

**CAPITAL IMPROVEMENTS  
PROGRAM 2020-2027  
TOWN OF CHESTER, NEW HAMPSHIRE**

**Adopted:**

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**Prepared by:**

Southern New Hampshire Planning Commission  
438 Dubuque Street Manchester, NH 03102-3546

[www.snhpc.org](http://www.snhpc.org)

(603) 669-4664

**Updated by:**

Andrew L. Hadik  
Chester Planning Coordinator  
with support from SNHPC

This is an Annual Update to the Town's Ongoing CIP.

# **I. Introduction**

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## **Purpose of Capital Improvement Program**

The purpose of the Capital Improvements Program (CIP) is to anticipate the need for major capital improvements and expenditures and to enable the Town and School District to provide adequate community facilities for current and future needs. Authority for preparing the Capital Improvement Program is provided by RSA 674:5. The Capital Improvements Program is the link between local infrastructure investments, master plan goals, and community and economic development objectives. Another important use of the Capital Improvements Program is to promote better communication and coordination among Town departments, the Planning Board, the School District, the Board of Selectmen, and citizens as they identify and plan for long-term capital spending needs and priorities. The adoption of a Capital Improvements Program is also a prerequisite to growth management and impact fee ordinances.

## **Definition of a Capital Project**

A capital project as defined by the Planning Board for this CIP are those projects outside of normal operations and maintenance, and having at least three of the four following characteristics:

1. A gross cost of at least \$5,000; and
2. A useful life of at least 3 years; and
3. Is non-recurring (not an annual budget item); or
4. Any project requiring bond financing.

## **Process of this CIP**

The following steps were utilized to develop the 2020-2027 Capital Improvements Program for the Town of Chester.

1. The Planning Board issued requests to Town Departments and the School District, asking their representatives to submit lists of capital projects and priorities anticipated for the next seven years (2020-2027).
2. Summary information on proposed capital projects was submitted by Town departments for review by the Planning Board. The Planning Board assessed the relative priority of the projects.
3. Capital improvements were scheduled over a 7-year time frame (upcoming budget year plus 6 years projected) using various assumptions about methods of financing to project the annualized expenditure required to support the projects, and their cumulative tax impact.
4. Upon adoption by the Planning Board, the CIP will be submitted to the Board of Selectmen and Budget Committee for their consideration in the Town's budgeting and financial planning.

## Capital Projects Completed Since the 2008-2014 CIP

Since the adoption of the Town's 2008-2014 Capital Improvement Program, many capital improvement projects have been approved by Town residents for funding and implementation. As an example, the following list of capital improvement projects were approved as warrant articles at Town meetings between 2009 and 2019. This list was derived from the minutes of the annual Town Meetings. Note that where the source of funding is not noted, one can assume the funds were raised via taxation.

### Fund Name Abbreviations:

BICRF – Building Improvement Capital Reserve Fund

CRF – Capital Reserve Fund

FDSRF - Fire Detail Special Revenue Fund

HCRF - Highway Capital Reserve Fund

MCRF – Municipal Capital Reserve Fund

NPRCRF – North Pond Road Capital Reserve Fund

PACTSRF – Public Access Cable TV Special Revenue Fund

PDSRF – Police Detail Special Revenue Fund

UFB - Undesignated/Unassigned Fund Balance

UMCRF – Unanticipated Maintenance Capital Reserve Fund

VCRF – Vehicle Capital Reserve Fund

### At the 2009 Town Meeting, \$375,078 in capital improvement-related spending was approved for:

- \$17,875 to drill a new well and install a drinking water fountain at playground at the Wason Pond Conservation & Recreation Area;
- \$190,000 for a 6-year lease/purchase agreement for purchasing and equipping a Rescue Truck;
- \$39,000 (\$17,500 from CRF & \$5,000 from PB OS) to purchase a generator for the Fire Department;
- \$50,000 for two generators at the Chester Municipal Complex;
- \$33,000 (\$16,500 & \$16,500 from VCRF) for a new police cruiser;
- + \$1 and establishment of Capital Reserve Fund for Building Improvement and Maintenance (BICRF);
- \$10,202 for five automated defibrillators for Chester Fire Department;
- \$40,000 to replace 4 boilers in the Municipal Complex; and
- - \$5,845 from PACTSRF.

### At the 2010 Town Meeting, \$395,609 in capital improvement-related spending was approved for:

- \$280,000 (\$140,000 + \$140,000 bonded) for repair of the Wason Pond Dam;
- - \$7,109 from CRF for purchase of defibrillators;
- + \$16,500 into VCRF to purchase police cruisers;
- \$15,000 to purchase skid steer for the recycling center;
- + \$25,000 to establish a capital reserve fund for engineering study to improve North Pond Road and Rt. 102 Intersection (NPRCRF); and
- \$52,000 for upgrades to the Municipal Complex boiler room; and

- - \$17,485 from PACTSRF.

At the 2011 Town Meeting, \$958,000 in capital improvement-related spending was approved for:

- \$550,000 (\$100,000 from UFB) for lease/purchase of a 75-foot Quint combination pumper/aerial Fire Truck;
- - \$33,000 from VCRF for purchase and equip new police cruiser;
- \$75,000 for 5-year lease/purchase of Class 5 Dump Truck with plow and sander;
- \$300,000 (\$240,000 / 80% reimbursement from State grant) for engineering and replacing Fremont Road Bridge; and
- - \$18,120 from PACTSRF.

At the 2012 Town Meeting, \$181,595 in capital improvement-related spending was approved for:

- \$45,000 for improving ballfields at the Wason Pond Conservation & Recreation Area;
- + \$20,250 to be placed in VCRF established in 2008;
- \$45,000 for replacing Edwards Mill Dam;
- \$49,945 for replacing Fremont Road culvert;
- + \$25,000 for the BICRF;
- + \$10,000 and Establishment of an Unanticipated Maintenance Capital Reserve Fund (UMCRF);
- \$41,650 (\$39,568 from grant) for purchase of extraction equipment for Fire Department, and
- - \$7,881 from PACTSRF.

At the 2013 Town Meeting, \$392,750 in capital improvement-related spending was approved for:

- + \$350,000 to establish a Municipal Capital Reserve Fund (MCRF) to fund capital improvement projects in the Town's CIP which includes roads;
- \$200,000 to purchase asphalt and improve, repair roads in Chester;
- \$57,000 for adding a new roof over the dumpsters at the Transfer Station;
- \$50,000 for re-roofing Multi-Purpose Room;
- \$45,500 for lease/purchase of Skid Steer for Transfer Station;
- \$40,250 (\$20,000 & \$20,250 from VCRF) to purchase new police cruiser;
- + \$10,000 to add to Capital Reserve Fund for Building Improvement and Maintenance Cost; and
- - \$7,881 from PACTSRF.

At the 2014 Town Meeting, \$747,000 in capital improvement-related spending was approved for:

- - \$350,000 to withdraw from the MCRF to improve and repair roads;
- \$185,000 to lease/purchase plow truck for Highway Department;
- \$65,000 for site work at the salt shed;
- \$85,000 to construct two bays at the salt shed;
- \$42,000 to purchase a police vehicle (*Note: Not funded from VCRF*);
- \$10,000 to purchase communications equipment for Police Department;
- + \$14,000 into VCRF;
- \$15,000 to winterize farmhouse at Spring Hill Farm; and
- - \$45,000 from PACTSRF.

At the 2015 Town Meeting, \$525,000 in capital improvement-related spending was approved for:

- \$87,000 to renovate and replace MPR floor;
- + \$3,000 to add to the UICRF;
- - \$10,000 from PDSRF to purchase communications equipment for the Police Department;
- \$6,000 to build a fence around the Wason Pond ball fields;
- - \$42,000 from VCRF to purchase new police cruiser;
- + \$380,000 to add to the MCRF (\$200,000 from UFB);
- + \$120,000 (from NH Highway Block Grant) added to the CIP Highway CRF (HCRF) to fund road improvements; and
- - \$65,000 from PACTSRF.

At the 2016 Town Meeting, \$510,933 in capital improvement-related spending was approved for:

- + \$800,000 to add to the MCRF;
- + \$137,000 (from NH Highway Block Grant) added to the HCRF to fund road improvements;
- - \$45,765 from the MCRF under General Government for multiple building repairs & improvements;
- - \$5,000 from the MCRF under General Government for new Hot Water & Heating System for the MPR;
- - \$3,804 from the MCRF under Police for Personal Protective Equipment;
- - \$34,212 from the MCRF under Police for a 2016 Ford F-150 4WD Pickup;
- - \$10,000 from PDSRF to equip a 2016 Ford F-150 4WD Pickup;
- - \$9,000 from the MCRF under Fire for Radio Equipment;
- - \$15,340 from the MCRF under Fire for a CPR Device;
- - \$45,314 from the MCRF under Fire for Personal Protective Equipment;
- - \$59,479 from the MCRF under Fire for Life Packs;
- - \$100,000 from the MCRF under Highway for Asphalt;
- - \$10,000 from the MCRF under Highway for Engineering;
- \$99,315 for the repair of Edwards Mill Dam;
- \$37,300 for building renovations at Spring Hill Farm;
- - \$36,404 to withdraw from the BICRF to repair the Municipal Complex heating system; and
- - \$7,383 from PACTSRF.

At the 2017 Town Meeting, \$1,152,977 in capital improvement-related spending was approved for:

- + \$600,000 to add to the MCRF;
- + \$139,268 (from NH Highway Block Grant) added to the HCRF to fund road improvements;
- + \$122,044 (one-time NH Highway Block Grant disbursement) approved by the BOS to fund road improvements (*Note: This did not occur at Town Meeting*);
- - \$30,000 from the MCRF under General Government to rewire Town Buildings for new IT and phones;
- - \$28,800 from the MCRF under General Government for a utility tractor and accessories;
- - \$9,958 from the MCRF under Library for replacement windows;
- - \$50,715 from the MCRF under Police for a new Cruiser;
- - \$5,000 from the MRF under Police for Personal Protective Equipment;
- - \$15,000 from the MCRF under Police for a Space-Needs Assessment;

- - \$385,000 from the MCRF under Fire for a new Structural Tanker;
- - \$60,000 from the MCRF under Fire for a new Command SUV;
- - \$62,000 from the MCRF under Fire for a new Forestry (F-450) Truck with outfitting;
- - \$75,000 from the MCRF under Highway for a Town-wide Road Pavement Evaluation;
- - \$10,000 from the MCRF under Highway for Annual Surveying & Engineering Services;
- - \$40,000 from the MCRF under Highway for a used Class 8 Plow Truck with Plow & Sander;
- - \$250,000 from the HCRF for road improvements;
- - \$10,000 from FDSRF for a thermal imaging camera; and
- - \$14,577 from PACTSRF.

