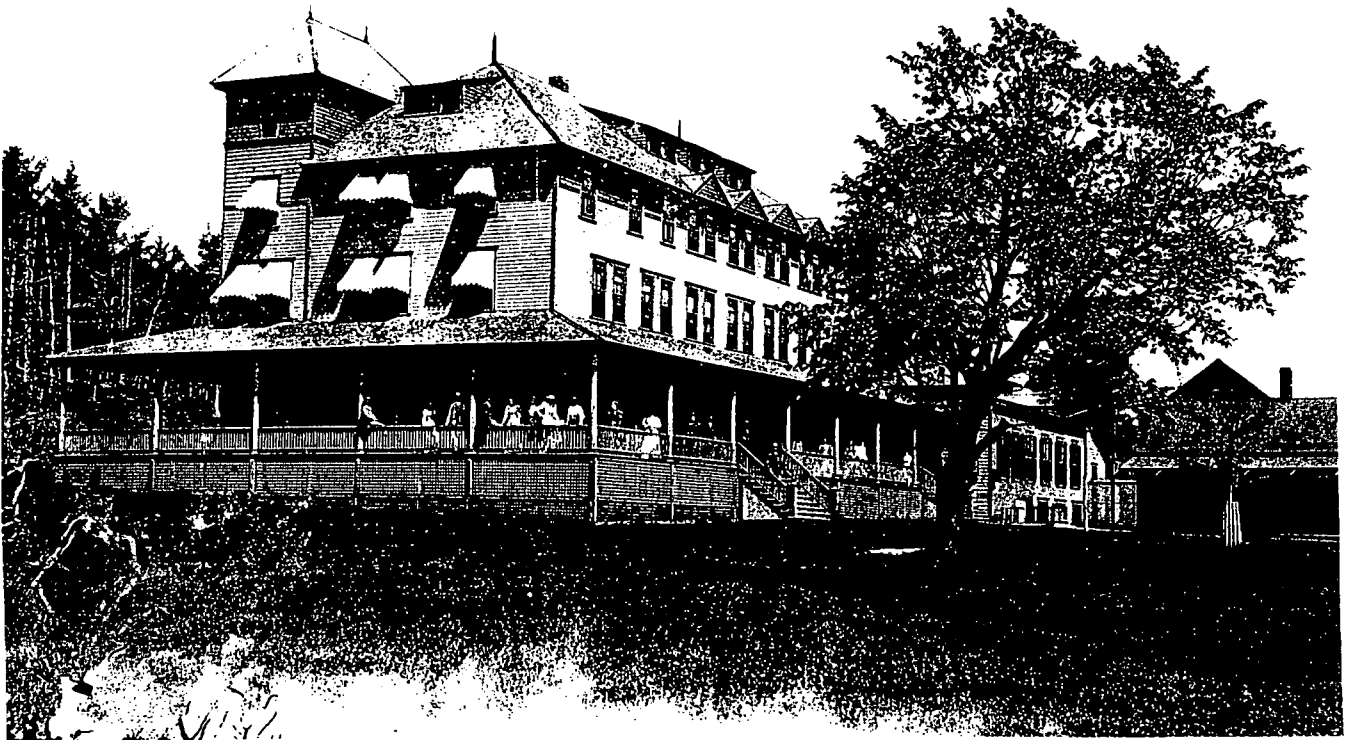


SALISBURY, VERMONT

ANNUAL REPORT

(for the fiscal year ending June 30, 2003)

Lake Dunmore Hotel Opened 1854



Hotel Burned in 1877

DEDICATION
to
David Nuceder



David Nuceder was born and raised in Salisbury. After a stint in the U. S. Army, David came back to Salisbury and married Judy Keeler. They have raised two children, Amy and John. John still resides in Salisbury with his wife, Jen, and appears to be carrying on the tradition of his father by serving on the Salisbury Community School Board. David has spent most of his life working in construction, serving his country as an Army Guardsman, and serving his Town for twenty years as a Selectman. He continues to work as an unpaid ex-officio member as he has the ability to remember what has happened in past years. This historical information has been extremely helpful to the Board. He was instrumental in finally getting a right of way to the Ann Story Cabin and continues to show an interest in bringing the history of Ann Story back to life. David has served as Road Commissioner for the Town and has always been available in time of need to help on the roads during the winter. David is a 'kidder' and his bark is worse than his bite. If anyone is ever in need, he will be the first one there. His retirement years will be spent hunting, fishing, and staying up on Town politics. Thank you, David, for the many years of service you have given the Town and the many years of service you will most likely continue to give.

* * * * *

In memory of Jamie Leigh Devoid
Born April 4, 1989
Died March 3, 2003

SALISBURY, VERMONT ANNUAL REPORT

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Salisbury School District Meeting
Salisbury Community School
March 3, 2003

The meeting was called to order by June Hadley, town clerk at 7:09 PM.

ARTICLE 1:

A motion was moved and seconded for the town clerk to cast one vote for Wayne Smith for moderator. She so cast one ballot and Wayne was elected.

ARTICLE 2:

A motion was moved and seconded to adopt Article 2. John Nuceder highlighted some budget items and reviewed with the voters how the board members have implemented their entrusted duties toward providing the best education for the children of Salisbury. After some discussion the voters passed the budget of \$1,254,130.

ARTICLE 3:

A motion was moved and seconded to adopt Article 3. Arthur Ploof explained the problems of the heating and ventilation system and how they were going to be rectified. After discussion the voters passed this article.

ARTICLE 4:

A motion was made and seconded to adopt Article 4. Art expressed his feelings about voting the budget by Australian ballot. He felt the board wouldn't get any input as to what part of the budget people were concerned about. The people voted down the article.

ARTICLE 5:

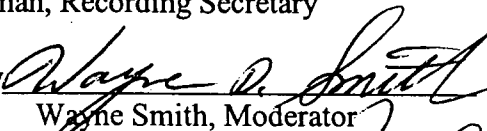
Art made a motion to adjourn the meeting, it was seconded and the meeting was adjourned at 8:10 PM. The meeting will be reconvened Tuesday, March 4th for voting at the polls.

Respectfully submitted,

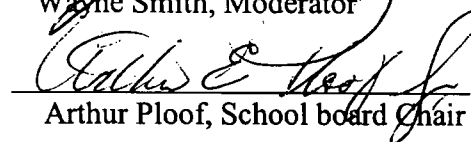


Priscilla Gilman, Recording Secretary

Approved by



Wayne Smith, Moderator



Arthur Ploof, School board Chair

**SALISBURY TOWN MEETING
SALISBURY COMMUNITY SCHOOL
Monday, March 3, 2003**

Wayne D. Smith, Moderator, called the meeting to order at 8:10 PM.

(The 2002 Town Report has been dedicated to Michelle Forman, 2001 National Teacher of the Year. Ms. Forman was present and thanked the Town of Salisbury for this honor. Pedie O'Brien, Selectboard Chair, presented "Outstanding Service Awards" to Martha Sullivan, Wayne Smith, and David Nuceder.)

Article 1. Motion moved and seconded to accept Article 1 as printed. The Article passed by an affirmative voice vote.

Article 2. Motion moved and seconded to accept Article 2 as printed. The Article passed by an affirmative voice vote.

Article 3. Motion moved and seconded to accept Article 3 as printed. The Article passed by an affirmative voice vote.

Article 4. Motion moved and seconded to accept Article 4 as printed. The Article passed by an affirmative voice vote.

Article 5. Motion moved and seconded to accept Article 5 as printed. The Article passed by an affirmative voice vote.

Article 6. Motion moved and seconded to accept Article 6 as printed. The Article passed by an affirmative voice vote.

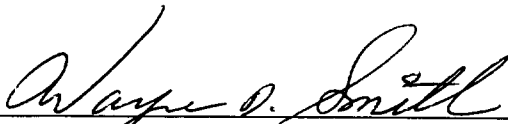
Article 7. Motion moved and seconded to accept Article 7 as printed. The Article passed by an affirmative voice vote.

Article 8. Mr. Smith reviewed and had open discussion on the Articles that were to be voted on by Australian ballot on Tuesday, March 5th.

There being no further business, the meeting recessed at 9:25 PM until 9:00 AM on Tuesday, March 5th, for the purpose of voting by Australian ballot.

Respectfully submitted,
June Hadley, Town Clerk

Approved by



Moderator

Approved by



Selectboard Member

TOWN OFFICERS

OFFICE	NAME	TERM	PHONE #
Moderator	Wayne Smith	03/04	352-4543
Town Clerk/Treasurer	June B. Hadley	03/06	352-4228
Asst. Clerk/Treasurer	Priscilla Gilman	03/04	352-4228
Asst. Treasurer	Jacqueline Sullivan	03/04	352-4228
Selectboard	Frank Dittami	03/04	352-1058
	Pedie O'Brien	03/04	352-4244
	Jonathan Blake	03/04	352-6678
	Priscilla Gilman	03/05	352-4445
	Ernest Coburn	03/06	352-4489
First Constable	Matt Mulcahy	03/04	352-6025
Delin. Tax Collector	June Hadley	03/04	352-4228
Listers	Martha Sullivan	03/04	352-4228
	M. Julia Dawson	03/05	352-4228
	Guy Beck	03/06	352-4228
Auditors	Alysia Duncanson	03/04	
	Jennifer Nuceder	03/04	
Town Agent	(none elected)	03/04	
Town Grand Juror	Peggy Ann Coleman	03/04	
School Directors	Tonia Mulcahy	03/04	
	Ray Doyle	03/04	
	John Nuceder	03/05	
	Sue Lewis	03/05	
	Arthur E. Ploof, Jr.	03/06	
MUHS Director	George Sack (resigned)	03/05	
	Jaclyn Davidson	03/06	
Zoning Administrator	Ed Hanson	01/07	453-3785

Dev Review Board	Jonathan Blake	04/04	
	Sue Quesnel	04/04	
	Chris Heudorfer	04/06	
	Joseph Adams	04/06	
	Wayne Smith	04/06	
Zoning Board Clerk	Nancy Damm	-----	352-4322
Health Officer	Jonathan Blake	06/06	352-6678
Planning Commission	Theo Fuller-Lowell	04/04	
	Martha Sullivan	04/05	
	Perry Pirkkanen	04/06	
	Allyson Frederick	04/07	
Library Trustees	Mary Burchard	01/05	
	Barbara Andres	01/06	
	Guy Truax	01/06	
	Willie Jansen	01/07	
	Nancy Velez	01/07	
Justices of the Peace	Jaclyn Davidson	02/05	
	Kevin Gilman	02/05	
	Priscilla Gilman	02/05	
	Paul Heudorfer	02/05	
	Peter Laflame	02/05	
	Kathryn Schloff	02/05	
	Wayne Smith	02/05	
Fire Warden	Ernest Coburn	04/04	352-4489
Fence Viewers	Salisbury Selectboard	-----	
Mosquito District	Paul Doty	-----	248-5145
Landfill Foreman	Ernest Coburn	-----	352-1017
Road Foreman	Vaughn Berno	07/04	352-1017
911 Coordinator	Martha Sullivan	-----	352-4434

2003 VITAL STATISTICS

We welcome these births –

Bode Walsh Rubright	March 14, 2003
Paige Elana Williamson	April 1, 2003
Landon Gabriel Popp	May 21, 2003
Jedidiah John Nop	June 11, 2003
Tate Donald Dale Drown	June 25, 2003
Wyatt Jackson Rubright	June 27, 2003
Brooke Morgan Clark	June 30, 2003
Scott Charles Allen	July 5, 2003
Andy Bruce Whitney, Jr.	July 17, 2003
Owen Luis Sullivan	October 8, 2003

We welcome these marriages –

Donald Sweet II and Amy Whipple	April 19, 2003
Mark McDonough and Jessica Best	June 21, 2003
Henry Cushman, Jr. and Leslie Ann Racine	July 10, 2003
Robert Colby and Amy L'Heureux	August 27, 2003
Gary Brown, Jr. and Stacy Marie Smith	September 13, 2003

We remember these deceased –

Donald Conrad Goodrich	January 21, 2003
Anna C. Quesnel	February 4, 2003
Jamie Leigh Devoid	March 3, 2003
Jeannette C. Blasini	March 15, 2003
Reta F. Andrews	April 20, 2003
Esther M. Ross	May 30, 2003
Richard Gordon Gale	June 4, 2003
Eunice B. Eaton	July 5, 2003
Leonard George D'Avignon	July 6, 2003
Eleanor B. Thornblade	September 17, 2003
Serena Miller	November 15, 2003
Linda Carlo Kirby	November 30, 2003
Harold H. Conant	December 5, 2003
Charles A. Barker	December 7, 2003

2003 SALISBURY SELECTBOARD REPORT

2003 was a trying year for the Selectboard. Some of the highlights include:

- * Highway and Landfill experienced changes.
- * A new Solid Waste Implementation Plan was written and put into effect.
- * Ongoing negotiations of past Landfill violations continue with the State of Vermont Agency of Natural Resources. (No new violations.)
- * While the Selectboard was within their rights to pave sections of Salisbury roads, and believing it to be beneficial to the Town, we never intended nor imagined the response we received. We, therefore, have agreed to seek public comment and feelings before making changes to our roads in the future.
- * A professional audit of the Town for the fiscal year 2001-2002 was performed by R. F. Lavigne. Fiscal year 2003-2004 will be audited after June 30, 2004. The Selectboard will seek professional guidance from an auditing firm to ensure continued accuracy and consistency of Town bookkeeping practices from this point forward.

