Crescenzi, *Information Technology Manager*
Karen Landry, *Programmer/Analyst*
Amanda Harding, *GIS Coordinator*
Michael Weston, *Systems Administrator*

Police Department

Paul Donovan, *Chief of Police*
Robert Larsen, *Captain*
Robert Tine, *Captain*
Donna Ward

Public Works Department

Rodney Bartlett, *Public Works Director*
Rick Russell, *Operations Manager*
Bill Daly, *Utilities Manager*

Engineering Division

James Brown, *Senior Engineer*
Joseph Chamberlain, *Engineering Technician*

DEPARTMENT & DIVISION HEADS

Recreation Department

Julie Kamal, *Recreation Coordinator*
Jeannine Bannon

Senior Programs

Patricia Drelick, *Senior Programs Director*
Daniel Pacheco
Lois Kurgan

Tax Collector

Cheryl Bolouk, *Tax Collector*
Donna Bergeron

Town Clerk

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*

Collections (Town Clerk & Tax Collector)

Mary Ann Bell
Jacqueline Delaney
Susan Wall
Lisa Wojtas

SALEM DISTRICT COURT

John A. Korbey, *Justice*
Michael Jones, *Special Justice*
David Wajda, *Clerk of Courts*
Margaret Daszuta, *Deputy Clerk*

BOARD OF SELECTMEN AND TOWN MANAGER



Standing: James E. Holland, Jr., Philip A. Smith; Seated: Everett P. McBride, Jr., Richard R. Gregory (Chairman), Ronald J. Belanger.

We must begin by thanking the dedicated employees of the Town of Salem for their knowledge, expertise and hard work, without which we would not have been able to accomplish so much of what you will find detailed in the 2002 Town Report. The Town accomplished a tremendous amount this year due to the teamwork and effort of all our employees. We also wish to thank all of our volunteers that donated so many hours towards various town programs, the members of the Town's Boards and Committees and finally the residents for their assistance this year.

We were very pleased to have opened the Ingram Senior Center in August for the benefit of so many of our residents who have worked along with us to make this building become a reality. This beautiful facility will be enjoyed for generations to come. We wish to thank the residents of Salem and Mr. and Mrs. Russell Ingram for their generosity once again. Many thanks are due to Patti Drelick and the seniors at the Ingram Senior Center for all of their hard work and dedication. Without the donations that were received from so many, this project would not have been so successful. Opening week was awesome, full of so many activities including the "Grand Ball" which was enjoyed by everyone who attended.

Several road improvement projects were accomplished throughout the year. Stiles Road is finally complete and those who travel in that area of town are very thankful. Special thanks to S&R Construction for doing such a fantastic job. We also wish to applaud the Conservation

Commission for their valuable input and wisdom regarding the protection of the natural habitat surrounding the Stiles Road area.

The neighborhood road program was a complete success this year thanks to the efforts of our new Capital Projects Manager, Greg Hogan. The Town resurfaced approximately 4.3 miles of roads this past year. The Board of Selectmen and the Municipal Budget Committee agreed to add \$250,000 to the road program to accomplish more work. It was a great success in allowing more roads to be worked on. The Town also instituted a new program of paving “unpaved” roads throughout the community. The Town was able to pave six roads totaling three quarters of a mile in the first year of this new program.

The Town also continued the extension of water lines to properties with private wells that had been contaminated with MtBE, a gasoline additive. This project, Blake Road – Phase II, through the efforts of Rodney Bartlett, Public Works Director, received funding from the State of New Hampshire to offset costs to the area residents and the Town. The State also agreed to pay for the testing of private wells in this area. The Town will seek an appropriation to finalize the Blake Road area in 2003. We would appreciate your support once again.

A portion of Zion’s Hill Road, a scenic road, was reconstructed and resurfaced this past year. This project, due to its “scenic road” designation, was openly discussed many times in public hearings with the area residents affected by the road project. The Board of Selectmen opted to reduce the scope of work and the number of trees that would have been affected by the project due to the public input that was received. We wish to thank the residents for their input all along the way.

The entire region, in fact much of the Country, experienced very little precipitation last year which caused drought conditions to occur locally in Salem. The Board of Selectmen monitored the levels of both Arlington Pond and Canobie Lake daily throughout the spring, summer and fall. The Board of Selectmen declared a drought emergency early in the year, instituted water use restrictions and took action at the State level to allow for the direct transfer of water from Arlington Pond to Canobie Lake to help the lake’s water level. We would like to thank SEA Consultants for assisting us in this endeavor. We held several public meetings to discuss the need to conserve our water resources. The Board is now focusing on locating and acquiring additional source water supplies for the protection of our future needs.

While water levels were low this year, the Town contracted with a company to have the dam at Millville Lake repaired. Millville Lake was drained and the dam was resurfaced. Special thanks to the Millville Lake Protection Association for their work in cleaning up the lake during the draw down period. The Board of Selectmen also voted to allow the Millville Lake Protection Association to clean up and manage the beach area that is owned by the Town. It was a great effort for all those involved in the clean up process and the beach is now being enjoyed by area residents.

The Town finalized the site acquisition of the property formerly known as AI’s Trailer Park on Route 28. We assisted the resident’s of the park with the relocation of their homes and created wetlands storage on the site. We would like to thank M&E Construction for their timely and diligent work on this project. A majority of this work was done with funding from and in cooperation with the Federal Emergency Management Agency.

We completed our last phase of improvements at the Transfer Station. Improvements were made to the metals and recycling area. The Town through the efforts of CMA Engineers and former Capital Projects Manager George Sealy saved a considerable amount of expenses by working with the State to reduce the size of the landfill that needed to be closed.

As a result of the I-93 widening project and the State's need to acquire land for wetlands mitigation, the Town acquired a parcel of land adjacent to Soule School in order to build recreation fields. We constructed two soccer fields and a diamond field with funds appropriated at Town Meeting. These fields will not be available until sometime late in the fall of 2003. This project will benefit not only youth sports but the School District as well. We would like to thank Julie Kamal and Greg Hogan for their efforts in making this project so successful. We would also like to thank the Salem School Board and Superintendent Henry LaBranche for their assistance and willingness to provide parking for the fields on School District property. It was a great cooperative effort from all that were involved.

The Town was not affected as much this year by the West Nile Virus as we had been the year before. Brian Lockard, Health Officer for the Town of Salem, updated the public on several occasions and contracted with a company to treat catch basins in Town so that the mosquito population would be diminished. This treatment program was very affective and will continue in the future. We saw a significant decrease in the number of infected birds found in Salem. We appreciate Brian's efforts and are glad to have him working with us in Salem.

The Town's website has seen dramatic improvements due to the efforts of all Town Departments, especially the Information Technology Department under the leadership of Cynthia Crescenzi, Information Technology Manager. Please see the Information Technology Department section of this report for further information. We hired an additional employee in the Information Technology Department this year. Mike Weston is the new Systems Administrator and has contributed greatly to improving the entire computer network of the Town since his arrival. The Town changed over the phone system, installed a new firewall, started in-house software training and changed over the entire computer system in one year. It would not have been such a success without the dedication and expertise of the Information Technology Department employees. Thank you for all your hard work!

Great sadness filled the community when we all found out that Justice Robert D. Marshall passed away. "The Judge" will always be remembered for his ability to get things done and for his high regard for justice and fairness. It was his effort that allowed Salem to build the Court House. In February, the Board of Selectmen voted to name the Court House the "Robert D. Marshall Justice Building" in his honor.

The Town held a memorial service on September 11, 2002 in honor of the one-year anniversary of the attacks on the World Trade Center and the Pentagon. The day long ceremony was held to honor our own local Police, Fire and Public Works Department employees who serve the Town of Salem faithfully every day. It was also a tribute to the men and women who lost their lives as a result of terrorism in New York, Washington, D.C. and Pennsylvania.

Sixteen employees left the Town's employment either for retirement purposes or for other employment. The combined years of service to the Town for these employees totaled 265 years. Police Captain John Boudreau and his sister Teresa Boudreau, an employee of the Parks and Property Division of the Public Works Department, both retired this year. Combined they had

over 41 years of service to the Town of Salem. Paul Weed, Animal Control Officer, served the community for over 32 years. Rod LaFerriere, Denis Boisvert, Bill Dawe, Chris Hamilton and Tom Wutz served the Salem Fire Department for a combined total of 78 years. Mary Anne Sharp, Police Dispatcher, served the Town for 28 years. Joyce Desrosiers, Assessing Department Clerk, served the residents of Salem for 24 years. Suzanne Doucette, Health Officer retired with 15 years of service to the community. Paul St.Onge and Jerry Garabedian provided service for a combined total of 29 years. Finally, Patricia Carter, Deputy Tax Collector, served the community for over 17 years. We wish you health and happiness in your future endeavors. Thank you for all of your accomplishments and contributions to the Town of Salem for so many years!

We hope you find this Town Report informative. We wish to thank Maureen Witley for her hard work in producing this document. In conclusion, we encourage you to become involved within the community. There are so many opportunities for interested residents to serve your neighbors and friends through volunteerism. Also, please register to vote so that you may participate in local and national elections and Salem's Town Meeting form of government.

Respectfully submitted,

Richard R. Gregory

Chairman, Board of Selectmen

Jeffrey C. Towne

Town Manager

TOWN DEPARTMENTS



Seated front row: Brian Lockard, Ross Moldoff, Barbara Lessard, Arthur Barnes, Julie Kamal, Cynthia Crescenzi, Cheryl Bolouk; Seated second row: Linda Casey, Patricia Drelick, Michael Wallace; Standing: Rodney Bartlett, Samuel Zannini, Greg Hogan, Robert Bennett, Paul Parisi, Normand Pelletier, Kevin Breen, Jeffrey Towne, Paul Donovan, William Scott; Not pictured: James Brown, Robert Loranger, Robert Larsen, Robert Tine.

ASSESSING DEPARTMENT

New construction remained very active through the year as we added over \$40 million to our tax base. The majority of that increase was in the residential sector as we added 99 new homes but only three new commercial buildings to our tax base for 2002. Real estate values continued to climb but as the year progressed the signs of a slow down in the number of transfers and the rate of increase in values seemed to finally be happening. Low interest rates continued to fuel the market, however, with the high cost of housing the number of individuals able to afford today's prices has dwindled. This activity has caused condominium and mobile home values to climb dramatically.

The assessors' office continues to offer our assessment data on line at visionappraisal.com. This service has helped reduce traffic to our office while giving the public the convenience of doing research on our data base at their convenience. A new service will be available very soon through the registry of deeds which will give customers the ability to search deeds, liens and discharges online. Not all documents will be immediately available as only deeds dating back to 1980 will be available.

In August, Joyce Desrosiers retired after over twenty years of service with the town. We wish Joyce and her husband Bill a long and happy retirement. Barbara Sweeney joined our staff and has quickly adapted to her new duties. I also wish to thank Cathy Arsenault and Anne Fogarty for their hard work and dedication throughout the year.

Respectfully submitted,

Normand Pelletier

Assessor

SUMMARY OF INVENTORY

	<u>2001</u>	<u>2002</u>
Land	\$ 831,771,098	\$ 822,626,193
Buildings	\$1,499,932,300	\$1,549,497,300
Utilities	<u>\$ 24,986,100</u>	<u>\$ 24,986,100</u>
Total Gross Valuation	\$2,356,689,498	\$2,397,109,593
Elderly Exemptions	\$ 14,105,200	\$ 13,415,400
Blind Exemptions	<u>\$ 810,000</u>	<u>\$ 808,400</u>
Total Net Valuation	<u>\$2,341,774,298</u>	<u>\$2,382,885,793</u>
Taxes before Exemptions	\$ 44,686,815	\$ 46,743,027
Minus Veterans Exemption	<u>(\$ 184,500)</u>	<u>(\$ 180,900)</u>
Net Property Tax Commitment	\$ 44,502,315	\$ 46,562,127
Tax Rate	\$ 19.15	\$ 19.68
Total Current Use Acreage	1,820	1,805
Total Taxable Properties	11,491	11,489
Total Exempt Properties	478	484

CAPITAL PROJECTS DEPARTMENT

The Town's Capital Projects Manager coordinates the planning and coordination, design, bid specifications, and construction management of capital projects at the direction of the Town Manager. Responsibilities include management and implementation of the Town's Pavement Management Program, management of design consultants, construction management of various local roads and storm water, water, and sewer system utility improvements. The Capital Projects Manager also serves as liaison to the Salem community, staff, and all state and federal agencies.

Since my arrival in June, the Capital Projects Division has been responsible for construction management of the following projects:

- The design, reconstruction, and resurfacing of approximately 4.3 miles of local roads as part of the 2002 Local Roads Program
- Rehabilitation and resurfacing of approximately 0.9 miles of Zion Hill Road.
- Completion of the Cluff Crossing Recreational Fields
- Completion of the Wetlands Reconstruction and Flood Storage project at Route 28
- Substantial Completion of the Blake Road Phase II water utility improvements
- Mason Drive water main replacement and improvements
- Reconstruction and pavement installation of 0.75 miles of unpaved roads
- Development and design of the 2003 Local Roads Program construction documents
- Design of the Woodbury, Matthias, Robertson, North Policy Street sewer project.

Special thanks to members of the Public Works, Engineering, and Community Development Departments for all of their help and for making my transition into the Capital Projects position a smooth one. I look forward to providing continuing construction administration services for the citizens of Salem and continued support to the Town Staff.

Respectfully submitted,

Greg Hogan P.E.

Capital Projects Manager

COMMUNITY DEVELOPMENT DEPARTMENT

Mission

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

Operations

In 1998, the Community Development Department was formed through a merger of traditionally separate but functionally related departments into divisions under one management. The divisions of the Community Development Department are: Building Inspection; Health; and Planning. The Director also serves as a special projects coordinator for the Town Manager, and facilitates the development of the Capital Improvements Plan.

Suzanne Doucette Retires

A valued employee, Suzanne Doucette, retired from the position as Health Officer after fifteen years of service to the Town. Her knowledge and guidance to the residents of Salem was a continual asset to the Health Division. Brian Lockhard was hired as the Health Officer for the Town. Mr. Lockhard worked for the Town of Burlington, Mass. for 15 years prior to arriving in Salem. With the generous two-month notice period provided by Mrs. Doucette the Town was able to create a smooth transition.

Senior Center

During the first quarter, the primary focus was the construction of the senior center and the continuation of site work. Fortunately the mild winter provided a less costly and more expedient site construction despite the season. In the second quarter the building envelope began to rise from the slab. The interior took shape and work such as rough carpentry, plumbing, and electrical was in progress by the end of the second quarter. The building was completed in the third quarter as the furnishings and equipment were ordered as finish work was completed on the interior and the exterior site work was in final stages. The building opened in early August.

Project Impact

The Project Impact Flood management grant concluded the necessary administrative steps and the grant successfully closed within the first quarter. The grant allocated over \$99,000 in federal funds to 25 homes to create mitigation improvements that would minimize flood damage.

Hazard Mitigation

Success continued with the Hazard Mitigation Project at Al's Trailer Park thanks to the work of Shelly Hadfield the consultant hired to manage the Community Development Block Grant. Her attention to detail saw through the completion of the relocation of residents living in nineteen mobile homes who continually faced unbearable flooding conditions. The plans developed in the second quarter involved the creation of drainage detention areas to address peak seasonal flows and minimize flooding. The Town's progress prompted the State to provide an additional \$32,000 to the project; making the total flood portion of the project approximately \$270,000. The construction of the project began in the later part of September with completion in early November. Wetlands planting will occur in the spring of 2003.

Police Station

The initial Police Station feasibility analysis began as the department was completing the internal interview and building programming. The Community Development Office assisted in the coordination between the Police Building Committee and the architect. The Community Development office provided assistance to complete the necessary reports and presentation to provide the Board of Selectmen with the detailed information regarding the design and site plan. The Board of Selectmen established a Police Building Committee and the process moved toward making determinations regarding the project site, size and costs.

Intelligent Transportation Systems

In anticipation of the I-93 construction and as part of an overall traffic plan for the Town, Salem began the planning for a system wide Intelligent Transportation System or ITS. The intent is to coordinate the installation of the system with I-93 construction project and have the ITS system enabled prior to construction impacts. In the short term, during the I-93 construction phase, ITS will allow the coordination between the Town and the construction activity to accommodate parallel alternate routing of traffic. The long-range plan for ITS involves the integration of the technology as a response to extreme peak traffic, poor weather conditions, and accidents. The real value of ITS lies in the programming of traffic systems that more effectively manages traffic thus reducing the wait period for traffic and emissions. The Regional Planning Commission rated the project one of the highest in the review of Congestion Mitigation Air Quality grants. Pending the State approval the Town will use \$100,000 in impact fees and a \$185,000 CMAQ grant to design the system. Early in the project Congressman Bass initiated communications with the Town regarding possible funding for the construction of the ITS project to reduce the Towns local tax impacts for installation. The Community Development Office provided budget and project information to the Congressman's office. In August, Congressman Bass notified the Town that he was seeking funds for construction of the ITS system in the amount of \$900,000. The funding will take the design and move the project toward implementation by funding the construction.

Boys and Girls Club

The Community Development Department is assisting the Boys and Girls Club by seeking Community Development Block Grant (CDBG) funds for the purpose of renovations and additions to the current facility in Salem. The renovations will address facility improvements necessary to meet code requirements and add service capacity for the pre-teen population. The project will also expand services by providing the necessary space and facilities for teen services in a region of the state currently not served. Together, both projects will provide additional capacity to increase the number of low and moderate income persons served within the greater Salem area. The funding request is in excess of \$917,000.

Fire Department Station Analysis

The Community Development Department assisted the Fire Department in the selection of an architect for the analysis of Fire Station facilities. A key aspect to the analysis is the location of the stations as related to response time factors. The Community Development department working with the GIS department created a computer model to assess the population impacts on public safety services. The outcome of the computer model population analysis is that Salem is a community with a total population of 81,967 including non-residential uses. The key aspect to the analysis is the ability to determine the location of the population centers and how affective Fire Station locations are in relation to population.

Capital Improvements Plan

The Capital Improvements Program began in June toward establishing priorities for capital improvements in the Town. Major projects involved in the process included the Police Station, Fire Station analysis and the reconstruction of a portion of Lawrence Road. The process was enhanced with a detailed rating system, a computerized database, and a series of presentations and meetings. The Capital Improvements Committee completed the plan in late September where the process with other Boards began.

Time Allocation

The allocation of time is a critical component to providing effective public service. Toward understanding how we allocate our time the divisions within Community Development began tracking time based on seven categories related to common tasks. The outcome will be an understanding of where we perform well and where we could improve our use of time. The time allocation process began as a test in November 2001 and the actual program began in January 2002. Data from time allocation will be presented in the 2003 Town Report.

Main Street

The project involves the replacement and improvement of a drainage system under Main Street, in the area of the Brooks Pharmacy building, Salem Central Fire Station and other surrounding properties. The current drainage system runs under the Brooks Pharmacy and therefore does not allow for the enlargement and/or cleaning of the drainage system. The project proposes to replace the pipe in an existing easement next to Brooks and create a new headwall and outlet. The Town approved \$85,000 for a match to over \$130,000 in funds. At the time of this annual report bids were solicited for the project.

Conclusions 2002

We consider Community Development as an internal consulting organization providing technical and organizational services to the public and fellow departments toward implementing community projects. By serving in this role we are able to draw upon the expertise of the departments and ensure that their needs and their client's needs are met. A key focus in any process is moving ahead with projects identified in both the 2001 Master Plan and the 2002-2007 Capital Improvements Plan. Articulating the fact that projects are derived from a comprehensive approach is a focal point to our project development.

Respectfully submitted,

William J. Scott

Community Development Director

BUILDING DIVISION

The Town issued more permits in 2002; however the permit revenues decreased due to less commercial building. The Town experienced an increase in residential alterations/additions and a decrease in the building of new single family homes. The Building Division was extremely busy this year with the issuance of 2,712 electrical and plumbing permits and the performance of 5,000 inspections.

The Building Division worked on constructing a web page for the purpose of allowing the public access to general questions and information regarding permitting. This site also contains applicable local codes for building, plumbing and electrical. It is the Town's intent to expand this web site during 2003 to allow downloading of permit applications, and general information, which will enable the public to make permit processing a more convenient experience.

The State of New Hampshire has adopted the International Building Code 2000, where as all buildings that are commercial or industrial that are intended to be constructed after September 2003, must comply to the IBC 2000. In reference to one and two family residential construction, the Town of Salem will continue to enforce its present code which is the 1996 Boca Building Code.

I would like to take this opportunity to thank all who have worked tirelessly in this department. They are dedicated staff members who give the residents of Salem their time and energy in order to assist residents building needs, questions and safety concerns. Warren Winter, our Building Inspector, issues building permits, reviews building needs and always makes himself available to answer questions. Ken Sherwood, our Electrical Inspector, not only issues electrical permits, but also issues and inspects pools, decks, sheds and signs. Sam Zannini, Chief Building Official, not only issues plumbing permits, but also is Salem's Code Enforcement Officer and liaison to the Zoning Board of Adjustment. Our Administrative Secretary is Janet Thompson who is available every day and eager to help all that come to this department.

Respectfully submitted,

Samuel Zannini

Chief Building Official

BUILDING PERMITS ISSUED

Building Department - 2002						
	# Permits	Permit	# Permits	Permit	# Permits	Permit
Description	2000	Fees	2001	Fees	2002	Fees
		2000		2001		2002
Deck	113	\$1,728	88	\$1,742	95	\$1,662
Accessory Apartment	7	\$60	9	\$90	3	\$90
Casual Sales	16	\$360	13	\$285	13	\$310
Change of Use	8	\$80	4	\$55	5	\$56
Chimney	47	\$1,110	51	\$1,176	32	\$680
Church & Other Alt.			6	\$2,484		
Commercial	12	\$33,570	10	\$27,456	11	\$16,319
Commercial Addition	18	\$27,231	10	\$25,985	12	\$4,485
Commercial Alt.	97	\$32,787	99	\$71,456	64	\$26,073
Commercial Raze	4	\$375	6	\$892	5	\$700
Duplex					2	\$223
Fence	84	\$1,118	61	\$845	101	\$1,419
Hotel/Motel	1	\$350				
In-Law Apartment	10	\$155	9	\$100	16	\$160
Major Home Business	2	\$70	5	\$250	7	\$320
Minor Home Business	1	\$20	98	\$1,950	150	\$3,000
Miscellaneous	60	\$2,906	79	\$7,223	58	\$1,289
Mobile Homes	10	\$756	11	\$737	13	\$826
Multi Family			2	\$35		
NED Tenant Fit up			2	\$680	3	\$1,975
Municipal/School					2	\$0
Site Work	2	\$1,025				
Pool	133	\$1,893	76	\$1,442	107	\$1,749
Permit Renewal	12	\$218	35	\$539	20	\$338
Residential Additions	112	\$6,165	92	\$5,368	176	\$10,518
Residential Alterations	138	\$4,603	148	\$5,252	122	\$4,263
Residential Garage	28	\$1,611	20	\$6,768	30	\$1,594
Residential Raze	16	\$566	19	\$471	35	\$1,018
Shed	106	\$1,355	93	\$1,335	107	\$1,298
Signs	68	\$2,001	67	\$1,659	55	\$1,367
Single Family Home	124	\$39,066	127	\$40,742	114	\$33,863
Tent Sale	4	\$125	3	\$75	5	\$125
TOTAL	1,233	\$161,304	1,243	\$207,092	1,363	\$115,720

HEALTH DIVISION

I am pleased to submit my first annual report as the Health Officer for the Town of Salem. My tenure began on May 28, 2002 and I was fortunate to be able to work with Suzanne Doucette for two weeks prior to her retirement in early June. During this transition period, I was able to benefit from her years of experience which facilitated my commencement of duties. The issues of 2002 are listed below:

Food Safety Initiatives

All food establishments (180+) are routinely inspected twice per year and follow-up inspections are conducted to ensure critical code violations are corrected in a timely fashion. In addition, complaints and reports of foodborne illnesses are investigated. It is anticipated that the New Hampshire Department of Health & Human Services will modify the state code this year to require all establishments to have a "Certified Food Manager". In order to be certified, food establishment operators will need to attend a class and pass a state-recognized exam. This requirement will provide a more knowledgeable workforce to ensure a safer environment for consumers.