At the 2018 Town Meeting, \$1,154,343 in capital improvement-related spending was approved for:

- + \$800,000 (\$200,000 from UFB) to add to the MCRF;
- + \$144,254 (NH Highway Block Grant) added to the HCRF to fund road improvements;
- - \$5,100 from the CIP MCRF under General Government to rewire Town Buildings for new IT and phones;
- - \$51,193 from the MCRF under Police for a new Cruiser;
- - \$10,000 from the MCRF under Police for Personal Protective Equipment;
- - \$70,000 from the MCRF under Police for expansion Design Plans;
- - \$30,000 from PDSRF for Police to Purchase, Program, and Install Portable/Mobile Communications Upgrades;
- - \$69,000 from the MCRF under Fire for Portable Radios;
- - \$12,000 from the MCRF under Fire for new SCBA Air Packs;
- - \$17,800 from the MCRF under Fire for new Personal Protective Equipment;
- - \$54,250 from the MCRF under Highway for a new Wood Chipper;
- - \$10,000 from the MCRF under Highway for annual Surveying & Engineering Services;
- - \$15,000 from the MCRF under Highway for a Water Well for the Highway Salt Shed;
- - \$485,000 from the MCRF for road improvements;
- - \$285,000 from the HCRF for road improvements;
- - \$10,000 from the MCRF under Recreation for MPR Netting, Floor Mats & Wall Pads;
- - \$30,000 from the MCRF under Recreation to Grade & Reseed Ballfields; and
- - \$40,520 from PACTSRF.

At the 2019 Town Meeting, \$2,149,109 in capital improvement-related spending was approved for:

- + \$600,000 to add to the MCRF;
- + \$1,200,000 (\$700,000 from UFB) added to the HCRF to fund road improvements;
- + \$147,614 (NH Highway Block Grant) added to the HCRF to fund road improvements;
- - \$1,250,000 from the HCRF for road improvements;
- - \$5,100 from the MCRF under General Government for new IT and phones;
- - \$18,400 from the MCRF under Fire for new Personal Protective Equipment;
- - \$24,260 from the MCRF under Fire for new Automatic External Defibrillators;
- - \$22,000 from the MCRF under Fire for a Firehouse septic system upgrade;
- - \$90,000 from the MCRF under Fire for secondary emergency access & egress road;
- - \$85,000 from the MCRF under Highway for F-550 Plow Truck;

- - \$52,000 from the MCRF under Library a comprehensive renovation to the interior of the building;
- - \$10,000 from the MCRF under Highway for annual Surveying & Engineering Services;
- - \$53,749 from the MCRF under Police for a new Cruiser;
- - \$10,000 from the MCRF under Police for Personal Protective Equipment;
- - \$13,600 from the MCRF under Police for Software Data Conversion;
- \$15,000 for Chester Congregational Church Steeple Repair;
- + \$7,630 for replenishment of the UMCRF; and
- - \$36,693 from PACTSRF.

*Note: “+” denotes voted additional funding to capital reserve fund (CRF).*

*Note: “-“ denotes voted spending from capital reserve fund (CRF).*

The above projects represent almost \$10.5 million in specifically authorized capital improvement spending over the last 11 years. This averages to \$949,445 per year. This amount does not include other capital projects, such as building upgrades, vehicles, police and fire equipment and other costs which may have been included within department operating budgets in the past or funded at the end of a year from the Town’s operating budget surpluses. The annualized impacts of a number of these expenditures have been reduced by the availability of capital reserve funds, off-site contributions, impact fees and the use of grants and long-term bonded debt.

During this time period, one of the most important investments made by the Town has been the establishment of several Capital Reserve Funds such as Municipal, Highway, Building Improvement and Maintenance; Equipment and Vehicles; and Town Infrastructure. These specific funds were established to help finance various capital improvement projects included in the Town’s CIP. The long-term planning enabled by the CIP coupled with these capital reserve funds are allowing the Town to reduce the need for long-term bonded debt and the associated finance costs.

The following Table 1 provides a current summary as of September, 2019 of all the Town’s existing and current Capital Reserve Funds e.g. date established, funds appropriated or returned to the General Fund, interest earned and available balance. This information obtained from the Town Finance Officer is essential in helping budget and fund the capital improvement projects identified in this CIP.

TABLE 1: TOWN OF CHESTER – CAPITAL RESERVE FUNDS							
Capital Reserve Fund	Year Voted	Balance 6/30/16	Funds Appropriated (awaiting transfer)	Reimburse to General Fund Year to Date	Pending Requests	Year to Date Int/loss	Available Balance
Chester Fire Department	1991	\$7,972.04	\$0.00	\$0.00	\$0.00	\$53.12	\$8025.16
Winter Road Maintenance	2007	\$111,369.79	\$0.00	\$0.00	\$0.00	\$742.09	\$112,111.88
Municipal Complex Improvement	2007	\$2,093.78	\$0.00	\$0.00	\$0.00	\$13.95	\$2,107.73
Equipment & Vehicles	2008	\$1,086.39	\$0.00	\$0.00	\$0.00	\$7.23	\$1,093.62
Mosquito Trapping	2008	\$23,180.99	\$0.00	\$0.00	\$0.00	\$154.45	\$23,335.44
Building Improvement	2008	\$9,587.80	\$0.00	\$2,069.50	\$0.00	\$60.56	\$7578.86
Revaluation Capital Reserve	2009	\$48,716.91	\$15,000.00	\$25,083.00	\$0.00	\$285.89	\$38,919.80
North Pond Road	2010	\$5,532.06	\$0.00	\$0.00	\$0.00	\$36.86	\$5,568.92
Bldg./Maintenance/Unanticipated	2012	\$2,503.07	\$7,630.00	\$0.00	\$0.00	\$16.68	\$10,149.75
CIP Capital Reserve	2013	\$1,075,721.81	\$600,000.00	\$102,076.80	\$0.00	(\$8,554.92)	\$1,565,090.09
Cemetery Maintenance	2013	\$5,522.49	\$0.00	\$0.00	\$0.00	\$36.79	\$5,559.28
Commemorative Monument	2013	\$11,221.27	\$0.00	\$0.00	\$0.00	\$74.77	\$11,296.04
300th Anniversary	2013	\$31,311.98	\$5,000.00	\$4,996.73	\$0.00	\$200.63	\$31,515.88
CIP Highway Capital Reserve	2015	\$167,711.16	\$1,347,614.00	\$0.00	\$0.00	\$1,117.50	\$1,515,442.66
Master Plan Capital Reserve	2019	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00
<b>Total</b>		<b>\$1,503,531.54</b>	<b>\$1,995,244.00</b>	<b>\$134,226.03</b>	<b>\$0.00</b>	<b>(\$5,754.40)</b>	<b>\$3,358,795.11</b>

Source: Town Finance Director, September, 2019



## II. Fiscal Analysis

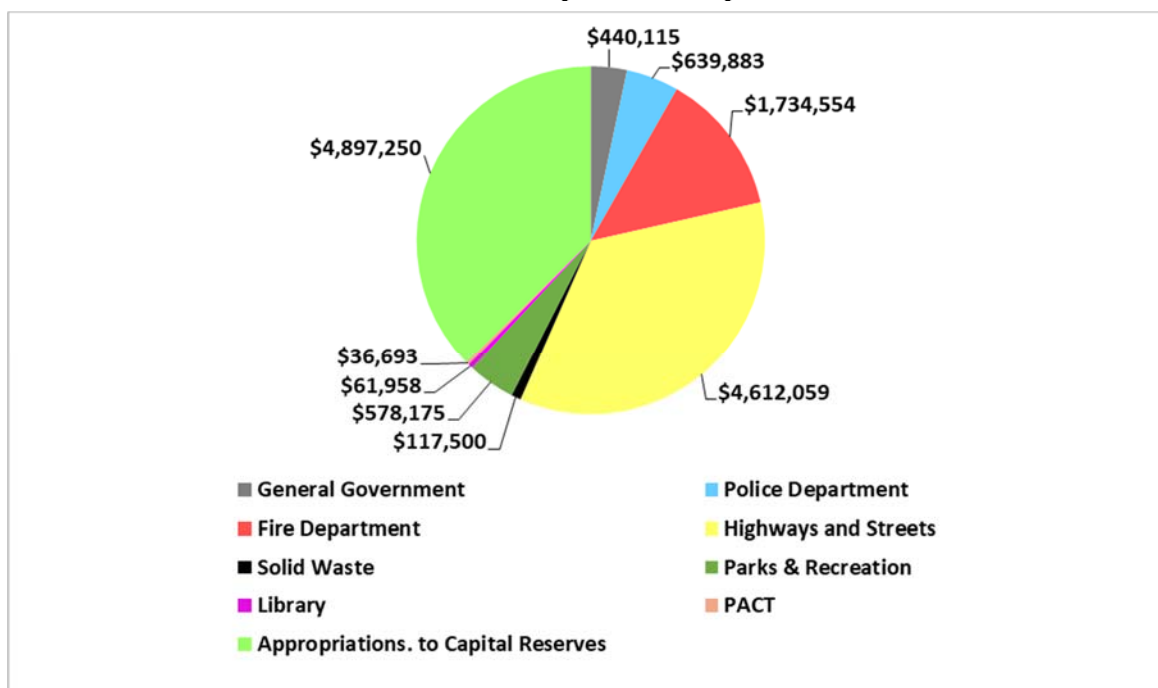
This fiscal analysis considers historical spending patterns for capital improvements by Town Departments between 2009 and 2019 as approved by Town voters at annual Town meetings. The fiscal analysis also examines existing programmed debt service commitments of the Town and School District during this time, plus the 7-year planning period (2020-2027) of this CIP. Also included is a history of Chester's tax rates and taxable valuation between 1986 and 2019, including School and County tax rates and equalized rates and assessment ratios. This information provides a basis for understanding the Town and School tax basis in supporting the proposed capital improvement projects identified within this CIP. In addition, an analysis of the Town's current Statutory Debt Limitations is provided.

### History of Town Capital Projects - Past Eight Years

The following Table 2 and Figure 1 below provides an eight-year history (2009-2019) of the Town of Chester's capital improvement expenditures by Department by year as identified in the annual Town Reports and as shown on pages 3 and 4 of this report. Expenditures for capital projects that may have been funded from Department operating budgets are not included in Table 2 or Figure 1 below.

As can be seen by this information, spending patterns for capital projects have varied considerably by Department and by year during this time. Figure 1 provides an overall summary of the total capital expenditures (excluding School District) by Town Department during this period. The Fire Department identified as Town Department "C" followed by Highway and Streets identified as Town Department "D" had the largest cost expenditures for capital improvements between 2009-2019.