Respectfully submitted,
Pedie O'Brien, Chair
Jonathan Blake
Ernest Coburn
Frank Dittami
Priscilla Gilman

2003 TOWN CLERK/TREASURER'S REPORT

I would like to thank the voters of the Town of Salisbury for electing me to a three-year term as Town Clerk and Treasurer on March 4, 2003. As political relationships evolved in the past year, it became apparent that the stress of these relationships began to take a toll on my physical health.

When it was reported that Town funds were not properly allocated, in my capacity as Treasurer, I was pleased that a professional audit was requested. The Selectboard hired R. F. Lavigne and Company. The audit was completed for the fiscal year ending June 30, 2002.

The professional auditors provided much needed guidance for the use of computer software, preparation of reports and payments to special funds. The assistance of the professional auditors was very helpful. The Town should see the benefit of this assistance in clearer financial reports in the Town's Annual Reports.

As your Treasurer, I am gratified that the audit confirmed that all Town monies were accounted for and that your faith in electing me was not misplaced.

Thank you again for your support and I am confident that my successors will benefit from the guidance we received from the professional auditors.

As you know, my annual report to you would not be complete without my continued thanks to my assistants, Priscilla Gilman and Jackie Sullivan, for their continued hard work and support. Their performance has been outstanding!

It has been a pleasure to be your Town Clerk since January 2, 1999, and your Town Treasurer since March 2000.

Respectfully submitted,
June Hadley, Town Clerk/Treasurer

2003 HEALTH OFFICER'S REPORT

This year there were many changes to the laws that regulate our septic systems. These new regulations are very complicated and require professional assistance to understand their meanings. Salisbury, and Lake Dunmore in particular, have very sensitive septic systems that need to be watched very carefully. I would suggest the public keep a close eye on their septic systems to avoid failures or surprises in the future. The increase in camp owners using their camps more often and, in some cases, on a year-round basis (which the septic systems were never designed for) will certainly tax these systems beyond their capacities. A watchful eye should be used to protect our Town and Lake Dunmore from any future septic failures. Thank you for your participation!

Respectfully submitted,
Jonathan Blake, Health Officer

2003 HIGHWAY REPORT

It has been a trying first few months as your new Road Foreman, starting with several heavy rain storms accompanied with high winds and clogged culverts in the second heaviest December snow fall on record, coupled with day after day of sub-zero temperatures and mini snow storms. We soon found out where our weak spots were in the equipment. However, we were able to make it through thus far without any major situations.

We will be applying for a State 2-1 Grant which will enable us to resurface several areas of road which are very much in need.

I will also be applying for a State Grant from the Better Back Roads Program, which will allow us to address areas where washouts are occurring from ledge on the road sides. These grants require only ten per cent (10%) of Town funds.

I would like to say that I have enjoyed the challenges thus far and look forward to improving our efficiency and the overall quality of our Town highways. I would like to thank Ernie Coburn and Paul Berno for their continued assistance with the day to day operations and also for their many long hours of plowing and sanding.

We have sold our home in Cornwall and are in the process of purchasing a home on Leland Road. Please feel free to contact me at home or at the Town garage or on the road. I will be glad to discuss any and all concerns related to any highway issues.

Respectfully submitted,
Vaughn Berno, Road Foreman

2003 SALISBURY LANDFILL REPORT

The Salisbury Landfill is located at 1301 Upper Plains Road. Hours of operation for the Salisbury Landfill are shown on the inside back cover of this Town Report.

A random inspection program is implemented of incoming trash, as required by the State of Vermont, to insure that recyclables and household hazardous wastes are not being deposited in the Landfill. Although not required, clear trash bags would make inspection faster and cleaner. If inspection finds recyclables or hazardous wastes in your trash, you will have to remove the offending materials for proper disposal before disposing the remainder of your trash in the Landfill.

Recycling is located at the Landfill during regular Landfill hours. The Town now contracts with JR's Rubbish and Recycling for the management of recyclables. Acceptable recyclables are listed in the quarterly newsletter mailed to Salisbury residents. Recycling stickers for your windshield will be issued to all Salisbury residents so our recycling program can go very smoothly at the Landfill.

We would like to thank the residents of Salisbury for their conscientious use of our Hazardous Waste Collections. Because you have cooperated, we had a savings this past year of \$2,885.40. Keep up the good work! Dates of household hazardous waste collections and the materials accepted at these collections will be mailed in the quarterly newsletters and are published in the Addison Independent.

We are going to be having a re-evaluation of the Landfill in the spring and we continue to work on lowering and/or eliminating the State fines on the Landfill. Ernest Coburn, Landfill Foreman, has notified the Selectboard that the southwest and east slopes of the Landfill will be capped this summer.

The Salisbury Selectboard, upon the advice of the professional auditors, have determined that the Landfill Accounts should be changed from a calendar year to a fiscal year. Therefore, there is no calendar year audit for the Landfill this year. Instead, next year's report will contain an 18-month audit from January 1, 2003 to June 30, 2004.

Respectfully submitted,
June B. Hadley, Town Clerk/Treasurer

2002 STATEMENT OF TAXES:

Taxes needed for 7/1/02 to 6/30/03:

General Fund	\$ 103,920.00
Highway Fund	133,600.00
Town Meeting Articles	66,843.00
Local School	1,179,228.00
State School	950,906.00
Current Use	- 9,068.00
PILOT	- 809.00
Anticipated Income	- 56,632.00
Bank Balance	- <u>67,500.00</u>
	\$2,300,488.00

Actual Taxes Collected:

Municipal Grand List	798,216.20 x .216 =	\$ 172,414.70
Education Grand List (L)	794,449.70 x 1.480 =	1,175,785.56
Education Grand List (S)	794,449.70 x 1.200 =	<u>953,339.64</u>

Total Tax to be Collected	\$2,301,539.90
BTA Adjustment/Mosurick fire	- 1,472.77
Pre-payments 9/6/01 to 7/16/02	- 11,342.23
Selectboard waived 8/13/02	- 39.75
Holden/Butters (overpayment/refund by check)	+ .39
Listers Adjustment (Parkins/Rasmussen)	- 52.13
Listers Adjustment (Budka)	- 60.81
Newton (overpayment/refund by check)	+ 113.15
Listers Adjustment (Pardee)	- 60.82
Wright (overpayment/refund by check)	+ 198.00
Bissell (overpayment/refund by check)	+ 1.54
Sherry (overpayment/refund by check)	+ 235.17
Harperville Properties (overpayment/refund by check)	+ 334.57
Total Deposits from 8/1/02 to 10/20/02	- 2,186,578.61
Delinquent Taxes unpaid	- <u>102,815.60</u>

Balance \$ 0

10/22/02

Respectfully submitted,
June Hadley, Treasurer
Town of Salisbury

2002/2003 STATEMENT OF DELINQUENT TAXES

07/01	Delinquent Taxes Due		\$ 53,418.48
07/31	July Payments	[1,585.10]	51,833.38
08/31	August Payments	[2,319.09]	49,514.29
09/30	September Payments	[6,434.55]	43,079.74
10/15	October Payments to Date	[389.59]	42,690.15
10/15	Delinquent Warrant Issued	102,815.60	145,505.75
10/31	October Payments	[9,025.21]	136,480.54
11/30	November Payments	[14,205.41]	122,275.13
12/31	December Payments	[7,662.60]	114,612.53
01/31	January Payments	[7,480.31]	107,132.22
02/28	February Payments	[14,159.24]	92,972.98
03/31	March Payments	[3,900.99]	89,071.99
04/30	April Payments	[5,349.22]	83,722.77
05/31	May Payments	[27,715.98]	56,006.79
06/30	June Payments	[3,329.37]	52,677.42

Respectfully submitted,

June B. Hadley,
Delinquent Tax Collector

Town of Salisbury
General Fund
June 30, 2003

Beginning Cash Balance 41,702.87

Receipts

Real Estate Taxes

Current	2,186,580.00	
Delinquent Taxes	103,556.67	
Taxes in Advance	9,098.76	
Current Use	<u>9,068.00</u>	
		2,308,303.43

State of Vermont

Local Fines	9,875.95	
Railroad Tax	92.25	
Pilot Program	5,969.00	
Fish Hatchery/Lake Dunmore	8,540.00	
EEGL/Reappraisal	<u>5,250.00</u>	
		29,727.20

Miscellaneous

Interest	5,384.87	
Interest on Delinquent Taxes	8,593.92	
Licenses, Permits and Fees		
Copier	2,466.73	
DMV Fees	408.00	
Dog Licenses/Fines	1,478.00	
Environmental Conservation	158.58	
Green Mountain Passport	3.00	
Liquor Licenses	150.00	
Marriage License Fees	299.00	
Recording Fees	12,568.00	
Tax Appeal Settlement Loan from LF	<u>24,000.00</u>	
		55,510.10

Other

IRS adjustment	46.83	
Posting of Land	10.00	
Reappraisal Fund	40,000.00	
Redemption of Tax Sale	33,600.00	
Transfer from Highway for VLCT ins	4,650.00	
Rent/Masonic Lodge	2,590.00	
VLCT Audit Refund	<u>803.21</u>	
		81,700.04

Exchange Items

Penalties on Delinquent Taxes	8,175.52	
Transfer/Landfill/Payroll	2,147.62	
Librarian Salary	2,634.72	
Zoning Administrator	<u>8,303.19</u>	
		21,261.05

Total Receipts 2,538,204.69

Town of Salisbury
General Fund
June 30, 2003

Disbursements

Administration	39,193.92	
Ann Story Grounds Maintenance	1,600.00	
Grader Loan	19,000.00	
Education	2,130,134.00	
Green Up Day	100.00	
Insurance	4,365.70	
Lake Settlement Loan	23,525.80	
Miscellaneous	14,195.28	
Public Safety	9,572.99	
Taxes, Assessments and Dues	10,343.14	
Town Clerk's Office	19,600.11	
Town Hall	2,969.14	
Town Meeting Articles	47,843.00	
Town Meetings and Elections	498.64	
Town Report	1,878.40	
Transfers		
Ann Story	2,000.00	
Highway	133,600.00	
Reappraisal	4,500.00	
Total Disbursements		2,464,920.12

Payments and Exchange Items

Payments

Highway portion of VLCT insurance	4,650.00	
Property tax Overpayment Refund	882.82	
State Treasurer: DMV/Dog/Marriage F	433.00	
Delinquent Tax	8,175.52	
Total Refunds		14,141.34

Exchange Items

Landfill Payroll	2,147.62	
Equalization	748.00	
Zoning Administrator	8,303.19	
Redemption Tax Sale	33,600.00	
Librarian Salary	2,634.72	
Total Exchange Items		47,433.53

Ending Cash Balance

2,526,494.99
11,709.70

Town of Salisbury
General Fund
Receipts
June 30, 2003

	FY03 Actual
Property Taxes	
Current	2,186,580.00
Taxes Paid in Advance	9,098.76
Delinquent	103,556.67
Current Use	9,068.00
<i>Total Property Taxes</i>	2,308,303.43
State of Vermont	
Local Fines	9,875.95
Railroad Tax	92.25
Pilot Program	5,969.00
Fish Hatchery/Lake Dunmore	8,540.00
EEGL/Reappraisal	5,250.00
<i>Total State of Vermont</i>	29,727.20
Licenses, Permits and Fees	
Copier	2,466.73
DMV Fees	408.00
Dog Licenses/Fines	1,478.00
Environmental Conservation	158.58
Green Mountain Passport	3.00
Liquor Licenses	150.00
Marriage License Fees	299.00
Recording Fees	12,568.00
Tax Appeal Settlement Loan from LF	24,000.00
<i>Total Licenses, Permits and Fees</i>	41,531.31
Interest	
Interest	5,384.87
Interest on Delinquent Taxes	8,593.92
<i>Total Interest</i>	13,978.79
Miscellaneous	
IRS adjustment	46.83
Posting of Land	10.00
Reappraisal Fund	40,000.00
Redemption of Tax Sale	33,600.00
Transfer from Highway for VLCT ins	4,650.00
Rent/Masonic Lodge	2,590.00
VLCT Audit Refund	803.21
<i>Total Miscellaneous</i>	81,700.04
Exchange Items	
Penalties on Delinquent Taxes	8,175.52
Transfer/Landfill/Payroll	2,147.62
Librarian Salary	2,634.72
Zoning Administrator	8,303.19
<i>Total Exchange Items</i>	21,261.05
<i>Total Receipts</i>	2,496,501.82