West Nile Virus

A comprehensive mosquito control program was conducted this year which included mosquito testing as well as larviciding of wetlands and catchbasins. Only one (1) positive bird was found in Salem this year and no positive mosquitoes were detected. This is major improvement from last year in which seventeen (17) birds and two (2) pools of mosquitoes were found positive for West Nile Virus. Continuing this program next year will be critical to the ongoing success in controlling the spread of West Nile Virus.

Groundwater Protection Program

Two wellhead protection areas have been delineated in the western portion of Salem and it is the goal of this program to protect the Town's water resources from degradation by improper use of regulated substances. This program involves the inspection of commercial facilities which utilize, handle, store, and/or produce regulated substances (hazardous materials) that are greater than or equal to 5 gallons. This program is basically a non-regulatory approach to protect, and encourage others to protect, groundwater and sources of public drinking water.

The State of New Hampshire's Best Management Practices Rules (BMPs) are utilized during this audit type of inspection. These rules apply to all facilities that handle larger-than-household quantities of regulated substances. These facilities are identified in New Hampshire's Groundwater Protection Act (RSA 485-C) as Potential Contamination Sources (PCSs). The purpose of the BMPs outlined in the rules is to prevent a release of regulated substances. The BMPs in the rules are essentially common-sense operating practices that have already been adopted by businesses interested in minimizing their environmental liability.

Private Wells

Drinking water from private wells in Salem sometimes contains contaminants at levels that can pose health risks. Only a water quality test, by a competent laboratory, can assure that your family is protected. It is for this reason that the town requires all new wells be tested and problems corrected prior to issuance of an occupancy permit. However, it is equally important that existing wells be tested on a regular basis to ensure the water is safe to drink.

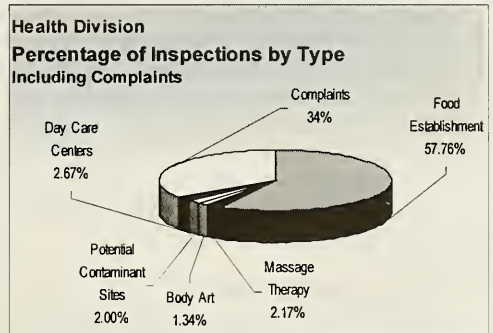
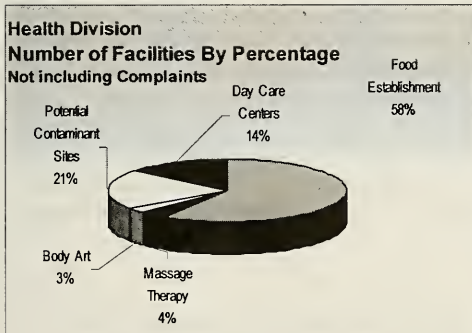
The following contaminants, some naturally-occurring and others man-made, have been found in private well water in New Hampshire: arsenic, bacteria, fluoride, nitrate, radium, radon, sodium, uranium, volatile organic chemicals (VOCs). Additional information may be obtained on the NH Department of Environmental Services' website at www.des.state.nh.us/wseb.

Licenses/Inspections

In addition to the above issues, the following licenses are issued: food establishments, massage therapy, body art (tattooing/body piercing), and salvage yards. Other inspectional duties include: daycare centers, foster homes, housing, and nuisances such as trash and odors. Beaches are tested during the summer months to ensure safe swimming conditions.

It has been a rewarding experience to serve the community and I welcome any comments or suggestions from the residents of Salem.

Respectfully submitted,
Brian A. Lockard
Health Officer



PLANNING DIVISION

The Town of Salem's Planning Division consists of Planning Director Ross Moldoff and Administrative Secretary Maureen Sullivan. Our primary responsibility is administering the Town's land use controls, including subdivision, site plan, and zoning ordinances. This involves extensive dealings with the public, reviewing plans and proposals, signing permits, inspecting sites, and working with other Town staff, consultants, and applicants. We arrange Planning Board and Conservation Commission meetings throughout the year, and serve as staff to these citizen volunteers. Given Salem's population and development activity, the volume of this administrative work takes up most of our available time.

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

Planning Division highlights for 2002 are discussed below:

Planning Board

Coordinated 21 meetings with 87 agenda items and 6 worksessions. Large projects approved in 2002 included senior housing projects on Sally Sweet's Way (142 units) and Cluff Road (88 units), a large retail/warehouse building for Furniture World on Lowell Road, and subdivisions on Equestrian Road (26 lots), Main Street (16 lots), Bridge Street (14 lots) and Sycamore Avenue (8 lots). Substantial staff time was also spend on proposals for the Lord property on Veterans Memorial Parkway, a large apartment project next to Wal-Mart, and the Rockingham Park redevelopment issue. A notable trend in 2002 was the upgrade of older commercial properties on Route 28, including Town Fair Tire and Dunkin Donuts and planned improvements for several other properties.

Conservation Commission

Coordinated 13 meetings with 37 agenda items. Significant projects included plans for the expansion of Route 93, several requests to purchase Town land, and Town projects at the Shannon Road Landfill, Cluff Crossing Road recreation complex, and the former Al's Trailer Park. Worked with consultant Mark West on mapping new Prime Wetlands

Zoning Amendments

Worked with the Planning Board and consultant Jerry Coogan to prepare 8 amendments to the zoning ordinance and zoning map, including revisions to the Senior Housing Ordinance and Open Space Preservation Ordinance, and an amendment dealing with the Rockingham Park redevelopment project. Prepared legal notices and warrant/ballot articles and set up public hearings.

Road Improvements

Collected \$17,000 in road impact fees for Pelham Road and Route 28 road corridors as part of the Planning Board's site plan approval process. Worked with consultants on conceptual improvement plan for Veterans Memorial Parkway and design of traffic signal at Germonty Drive/Veterans Memorial Parkway intersection. Private road improvements completed in 2002 include a turning lane for the K-Mart plaza on Veterans Memorial Parkway.

Town Forest

Worked with Conservation Commission and student interns on various projects, including trail maintenance and woodlot management.

Code Enforcement

Reviewed 515 permit applications for new single-family dwellings, commercial buildings/alterations, in-law and accessory apartments, signs, and occupancy requests. Investigated numerous complaints and inspected sites for compliance with approved plans.

Other

Collected \$220,000 in school impact fees (\$1.3 million collected since 1998). Processed \$60,000 in escrow funds for outside plan reviews and performance guarantees. Worked with Information Technology Manager Cynthia Crescenzi to get Zoning Regulations and other material on Town web page. Worked with Recreation Director Julie Kamal on Cluff Crossing Road ballfields project. Prepared proposal to increase subdivision and site plan application fees. Worked with Garden Club on Commercial Landscaping Awards. Served on Executive Committee of New Hampshire Planners Association.

We urge citizens to participate in planning for the Town's future by reading the Town's Master Plan and Land Use Controls, attending meetings or watching them on Cable Channel 17, volunteering for subcommittees or Board openings, writing letters, visiting the Planning Office, or viewing the Town's Internet Web page at www.townofsalemnh.org.

Respectfully submitted,

Ross A. Moldoff

Planning Director

FINANCE DEPARTMENT

The Finance Department is comprised of many functions that interact with many, if not all, departments within the Town of Salem and the community. These functions include investing of Town funds, budget preparation and control, payroll, purchasing, accounts payable, accounts receivable, and water and sewer billing.

In 2002, Steven Artemis was hired as the Purchasing Coordinator. Steve has been a great asset to the department. For the first time, Finance was involved in the School-To-Careers program at the Salem High School. It is an internship program where the student enters into the workplace and interacts with other workers, engages in hands-on activities, and complete assignments to learn about the skills and knowledge required at the workplace. We had the pleasure of having Jamie Crosby in our department, a senior at the High School. It was a pleasure to be involved with the program and in giving Jamie an opportunity to experience the day-to-day functions of our work environment. Good luck Jamie in the future!

The Finance Department was involved in many projects this year. Blake Road Water Improvement project, Ingram Senior Center, Betterment Rate Analysis, Infrastructure Asset Management to name a few.

The Town of Salem was approved for reimbursement in connection with the MtBE contamination in the Blake Road area. The Town of Salem received \$191,401 from the GREE Fund. We have submitted a second reimbursement for the first phase and will receive it in 2003. The Town expects to receive funding from the EPA and the GREE Fund for the second phase of the Blake Road Water Improvement Project in 2003.

2002 was a very unusual year relative to the actual expenditures of the Operating Budget. Contracted Services in Solid Waste and Employee Benefit Retirements resulted in over expenditures, thus initiating a modified spending freeze in August which only allowed for the purchase of items that were a necessity. With the assistance of all department heads, we were able to keep from overextending the appropriated budget that was approved at Town Meeting. Thanks to all for your assistance.

The actual 2002 tax rate for the Town portion was set at \$6.56. This is an increase of \$0.23 from the 2001 Tax Rate. Overall, the Town, School, State and County tax rate increased in 2002 by \$.53 per thousand dollars assessed valuation from the 2001 rate.

I would like to take this opportunity to thank all the employees of the Finance Department. The Finance Department continues to be a success with their dedicated service to the employees, residents and businesses in the Town of Salem.

Respectfully submitted,

Linda Casey

Finance Director

FIRE DEPARTMENT

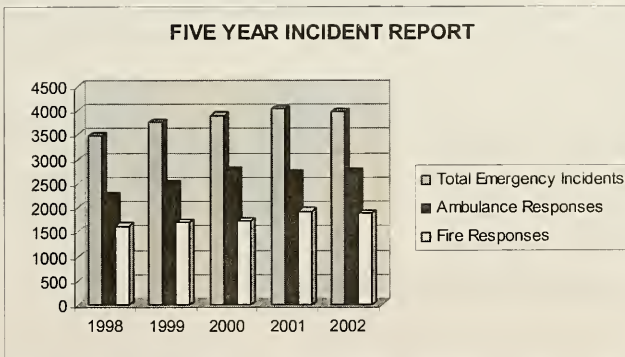
2002 was a year of planning for the Salem Fire Department. Department members worked on a fire feasibility study to determine the number and general location of fire stations. A replacement schedule was developed for the department's ambulances and brush trucks in a way that would not "spike" spending in any one budget year. An internal audit was conducted to identify the department's strengths and weakness in order to better allocate our training resources. Finally, a significant amount of planning was done for the Salem Emergency Management Agency.

For many years the administrative staff of the Salem Fire Department has been responsible for the management of Salem's Emergency Management Agency. The Emergency Management Agency is probably more easily recognized under its older name of the Civil Defense Agency.

As the past year unfolded the role and responsibilities of local emergency management agencies became more clearly defined and focused on potential terrorist attacks that we may someday experience. Although similar in nature to traditional fire department response scenarios, these situations would require unique mitigation strategies all of which require planning, training, and practice.

Fortuitously, at the 2001 Town Meeting the residents voted to restore a deputy chief and records clerk position to the department in addition to adding a battalion chief position to the Bureau of Fire Prevention. These positions have allowed for better delivery of services and increased our organizational capability to meet our overall fire department mission.

Service demand remained close to last year's level, there were 3,981 emergency incidents compared to last year's 4,033. Overall response patterns remained the same as 2,593 of the incidents or 66% were for emergency medical purposes.



There were some personnel changes; Firefighter Dennis Bosivert (24 years of service), Firefighter William Dawe (28 years of service), and Lieutenant Rod Laferriere (22 years of service) all retired this year. Firefighter Paramedic Chris Hamilton and Firefighter Paramedic Tom Wutz both left to assume similar duties in other fire departments in the Northeast. We will miss their commitment and dedication to the community and wish them well in their new endeavors. We also welcomed aboard new employees; Battalion Chief Robert Bennett and Firefighters Mark Curtin, Doug Devine, and Matt Lopez. Each one of these new employees

brings special talents, skills and abilities that will enable the fire department to continue to grow and prosper in the future.

The following promotions had taken place; Lieutenant Michael Wallace to Deputy Fire Chief, Part-time Dispatcher Pam Russell to Records Clerk, Firefighter Paramedic Stephan Cattin to Lieutenant, and Firefighters Doug Devine and Randy Young to the rank of Firefighter Paramedic.

The citizens of Salem have consistently supported the Fire Department in our efforts to keep the Town as safe and secure as possible. We hope we have been, and will continue to be, worthy of that support.

Respectfully submitted

Arthur F. Barnes

Fire Chief

REPORT OF FOREST FIRE WARDEN AND STATE FOREST RANGER

Your local Forest Warden, Fire Department, and the State of New Hampshire division of Forests and lands cooperate and coordinate to reduce the risk of wildland fires in New Hampshire. To help us assist you, contact your local Forest Fire Warden or Fire Department to find out if a permit is required before doing ALL outside burning. Fire permits are mandatory for all outside burning unless the ground where the burning is to be done (and surround areas) is completely covered with snow. Violations of RSA 227-L:17, the fire permit law and the other burning laws of the State of New Hampshire are misdemeanors punishable by fines up to \$2,000 and/or a year in jail, plus suppression cost.

A new law effective January 1, 2003 prohibited residential trash burning (RSA 125-N). Contact New Hampshire Department of Environmental Services at 800-498-6868 or www.des.state.nh.us for more information.

Help us to protect you and our forest resources. Most New Hampshire wildfires are caused by humans. Homeowners can help protect their homes by maintaining adequate green space around the house and make sure that the house number is correct and visible. Contact your fire department or the New Hampshire Division of Forests and Lands at www.nhdf.org or 271-2217 for wildland fire safety information.

ONLY YOU CAN PREVENT FOREST FIRES.

2002 FIRE STATISTICS
(All fires reported through November 10, 2002)

TOTALS BY COUNTY

	<u># of Fires</u>	<u>Acres</u>
Belknap	52	13.5
Carol	80	10.5
Cheshire	39	17
Coos	3	2.5
Grafton	53	21
Hillsborough	108	54.5
Merrimack	94	13.5
Rockingham	60	25.5
Strafford	31	23
Sullivan	20	6

CAUSES OF FIRES REPORTED

Arson/Suspicious	43
Campfire	31
Children	32
Smoking	32
Rekindle of Permit	3
Illegal	7
Lightning	36
Miscellaneous*	356

(*Miscellaneous: powerlines, fireworks, railroad, ashes, debris, structures, equipment.)

	<u>Total Fires</u>	<u>Total Acres</u>
2002	540	187
2001	942	428
2000	516	149

SOUTHEASTERN N.H. HAZARDOUS MATERIALS MUTUAL AID DISTRICT

The Southeastern New Hampshire Hazardous Materials Mutual Aid District is organized as a regional solution to the hazardous materials response problem. The purpose of the District is to prepare our communities, regionally, for responses to hazardous materials incidents, both with training and equipment. The 15 communities that comprise the district are: Auburn, Atkinson, Chester, Danville, Derry, East Derry, Hampstead, Hooksett, Litchfield, Londonderry, Pelham, Plaistow, Sandown, Salem, and Windham. We are pleased this year to welcome the Town of Sandown as a new member.



The District is managed by an Operations Committee, consisting of a Chief Officer from each member community, who carry out the day-to-day business of the organization; and a Board of Directors, consisting of an elected or appointed member of municipal government in each member community, who provide oversight and fiscal management. The District provides the highest level of response available for Hazmat, Level "A".

District resources include two response trailers; equipped with generators, oil spill and decontamination equipment, chemical reference material, protective suits, communications equipment, and a response truck and trailer equipped for the team. The District trailers and truck are strategically located to respond to any community requesting them. An EMS Mass Casualty trailer is located in Londonderry, available for response to medical incidents with a large number of patients. A new addition this year is a decontamination trailer supplied to the team by the State of New Hampshire, Office of Emergency Management. This trailer is equipped to decontaminate a large number of people affected by a HAZMAT or weapons of mass destruction incident.

The State has also supplied the team with a chemical agent monitor, the same type used by the 1st Army Civil Support Team. In June, the District participated in a joint training exercise with State, Local, and Federal agencies to test interagency operability, a key factor in all responders working and communicating together.

The team also trained member departments in weapons of mass destruction response, and decontamination. With the training and equipment the District possesses, the team has the ability to detect and field test for chemical and biological agents.

The team is also trained in confined space rescue for HAZMAT incidents and has purchased the equipment necessary for this vital role.

The District this year has received a State of New Hampshire Emergency response Committee Grant of \$11,843.75, and a Weapons of Mass Destruction Grant of \$16,000.00.

Your Fire Department and local officials continue to make progress in providing the most cost effective manner of responding to hazardous materials incidents.

For the Board of Directors
Paul Hopfgarten
Councilor, Town of Derry
Chairman, Board of Directors

For the Operations Committee
Chief Alan J. Lypek
Londonderry Fire Department
Chairman, Operations Committee

HUMAN RESOURCES DEPARTMENT

At least once a year through an annual report Human Resources gets to look beyond the demands of day-to-day work and see things from a broader perspective. This has been a very busy and productive year for many town departments. Dedicated employees continue to do difficult work by routinely managing budgets, responding to police and fire emergencies, negotiating responsible contract settlements, and managing winter snow operations, to name a few. This work occurs often with limited resources, in adverse conditions, and usually in an uncertain and unpredictable political environment.

Town employees recognize that they are constantly in the public eye carrying out the demands of their positions. As Human Resources Department Head, I consider working in the public sector a privilege, specifically, because the Human Resources Department interacts and supports these employees as they provide quality service to the community.

At times we need reminders that all town employees are Salem's HUMAN RESOURCES. They are to be complimented for all of their hard work in 2002. Because of its "Human Resources," Salem can be proud of its accomplishments this year. With vigilance, many departments completed projects that will position this town well into the future.

I encourage you to read carefully the annual reports of my colleagues provided to you in this document. You will learn how employees and town departments addressed a wide range of issues, completed projects, and resolved conflicts that sometimes required extreme sensitivity, and occasionally a dose of toughness. It is my hope that you will take the opportunity to join in recognizing and thanking the employees for the important work they do. THEY DESERVE IT!

From the vantage point of a broader perspective and in keeping with Webster's definition of dignity as "the quality or state of being worthy, honored or esteemed;" and respect as "to consider worthy of high regard, to refrain from interfering," the Human Resources Department remains dedicated to recruiting and retaining quality staff that will be treated with dignity and respect. As a result, it is my hope that we will continue to accomplish positive things for this community and that we will all treat each other with dignity and respect. Good communication, patience and an honest effort to understand what the valuable resources are in Salem will foster a successful and exciting future for this community.

Respectfully submitted,

Mary F. Donovan

Human Resources Director

JOINT LOSS MANAGEMENT COMMITTEE

This was a very productive year for the Joint Loss Management Committee, which means it was very beneficial to the Employees of the Town of Salem. We made a number of suggestions with respect to work place health and safety and received a positive response from the Town Manager and Town Employees.

The year started off with the review and discussion of accident and injury reports. We plan to use these reports to identify any problems such as faulty equipment, or training that will prevent an accident or injury from occurring. A training session on "Work Place Safety Inspections" was attended by J.L.M.C. members. We have performed these inspections in the past and plan to continue them in the future.

This past summer, a new security system was installed at Town Hall. It is required now that all Town Hall Personnel carry identification card that allows them to move throughout the building while leaving doors locked to areas designated "Employees Only", or "Authorized Personnel Only". This procedure will prevent unauthorized access to certain areas of the building while allowing the Public to access Town Hall and the various departments.

In September, with a lot of hard work from the Human Resource Department, every at risk Employee was offered the opportunity to take advantage of a Hepatitis clinic that included vaccinations and screenings. Also training was made available to all Employees on a number of subjects including "Violence in the Work Place".

The Joint Loss Management Committee recognizes the importance of safety and health and is committed to providing a workplace for all Employees in which recognized hazards are controlled or eliminated.

Respectfully submitted

Fred Wallace

Chairman J.L.M.C.

HUMAN SERVICES DEPARTMENT

The Town Human Services Department provides emergency and temporary assistance for Salem residents as defined by State Statute RSA 165. Eligibility is based on need, and is determined each time a formal request for assistance is made through an application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendor for such basic needs as food, fuel for heat, utilities, shelter, prescriptions and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible.

Liens, according to State Law, are placed on properties and future settlements of those assisted. In 2002, the Town was reimbursed over \$38,148 for past assistance provided.

The Town, in 2002, assisted 139 families and over 356 residents. The budgetary cost for General assistance in 2002 was \$99,000. The largest percentage of families were assisted with housing, medical cost (especially medications) and food. High and escalating rents have affected many low-income households, especially those working at the lower end of the wage scale.

TOWN FUNDED HUMAN SERVICES

The Town funded the following human services to help serve Salem residents in 2002:

Home Health Care Clinics

\$13,000 was allocated in Town funding in 2002 for home health care and clinics. The Northeast Rehabilitation Hospital located in Salem provides skilled home visits to Salem's frail and elderly residents who do not have the necessary income for these services, and provided flu immunizations to Salem seniors. The Holy Family Hospital provided blood pressure readings on a monthly basis and glucose screening every other month at the Ingram Senior Center.

Greater Salem Caregivers

The Greater Salem Caregivers were allocated \$15,000 by the Town in 2002. Caregivers provides supportive services through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound and to those individuals with other "special needs." Volunteers provide rides for medical appointments, friendly visits, errands, chores and minor repairs. Assistance is provided in locating other services, support and professional care. In 2002, Caregivers served over 481 Salem residents, with over 3,115 units of service, primarily for transportation to medical appointments with a value of \$45,170 in services to Salem residents.

A Safe Place/Rape and Assault Center

These two agencies together were allocated a total of \$4,000 by the Town in 2002. The two agencies coordinated services to provide direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hot-line, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations and live free from violence. 115 residents were helped with A Safe Place services last year for a total of 998 units of service. A Safe Place has a drop-in center with part-time hours for the greater Salem area. Their local telephone number is 890-6392. Rape and Assault Support

Services assisted 85 Salem residents, with crisis intervention, 2 with emergency shelter, and 786 individuals with education services.

Retired Senior Volunteer Program (RSVP)

RSVP was allocated \$4,000 by the Town in 2002. RSVP seeks to provide a recognized role in the community and a meaningful retirement life for older Americans, 55 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 2002, Salem's RSVP had 157 volunteers and contributed over 20,350 hours to 35 non-profit agencies, such as Salemhaven Nursing Home, Millville Arms Association, Salem Senior Nutrition, Greater Salem Caregivers, Salem Fire Department, Salem Senior Center, Salem Historical Museum, Silverthorne Adult Day Care, and Telfer Circle Senior Bingo and Crafts, Navy Relief Society, Northeast Rehabilitation Hospital, Rockingham County Nursing Home.

Big Brothers/Big Sisters Program

The Big Brothers/Big Sisters program was allocated \$14,500 by Town funding in 2002. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long-term relationships with capable, caring volunteers. The program seeks not only to prevent problems but also to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 2002, there were 22 Little Brothers and Little Sisters matched with Big Brother and Big Sisters.