**Figure 1**  
**2009-2019 Capital Cost Expenditures**



Source: Town Reports

**TABLE 2**  
**TOWN OF CHESTER**  
**NINE-YEAR HISTORY OF CAPITAL IMPROVEMENT EXPENDITURES BY DEPARTMENT**  
**2009-2019**

Department	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total 2009 - 2019
General Government	\$90,001	\$52,000	--	\$45,000	--	--	--	\$186,484	\$48,800	\$5,100	\$12,730	<b>\$440,115</b>
Police Department	\$33,000	\$16,500	\$33,000	--	\$40,250	\$52,000	\$52,000	\$48,016	\$70,175	\$161,193	\$133,749	<b>\$639,883</b>
Fire Department	\$239,202	\$7,109	\$550,000	\$41,650	--	--	--	\$129,133	\$514,000	\$98,800	\$154,660	<b>\$1,734,554</b>
Highways and Streets	--	--	\$315,000	\$49,945	\$200,000	\$800,000	\$120,000	\$247,300	\$636,310	\$993,504	\$1,250,000	<b>\$4,612,059</b>
Solid Waste	--	\$15,000	--	--	\$102,500	--	--	--	--	--	--	<b>\$117,500</b>
Parks & Recreation	\$17,875	\$280,000	--	\$45,000	\$50,000	\$15,000	\$93,000	\$37,300	--	\$40,000	--	<b>\$578,175</b>
Library	--	--	--	--	--	--	--	--	\$9,958	--	\$52,000	<b>\$61,958</b>
PACT	--	--	--	--	--	--	--	--	--	--	\$36,693	<b>\$36,693</b>
Appropriations. to Capital Reserves	--	\$25,000	\$60,000	\$55,250	\$360,000	\$14,000	\$383,000	\$800,000	\$600,000	\$800,000	\$1,800,000	<b>\$4,897,250</b>
Totals: (excluding Capital Reserve Fund appropriations)	<b>\$380,078</b>	<b>\$370,609</b>	<b>\$898,000</b>	<b>\$181,595</b>	<b>\$392,750</b>	<b>\$867,000</b>	<b>\$265,000</b>	<b>\$648,233</b>	<b>\$1,279,243</b>	<b>\$1,298,597</b>	<b>\$1,639,832</b>	<b>\$8,220,937</b>

Source: Town Reports

## History of Combined Town and School Bonded Debt Service and Capital Improvement Expenditures - Past Eight Years

An 8-year history (2012-2019) of Town and School District bonded debt service and capital improvement expenditures is illustrated in Table 3 below. Also included in Table 3 is the amount of State Building Aid received during this time. As can be seen, State Building Aid to Chester essentially ended in 2012.

Total debt service payments and capital improvement expenditures for the School District between 2012 and 2019 totaled \$530,768. Total debt service payments and capital improvement expenditures for the Town during this time period totaled \$7,745,498. Total combined payments both School and Town amounted to \$10,452,188 (excluding state building aid).

<b>TABLE 3: NET TAX-SUPPORTED CAPITAL EXPENDITURES INCLUDING DEBT SERVICE - TOWN &amp; SCHOOL</b>									
	2012	2013	2014	2015	2016	2017	2018	2019	2012-2019
<b>Town Capital Exp.</b>	\$ 181,595	\$ 392,750	\$ 747,000	\$ 145,000	\$ 510,933	\$1,139,977	\$ 1,154,343	\$ 1,642,202	\$ 5,913,800
<b>Town Debt Service</b>	\$ 407,254	\$ 402,941	\$ 393,906	\$ 171,159	\$ 127,107	\$ 124,857	\$ 115,050	\$ 89,425	\$ 1,831,698
<b>Town Total</b>	\$ 588,849	\$ 795,691	\$1,140,906	\$ 316,159	\$ 638,040	\$1,264,834	\$1,269,393	\$1,731,627	\$ 7,745,498
<b>School Capital Exp.</b>	\$ 88,514	\$ 52,173	\$ 230,382	\$ 12,671	\$ -	\$ -	\$ 22,272	\$ 124,756	\$ 530,768
<b>School Debt Service</b>	\$ 366,647	\$ 355,400	\$ 344,150	\$ 328,050	\$ 310,700	\$ 297,075	\$ 263,900	\$ -	\$ 2,265,922
<b>School Total</b>	\$ 455,161	\$ 407,573	\$ 574,532	\$ 340,721	\$ 310,700	\$ 297,075	\$ 286,172	\$ 124,756	\$ 2,796,690
<b>State Building Aid</b>	\$ 43,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,581
<b>Town &amp; School Total</b>	\$1,044,010	\$1,203,264	\$1,715,438	\$ 656,880	\$ 948,740	\$1,561,909	\$1,555,565	\$1,856,383	\$10,542,188

Source: Town Finance and Planning Departments

## Bonded Debt Service

The following Table 4 identifies the Town of Chester's current bonded debt for capital improvements between 2020 and 2027. Table 4 also includes the School District's current net bounded debt and the last few rows of the table show the current combined total Town and School District bonded debt.

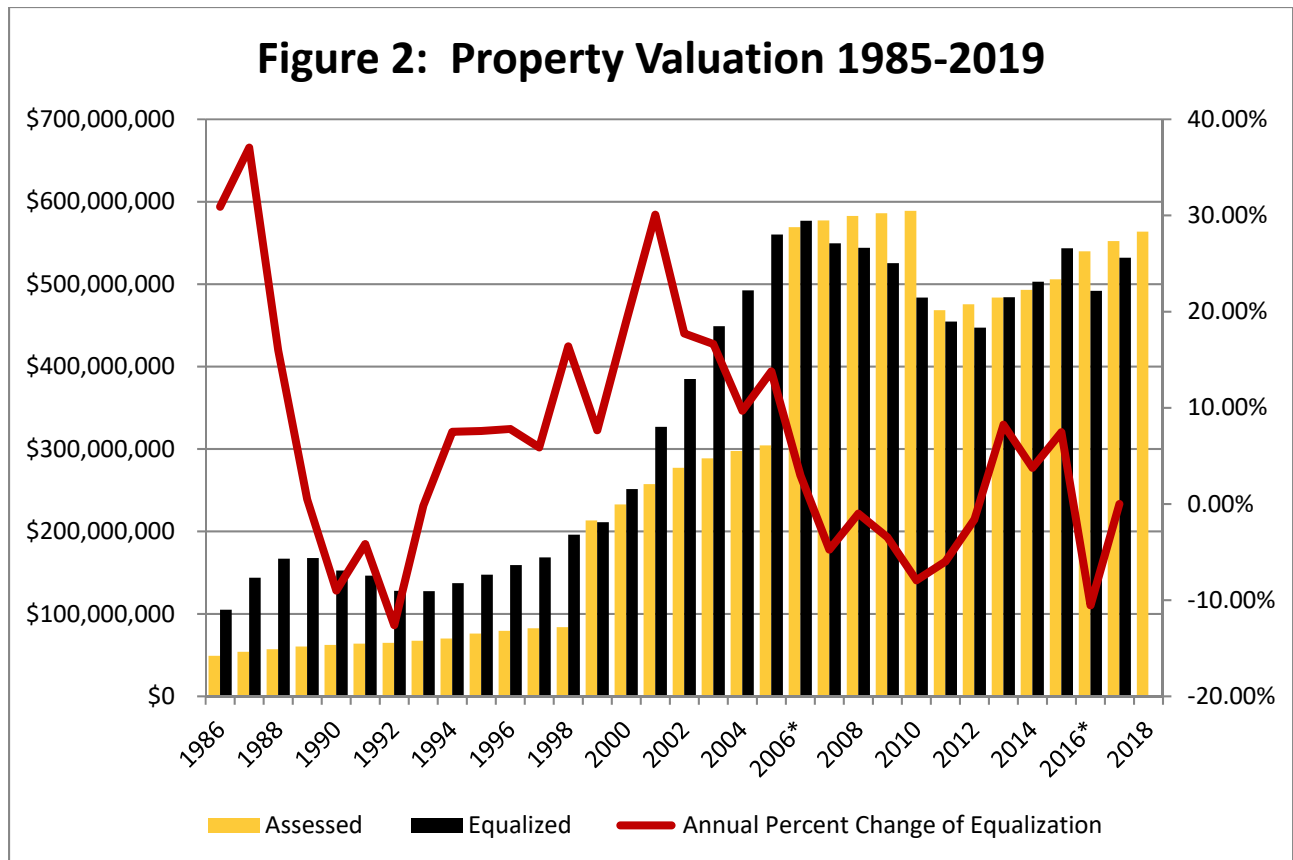
This information is helpful in evaluating the options for future municipal or school bonds. Based on the information in Table 4, the School District currently has no bond debt, while the Town currently has one bond which will come due 2020. There will not be any payments on debt service starting 2021.

<b>Table 4: Town of Chester Bonded Debt for Capital Improvements 2012-2027</b>			
<b>Fiscal Year Ending June 30</b>			
<b>Requested</b>	<b>2020</b>	<b>2021 - 2026</b>	<b>Total 2019 to 2026</b>
<b>Quint Fire Truck (2011)</b>			
Principal	\$50,356.81	\$0	\$50,356.81
Interest	\$1,662.85	\$0	\$1,662.85
Total	\$52,019.66	\$0	\$52,019.66
<b>School District Net Bonded Debt</b>			
Principal	\$0	\$0	\$0.00
Interest	\$0	\$0	\$0.00
Total	\$0	\$0	\$0.00
<b>Net Town Cost of Pre-Existing Bonded Debt</b>			
Principal	\$50,356.81	\$0	\$50,356.81
Interest	\$1,662.85	\$0	\$1,662.85
Total	\$52,019.66	\$0	\$52,019.66
<b>Net Town and School District Bonded Debt</b>			
Principal	\$50,356.81	\$0	\$50,356.81
Interest	\$1,662.85	\$0	\$1,662.85
Total	\$52,019.66	\$0	\$52,019.66

Source: Town Reports

### History of Town and School Tax Rates and Taxable Valuation

The following Table 5 depicts the long-term history 1986-2019 of the Town's assessed property tax rates (Town, School and County) and total property valuation (assessed and equalized), including annual percent change. Starting in 1999, the School property tax rate included the total for the local School District tax rate and the State education property tax rate applicable in Chester. Revaluations also occurred in 1999, 2006, 2011, 2016 and 2019. Figure 2 below provides a comparison of the Town's overall property valuation – assessed and equalized and the annual percent change between 1986 and 2019. This comparison indicates that the Town's assessed and equalized property valuations have been relatively equal since 2010. The latest available year of equalized property valuation is 2019.



### Statutory Debt Limitations

Under RSA 33:4-a, a town may not incur net outstanding bonded indebtedness exceeding 3% of its most recent equalized assessed valuation as established by the NH Department of Revenue Administration (NH DRA). As shown in Table 5, Chester's total equalized property valuation in 2019 was \$710,661,328. At the 3% limit, the Town's statutory debt ceiling (subject to some exclusions) in 2019 would be approximately \$21.3 million.

The current bonded indebtedness of the Town in 2019 (see Table 4) is a final \$52,040 bond payment for the Fire Truck. The maximum outstanding debt limitation for the School District is 7% of the Town's total equalized valuation. In 2019, this was approximately \$49.7 million. The School District made its last debt payment in 2018. The bonded indebtedness for both the Town and the School District is currently only \$52,020, which is miniscule according to the State's statutory limits.