**Town of Salisbury
General Fund
Disbursements
June 30, 2003**

	FY03 Budget	FY03 Actual	FY05 Proposed Budget
Administration			
Administrator			20,000.00
Town Clerk	8,600.00	8,600.00	9,300.00
Town Treasurer	11,000.00	11,000.00	10,000.00
Assistant Town Clerk/Treasurer	3,500.00	4,477.00	3,500.00
Selectboard	3,300.00	3,295.00	3,300.00
Selectboard Secretary	800.00	800.00	1,000.00
Librarian	0.00	0.00	2,670.00
Listers	6,500.00	6,532.50	6,500.00
Listers Expenses	300.00	497.42	300.00
Auditor	500.00	531.00	500.00
Health Officer	1,000.00	0.00	500.00
Zoning Administrator	0.00	0.00	7,200.00
Health Insurance (Cobra)	0.00	0.00	2,400.00
Fica Expense	3,200.00	3,461.00	5,000.00
<i>Total Administration</i>	<u>38,700.00</u>	<u>39,193.92</u>	<u>72,170.00</u>
Town Meetings and Elections			
Ballot Clerks and Office supplies	200.00	480.67	400.00
Printing	100.00	17.97	100.00
<i>Total Town Meetings and Elections</i>	<u>300.00</u>	<u>498.64</u>	<u>500.00</u>
Town Clerk's Office			
Town Office maintenance	5,000.00	6,591.23	1,000.00
Heat	2,500.00	3,401.40	3,500.00
Electricity	1,600.00	1,483.48	1,600.00
Telephone	1,900.00	1,621.88	1,900.00
Equipment repair and maintenance	0.00	0.00	1,000.00
Computer expense	600.00	0.00	1,000.00
Office supplies	1,200.00	1,073.66	1,200.00
Postage	1,600.00	1,464.30	1,600.00
Copier expenses	2,000.00	1,964.74	2,200.00
Advertising and legal notices	200.00	57.63	300.00
Website Development	0.00	0.00	1,500.00
Grounds maintenance	2,000.00	1,258.07	1,500.00
Book binding	600.00	683.72	1,000.00
<i>Total Town Clerk's Office</i>	<u>19,200.00</u>	<u>19,600.11</u>	<u>19,300.00</u>
Town Report			
Printing	1,500.00	1,240.00	1,500.00
Postage	1,000.00	638.40	800.00
<i>Total Town Report</i>	<u>2,500.00</u>	<u>1,878.40</u>	<u>2,300.00</u>
Insurance			
Bonding	0.00	0.00	1,200.00
Employment Practices	0.00	0.00	500.00
Property and Casualty	2,650.00	3,348.00	2,600.00
Public Official Liability	1,120.00	0.00	1,600.00
Unemployment	0.00	1,017.70	2,000.00
Worker's Compensation	800.00	0.00	800.00
<i>Total Insurance</i>	<u>4,570.00</u>	<u>4,365.70</u>	<u>8,700.00</u>

**Town of Salisbury
General Fund
Disbursements
June 30, 2003**

	FY03 Budget	FY03 Actual	FY05 Proposed Budget
Taxes, Assessments and Dues			
Addison County Tax	9,000.00	8,676.50	11,000.00
Due: Landfill Payroll	700.00	709.00	1,050.00
Addison County Human Society	500.00	0.00	500.00
Addison County Regional	1,000.00	957.64	1,100.00
<i>Total Taxes, Assessments and Dues</i>	<u>11,200.00</u>	<u>10,343.14</u>	<u>13,650.00</u>
Public Safety			
Dog Control	2,000.00	1,918.56	2,000.00
Town Fire Warden	400.00	400.00	400.00
Health officer supplies	300.00	0.00	100.00
Sheriff's Department	7,000.00	7,254.43	7,500.00
FICA	0.00	0.00	200.00
<i>Total Public Safety</i>	<u>9,700.00</u>	<u>9,572.99</u>	<u>10,200.00</u>
Town Hall			
Building Maintenance	1,500.00	332.60	1,500.00
Electricity	500.00	410.33	500.00
Water	100.00	0.00	0.00
Fuel and heat	1,200.00	2,226.21	1,500.00
<i>Total Town Hall</i>	<u>3,300.00</u>	<u>2,969.14</u>	<u>3,500.00</u>
Professional Services			
Professional Audit	0.00	0.00	3,000.00
Legal services	6,000.00	5,837.55	6,000.00
<i>Total Professional Services</i>	<u>6,000.00</u>	<u>5,837.55</u>	<u>9,000.00</u>
Miscellaneous			
Education and seminars	500.00	422.33	1,000.00
Ann Story Grounds Maintenance	0.00	1,600.00	10,500.00
Bank charges	50.00	0.00	0.00
Green-up Day Donation	0.00	100.00	0.00
Street lights	700.00	640.40	700.00
Emergency Management	0.00	0.00	1,000.00
Recreational services	2,000.00	2,700.00	2,000.00
Town Library	2,000.00	2,000.00	2,000.00
*911	150.00	320.00	250.00
Contingency	1,800.00	375.00	1,000.00
Tax mapping	750.00	1,900.00	750.00
<i>Total Miscellaneous</i>	<u>7,950.00</u>	<u>10,057.73</u>	<u>19,200.00</u>
Education			
School payments	2,130,134.00	2,130,134.00	n/a
<i>Total Education</i>	<u>2,130,134.00</u>	<u>2,130,134.00</u>	<u>0.00</u>
Debt Service			
Lake Settlement Loan (Final Payment)	0.00	23,525.80	0.00
Interest on Lake Settlement Loan	0.00	0.00	0.00
'01 Grader Loan (3 yr)	0.00	19,000.00	19,000.00
Interest on Grader Loan	0.00	0.00	1,500.00
'03 Lake Settlement Loan (3 yr)	0.00	0.00	8,000.00
Interest on Lake Settlement Loan	0.00	0.00	632.00
03 Reappraisal Loan (3 yr)	0.00	0.00	13,333.00
Interest on Reappraisal Loan	0.00	0.00	1,055.00
<i>Total Debt Service</i>	<u>0.00</u>	<u>42,525.80</u>	<u>43,520.00</u>

**Town of Salisbury
General Fund
Disbursements
June 30, 2003**

	FY03 Budget	FY03 Actual	FY05 Proposed Budget
Town Meeting Articles			
Addison County Parent/Child Ctr	1,400.00	1,400.00	1,400.00
Addison County River Watch	0.00	0.00	250.00
Addison Cty Community Action	500.00	500.00	500.00
Addison Cty Home Health/Hospice	1,280.00	1,280.00	1,305.00
BSLG Insect control	8,500.00	8,500.00	8,500.00
Champlain Valley Agency on Aging	1,100.00	1,100.00	1,100.00
Counseling Service of Addison Cty	1,150.00	1,150.00	1,250.00
Elderly Services	500.00	500.00	500.00
George D. Aiken	0.00	0.00	50.00
Hospice Volunteer Services	200.00	200.00	250.00
John Graham Emergency Shelter	700.00	700.00	700.00
Lake Dunmore/Fern Lake Milfoil Fund	4,352.00	4,352.00	1,977.00
Middlebury Volunteer Ambulance	1,769.00	1,769.00	1,703.00
Otter Creek Natural Resource District	112.00	112.00	112.00
Retired Senior Volunteer Association	200.00	200.00	250.00
Rutland West Neighborhood Housing Svcs	0.00	0.00	300.00
Vermont Adult Learning	230.00	230.00	230.00
Volunteer Fire Department	25,500.00	25,500.00	27,000.00
Women Safe	350.00	350.00	400.00
<i>Total Town Meeting Articles</i>	<u>47,843.00</u>	<u>47,843.00</u>	<u>47,777.00</u>
Transfers to			
Ann Story		2,000.00	
Highway Fund		133,600.00	
Reappraisal Fund		<u>4,500.00</u>	
<i>Total Transfers</i>		<u>140,100.00</u>	
Payments and Exchange Items			
Payments			
Highway portion of VLCT insurance		4,650.00	
Property tax overpayment refund		882.82	
State Treasurer: Dog/Marriage/DMV		433.00	
Delinquent tax penalty fees		<u>8,175.52</u>	
<i>Total Refunds</i>		<u>14,141.34</u>	
Exchange Items			
Landfill Payroll		2,147.62	
Equalization		748.00	
Zoning Administrator		8,303.19	
Redemption Tax Sale		33,600.00	
Librarian Salary		<u>2,634.72</u>	
<i>Total Exchange Items</i>		<u>47,433.53</u>	
GENERAL FUND TOTALS		<u><u>2,526,494.99</u></u>	<u>249,817.00</u>

Town of Salisbury
Highway Fund
June 30, 2003

Beginning Cash Balance		13,103.36
Receipts		
Town of Salisbury-Property Taxes	133,600.00	
State Highway Revenues		
State Aid	92,467.88	
Interest Income	265.63	
Fleet Permit Fees	260.00	
Sale of Equipment	5,500.00	
Chloride Sales	156.00	
Landfill revenue received in error	50.00	
Total Receipts		<u>232,299.51</u>
Disbursements		
Administration	56,006.80	
Maintenance	104,353.59	
Paving	49,709.12	
Town Shed	2,774.87	
Total Disbursements		<u>212,844.38</u>
Transfers out		
Landfill-Sale of Equipment	5,500.00	
Landfill-receipt received in error	50.00	
Total Transfers		<u>5,550.00</u>
Ending Cash Balance		<u><u>27,008.49</u></u>

Town of Salisbury
Highway Fund
Schedule of Disbursements and Receipts
June 30, 2003 and Proposed FY05 Budget

	FY03 Budget	Actual	FY05 Budget
Administration			
Road Foreman	24,000.00	21,720.83	38,000.00
FT and PT Employees	21,000.00	20,863.29	24,000.00
FICA	3,500.00	3,215.29	5,000.00
Retirement	0.00	510.00	1,000.00
Property and Casualty	4,650.00	4,650.00	4,500.00
Health Insurance	4,500.00	5,047.39	7,500.00
Total Administration	57,650.00	56,006.80	80,000.00
Maintenance			
Chloride	8,000.00	4,894.80	6,000.00
Cold Patch	1,500.00	432.40	500.00
Culverts	2,000.00	2,987.53	2,000.00
Gasoline/Oil/Fuel	6,250.00	6,599.73	7,500.00
Gravel	0.00	0.00	15,000.00
Repairs and Maintenance	20,000.00	20,130.42	13,000.00
Bridge Maintenance	13,000.00	11,172.34	2,000.00
Salt	30,000.00	32,558.85	32,000.00
Signs	500.00	1,467.77	500.00
Subcontractors and rentals	3,000.00	10,933.26	8,000.00
Tools and Equipment	21,000.00	13,176.49	16,000.00
Winter Sand & Screening	5,000.00	0.00	5,000.00
Total Maintenance	110,250.00	104,353.59	107,500.00
Paving	50,000.00	49,709.12	50,000.00
Town Shed			
Electricity	900.00	1,004.88	1,500.00
Supplies/repairs	1,300.00	710.41	1,200.00
Propane	0.00	0.00	4,000.00
Telephone	1,500.00	1,059.58	1,000.00
Total Town Shed	3,700.00	2,774.87	7,700.00
TOTALS	221,600.00	212,844.38	245,200.00

TOWN OF SALISBURY – SPECIAL REVENUE FUNDS

Ann Story Account

Statement of Cash Receipts and Disbursements

7/1/02 to 6/30/03

Beginning Cash Balance			\$ 427.93
Receipts:	Interest Income	7.97	
	Transfer of Funds	2,150.00	
	Donations	170.00	
	Book Sales	3.00	2,330.97
Disbursements:	Ken Weston/Survey	190.40	
	Roadway to Cabin	1,533.52	
	Restoration Supplies	25.99	[1,749.91]
Ending Cash Balance			\$ 1,008.99

Bridge Account

Statement of Cash Receipts and Disbursements

7/1/02 to 6/30/03

Beginning Cash Balance			\$11,030.12
Receipts:	Interest Income	107.41	
	Cornwall Reimburse.	538.97	646.38
Disbursements:	Roof Replacement	1,192.52	[1,192.52]
Ending Cash Balance			\$10,483.98

Planning Account

Statement of Cash Receipts and Disbursements

7/1/02 to 6/30/03

Beginning Cash Balance		\$ 891.94
Receipts:	Interest Income	8.85
Ending Cash Balance		\$ 900.79

(This account was closed on June 18, 2003, and these monies
were placed in the Zoning Account.)