Rockingham County Community Action Program (RCCAP)

RCCAP was allocated \$16,640 in 2002. RCCAP's mission is to serve the needs of the areas low-income residents by assisting them in coping with the hardship of poverty. RCCAP has an outreach office in Salem and provided 291 residents with fuel assistance last year for a value of \$206,128. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of reported services to Salem residents was \$752,528.

Rockingham Nutrition Meals on Wheels

Rockingham Nutrition Meals on Wheels was allocated \$8,505 in 2002 by the Town of Salem. The Nutrition Program provides hot noon lunches at the Ingram Senior Center, five days a week and delivers noon meals to those residents who are homebound. Last year the Nutrition program provided meals to over 228 Salem residents. Provisions are provided for two meals a day if needed. A grand total of 32,032 meals were provided from the Salem site. The nutrition program's telephone number is 893-2137.

Rockingham VNA and Hospice

The Town allocated \$8,500 toward the Hospice Program in 2002. The agency provided Hospice care to 4 Salem residents (and families) who were terminally ill and provided 566 units of service. The Town's allocation helps support volunteer services and bereavement groups.

Community Health Services, Inc.

Community Health Services, Inc. was allocated \$15,000 in 2002 from the Town. The agencies mission is to provide comprehensive health care including primary care physicians, specialist, mental health services, pharmaceutical medications and hospital care at low cost to Salem's low-income residents who work, are without health care insurance, are not eligible for federal health

care programs and cannot afford health insurance. The value of services to 98 active Salem residents served in 2002 was over \$253,000 in value of services.

The Greater Derry/Greater Salem Regional Transportation Council

The Transportation Council was allocated \$5,000 by the Town in the year 2002. The Transportation council provides van rides to Salem's elderly, disabled and other residents in need of transportation. Last year the transportation council provided over 1,000 rides to Salem residents to destinations such as doctor's visits, bank and grocery stores.

The Salem Family Resource Center

The Town allocated \$22,000 in 2002 to the Salem Resource Center. The Salem Family Resource Center provides home visiting nurses and child development services to young mothers and mothers of newborns (parenting workshops, parenting libraries, babysitting training and network.) The Parenting Resource Center is located at the Fisk School; telephone number is 898-5493.

Respectfully submitted,

Robert P. Loranger

Human Services Administrator

INFORMATION TECHNOLOGY DEPARTMENT

Salem's Information Technology Department provides technology related equipment, information, communication and support services to all departments located within the Town Hall, Police Department, Fire Department, Public Works, Utilities Division, Human Services and the Ingram Senior Center, as well as many individual remote sites throughout the town. These services include network architecture, virus protection, the acquisition of network equipment, computer hardware, software, information security, supplies, maintenance, training, telephone and voicemail support. Information Technology also covers all aspects pertaining to software development, training, systems security, data integrity, and all related contracts.

In mid-2002 a new Systems Administrator, Mike Weston, was brought on-board. Mike joins us from the private sector where he had worked for many years in technical support roles. He came in the midst of a considerable change in the department while we were installing new machines and servers town-wide as well as adding additional network security capabilities and changing telephone structure. During his short term here, he has been able to provide much needed assistance to our department and continues to expand his technical capacity.

The 2002 year saw many major accomplishments including enhanced redundancy and backup/recovery planning, a new network protection system, various network architecture redesigns, telephone and voicemail upgrades, remote building data connectivity upgrades, new client and server equipment and the creation of in-house software training classes for employees. It was a year filled with change and an overall tone of security.

Our use of GIS continues to expand as several employees outside of IT were trained to use the system this year. We are hoping to train several more employees this year as more licenses will be available. We have begun incorporating the water distribution information into the GIS

system. We were fortunate to have a summer employee use the GPS to locate utility features to add to the system as well. In all, he managed to collect over 4,000 hydrants, catch basins and manholes in a matter of a few months. Another major initiative underway involves combining address information with building outlines to create a dataset that will allow fire and police dispatchers to locate any existing address and visually locate the actual building when the address is given to them. This task involves compiling information from four databases as well as field verification, and will be a very valuable tool when it is complete. GIS continues to be used most heavily by the Fire Department, Community Development and Public Works for both analytical and simple mapping support.

Currently, the focus of 2003 is to continue to grow and support the network and systems within our town departments as needed in order to deliver continued and enhanced service to the public. In addition, we will continue to make additions to our website, www.townofsalemn nh.org, to provide even more information and assistance to the citizens. We will also be analyzing the main systems and software for future upgrades within the Town Hall, Fire and Police Departments.

I would like to take this opportunity to thank my staff: Amanda Harding, Karen Landry and Mike Weston for their continued hard work, dedication and perseverance. You each exhibit a strong ability to support such a large community of employees and your work is much appreciated.

Respectfully submitted,

Cynthia A. Crescenzi

Information Technology Manager

POLICE DEPARTMENT

The Salem Police Department continued to move forward, with several significant changes in 2002. There were several retirements, promotions and new hires, changing the organizational structure of the department. Salem PD made several significant drug arrests, including an incredible seizer of 32 kilos of cocaine seizure. Larger narcotics seizures/arrests are increasing as a result of our location. We are a prime location for drug sales, purchases, and shipping, as we are the gateway to the north via Route 93.

Personnel

One notable retirement was that of Captain John Boudreau, an old school, community-oriented police officer. JB, as he is known in the community, was very active in Department and in Community activities, including Crime Line. JB's retirement was followed shortly by the retirement of Sergeant John Tommasi, a long time member of the Salem Police Department. John has remained on part-time as a Special Officer. Dispatcher Mary Ann Sharpe also retired, at the end of December. Prosecutor Marcia Leighninger resigned in early December. Promoted were: Lieutenants Robert Larsen and Robert Tine to the rank of Captain, Sergeant Michael McGuire to the rank of Lieutenant, Officers Wes Decker and Ron Peddle to the rank of Sergeant, and Officer Kevin Nolan to Detective. New hires included Officers Shane Smith, Michael Donahue, Michael Kelly, Basil Chingros, Paul Benoit and Sean Marino. Officers Mike Robbins and John Joy, with their K-9 partners Gunther & Ritz, earned several top titles in K-9 policing in 2002. Officer Lou Currier returned from active duty with the Air Force late in 2002, only to return to active duty again in January 2003.

Crime Statistics

The Police Department has compiled the below listed statistics for 2002:

Calls for Service	30,526	Intimidation/Threatening	206
Murder/Attempted Murder	0	Counterfeit/Forgery	29
Assault	203	Fraud	106
Sex Offenses	30	Stolen Property	33
Burglary	102	Vandalism	372
Robbery	20	Weapons Violations	10
Larceny	826	Drug Violations	178
Stolen Vehicles	133	Bad Checks	15
Arson	5	DWI	396
Pornography	1	Gambling	1
Abduction	2	Domestic Assault	99
Resisting Arrest	37		
Other violations:			
Liquor Violations	75	Other Department Arrests	53
Trespass	39	Warrant Arrests	92
All Other Offenses	658	Warrants Issued	369
Protective Custody	18	Disorderly Conduct	79

Services/Interventions:

Missing Persons	15	Overdose	15
Mentally Disturbed	0	Runaways	42
Recovered Motor Vehicles	46	Family Offenses (non-violent)	6
Attempted Suicides/Suicides	25/2	Domestics (non-violent)	134
Non-criminal reports	101	Escorts	91
Transports	188	Property Checks	45
Alarms	2,131	Insurance Requests	1,895
Pistol Permits	42	Record Checks	211

Reports:

Case Numbers Assigned	6906	Summons/Warnings	6,717
Adult Arrests/Charges	1,746/2,572	Restraining Orders	120
Juvenile Arrests/Charges	205/255	Field Interviews	110
Motor Vehicle Charges	263	State Police Arrests	165

Accidents:

Reported	1,336	Investigated	1,007
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Investigative Services

Lieutenant William Ganley was assigned to command the Investigative Services Bureau upon the promotion of Captain Larsen. Drug investigations resulted in larger seizures in 2002. Salem officers and investigators made a seizure of 32 kilos of cocaine valued at over 2.5 million dollars, and another seizure of 40 pounds of marijuana, 2 kilos of cocaine, crack cocaine, steroids and other related items in November. We continue to maintain our efforts to keep drugs out of Salem, working in partnership with Regional, State and Federal Agencies. Reported Sexual Assault crimes were up three fold in 2002. The increased reporting of these types of crimes has increased the case load for detectives, and may soon require the services of another detective, to allow for timely investigation of serious crimes such as Robbery, Sex Offenses, Assault, Fraud, and Burglary.

Captain Larsen continues to maintain and coordinate our Homeland Defense measures, gathering and interpreting Intelligence and Terrorism information as it is received.

Through grants and other outside sources, we have been able to increase our electronic/investigative equipment inventory, making us more effective and efficient in our investigations.

Community Services

Officer Devin Kinneen has been assigned as the Traffic Safety Officer, and Officer Dan Genest was assigned a School Resource Officer upon Sergeant Peddle's promotion and Officer Jonathan Hoelrich's return to Patrol. Officer Genest has taken on the responsibility of our Department website.

Patrol

Patrol has remained at full staffing. We presently have two new officers undergoing FTO training. We have one vacancy, which we hope to fill soon. Patrol officers still remain "call-driven" due to the numbers of calls for service we receive. We will continue to monitor the data available concerning our staffing and deployment in order to make the most efficient use of the

resources we presently have. The Patrol function is our primary concern, and will continue to receive the attention it deserves.

The Future

The Department need for space is critical. The present building does not meet ADA requirements, has an antiquated electrical system, suffers from plumbing problems, HVAC problems, and does not meet our storage, evidence handling, and working space requirements. Our communications system is presently undergoing an upgrade, thanks in part to a State grant. A Building Committee has been designated by the Board of Selectmen to study the requirements for a new facility. We would appreciate the community's support in the construction of a new Police Station in 2004.

We are striving to resolve traffic safety issues, and will continue to do so. A Traffic Safety Unit, operating in support of Patrol, is the best way to do this. We will examine the possibility of implementing a working Traffic Safety Unit this year.

To Our Community

Thank you for your kind letters, phone calls and comments concerning our delivery of services. We are constantly working to improve our delivery of police services to you, to maintain a cost effective operation, and to provide for an increased quality of life for everyone living in, working in, and visiting Salem.

Respectfully submitted,

Paul J. Donovan

Chief of Police

DEPARTMENT OF PUBLIC WORKS
Highway, Utilities, and Engineering Divisions

HIGHWAY DIVISION

The Salem Department of Public Works has completed another successful year of service to our residents and visitors. As always, winter weather operations play a very important role by providing safe travel to school, work, and shopping. This responsibility is taken very seriously by all the employees within the department as evidenced by the high level of service provided, the long hours of work, and the minimal impact winter has on our travel plans in Salem. Our present winter, which began as far back as October of 2002, has all the signs of a good old fashion winter with a lot of snow and cold temperatures. The cooperation of citizens and travelers during winter operations means a lot to the employees of the department who are working diligently to protect your health and safety.

Our solid waste operation at the transfer station on Shannon Rd continues to be very busy. Users of the facility, Tuesday through Saturday, vary in number from 600 visitors a day to over 1,000 visitors a day. Over 11,000 tons of household trash was handled and disposed in 2002, in addition to the recycled products, metals, construction and demolition debris, and leaves and brush. The final phase of closure of the landfill operation was completed this year. This has been a long and arduous program and has come to a very successful end.

Salem's roadway improvement program was very active this year, accomplishing two very important roadway projects, Stiles Road extension and Zion's Hill Road (Phase 1). The connection of Stiles Road to Lowell Road has a very positive impact to the traffic congestion on Pelham Road and Exit 2. The project was funded with private sector funds in the amount of \$500,000 and \$120,000 of Town Roadway Capital Reserve Funds. This project was originally planned in the late 1980s and finally completed in 2002. Zion's Hill Road is probably one of the oldest roads in Salem, our only roadway designated as a "Scenic Road", and carries in excess of 3,000 vehicles per day. Many neighborhood meetings were held and after considerable input the Selectmen blessed the project and construction began in late summer and was completed in November.

The annual infrastructure maintenance efforts again focus on our stormwater drainage system with cleaning of catch basins, repairs of these structures, and culvert replacements. Controlling stormwater flows is a key element to maintaining our streets. Pavement repairs, pavement crack sealing, and infrared repairs are all part of our pavement surface maintenance efforts. All this work is in addition to the Roadway Improvement Program accomplished by the Capital Projects Division.

Maintenance responsibilities of our parks and cemeteries continue to grow. With the completion of the Cluff Rd recreation fields an additional 8 acres of field maintenance has been added for 2003. These fields have an irrigation system, supplied by an on-site well, and should prove to be an excellent facility. The fields at Michelle Memorial Park continue to be utilized heavily throughout the summer and with the cooperative efforts of Salem Youth Baseball the quality of the fields improve on an annual basis.

The Town cemeteries, Pine Grove and Mount Pleasant, received 98 burials and 29 cremations. The cemetery was expanded in 1998 and is available only to Salem residents.

UTILITY DIVISION

Water quality

New challenging regulations designed to reduce our customer's exposure to microbial contaminants and certain organic chemicals that are produced as a byproduct of disinfection of drinking water went into effect at the beginning of the year. On the microbial contaminant side, we were able to meet all of the new requirements by improving disinfection processes, upgrading our filters, control systems, and installing, new monitoring instruments. The new organic chemical standards proved to be much more difficult for us to address. Throughout the year, we struggled with meeting more stringent limits established by EPA for a group of compounds called trihalomethanes (THM's), The THM limit was established at 0.080 mg/L and we ended the year with an average value of 0.0801mg/L. A second new requirement for removal of naturally occurring organic compounds in source water proved to be even more problematical. It was met during only two months of 2002. We continue to improve our water quality monitoring with the institution of new programs, which in turn help us improve the efficiency of addressing customer service issues.

Water production

Production for the year was 815.8 million gallons of which 412.3 MG was taken from Arlington Pond and 403.5 MG from Canobie Lake. Salem like most communities in New Hampshire was impacted by drought conditions. Following the Town's water management plan, The Board of Selectmen implemented water use restrictions beginning on March 4th. Outside use restrictions remained in effect during the spring, summer and early autumn. In an effort to improve the Town's future water supply position, the Board contracted with SEA Consultants to conduct a long term water supply needs analysis. That study, to be completed in early 2003, will evaluate potential for developing new surface water and groundwater resources for the Town's future needs.

Sewer

Twenty-five sewer frames and covers were replaced in 2002. Preventative maintenance of 10 sewer lift stations was performed on an ongoing basis. Sewer blockages on sections of Colonial Drive, Belair Lane, Benning Avenue, Muse Terrace, South Broadway, and Millville Street were cleaned. The 10" line on Cluff Road and Veteran's Memorial Parkway was cleaned by water jetting.

Notable Construction/Maintenance projects

2002 saw the completion of the re-facing work at Millville dam. The Town inspected and flushed 825 hydrants. Filter media in all filters at the Canobie Lake Water Treatment Plant was replaced. 1,500 feet of new water pipe was installed on Mason Drive. 1,469 backflow prevention devices were tested during the year. Of these, 468 were connected to irrigation systems.

Activities and Projects Planned for 2003

Blake Road Phase III: Plans include the addition of up to 17,000 feet of water main on Alfred Drive, Arlington Pond Court, Auora Street, Betty Lane, Clare Lane, Daniel Lane, Duston Road, Evergreen Road, First Street, Fourth Street, Franz Road, Lou-Al Lane, Mary's Lane, North Main Street, Sandy Beach Road, Second Street, Sunset Road, and Third Street.

Woodbury Street, Matthias Street, Robertston Street and North Policy Sewer Project: This project is designed to provide approximately 5,000 feet of 8" PVC gravity sewer which will be

connected to the Town's existing collection system at Flintlock Road Construction is planned for fall 2003.

Organics Reduction Project: This project will evaluate options to upgrade the Canobie Lake Water Treatment Plant to permit remove organic compounds in Arlington Pond and Canobie Lake source waters.

ENGINEERING DIVISION

2002 was another extremely busy year for the Engineering Division. The Engineering Division assisted the Public Works Department with the capital improvement program until Capital Projects Manager Greg Hogan was hired in June. Mr. Hogan brings with him a great deal of experience and we are happy to have him on board. We also welcomed Health Officer Brian Lockard who replaced Suzanne Doucette when she retired in June. Mr. Lockard also brings a great deal of experience to the Town. We wish Suzanne a healthy and happy retirement and congratulate her on her many years of dedicated service to the Town of Salem.

The number of engineering permits issued decreased slightly; however, with the increase of building permits, the Engineering Division saw an increase in permits reviewed and approved by our department. We also had increases in the number of septic plans and site and subdivision plans submitted for review. These increases directly relate to an increase in inspections performed, visitors to the office and phone calls received and returned. We saw approximately 2.7 million dollars of new residential subdivision infrastructure construction started this year, as well as few large commercial projects. We worked closely with Capital Projects Manager Greg Hogan and Public Works Director Rodney Bartlett on our construction efforts this year and are already planning for next year's projects.

In conclusion: As always, we wish to express our appreciation to all the employees of the department for their efforts in providing the residents and visitors of Salem the highest level of service possible. Long hours in adverse conditions during winter operations, water main breaks, and other infrastructure emergencies require the unselfish response from this group of employees. Thank you.

Respectfully submitted,

Rodney Bartlett

Public Works Director

Rick Russell

Operations Manager

William Daly

Utilities Manager

James Brown

Senior Engineer

RECREATION DEPARTMENT

It is my distinct pleasure to report to you as the Recreation Manager for the past nineteen years. I am proud to report that this year was a busy and successful one for the department. On a daily basis, the Recreation Department monitors many programs ranging from the Palmer School Pre-Kindergarten and Kindergarten program to over seeing the use of many facilities for the various leagues within the Town. The Recreation Department enjoyed serving everyone and we had a great year of fun, games and development.

The Recreation Department offers a variety of activities and special events for all ages. Instructional programs range from youth art classes, karate, tennis lessons, CPR courses and more. Special events such as the Halloween Costume party for young children which had more than 300 in attendance plus the July 4th Celebration are only a few of the activities that the Recreation Department offered in 2002.

Hedgehog Park, the only Town beach, is located on Route 38, Lowell Road. This popular summertime area is used daily for swimming, fishing and playing on the new playground equipment and includes toss up basketball hoops, a slide and more. The playground was installed in 2001. Hedgehog Park saw many improvements to the park. A special thank you to Stephen DeVito from LL&S for their generous donation of providing and planting trees behind the playground area, paving the parking lot plus on an annual basis, LL&S will maintain the playground area by keeping it clean of debris, etc. Once again, thank you.

The Recreation Department and the Field of Dreams, Inc. are continuing their partnership. The Recreation Department will continue to schedule all activities for the Field of Dreams except for the summer concerts. If any organization, business or individual is interested in scheduling an activity at the Field of Dreams, please contact the Salem Recreation Department to schedule your activity. The Field of Dreams looks for volunteers to help with their cleanup of the park in April and with the summer concerts that are sponsored. If you are interested in volunteering, please call the Recreation Department at 890-2140.

At the 2001 Town Meeting, the voters of Salem approved money to develop a soccer complex at 128 Cluff Crossing Road. I am happy and excited to report that the project is complete. The Town of Salem now has two new soccer fields, parking lot, irrigation and a renovated diamond field facility on Cluff Crossing Road. The work was completed in the fall of 2002 and the leagues will be able to utilize the facility in the spring of 2004. Thank you to Greg Hogan, Capital Projects Manager for all his hard work and the voters of Salem for making this project possible.

The tennis courts located on Lawrence Road were resurfaced this past spring thanks to the citizens of Salem.

The Recreation Department advertises their programs and information on the Town of Salem, NH web page. For more information on the Recreation Department and what they offer, please go to the web page at www.townofsalemnh.org and click on Recreation Department.

If you should have a skill or hobby that you would like to share with us or if you have an idea for a new program or ways to improve our existing programs, please give us a call and we will be

more than happy to discuss your ideas with you. Our phone number is (603) 890-2140. Our office hours are Monday thru Friday from 8:30am to 5:00pm.

At this time, I would like to thank all of the following Recreation Department's employees who have contributed to the success of the Recreation Department: the summer playground staff, the special need coaches, the Palmer School staff, the many volunteers, the Recreation Department's Secretary, Jeanine Bannon and the Parks and Property Department.

In conclusion, I would like to extend my appreciation and thanks to everyone who participated in our programs and special events throughout the years. Without this help and dedication, the Recreation Department would not be able to offer the variety of programs that are offered. I enjoy working for and with the people in the Salem community. The Recreation Department is looking forward to serving the community with programs and special events in the coming year.

Respectfully submitted,

Julie Kamal

Recreation Coordinator

SENIOR SERVICES

2002 has been an incredible year of change and growth for Salem's Senior Services Department.

The mission of Salem Senior Services is to assist the Town of Salem's Senior Citizens in maintaining self-sufficiency in their homes; acquaint them with local, county, state and federal programs; increase their opportunities to interact in the community; and provide them with a center which fosters mental, physical, social and nutritional well-being in a wholesome environment.

A great deal of this is accomplished at and through the existence of our Senior Center. Salem residents should be so proud of their willingness to underwrite the construction of a new, larger Senior Center this year. The new Russell & Roberta Ingram Senior Center, located at 1 Sally Sweet's Way (off Veteran's Memorial Parkway) is open Monday through Friday from 8:30 a.m. to 4:30 p.m. for community residents 60 years of age and older. Seniors can drop in any time just for coffee and conversation or partake in any of our more than 50 structured activities, programs and services.

Our opening event truly was grand and lasted six days! On August 3rd more than 500 Seniors, Salem residents and dignitaries spanning the local, state and federal level attended the traditional opening day ceremonies which featured a dedication, flag raising, ribbon cutting, speeches of recognitions and thanks, tours, and refreshments. A Grand Ball was held that evening with nearly 200 Seniors dancing the night away to the big band sounds of the Windham Community Band. The week long festivities included daily tours showcasing our facility as well as all our regular programming, a special performance by our own Salem Senior Singers, an Ice Cream Social sponsored by Friendly's, and a performance by the U.S. Air Force Band Clarinet Quartet.

Even though staff endured a greatly expanded workload as a result of the construction project the Senior's programs and activities not only continued as usual, but many realized increased attendance (30% on average) and eight new programs were added to our overall roster. New programs added in 2002 include: a Cribbage Club, Yoga, Tap Dancing lessons, a Pinochle Group, a Meet the Candidates forum, a monthly luncheon forum featuring a different Town department and its respective Board or Council, monthly Saturday Night Cabarets boasting live bands and a Tax Relief program. Three programs in particular experience tremendous growth. Attendance at the monthly Ladies Tea has grown from 20 at last December's to 115 one year later. The Foot Clinic, conducted by Rockingham VNA, increased from one Friday a month to every Friday and the Easy Tone Machines exercise program went from 31 to 205 participants on a monthly average. With no increase in staff, a major factor in helping us manage this growth was our volunteers. We are pleased to report that our number of volunteers has more than doubled (from 35 to 87) at the Senior Center this year! No organization is successful without the gift of volunteers who come in and help with any task you ask of them, no matter how large or small. Our long list of angels is too numerous to list here, but you know who you are and please accept our heartfelt gratitude for all you do.