TABLE 5: CHESTER TAX RATES AND TAXABLE VALUATION 1986-2018									
Assessed Tax Rate					Equalized	Assessment	Property Valuation		
Year	Town	School	County	Total Rate	Rate (DRA)	Ratio	Assessed**	Equalized	Annual Percent Change of Equalization
1986	\$2.23	\$28.54	\$1.18	\$31.95	\$14.70	47%	\$49,008,364	\$104,992,968	30.90%
1987	\$3.54	\$29.11	\$1.12	\$33.77	\$12.49	37%	\$53,956,400	\$143,892,713	37.05%
1988	\$6.67	\$32.74	\$1.59	\$41.00	\$13.94	34%	\$57,108,699	\$166,906,793	15.99%
1989	\$6.56	\$34.50	\$2.24	\$43.30	\$16.02	36%	\$60,346,128	\$167,730,249	0.49%
1990	\$5.31	\$34.40	\$2.20	\$41.91	\$17.18	41%	\$62,368,804	\$152,619,410	-9.01%
1991	\$3.50	\$34.59	\$2.06	\$40.15	\$18.07	44%	\$63,897,133	\$146,264,856	-4.16%
1992	\$4.82	\$37.74	\$2.44	\$45.00	\$22.95	51%	\$64,905,227	\$127,839,845	-12.60%
1993	\$4.49	\$40.90	\$2.41	\$47.80	\$25.81	53%	\$67,304,927	\$127,596,459	-0.19%
1994	\$6.93	\$38.32	\$2.35	\$47.60	\$24.75	51%	\$70,035,577	\$137,159,866	7.50%
1995	\$6.91	\$38.70	\$2.44	\$48.05	\$24.51	52%	\$76,002,885	\$147,575,103	7.59%
1996	\$6.67	\$42.19	\$2.54	\$51.40	\$25.19	50%	\$79,315,010	\$159,074,881	7.79%
1997	\$5.81	\$45.68	\$2.49	\$53.98	\$25.91	49%	\$82,488,653	\$168,449,899	5.89%
1998	\$6.99	\$46.79	\$2.38	\$56.16	\$23.67	43%	\$83,885,467	\$196,066,174	16.39%
1999*	\$2.97	\$16.56	\$1.01	\$20.54	\$19.99	100%	\$213,213,892	\$211,109,308	7.67%
2000	\$0.88	\$18.37	\$1.05	\$20.30	\$18.08	91%	\$232,677,594	\$251,296,686	19.04%
2001	\$3.48	\$20.41	\$1.37	\$25.26	\$19.19	77%	\$257,409,082	\$326,874,022	30.07%
2002	\$5.41	\$21.27	\$1.45	\$28.13	\$19.74	70%	\$277,216,622	\$384,840,734	17.73%
2003	\$4.36	\$22.54	\$1.47	\$28.37	\$17.75	63%	\$288,693,700	\$448,835,246	16.63%
2004	\$5.61	\$23.82	\$1.53	\$30.96	\$18.23	59%	\$297,461,500	\$492,319,941	9.69%
2005	\$5.61	\$23.82	\$1.53	\$30.96	\$16.40	53%	\$304,229,200	\$560,212,813	13.79%
2006*	\$4.37	\$13.00	\$0.85	\$18.22	\$17.53	97%	\$569,040,300	\$576,840,368	2.97%
2007	\$4.50	\$12.27	\$0.87	\$17.64	\$18.06	103%	\$577,157,100	\$549,481,397	-4.74%
2008	\$4.38	\$13.29	\$0.85	\$18.52	\$19.31	104%	\$582,555,400	\$544,002,199	-1.00%
2009	\$3.54	\$13.28	\$0.88	\$17.70	\$19.21	109%	\$585,844,700	\$525,289,412	-3.44%
2010	\$4.09	\$13.78	\$0.92	\$18.79	\$22.31	119%	\$588,750,500	\$483,556,691	-7.94%
2011*	\$5.77	\$17.67	\$1.09	\$24.66	\$24.54	100%	\$468,388,800	\$454,524,525	-6.00%
2012	\$5.78	\$17.03	\$1.04	\$23.85	\$24.47	100%	\$475,487,000	\$447,151,905	-1.62%
2013	\$6.90	\$17.36	\$1.04	\$25.17	\$24.31	97%	\$483,569,200	\$484,059,366	8.25%
2014	\$6.70	\$17.89	\$1.08	\$25.56	\$24.24	95%	\$492,913,600	\$502,925,894	3.75%
2015	\$6.60	\$16.98	\$1.06	\$24.64	\$22.17	89%	\$505,807,200	\$543,495,963	7.46%
2016*	\$6.50	\$14.07	\$1.10	\$23.91	\$22.24	93%	\$539,771,700	\$491,722,425	-10.53%
2017	\$6.30	\$13.73	\$1.02	\$23.41	\$19.90	85%	\$552,234,300	\$531,970,551	7.57%
2018	\$6.87	\$14.03	\$1.09	\$24.25	\$19.89	82%	\$563,710,100	\$xxx,xxx,xxx	x.xx%
2019	\$7.11	\$10.89	\$0.87	\$20.80	Not available yet	Not available yet	\$710,611,328	Not available yet	Not available yet

\*Note: Revaluations occurred in 1999, 2006, 2011, 2016 and 2019; \*\*Note: Assessed values include utilities; NH DRA shares. Source: NH Department of Revenue Administration, NH DRA, Municipal Services Division

### III. Identification of Capital Project Needs (2020 -2027)

This section of the CIP identifies the capital project needs of the Town of Chester and the School District for the planning period of 2020-2027. The identified capital projects have been submitted by each Town Department (utilizing the Project Request Form contained in Appendix B) and have been reviewed by the Chester Planning Board for inclusion in the CIP. School projects are identified from the most current Chester Academy Five/Ten Year Facilities Improvement Plan which was reviewed and approved by the Chester School Board.

In 2019, the Planning Board utilized the following criteria and scoring methodology as presented in Table 6 below in prioritizing the new capital improvement project requests. These capital projects as included in this CIP have been prioritized by the Planning Board.

**Table 6**  
**Priority Point System**

Criteria	Point Score System
A - Addresses an emergency or public safety need	5 4 3 2 1 0
B - Corrects a deficiency in service or facility	5 4 3 2 1 0
C - Results in long-term cost savings	5 4 3 2 1 0
D - Furthers the goals of the Master Plan	5 4 3 2 1 0
E - Matching funds available for limited time	5 4 3 2 1 0

#### **Public Safety**

**Police Department:** The following description is from the Town of Chester’s 2015 Master Plan and was updated by the Chief of Police in August of 2019.



The Chester Police Department was housed in the former Stevens Memorial Hall. The department now occupies approximately 3,000 square feet of the former Chester Elementary School at 84 Chester Street, sharing the building with the Town Offices. This facility has three rooms for offices and a conference room. The department has a booking area and two temporary holding areas. Persons unable to make bail are brought to the Rockingham County Correctional Facility in Brentwood, NH.

The current police department space was renovated / constructed in 2001 to meet the needs of the department at the time with no cost to the taxpayers. The funding for the whole project was donated by a generous resident. The Department currently has seven full-time officers, including the Chief, and up to ten part-time police officers. We also have one full-time administrative assistant.

The Chester Police Department utilizes dispatch services from the Rockingham County Sheriff's Office. The County provides this service to its towns with populations under 5,000 persons. In the future, when Chester's population increases, service may still be available from the County at a cost or on at least a part-time basis.

The Police Department responds to an average of 8,000 calls for service and proactively enforces motor vehicle violations. The calls for service do not include our normal day to day activities that include, community outreach, building and property checks, educational presentations just to name a few. These numbers have increased as the population increases in Chester and the surrounding communities. The department provides 24-hour coverage to Chester's residents when at full staffing capacity.

In 2001, the Police Department relocated to its current facility at 84 Chester Street and implemented other improvements, including updates to the phone and computer systems and installation of a new radio system. These systems had the ability to interface with state and county dispatch emergency services, office and agencies. As communications technology evolved, the systems installed in 2001 could no longer communicate with any outside agencies or Rockingham County Dispatch. In 2016 we began the process of updating our communications to move toward the future. Funds were requested, via warrant article, from the Police Department Special Detail Revolving account. This account was established to purchase items relative to enhancing the Police Department "detail" abilities. Funds are deposited into this account after an officer has worked a "detail". The officer's time and all associated costs are then deducted from the account. The remaining balance stays with the revolving account. We have completed this communications upgrade project with nearly no tax impact on the community.

In addition to its facility improvements, the Police Department maintains a fleet of vehicles (see inventory below). All the vehicles are equipped with radio and siren equipment, emergency lighting, and a defibrillator. The department is now in the process of replacing one cruiser per year. Typically, police vehicles last four years and accumulate approximately 120,000 miles during that time. The 2010 Lexus SUV was donated to the department from an insurance company at no cost to the taxpayers.

Item	Vehicle Year	Comments
Cruiser – Ford Utility	2018	
Cruiser – Ford Utility	2017	2016 Cruiser totaled in accident
Cruiser – Ford Utility	2017	
Cruiser – Ford Utility	2015	
4WD Pickup – Ford F-250	2016	
Lexus RX-350	2010	Donated to Police Department

#### Future Needs



The future needs of the Chester Police Department are personnel and space needs. Chester's population has increased in recent years to over 5,200 residents as of 2019 (estimate provided by the NH State Office of Strategic Initiatives). The Department's staffing has not expanded to meet the increased need. FBI and BJS statistics suggest that Chester should employ 2.5 full time officers per one thousand residents. Although this police officer to population ratio is a general rule of thumb, it is the Department's intention to provide the best police service possible. Workload plays a large factor in staffing levels. When we are understaffed, and officers do not have a set schedule with time off fatigue sets in. With limited resources to draw from fatigue leads to critical thinking errors and this creates a larger liability on the town.

The Police Department also hopes to improve the housing and maintenance of its vehicles. Proper vehicle care and maintenance ensures the longevity of the vehicles, keeping departmental and taxpayer costs down. A multi-purpose garage, used for routine maintenance work and storage of vehicles and supplies, would address this concern. A "Sally Port" is critical for safety reasons as the Department is now taking prisoners through the front lobby of the police station which substantially increases the Town's liability. A sally port is a garage connected to the police department that a cruiser enters when we have someone in custody. They secure the door and bring the subject into the booking room without having to enter any public part of the building. This increases officer and the subject's safety significantly.

The multi-purpose garage "sally port" was discussed during the 2016 CIP process. The process and associated cost were examined. It was determined that a space needs assessment would be performed to have an independent analysis of the current police facility and document current deficiencies to include but not limited to ingress, egress, lobby area, ventilation and parking. The analysis will evaluate the possibility of expanding or renovating our current facility or if not feasible to document as to why not.

The study will include the Police Department's needs to create a space they may use as a mini laboratory and armory. The laboratory would allow property to be dusted for fingerprints and the Police Department can conduct other examinations, without contaminating other parts of the facility. The armory would allow the proper storage and maintenance of firearms. The Officers currently must service their weapons in the patrol room at their desks. The evidence room will also have to be expanded in the upcoming years as it is a relatively small area and has reached its capacity. The evidence room fails to meet recommended guidelines relative to ventilation. The current evidence room has no ventilation and allows the fumes from the evidence room to enter the police department's office areas. The current facility also does not have a community room that could be used for outside training, community events and a citizen police academy.

The space needs assessment committee was formed and chose Harriman Architects to perform the assessment. In 2019 the assessment took place with several visits to the police department and surrounding infrastructure. The committee and architects from Harriman met numerous times to develop a plan for moving the police department into the future. It was determined that numerous deficiencies were noted to include, but not limited to, space needs, interview rooms, juvenile containment, ventilation, evidence room, sally port and adequate parking to just name a few.

In mid-2019 the assessment was presented to the Chester Board of Selectman for consideration. Once the Board of Selectman have determined the next course of action funds are available from the 2018 CIP process for conceptual design plans.

Specific CIP Project Requests Submitted in 2020 in Order of Priority Include:

1. Cruiser with Outfitting
2. Police Protective Equipment
3. Evidence room ventilation
4. Body worn cameras
5. 4X4 Pickup truck
6. Architectural design and construction management for the expansion or a new facility
7. Construction of on-site expansion or a new facility

**Fire Department:** The following Department description was initially provided from the Town of Chester 2015 Master Plan; which was updated by the Deputy Fire Chief in October of 2018.