TOWN OF SALISBURY – SPECIAL REVENUE FUNDS

Reappraisal Account

Statement of Cash Receipts and Disbursements
7/1/02 to 6/30/03

Beginning Cash Balance			\$20,676.81
Receipts:	Interest Income	272.12	
	State Contribution	4,500.00	4,772.12
Ending Cash Balance			\$25,448.93

Town Hall Account

Statement of Cash Receipts and Disbursements
7/1/02 to 6/30/03

Beginning Cash Balance			\$1,232.09
Receipts:	Interest Income	12.73	
	VT Energy Investment Rebate	190.00	
Ending Cash Balance			\$1,434.82

Town Shed Account

Statement of Cash Receipts and Disbursements
7/1/01 to 6/30/02

Beginning Cash Balance			\$1,230.80
Receipts:	Interest Income	12.47	
Ending Cash Balance			\$1,243.27

TOWN OF SALISBURY – SPECIAL REVENUE FUNDS

Zoning Account

Statement of Cash Receipts and Disbursements
7/1/02 to 6/30/03

Beginning Cash Balance			\$2,501.60
Receipts:	Interest Income	58.67	
	Planning Account	900.79	
	Zoning Fees	6,304.00	7,263.46
Disbursements:	Zoning Payroll	8,303.19	
	Advertising	261.26	
	Stipend	100.00	
	Fee Refund	15.00	
	Bank Check Fee	21.00	
	Postage	69.74	[8,770.19]
Ending Cash Balance			\$ 994.87

Town of Salisbury
Salisbury Sanitary Landfill Fund
Enterprise Fund

STATEMENTS OF REVENUE, EXPENSES, AND CHANGES IN RETAINED EARNINGS
For the years ended December 31,

	<u>2003</u>	<u>2002</u>
Revenues	\$ 110,940.00	\$ 114,078.00
Cost of Sales		
Wells and monitoring	8,618.00	10,929.00
Operation costs, equipment maintenance	32,172.00	32,180.00
Hazardous waste collection	6,148.00	9,034.00
Depreciation expense	18,107.00	18,107.00
State Landfill fees	2,875.00	3,158.00
Recycling fees	5,496.00	9.00
Engineering	3,404.00	1,319.00
Landfill operator & recycling salaries	34,388.00	36,466.00
Total Cost of Sales	<u>111,208.00</u>	<u>111,202.00</u>
Gross Income	<u>(268.00)</u>	<u>2,876.00</u>
General and Administrative expense		
Advertising	111.00	0.00
Insurance	1,112.00	2,951.00
Payroll taxes	2,983.00	2,790.00
Legal and professional fees	3,112.00	1,725.00
Postage	787.00	676.00
Miscellaneous	73.00	3,682.00
Bad debts	0.00	0.00
Printing	0.00	175.00
Office supplies/expenses	946.00	1,455.00
Total General and Administrative expenses	<u>9,124.00</u>	<u>13,454.00</u>
Gain/(Loss) from Operations	<u>(9,392.00)</u>	<u>(10,578.00)</u>
Interest and dividend income and Capital Gain/(Loss)	90,123.00	64,074.00
Interest income	1,964.00	2,534.00
Phase 1 capping - partial closure	0.00	(5,468.00)
Change in liability for closure costs	<u>0.00</u>	<u>(2,002.00)</u>
Net Income	82,695.00	48,560.00
Other comprehensive expense-unrealized gain (loss) on mutual funds, securities, and investments	<u>0.00</u>	<u>(42,928.00)</u>
Comprehensive Income	82,695.00	5,632.00
Residual equity transfers	(73,184.00)	(77,212.00)
Retained earnings-beginning	<u>1,122,902.00</u>	<u>1,166,012.00</u>
Retained earnings-ending	<u><u>1,132,413.00</u></u>	<u><u>1,094,432.00</u></u>

YEAR-END ZONING REPORT CALENDAR YEAR 2003

The numbers and the distribution by type of the zoning applications that were received and processed in calendar year (CY) 2003 can be summarized as follows:

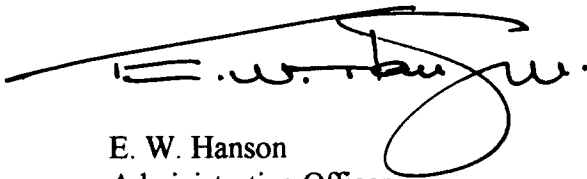
<i>New dwellings</i>	
<i>Permanent/seasonal houses</i>	5
<i>Apartments</i>	2
<i>Mobile homes</i>	0
<i>Replacements</i>	6
<i>Renovations/additions</i>	
<i>Conversions (seasonal → permanent)</i>	1
<i>Major additions (>200 sq ft)</i>	15
<i>Minor additions (≤200 sq ft)</i>	3
<i>Accessory outbuildings</i>	
<i>Large (floor area >200 sq ft)</i>	7
<i>Small (floor area ≤200 sq ft)</i>	6
<i>Exempt agricultural outbuildings</i>	0
<i>Septic systems</i>	
<i>Disposal system construction</i>	11
<i>Minor repairs</i>	3
<i>Privies</i>	1
<i>Ponds/dams/other land development</i>	0
<i>Temporary uses</i>	2
<i>Signs/fences</i>	0
<i>Subdivisions</i>	
<i>Single-lot</i>	5
<i>Multiple lot</i>	0
<i>Boundary adjustments</i>	0
<i>Planned residential developments (PRDs)</i>	0
<i>Renewals of permit</i>	2
<i>Conditional uses</i>	3
<i>TOTAL applications (including exempt agricultural)</i>	72
<i>Certificates of occupancy</i>	7
<i>Certificates of compliance</i>	5
<i>Verifications of compliance</i>	37
<i>Notices of Violation</i>	2

One hundred nine applications were received and processed during the year, of which thirty-seven were requests for verification of the compliance of the applicants' property with the provisions of the Town's zoning regulations and sewage ordinance. Sixty-six of the seventy-two zoning permits applied for were issued during the calendar year from 1 January to 31 December. Of the remainder, three applications involving requests for conditional uses that

have been approved by the Development Review Board are currently open, pending the submission of substantiating State permits or septic design data, one approved conditional use is under appeal to the Environmental Court, one application has been withdrawn by the applicant and one application, involving a prohibited use, has been denied by the Administrative Officer.

Two Notices of Violation were issued during the calendar year. The first is still outstanding, and the second, for which an appeal to the State's Environmental Court was pending, has been withdrawn at the direction of the Selectboard. During CY2003, for the period between 1 January 2003 and 31 December 2003, the direct costs associated with the Town's zoning and sewage administration involved a total invoiced cost of **\$6,592.75** in man-hours and expenses for the Administrative Officer's services, charged against a total of **\$5,015.00** in permit application fees that were assessed and collected, resulting in a net direct cost of administration of **\$1,577.75** for the calendar year. These figures do not include the costs incurred in warning and convening hearings before the Board of Adjustment, nor the fees for applications to the Board for hearings, nor do they include attorneys' fees, when and if the Town elects to retain their services (as, for instance, to pursue litigation in zoning violation cases). For a complete summary of the Town's officially-posted zoning and planning administration costs, which are based upon a 1 July-30 June fiscal year, please refer to the Treasurer's Report on the General Fund in the Annual Report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "E. W. Hanson", with a large, stylized loop at the end.

E. W. Hanson
Administrative Officer
15 January 2004.

R. F. LAVIGNE & COMPANY
Public Accountants



Ms. Ramona O'Brien, Chairperson
Members of the Selectboard
Town of Salisbury
PO Box 66
Salisbury, VT 05769-0066

In planning and performing our audit of the financial statements of the Town of Salisbury, Vermont for the year ended June 30, 2002, we considered the Town of Salisbury, Vermont's internal control structure to determine our auditing procedures for the purpose of expressing an opinion on the financial statements and not to provide assurance on the internal control structure.

This letter does not affect our report dated October 29, 2003 on the financial statements of the Town of Salisbury, Vermont.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various Company personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations.

Sincerely,

R. F. Lavigne & Company
R. F. Lavigne & Company

Town of Salisbury
Management Letter
June 30, 2002

Reporting

All data pertaining to the Town, in the annual Town Report, should be prepared with the same fiscal year-end. The 2002 Town report contains the following: the schedule of property taxes is for 2003; the schedule of delinquent property taxes is for the calendar year ending December 31, 2002; the Town financials are for the fiscal year ending June 30, 2002, and the Landfill report is for the calendar year ending December, 31, 2002.

It is very difficult to trace Town/Landfill, Town/Property Taxes, and Town/Delinquent Taxes from one schedule to the next with this method of preparing the Town report. We strongly suggest that all Town financial information be prepared with the same fiscal year end for the report dated June 30, 2004.

The preparer of the Town report must be sure that information from one schedule agrees with the same information in another schedule. For example, in the 2002 report, taxes received exceeded the amount reported as collected in the Schedule of Taxes in the 2001 report, by approximately \$15,000. This difference is mainly due to treatment of a tax sale as current taxes in the 2002 report.

One reason for the discrepancies in the 2002 report is that information used to prepare the report was obtained from a hybrid of computerized information and manual preparation. All information must come from, and be supported by, the computerized general ledger.

The discrepancies in the Highway report were due to the fact that the wrong version of the expense schedule was submitted with the printer's copy. The report is being prepared earlier for 2003 to enable a thorough review prior to printing.

In addition, exchange items received must equal exchange items paid. For example, the amount received for the Librarian's salary should equal the amount paid by the Town. The amount paid from the Zoning fund to the Town for the Zoning payroll should be recorded in the same period as the expense is recorded.

All expenditures made by the Town are part of the Town Budget. The Town report should not show \$104,928 of Selectboard orders and approximately \$2,000,000 of other expenditures. We have submitted a sample Town Report to the Treasurer.

Full Disclosure

The Town report lacks significant information. It should contain a schedule of note obligations with a description of the purpose and terms of the notes. In addition, joint transactions between the Town and the Landfill, including joint purchases of assets, should be fully described.

The Town report should also contain the revenue budget for the Town and the Highway, with budget/actual comparisons.

Selectboard Orders

Payments and transfers cannot be made without authorization by the Selectboard. The items starred below were included in the Selectboard minutes; however, we recommend that these be included with the orders in case the instruction by the Board is not included in the minutes. The other payments could not be found in the minutes or on the Orders.

Transfer to the School	300,000	
Transfer to the Town Hall Account	2,800	*
Transfer to the Ann Story Account	1,500	*
Transfer to the Re-appraisal Fund	4,578	*
Payment of the Landfill Loan	17,673	
Reimbursement of Excess Tax Sale	<u>12,041</u>	
	338,593	

We noted one Order that was signed by the Treasurer in the amount of \$300, for a retirement payment. The Treasurer cannot sign Orders. The Board can appoint a member of the Board to sign orders for payments that must be made in between Selectboard meetings. The full Board can later ratify the payment.

Timing of Expenditures

It is critical that expenditures are made within the fiscal year that they are voted, or within the fiscal year stipulated by the Selectboard. Examples include:

Amounts were paid for the Town Vault prior to the fiscal year for which the budget was voted.

Insurance was not allocated to the Highway fund for 2002.

The full amount raised for the Highway fund was not transferred to the Highway Fund.

Budgeting

All anticipated revenues, expenditures and transfers should be included in the Selectboard's budget. Payments on loans and capital purchases should have separate budget line items. Expenditures, such as paving, should be budgeted gross, rather than net. Items voted by the Town at the annual meeting are part of the budget and should be included in the budget compared to actual reports. More detailed budgeting, and monthly reporting to the Board(see below), will enable the Board to determine whether payments and transfers are made on a timely basis.

The general ledger should be set up to reflect the Town Budget, so that the Board can get accurate monthly budget to actual reports.

Computer Software

The computer software currently being used by the Town is not adequately configured to meet the Town's reporting requirements. We suggest that someone familiar with the software review the set-up to see if the Town can install a budget, install beginning balances for balance sheet accounts, departmentalize the general ledger, and allocate payroll over multiple accounts.

Notes Payable

Notes between the Landfill and the Town should be in writing with repayment terms and an interest rate. In addition, unless it has already been determined, we suggest that the Town get an opinion from the Town lawyer concerning whether borrowing from the Landfill is legal.