Our wonderful Center has also become the perfect site to host our annual Senior Health and Information Fair. November 9th marked the 28th Anniversary of this very popular event. More than 30 exhibitors provided health screenings and/or information to the hundreds of Seniors in attendance. And the best part – the 400 Seniors who received their flu shots never waited in line, thanks to a better floor plan and the recruitment of 10 student nurses from Northern Essex

Community College to help administer the large volume of shots. Thanks to Campbell's Scottish Highlands letting us borrow a golf cart; we were also able to offer a shuttle service from the parking lot to the front door.

Over 1,000 Seniors traveled on 23 different day, overnight and/or week-long excursions. The V.F.W. Post 8546 & Auxiliary held their annual Valentine and Halloween dances. The Derry/Salem Elks hosted Thanksgiving Day dinner at their lodge with local residents volunteering their time to provide rides to Seniors who had no transportation as well as deliver dinner to the homebound. The Salem High School Student Council treated the Seniors with two events this year. They hosted a Hawaiian party with brunch and line dancing in May. At our December Cabaret, they created a "New Year's Eve" theme, took care of all of the refreshments (including a private wait person for every table) and gave away several special door prizes. In December, Salem Seniors were once again feted to the two traditional holiday events. 170 Seniors attended the Christmas Party at Harris Pelham Inn and 190 enjoyed the Salem Firefighters 16th Annual Holiday luncheon. 200 Holiday gift bags filled with goodies, including comfort pillows made by local members of the GFWC H Community Woman's Club, were given to members during Christmas week.

Upon advanced request, a handicapped accessible van provides Seniors with free, roundtrip transportation to the Center, grocery shopping, medical appointments and visiting family or friends at Salemhaven.

The Rockingham County Nutrition Program continues to provide full meals every weekday in our diningroom at 11:30 a.m. for a \$2 donation. They also conduct the meals-on-wheels program, which delivers breakfast, lunch and/or dinners to home-bound seniors.

We work hard to keep Seniors informed of the services, programs and opportunities available to them. The Senior Column is published weekly in the Salem Observer, Manchester Union Leader, and Lawrence Eagle Tribune. Salem's Public Access TV - Channel 17 posts specials at the Center along with activities and trips offered. Salem Senior Services' newsletter is published every two months and direct mailed to more than 2,800 Senior households (up from 2,500 last year).

ServiceLink is an invaluable resource at our Center. Every Tuesday from 9 to 11 a.m., a trained professional is available to connect seniors and disabled adults with information and support needed to maintain or enhance quality independent living.

It is very difficult to convey in just a few short paragraphs the depth of services provided each and every day through Senior Services as well as the tremendous impact the construction of the new center has had on so many of us this past year. So many did so, so much! Whether it was being part of a management team to guide the construction project, fundraising for furnishings, researching and purchasing all new furnishings for an eleven room-8,612 s.f. building, packing, moving, unpacking, setting up the entire new building, or planning and then executing a grand opening celebration, we were blessed with caring residents and staff who stepped up to the plate. We are deeply indebted to Russ and Roberta Ingram as benefactors of our facility, as well as to 201 other individuals, families, businesses and organizations who contributed to our successful Furnishings Fund campaign. Our goal of \$150,000 was exceeded, ultimately raising \$162,687.57. Thank you all for helping to bring us to the status of being a model for (as well as envy of) New Hampshire. It is already very apparent that the need to finish the second floor is

imminent. A fund to raise monies for this endeavor has already been formed and many fundraising events are planned for 2003.

Salem's Council on Aging is a tremendous resource for you as well as me. The Council consists of seven appointed residents and one Selectmen's representative. They have been highly energized this past year, please read more about them in their report printed elsewhere in this book. I thank each and every one of them for their support, encouragement and hard work.

I find the people, work and opportunities connected to this position both exciting and rewarding. I greatly appreciate my dedicated team of staff. I thank and commend Lois Kurgan, Rose Campagnone and Dan Pacheco for maintaining their high level of professionalism and enthusiasm throughout this incredible year of change.

Last, but certainly not least, I want to thank all of the Seniors who have been so gracious and giving while enduring so many changes themselves. I greatly appreciate your support and ideas. While we all may look forward to a year ahead with just a little less commotion, we will stay focused on delivering the quality services and programming our Seniors desire and deserve.

Respectfully submitted,

Patricia M. Drelick

Director, Senior Services

TAX COLLECTOR

It is my pleasure to serve as Tax Collector for the Town of Salem. The Tax Collector's office hours are 8:30 AM - 5:00 PM Monday through Friday. I am assisted by bookkeeper Donna Bergeron; and wish to thank her for her dependability and accuracy in our record keeping. I also want to wish the best of luck to Patricia Carter, our former Deputy Tax Collector, who retired in September after 17 years with the Town of Salem.

The office of the Tax Collector is responsible for collecting revenue for property taxes; resident taxes; yield, and current use taxes; Town utility fees and all permits and fees issued by other Town departments. There are other major departmental responsibilities which include responding to inquiries from banks, mortgage companies, attorney's offices and the general public. All of these transactions are handled in a courteous and timely manner.

I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem. I was first elected Tax Collector in 1996; and re-elected in 1999 and 2002. I look forward to many more years of service to the community.

Respectfully submitted,

Cheryl Ann Bolouk, CJC

Tax Collector

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 2002 MS-61

DR.	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>PRIOR</u>
***ON LEVIES OF ***				
UNCOLLECTED TAXES BEG. OF YEAR:				
Property Taxes		1,641,679		
Resident Taxes		24,360	7,360	
Land Use Change		65,050		
Yield Taxes				
Utilities		319,311		
Excavation		150		
 TAXES COMMITTED THIS YEAR				
Property Taxes	46,565,555			
Resident Taxes	207,160	1,890		
Land Use Change	98,250			
Yield Taxes		2,108		
Utilities	3,980,800			
 OVERPAYMENT:				
Property Taxes	98,378	16,911		
Resident Taxes				
Land Use Change				
Yield Taxes				
Interest Collected on Delinquent Tax	25,024	83,380		
 Collected Resident Tax Penalties	460	1,109	54	
 TOTAL DEBITS	<u>50,975,627</u>	<u>2,155,948</u>	<u>7,414</u>	<u>0</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH YEAR ENDING DECEMBER 31, 2002 MS-61

CR. 2002 2001 2000 PRIOR

ON LEVIES OF

REMITTED TO TREASURER
DURING FY:

Property Taxes	45,126,514	1,639,596		
Resident Taxes	174,250	11,090	540	
Land Use Change	55,050	65,050		
Yield Taxes		2,108		
Utilities	3,595,416	319,311		
Interest	25,024	83,380		
Penalties	460	1,109	54	
Excavation		150		

DISCOUNTS ALLOWED:

ABATEMENTS MADE:

Property Taxes	7,024	18,994		
Resident Taxes	13,200	11,830	6,820	
Land Use Change				
Yield Taxes				
Utilities	15,356			

UNCOLLECTED TAXES
END OF YEAR:

Property Taxes	1,530,396			
Resident Taxes	19,710	3,330		
Land Use Change	43,200			
Yield Taxes				
Excavation				
Utilities	370,027			

TOTAL CREDITS	<u>50,975,627</u>	<u>2,155,948</u>	<u>7,414</u>	<u>0</u>
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TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH YEAR ENDING DECEMBER 31, 2002 MS-61

DR.	***ON LEVIES OF***			
	2001	2000	1999	PRIOR
Unredeemed Liens Bal. @ Beg. Fiscal Yr.		416,432	158,926	19,854
Liens Executed During Fiscal Year	735,431			
Interest & Costs Col. After Lien Execution	31,098	51,973	51,844	14,460
Overpayment/Adjustment				
TOTAL DEBITS	<u>766,529</u>	<u>468,405</u>	<u>210,770</u>	<u>34,314</u>

CR.				
REMITTANCE TO TREASURER				
Redemptions	332,107	291,449	158,511	16,583
Int/Costs(after Lien Execution)	31,098	51,973	51,844	14,460
Abatements of Unredeemed Taxes	38,338	572		3,271
Liens Deeded to Municipality				
Unredeemed Liens Bal End of Year	364,986	124,411	415	
TOTAL CREDITS	<u>766,529</u>	<u>468,405</u>	<u>210,770</u>	<u>34,314</u>

TAX COLLECTOR'S SIGNATURE Cheryl-Ann Beluek DATE Jan. 15, 2003

TOWN CLERK

The total gross revenue for the Town Clerk's office in 2002 was over \$4,780,000, an increase from 2001 revenue of almost \$120,000.

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

In September of 2002, Patricia Carter, one of our full time clerks, retired and Susan Wall, who was a part time clerk, was selected to replace her. We wish Pat the best in her retirement and we are very happy to have Susan in this position. The other full time clerk is Jacqueline Delaney. Mary Ann Bell continues as a part time clerk and Lisa Wojtas was hired to fill the vacant part time position. I would like to thank them for their cooperation and great effort in making the Collections Department a success, they are an asset to the Town of Salem. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

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

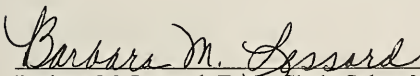
For the tenth year in a row, the Town Clerk's office had an increase in revenue, although the increase was much smaller than in the past few years. This is perhaps a reflection of our slow economy. This increase of over \$120,000 was mostly in motor vehicle tax. Other revenues are shown in the statistical report of the Town Clerk, many of which also show an increase over 2001.

In December of 2001, we began a new mail-in registration program. We have now completed a full year and we are very pleased with its success. We have had many, many positive comments from our residents and we find this a very efficient way to do motor vehicle registrations. There are still a few problems that we will need to work through but overall the program has worked very well.

Respectfully submitted,
Barbara M. Lessard
Town Clerk

RECEIPTS - 2002

Automobile Tax Permits 2002 (35,351)	\$4,671,462.00
Title Fees	15,108.00
Marriage License Fees*	29,906.00
Certified Copy Fees**	26,572.00
Dog License Fees*** 2002 (3,276)	22,325.00
Elections	454.00
Uniform Commercial Code & Other Liens	10,292.00
Collection Fees	820.00
Filing Fees	43.00
Recording Fees	50.00
Legal Fees - Dogs	2,725.00
Dredge & Fill Applications	120.00
Pole Permits	30.00
Postage	71.29
Miscellaneous Receipts	<u>112.00</u>
Gross Receipts Remitted to the Treasurer	\$4,780,090.29
*Less Remittance to State of NH for Marriage License Fees	(29,906.00)
**Less Remittance to State of NH for Certified Copy Fees	(17,320.00)
(1,425 copies @ \$8.00 ea. = \$11,400.00)	
(1,184 copies @ \$5.00 ea. = \$ 5,920.00)	
***Less Remittance to State of NH for Dog License Fees	(1,638.00)
(3,276 Licenses @ .50 ea. - \$1,638.00)	
***Less Remittance to State of NH for Animal Population Control Fees	(6,044.00)
(3,022 Licenses @ \$2.00 ea - \$6,044.00)	
Net Revenue to the Town	<u>\$4,725,182.29</u>



Barbara M. Lessard, Town Clerk, Salem NH

TOWN CLERK

Vital Statistics --2002

Recorded in Town Clerk's Office:

MARRIAGES

Salem Residents-- married in Salem	100
Salem Residents-- married in other NH towns	51
Marriages intentions--filed in Salem	787

BIRTHS

Births --born in Salem	0
Salem residents-- born in other towns	98

DEATHS

Salem Residents--died in Salem	61
Salem Residents--died in other towns	42



Barbara M. Lessard, Town Clerk, Salem NH

SALEM DISTRICT COURT

The Salem District Court caseload continued to increase in 2002. We are currently two persons short in the clerk's office, and there is little hope of those positions being filled in the next year. We did experience a restoration of some money to our court security line, enabling us to have our level of security restored to nearly what it had been two years ago. I am very grateful to the members of the legislature who recognized this safety issue and came to the rescue of the courts. I am also very appreciative of our security staff who performed many roles each day in order to maintain the best level of security during the security budget crisis. And, I once again take this opportunity to express my sincere thanks to the court staff for their efforts to serve the public properly given these budget constraints.

The court experienced a great loss with the passing of The Honorable Robert D. Marshall in February. Judge Marshall had been the presiding justice of the court from 1976 to 1997, and maintained an office in the courthouse until his passing. The court was very honored when the Selectmen voted to name the courthouse after Judge Marshall. We miss his presence, his sense of humor and his words of wisdom.

We are very pleased that our clerk of court, David Wajda, a member of the coast guard reserves, has returned safely from active duty. We appreciate David's efforts and the efforts of all members of the armed forces in maintaining the safety and security of our country.

We are currently involved in investigating the possibility of doing arraignments of persons incarcerated at the county jail in Brentwood using videoconferencing technology. Rockingham County, which bears the cost of transporting prisoners for arraignments and other hearings, decided to include a small sum of money in this year's budget for the purchase and installation of equipment at Brentwood and here in Salem. If this technology works as well as it does in other counties that already have it, there would be many benefits. One benefit would be a saving of money in not having to transport these individuals to court each day. Another benefit would be the avoidance of the inherent danger in moving prisoners. Finally, the unavoidable delays in holding hearings due to transportation problems, weather, personnel, etc., would be avoided. We are very anxious to join many other courts around the state and country which already utilize this technology.

A visit to the court is always available to the public. The staff will be happy to answer any questions or to receive your comments.

Respectfully submitted,

John A. Korbey

Justice

BOARDS, COMMITTEES AND COMMISSIONS

BUDGET COMMITTEE



Standing: Ron "Tony" Giordano, Everett P. McBride, Jr., (Selectmen Representative), Stephen Campbell (Secretary), Peter Morgan (School Board representative); Seated: Kathy Cote, Earl Merrow (Vice-Chairman), Robert Johnson (Chairman), Brenda Sack, Stephanie Micklon.

The Salem Municipal Budget Committee (MBC) did not escape the impact of "9/11" as its Chairman was called to Active Duty. Fulfilling a role that was very familiar to him, Vice-Chair Earl Merrow acted as the Chair throughout most of the year. This year proved once again that it doesn't matter whether there is an even number or odd number of members on the BUDCOM, effective leadership such as Earl's is the key to accomplishing goals.

In 2002 the MBC welcomed Ron "Tony" Giordano as its newest member. Given his political experience and involvement at both the state and local levels, Mr. Giordano was easily able to understand the concept of operations of the BUDCOM and actively contribute.

The process worked out in the previous year seemed to work again this year. The data provided by the Town and School was much more comprehensive and generated few time-consuming follow-up questions. Unfortunately the MBC was forced to expend taxpayers money in legal fees this year in order to establish our rights to receive information and interview key personnel involved in the budget process. The Court ruled in our favor on the clear meaning of the RSA over the interpretation proposed by the Salem School Board. It is hoped that next year the School

Board will provide the same free and open access to information and personnel that the Board of Selectman has always provided.

As in every year the MBC struggles with its primary responsibility to balance the desires of the Town and the School to provide new services with the ability of the taxpayers to pay for those services. This is not easy, but providing a stable, relatively low tax rate is just as important for attracting new businesses and citizens, as is a high level of services or a good school system. Further, we have a responsibility to maintain the affordability of Salem for those people whom already live in the town and want to stay here. Even when a service is needed, we review the funding and expenditure plans to ensure that the service is obtained in the most cost-effective manner possible.

The biggest budgetary issue faced by the town this year was the proposed expansion of the Salem High School. In the end, the School's chosen committee recommended that the relationship with Windham be terminated. Assuming that the voters approve this action, Salem can now concentrate its resources on educating Salem students and not on capital projects needed to house Windham students.

The Board of Selectmen, with the help of the voters, has continued to do a good job over the last few years in maintaining a stable town tax rate.

Next year may be a difficult year due both to the lackluster economy and the fact that Salem is projected to lose about 50% of its state education funding. The voters can be assured that the MBC will continue to review proposed expenditures in detail, suggest ways to accomplish the same goals in a more economical manner and ensure that dialogue about priorities and costs occur in an open forum.

The members of the MBC thank the taxpayers for their continued support and appreciate the trust that they have shown us.

Respectfully submitted,
Robert A. Johnson
Chairman

Farl Mellow
Acting Chairman

CONSERVATION COMMISSION



*Seated: Thomas Campbell, George P. Jones, III (Chairman), Linda Harvey, Thomas Newton (Alternate)
Standing: Robert McGuire, Everett P. McBride, Jr. (Selectmen Representative), William Valentine.
Not pictured: James Lombardozi (Alternate), William Schultz.*

The year 2002 has been a busy one for the Conservation Commission. Through the efforts of Timothy Barraclough, we saw the completion of a picnic park at Cow Bell Corner. Tim was sponsored by the Commission in his successful efforts to reach his goal of Eagle Scout.

In February the Commission, with the assistance of the Rockingham County extension forester and in cooperation with the state Fish and Game department, carried out a wildlife habitat enhancement project in the town forest. All of the vegetation on approximately two acres of a former gravel pit was “mowed” down to ground level. This has produced a thick crop of new sprouts which will continue to grow rapidly producing the type of low level ground cover sought out by many song birds and small mammals for feeding, sheltering and nesting. Periodically over the next ten years or so, additional areas will be treated in the same manner. The result will be a variety of habitats which will maximize the numbers and types of species calling the town forest home.



Sub committees of the Commission are at work on additional projects relating to bicycle paths through town, on going clean up of the Spicket River for recreational purposes, creation of an environmental resource web site and a town wide waterfront awareness program.

The Commission encourages all interested residents of the town to participate in Commission activities and welcomes their assistance as volunteer members of any of its sub committees.

Respectfully submitted,
George F. Jones, III
Chairman

COUNCIL ON AGING



Standing: Ron "Tony" Giordano, Elliot Fair (Chairman), Philip A. Smith (Selectmen Representative), Victor Mailloux; Seated: James Cheeseman, Ann St. Hilaire, Robert Castricone, Brenda Burke.

Life for the Council on Aging was very exciting in the year 2002. Some things did not change yet everything seemed different. The Council's membership did not change. Elliot Fair was elected Chairman when Ron 'Tony' Giordano stepped down because he felt that he would not be able to attend all of the meetings. The remaining officers stayed the same with James Cheeseman, Vice Chairman, Victor Mailloux, Treasurer and Ann St. Hilaire, Secretary. Brenda Burke, Robert Castricone, Ron "Tony" Giordano and Philip A. Smith as Board of Selectman Representative, round out the team. And what a team it is! We are a diverse group all with expertise in different areas. We have been involved in activities at the Center including luncheons, dances, Senior Fair, and fund raising.

The big change came on Saturday, August 3rd when the new Ingram Senior Center was dedicated and the grand opening was held. The council members were very involved in many aspects of the program, mostly behind the scenes. This has opened new opportunities for the Council on Aging. Supporting new programs and raising money for the second floor completion has been our main thrust. Council members have volunteered at the Salem Special lunches, the monthly Saturday night dances, and whenever we can.

The Annual Senior Fair marked its 28th year. Being held in the new Center, however, made for a totally new experience. For the council members, it meant no more moving tables from and to the old Senior Center, the Boys & Girls Club and Churches to the Woodbury Jr. High School where everything had to be set up after school on Friday. We have greatly appreciated the support and cooperation of the School District, Boys & Girls Club and Churches that helped with the Senior Fair in the past. This year it was much smoother to put together because we were able to use our own facility. Some of the benefits being, exhibitors could set up their booths ahead of time, parking, accessibility, and kitchen facilities.

This year, as part of our ongoing thirst for information on other agencies who service the elderly in the community, our off-site meetings took us to Greater Salem Caregivers and Silverthorne. We have found this to be extremely helpful in learning how the Caregivers and Adult Day Care administrations conduct their respective programs. We intend to continue these off-site visitations in the year 2003.

The fundraising events of 2002 were extremely successful to the end that the furnishings for the new Center were paid for at no expense to the taxpayers. We plan to continue with fundraisers to help complete construction of the Centers' second floor.

Another project we will pursue in 2003 is to suggest legislation to reduce auto insurance for Seniors in conjunction with AARP's 55 Alive program.

The Council would like to take this opportunity to express its appreciation for the hard work and dedication of Patti Drelick and Lois Kurgan during this past year.

Respectfully submitted,

Elliot Fair

Chairman

HISTORIC DISTRICT COMMISSION



Kathryn Burke, Patricia Good, Martha Breen (Chairwoman), Susan Gregory, Beverly Glynn; not pictured Philip A. Smith (Selectmen Representative).

Salem's Historic District Commission was proposed and adopted at the 1965 Town Meeting. This newly established committee would consist of 5 members of the public who were to be appointed by the Selectmen. Currently, the commission is indeed made up of 5 regular members along with a Selectman's representative. The defining of the area that would make up the Historic District followed two years later and was adopted at Salem's 1967 Town Meeting. The Historic District begins at the Hannah Tenney Methodist Church and continues west on both sides of Main Street until reaching the Spicket River near Rockingham Toyota/Dodge/Nissan. A few houses at the beginning of Bridge Street and School Street are included in this area as well. A quick review of Salem's Town's Municipal Code Book identifies the Historic District boundaries by listing property owners' names and footage. These familiar names provide a link to our not-so-distant past.

The Historic District Committee's mission is to maintain the original spirit and atmosphere of the area. The Commission regulates changes to the exterior of structures within the Historic District and strives to preserve and promote the area for the citizens of the Town of Salem. Proposed renovations/additions within the Historic District must first be approved the Historic District Commission. Discussions affecting such decisions often include the historical and architectural changes proposed and their effect on the Historic District. The Commission also takes into consideration a proposed design's compatibility to its surrounding structures which can include green space and parking and lighting issues. Consensus is sometimes difficult when trying to adapt 21st century conveniences with the spirit of the past.

In closing, let me offer my sincere appreciation to my fellow commission members for giving of their time and energy this past year. I thank you for all of your efforts and look forward to working with you in the future.

Respectfully submitted.

Martha D. Breen

Chairwoman

HOUSING AUTHORITY



Kneeling; Mary Frances Renner, Diane Kierstead (Executive Director); Standing: James Galluzzo, Georgette Smith (Chairman), Susan Desmet, Irene Marquis (Resident Member), Delbert F. Downing (in photograph held by Georgette Smith).

Generally, each year, our report contains information about our various properties and contributions to the community. **However, this year it is time for a change!**

Let us begin with a question or two: Do you know what NIMBY syndrome is? It can often be quite contagious. Might you be suffering from this syndrome now, unbeknownst to you? The syndrome in question relates to the misconceptions of what affordable housing is and how it may affect the community at large (it stands for “not in my back yard”). It is quite common for the general public to be misinformed about affordable housing. We would like to change that at least in the Salem community. We hope this brief annual report may serve as a small first step in that direction.

Perhaps, you have elderly parents who can no longer continue to afford their present housing costs. They may have worked all their lives and pinched pennies, yet cannot afford to live here. Or, perhaps, you have grown children who grew up in Salem, have graduated from college, are working full-time, yet they cannot afford the high cost of living in this area – is it possible they have already re-located elsewhere in order to make ends meet? If you are an employer, have you experienced difficulty retaining quality personnel for the same reason?

“Affordable” housing is often presumed to be housing for the poor, or those receiving public assistance. Though they are also in need of affordable housing, what we are talking about is housing that is affordable to the average working person or family. Did you know that currently, by definition, a person is considered “low income” if their annual income is less than \$37,750? A working person would need to earn \$18 per hour for a 40-hour week to meet that level of income! By comparison, someone earning a fair wage of \$12 per hour equates to an annual income of \$25,000.