The Chester Fire Department has operated out of 27 Murphy Drive Fire Station since it opened in 1999. The station has 9 parking bays, a kitchen, meeting room, 4 offices, 3 bathrooms, 2 bedrooms, an exercise area and a day room. In 2014, the station saw the completion of the 2 additional smaller bays. The Chester Fire Department is staffed by 2 full-time certified Fire Officers, 1 part-time administrative assistant and approximately 35 paid-call employees. The 2 full-time employees serve as firefighters, emergency medical technicians and fire inspectors. The part-time employee works days as an administrative assistant. The 35 paid-call employees respond to emergencies as needed.



The Chester Fire Department contracts all dispatch and ambulance service to the Town of Derry. Personnel use pagers that allow the dispatcher to describe the details and location of the emergency. During weekday working hours, between two and five members can be expected to respond to a call with more members available during the evening and weekends. The number of personnel summoned for medical emergencies varies based on the nature of the emergency.

Chester participates directly and indirectly in several mutual aid districts, including the Interstate Emergency Unit, the Border Area Mutual Aid District, the Southern New Hampshire Hazardous Materials Mutual Aid District and the New Hampshire Federation of Mutual Aid. Chester assists other members in these districts and receives assistance for emergencies and fires in Chester. Chester is divided into quadrants for mutual aid purposes, drawing on assistance

from the nearest sources. These quadrants do not apply to general services and firefighting response within the Town.

The Chester Fire Department responds to approximately 450+ calls per year. Primary water sources for firefighting are Edwards's Mill Pond, Spring Pond, North Pond, Wason Pond and the Exeter River at Hanson Road. However, the Department is not limited to these sources and will use the most readily available source for fire suppression. All new subdivisions of nine lots or greater must provide a water supply for firefighting. Since the last Town Master Plan was updated in 2015, the Fire Department has upgraded a structural tanker, forestry truck, command SUV and utility pickup (see following Current Inventory).

#### **Current Inventory**

<b>Item</b>	<b>Vehicle Year</b>	<b>Life Expectancy in Years</b>
Structural Tanker	2018	20
Command SUV	2017	7
Utility Pickup	2004	5-7
Gator and Trailer	2007	8
Engine Pumper	2003	20
Forestry Truck	2017	10
Rescue Truck	2010	10
Engine Quint	2009	20
Forestry Tanker	1989	10
Radios (30)	N/A	N/A
Defibrillators (3)	N/A	N/A
Thermal Imagery Cam (3)	N/A	N/A
Gear (40)	N/A	N/A
Air Packs (25)	N/A	N/A
Pagers (40)	N/A	N/A

Source: Chester Fire Department

#### Future Needs

The Fire Department's most pressing needs for the future are:

- Portable Radios
- New Personal Protective Equipment

#### Specific CIP Project Requests Submitted in 2019 in Order of Priority Include:

1. Portable (Personal) Radios (2nd 15 of 30)
2. New Personal Protective Equip. (42 total - 6 sets per year)
3. Expand & Repave Parking Lot

4. 2003 Engine (#2) Pumper Replacement
5. Thermal Imaging Camera
6. Mobile Dispatch Terminals
7. Firehouse Kitchen Vent Hood & Renovation
8. Gear Extractor
9. "Life Pack" Defibrillators (3)
10. Engine (#1) Quint Refurbishing
11. Communications Tower
12. Digital Pagers
13. Rescue Truck
14. Roof Upgrade

**Highway Department:** The following description is provided from the Town of Chester 2015 Master Plan, which was updated by the Planning Coordinator in October of 2019.

The former firehouse on Chester Street serves as the center of the Highway Department's activities. The building is used for motor vehicle maintenance and as a place for drivers to take a break when plowing Chester's roads. A new salt-shed was constructed in 2003 on Dump Road. The new shed has three bays for salt, salt/sand mix, and sand storage. Since construction, a heated bay has been added to the shed for the storage of a truck and equipment.

The Department has two full-time employees and one part-time winter employee who perform the day-to-day departmental duties. Winter maintenance, grading, mowing and tree removal are all contracted out to private subcontractors. Current department-owned equipment includes mobile radios and portables, one repeater system (radio), a 2002 Sterling 6-wheel dump truck with plow, wing plow and sander, a 2015 Freightliner 6-wheel dump truck with a plow, wing plow and sander, a 2019 Ford F-550 dump truck with a 9' plow and sander, a 2000 Komatsu WB 140 backhoe, and a 2018 15" wood chipper.

#### Future Needs

The department needs to build a new Highway Garage on Dump Road, near the new salt storage shed, to consolidate their operations within one location. Similar to other Town departments, the Highway Department needs additional personnel increasing staff to four (4) full-time employees.

#### Specific CIP Project Requests Include:

1. Currently (FY 2020-21) Requested Highway Department Equipment: 3 cubic-yard capacity Asphalt Hotbox for road patching.
2. Future Requested Highway Department Equipment: Loader-Backhoe, Salt Shed Articulating Loader; Class 8 Truck with plow, wing plow and sander;
3. Structure: new Highway Department Office and Garage – site work and construction.

4. Annual surveying & engineering services.
5. Add shimming, 1.5” wear course & shoulder gravel (10-year lifespan) – see specific roads in Table 10.
6. Grind & Repave (no base gravel added or under-drainage work – 15-year lifespan) – see specific roads in Table 10.
7. Box Cut & Total Rebuild (25-year lifespan) – see specific roads in Table 10.

#### Road Maintenance and Reconstruction Priorities:

The Town of Chester owns and maintains approximately 58 miles of roads. A small minority of these are dirt roads.

In 2004, the voters approved a \$2.1 MM bond for road repairs. Unfortunately, since that time, very little funding has been allocated for road repairs and improvements, thereby resulting large backlog of road repair and improvement projects.

In 2016, the Road Agent and Planning Coordinator compiled a list of roads requiring repairs and improvements. The list also includes major culvert replacements and upgrades, which, due to new State and federal regulations, are now significant construction projects. A decade ago, these culvert projects would have cost \$50K-\$100K to replace or upgrade. Now they could cost as much as \$450K. Currently there are five of these \$450K culvert projects are listed on Table 10, with an estimated, combined repair cost of \$2.25 MM.

In 2018, the Town approved \$770,000 for the reconstruction and/or repaving of half a dozen small roads. This was the first substantial approval of funding for road reconstruction by the Town since 2004.

In 2019, the Town approved \$1,250,000 for the reconstruction of East Derry Road, Reed Road, and a portion of Harantis Lake Road. The Road Agent will be seeking approval for a similar amount in 2020, for the reconstruction of North Pond Road.

The list of remaining roads requiring repairs and improvements are divided into three categories (see Table 10):

The first category are the roads requiring only some shimming, repaving of the wearing courses and additional shoulder gravel. Over the last two years, the roads under category were given the highest priority for repair because they were the most cost-effective, long-term improvements. Twelve roads under this category were shimmed, repaved and had shoulder gravel added. The cost to do this work ranged from \$130K to \$156K per mile, depending on the road conditions. For budgetary purposes, the new cost for this work has been increased to \$150K per mile. Currently only five remaining roads are still being carried under this first category, with an estimated, total repair cost of \$175K.

The second category are roads where the asphalt binder / base and wearing courses have deteriorated / fragmented past the point to where shimming and repaving the wearing course will not be cost effective because of the short life-expectancy of this type of improvement. Ideally these roads should be reclaimed (some gravel added to improve under-drainage, then ground up, and then completely repaved). The current budgetary cost for this work is \$425K per mile, which illustrates why it is so important to not let roads fall into this category when compared to the repair costs of the first category. Currently twenty-one roads fall under this second category, with an estimated, total repair cost of \$7.93 MM.

The third category are roads which are “Box Cut & Total Rebuild” roads. These are roads that, from their style of deterioration, are exhibiting the signs that portions of the roads were built over wetland soils. From their ages and origins, these roads were not likely to have been excavated deeply enough, or constructed robustly enough, to handle modern-day traffic. Because of the underlying causes contributing to the deterioration of these roads, conventional wisdom is that just adding wear coats, or possibly even grinding and repaving, is not a long-term, cost-effective improvement. The current budgetary cost for this work is \$1.25 MM per mile. This budgetary estimate is supported by this year’s bids for the reconstruction of East Derry Road. Currently four roads fall under this third category, with an estimated, total repair cost of \$8.3 MM.

Lastly, Table 10 carries the \$750K cost to repair the Hansen Road Bridge which was red-listed by NH DOT in November of 2016.

In summary, Table 10 lists a combined total of \$20.76 MM of road, culvert and bridge improvement projects.

#### Road Assessments:

In 2017, with the help of a grant from NH DOT, SNHPC completed a Town-wide Road Surface Management Study (RSMS). The RSMS is intended to help prioritize the road work projects listed in Table 10. In 2018, the Road Agent and Board of Selectmen also agreed to hire a private firm, StreetScan, to augment the data collected under the RSMS. The Highway Department is now budgeting so StreetScan can update their survey annually. And, it is expected that the identified road and culvert repair projects will be reviewed and reprioritized annually.

## **General Government**

**Town Office Building (aka Municipal Complex):** The following description is provided from the Town of Chester's 2015 Master Plan, which was updated by the Planning Coordinator in October of 2019.

The Town Office Building was established in 1999 as part of a move from 1 Chester Street (Stevens Memorial Hall) to 84 Chester Street which was the former Chester Elementary School. This building accommodates most of the Town's departments and boards as well as recreation programs, community functions, and outside group activities. The entire building is handicapped accessible and has networked computers, a security system, and a heat/smoke detection system. The former elementary school gymnasium with an attached kitchen is now utilized as a multi-purpose room (MPR) and state-approved commercial kitchen.<sup>1</sup> In 2010, an emergency generator was installed and the MPR with use of the Chester Kitchen is designated as the Town's state-approved emergency shelter facility. The MPR seats a 600-person capacity.



The Town Office Building occupies the following department offices and rooms:

- Town Clerk/Tax Collector
- Selectman's Administrative Office
- Town Administrator Office
- Police Department
- Assessing Department
- Building Inspector/Code Enforcement Office
- Finance Department
- Planning Board Office
- Zoning Board of Adjustment Office
- Supervisors of the Checklist Office
- Maintenance Department
- Recreation Commission Office
- Main Meeting Room
- Cable TV (Channels 20, 21) Studio & Meeting Room
- Gymnasium (aka Multi-Purpose Function & Meeting Room)
- Commercial Kitchen
- Community Food Pantry
- Community Clothes Closet

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<sup>1</sup> This is one of the very few town municipal complexes in NH with a commercial-grade kitchen available for rent for Farm-to-Table organizations and activities.

**Stevens Memorial Hall:** The following description is provided from the Town of Chester's 2015 Master Plan, which was updated by the Planning Coordinator in October of 2019.

The Stevens Memorial Hall is the site of the former Town Hall, from 1910 to 2001. Currently it is home to the Chester Historical Society, and Chester Lions Club, all of whom are trustees of the building. The



building hosts meetings for the Rockingham Herb Society every month, weekly AA meetings, a monthly Lions Club meeting and the Historical Society meets once every other month. The LifeStone Church also has services every Saturday evening at 6:00 P.M. and the Chester Dancers hosts bi-weekly dance classes for children and young adults in Chester and the surrounding area for no cost involved to join. The building is also rented for special events and used by local groups and organizations. The Chester Historical Society opens the building to the public on the second Saturday of the month from 10 a.m. to 12

p.m. and the museum is open for two hours once a month with a member of the Historical Society present; the building is also open when one of the above organizations is present.