Monthly Financial Reporting

It is our understanding that the Selectboard has been receiving financial information on a quarterly basis. This is not adequate for a Town of this size. Budget compared to actual statements should be given to the Selectboard on a monthly basis, with month-end cash balances for each fund. In addition, the Selectboard Chair should be given a detailed printout of the receipts and expenditures supporting the line items.

Reserve for Restoration of Records

By law, a reserve needs to be set aside for the restoration of records. One dollar for each page recorded should be maintained in a separate fund.

Policies and Procedures

We suggest that a policies and procedures manual be prepared to assist new employees with the conduct of their duties.

Bookkeeping

Printed copy should be maintained for the following items: General Ledger detail, Check Registers, Receipt Registers and Journal Entries. Otherwise, if the Town changes software, these basic Town financial reports will not be available.

Bank reconciliations for the major accounts are being prepared through the computer at the end of each month, but cannot be printed, due to a glitch in the software. In this case, manual reconciliations should be prepared on a quarterly basis, and especially at yearend.

Bank reconciliations must be done as of the end of the month and not as of the date that the reconciliation is performed.

2002/2003 SALISBURY PUBLIC LIBRARY REPORT

The past year has been a busy and rewarding one for the Salisbury Public Library.

Freeman Grant monies were used for increasing the librarian's salary, purchasing new books and videos, as well as providing a number of programs throughout the year. A "Meet the Candidates" night was held jointly with the Cornwall Library and "Earth Tales From Around the World" by Michael Caduto was co-sponsored with the Friends of the Salisbury School during TV turn-off week.

Other programs funded by the Freeman Grant were a "Not Too Haunted House", "Winter Crafts for Kids", "Wolves" by Peggy Struhsacker of the National Wildlife Federation, and "The Cayman Islands" by Teresa Kuczynski.

Another grant from the Ashgate Publishing Company enabled the trustees to improve the children's room by purchasing a rug, curtains, bean bag chairs, a puppet theater, and other games and toys.

The Neat Repeats Grant was used to purchase a VCR and videos. Family film nights were presented each week during the summer.

The library hosted the annual Holiday party in December and started a reading group which meets each month to read and discuss a chosen book.

Many thanks to our volunteers, Trish Perkins, Diane Corey, and Sue Scott. Diane and Sue are volunteer librarians and Trish has catalogued hundreds of books. Gretchen Cotell continues as librarian and purchases the books and videos. She is happy to obtain materials requested by patrons.

We hope you will visit the library and attend our various programs. We thank you for all your support over the past year.

Respectfully submitted,

Mary Burchard,
Board Trustee

**SALISBURY PUBLIC LIBRARY
2002/2003 FINANCIAL REPORT**

Beginning Balances July 1, 2002			
	Checking Account	\$ 8.40	
	Savings Account	7,841.29	
	Total		\$7,849.69
Receipts:	Town Contribution	\$2,000.00	
	Interest	55.88	
	Donations/Sales	519.50	
	Grants	473.00	
	Refund	111.37	
	Total		3,159.75
Expenses:	Librarian	\$1,133.00	
	FICA	86.68	
	Postage	55.52	
	Programs	12.16	
	Recognitions/Gifts	225.00	
	Freeman Grant	2,860.18	
	Neat Repeats	86.68	
	Ashgate Publishing	473.00	
	Total		[4,932.22]
Ending Balances June 30, 2003			
	Checking Account	\$ 3.55	
	Savings Account	6,073.67	
	Total		\$6,077.22

Notes: The Freeman Grant expense item includes the purchase of all media materials, nearly all program expenses, and additional salary for the librarian.

**BRANDON-LEICESTER-SALISBURY-GOSHEN
INSECT CONTROL DISTRICT
2003 ANNUAL REPORT**

This past year started off as a very normal Vermont spring with, of course, the usual potholes and plenty of water in the swamps. We did two aerial applications of a bacteria known as B.T.I., which kills most of the larvae. These were done in late April and mid-May. These led to a very good spring with only a few areas requiring ground spraying. The next air application came in mid-July when we treated 1,000 acres and, upon surveying the treated areas, thought it went very well. Soon after we were faced with a not-usually seen mosquito, which led to a lot of scratching residents, but oddly enough only in certain areas. We began truck spraying to try to control them into August. I would like to stress that without State funding, mosquito control in our area would be very difficult.

For an update on West Nile Virus, there were few birds that tested positive in our area, but not in any mosquito samples. If you do find a dead bird, please call the Department of Health in Middlebury to arrange a pick up. In closing, the Board wishes to thank all our ground sprayers for their time and efforts to make summer more enjoyable. We continue to need more drivers so if you are interested, send a letter to: Paul Doty, c/o B.L.S., 199 Town Farm Road, Brandon VT 05733. Thank you again for your support!

Paul Doty, District Manager
(802) 247-6779

Beginning Balance		\$ 31,532.00
Income:		
Brandon	\$ 16,640.00	
Leicester	8,500.00	
Salisbury	8,500.00	
Goshen	5,500.00	
Donations	125.00	
State of Vermont	67,599.93	106,864.93
Expenditures:		
Aerial/larvicide/adulticide	2,295.80	
District Manager	6,000.00	
Office Expenses	500.00	
Telephone	663.21	
Payroll/labor	840.00	
Payroll taxes	1,303.25	
Gas	399.45	
Truck maintenance	956.40	
Sprayer maintenance	800.00	
Insurance/building	880.00	
Insurance/trucks	1,400.00	
Insurance/liability	6,321.00	
Insurance/equipment	1,716.00	
Debt service building	14,627.00	
Utilities	171.43	
Continued education	420.00	
State of Vermont	67,599.93	[106,893.47]
Ending Balance		\$ 31,503.46

SALISBURY VOLUNTEER FIRE DEPARTMENT

Established 1972

During 2003, the Salisbury Volunteer Fire Department responded to 33 emergency calls. They were as follows:

Structure Fires	1
Chimney Fires	0
Grass and Brush Fires	4
Alarm Activations	4
Auto Accidents	6
Mutual Aid Calls	3
First Response Medical Calls	15

The SVFD received grant monies for a dozen radios as well as a dry hydrant.

Recruiting and retaining members is a difficult task for small volunteer departments. Many hours are required to be an active, well-trained member. Salisbury is fortunate to have several new members and two new Junior members.

After ten years of leadership as chief, Bill Casavant stepped down to a line officer position. Thank you, Bill, for your dedicated service to the SVFD.

I would like to thank all the members of the SVFD for their dedication and cooperation. Also, on behalf of the SVFD, I would like to thank the community for their continued support.

Respectfully submitted,
Gary F. Smith, Fire Chief

Salisbury Volunteer Fire Dept. Inc.
2003/2004 Budget

Category	2003 Budget	2003 Actual	2004 Budget
Maintenance	3330	1165.26	3100
Vehicle Expenses	4600	1836.45	2400
Utilities	3376.61	3103.02	3650
Manpower Expenses	1385	833.5	1385
Medical Supplies	672	419	650
Insurance	12145.33	7818	12500
Community Relations	200	0	200
Debt Retirement	5800	5400	5400
Capital Replacement Fund	6000	2500	2500
Total Capital Expense	6000	7000	4500
Office Expenses	150	25	85
Project Expenses	900	1802	900
Yearly Budget Totals	38558.94	31902.23	37270

Income Budget

Town General Fund	25500	25500	26000
Auction/Circus	1500	0	0
Ladies Aux.	1500	919.47	1000
Donations/Pumping & Hauling	800	675	750
Donations/Individuals	900	1160	1160
Service/Leicester	1000	0	2250
Raffles	500	0	0
Coin Drop	1000	1631.43	1700
Personal Reimbursements	0	0	0
Misc. Projects	125	0	300
Interest Income	365	100	200
Insurance Adjustments	0	600	1100

BOARD OF LISTERS 2003

The Board of Listers basic responsibility is to produce a Grand List. Besides our regular appraisal duties, many more requirements are mandated by the State of Vermont dealing with property taxes, Act 60, Act 68, the Current Use Program, and the need for computerized reporting. The town voted to completely eliminate the Business Personal Property Tax in 2003.

Along with several other towns, Salisbury has been ordered by the state to conduct a reappraisal. New England Municipal Consultants LTD has been contracted by the Selectboard to handle the work. They plan to start in July of 2004. Please note that their visits will be the basis for the Grand List in 2005.

We wish to thank Theresa Sullivan for her diligent work during her term that expired in March 2003. We welcome Guy Beck to our team. Both Theresa and Guy served as Lister previously and that prior experience helped to equalize the workload.

Again this year, we attended several training sessions to learn our new duties and to increase our skill level. Martha Sullivan also was selected by the Vermont League of Cities and Towns to serve on the Public Safety policy development committee.

We remind all resident homeowners to file Vermont form HS-131 by April 15, 2004 to avoid state-imposed penalties.

We always welcome your questions and try to provide answers. We realize that property valuation can be confusing especially with the changes that occur each year.

Martha J. Sullivan	3/2004
M. Julia Dawson	3/2005
Guy J. Beck	3/2006

2003 SALISBURY LITTLE LEAGUE REPORT

The Salisbury Little League Program had a wonderful 2003 season. We have four (4) teams, Majors (11-12), Minors (9-10), Girls Softball and Tee Ball. There were more than 30 players on the team. I would like to thank all the coaches, umpires, and volunteers for their help and support with everything. After many years of coaching our softball team, Lisa Bagley stepped down. Lisa was awarded a plaque and flowers for her years of serving our community with her skills.

The program still has money in the budget to go toward the baseball field at the school. I look forward to this project getting underway. Many thanks to the community for supporting our Little League Program.

Respectfully submitted,
Thomas D. Hobbs

Beginning Balance January 1, 2003			\$ 1,603.87
Income:	Town of Salisbury	\$ 600.00	
	Players' Fees	530.00	
	Bottle Drive	467.00	1,597.00
Expenses:	Equipment	\$ 544.48	
	Insurance	248.00	
	Port-O-Potty	140.00	
	Hats	333.25	
	Tee Ball Uniforms	340.75	
	Certificates	13.35	
	Trophies	90.60	[1,710.43]
Ending Balance December 31, 2003			\$ 1,490.44

SALISBURY SWIM PROGRAM

The Salisbury Swim Program was another success this summer! We joined together with the Leicester Swim Program in order for the Red Cross to continue coming each year. The Red Cross offered two different swim sessions and the level of swimmers ranged from Level 1 to Level 6. This year the Red Cross has changed their billing; from now on they will charge a flat fee of \$1,500 for both sessions. It would be great if all Salisbury children aged 5 to 13 could take advantage of the lessons. We are still able to continue to offer the lessons at \$10 per child. We had many children take double lessons because with a price like that, you can't go wrong!

Beginning Balance	\$ 3,050.50
Ending Balance	\$ 3,171.79

Respectfully submitted,
Tammy Dorr

SCHOOL DIRECTORS' REPORT

Again it is our privilege to report to you the activities at Salisbury Community School.

Your school directors have worked diligently to hold expenses down as much as possible. Principal, **Abi Sessions**, and custodian, **Robert Grant**, have ably assisted us. We look forward to a year with no major expenditures, and a balanced budget. The major budget increases this year are due, as you are probably aware, to health insurance and contracted services.

Our building is in fine condition, our supplies are judiciously used, our scheduled routine maintenance is on target, and we continue to keep a careful watch of building and grounds to catch and correct deficiencies while they are still minor.

Special thanks this year to:

Reginald Betourney for his diligent service during our heating and ventilation renovations. Thanks to the generosity of the town citizens, the heating and ventilation system has been completely renovated and is operating correctly and efficiently. This was a major undertaking involving many volunteer hours by your directors, the contractor, and Reg.

Our school grounds were much improved by the flower gardens so carefully provided and tended by Bob Grant and a variety of citizen volunteers. We also would like to thank the sixth grade class for their Community Garden Project. Such small touches go a long way in providing a pleasant atmosphere for the students and community.

We would like to thank sincerely **Tonia Mulcahy** for her service to the community as she leaves her position as school director after years of service. Her efforts, experience, and dedication are truly appreciated.

We also express our appreciation to Town Clerk/Treasurer, **June Hadley**, for her assistance and cooperation during her time in office. We wish her well in her new endeavors.

Our students, faculty and staff bring great credit to Salisbury, and we again thank you, our citizens, for your continued support. We earnestly invite your comments, questions and suggestions. Our regular meetings are always open to the public.

BOARD OF SCHOOL DIRECTORS

Arthur Ploof, Jr. Chair

Ray Doyle

Susan Lewis

John Nuceder

Tonia Mulcahy

PRINCIPAL'S REPORT

We are enjoying a time of stability and growth at Salisbury Community School. We have a staff of skillful, experienced, and dedicated teachers and assistants who work well together and are committed to the learning and well-being of every child. Our school Action Plan notes a need to target three areas for improvement in student learning: math, literacy, and healthy choices.