For one to “afford” their shelter, the general rule of thumb is that their housing costs should not exceed 30 percent of their income. Webster’s definition of “afford” is ‘...to manage to bear or to bear the cost of without serious loss or detriment.’ Our community cannot “afford” to ignore the serious affordable housing crisis. What happens when the people who provide critical services to the community, i.e. police, teachers, nurses, must leave due to the lack of affordable housing?

We are not asking the taxpayers of the community to contribute in dollars. We are merely asking for support in the efforts to address this issue. Take a look from a perspective other than the stereotypical view of poverty, crime and declining property values. Help find a cure to the local NIMBY syndrome - the people we are trying to serve may include a friend or family member of yours. Thank you.

Note: The Salem Housing Authority (SHA) is not a department of the Town of Salem, nor does it receive Town or State funds. The SHA was created in 1971 and presently operates 158 units of public housing in Salem for the elderly/disabled.

In accordance with the Cooperation Agreement that exists between the SHA and the Town of Salem, the SHA makes an annual PILOT payment (Payment in Lieu of Taxes). By December 2002, the SHA had contributed in both PILOT and water/sewer payments over \$1 million to the Town of Salem!

Respectfully submitted,
Diane F. Kiersted, P.H.M.
Executive Director

BOARD OF COMMISSIONERS
Georgette Smith, Chairwoman
Susan Desmet, Vice-Chairwoman
Delbert F. Downing
James Galluzzo
Mary Frances Rennet
Irene Marquis, Resident

KELLEY LIBRARY BOARD OF TRUSTEES



Ethel Fairweather (Chairwoman), Martha Breen, Rosemarie Hartnett.

The Trustees of the Kelley Library, Martha Breen, Rosemarie Hartnett, and Ethel Fairweather, have worked together this past year to ensure that your Library continues to meet, as it has done in the past, the needs and expectations of our patrons in the community. We wish to thank Eleanor Strang, the Director of the Library, for her extensive knowledge and commitment. Much of what has been accomplished would not be possible without her and her dedicated staff.

In early 2002, the trustees sponsored a lecture entitled "Toward Understanding Islam," and in May, hosted a Springtime Tea. The Windham Flute Ensemble performed in conjunction with the Greater Salem Artists' spring art show at the Library. The day was dismal but it was well attended, and the music and the art display made it a worthwhile event.

The trustees and staff of the Library are constantly striving not only to assure that the resources it supplies such as CDs, videos, DVDs and Museum passes are available, but that the beauty of the outside of the Library is maintained. To this end, a new tree was planted, one of the staff created a beautiful garden in front of the Library, and the bushes and trees were professionally trimmed and pruned. As a result of this, in October the Trustees proudly accepted a commercial landscaping award on behalf of the Library from the Salem Garden Club.

This past year we also saw the culmination of the much anticipated improvement in the Lower Lobby entrance. The walls have been painted and then paneled, and a completely new lighting system installed. The staff stairway and back stairway were also completed and not only look better, but are much safer. The Trustees and Staff held a Holiday Reception in December to

showcase the completion of the work that had been done. Seasonal Music was provided by the Windham Flute Ensemble and refreshments were served. We had many compliments on the reception and requests that it be presented again. The Trustees and Staff hope that those of you who could not attend, will visit us in the coming year to view your new Lobby.

In closing, we the Trustees would like to thank our elected representatives and the taxpayers of Salem for their continued support of what we feel is the finest Library in the State.

Respectfully submitted,
Fithel M. Fairweather
Chairwoman

KELLEY LIBRARY DIRECTOR'S REPORT

The year 2002 was a very active one at the Kelley Library, highlighted by the inauguration of new collections, a significant increase in circulation, and a continuation of improvements to the physical plant.

New Collections

During 2002, we started three new collections for our patrons to borrow: DVDs, books on CD, and children's educational games on CD-ROM. These collections have proven to be extremely popular, and we are therefore committed to continuing to add to them, as well as to our other media collections, such as videos, music CDs, and books on tape. I hasten to point out that this does not mean that we are lessening our commitment to our print collections. Books continue to be our primary stock in trade, and their popularity not only continues unabated, but actually increased in 2002. Our total circulation in 2002 (books and media) showed a significant increase over 2001, growing by 16.3%, and both books and media contributed to this increase.

Programs for Adults and Children

For adults, we hosted the New Hampshire Humanities Council's statewide book discussion series entitled "What is New Hampshire Reading This Month," focusing on the theme "With Earth in Mind." We also ran our own book discussion series with the theme "Creating a Character." We are very honored that the Kelley Library has again been chosen by the New Hampshire Humanities Council to be a site for its statewide book discussion series in the first half of 2003, the new theme being "America from Afar."

Our children's librarians ran a very successful summer reading program entitled "Lions and Tigers and Books...Oh My!" The children participating in this program read an impressive total of 7,461 books, a 15.3% increase over the number of books read in the summer program of 2001. During the course of the year, the children's librarians offered 204 story hours for pre-schoolers and a total of 49 other programs for children.

Building Reorganization and Improvements

During the summer of 2002, we reorganized portions of the upper level of the library to enhance services and comfort for library users. The racks of videos were moved out of the New Book section and into the center of the library, thus eliminating the congestion in the New Book area and enabling us to create a comfortable sitting area there. The four computers which access the

library's online catalog were moved from the center of the library into the Reed Wing, close to the Reference Desk. This change enables people using these computers to easily obtain help if they need it, and also consolidates the catalog computers in the same wing as the public Internet computers. The word processing computer will soon also be moved into this area, so that all public computers for adults will be in the Reference Department, enabling people using them to easily obtain assistance from the reference librarians.

We made other improvements to the physical plant as well, including a refurbishing of the lower lobby, improvements to the railing systems of two stairways, and lighting improvements in the Children's Room. As a result of these projects which were accomplished in 2002, and the lighting improvements and other refurbishing completed in the past several years, the Kelley Library has become a brighter, more inviting place for our patrons.

Thank You!

I would like to take this opportunity to thank the Kelley Library Trustees: Rosemarie Hartnett, Ethel Fairweather, and Martha Breen. Salem is extremely fortunate to have these three very dedicated and capable people on the governing board of the library. I also want to thank the library's assistant director, Jean Williams, all the rest of the staff, and our volunteers for their hard work and commitment to excellence in serving the public. I would like to express the gratitude of all of us at the library to the Town boards and staff for all their support and assistance, and to the following community groups for their contributions to the library: the GFWC Salem Women's Club and Salem Junior Women's Club, the Salem Garden Club, the Greater Salem Artists Association, the Salem Historical Society, Brownie Troop 2290 and Girl Scout Troop 1607. Finally, I want to thank the citizens of Salem for your ongoing support. Your input and suggestions are always welcome as we work to improve library services for you.

Respectfully submitted,

Fleanor Strang
Director

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 2002	\$ 40,142.28
Income, 2002	
Town of Salem	1,099,523.68
Library Fees	12,616.68
Materials of Trade (fines & payments for lost/damaged items)	22,735.58
Brock, Bailey, & Council of Fine Arts Trust Funds	2,168.61
Gifts	1,800.41
Interest & credits	<u>571.76</u>
Total Income:	1,139,416.72
Total Available Funds, 2002	1,179,559.00
Expenses, 2002	
Personal Services	833,114.92
Fees & Charges	7,821.08
Materials of Trade	136,636.30
Supplies	16,630.72
Services & Charges	139,958.21
Equipment & Furniture	<u>15,982.55</u>
Total Expenses:	1,150,143.78
Balance of Cash on Hand, December 31, 2002	29,415.22
Cash Balances, December 31, 2002	
Cash on Hand	889.48
Checking Account	13,143.94
Certificate of Deposit	10,594.12
Madeleine L. Marois Trust Fund	4,745.17
Petty Cash (2 accounts)	<u>42.51</u>
Total Cash Balances:	29,415.22

Note: Activity in the Madeleine L. Marois Trust Fund (restricted to the purchase of recorded classical music) was as follows:

Balance on January 1, 2002	4,688.52
Interest, 2002	56.65
Expenses, 2002	<u>0.00</u>
Balance on December 31, 2002	4,745.17

2002 KELLEY LIBRARY STATISTICS

“Dedicated to serving you”

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; books on tape and CD, video cassettes, DVDs, music on CD, and CD-ROMs.

As of December 31, 2002 the library offered:

86,117	Books
22,494	Paperbacks
335	Current Magazine and Newspaper Subscriptions in hard-copy, plus access to over 5,700 subscriptions online
3,249	Music on CD and CD-ROMs
2,426	Books on Tape and CD
6,101	Video Cassettes and DVDs
21,346	Barcoded Library Cards issued (since March 1996)

We also offer you:

- * A website on the Internet (www.salem.lib.nh.us) featuring access to our online catalog and to 11 databases, including Ebsco and Newsbank, for magazine and newspaper research; InfoUSA, a business database; and Student Resource Center for research for school reports and self-education.
- * Ability to reserve and renew library materials via the website.
- * Free public Internet computers with high-speed access via AT&T Broadband.
- * Free computer classes: Computer Basics, Introduction to WWW and Search Engines, E-mail, and Using the Kelley Library Online.
- * Ability to search the holdings of eight public and three academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
- * Wordprocessing workstation for public use.
- * Business Library Cards for Salem businesses and non-profit organizations.
- * Access to statewide and nationwide inter-library loan.
- * Ability to use your Kelley Library card directly at ten other NH libraries through the “Common Borrowing Program.”
- * Outreach library service to home-bound Salem residents.
- * Story hours for three separate groups of preschoolers: age 2 (Parent & Tot), age 3, and ages 4-6, plus drop-in storytimes for 3 to 6 year olds.
- * Family passes to eight museums.
- * Photocopiers for public use.
- * Print-enlarging machine for the sight-impaired.
- * Quiet Study Room within the Reference Department.
- * Notary Public services by appointment.
- * Meeting room facilities for Salem organizations.
- * Community bulletin boards and display facilities.

ADULT CIRCULATION:

Books, Magazines, and Paperbacks	104,702
Books on tape and CD, Music on CD, and CD-ROMs	21,611
Video Cassettes and DVDs	45,529
Museum Passes	557

ADULT TOTAL: 172,399

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	83,099
Books on tape and CD, Music on CD, and CD-ROMs	4,608
Video Cassettes and DVDs	29,214

CHILDREN'S TOTAL: 116,921

TOTAL CIRCULATION: 289,320

OTHER ACTIVITIES AND SERVICES:

5,652	Reserve Requests Processed
2,640	Inter-Library Loans Processed
5,537	Reference and Research Questions Answered
10,398	Overdue Notices and Bills Processed
27,869	Overdue Materials Processed
1,293	Adult Library Cards Issued
193	Children's Library Cards Issued
204	Story Hours
2,893	Story Hour Attendance
67	Field Trips and Other Programs
2,782	Field Trips and Other Programs Attendance
49	Computer Internet Classes
129	Computer Internet Classes Attendance

MATERIALS PROCESSED:

Books	4,663
Paperbacks	2,457
Books on tape and CD, Music on CD, CD-ROMs, Video Cassettes, DVDs, and Microfilm Reels	1,523
Total Library Materials Processed	8,643
Total Library Materials Withdrawn (damaged, worn out, outdated)	4,691

MUSEUM COMMITTEE



Pictured is Salem Historic Museum.

The Salem Museum Committee consists of representatives from the Historical Society and the Historic District Commission, dedicated to operating the museum and preserving Salem's history. Our mission is to protect, preserve, interpret, and foster an appreciation for the history of Salem, NH through research, maintaining a historical collection, and educating the public.

The Salem Museum has had a good year. Many visitors came through the museum and enjoyed seeing the hundreds of artifacts that are on display, and learning what life was like in Salem in years past. We also had groups of Salem schoolchildren, Boy Scouts, and Girl Scouts take field trips to the museum. This year the museum has acquired a computer, printer, and scanner. This new equipment will greatly assist the committee in making displays and preserving old documents and photographs. The museum has also begun a project to interview long-time residents of Salem to preserve their memories.

The Salem Museum is a volunteer-run organization. Anyone interested in learning more about the history of Salem is encouraged to get involved by volunteering on Monday afternoons and attending meetings of the Salem Historical Society on the second Tuesday of each month.

The Museum is open to the public April through October on Mondays from 2:00 – 5:00 p.m. School classes, youth groups, and other groups are invited to visit any time of the year. Local organizations are invited to hold one meeting in the main room and to tour the museum.

Respectfully submitted,
Salem Museum Committee

PLANNING BOARD



Adam Webster, Richard Solt (Alternate), Maria Hamilton, Phyllis O'Grady, James Keller (Chairman), Richard R. Gregory (Selectmen Representative), John Naylor (Alternate) Michael Lyons, Robert Ellis. Not pictured: Doris Levesque (Alternate).

It is once again my pleasure and honor to report to you as Chairman of the Salem Planning Board. 2002 was a year marked by a dramatic decrease in residential development and an increase in commercial re-development projects. Fresh off of the adoption of the Salem Master Plan, the Planning Board expended significant energy and time on proactive planning in order to better ensure that the issues such as senior housing, affordable housing, traffic management, Rockingham Park, and esthetically pleasing development projects are addressed.

Let me review some key milestones and successes that occurred in the past year:

Senior Housing

In 2001, the Planning Board spent considerable time working towards strengthening our Senior Housing rules and regulations and creating alternatives that would entice developers to build these projects in Salem. Certainly with the opening of Ingram Senior Center the issue of affordable senior housing is top of mind. I am proud to report that the Planning Board approved three major Senior Housing developments this year (on Main Street, Sally Sweets Way and Cluff Road). Combined, these projects will provide 246 units of Senior Housing and a certain portion of each will be allocated as 'affordable' housing and administered by the Salem Housing Authority. Construction of these projects is anticipated to occur this year. Moreover, already this year another two projects are working their way through the process and could add as many as 300 additional Senior Housing Units in Salem.

Commercial Re-Development vs. Residential Development

A clear trend within Salem is a dramatic increase in the amount of commercial re-development and a dramatic decrease in newly approved major subdivisions within Salem. In fact, in 2002 the Planning Board approved major residential subdivisions that combine to create 59 new house lots. This is well below the 241 lots approved back in 1997. Having predicted this re-development trend several years ago, the Planning Board enhanced many design criteria and standards for such commercial (re)development. Recent evidence of these efforts includes positive projects such as Target, Town Fair Tire and Dunkin Donuts, and planned new buildings for the Electronic Repair Specialists and Two Brothers Tattoo.

Strong Planning

The essence of the Planning Board's charter is to proactively plan for the future and to best ensure proper land use within the legal confines of our State. The Planning Board held more than six separate worksessions solely dedicated to planning. The Board furthered Salem's Sidewalk Master Plan as a clear response to Salem citizen's overwhelming desire for intelligently and practically connected walking routes. Seeing the increased traffic and development in the Town Center District created a need for the Planning Board to adopt a Conceptual Plan for Veterans Memorial Parkway and the intersection of Veterans Parkway and Geremonty Drive. Most importantly, over a year ago, the Planning Board started an information gathering and planning process for Rockingham Park, believing that changes at the Park were certain. Our decision to proceed was validated this year and this work resulted in the ordinance Salem citizens will consider this coming election season. The essence of the ordinance is to protect Salem by requiring the submission and approval of a detailed Rockingham Park re-development plan and to set forth guidelines for such a redevelopment. The guidelines seek to ensure a safe, well planned, attractive, and neighborhood friendly project.

In closing, I want to thank all members of the Planning Board, planning staff, and citizens for their input, dedication and long hours as we strive to make Salem a community we can continue to be proud of.

Respectfully submitted,

James Keller

Chairman

MAJOR PROJECTS APPROVED BY PLANNING BOARD – 2002

APPLICANT	PROJECT	LOCATION	MAP AND LOT
KEM Realty	26 lot subdivision	Equestrian Road	101-7626
Sun-Sational Image	4,469 sf tanning salon	So. Broadway	105-837
Gio Properties	5 lot subdivision	Taylor Street	81-3005
Babys R Us	38,000 sf retail store	So. Broadway	144-122, 123
Linehan	11,160 sf limousine storage bldg.	Ermer Road	5-11891
Dycal	1,388 sf Dunkin Donuts, 1,390 sf. Office	Lowell Road	115-7766
Porter	3,200 sf convenience store/gas station	Pleasant Street	116-4146, 4148
Town of Salem, NH	ballfields, parking lot	Cluff Crossing Road	127-8877
Donahue	8 lot subdivision	Pelham Road	105-7728
Financial Concepts	7,000 sf bank/office/retail bldg.	No. Broadway	81-3125
Furniture World	100,630 sf retail/warehouse bldg.	Lowell Road	115-7759, 62, 63
Silvestri	14 lot subdivision	Bridge Street	85-7607, 7594, 93-7608, 7615
Greer	6 lot subdivision	Zion Hill Road	32-6527, 12075
Commons Development	142 unit senior housing project	Veterans Parkway	100-7519
St. Joseph Church	7,350 sf addition to church	Main Street	89-1135, 1136, 3937
Lunan Realty	16 lot senior housing subdivision	Main Street	83-1559
Kensington	88 unit senior housing project	Cluff Road	118-719

RECREATION ADVISORY COMMITTEE



Seated: Dan Dippo; Standing: Rick Murray, Damon Norcross. Not pictured: Ann David, Kerri Ganley, Michael Loomis (Chairman), Stephen Kniaz, Anne Priestley, Ronald Travaglini, Martha Breen (School Board Representative), Ronald J. Belanger (Selectmen Representative).

The Recreation Advisory Committee along with the Recreation Department Manager (Julie Kamal) has worked to develop and improve the Town's recreation facilities and programs.

The Recreation Advisory Committee is working to update the Master Plan that was approved in 1997. We would also like to recognize the various Youth Leagues for their contributions into improving the existing complex's they use. We look forward to working with each organization to help them develop their own individual complex's that will be their signature of pride and accomplishment.

A non-profit organization, Friends of Recreation (F.O.R.C.E), has been established. The purpose or goal of this organization is to organize fundraising events with the proceeds going to special projects such as playgrounds, walking trails, benches or whatever the committee decides to be most beneficial to the community. If any citizen is interested in getting involved with this worthwhile organization please contact the Recreation Department at (603) 890-2140.

Respectfully submitted,

Michael Loomis

Chairman

TRUSTEES OF TRUST FUNDS



Norman MacAskill, Harley Featherston (Chairman), Michael Garafalo.

The Trustees of Trust Funds are authorized by NH State Statute to administer various non-expendable trust funds created by gifts and legacies to the Town. The Trustees also currently administer capital reserve funds appropriated by Town Meeting as separate trust funds.

Trust funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few. The Capital Reserve Funds are appropriated for road improvements, school district improvements or purchase of capital equipment.

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

In October 2002, the Trustees and Citizens Bank implemented a new system to handle the day-to-day transactions of the Expendable Trust Funds and the Capital Reserve accounts. This system will enable the Town to save approximately \$5,500 in management fees each year.

The Trustees wish to thank Norman "Skip" MacAskill for his two and one half years of service as a Trustee. His company transferred him to London, England this past fall. We wish him the best of luck.

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

Respectfully submitted,
Harley G. Featherston
Chairman

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

Date of Creation	NAME OF TRUST FUND List first three trusts invested in a common trust fund	NON-INVESTED		PRINCIPAL	INCOME		Balance End Year	TOTAL Principal & Income
		URPOSE OR TRUST FUN	Whether bank deposits, (if Common Invest - See state)		Balance Beginning Year	Earnings During Year		
	NON-EXPENDABLE TRUST FUNDS:							
	A & O Hall	Scholarship	Flowers	\$502.68	\$0.00	\$16.13	\$18.02	\$503.97
	Askeeman Men Sch	Scholarship	Flowers	\$7,888.72	\$0.00	\$252.65	\$265.13	\$8,908.64
	Chapin III	Primal Scholarship	Flowers	\$5,251.35	\$0.00	\$111.17	\$37.16	\$10,115.31
	Alice H Taylor	Flowers	Flowers	\$251.38	\$0.00	\$8.07	\$9.00	\$252.04
	Anna B Stevens	Flowers for Lot	Flowers	\$502.75	\$0.00	\$5.14	\$15.02	\$504.05
	B Howard/E Smith	Flowers	Flowers	\$167.45	\$0.00	\$5.36	\$5.06	\$172.44
	Bailey, John	Books for Library	Flowers	\$83.75	\$0.00	\$2.69	\$2.37	\$83.97
	Bicentl Scholary	Scholarship	Flowers	\$3,565.45	\$0.00	\$114.43	\$127.76	\$3,574.67
	Blount/Doucette Mem Schol	Scholarship	Flowers	\$14,566.38	\$0.00	\$467.51	\$521.93	\$14,604.04
	Bloodgen/Clark	Cemetery Lot Maint	Flowers	\$0.00	\$0.00	\$2,007.55	\$120.07	\$3,359.75
	C Cross/W Priest	Various	Flowers	\$251.09	\$0.00	\$9.41	\$9.00	\$252.04
	Cemetery Fund	General Maintenance	Flowers	\$2,848.20	\$0.00	\$91.41	\$102.06	\$2,855.36
	Chas A Quimby	Flowers for Lot	Flowers	\$289,780.36	\$0.00	\$9,300.59	\$10,283.23	\$290,529.49
	Chas W Quimby	Flowers for Lot	Flowers	\$167.55	\$0.00	\$5.38	\$6.00	\$167.98
	Chas W Quimby	Care	Flowers	\$1,632.79	\$0.00	\$53.79	\$60.04	\$1,680.15
	Clarence J Flynn	Flowers	Flowers	\$198.22	\$0.00	\$3.38	\$6.00	\$1,007.95
	Clarence Cameron	Flowers	Flowers	\$1,095.43	\$0.00	\$2.52	\$3.02	\$1,008.02
	Clmont L Silver	Flowers	Flowers	\$1,692.30	\$0.00	\$2.52	\$2.41	\$1,694.23
	Clyde R. Coolidge	Books for Library	Flowers	\$335.10	\$0.00	\$10.25	\$12.00	\$335.36
	Counc/Fine Arts	Books for Library	Flowers	\$727.33	\$0.00	\$23.34	\$26.06	\$729.31
	Edna H. Pettengill	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$9.47	\$335.96
	Elmor Grace Smith	Flowers	Flowers	\$0.00	\$0.00	\$0.00	\$0.00	\$600.00
	Enoch Taylor	High School Support	Flowers	\$72,814.62	\$0.00	\$2,329.96	\$2,609.04	\$73,002.86
	Frank Linehan	Annual Scholarship	Flowers	\$23,381.72	\$0.00	\$3,898.61	\$4,651.19	\$27,627.40
	G Burkhart	Flowers	Flowers	\$502.72	\$0.00	\$16.08	\$18.01	\$503.88
	G P Henderson	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	Hendrick Silver	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	Hendrick Silver	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	Hendrick Silver	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	Hendrick Silver	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	Hendrick Silver	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	John W. Woodbury Jr	Flowers	Flowers	\$522.37	\$0.00	\$16.77	\$17.76	\$523.86
	John W. Woodbury	Flowers	Flowers	\$522.37	\$0.00	\$16.77	\$17.76	\$523.86
	J & T Connoli	Flowers	Flowers	\$502.70	\$0.00	\$16.13	\$15.02	\$502.60
	John Dix	Public Improvements	Flowers	\$32,180.22	\$0.00	\$1,029.72	\$1,153.06	\$32,263.41
	John McVoy	Care of Needy	Flowers	\$116,460.51	\$0.00	\$3,767.84	\$4,172.93	\$117,691.59
	Lancaster	Lot Care	Flowers	\$4,188.30	\$0.00	\$134.42	\$118.37	\$4,199.13
	Lancaster Fd	Solecman's Disc	Flowers	\$168,457.60	\$0.00	\$3,329.31	\$8,288.25	\$169,325.25
	Spelling B	Spelling Bee Prizes	Flowers	\$3,397.00	\$0.00	\$109.03	\$121.72	\$3,405.78
	Laura Taylor	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	M Jangjan	Flowers	Flowers	\$502.76	\$0.00	\$16.14	\$18.02	\$504.06
	Madelaine A Little	Salem Elm Sch Books	Flowers	\$502.76	\$0.00	\$16.14	\$18.02	\$504.06
	Margaret Quinny	Flowers	Flowers	\$502.76	\$0.00	\$16.14	\$18.02	\$504.06
	Margaret Quinny	Flowers	Flowers	\$502.76	\$0.00	\$16.14	\$18.02	\$504.06
	McClary Teller Fund	Uplift of Salem Chr Cm	Flowers	\$9,369.32	\$0.00	\$300.71	\$335.71	\$9,369.32
	Odway	School Support	Flowers	\$1,251.01	\$0.00	\$16.13	\$18.02	\$1,251.01
	R Noyes	Flowers	Flowers	\$502.72	\$0.00	\$16.13	\$18.02	\$502.72
	S L Rogers	Flowers for Lot	Flowers	\$83.75	\$0.00	\$2.69	\$2.37	\$83.97
	S L Rogers	Flowers for Lot	Flowers	\$83.75	\$0.00	\$2.69	\$2.37	\$83.97
	S & T Roberts	Flowers	Flowers	\$335.10	\$0.00	\$10.75	\$12.00	\$335.96
	School Prize	Scholarship Medals	Flowers	\$935.19	\$0.00	\$30.01	\$33.50	\$937.61
	Serena Hall	Flowers	Flowers	\$502.68	\$0.00	\$16.13	\$18.02	\$503.97
	Simpson-Maxwell	Assat Needy Children	Flowers	\$8,474.46	\$0.00	\$271.99	\$303.66	\$8,496.36
	Simpson-Maxwell	Disast Nurses	Flowers	\$19,506.45	\$0.00	\$1,276.95	\$1,429.90	\$19,506.45
	Wendell	Flowers	Flowers	\$302.76	\$0.00	\$16.14	\$18.02	\$302.76
	Wendell	Flowers	Flowers	\$167.55	\$0.00	\$5.37	\$6.00	\$167.97
	Wendell	Flowers	Flowers	\$497.70	\$0.00	\$15.93	\$17.84	\$498.99
	Wass, Donald and Edna	Perpetual Care	Flowers	\$187,423.00	\$0.00	\$5,754.53	\$6,471.97	\$187,990.88
	Wendell	Flowers	Flowers	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Askeeman, Guy L	Flowers	Flowers	\$130.00	\$0.00	\$0.00	\$0.00	\$130.00
	Albee, Ear E	Flowers	Flowers	\$130.00	\$0.00	\$0.00	\$0.00	\$130.00
	Bullington, August	Flowers	Flowers	\$260.00	\$0.00	\$0.00	\$0.00	\$260.00