The Chester Historical Society has been instrumental in facility improvements of the Hall over the past decade. The ceiling was repaired prior to painting the interior of the building for the 2010 rededication of the building in which the Historic Society shared in this expense. The ceiling and walls in the auditorium were also painted at that time. New window shades were purchased for the auditorium by the Historic Society. Paneling from the dining room was removed and at that time the plaster walls as well as the fluorescent lighting was also replaced in the dining room. The exterior of the building was scraped and painted for the 2010 rededication. Work was also done on gutters and down spouts at that time.

The building is equipped with an elevator to provide handicapped access to the second floor. This elevator is nearing the end of its life cycle and will eventually need to be replaced. The first floor and parts of the second floor have storm windows, but the building is not completely well-insulated due to its age.

#### Future Needs

The priorities for improvement of Stevens Memorial Hall include a complete repainting, replacing the exterior front porch on the building, reconstructing the basement steps, and replacing the elevator and possibly extending it to reach the second floor.

#### Specific CIP Project Requests Submitted in 2018 in Order of Priority Include:

1. IT Hardware & Software Upgrades
2. Zero-Turn Lawnmower
3. Tractor Cab for Snowplowing
4. 16-Foot Enclosed Work Trailer to replace the old F-350 pickup.



5. Upgrade Municipal Building & PD HVAC
6. Upgrade Municipal Building Annex Boiler
7. Re-Paint Stevens Hall
8. Abate Ruth Ray Building Asbestos Flooring
9. Replace Stevens Hall Basement Steps
10. Repair or Replace Stevens Hall Elevator
11. Expand & Repave Town Hall Parking Lot
12. Expand & Repave Stevens Hall Parking Lot

**Library:** **Library:** The number of residents served by the Chester Public Library has grown substantially. As a result, the Chester Public Library has also grown to meet the needs of its patrons. The Library currently employs one full-time Library Director, one part-time Assistant Director, one full-time Library Aide and four part-time staff members, and is open 38 hours per week. 2018 was a very busy year at our library. We enrolled 174 new library cardholders, held 193 programs/functions/activities with 3,364 attendees. 13,497 visitors came through our door, and we checked out more than 20,546 items including books, movies, eBooks and magazines.

In the fall of this year, the highly anticipated renovation will start. The Contractors plan on starting the project on September 3<sup>rd</sup> and wrapping by mid-November. Since 2006, we have been planning and strategizing the best way to renovate existing building to be a more efficient and effective space for its users. Dann Batting, our architect, and his staff, have created new plans and schematics that have re-designed the downstairs to provide a larger meeting room with an exit for our residents, a re-designed stairway eliminating ledge safety hazards, an entirely newly designed Children's Room with programming space, a new Teen Area, a new circulation desk and staff work space, and new carpets and paint throughout.



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We created another fundraising arm, in July 2017, in addition to our Friends of the Library Group, called The Chester Public Library Foundation. This Foundation is a 501c3 non-profit. The dedicated members of this Board have been working continually since their inception, to raise the supplemental funds needed for this expansive project. We will be using our Impact Fees, 2019's CIP and one of the Library's trust funds in our effort to minimize the tax impact on residents.

A blown, smoking ballast forced us to reevaluate upgrading our lights to LED. Every light fixture in our building was replaced and upgraded in June 2019.

It has come to our attention that Windows 7 is being retired in January of 2020 and Microsoft will no longer support our Operation Systems. We will need to replace 4 desktop computers that were purchased in 2012 and 2 laptop computers because we are running Windows 7 on these machines. Our two Lenovo devices can be upgraded to Windows 8 with minimal cost, and no additional OS licensing. We also need to replace 2 of our 7 monitors.

Our ADA handicap ramp, by the front porch entrance, was installed in 2012 by a local resident for his Eagle Project. This was a used ramp when it was installed, and with further wear and years, it is rusted out and needs to be replaced. The paved ramp by our front door also needs replacing because there is a lip that is hard to get over with a wheelchair. This ramp was done in sections using both concrete blocks and paving methods and they have shifted with age and are no longer level or at the grade it needs to be at. We have 2 quotes given for comparison. One offers paved ramps and the other offers modular ramps. We've also reached out to our architect for a third quote for his services, but they weren't able to procure the quote for us in time. We will include it as soon as it comes in. Our rear cement step is a hazard and needs replacing also. After the renovation is completed, we will no longer be using the front step. The front door will be removed and replaced with a window. The step that is there now can be moved to the back of the building for the rear entrance.

Because of the growing attendance of our popular programs, and limited space, we would like a patio installed in the rear of our building. This will create more opportunities for us to offer outdoor educational programs and create another meeting place options for community events.

- Outdoor programming/Events
- Outdoor seating/WIFI
- Expands our space, essentially providing an extra room
- Children's Programming/Activities
- Provide overflow space

Libraries are community centers that offer more than just books and a quiet place to study. We are powerful engines of community building. This will make a valuable addition to the library.

Specific CIP Project Requests in 2019 in Order of Priority Include:

1. Computer hardware & software upgrades (4 Dell Workstations, 2 laptops, and 2 monitors)
2. Upgrade both handicap ramps & add railings.
3. Add rear patio-outdoor function area.

Future Needs

- A generator.

- Additional parking spaces, paving & curbing.
- Connect to the second floor of the Ruth Ray Building / Post Office and renovate it for additional Library space.

### **Public Access Cable TV (PACT)**

Chester PACT was established over 30 years ago and since then has seen an overwhelming amount of technological changes and needs. The station is currently being run a group of volunteers. Due to the higher demand for content and organization, the PACT Committee has contracted a Part-Time Station Coordinator to handle day-to-day operations, paperwork, social media, and community outreach. The franchise fees received by the station via Comcast's subscribers in the Town, be it minimal, are currently being used for the day-to-day operation of the station and its upkeep.



PACT broadcasts on three local Comcast cable channels: Channel 20 – Local Government, Channel 21 – Public Access & Channel 22 – Local School System.

It is Chester PACT's belief that we have a duty to push our content out to as many Chester residents as possible. We feel as though to have the most impact on all Chester residents, we need to branch out from just strictly offering cable. We are trying to make our content easily accessible on services such as Facebook and our Video On-Demand system. We would also like to branch out to using the internet for live streaming of events like our local boards and committees. We feel that residents will not only have a better-quality experience streaming from the internet, but they will also have an easier time finding important content that may help them become better informed as to what's happening in the community.

Since last year's CIP process the PACT committee has set three phases of upgrades. Chester PACT has begun to update the streaming service of all three of our channels as well as an on-demand library of meetings and local programming.

Phase One was the purchase of new cameras for the BOS meeting room, the Rangeway meeting area, and new studio cameras for the Rangeway studio. The funds used were from the 2018-019 fiscal year

Phase Two of our plan has been to purchase a new On Demand system and service with PACT funds from the 2019-20 fiscal year. We also have purchased a new system for recording and playback for Channel 20 – Government. This is also with funds from 2019-20.

Our third phase would be for 2020-21 where would purchase the systems to move Channel 21 – Public and Channel 22 – Education to the new Tightrope system. This phase also is looking to upgrade the school delivery system, as well as the cameras and audio from Chester Academy.

Currently the cameras in the Main Meeting Room, Studio, and Chester Academy are recording in an extremely low quality and need to be upgraded to a resolution that can be viewed by residents clearly with no viewing issues. The feed from Chester Academy is mildly put is on its last legs. There are issues with the equipment used to get the signal from the school to the Studio. We are using Modulators and demodulators that produce an analog signal. These units are no longer being made and we are looking for a new transport system.

The upgrade requests need to be done to stop some of the ongoing issues we have had with our automatic recording of meetings. Lastly, because our current equipment is outdated, it is slow and difficult for the volunteers to navigate and operate. With the equipment update, this will become much easier for new volunteers

Specific CIP Project Request for 2020-21 in Order of Priority Include:

1. Purchase of two New Server/Schedule Control/On Demand units for Channel 21 and Channel 22.
2. Purchase new cameras, Interface units for signal from Chester Academy to Studio.
3. Purchase new cameras and audio system for Chester Academy School Board Meetings.

**Parks and Recreation**

**Recreation Commission:** The following description is provided from the 2015 Town Master Plan, which was updated by the Recreation Director in September of 2019.



**Recreation: Recreation:** The Chester Parks and Recreation Commission is an appointed voluntary organization pursuant to RSA 35-B. Recreation has the responsibility for managing French Field, Nichols Field, and a portion of the Wason Pond Conservation and Recreation Area in addition to recreational use at Spring Hill Farm. The role of Recreation is to ensure that a broad range of recreation opportunities is

available and accessible for all residents, consistent with the need and interest of the community and within the space and resources available. The Recreation Department has one full-time Recreation Director. In addition, the Department employs the following seasonal employees: Summer Program Coordinator(s), Head Counselors, Counselors and Lifeguards in addition to referees for our sports programs.

Through the many uses of the Multi-Purpose Room (MPR), the Town Athletic Fields and the Wason Pond Fields, Recreation supports many programs and activities throughout the year. The MPR is used to hold practices for many athletic programs including baseball, basketball, futsal, pickleball, softball and volleyball. It is also used for town and school events, community happenings, events including many non-profit organizations, and adult and senior fitness programs.

French Field is approximately five acres and contains two baseball fields. Nichols Fields is approximately 2.4 acres and contains a soccer field, a parking area and a baseball/softball field in addition to a basketball/pickleball court. The fields are used by Chester Academy, Chester Baseball and Softball Association, Chester Recreation Department and other community organizations and the Recreation Department manages scheduling. In 1997, the Town acquired Wason Pond as well as the Wason Pond Community Center. In addition to improvements to the physical building, the site hosts the Summer Program, Fishing Derby, Wason Pond Pounder Obstacle Race, and numerous sports and fitness programs. The fields at this site address the need for more ballfield space in Chester. The children of Chester are the largest beneficiaries of the recreation programs. Approximately 300 children, from preschool and kindergarten to grade 12 participate in the recreation programs each year.

#### Future Needs

While the fields at Wason Pond help to alleviate the need for field space in Town, these fields need to continue to be maintained in order to be properly utilized. Additionally, the existing fields at the center of Town need repairs. In addition, there are other town properties which can be used for recreational purposes including Spring Hill Farm for future projects. As the town continues to grow, we would also like to provide updated supplies and equipment for recreational use.

#### Specific CIP Project Requests in 2019 in Order of Priority:

##### Wason Pond Conservation & Recreation Area

2. Beach & Recreation Area – 20'x40' Pavilion
3. Beach & Recreation Area – Picnic Tables
7. Ballfields – Two 20'x20' Equipment Sheds
8. Refurbish Playground
10. Ballfields – Goals, Field Lining Equipment
11. Recreation Area – Toilet Facility

Ongoing: Ballfields – Finish Grading & Reseeding



Ongoing: Ballfields - Benches & Bleachers

French/Nichols Fields & Other Recreation Projects:

1. Fitness Trail
4. Mobile Concession Stand
5. Ballfields – Irrigation
6. Gravel entrance/parking area Spring Hill Farm - Lane Road Property
9. Town Tennis Courts
12. Construct Playground



**Wason Pond Conservation and Recreation Area**

The Wason Pond Conservation & Recreation Area (WPCRA) is an irregularly-shaped 100+ acre parcel on Route 102 (Raymond Road) in Chester, New Hampshire. The parcel is bordered by mixed forestland and wetlands; Route 102 and several residential properties lie to the south and west. Roughly centered and lying wholly within the parcel is Wason Pond, a manmade impoundment about 14-acres in size. There is a 200-foot sand beach and is maintained as a town swimming area. Numerous internal camp roads and footpaths form the basis of a trail network used by pedestrians. Due to its size and potential conservation and recreation value to the community, the property was acquired by the Town of Chester in 2002.