Our Math Masters motivational program for learning math facts continues to encourage students to learn their basics. Beyond the basics, however, the picture is not so rosy. Too many of our students are not meeting the standards for math concepts and problem solving. Our K-2 teachers are using the new math program adopted for all ACSU schools, and we are hopeful that increased emphasis on math in the early grades and the consistency of the new program will raise the level of students' learning.

Reading scores have shown steady improvement over several years, thanks in part to a great deal of hard work in the primary grades. Writing continues to be challenging for many of our students. We are using a handwriting program school-wide, and encouraging neat and legible work with our "Golden Pencil" award. Students are writing more, and we intend to publish an anthology of student writing this spring.

We are supporting healthy habits and choices in a variety of ways. We support parents in skillful parenting with a parenting class and a parenting support group. "Homework Club" has become part of our weekly schedule, and a healthy cooking class is offered to intermediate students once a year. Students in second and third grades have the experience of learning cross-country skiing, snowshoes are available to families for weekend outdoor fun, and we keep an Outdoor Adventure Club adventuring occasionally. For the second year, parent volunteers are cooking and serving soup (and now pizza) as a hot lunch supplement during the cold months. We have high hopes of starting a full hot lunch program to begin next fall.

Our proposed budget this year will mean losing a teacher from the intermediate unit. For five years we have had 3.8 teachers for our three intermediate grades (4, 5, and 6). This plan has enabled teachers to become subject area specialists, and students to move from class to class much like a middle school model. There has been wide support for this model from students, parents, and teachers. With the new State funding formula, however, the added expense has become unsustainable. It is with regret and sadness that we will redesign our intermediate program with fewer resources.

The entire school community grieved the loss of one of our alumni, Jamie Devold, in a tragic motor vehicle accident in March. Such a loss reminds us all how very precious each and every one of our children is.

We know that when teachers and parents work together as partners, children's learning improves. We are blessed with a supportive and engaged community of parents who contribute in significant ways to children's learning. We are blessed also with a supportive community at large, and we thank you for all the ways you support our efforts. You are welcome at your community school, and we hope you will come often.

Abigail Sessions, Principal

TEACHING STAFF

Abigail Sessions	Principal
Richard Kimler	Kindergarten
Heidi Willis	Grade 1
Diane Benware	Grade 2
Elizabeth Foster	Grade 3
K.O. Onufry	Grades 4-6 Social Studies, Grade 4 Homeroom
Amy Clapp	Grades 4-6 Science, Grade 5 Homeroom
Susan Hornbeck	Grades 4-6 Reading, Grade 6 Homeroom
Pamela Quinn*	Grades 4-6 Mathematics (80% time)
Amy Blasdale	Learning Specialist
Justine Logan-Bourne*	Title 2 (50% time)
Xavieria Atkins*	Guidance (40% Time)
Marielle Blais*	Speech/Language Pathologist (60% time)
Chad Chamberlain*	Physical Education (40% Time)
Carol Clauss*	Library/Media Specialist (30% Time)
Christine Jenkins*	Art (30% Time)
Timothy McDermott*	Reading Recovery/Title One (60% Time)
Ann Rowell*	Music (20% Time)
Barbara Thompson-Snow*	Nurse (40% Time)

SUPPORT STAFF

Sam Blagden*	Technology Support (10% Time)
Diane Corey	Classroom Assistant
Robert Grant	Custodian
Sandy Hayes	Classroom/Special Education Assistant
Toyna Ledoux	Classroom Assistant
Nicki Mohan	Special Education Assistant
Donna Payne	Special Education Assistant
Susan Quesnel	Classroom Assistant
Donna Simpson	Administrative Assistant
Chris Sylvestri*	Library Assistant (70% Time)

***Part-time or Shared Position**

ENROLLMENT DECEMBER 2003

Elementary	K	1	2	3	4	5	6	
No. of Pupils	14	13	14	19	18	15	13	Total 106
Secondary	7	8	9	10	11	12		
No. of Pupils	10	20	21	20	15	31		Total 117

**SALISBURY SCHOOL DISTRICT
PROPOSED 2004-05 BUDGET**

	SPENT	BUDGET	PROPOSED	
	2002-03	2003-04	2004-05	
1100 REGULAR PROGRAMS				
110 Salaries	315,688	348,482	367,200	
112 Salaries - Aide	38,264	29,229	30,099	
Title I Reimbursement	(38,962)	(25,166)	(23,445)	
Title II Reimbursement	(27,365)	0	(23,203)	
Medicaid Reimbursement	(5,000)	0	0	
120 Substitutes	10,713	8,000	8,500	
210 Health Insurance	49,355	57,541	72,500	
220 Social Security	23,754	29,507	31,044	
230 Life Insurance	562	578	584	
240 Municipal Retirement	1,556	1,169	1,204	
270 Course Reimbursement	6,034	5,000	5,000	
280 Dental Insurance	2,050	2,050	2,460	
290 Disability Insurance	1,123	1,360	1,465	
320 Professional Educ. Services	5,400	3,350	3,420	
580 Travel	1,222	400	600	
610 Supplies	7,322	6,800	7,090	
612 Assessment Supplies	1,579	1,000	1,100	
640 Books & Periodicals	3,120	6,100	3,200	
660 Manipulatives	263	350	350	
730 Equipment	4,342	1,200	1,200	
800 Enrichment	297	0	0	
890 ACSU Inservice	850	600	700	
891 ACSU Curriculum Development	1,013	948	1,140	
1100 Total	\$403,180	\$478,498	\$492,208	2.9%
1101 EXTENDED YEAR PROGRAM				
110 Salaries	3,640	3,623	5,800	
220 Social Security	278	277	444	
610 Supplies	0	100	100	
900 Medicaid Reimbursement	(3,670)	(4,000)	0	
1101 Total	\$248	\$0	\$6,344	

	SPENT 2002-03	BUDGET 2003-04	PROPOSED 2004-05	
1103 TECHNOLOGY PROGRAM				
320 Professional Services	9,106	9,436	11,095	
430 Equipment Repair	504	500	500	
431 Internet Filter	0	400	400	
530 Internet Access	4,300	4,400	4,400	
610 Supplies	810	1,300	1,300	
730 Equipment	4,315	5,845	5,845	
1103 Total	\$19,035	\$21,881	\$23,540	7.6%
1200 SPECIAL EDUCATION				
110 Salaries	29,654	32,578	32,400	
112 Salaries - Aides	33,058	39,424	41,670	
120 Substitutes	2,230	600	600	
210 Health Insurance	6,310	11,692	12,422	
220 Social Security	4,942	5,554	5,712	
230 Life Insurance	72	74	75	
240 Municipal Retirement	1,269	1,577	1,667	
270 Course Reimbursement	230	800	800	
280 Dental Insurance	250	250	300	
290 Disability Insurance	114	127	129	
330 Other Special Ed. Services	53,341	56,558	47,207	
565 EEE Tuition	14,640	11,627	14,209	
580 Travel	451	200	200	
610 Supplies	605	550	600	
640 Books & Periodicals	0	300	300	
660 Manipulatives	0	100	100	
730 Equipment	0	100	100	
1200 Total	\$147,166	\$162,111	\$158,491	-2.2%
1300 SHARED PERSONNEL				
320 ACSU Shared Teachers	36,390	38,972	41,335	
1300 Total	\$36,390	\$38,972	\$41,335	6.1%
1400 CO-CURRICULAR				
610 Supplies	37	0	0	
1400 Total	\$37	\$0	\$0	

	SPENT 2002-03	BUDGET 2003-04	PROPOSED 2004-05	
2120 GUIDANCE				
110 Salaries	18,163	18,890	19,680	
210 Health Insurance	3,750	4,464	4,520	
220 Social Security	1,389	1,445	1,506	
230 Life Insurance	29	30	30	
270 Course Reimbursement	115	110	110	
280 Dental Insurance	125	131	136	
290 Disability Insurance	0	0	79	
320 Contracted Services	0	100	100	
580 Travel	0	100	100	
610 Supplies	234	500	500	
2120 Total	\$23,805	\$25,770	\$26,761	3.8%
2130 HEALTH				
110 Salary	12,482	13,618	14,400	
120 Substitutes	0	300	300	
210 Health Insurance	0	2,351	4,520	
220 Social Security	955	1,042	1,102	
230 Life Insurance	29	30	30	
270 Course Reimbursement	103	131	131	
280 Dental Insurance	125	131	120	
290 Disability Insurance	0	0	57	
580 Travel	77	100	100	
610 Supplies	575	600	600	
2130 Total	\$14,346	\$18,303	\$21,360	16.7%
2220 MEDIA SERVICE				
110 Salary	12,672	13,179	13,680	
112 Salary-Aide	7,850	8,164	8,406	
120 Substitutes	91	0	150	
210 Health Insurance	2,099	3,338	3,368	
220 Social Security	1,577	1,633	1,701	
230 Life Insurance	22	22	22	
270 Course Reimbursement	0	100	100	
280 Dental Insurance	94	99	90	
290 Disability Insurance	0	0	55	

	SPENT 2002-03	BUDGET 2003-04	PROPOSED 2004-05	
430 Equipment Repair	224	300	300	
610 Supplies	96	200	200	
640 Books & Periodicals	4,270	4,300	4,300	
641 Professional Journals	227	270	270	
650 A.V. Materials	447	300	300	
730 Equipment	287	250	250	
2220 Total	\$29,956	\$32,155	\$33,192	3.2%
2310 BOARD OF EDUCATION				
250 Workers Compensation	3,193	3,167	4,057	
260 Unemployment	1,032	1,854	1,500	
320 Cafeteria Plan Admin Fee	658	872	875	
330 Board Stipends	1,000	2,000	2,000	
331 Board Secretary	0	600	600	
332 Audit	0	0	2,700	
333 Legal Fees	13	800	800	
335 Payroll Service	1,182	1,123	1,300	
540 Advertising	4,349	3,780	4,000	
550 Printing	0	50	50	
810 Dues & Fees	935	1,050	1,050	
890 Miscellaneous	2,034	700	700	
900 Contingency	0	5,000	5,000	
2310 Total	\$14,396	\$20,996	\$24,632	17.3%
2313 TREASURER				
320 Stipend	600	600	600	
610 Supplies	148	145	145	
2313 Total	\$748	\$745	\$745	0.0%
2320 ASSESSMENT				
331 ACSU	42,105	41,237	51,069	
336 ACSU Insurance Pool	0	237	114	
339 Special Education	5,310	5,133	7,099	
2320 Total	\$47,415	\$46,607	\$58,282	25.0%
2410 PRINCIPAL'S OFFICE				
110 Salary- Principal	53,045	54,636	56,270	

	SPENT 2002-03	BUDGET 2003-04	PROPOSED 2004-05	
111 Salary - Administrative Assistant	20,234	21,805	22,678	
210 Health Insurance	4,074	4,235	5,321	
220 Social Security	5,464	5,848	6,040	
230 Life Insurance	255	262	281	
240 Municipal Retirement	863	872	907	
245 Administrative Retirement	530	1,093	1,125	
270 Course Reimbursement	2,080	1,800	1,800	
280 Dental Insurance	313	330	338	
290 Disability Insurance	199	215	225	
320 Professional Services	0	0	0	
430 Equipment Repair	158	500	500	
431 Copier Lease	6,187	7,000	7,000	
530 Communications/Postage	881	800	800	
580 Travel	604	850	850	
610 Supplies	586	650	650	
640 Books & Periodicals	299	200	200	
810 Conferences & Dues	459	500	500	
2410 Total	96,231	101,596	105,485	3.8%
2540 MAINTENANCE				
110 Salary	23,514	24,455	25,177	
210 Health Insurance	3,583	4,235	4,648	
220 Social Security	1,536	1,871	1,926	
240 Municipal Retirement	941	978	1,007	
320 Contracted Professional Services	0	0	750	
421 Disposal Services	3,250	3,900	800	
430 Repairs & Maintenance	8,157	9,000	9,000	
513 Service Contracts	0	5,300	0	
515 Snow Plowing	5,996	6,575	7,035	
521 Property/Liability Insurance	3,083	3,640	4,233	
530 Communication/Telephone	3,344	4,000	4,240	
610 Supplies	5,804	5,500	5,800	
622 Electricity	21,094	21,056	22,319	
624 Fuel Oil	9,426	4,506	10,369	