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

Date of Creation	NAME OF TRUST FUNDS Listed in a common trust fund	HOW INVESTED Whether bank deposits, Stocks, bonds, etc. (Ind - So state)	UNESCO O TRUST FUN	PRINCIPAL				INCOME				TOTAL	
				Balance Beginning Year	Additional New Funds Created	Gains or (Losses) on Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year		Balance End Year
	Blandford, Maria E.			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Blouin, Earl			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Bronelle, Raymond			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Boudreau, Teresa			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Bussacem, Dora			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Chorley, David			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Dellacrioppa, David			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Delegs, Jean			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Dubreuil, Denise			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Dunaway, James			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Farneth, Douglas			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Fritton, Ruth E.			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Fuchs, George C.			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Gallagher, Paul			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Ganvey, Carol			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Ganvey, Charles			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Hadwah, Julia Maloff			\$0.00	195.00	0.00	0.00	195.00	\$0.00	\$0.00	\$0.00	\$0.00	\$195.00
	Hamel Jr., Charles			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Hockridge, Joan			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Johnson, Edwin			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Kaufman, Edith			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Lesnitsky, George			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Letourneau, Rene P			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Lustenberger, Noreen			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	MacPhee, Barbara J			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Marsden, Linda			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Miller, Yvonne			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Nichols, Walter			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Oleary, Doreen			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Ouellette, Patrick			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Ovaska, Sandra M.			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Packard, Cynthia			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Perdana, Ronald			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Partridge, Stuart			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Proulx, Normand			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Reid, Richard			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	Retiano, Joyce			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Robbins, Gretel			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Spencer, Ralph			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Steele, George			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Suzsok, Ann M.			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Thibault, William F			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Titcomb, Lucille B			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Tomasano, Joseph			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Tolman, Shawn			\$0.00	130.00	0.00	0.00	130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130.00
	Trammell, Mildred			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Turcotte, Yvone			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	White, Evelyn			\$0.00	260.00	0.00	0.00	260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$260.00
	White, Evelyn			\$0.00	65.00	0.00	0.00	65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00
	Yamout, Adnan M			\$0.00	195.00	0.00	0.00	195.00	\$0.00	\$0.00	\$0.00	\$0.00	\$195.00
	Yung, Cheren Chr			\$0.00		0.00	0.00		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL NON-EXPENDABLE FUNDS 3053/007/43				\$1,016,971.48	\$25,993.00	(\$36,113.22)	\$0.00	\$1,015,951.76	\$32,758.02	\$39,655.57	\$39,671.72	\$1,045,423.49	

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

Date of Creation	NAME OF TRUST FUND List fees below trust invested fund	HOW INVESTED Whether bank deposits, Stocks, etc. (If Common)	PRINCIPAL	INCOME					TOTAL			
				Balance Beginning Year	Additional New Funds Created	Gains or Losses on Sale of Securities	Capital Gain Dividends	Balance End Year		Balance Beginning Year	Earned During Year	Expended During Year
EXPENDABLE TRUST FUNDS:												
	3055007205		71,766.25	\$590,617.44	0.00	0.00	0.00	668,383.69	10,338.27	10,338.27	0.00	\$668,383.69
	3055007182		185.32	\$11,268.60	0.00	0.00	0.00	11,453.92	197.19	197.19	0.00	\$11,453.92
	3055007181		6,166.61	\$11,397.86	0.00	0.00	0.00	18,164.47	239.56	239.56	0.00	\$18,164.47
	3055007180		160.44	\$9,767.69	0.00	0.00	0.00	9,928.13	170.69	170.69	0.00	\$9,928.13
	3055007189		43.12	\$2,628.23	0.00	0.00	0.00	2,671.35	45.88	45.88	0.00	\$2,671.35
	3055007198		94.70	\$5,773.73	0.00	0.00	0.00	5,868.43	94.74	94.74	0.00	\$5,868.43
	3055007287		24.94	\$1,513.88	0.00	0.00	0.00	1,568.82	54.88	54.88	0.00	\$1,568.82
	3055010626		1,824.44	\$11,379.31	0.00	0.00	0.00	11,758.21	36.57	36.57	0.00	\$11,758.21
	3055010627		25.72	\$1,677.66	0.00	0.00	0.00	1,728.37	2,020.97	2,020.97	0.00	\$1,728.37
	3055013478		60.63	\$3,683.67	0.00	0.00	0.00	3,744.30	64.51	64.51	0.00	\$3,744.30
	3055013487		3.37	\$193.43	0.00	0.00	0.00	196.80	3.62	3.62	0.00	\$196.80
	3055013708		135,371.05	\$104,392.73	0.00	0.00	0.00	439,763.78	7,253.68	7,253.68	0.00	\$439,763.78
	3055014411		(9,239.19)	\$1,306,675.30	0.00	0.00	0.00	1,213,861.11	9,274.45	9,274.45	0.00	\$1,213,861.11
	3055016650		(984,485.45)	\$1,002,293.19	0.00	0.00	0.00	17,807.74	9,274.45	9,274.45	0.00	\$17,807.74
	3055017123		1,678.19	\$101,898.31	0.00	0.00	0.00	103,576.50	1,785.60	1,785.60	0.00	\$103,576.50
	3055017114		143.45	\$4.71	0.00	0.00	0.00	148.16	736.85	736.85	0.00	\$148.16
	3055017105		61,538.10	\$61,138.95	0.00	0.00	0.00	122,677.05	1,626.23	1,626.23	0.00	\$122,677.05
	TOTAL EXPENDABLE FUNDS		(5708,013,341)	\$3,354,192.77	\$0.00	\$0.00	\$0.00	\$1,646,179.43	\$35,683.75	\$35,683.75	\$0.00	\$1,646,179.43
	TOTAL COMBINED FUNDS		(4682,920,341)	\$3,371,164.35	(536,113,221)	\$0.00	\$0.00	\$3,662,131.19	\$68,442.17	\$75,319.32	\$19,471.72	\$3,691,402.92
	CAPITAL RESERVE FUNDS:											
	3055007214		(81,214.90)	\$189,194.98	0.00	0.00	0.00	107,980.08	2,485.10	2,485.10	0.00	\$107,980.08
	3055007202		1,589.79	\$90,663.68	0.00	0.00	0.00	92,253.47	1,589.79	1,589.79	0.00	\$92,253.47
	3055007223		(126,935.69)	\$55,344.88	0.00	0.00	0.00	428,409.19	3,054.39	3,054.39	0.00	\$438,409.19
	3055007222		(149.92)	\$26,093.63	0.00	0.00	0.00	25,943.71	450.08	450.08	0.00	\$26,093.63
	3055007231		(282,353.44)	\$489,139.17	0.00	0.00	0.00	206,785.73	7,406.21	7,406.21	0.00	\$214,191.94
	3055007031		162.22	\$9,274.37	0.00	0.00	0.00	9,436.59	162.22	162.22	0.00	\$9,436.59
	3055013564		471.38	\$26,939.70	0.00	0.00	0.00	27,411.08	471.38	471.38	0.00	\$27,411.08
	3055013753		(83,286.44)	\$119,507.63	0.00	0.00	0.00	236,221.19	3,496.28	3,496.28	0.00	\$239,717.47
	3055013724		(4,938.92)	\$9,112.88	0.00	0.00	0.00	9,213.96	1,040.07	1,040.07	0.00	\$9,213.96
	TOTAL CAPITAL RESERVES		(5576,615.92)	\$1,803,270.92	\$0.00	\$0.00	\$0.00	\$1,216,655.00	\$30,155.52	\$30,155.52	\$0.00	\$1,216,655.00
	TOTAL ALL FUNDS		(61,299,936.36)	\$5,174,465.17	(626,113,221)	\$0.00	\$0.00	\$3,888,786.19	\$88,907.69	\$95,174.84	\$19,471.72	\$3,918,357.92

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

# Shares or Units	DESCRIPTION OF PRINCIPAL	HOW INVESTED				PRINCIPAL				INCOME				Balance Total Year	Principal & Income
		Balance Beginning Year	Address/ Provision	Principal Gain (Loss)	Proceeds From Sales	Balance End Year	Income During Year	Balance Beginning Year	Income During Year	Expended During Year					
	NON-EXPENDABLE FUNDS														
25,000	Cash & Cash Equivalents														
	US Treasury Note	3.25%	5/1/04	\$36,844.48	33,252.80										
	0 US Treasury Note	7.50%	05/15/02	\$0.00	25,023.44										
	0 US Treasury Note	6.25%	01/5/04	\$25,882.81		(882.81)		25,000.00							
	0 US Treasury Note	7.25%	02/15/04	\$19,950.00	300.00	300.00		20,250.00							
	25,000 US Treasury Note	7.50%	02/15/05	\$25,351.56											
	20,000 US Treasury Note	6.50%	07/15/04	\$10,598.44											
	25,000 US Treasury Note	6.50%	02/15/06	\$25,108.38											
	25,000 US Treasury Note	6.250%	02/15/07	\$25,000.00											
	25,000 US Treasury Note	6.500%	02/15/10	\$25,156.25											
	50,000 US Treasury Note	4.000%	11/15/11	\$0,655.25	50,655.25										
	25,000 General Electric Cap Cor	5.000%	02/15/07	24,901.50	24,901.50										
	40,000 Federal Farm Credit Bk	5.10%	10/15/12	40,105.20	40,105.20										
	4,515 Fed Home Ln Mfg Pool # 182178	7.75%	10/10/01	\$6,542.65		(76.62)		1,753.19							
	3,357 GMAA Pool 7083	8.00%	01/15/05	\$4,575.23		139.12		1,474.24							
	2,723 GMAA Pool 34642	8.00%	01/15/05	\$4,575.23		0.72		296.62							
	35,000 National Bank Corp	4.825%	11/01/06	\$2,212.50											
	35,000 National Bank Corp	6.600%	06/15/10	\$12,949.25		3,500.00		43,100.00							
	125 Acobe			\$14,445.00	4,531.25										
	115 Amnab Financial Group			\$6,405.00		2,516.49		8,537.24							
	0 Amnab, Inc.			\$8,325.00		(3,140.05)		3,264.95							
	250 Amnab-Busch			\$12,742.44		1,471.20		4,792.00							
	200 Acad Materials, Inc.			\$6,740.00		(3,752.55)		2,987.45							
	200 Avedon			\$13,083.50	4,140.00	2,030.61		8,572.36							
	150 Avey Demmon			\$12,031.25	10,307.50	1,712.45		5,321.83							
	350 Bed Bath & Beyond			\$12,010.75		(5,543.77)		1,149.98							
	400 Blomet, Inc.			\$6,693.75		(2,732.81)		10,432.19							
	0 Calpine Corp.			\$12,053.34											
	0 Caterpillar Tractor Co.			\$16,854.00											
	625 Citicorp Sav. Insts			\$9,643.93											
	300 Citigroup Inc.			\$11,995.10		922.75		4,070.88							
	425 Conagra EFS, Inc.			\$9,894.00											
	100 Conomphils			\$5,803.00	5,803.00										
	125 Dominion Res Inc Va New			\$7,857.93											
	0 Duke Energy Corp			\$12,155.63		(4,076.69)		8,078.74							
	375 EMC Corp Mass			\$5,564.00											
	200 Ecolab, Inc.			\$6,161.00		217.87		8,499.87							
	150 Ericsa Corp New			\$0.00	6,231.00	(3,668.07)		2,232.93							
	200 Equitable Resources Inc.			\$0.00	7,009.20										
	400 Exxon Mobil Corp			\$10,469.50											
	400 First Data Corp.			\$13,664.00		(1,467.73)		4,337.27							
	0 FirstEnergy Corp.			\$0.00	5,905.00										
	125 FPL Group			\$13,000.30	7,084.10										
	250 Healey Davidson, Inc.			\$2,355.21		2,485.89		4,841.10							
	115 Home Depot Inc			\$1,522.09	10,519.25										
	425 Intel			\$5,513.50	6,912.75			5,883.57							
	115 International Business Machines			\$16,547.50		367.74									
	250 Jefferson Pilot			\$10,965.00											
	150 Johnson Controls			\$11,173.76		(2,119.09)		5,789.91							
	325 Kraft Food Inc			\$5,529.00	7,045.50										
	150 Lewis & Clark-Hill, Inc.			\$16,320.50											
	350 Maricopa Fint Corp.			\$7,909.00											
	0 Merck & Co Inc.			\$0.00	10,650.49										
	350 Melroe			\$6,190.25	5,897.50										
	0 Minnesota Mining & Mfg Co.			\$13,453.13											
	525 Nokia Corp.			\$10,585.75											
	600 Oracle Systems			\$14,657.50											
	250 PepsiCo Inc			\$14,657.50											
	325 Pfizer Inc			\$0.00											

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

# Shares Held	DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME				TOTAL Principal A Income		
		Balance Beginning of Year	Balance End of Year	Payments From Sale	Capital Gains (Losses)	Dividend Income	Interest Income	Dividend Income	Interest Income	Estimated Dividend Yield			
	HOW INVESTED												
	DISPOSITION OF PRINCIPAL												
		Balance Beginning of Year	Balance End of Year	Payments From Sale	Capital Gains (Losses)	Dividend Income	Interest Income	Dividend Income	Interest Income	Estimated Dividend Yield	Balance End of Year		
0	Phillips Petroleum Co.	\$0.00	\$11,350.00			\$0.00	\$0.00	\$108.00	\$0.00	108.00%	\$0.00	\$0.00	
125	Quest Diagnostics	\$7,262.50	\$7,262.50			\$0.00	\$0.00	\$5.00	\$0.00	5.00%	\$0.00	\$7,262.50	
125	Scientific Atlanta, Inc.	\$13,939.50	\$13,939.50			\$0.00	\$0.00	\$16.20	\$0.00	16.20%	\$0.00	\$13,939.50	
900	Southwest Airlines		\$7,719.50			\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$7,719.50	
120	SFX Corp.		7,719.50			\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$7,719.50	
625	Staples, Inc.	\$16,981.25		9,095.22	1,872.41	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$16,981.25	
175	Sun Microsystems, Inc.	\$18,146.25		2,099.93	(11,916.32)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$18,146.25	
200	SunTrust Banks, Inc.	\$18,146.25		6,666.79	68.15	\$0.00	\$0.00	\$37.00	\$0.00	37.00%	\$0.00	\$18,146.25	
175	Synco Corp.	\$6,737.50		6,434.90	231.65	\$0.00	\$0.00	\$164.25	\$0.00	164.25%	\$0.00	\$6,737.50	
400	Synco Corp.	\$17,231.25				\$0.00	\$0.00	\$42.00	\$0.00	42.00%	\$0.00	\$17,231.25	
175	Target Corp (formerly Dayton Hudson)	\$16,665.00				\$0.00	\$0.00	\$186.00	\$0.00	186.00%	\$0.00	\$16,665.00	
150	Three M	\$0.00				\$0.00	\$0.00	\$105.75	\$0.00	105.75%	\$0.00	\$0.00	
200	Texas Instruments, Inc.	\$187.00		177.63	(9.47)	\$0.00	\$0.00	\$6.00	\$0.00	6.00%	\$0.00	\$187.00	
0	Travelers CL A	\$15,307.50		370.97	(35.41)	\$0.00	\$0.00	\$6.10	\$0.00	6.10%	\$0.00	\$15,307.50	
0	Travelers CL B	\$13,434.37		6,836.37	(8,271.13)	\$0.00	\$0.00	\$6.10	\$0.00	6.10%	\$0.00	\$13,434.37	
125	United Health Group Inc	\$15,322.00		11,750.89	5,033.70	\$0.00	\$0.00	\$7.50	\$0.00	7.50%	\$0.00	\$15,322.00	
200	United Technologies Corp	\$9,029.25		9,087.87	58.62	\$0.00	\$0.00	\$196.00	\$0.00	196.00%	\$0.00	\$9,029.25	
0	Verizon (formerly Bell Atlantic)	\$8,013.90				\$0.00	\$0.00	\$346.50	\$0.00	346.50%	\$0.00	\$8,013.90	
175	Walmart Stores	\$16,999.50		3,172.70	(3,969.05)	\$0.00	\$0.00	\$385.00	\$0.00	385.00%	\$0.00	\$16,999.50	
350	Wells Fargo & Co. New	\$7,141.75				\$0.00	\$0.00	\$40.00	\$0.00	40.00%	\$0.00	\$7,141.75	
0	Williams Companies, Inc.					\$0.00	\$0.00	\$9.00	\$0.00	9.00%	\$0.00	\$0.00	
200	Yum Brands					\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$0.00	
	Total Non-Expendable Funds	\$977,448.13	\$316,796.89	\$231,703.89	\$26,113.221	\$76,672.72	\$32,788.43	\$39,635.57	\$58,935.59	\$1,045,423.49			

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2002

Fiduciary Unit	Description of Principal	HOW INVESTED	PRINCIPAL				INCOME				TOTAL		
			Balance Beginning Year	Additional Contributions	Proceeds From Sales (Gains)	Balance End Year	Income During Year	Balance Beginning Year	Expanded During Year	Balance End Year	Principal & Income		
EXPENDABLE FUNDS													
(Acct #)													
30530072	31639	DEPOT IMPROVEMENT	\$590,617.44	77,766.25	0.00	\$668,383.69	10,338.27	10,338.27	\$0.00	\$0.00	\$668,383.69	\$0.00	
		Cash & Cash Equivalents											
30530071	31640	PERFORMING ARTS	\$11,268.60	165.32	0.00	\$11,433.92	197.19	197.19	\$0.00	\$0.00	\$11,433.92	\$0.00	
		Cash & Cash Equivalents											
30530071	31641	SEIFERT AUDIT	\$11,937.86	6,765.61	0.00	\$18,703.47	239.56	239.56	\$0.00	\$0.00	\$18,703.47	\$0.00	
		Cash & Cash Equivalents											
30530071	31642	STRATEGIC PLAN	\$9,767.89	160.44	0.00	\$9,928.33	170.69	170.69	\$0.00	\$0.00	\$9,928.33	\$0.00	
		Cash & Cash Equivalents											
30530071	31643	HISTORICAL DISTRICT	\$2,628.23	43.12	0.00	\$2,671.35	45.88	45.88	\$0.00	\$0.00	\$2,671.35	\$0.00	
		Cash & Cash Equivalents											
30530071	31644	PELHAM ROAD	\$5,773.73	94.70	0.00	\$5,868.43	100.74	100.74	\$0.00	\$0.00	\$5,868.43	\$0.00	
		Cash & Cash Equivalents											
30530072	31646	RT	\$1,513.88	24.94	0.00	\$1,538.82	26.52	26.52	\$0.00	\$0.00	\$1,538.82	\$0.00	
		Cash & Cash Equivalents											
30530100	31646	RT	\$115,367.31	1,899.41	0.00	\$117,266.72	2,029.97	2,029.97	\$0.00	\$0.00	\$117,266.72	\$0.00	
		Cash & Cash Equivalents											
30530134	31639	PUBLIC ACCESS TV	\$1,577.74	25.72	0.00	\$1,603.46	27.36	27.36	\$0.00	\$0.00	\$1,603.46	\$0.00	
		Cash & Cash Equivalents											
30530134	31638	TOWN SIDEWALK	\$3,683.67	60.63	0.00	\$3,744.30	64.51	64.51	\$0.00	\$0.00	\$3,744.30	\$0.00	
		Cash & Cash Equivalents											
30530134	31637	250TH BIRTHDAY	\$193.43	3.37	0.00	\$196.80	3.62	3.62	\$0.00	\$0.00	\$196.80	\$0.00	
		Cash & Cash Equivalents											
30530137	31655	CABLE TV PUBLIC ACCESS	\$304,392.73	135,371.05	0.00	\$439,763.78	7,253.68	7,253.68	\$0.00	\$0.00	\$439,763.78	\$0.00	
		Cash & Cash Equivalents											
30530144	31647	SNOW	\$130,675.30	(9,285.19)	0.00	\$121,390.11	1,771.63	1,771.63	\$0.00	\$0.00	\$121,390.11	\$0.00	
		Cash & Cash Equivalents											
30530165	31648	SENIOR CENTER BUILDING	\$1,002,293.19	(984,485.45)	0.00	\$17,807.74	9,274.45	9,274.45	\$0.00	\$0.00	\$17,807.74	\$0.00	
		Cash & Cash Equivalents											
30530172	31649	LAND ACQUISITION	\$101,898.31	1,678.19	0.00	\$103,576.50	1,785.60	1,785.60	\$0.00	\$0.00	\$103,576.50	\$0.00	
		Cash & Cash Equivalents											
30530171	31650	EMPLOYEE SEPARATION BENEFITS	\$4.71	143.45	0.00	\$148.16	736.85	736.85	\$0.00	\$0.00	\$148.16	\$0.00	
		Cash & Cash Equivalents											
30530170	31651	LAND ACQUISITION	\$61,138.95	61,538.10	0.00	\$122,677.05	1,628.23	1,628.23	\$0.00	\$0.00	\$122,677.05	\$0.00	
		Cash & Cash Equivalents											
Total Expendable Funds			\$2,354,192.77	\$708,013.34	\$0.00	\$1,646,179.43	\$35,683.75	\$35,683.75	\$0.00	\$0.00	\$1,646,179.43	\$0.00	
TOTAL COMBINED FUNDS			\$3,331,640.90	\$391,216.45	\$291,703.89	\$2,622,807.34	\$69,442.18	\$76,316.32	\$75,872.72	\$69,895.58	\$2,691,602.92	\$2,691,602.92	
CAPITAL RESERVE FUNDS													
30530072	31626	SCHOOL DISTRICT RECONSTRUCT	\$189,194.98	(81,214.90)	0.00	\$107,980.08	2,485.10	2,485.10	\$0.00	\$0.00	\$107,980.08	\$0.00	
		Cash & Cash Equivalents											
30530072	31627	PELHAM ROAD	\$90,663.68	1,568.79	0.00	\$92,232.47	1,569.79	1,569.79	\$0.00	\$0.00	\$92,232.47	\$0.00	
		Cash & Cash Equivalents											
30530072	31628	ROAD IMPROVEMENT	\$555,344.88	(126,935.69)	0.00	\$428,409.19	3,054.39	3,054.39	\$0.00	\$0.00	\$428,409.19	\$0.00	
		Cash & Cash Equivalents											
30530073	31629	SALEM REVALUATION	\$26,093.63	(148.92)	0.00	\$25,944.71	450.08	450.08	\$0.00	\$0.00	\$25,943.71	\$0.00	
		Cash & Cash Equivalents											
30530100	31651	FIRE FIGHTING APPARATUS	\$9,274.37	162.22	0.00	\$9,436.59	162.22	162.22	\$0.00	\$0.00	\$9,436.59	\$0.00	
		Cash & Cash Equivalents											
30530077	31630	SALEM RECREATION LAND	\$489,139.17	(282,353.44)	0.00	\$206,785.73	7,406.21	7,406.21	\$0.00	\$0.00	\$206,785.73	\$0.00	
		Cash & Cash Equivalents											
30530135	31632	HISTORICAL COMMISSION	\$26,939.70	471.38	0.00	\$27,411.08	471.38	471.38	\$0.00	\$0.00	\$27,411.08	\$0.00	
		Cash & Cash Equivalents											
30530137	31634	SEWER	\$319,507.63	(63,286.44)	0.00	\$256,221.19	3,496.28	3,496.28	\$0.00	\$0.00	\$256,221.19	\$0.00	
		Cash & Cash Equivalents											
30530137	31634	WATER	\$97,112.68	(4,868.92)	0.00	\$92,243.96	1,040.07	1,040.07	\$0.00	\$0.00	\$92,243.96	\$0.00	
		Cash & Cash Equivalents											
TOTAL CAPITAL RESERVE FUNDS			\$1,903,270.92	(\$576,816.92)	\$0.00	\$1,326,454.00	\$20,155.52	\$20,155.52	\$0.00	\$0.00	\$1,326,454.00	\$0.00	
TOTAL FUNDS			\$5,134,911.82	\$987,832.37	\$291,703.89	\$3,849,802.34	\$99,597.70	\$99,474.84	\$75,872.72	\$69,895.58	\$3,918,267.92	\$3,918,267.92	