Management Goals

- To efficiently and effectively manage the Wason Pond Conservation and Recreation Area consistent with the terms of the Conservation Easement (dated June 2005) which delineates and prescribes two designated use areas referred to as the “Recreational Area” and the “Conservation Area.”
- To balance competing community interests in and uses of the Wason Pond Conservation and Recreation Area.
- To minimize use-associated degradation of the property and surrounding properties related to traffic, trash, noise, water quality and other potential impacts.
- To build upon the proximity of the property to other public and private open space through easements or other means to create greenways, corridors, buffers and linkages.
- To minimize negative environmental impacts in the development, maintenance, and operation of the WPCRA.

#### Conservation Goals

- To protect, maintain and enhance habitat for native wildlife.
- To preserve and encourage biological diversity of the property through the protection and careful management of existing, potential, and emergent plant and animal species.
- To manage invasive and nuisance species in an environmentally sensitive manner.
- To preserve and protect the property’s surface and groundwater resources to support recreational use and provide for wildlife habitat conservation, groundwater recharge and watershed and aquifer protection.

#### Recreation Goals

- To provide low impact outdoor recreational facilities for residents such as ballfields, a playground, picnic groves, trails and bathing beach.
- To design, construct, maintain and operate low impact outdoor recreational facilities in a manner that protects the pond and wetlands from environmental degradation.
- To promote appropriate educational use of the property and Wason Pond by public schools and other Town organizations.
- To develop and maintain a network of trails for compatible uses such a walking, wildlife observation, hiking, bicycling, cross-country skiing, running and other non-motorized uses.
- To design, maintain and operate the beach and designated non-motorized pond access points in a manner that supports user safety.

#### Specific CIP Projects for Wason Pond Conservation and Recreation Area

(Please see project list under Recreation.)

#### **Educational Facilities**

**Chester Academy:** Chester school children in grades K-8 attend Chester Academy while high school students are sent to Pinkerton Academy in Derry on a tuition basis. Chester Academy also accommodates a half-day

kindergarten program and a preschool program for children aged three to five with educational disabilities. This is an inclusionary program, where typically developing students are participants as role models and pay a tuition fee.

Chester Academy located at 22 Murphy Drive opened in September of 1999 with twenty-four instructional classrooms for grades 1-8. In 2003, the Academy opened a ten-classroom addition. The facility at Murphy Drive replaced the former school building (built in 1948) at 34 Chester Drive which is now used for Town offices and the Police Department. Chester Academy's maximum core capacity is 800 potential students based upon New Hampshire State Standards. The highest enrollment housed for K-8 at Chester Academy was during the 2009-10 school year. The enrollment was 625. Based upon the actual use of the thirty-four classroom spaces which would include special education, health education, speech services, occupational services, and Title One services the working enrollment capacity is estimated to be limited to a maximum of no more than 690 pupils.

Of note, the growth of the community and the resulting actual student demographic at Chester Academy (i.e. which specific grades are impacted in any given year) is impossible to predict. Actual impacts to class size in any grade level could lead to the need to accelerate action plans to ensure adequate classroom resources.

The Academy also houses seven additional classrooms for music and art, technology integration, physical education, library skills and two kindergarten rooms. Elementary Music, Health, Title 1, Enrichment, and Speech and Language are floating programs which use unoccupied classrooms. There is also a cafeteria and full kitchen on site. The average class size for grades one through four is 18 students. The average class size at the middle level is currently 18. This is in accordance with Chester School District Policy IIA which governs class size in the Chester School District. Chester Academy's enrollment history 2006-2019 is provided in Table 7.

**Table 7**  
**Chester Academy Enrollment History 2006-2019**

Grade	Academic Year													
	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Preschool	-	-	-	-	-	-	-	-	-	-	-	-	13	16
Kindergarten	-	-	-	-	39	32	35	32	27	42	40	36	45	45
1	75	61	64	68	46	55	65	49	44	46	50	50	41	50
2	81	70	67	63	71	47	55	40	60	51	46	53	52	44
3	78	82	68	65	63	69	50	61	40	62	51	50	55	54
4	82	73	82	67	66	62	75	51	66	42	62	51	54	56
5	80	81	76	64	69	65	64	81	56	70	46	66	55	57
6	91	81	84	75	87	74	70	72	82	59	72	50	69	56
7	88	83	81	84	77	90	76	74	67	84	63	71	50	70
8	81	91	82	84	83	76	91	80	74	96	86	66	69	54
Total	656	622	604	570	601	570	581	540	516	552	516	493	503	502

Source: Chester School District Budget: School Enrollment

**Table 8**  
**Chester Students Attending Pinkerton Academy, Enrollment History 2006 – 2019**



Grade	Academic Year													
	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
9	99	89	103	92	98	98	84	108	88	79	79	96	76	79
10	64	99	78	101	94	91	88	76	100	90	78	79	84	68
11	77	64	100	72	90	92	90	92	81	88	81	79	76	85
12	96	71	58	88	74	79	76	80	86	72	88	65	71	66
<b>Total</b>	<b>336</b>	<b>323</b>	<b>339</b>	<b>353</b>	<b>356</b>	<b>360</b>	<b>360</b>	<b>338</b>	<b>355</b>	<b>329</b>	<b>326</b>	<b>319</b>	<b>307</b>	<b>298</b>

Source: Chester Master Plan, August 2006 & December 2015; Chester School District Budget: School Enrollment

As of June 6, 2006, Chester Academy (grade 1-8 facility constructed in 1999) exceeded its optimal classroom capacity (600) with an enrollment count of 656 pupils. However, the subsequent years have shown a steadfast decline in enrollment (23.5%), reducing the risk in the short term of exceeding capacity. Grade 9-12 pupils continue to attend Pinkerton Academy under a contract that extends to the year 2034. As of October 2019, Chester pupils enrolled at Pinkerton Academy totaled 298. As shown in Table 8, there has been a modest decline of 62 students (17.2%) from the high of 360 students in 2012/2013 to 298 in 2019/2020.

Given the enrollment growth experienced up through 2002, the School District approved a 10-classroom addition to Chester Academy that should provide additional classroom capacity enough for quite some time in the future. The estimated cost of the addition was \$2.1 million, with payments on the 10-year bond starting with interest expense in 2003, and principal payments beginning in 2004. Existing debt service on the original construction of the school in 1999 and ended in 2018 (20-year bond).



Education represents the largest expenditure of public funds by the Town. For the 2019/20 academic year, the approved school budget was \$11,490,624 of which \$7,742,365 was raised locally through taxation.

### Future Needs

The Chester School District adopted two Warrant Articles at the March 2015 School District Meeting which directly pertain to Chester Academy. The first Article appropriated \$25,000 to be placed in the Academy's Buildings Maintenance Fund (established in March 2000). The second Article appropriated \$6,000 for the completion of an impact fee methodology study for the school district to be completed on or before June 30, 2019. The Buildings Maintenance Fund is slated to address the re-roofing of the gym

and cafeteria flat roof when necessary. The impact fee study was completed, and the District now participates in both the Town's Capital Improvements Plan and in the Impact Fee Program.

Chester Academy was built in 1999 and the facility remains in good condition although there are needed repairs and projects being planned as identified in the Chester Academy Five/Ten Year Facilities Improvement Plan adopted by the School Board on June 3, 2015 and updated annually. According to this plan the goal of this Capital Improvement Plan (CIP) is to collect, analyze, estimate cost and prioritize facility and equipment needs over a five to ten-year period.

The School Board is continually working with the School District to review these capital projects and to update the Chester Academy Five/Ten Year Facilities Improvement Plan. In addition, School Board Chair Royal Richardson is a member of the Chester Strategic Land Protection Committee which is looking at both the Town and School District needs for the future. Specific details on each of the proposed projects are available in the Chester School District SAU office.

### **Chester Academy Five/Ten Year Facilities Improvement Plan**

The intent of the Capital Improvement Plan is to aid in preserving capital assets of SAU # 82 along with maintaining the health and safety of our students and staff. This plan will be updated periodically to reflect work completed as well as re-prioritizing future work as needed based on changing conditions and District needs.

The goal of the Capital Improvement Plan is to collect, analyze, estimate cost and prioritize facility and equipment needs over a five to ten-year period. Most of the work required was identified by the following:

- Fire Safety Reports
- Annual Building Visual Inspection Reports
- Building Environment Evaluation based on general appearance, cleanliness, acoustics, lighting quality, thermal comfort, and air quality and space utilization.
- Town of Chester Health Inspection and Report.
- Honeywell Energy Solutions, Honeywell Building Solutions
- Equipment manufacturer service recommendations and life-cycle statistics.

### **Specific CIP Project Requests Submitted in 2019 in Order of Priority Include:**

1. Technology Computer Leases – FY21
2. Sprinkler Tank Interior Epoxy Painting – FY21
3. Air conditioning for Hub Room and Special Ed./Guidance Offices – FY21
4. Bathroom Refurbishment Cafeteria/Gym – FY21
5. Playground/Softball Field Irrigation – FY21

6. Sprinkler Tank Cathodic Protection System – FY21
7. Tech Lease FY22 form
8. Upgrade and Replace Cafetorium Tile: FY22
9. Bathroom Refurbishment Upstairs/Middle School – FY22
10. Technology Computer Leases – FY23
11. Library Carpet Upgrade and Replacement: FY23
12. Repair, Reseal and Re-Stripe Parking Lot: FY23
13. Bathroom Refurbishment Elementary Downstairs – FY23
14. Playground Equipment Replacement and Upgrade – FY23
15. Technology Computer Leases – FY24
16. Gym and Cafeteria Re-roofing - FY24
17. Network Switch, Hub Room: FY24
18. Technology Computer Leases – FY25
19. Boiler (2) Replacement – FY25
20. Main Office Reconfiguration & Safety Upgrades – FY25
21. Technology Computer Leases – FY26
22. Network Switch, Server Room - FY26
23. Shingled Roof Classroom Wings – FY26
24. Technology Computer Leases – FY27
25. Shingled Roof Main Building – FY27
26. Gym Floor Refurbishing – FY27

## **History of Completed School Projects, 2012-2019**

### **Technology Firewall Upgrade: *Project in progress September 2019***

A new technology firewall is being installed by New England Communications. The price is \$7,103.21 to the district and \$7,103.21 is being covered by Federal e-rate grant funds.

### **Technology Computer Leasing: *Project Completed Summer FY20***

Computers were leased through Lenovo Financial Services. The cost of the lease in the FY20 budget was \$79,065.78.

### **Kindergarten Bathroom Addition: *Project Completed Summer FY20***

The bathroom was completed in August of 2019 by Target New England at a cost of \$38,700.