	SPENT	BUDGET	PROPOSED	
	2002-03	2003-04	2004-05	
730 Equipment	3,864	6,450	6,450	
2540 Total	93,592	101,466	103,754	2.3%
2550 TRANSPORTATION				
513 Contracted Services	52,987	54,212	55,838	
516 Field Trips	3,017	3,000	3,500	
2550 Total	56,004	57,212	59,338	3.7%
2560 FOOD SERVICES				
610 Supplies	472	500	500	
2560 Total	\$472	\$500	\$500	
5100 DEBT SERVICE				
830 Interest	66,690	62,318	57,994	
910 Principal	85,000	85,000	80,000	
5100 Total	\$151,690	\$147,318	\$137,994	-6.3%
GRAND TOTAL	\$1,134,711	\$1,254,130	\$1,293,961	3.18%

SALISBURY SCHOOL DISTRICT COMPARATIVE STATEMENT OF EXPENSES

	1999-00	2000-01	2001-02	2002-03
Elementary	\$1,082,827	\$1,141,125	\$1,174,633	\$1,134,711
High School	913,754	936,223	1,072,220	1,285,693
Vocational	52,440	67,830	78,759	78,691

ENROLLMENT STATISTICS

2002-03	Elementary Average Daily Membership	93.00
2002-03	Elementary Per Pupil Cost	\$12,201
2001-02	Elementary Average Daily Membership	86.85
2001-02	Elementary Per Pupil Cost	\$13,517
2002-03	High School Average Daily Membership	118.78
2002-03	High School Per Pupil Cost	\$10,824
2001-02	High School Average Daily Membership	117.90
2001-02	High School Per Pupil Cost	\$9,095
2002-03	Vocational Average Daily Membership	12.42
2002-03	Vocational Per Pupil Cost	\$6,336
2001-02	Vocational Average Daily Membership	10.50
2001-02	Vocational Per Pupil Cost	\$7,500

INDEBTEDNESS STATEMENT NEW SCHOOL - 1996

Amount of <u>Original Bond</u>	Indebtedness <u>July 1, 2004</u>	Principal Payment <u>2004-05</u>	Interest Payment <u>2004-05</u>	Balance of Unpaid Principal <u>June 30, 2005</u>
\$1,635,000	\$1,040,000	\$80,000	\$57,994	\$960,000

**SALISBURY SCHOOL DISTRICT
2004-05 FINANCE**

	Act 60	Act 68	
	Current 2003-04	Proposed 2004-05	Change
<u>Estimated Education Spending:</u>			
Elementary Budget	1,254,130	1,293,961	3.18%
High/Middle School Assessment	1,279,895	1,283,779	0.30%
Technical Center Assessment	91,715	92,139	0.46%
Technical Center Base Payment *	72,160	70,313	-2.56%
Building Heating/Ventilation Project	50,000	-	
Total Expenditures	2,747,900	2,740,192	-0.28%
Less Anticipated Receipts			
Special Ed Block Grant	55,157	59,467	
Special Ed Intensive	27,557	23,238	
Small Schools Grant	58,488	47,396	
Interest Income	5,200	2,500	
Transportation Aid	29,598	30,063	
Hold Harmless Construction Aid	22,317	-	
Landfill Income	73,184	64,208	
Fund Balance	74,014	16,264	
Total Estimated Receipts	(345,515)	(243,136)	
Estimated Education Spending	\$2,402,385	\$2,497,056	3.94%
<u>Estimated Education Spending Revenue from State:</u>			
Estimated Total Equalized Grand List	\$959,694	\$1,021,640	6.45%
Estimated Equalized Homestead Grand List	n/a	\$510,105	
Anticipated Equalized Homestead Tax Rate**	\$2.4623	\$1.8487	-24.92%
Estimated Homestead Taxes to be Raised	n/a	\$943,031	
Estimated Equalized Non-Residential Grand List	n/a	\$511,535	
Anticipated Equalized Non-Residential Tax Rate	n/a	\$1.59	
Estimated Non-Residential Taxes to be Raised:	n/a	\$813,341	
Education Property Tax Raised with Act 60	\$2,363,055	n/a	
Estimated Education Spending Revenue from State	\$39,331	\$740,684	1783.22%

A change in education funding formulas occurred for FY 2005. Act 60 was in effect during FY 2004, and Act 68 takes effect in FY 2005. Changes to Act 68 were pending in the legislature at the time of publication of this report.

* Technical Center base payments are sent by State directly to Technical Center

** Anticipated Equalized Homestead Tax Rate has been adjusted from \$1.10 homestead tax rate for spending over \$6,800 per pupil. This is the rate estimated to be paid if property assessments are at 100% of fair market value as determined by the state.

SALISBURY SCHOOL DISTRICT
2002-03 FUND BALANCE

REVENUE

Property Taxes	2,130,134	
State Aid - General Support	154,946	
State Aid - Transportation	26,015	
State Aid - Holdharmless Debt	38,969	
State Aid - Small School Grant	55,104	
Interest Income	2,792	
Capital Improvement Interest	534	
Special Education	173,763	
Land Fill Revenue	77,212	
Forestry	3,926	
Miscellaneous	781	
Total Revenue		\$2,664,176

EXPENSES

Regular Programs	439,570	
Summer Tutorial Program	248	
Technology Program	19,035	
Special Education	147,166	
Co-Curricular	37	
Guidance	23,805	
Health Service	14,346	
Media Services	29,956	
Board of Education	14,395	
Treasurer	748	
ACSU Assessment	42,105	
ACSU Special Education Assessment	5,310	
Principal's Office	96,232	
Operations & Maintenance	93,592	
Transportation	56,004	
Food Service	472	
Debt Service	151,690	
UD #3 Assessment	1,364,384	
Total Expenses		(\$2,499,095)

SPECIAL ACCOUNTS

Special Education Transfer Account	86,245	
Basketball Hoops	104	
Roof Project	9,000	
Heating & Ventilation Project	49,606	
Payment to Education Fund	85,975	
Total Special Account Expenses		(\$230,930)

SALISBURY SCHOOL DISTRICT

2002-03 FUND BALANCE

(Continued)

Excess Revenue over (under) Expenses	(\$65,849)
Beginning Balance - July 1, 2002	215,331
Ending Balance, June 30, 2003	\$149,482

The Fund Balance is reserved as follows:

Heating/Ventilation Project	\$394
Basketball Reserve	\$366
Roof Metal Reserve	\$9,000
Capital Improvement Fund	\$48,416
Education Reserve Fund	\$51,028
2003-04 Tax Reduction	\$24,014

Unreserved Fund Balance June 30, 2003

\$16,264

AUDIT

Title 16 V.S.A. Section 563 (17) requires school boards to employ public accountants to audit their financial statements every three years. Salisbury records were audited for FY 2001 and will be audited next for FY 2004.

ADDISON CENTRAL SUPERVISORY UNION REPORT OF THE SUPERINTENDENT

**Bridport, Cornwall, Middlebury ID#4, Ripton, Salisbury,
Shoreham, Weybridge and Union District #3**

Addison Central Supervisory Union is a marvelous conglomeration of ten schools sustained and nurtured by seven supportive communities and 48 dedicated school board members serving voluntarily in 53 slots on nine school boards. During the past year our schools welcomed and challenged 2,101 students to learn. The educational accomplishments are exemplary, however, there is more to be achieved. Student assessments across ACSU challenge students, teachers, administrators and parents to do better. Test results show clearly what has been accomplished and what must be done to meet our ten performance targets. Those goals constitute the continuing mission of Addison Central Supervisory Union.

UD#3 Charter Change

At a November 2003, election, ACSU voters approved significant changes in the Union District #3 Charter. When schools open next September the seventh and eighth grade students from Bridport will be attending Middlebury Union Middle School for the first time in the history of ACSU.

Representation on UD#3 Board will change in 2005 with implementation of the constitutional principle of one-person one vote. Each of the six smaller towns in ACSU will have one representative on the Board. Middlebury will have seven representatives based on the number of registered voters in each of the towns.

Hannaford Center To Become A Regional Technical School District

At the March town meeting this year, all of the voters of Addison County will be asked to approve a change in the governance structure of the Patricia A. Hannaford Career Center. It will cease to be governed by the Union District #3 Board and will become governed by a board of elected and appointed officials representing each of the three Addison County Supervisory Unions. Access for students and tuition charges will remain the same. If the voters approve the proposal the Hannaford Career Center will become a separate regional technical school district.

Student Assessment Efforts Continue

Our commitment to the development of student assessments has reached the stage where the full range of test results is nearing completion for each student in the schools. Teachers have at their fingertips the individual student assessment results that provide diagnostic information to direct and inform instruction. Under the skilled leadership of Associate Superintendent Jan Willey and the long serving K-12 Assessment Committee, so much progress has been made that federal funding will soon be flowing into ACSU to expand the evaluation program, Making Assessment Purposeful for Students (MAPS), for use throughout Vermont and the nation.

Changes In State Funding Of Schools

Last year, Act 68 replaced Act 60, the state mechanism for funding education. The result will be a lightened burden on property taxpayers of Vermont. A one-cent increase in the sales tax is already offsetting some of the property tax. The new legislation places great emphasis on cost containment. All schools in ACSU will be working to achieve that objective.

A Pervasive Spirit Of Concern And Cooperation

As interim superintendent of schools I discover again, every day, a spirit of empathy, concern and cooperation, which pervades this complex and extraordinary supervisory union. From that first day on the job when a kindergartner, eyes bright with curiosity, crept around a book case in the library seeking The Wizard of Oz, to the spectacle of town trucks leading school buses onto icy roads to make sure every child is returned safely home, it is a school system to gratify the community. The mission to educate all our children is never fully achieved. It is always a work in progress. The people of this community demonstrate an abiding commitment to that task.

Harold Raynolds, Jr.
Superintendent of Schools

ADDISON CENTRAL SUPERVISORY UNION
PROPOSED 2004-05 BUDGET

	2002-03	2003-04	2004-05	
	Spent	Budget	Proposed	
<u>ADMINISTRATIVE</u>				
Salaries	523,460	557,600	594,284	
Health Insurance	86,156	112,580	112,700	
Social Security	37,453	41,600	44,659	
Life Insurance	2,032	2,250	2,310	
Retirement	13,002	16,300	16,310	
Workers Compensation	954	950	1,045	
Unemployment	928	0	500	
Dental	8,540	9,160	9,670	
Disability	1,852	2,125	2,359	
Inservice	890	1,100	1,100	
Audit	924	1,050	1,160	
Professional Services	7,323	7,800	7,800	
Legal	176	1,000	1,000	
Payroll Service	1,792	1,900	1,900	
CO Equipment Repairs	587	1,632	1,700	
Business Office Computer Support	5,384	5,450	6,250	
Copier Lease	6,911	9,500	9,500	
Postage Meter Rental	1,200	1,250	1,250	
Telephone	11,912	13,775	14,464	
Postage	6,806	7,700	7,700	
Advertising	1,521	1,700	1,700	
ACSU Schools Report	1,071	1,700	1,200	
Star Awards	1,263	1,000	1,200	
Staff Mileage Reimbursement	7,794	6,572	6,901	
Office Supplies	11,733	12,500	13,000	
Books	879	1,500	1,500	
Central Office Software	1,450	1,500	1,500	
Business Office Equipment (AS400)	5,736	5,740	6,027	
Central Office Equipment	6,474	5,000	6,015	
Conferences & Dues	10,056	14,000	14,000	
Technology Equipment Repairs	1,625	1,050	1,103	
Technology Supplies	208	840	882	
Technology Office Software	1,373	2,000	2,100	
Technology Office Equipment	10,261	12,000	12,600	
Miscellaneous	2,360	2,500	2,500	
Superintendent Search	12,356	0	0	
Contingency	0	1,000	1,000	
Total Administrative	794,442	865,324	910,887	5.3%

**ADDISON CENTRAL SUPERVISORY UNION
PROPOSED 2004-05 BUDGET**

Continued

	2002-03 Spent	2003-04 Budget	2004-05 Proposed	
<u>MAINTENANCE</u>				
Salary	6,110	6,085	7,493	
Social Security	467	465	573	
Monitoring System	120	130	137	
Workers Compensation	200	200	220	
Water & Sewer	647	550	700	
Trash Removal	938	945	1,013	
Maintenance	480	3,500	3,640	
Building Upgrade	4,500	2,000	2,000	
Building Rent	4,000	4,000	4,000	
Property/Liability Insurance	750	871	915	
Supplies	1,085	800	1,140	
Furniture	500	500	500	
Electricity	9,068	9,241	9,615	
Total Maintenance	28,865	29,287	31,946	9.1%
 GRAND TOTAL	 \$823,307	 \$894,611	 \$942,833	 5.4%
Less Prior Year Fund Balance		(10,000)	(32,100)	
Less Grant Administration Fees		(15,000)	(15,000)	
Assessments		\$869,611	\$895,733	3.0%