ZONING BOARD OF ADJUSTMENT



Ron "Tony" Giordano, Stephen Reynolds, Joseph Scionti (Chairman), Les Miller, Edith Hyatt, Michael Herrick. Not pictured: Curtis Davis (Alternate), Daniel Norris (Alternate), John Smith (Alternate).

In the year 2002, a total of one hundred and sixty (160) applications were submitted to the Building Department to be placed on the agenda for the Zoning Board of Adjustment (ZBA). This is an increase of sixty (60) appeals over the year 2001. Of the one hundred sixty (160) appeals, ninety eight (98) were variances, forty (40) appeals from administrative decision, six (6) special exceptions, nine (9) equitable waivers and seven (7) re-hearings. Twenty-two (22) appeals were withdrawn, sixteen (16) denied, one hundred eighteen (118) granted and four (4) tabled.

The Salem Zoning Board of Adjustment members are volunteers who are appointed by the Board of Selectmen for three (3) year terms. The ZBA consists of five (5) members and five (5) alternate members. The general purpose of the ZBA is to hear appeals and grant relief from the strict terms of the zoning ordinance providing the applicant has satisfied the criteria governed by New Hampshire Statutes for the particular appeal requiring the waiver. Unlike other boards, it is mandatory that the board members visit each and every site prior to the public hearing otherwise he or she can not deny the applicant. Because of the high volume of applicants, it has become necessary to attempt to facilitate our process.

To this end the ZBA is in process of making changes to the By-Laws. Every application is now reviewed by the ZBA's agent to insure that all the proper information is made available to the Board and that the contents are complete. The applicant will be notified by the building

department if further information is required or if it is necessary to interface with other boards or staff prior to appearing before the ZBA. Requested information must be included eight (8) working days prior to the public hearing. It is not considered to be a completed application and may be deferred to the following scheduled meeting. In addition, no new appeals will be heard after 11:00 PM unless the board by a majority of the vote desires to continue the meeting. The remaining appeals will be heard at the next scheduled meeting. If the applicants work with us, we can better serve you. These changes to the by-laws will probably be completed and made available by June of 2003.

We want to thank everyone in all departments of the Town Hall that has assisted us when we required information and letters of recommendation. This has helped us to make a proper decision on some of the more difficult appeals. A special thanks to all the Board Members, Sam Zannini and Janet Thompson whose dedication is well appreciated.

Respectfully submitted,

Joseph Scionti

Chairman

TOWN TREASURER'S REPORT AND FINANCIAL REPORTS

TOWN TREASURER

The major news for 2002 was the continued impact on Town finances of lower interest rates. A significant, but low profile, source of revenue for the town is the interest earned on overnight deposits (described below). Interest rates were dramatically lowered by the Federal Reserve to protect the economy after the September 11 terrorist attack.

In recent years prior to 2001, interest rates were typically in the 5% range. At the start of 2002, they had dropped to 1.65%. The Federal Reserve again lowered rates in November so that at year's end the rate was 1.15%, the lowest in half a century. The interest earned on these overnights for 2000 was \$692,884. In contrast, the earnings in 2002 were \$184,957. The consequences of this shortfall of over \$500,000 remain a continuing concern for the taxpayer and for those who make Town budgetary decisions.

Because the safety of Town funds cannot be compromised, there are no options for significantly greater returns. It is cold comfort that all NH municipalities are in the same situation.

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

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I provide some general remarks about how the Town actually manages its cash.

Although the cash amounts in custody vary during the year, these amounts are typically substantial. In order for the Town to maximize the interest earned on these amounts, they are "swept" every night and invested in overnight repurchase instruments. The safety of these investments is guaranteed by being fully collateralized by the bank with U.S. government securities purchased by the bank in the Town's name.

In 2001, for the first time, the Town did not need to borrow in anticipation of taxes. These tax anticipation notes ("TANs") had been used in past to even out cash flow due to the mismatch of tax collections and Town expenses. Again in 2002, due to the skillful cash management of the Finance Department (read: Linda Casey), the Town did not need to borrow. Indeed, unless this situation changes, this will be my last mention of TANs.

Respectfully submitted,

John Sytek

Town Treasurer



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

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INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 2001 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 2001, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated March 6, 2002 on our consideration of the Town of Salem's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Town of Salem
Independent Auditor's Report

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Salem taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the general purpose financial statements. All such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

March 6, 2002

Gregory A. Colby, CPA
PŁODZIK & SANDERSON
Professional Association



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REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

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

We have audited the financial statements of the Town of Salem as of and for the year ended December 31, 2001, and have issued our report thereon which was qualified as indicated therein dated March 6, 2002. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether the Town of Salem's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants; noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Town of Salem's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended solely for the information and use of management and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Megrey A. Colby, CPA

PLODZIK & SANDERSON
Professional Association

March 6, 2002

ALL GOVERNMENTAL FUNDS
COMBINED BALANCE SHEET
December 31, 2002 (unaudited)

	General Fund	Special Revenue Funds	Capital Projects Fund	Total
Assets				
Cash and Equivalents	\$18,122,832	\$2,223,790	\$734,014	\$21,080,635
Receivables (Net of Allowances)				
Taxes	1,794,321			1,794,321
Accounts	283,129	540,490		823,619
Special Assessments		1,690,606		1,690,606
Intergovernmental	517,066		233,157	750,223
Interfund Receivable	20,572	28,100	1,273	49,945
Welfare Liens	250,798			250,798
Welfare Liens Reserved Until Collected	(250,798)			(250,798)
Container Deposits	250	1,080		1,330
Prepaid Items	125,630			125,630
Total Assets	\$20,863,800	\$4,484,066	\$968,444	\$26,316,310
Liabilities				
Accounts Payable	\$261,388	\$26,910	\$0	\$288,298
Accrued Payroll and Benefits	422,690	38,044	1,396	462,129
Contracts Payable	69,563	13,304		82,867
Retainage Payable			23,238	23,238
Intergovernmental Payables	12,226,810			12,226,810
Interfund Payables	28,100	159,179	119	187,398
Deferred Revenues	18,154	1,709,424	125,115	1,852,693
Total Liabilities	13,026,705	1,946,861	149,868	15,123,433
Fund Balances				
Reserved for Contingency	230,753			230,753
Reserved for Encumbrances	890,067	116,846	410,706	1,417,620
Reserved for Special Purposes			407,870	407,870
Unreserved				
Designated for Special Purposes		2,420,359		2,420,359
Undesignated	6,716,275			6,716,275
Total Fund Balances	7,837,095	2,537,205	818,576	11,192,876
Total Liabilities and Fund Balances	\$20,863,800	\$4,484,066	\$968,444	\$26,316,310

**SPECIAL REVENUE FUNDS
COMBINING BALANCE SHEET
December 31, 2002 (unaudited)**

	<u>Sewer Fund</u>	<u>Water Fund</u>	<u>All Others</u>	<u>Total</u>
Assets				
Cash and Equivalents	\$1,101,148	\$720,005	\$402,637	\$2,223,790
Receivables (Net of Allowances)				
Accounts	155,794	207,201	177,495	540,490
Special Assessments	1,567,054	123,552		1,690,606
Interfund Receivable			28,100	28,100
Container Deposits		1,080		1,080
Total Assets	<u>\$2,823,996</u>	<u>\$1,051,838</u>	<u>\$608,232</u>	<u>\$4,484,066</u>
Liabilities				
Accounts Payable	\$12,337	\$14,573	\$0	\$26,910
Accrued Payroll and Benefits	5,407	14,321	18,316	38,044
Contracts Payable		13,304		13,304
Interfund Payable			159,179	159,179
Deferred Revenues	1,555,692	122,496	31,236	1,709,424
Total Liabilities	<u>1,573,436</u>	<u>164,694</u>	<u>208,731</u>	<u>1,946,861</u>
Fund Balances				
Reserved for Encumbrances	76,281	40,565		116,846
Unreserved				
Designated for Special Purposes	1,174,279	846,579	399,501	2,420,359
Total Fund Balances	<u>1,250,560</u>	<u>887,144</u>	<u>399,501</u>	<u>2,537,205</u>
Total Liabilities and Fund Balances	<u>\$2,823,996</u>	<u>\$1,051,838</u>	<u>\$608,232</u>	<u>\$4,484,066</u>

**CAPITAL PROJECTS FUND
COMBINING BALANCE SHEET
December 31, 2002 (unaudited)**

	Water Treatment Plant	Water Tower	Canobie Water/Sewer	Flood Mitigation	CD&G-HUD Disaster Recovery	Blake Rd Project I	Blake Rd Project II	Blake Rd Project III	Pelham Rd Project	Sillies Rd Project	Unappropriated Income	Total
Assets												
Cash and Equivalents	\$140,298	\$12,324	\$40,471	\$125,115	\$0	\$3,559	(\$190,514)	(\$42,524)	\$564,529	\$4,637	\$76,119	\$734,014
Intergovernmental/Receivable					119	190,514	42,524					233,157
Interfund Receivable										1,273		1,273
Total Assets	\$140,298	\$12,324	\$40,471	\$125,115	\$119	\$3,559	\$0	\$0	\$564,529	\$5,910	\$76,119	\$968,444
Liabilities												
Accrued Interest Payable	1,396											1,396
Retainage Payable						3,559	13,769			5,910		23,238
Interfund Payable					119							119
Deferred Revenue				125,115								125,115
Total Liabilities	1,396			125,115	119	3,559	13,769			5,910		149,868
Fund Balances												
Reserved for Encumbrances	138,902	12,324	40,471				249,433	161,273				410,706
Reserved for Special Purposes	138,902	12,324	40,471				(263,202)	(161,273)	564,529		76,119	407,870
Total Fund Balances							(13,769)	0	564,529		76,119	818,576
Total Liabilities and Fund Balances	\$140,298	\$12,324	\$40,471	\$125,115	\$119	\$3,559	\$0	\$0	\$564,529	\$5,910	\$76,119	\$968,444

GENERAL FUND
STATEMENT OF CHANGES IN UNRESERVED - UNDESIGNATED FUND BALANCE
For the Fiscal Year Ended December 31, 2002 (unaudited)

Unreserved - Undesignated Fund Balance - January 1		\$6,918,343
<u>Deductions</u>		
Unreserved Fund Balance Used to Reduce 2002 Tax Rate	(947,000)	
Increase in Reserve for Contingency	(90,755)	
	<hr/>	
Total Deductions		(1,037,755)
<u>Additions</u>		
<u>2002 Budget Summary</u>		
Revenue Surplus	345,944	
Unexpended Balance of Appropriations	489,743	
		<hr/>
Total Additions		835,687
Unreserved - Undesignated Fund Balance - December 31		<u>\$6,716,275</u>

GENERAL FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	Encumbered From 2001	Appropriations 2002	Expenditures Net of Refunds	Encumbered To 2003	(Over) Under Budget
<u>General Government</u>					
Executive	\$118	\$270,630	\$260,672		\$10,076
Election, Registration and Vital Statistics		208,130	161,388	746	45,996
Financial Administration	299	1,234,607	1,234,607		(2,653)
Legal Expenses		93,300	68,259		25,041
Personnel Administration	484	407,973	578,189		(169,732)
Planning and Zoning	27,355	340,972	349,506	16,151	2,670
General Government Buildings	16,988	278,444	288,983	445	6,004
Cemeteries	1,000	291,793	279,340		13,453
Insurance, not otherwise allocated	10,600	208,123	213,620	719	4,384
Other	61,198	333,072	351,123	21	43,126
Total General Government	<u>118,042</u>	<u>3,664,092</u>	<u>3,785,687</u>	<u>18,082</u>	<u>(21,635)</u>
<u>Public Safety</u>					
Police Department	11,447	5,702,515	5,517,141	15,740	181,082
Fire Department	53,293	5,349,808	5,199,510	36,203	167,388
Building Inspection	1,867	237,409	239,762	165	(652)
Total Public Safety	<u>66,607</u>	<u>11,289,732</u>	<u>10,956,413</u>	<u>52,108</u>	<u>347,818</u>
<u>Highways and Streets</u>					
Administration	1,014	350,885	359,909	8,000	(16,010)
Highways and Streets	5,073	1,794,115	1,762,821	13,407	22,960
Street Lighting		386,471	356,480	9,975	20,016
Total Highways and Streets	<u>6,087</u>	<u>2,531,471</u>	<u>2,479,210</u>	<u>31,382</u>	<u>26,966</u>
<u>Sanitation</u>					
Solid Waste Disposal	1,000	1,047,258	1,196,168	11,682	(159,592)
Solid Waste Clean-up	278,412	585,000	790,883	22,600	49,929
Total Sanitation	<u>279,412</u>	<u>1,632,258</u>	<u>1,987,051</u>	<u>34,282</u>	<u>(109,663)</u>
<u>Health</u>					
Administration		84,841	84,937		(96)
Animal Control	375	73,800	66,196	375	7,604
Total Health	<u>375</u>	<u>158,641</u>	<u>151,133</u>	<u>375</u>	<u>7,508</u>

Welfare						(2,078)
Administration		107,855	109,933			28,752
Direct Assistance		127,000	98,248			11,158
Vendor Payments		126,145	114,987			37,832
Total Welfare		<u>361,000</u>	<u>323,168</u>			
Culture and Recreation						
Parks and Recreation	150	259,462	250,282	21		9,309
Library	6,637	1,129,019	1,113,974	3,792		17,890
Patriotic Purposes		26,870	25,989			881
Other Culture and Recreation	148	183,951	173,036	208		10,855
Total Culture and Recreation	<u>6,935</u>	<u>1,599,302</u>	<u>1,563,281</u>	<u>4,021</u>		<u>38,935</u>
Debt Service						
Principal - Long-Term Debt		441,765	441,765			
Interest Expense - Long-Term Debt		105,456	105,456			25,000
Interest Expense - Tax Anticipation Notes		25,000				25,000
Total Debt Service		<u>572,221</u>	<u>547,221</u>			
Capital Outlay						
Land and Improvements	142,550	608,351	732,200			18,701
Machinery, Vehicles and Equipment						
Buildings					749,817	56,739
Other Improvements	254,738	921,883	370,065			75,440
Total Capital Outlay	<u>397,288</u>	<u>1,530,234</u>	<u>1,102,265</u>	<u>749,817</u>		
Intergovernmental						
School District Assessments		27,423,936	27,423,936			
County Tax Assessments		3,713,639	3,713,639			
Total Intergovernmental		<u>31,137,575</u>	<u>31,137,575</u>			
Other Financing Uses						
Operating Transfers Out - Interfund Transfers						
Capital Project Funds	150,333		88,790			61,543
Capital Reserve Funds		2,032,744	2,032,744			
Expendable Trust Funds		327,759	327,759			
	<u>150,333</u>	<u>2,360,503</u>	<u>2,449,293</u>			<u>61,543</u>
Total Appropriations, Expenditures and Encumbrances	<u>\$1,025,078</u>	<u>\$56,837,029</u>	<u>\$56,482,297</u>	<u>\$890,067</u>		<u>\$489,743</u>

GENERAL FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	<u>Estimated</u>	<u>Actual</u>	Over (Under) Budget
<u>Taxes</u>			
Property	\$46,304,704	\$46,420,150	\$115,446
Land Use Change	10,000	49,125	39,125
Resident	208,540	209,050	510
Yield	2,108	2,108	
Payment In Lieu of Taxes	35,000	38,761	3,761
Boat	12,378	12,609	231
Interest and Penalties on Taxes	233,702	259,584	25,882
Total Taxes	<u>46,806,432</u>	<u>46,991,387</u>	<u>184,955</u>
<u>Licenses and Permits</u>			
Business Licenses, Permits and Fees	176,910	189,785	12,875
Motor Vehicle Permit Fees	4,400,000	4,669,295	269,295
Building Permits	161,546	153,320	(8,226)
Other Licenses, Permits and Fees	119,560	96,009	(23,551)
Total Licenses and Permits	<u>4,858,016</u>	<u>5,108,409</u>	<u>250,393</u>
<u>Intergovernmental Revenues - State</u>			
Shared Revenue	371,516	370,797	(719)
Rooms & Meals Tax	814,383	814,383	
Highway Block Grant	468,292	468,292	
Water Pollution Grants	17,275	17,275	
Other Reimbursements	12,376	13,801	1,425
Total Intergovernmental Revenues	<u>633,107</u>	<u>340,795</u>	<u>(292,312)</u>
Total Intergovernmental Revenues	<u>2,316,949</u>	<u>2,025,342</u>	<u>(291,607)</u>
<u>Charges for Services</u>			
Income from Departments	<u>1,017,374</u>	<u>1,199,378</u>	<u>182,004</u>
<u>Miscellaneous Revenues</u>			
Sale of Municipal Property	12,301	23,151	10,850
Interest on Investments	162,000	182,211	20,211
Rent of Property	387,922	384,665	(3,257)
Fines and Forfeits	10,000	13,213	3,213
Insurance Dividends and Reimbursements	130,152	131,180	1,028
Other	22,000	22,640	640
Total Miscellaneous Revenues	<u>724,375</u>	<u>757,060</u>	<u>32,685</u>
<u>Other Financing Sources</u>			
<u>Operating Transfers In - Interfund Transfers</u>			
Special Revenue Funds	<u>166,884</u>	<u>154,398</u>	<u>(12,486)</u>
Total Revenues and Other Financing Sources	<u>55,890,030</u>	<u>\$56,235,974</u>	<u>\$345,944</u>
Unreserved Fund Balance Used	<u>947,000</u>		
Total Revenues, Other Financing Sources and Use of Fund Balance	<u>\$56,837,030</u>		

SEWER FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	<u>Estimated</u>	<u>Actual</u>	<u>Over (Under) Budget</u>
Revenues			
Intergovernmental Revenues	\$42,851	\$32,064	(\$10,787)
Charges for Services	1,810,488	1,787,561	(22,927)
Miscellaneous Revenues	59,000	158,931	99,931
Other Financing Sources			
Operating Transfers In - Interfund Transfers	37,500	70,780	33,280
Special Revenue Funds			
Total Revenues and Other Financing Sources	<u>1,949,839</u>	<u>2,049,336</u>	<u>\$99,497</u>
Unreserved Fund Balance Used	300,000		
Total Revenues, Other Financing Sources and Use of Fund Balance	<u>\$2,249,839</u>		

SEWER FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	<u>Encumbered From 2001</u>	<u>Appropriations 2002</u>	<u>Expenditures Net of Refunds</u>	<u>Encumbered To 2003</u>	<u>(Over) Under Budget</u>
Expenditures					
Personnel Services		\$170,954	\$186,280		(\$15,326)
Supplies		4,920	2,995		1,925
Other Charges	18,469	975,190	997,915	13,198	(17,454)
Debt Service		711,108	761,837		(50,729)
Capital Projects		<u>387,667</u>	149,056	63,083	175,527
Total Appropriations, Expenditures and Encumbrances	<u>\$18,469</u>	<u>\$2,249,839</u>	<u>\$2,098,083</u>	<u>\$76,281</u>	<u>\$93,943</u>

WATER FUND
STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	Estimated	Actual	Over (Under) Budget
Revenues			
Intergovernmental Revenues	\$61,611	\$61,611	\$0
Charges for Services	1,802,619	2,258,716	456,097
Miscellaneous Revenues	101,780	93,313	(8,468)
	1,966,010	2,413,639	\$447,629
Total Revenues and Other Financing Sources			
Unreserved Fund Balance Used	140,750		
	\$2,106,760		
Total Revenues, Other Financing Sources and Use of Fund Balance			

WATER FUND
STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 2002 (unaudited)

	Encumbered From 2001	Appropriations 2002	Expenditures Net of Refunds	Encumbered To 2003	(Over) Under Budget
Expenditures					
Personnel Services		\$557,300	\$546,317		\$10,983
Supplies	250	21,656	20,614		1,292
Other Charges	9,302	556,117	638,418	5,579	(78,578)
Debt Service		743,270	733,269		10,002
Capital Improvements		33,667	120,047	136	(86,515)
Special Articles	28,963	194,750	127,567	34,851	61,295
	\$38,515	\$2,106,760	\$2,186,232	\$40,565	(\$81,522)
Total Appropriations, Expenditures and Encumbrances					

FIXED ASSET GROUP OF ACCOUNTS
December 31, 2002 (unaudited)

	<u>Beginning of Year</u>	<u>End of Year</u>
Land and Improvements	\$0	\$0
Buildings	5,342,810	6,400,969
Machinery, Vehicles, and Equipment	7,589,345	8,740,537
Construction in Progress	0	0
Improvements other than buildings	4,691,810	4,691,810
	<u> </u>	<u> </u>
TOTAL	<u>\$17,623,965</u>	<u>\$19,833,316</u>

BANK BALANCES BY FUND BY ACCOUNT
December 31, 2002 (unaudited)

	Beginning of Year	Receipts	Expenditures	End of Year
Citizens Bank - Operating				
General Fund	\$17,851,763	\$57,631,257	\$57,430,326	\$18,052,695
Sewer Fund	1,174,978	1,859,003	1,932,834	1,101,148
Water Fund	587,332	2,230,000	2,097,327	720,005
Outside Detail-Police	(162,104)	717,894	711,030	(155,240)
Dare Fund	3,515	1,963	3,789	1,689
Outside Detail-Fire	(2,995)	10,309	11,253	(3,939)
GIS Fund	4,973	3,236		8,209
Senior Center Fund	55,249	88,274	143,522	0
Project Impact Fund	15,995	20,283	36,278	0
CDBG Flood Mitigation	(83,205)	142,867	59,780	(119)
Hazard Mitigation	120,996	119,880	240,876	0
Flood Mitigation	94,950	31,800	1,635	125,115
Total	19,661,445	62,856,767	62,668,649	19,849,564
 <i><u>General Fund:</u></i>				
Fleet Bank-Ambulance	82,712	726,235	740,000	68,947
 <i><u>Capital Projects:</u></i>				
Citizens Bank	972,968	644,815	1,034,974	582,809
Citizens Bank-SUR	19,850	109		19,959
Citizens Bank-Weststate	1,109			1,109
Citizens Bank-M & E Construction	4,994	27		5,021
 <i><u>Forfeiture and Seizure:</u></i>				
Citizens Bank	9,988	17,002	13,629	13,362
 <i><u>Trust:</u></i>				
Citizens Bank-Performance Escrow	2,123,681	710,585	138,028	2,696,237
Citizens Bank-K. Skiba	1,469	13		1,482
Citizens Bank-Samos Bldrs	3,796	34		3,830
 <i><u>Special Revenue Fund:</u></i>				
Citizens Bk-Conservation Comm.	279,850	102,514	3,610	378,754
Citizens Bank - LLEBG	5,028	22,679	27,684	23
TOTAL	\$23,166,890	\$65,080,781	\$64,626,574	\$23,621,097

**STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 2002**

ISSUE DATE	ORIGINAL ISSUE AMOUNT	INTEREST RATE	FINAL PAYMENT	OUTSTANDING DEBT 1/1/2002	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/2002	PRINCIPAL DUE 2003	PAYMENTS SUBSEQUENT YEARS
1985	600,000	9.20	03/01/05	109,852	33,088		76,764	32,206	44,558
1987	92,000	7.40	01/15/08	23,800	3,400		20,400	3,400	17,000
1994	4,500,000	5.83	05/15/14	2,925,000	225,000		2,700,000	225,000	2,475,000
1996	2,900,000	5.7126	08/15/16	2,465,000	110,000		2,355,000	115,000	2,240,000
1998	1,023,000	4.822	08/15/13	870,000	55,000		815,000	60,000	755,000
1998	327,699	4.916	08/15/18	296,800	11,200		285,600	11,200	274,400
	<u>9,442,699</u>			<u>6,690,452</u>	<u>437,688</u>		<u>6,252,764</u>	<u>446,806</u>	<u>5,805,958</u>
1985	6,200,000	9.20	03/01/05	1,135,148	341,912		793,236	332,794	460,442
* 1987	2,208,000	7.08	01/15/08	756,200	111,600		644,600	111,600	533,000
1998	842,655	4.916	08/15/18	763,200	28,800		734,400	28,800	705,600
	<u>9,250,655</u>			<u>2,654,548</u>	<u>482,312</u>		<u>2,172,236</u>	<u>473,194</u>	<u>1,699,042</u>
1995	980,000	5.2483	08/15/05	380,000	95,000		285,000	95,000	190,000
	<u>980,000</u>			<u>380,000</u>	<u>95,000</u>		<u>285,000</u>	<u>95,000</u>	<u>190,000</u>
1994	1,650,000	5.43	08/15/04	495,000	165,000		330,000	165,000	165,000
	<u>1,650,000</u>			<u>495,000</u>	<u>165,000</u>		<u>330,000</u>	<u>165,000</u>	<u>165,000</u>
TOTALS	<u>24,323,354</u>			<u>10,220,000</u>	<u>1,180,000</u>		<u>9,040,000</u>	<u>1,180,000</u>	<u>7,860,000</u>

* Partial or full payments of principal and interest guaranteed by State of New Hampshire.

SUMMARY OF TAXES AND ASSESSED VALUATION 1998-2002

	1998	1999	2000	2001	2002
Total Town Appropriations	\$29,675,423	\$30,237,948	\$28,249,060	\$29,954,360	\$31,487,301
Total Revenues and Credits	(14,973,565)	(15,564,224)	(13,122,099)	(15,383,593)	(16,131,878)
Special Adjustment		44,626			
Net Town Appropriations	14,701,858	14,718,350	15,126,961	14,570,767	15,355,423
Net School Tax Assessment	25,620,593	10,829,576	11,774,234	11,772,120	13,061,587
State Education Taxes		13,446,263	13,446,263	14,658,595	14,362,349
County Tax Assessment	2,200,683	2,214,251	2,571,299	3,435,605	3,713,639
Total Town, School and County	42,523,134	41,208,440	42,918,757	44,437,087	46,492,998
Business Profits Tax Reimbursement	(574,071)	(188,295)	(188,295)	(188,295)	(188,295)
War Service Credits	193,100	188,400	184,400	184,500	180,900
Overlay	254,382	252,805	293,176	253,523	257,424
Property Taxes to be Raised	<u>\$42,396,545</u>	<u>\$41,461,350</u>	<u>\$43,208,038</u>	<u>\$44,686,815</u>	<u>\$46,743,027</u>
Net Assessed Valuation	\$822,435,410	\$839,140,610	\$2,289,889,400 (1)	\$2,341,774,298	\$2,382,885,793
Tax Rate	\$51.55	\$49.58	\$18.93 (1)	\$19.15	\$19.68

(1) Revaluation occurred in 2000

2002 ANNUAL TOWN MEETING RESULTS
March 12 & 16, 2002

ARTICLE 16:	WESTSIDE INTERCEPTOR SEWER Defeated on official ballot vote on March 12, 2002 Bond- Needs 2/3 Yes - 1350 no - 1854	\$3,740,000 DEFEATED
ARTICLE 17:	WATER LINE EXTENSION - BLAKE ROAD NEIGHBORHOOD - PHASE II Passed on official ballot vote on March 12, 2002 Bond Needs 2/3 Yes - 2298 No - 945 Need 2162	\$720,000 PASSED
ARTICLE 18:	2002 OPERATING BUDGET Amended from \$25,337,317 to \$25,516,254 Passed on official vote on March 12, 2002	\$25,516,254 PASSED
ARTICLE 19:	FUND FIRE EMPLOYEES UNION CONTRACT Passed on official ballot vote on March 12, 2002	\$105,642 PASSED
ARTICLE 20:	FUND POLICE EMPLOYEES UNION CONTRACT Passed on official ballot vote on March 12, 2002	\$113,650 PASSED
ARTICLE 21:	FUND CLERICAL/ADMINISTRATIVE EMPLOYEES UNION CONTRACT Passed on official ballot vote on March 12, 2002	\$36,546 PASSED
ARTICLE 22:	FUND PUBLIC WORKS EMPLOYEES CONTRACT Passed on official ballot vote on March 12, 2002	\$56,161 PASSED
ARTICLE 23:	2002 OPERATING BUDGET	\$25,516,254 TABLED
ARTICLE 24:	FUND UNAFFILIATED EMPLOYEES COMPENSATION CHANGES	\$49,021 PASSED
ARTICLE 25:	FUND KELLEY LIBRARY EMPLOYEES ECONOMIC BENEFITS	\$16,207 PASSED

ARTICLE 26:	EXPENDABLE TRUST FUND - EMPLOYEE SEPARATION Amended from \$210,000 to \$205,759	\$205,759 PASSED
ARTICLE 27:	WINTER WEATHER OPERATIONS	\$540,441 PASSED
ARTICLE 28:	EXPENDABLE TRUST FUND - SNOW MANAGEMENT Amended from \$187,041 to \$62,000	\$62,000 PASSED
ARTICLE 29:	ROADWAY IMPROVEMENT PROGRAM	\$2,045,446 PASSED
ARTICLE 30	UNPAVED ROAD PROGRAM	\$128,048 PASSED
ARTICLE 31:	INFRASTRUCTURE ASSET MANAGEMENT	\$145,000 PASSED
ARTICLE 32:	INTELLIGENT TRANSPORTATION SYSTEMS	\$285,000 PASSED
ARTICLE 33:	MAIN STREET FMAP DRAINAGE	\$266,126 PASSED
ARTICLE 34:	LANDFILL SITE MANAGEMENT PLAN	\$585,000 PASSED
ARTICLE 35:	WEST NILE PROGRAM	\$35,000 PASSED
ARTICLE 36:	SEWER INFLOW & INFILTRATION PROGRAM	\$300,000 PASSED
ARTICLE 37:	POLICE FACILITY SPECIFICATIONS	\$100,000 PASSED

ARTICLE 38:	FIRE FACILITIES PLAN	\$50,000 PASSED
ARTICLE 39:	EXPENDABLE TRUST FUND- LAND AND HERITAGE FUND	\$60,000 PASSED
ARTICLE 40:	COUNCIL ON AGING TAX WORKOFF PROGRAM	\$16,000 PASSED
ARTICLE 41:	BETTERMENT PLAN-RATE ANALYSIS LAIP	\$50,000 PASSED

This is a true copy of the results of the 2002 deliberative session held on March 16, 2002, and for articles 16-22 vote on March 12, 2002.

**ATTEST:
Barbara M. Lessard
Town clerk**

SAMPLE BALLOT



OFFICIAL BALLOT
ANNUAL TOWN ELECTION
SALEM, NEW HAMPSHIRE
MARCH 12, 2002

Bernie R. Tanski
Town Clerk

INSTRUCTIONS TO VOTERS

- A. To vote, complete the arrow(s) \leftarrow \rightarrow pointing to your choice(s), like this: \leftarrow \rightarrow
 B. Follow directions as to the number of candidates to be marked for each office.
 C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and complete the arrow.

<p>FOR TOWN CLERK</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>BARBARA M. LESSARD \leftarrow 3004 \rightarrow</p> <p>(Write-in) \leftarrow 24 \rightarrow</p>	<p>FOR LIBRARY TRUSTEE</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>ETHEL M. FAIRWEATHER \leftarrow 2695 \rightarrow</p> <p>9 (Write-in) \leftarrow \rightarrow</p>	<p>Article #7</p> <p>Are you in favor of the adoption of Amendment No. 5, as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would designate an area located off Brookdele Road as Prime Wetland # 30.)?</p> <p>2581 YES \leftarrow \rightarrow</p> <p>591 NO \leftarrow \rightarrow</p>
<p>FOR SELECTMAN</p> <p>THREE YEARS <small>Vote for not more than TWO</small></p> <p>EVERETT P. MCBRIDE, JR. \leftarrow 2141 \rightarrow</p> <p>STEPHANIE MICKLON 1655 \leftarrow \rightarrow</p> <p>PHILIP SMITH 2193 \leftarrow \rightarrow</p> <p>26 (Write-in) \leftarrow \rightarrow</p> <p>(Write-in) \leftarrow \rightarrow</p>	<p>Articles</p> <p>Article #2</p> <p>*Shall the Town of Salem vote under RSA 284:22-a III to authorize the Rockingham Race Track to broadcast simulcast races of types of racing different from those the track conducts live and accept wagers thereon?*</p> <p>2512 YES \leftarrow \rightarrow</p> <p>847 NO \leftarrow \rightarrow</p>	<p>Article #8</p> <p>Are you in favor of the adoption of Amendment No. 8, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would adopt the NH Wetlands Bureau criteria for the re-designation of Prime Wetlands; it would not change the boundary of any current Prime Wetland.)?</p> <p>2514 YES \leftarrow \rightarrow</p> <p>653 NO \leftarrow \rightarrow</p>
<p>FOR BUDGET COMMITTEE</p> <p>THREE YEARS <small>Vote for not more than TWO</small></p> <p>KATHLEEN COTE 2042 \leftarrow \rightarrow</p> <p>JOHN HILL 1624 \leftarrow \rightarrow</p> <p>EARL K. MERROW 1743 \leftarrow \rightarrow</p> <p>17 (Write-in) \leftarrow \rightarrow</p> <p>(Write-in) \leftarrow \rightarrow</p>	<p>Article #3</p> <p>Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would revise the Floodplain Management regulations to comply with federal standards by adding definitions, requiring a special permit for floodplain areas, and requiring professional certifications.)?</p> <p>2538 YES \leftarrow \rightarrow</p> <p>696 NO \leftarrow \rightarrow</p>	<p>Article #9</p> <p>Are you in favor of the adoption of Amendment No. 7, as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone properties off Old Coach's Road from Rural District to Residential District, to be consistent with adjacent neighborhoods.)?</p> <p>2239 YES \leftarrow \rightarrow</p> <p>961 NO \leftarrow \rightarrow</p>
<p>FOR BUDGET COMMITTEE</p> <p>ONE YEAR <small>Vote for not more than ONE</small></p> <p>RONALD "TONY" GIORDANO \leftarrow 2469 \rightarrow</p> <p>61 (Write-in) \leftarrow \rightarrow</p>	<p>Article #4</p> <p>Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would designate an area located off Oak Ridge Avenue as Prime Wetland # 27.)?</p> <p>2594 YES \leftarrow \rightarrow</p> <p>601 NO \leftarrow \rightarrow</p>	<p>Article #10</p> <p>Are you in favor of the adoption of Amendment No. 8, as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone properties on Wheeler Avenue, Birch Hill Road, Redwood Road, Iris Avenue, and Wesley Lane from Rural District to Residential District, to be consistent with adjacent neighborhoods.)?</p> <p>2195 YES \leftarrow \rightarrow</p> <p>1006 NO \leftarrow \rightarrow</p>
<p>FOR TOWN TREASURER</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>JOHN SYTEK 2787 \leftarrow \rightarrow</p> <p>24 (Write-in) \leftarrow \rightarrow</p>	<p>Article #5</p> <p>Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would designate an area located off Budron Avenue as Prime Wetland # 28.)?</p> <p>2617 YES \leftarrow \rightarrow</p> <p>577 NO \leftarrow \rightarrow</p>	<p>Article #11</p> <p>Are you in favor of the adoption of Amendment No. 9, as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows: (This amendment would rezone properties on Belair Lane, Connell Drive, Dandridge Avenue and Lake Street from Rural District to Residential District, to be consistent with adjacent neighborhoods.)?</p> <p>2130 YES \leftarrow \rightarrow</p> <p>1067 NO \leftarrow \rightarrow</p>
<p>FOR TAX COLLECTOR</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>CHERYL-ANN BOLOUK \leftarrow 2422 \rightarrow</p> <p>WILLIAM P. CARTER 748 \leftarrow \rightarrow</p> <p>4 (Write-in) \leftarrow \rightarrow</p>	<p>Article #6</p> <p>Are you in favor of the adoption of Amendment No. 4, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would designate an area located off Golden Oaks Drive as Prime Wetland # 29.)?</p> <p>2589 YES \leftarrow \rightarrow</p> <p>602 NO \leftarrow \rightarrow</p>	
<p>FOR TOWN MODERATOR</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>"CHUCK" MORSE 2798 \leftarrow \rightarrow</p> <p>22 (Write-in) \leftarrow \rightarrow</p>		
<p>FOR SUPERVISOR OF THE CHECKLIST</p> <p>SIX YEARS <small>Vote for not more than ONE</small></p> <p>JANICE HABIB 2776 \leftarrow \rightarrow</p> <p>11 (Write-in) \leftarrow \rightarrow</p>		
<p>FOR TRUSTEE OF THE TRUST FUNDS</p> <p>THREE YEARS <small>Vote for not more than ONE</small></p> <p>MICHAEL K. GAROFALO \leftarrow 2658 \rightarrow</p> <p>16 (Write-in) \leftarrow \rightarrow</p>		

Article #12		
Are you in favor of the adoption of Amendment No. 10, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would prohibit electronic changeable copy signs.)?		1830
YES		1374
NO		2172
Article #13		
Protest Petition Needs 2/3 need 2166 to pass		
Are you in favor of the adoption of Amendment No. 11, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would reduce the maximum allowed size of freestanding signs and set a maximum size and number of wall signs in Commercial-Industrial Districts.)?		1076
YES		1804
NO		1177
Article #14		
Protest Petition needs 2/3 to pass		
Are you in favor of the adoption of Amendment No. 12, as proposed by the Planning Board to the Town Zoning Ordinance as follows: (This amendment would revise the Senior Housing Ordinance by adding evaluation criteria and changing density and lot size standards and permitted uses.)?		681
YES		2421
NO		
Article 18		
Westside Interceptor Sewer	\$3,740,000	
<i>Passage of this article shall override the 10 percent limitation imposed on this appropriation due to the non-recommendation of the budget committee.</i>		
To see if the Town will vote to raise and appropriate the sum of Three Million Seven Hundred Forty Thousand Dollars (\$3,740,000) for the purpose of constructing approximately 13,000 feet of sewer line extension from Keewaydin Drive to Graan Acre Drive and to make road improvements as a result of said construction. Further to authorize the land acquisition necessary for this construction; and to authorize the issuance of not more than Three Million Seven Hundred Forty Thousand Dollars (\$3,740,000) of bonds or notes for the purpose of extending said sewer line in accordance with the provisions of the Municipal Finance Act (RSA 33); to authorize the municipal officials to issue and negotiate such bonds and notes and determine the rate of interest thereon and authorize the Board of Selectmen to accept any and all State or Federal Aid or other revenue source that may be or may become available and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto. This appropriation is contingent upon the receipt of grants totaling greater than One Million Five Hundred Thousand Dollars (\$1,500,000). (Requires 2/3 vote).		1350
YES		1854
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: Without	
Article 17		
Water Line Extension - Blake Road Neighborhood Phase II	\$720,000	
To see if the Town will vote to raise and appropriate the sum of Seven Hundred Twenty Thousand Dollars (\$720,000) for the purpose of extending the Town water lines and to make drainage and road repairs to all or part of the following streets: Blake Road Ext., Glen Road and North Main Street; and authorize the land acquisition necessary for this construction; and to authorize the issuance of not more than \$720,000 of bonds or notes for the purpose of extending water lines in accordance with the provisions of the Municipal Finance Act (RSA 33); to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon and to authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may be or may become available and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto. (Requires 2/3 vote).		2298
YES		945
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: With	
Article 16		
2002 Operating Budget	25,516,254	
To see if the Town will vote to raise and appropriate the sum of Twenty-Five Million Five Hundred Sixteen Thousand Two Hundred Fifty Four Dollars (\$25,516,254), for the operational expenses of the Town for fiscal year 2002.		1721
YES		1470
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: Without	
Article 19		
Fund Fire Employees Union Contract	\$105,642	
To see if the Town will vote to raise and appropriate the sum of One Hundred Five Thousand Six Hundred Forty-Two Dollars (\$105,642) such sum representing the cost of those increased economic benefits for members of the International Association of Fire Fighters, (I.A.F.F.), Local 2892, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.		2540
YES		761
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: With	
Article 20		
Fund Police Employees Union Contract	\$113,650	
To see if the Town will vote to raise and appropriate the sum of One Hundred Thirteen Thousand Six Hundred Fifty Dollars (\$113,650), such sum representing the cost of those increased economic benefits for members of the Salem Police Relief, Teamsters, Local 6343 of New Hampshire, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.		2089
YES		1231
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: Without	
Article 21		
Fund Clerical/Administrative Employees Union Contract	\$36,546	
To see if the Town will vote to raise and appropriate the sum of Thirty-Six Thousand Five Hundred Forty-Six Dollars (\$36,546) such sum representing the cost of those increased economic benefits for members of the State Employees Association of New Hampshire, (S.E.A.), Local 1984, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.		2270
YES		976
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: With	
Article 22		
Fund Public Works Employees Union Contract	\$56,161	
To see if the Town will vote to raise and appropriate the sum of Fifty-Six Thousand One Hundred Sixty-One Dollars (\$56,161) such sum representing the cost of those increased economic benefits for members of the Association of Federal, State, County, & Municipal Employees, (A.F.S.C.M.E.), Local 1801, to which they are entitled under the terms of the latest Collective Bargaining Agreement entered into by the Board of Selectmen and the Union.		1804
YES		1434
NO		
Recommendations		
Board of Selectmen: With	Budget Committee: Without	

YOU HAVE NOW COMPLETED VOTING

- NOTES -

TOWN OF SALEM, NEW HAMPSHIRE

Web Site: townofsalemn nh.org

**Office Hours: Monday–Friday 8:30 a.m. – 5:00 p.m.
33 Geremonty Drive
Salem, NH 03079**

Crime Line 893-6600
Emergency Management Center 890-2210

DEPARTMENT NUMBERS:

General Information	890-2000
Board of Selectmen	890-2120
Town Manager	890-2120
Assessing Department	890-2010
Animal Control	890-2390
Building Department (Permits & Inspections)	890-2020
Capital Projects Management	890-2033
Community Development	890-2080
Engineering Department	890-2030
Finance Department	890-2040
Fire Department (Emergency Only)	911
Fire Department (Non-Emergency)	890-2200
Health Department (Permits & Inspections)	890-2050
Human Resources Department (Personnel)	890-2070
Human Services Department (Public Assistance)	890-2130
Planning Department	890-2030
Police Department (Emergency Only)	911
Police Department (Non-Emergency)	893-1911
Public Works Department	890-2150
Transfer Station (Solid Waste and Recycling)	890-2164
Water Treatment Plant	890-2171
Cemeteries & Parks	890-2180
Purchasing Department	890-2090
Recreation Department	890-2140
Senior Citizens Center (Senior Services)	890-2190
Tax Collection	890-2100
Town Clerk	890-2110

OTHER IMPORTANT NUMBERS:

District Court	893-4483
Fuel Assistance	898-8435
Housing Authority	893-6417
Kelley Library	898-7064
Museum	890-2280
Field of Dreams Park & Playground	890-2140
New Hampshire Registry of Motor Vehicles (<i>Information Message Only</i>)	893-8734
School Department:	
Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069



Trolley Entrance to Canobie Lake Park



If traveling by trolley, visitors walked a short distance to the entrance to the park as marked by the stone pillars in this photo.



Greyhound Rollercoaster Platform. The roller coaster originated in Waterbury, Connecticut and was shipped to Salem by train and reassembled. The Greyhound has since been replaced by the Cannonball Rollercoaster.



One of two restaurants that was available at the Park. A fire destroyed the original restaurant and another restaurant was built in its place. A third restaurant was built in the early 80's on the same spot.