**ESTIMATED ACSU ASSESSMENTS
BASED ON PROPOSED 2004-05 BUDGET**

	Professional Count	% of ACSU Budget	2004-05 ACSU Assessment	2003-04 ACSU Assessment	ACSU Incr/(decr)	2004-05 Special Ed Assessment	2003-04 Special Ed Assessment	Special Ed Incr/(decr)	Total Assess Incr/(dec)
Bridport	14.65	6.15%	\$55,093	\$57,904	(\$2,811)	\$7,653	\$7,213	\$440	(\$2,371)
Cornwall	11.80	4.95%	\$44,375	\$38,062	\$6,313	\$6,172	\$4,744	\$1,428	\$7,741
ID#4	43.53	18.28%	\$163,697	\$168,373	(\$4,676)	\$22,755	\$20,967	\$1,788	(\$2,888)
UD#3	127.90	53.70%	\$480,978	\$468,538	\$12,440	\$55,368	\$58,353	(\$2,985)	\$9,455
Ripton	6.45	2.71%	\$24,256	\$22,548	\$1,708	\$3,380	\$2,805	\$575	\$2,283
Salisbury	13.58	5.70%	\$51,069	\$41,237	\$9,832	\$7,099	\$5,133	\$1,966	\$11,798
Shoreham	12.43	5.22%	\$46,744	\$44,989	\$1,755	\$6,500	\$5,599	\$901	\$2,656
Weybridge	7.85	3.30%	\$29,521	\$27,960	\$1,561	\$4,115	\$3,487	\$628	\$2,189
TOTALS	238.19	100%	\$895,733	\$869,611	\$26,122	\$113,042	\$108,301	\$4,741	\$30,863

**ACSU SPECIAL EDUCATION
2004-2005 ADMINISTRATIVE BUDGET**

	2002-2003 Spent	Approved 2003-2004 Budget	Proposed 2004-2005 Budget	Proposed 2004-2005 Assessment
Salaries	183,130	198,247	205,608	73,145
Health Insurance	35,604	42,867	48,199	14,993
Social Security	14,092	15,166	15,729	5,596
Life Insurance	718	1,111	1,171	443
Retirement	3,872	5,706	5,062	1,588
Workers Comp	92	100	104	37
Dental	3,584	3,764	4,292	1,341
Disability	707	873	822	293
Audit	1,092	1,400	1,400	225
Payroll Services	1,376	1,430	1,600	1,600
Legal Fees	3,825	1,150	2,400	2,400
Equipment Repair	2,771	2,650	3,000	3,000
Postage	896	875	925	925
Telephone	1,816	1,394	1,259	1,100
Advertising	2,392	2,200	1,600	456
Travel	1,703	1,700	1,875	-
Office Supplies	3,197	4,176	4,200	2,500
Equipment	720	5,380	2,000	2,000
Conferences & Dues	1,293	934	1,400	1,400
Total Special Ed Budget	262,880	291,123	302,646	
Less: Revenue Resources		(182,822)	(189,604)	
Special Ed Assessments		108,301	113,042	113,042 (4.4% Inc.)

ACSU SPECIAL EDUCATION ASSESSMENTS

	Percent of Teacher Count	2003-2004 Assessment	Proposed 2004-2005 Assessment	Dollar Difference
Bridport	6.77%	7,213	7,653	440
Cornwall	5.46%	4,744	6,172	1,428
ID#4	20.13%	20,967	22,755	1,788
UD#3	48.98%	58,353	55,368	(2,985)
Ripton	2.99%	2,805	3,380	575
Salisbury	6.28%	5,133	7,099	1,966
Shoreham	5.75%	5,599	6,500	901
Weybridge	3.64%	3,487	4,115	628
Total	100%	108,301	113,042	4,741

Note: Technical supported added after budget was approved. Cost will be \$2,043

WARNING
SALISBURY TOWN SCHOOL DISTRICT MEETING
MARCH 1, 2004

The legal voters of the Salisbury Town School District are hereby warned and notified to meet at the Salisbury Community School in said town on Monday, March 1, 2004, at 7:00 PM to transact the following business:

ARTICLE 1: To elect a Moderator for a term of one year.

ARTICLE 2: Shall the voters of the Town School District approve the sum of \$1,293,961 to defray current expenses of the Town School District for the ensuing school year and to pay outstanding orders and obligations?

ARTICLE 3: Shall the voters of the Town School District exempt the Salisbury Community School from the requirement of 2003 Vermont Legislature Act 22 to operate a school breakfast and lunch program for a period of one (1) year, that year commencing July 1, 2004 and ending June 30, 2005?

ARTICLE 4: Shall the voters of Salisbury Town School District adopt its budget by Australian Ballot?

ARTICLE 5: To transact any other business proper to come before said meeting.

Upon completion of the transaction of the aforesaid business, or upon adjournment of the aforesaid meeting for any other purpose, said meeting shall be reconvened on Tuesday, March 2, 2004, at the Salisbury Town Clerk's Office for the purpose of voting on the following business of the Town School District by Australian Ballot.

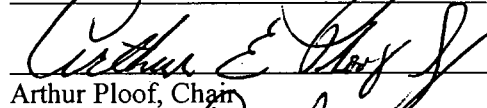
Polls will be open 9:00 AM to 7:00 PM

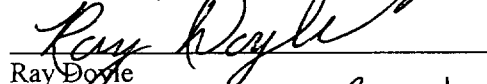
ARTICLE 6: To elect one School Director for the Town School District for a term of three years.

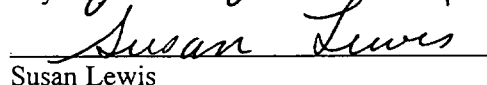
ARTICLE 7: To elect one School Director for the Town School District for a term of two years.

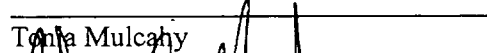
ARTICLE 8: To elect one School Director for Union District No. 3 for a term of one year.

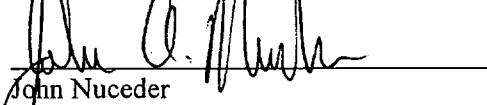
SALISBURY SCHOOL DIRECTORS


Arthur Ploof, Chair


Ray Doyle


Susan Lewis


Tonia Mulcahy


John Nuceder

**TOWN OF SALISBURY
TOWN MEETING WARNING**

The legal voters of the Town of Salisbury are hereby warned and notified to meet at the **SALISBURY COMMUNITY SCHOOL** on **Monday, March 1, 2004, at 7:30 PM** to transact the following business:

- Article 1: To act upon the report of the Town Officers as submitted by the Town Auditors.
- Article 2: Shall the Town authorize the Town Treasurer to receive all taxes on or before the date of delinquency?
- Article 3: Discussion of Articles to be voted by Australian ballot on Tuesday, March 2, 2004.
- Article 4: To transact any other business which is proper to come before said meeting.

The Town Meeting shall recess until **9:00 AM, Tuesday, March 2, 2004**, to elect the following Officers and vote on the following Articles by Australian ballot. The polls will be open in the Town Clerk's Office from **9:00 AM to 7:00 PM**.

- Article 5: To elect Town Officers for the following:


Auditor	3 year term
Auditor	2 year term
Auditor	1 year term
Delinquent Tax Collector	1 year term
First Constable	1 year term
Lister	3 year term
Moderator	1 year term
Salisbury School Director	3 year term
Salisbury School Director	2 year term
Selectboard	3 year term
Selectboard	1 year term
Selectboard	1 year term
Town Agent	1 year term
Town Clerk	2 year unexpired term
Town Grand Juror	1 year term
Town Treasurer	2 year unexpired term
UD #3 School Board Director	1 year unexpired term


- Article 6: Shall the Town authorize the sum of \$202,040 to defray the General expenses of the Town?

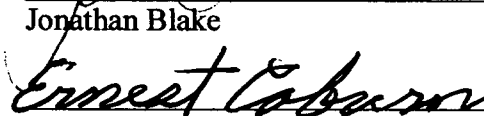
- Article 7: Shall the Town authorize the sum of \$245,200 for Highway expenses?
- Article 8: Shall the Town authorize the sum of \$27,000 to be given to the Salisbury Volunteer Fire Department?
- Article 9: Shall the Town authorize the sum of \$8,500 to be given to assist the process of insect control in the Brandon, Leicester, Goshen, and Salisbury Insect Control District, providing the towns of Brandon, Leicester, and Goshen do likewise?
- Article 10: Shall the Town authorize the sum of \$1,703 to be given to the Middlebury Volunteer Ambulance Association?
- Article 11: Shall the Town authorize the sum of \$500 to be given to Addison County Community Action Group, Inc. (ACCAG)?
- Article 12: Shall the Town authorize the sum of \$1,305 to be given to Addison County Home Health & Hospice, Inc.?
- Article 13: Shall the Town authorize the sum of \$1,400 to be given to Addison County Parent/Child Center?
- Article 14: Shall the Town authorize the sum of \$250 to be given to the Addison County Riverwatch Collaborative to support water quality monitoring of County rivers and streams?
- Article 15: Shall the Town authorize the sum of \$1,100 to be given to the Champlain Valley Agency on Aging?
- Article 16: Shall the Town authorize the sum of \$1,250 to be given to Counseling Service of Addison County, Inc.?
- Article 17: Shall the Town authorize the sum of \$500 to be given to Elderly Services, Inc.?
- Article 18: Shall the Town authorize the sum of \$50 to be given to the George D. Aiken Resource Conservation & Development Council, Inc.?
- Article 19: Shall the Town authorize the sum of \$250 to be given to Hospice Volunteer Services?
- Article 20: Shall the Town authorize the sum of \$700 to be given to John W. Graham Emergency Shelter Services?

- Article 21: Shall the Town authorize the sum of \$1,977 to be given to the Lake Dunmore/Fern Lake Milfoil Prevention Program?
- Article 22: Shall the Town authorize the sum of \$112 to be given to the Otter Creek Natural Resources Conservation District?
- Article 23: Shall the Town authorize the sum of \$250 to be given to the Retired & Senior Volunteer Program (RSVP)?
- Article 24: Shall the Town authorize the sum of \$300 to be given to the Rutland West Neighborhood Housing Services?
- Article 25: Shall the Town authorize the sum of \$230 to be given to Vermont Adult Learning?
- Article 26: Shall the Town authorize the sum of \$400 to be given to WomenSafe, Inc.?
- Article 27: Shall the Town vote to create a Conservation Commission consisting of between three (3) and nine (9) members who are appointed by the Selectboard for four (4)-year terms?
- Article 28: Shall the Town vote to exempt from taxation the real estate property owned by the Salisbury Volunteer Fire Department per 32 VSA 5404a?
- Article 29: Shall the Town vote to enter into negotiations for the purchase of "The Triangle" from Jonathan Blake, d/b/a Rutland Renovations, in order to protect/preserve said property from all future development?

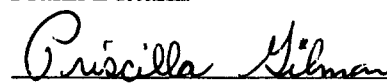
SALISBURY SELECTBOARD


Pedie O'Brien, Chair



Jonathan Blake


Ernest Coburn

Frank Dittami


Priscilla Gilman

Received for Record
January 30, 2004

Attest:

Priscilla Gilman, Assistant Clerk

SALISBURY TOWN PHONE NUMBERS
(Area Code – 802)

Town Clerk's Office	352-4228
(FAX)	352-9832
Town Shed	352-1017
Fire Warden Ernest Coburn	352-4489
Salisbury Community School	352-4291
Dog Warden Barry Forbes	388-2959
To Report a Fire	911
State Police	388-4919

LANDFILL OPERATING HOURS
Landfill and Recycling

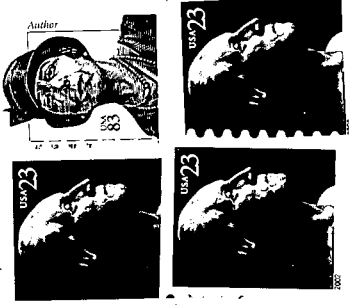
Tuesday and Thursday 9 to 10 AM – (September thru May)
Tuesday and Thursday 9 to 11 AM – (June, July, August)
Saturday 8 AM to 1 PM

Operator – Ernest Coburn

TOWN CLERK/TREASURER HOURS

To be announced following March 2nd election

**Town of Salisbury
Salisbury, VT 05769**



Vermont State Library
Montpelier
Vermont 05602

Pre-Town Meeting
Monday, March 1, 2004 – 7:00 PM
Salisbury Community School

PLEASE BRING YOUR ANNUAL REPORT TO THE TOWN MEETING

Australian Ballot
Tuesday, March 2, 2004 – 9:00 AM to 7:00 PM
Salisbury Town Clerk's Office