### **Re-Shingle SAU Modular Building Roof: *Project Completed Summer FY20***

The SAU roof was re-shingled in August of 2019 by NH Grand Roofs at a cost of \$6,990.

### **Wireless Network Upgrade & Expansion: *Project in progress September 2019***

Technology wireless network upgrades are being completed by Gov.Connection, Inc. at a cost of \$15,624 to the district and \$15,624 is being covered by Federal e-rate grant funds.

### **Fire Retardant Stage Curtain Upgrade: *Project Completed Spring 2019***

Fire retardant stage curtains were purchased and installed in the Spring of 2019. New England Stage and Shade completed this project at a cost of \$7,087.

### **Water Well Sediment Separator: *Project Completed FY17***

This item was withdrawn from the CIP. The tanks were successfully flushed and cleaned, and the filtering is working well.

Exterior Building Lights and Parking Lot Lights: ***Project Completed FY15***

LED Lights were installed on the exterior of the building and in the Parking Lot. The cost of the project was \$25,342.00. 50% of these dollars came from a Public Service New Hampshire Grant.

Gym/Cafe Roof Top Units: ***Project Completed FY14***

The three roof top units feed the gym and cafeteria. Besides heating those spaces, they perform a fresh air circulation function that is important part of maintaining good air quality. These units were replaced during the summer of 2013 at a cost of \$230,382.00.

Drip Edge Stone Replacement: ***Completed FY13***

Additional stone and new edging was installed to keep water splatter down thus preserving the blocks along the bottom edge of the exterior. These areas will need ongoing maintenance as the edging moves with plowing, erosion, age, etc.

Back retaining wall repair/replacement: ***Completed FY13***

The retaining wall was repaired.

Carpet Replacement: ***Project Completed FY13***

Carpeting in the following areas was replaced with tile: main entrance, bus offload entry and main staircase landings. The cracked tile at expansion joints was also be replaced. (10 areas). The cost of the project was \$8,248.27.

Phone System: ***Project Completed FY13***

The phone system was replaced in FY13 for a cost of \$35,927.00

Front Office Renovation: ***Project Completed FY13***

The walls were painted; existing workstations were removed along with carpet and base molding. New carpet and new workstations were installed. The project cost was \$6,555.00.

Fabricate and Install School Logo Sign, Replace Clock: ***Project Completed FY13***

This work was completed at a cost of \$760.00.

Carpet replacement, Special Education outer office: ***Completed FY13***

Special Education secretarial office rugs were changed during this same time period at an additional cost of \$683.00.

Install Lobby Security Door: ***Project Completed FY12***

The project included cutting the concrete block in 2 locations, installing metal jams and doors, door hardware, lockset, threshold and kick plates. The cost was 9371.50.

Water Coolers: ***Project Completed FY12***

There are seven units within the building. Five of the units were replaced in the summer of 2012. The cost of that project was \$6,480.00. Will need to address the replacement of the other two units as part of the budget process. The unit near the gym should be replaced with a unit that can also fill water bottles. This works with the greening of the campus as it cuts down on the use of disposable plastic bottles.

Window Blinds: ***Project Completed FY12***

Window blinds were installed in FY12. The cost was \$15,947.00.

Building Fire Alarm System: ***Project Completed FY12***

The Fire Alarm System was replaced during FY12. The cost was \$51,966.00.

Student Restroom Casework: ***Project Completed FY12***

Formica over flake board countertops and back splashes were replaced. All eight student bathroom sink units were completed at a cost of \$4,750.00.

Faucets, urinals and toilets - Auto Flush units installed: ***Project Completed FY12***

A conversion and replacement with automated flush units was completed. The staff tested MAC and Sloan auto faucets with MAC the clear winner regarding operation, cost, and ease of installation and replacement part costs. The project involved 29 Faucets, 24 Toilets and 6 urinals at a cost of \$10,889.

### **Schedule for Implementation (2020-2027) (Table 10)**

A schedule of capital expenditures (current year plus six-year projection) is shown in Table 10 as updated by the Planning Board dated October 31st, 2019. The relative priority or urgency of the projects is indicated by the proposed year(s) of implementation within the schedule. The goal of the CIP schedule is to spread project costs as evenly as possible over a period of years and to anticipate the combined fiscal impact of new projects and the cost of existing and anticipated debt service.

The CIP schedule is intended primarily as a planning tool to aid the Town in anticipating the cumulative impact of a number of major capital improvement costs which may be funded during the next six years. The schedule is not intended to commit the Town or the School District to any specific capital expenditure. However, the Town can use this CIP schedule as a guideline document for the planning and coordination of the Town's major capital projects and related expenses.

### **Annual Capital Budget**

Each year, the Planning Board should prepare its recommendation for a Capital Budget, showing a series of capital projects for the ensuing fiscal year, for review by the Board of Selectmen and Budget Committee. In order to review fiscal conditions with respect to Chester's Growth Management Ordinance, the total capital expenditures incurred for the preceding fiscal year for the Town and School District (including debt service) should be summarized, along with the revenue sources funding them, so that the Town can accurately determine the impact of capital spending in each year.

POST-SCORING - Table 10  
Schedule of Capital Improvement Projects and Annualized Costs

Description of Project or Equipment by Department or Service Area		Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
						2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
General Government / Administration													
1	IT Hardware & Software Upgrades	44,200	27,851	Impact Fees		10,200	13,500	0	5,500	5,000	5,000	5,000	44,200
3	Zero-Turn Gas Lawnmower	15,600				15,600							15,600
5	16-foot Work Trailer (replaces F-350) (new)	6,500					6,500						6,500
7	Upgrade Municipal Building Annex Boiler	27,500					27,500						27,500
	Re-Paint Stevens Hall	68,000	Revisit estimate/s					68,000					68,000
	Abate PO / Ruth Ray Bldg. Asbestos Flooring	24,000	Waiting on estimates.				24,000						24,000
	Replace Stevens Hall Basement Steps	15,000	Waiting on estimates.					15,000					15,000
	Repair or Replace Stevens Hall Elevator	0	Waiting on estimates.					?					0
	Expand & Repave Town Hall Parking Lot	200,000	Waiting on estimates.						200,000				200,000
	Expand & Repave Stevens Hall Parking Lot	75,000	Waiting on estimates.							75,000			75,000
	Subtotal General Government / Admin	475,800	27,851	0	447,949	25,800	71,500	83,000	205,500	80,000	5,000	5,000	475,800
Library													
1	Computer Upgrades (new)	7,600	18	Impact Fees		7,600							7,600
2	2 Handicap Ramps & Walkways (new)	21,100				21,100							21,100
3	Rear Patio - Outdoor Function Area	30,550							30,550				30,550
	Connect to P.O. & Renovate Second Floor	0	FYI Only - Beyond next 7 years.										0
	Subtotal Library	59,250	18	0	59,232	28,700	0	0	30,550	0	0	0	59,250
Public Access Cable TV (PACT)													
1	Equipment Upgrades (new)	45,990	21,400	Comcast		45,990							45,990
	Subtotal PACT	45,990	21,400	0	24,590	45,990	0	0	0	0	0	0	45,990

Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return	
					2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Public Safety													
Police Department													
Cruiser w Outfitting (+3.5%/year)	432,768	42,000	Trade-Ins		55,630	57,577	59,592	61,678	63,837	66,071	68,383	432,768	
Police Protective Equipment	70,000	14,000	Grants		10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000	
Evidence Room Ventilation (new)	6,000	?	Detail Acct.		6,000							6,000	
Body-Worn Cameras (new)	15,445	12,624	Impact Fees			15,445						15,445	
4x4 Pickup Truck (new)	45,000	Waiting on estimate.						45,000				45,000	
Design Plans for New Facility	500,000	Waiting on estimate.					500,000					500,000	
Construction of New Facility	5,500,000	Waiting on estimate.								5,500,000		5,500,000	
Subtotal Police Department	6,569,213	68,624	0	6,500,589	71,630	83,022	569,592	116,678	73,837	5,576,071	78,383	6,569,213	
Fire Department													
Portable (Personal) Radios (2nd 15 of 30)	69,000	15,456	Impact Fees		69,000							69,000	
Personal Protective Equip. (42 - 6 sets / year)	171,605				23,015	23,515	24,015	24,515	25,015	25,515	26,015	171,605	
Expand & Repave Parking Lot	75,000				75,000							75,000	
2003 Engine (#2) Pumper Replacement	250,000					250,000						250,000	
Thermal Imaging Camera	15,000						15,000					15,000	
Mobile Dispatch Terminals	15,000						15,000					15,000	
Firehouse Kitchen Vent Hood & Renovation	25,000	Waiting on estimate.						25,000				25,000	
Gear Extractor	25,000							25,000				25,000	
"Life Pack" Defibrillators (3)	60,000								60,000			60,000	
2009 Engine #1 (Quint) Refurbishing	300,000									300,000		300,000	
Communications Tower	150,000	Waiting on estimate.									150,000	150,000	
Digital Pagers	22,000										22,000	22,000	
2010 Rescue Truck (Rescue 1)	325,000										325000	325,000	
Roof upgrade.	39,940				39,940							39,940	
1989 Forestry Tanker Replacement	0	FYI Only - Beyond next 7 years.										0	
2009 Engine #1 (Quint) Replacement	0											0	
Subtotal Fire Department	1,542,545	15,456	0	1,527,089	206,955	273,515	54,015	74,515	85,015	325,515	523,015	1,542545	
Subtotal Public Safety	8,111,758	84,080	0	8,027,678	278,585	356,537	623,607	191,193	158,852	5,901,586	601,398	8,111,758	

POST-SCORING - Table 10  
Schedule of Capital Improvement Projects and Annualized Costs

Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
					2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Highway Department												

Highway Department Equipment Etc.					Equipment List Reviewed by Road Agent Michael Oleson 9-3-19							
Asphalt Hotbox for Road Patching (new)	35,000				35,000							35,000
Loader-Backhoe	121,240		Update quote.				121,240					121,240
Salt Shed Articulating Loader	165,000		Waiting on quote.					165,000				165,000
Class 8 Plow Truck, Plow & Sander	200,000		Waiting on quote.						200,000			200,000
Highway Shed Fire & Security System	?		Waiting on quote.		?							0
New Highway Office & Garage Design	50,000		Waiting on quote.				50,000					50,000
New Highway Office & Garage Construction	750,000		Waiting on quote.					750,000				750,000
Annual Surveying & Engineering Services	70,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Subtotal - Equipment, Structures, Engineering	1,391,240	0	0	1,391,240	45,000	10,000	181,240	925,000	210,000	10,000	10,000	1,391,240

Add shimming, 1.5" wearing course & shoulder gravel - 10 Year Lifespan - Estimated cost \$150,000 per mile.

Bittersweet Lane	30,000	Priority 1	5,789	Offsite Imp.		30,000						30,000
Cole Road	30,000	Priority 1	69,581	Impact Fees		30,000						30,000
Knowles Mill Road	75,000	Priority 1	103,436	HWY CIP CR		75,000						75,000
Mulberry Lane	40,000	Priority 1		Muni CIP CR	40,000							40,000
Stonebridge Drive	51,000	Priority 1				51,000						51,000
Subtotal - Shim & Wearing Course	175,000	0	178,806	-3,806	40,000	135,000	0	0	0	0	0	175,000

Grind & Repave (no base gravel added or under-drainage work) - 15 Year Lifespan - Estimated cost \$425,000 per mile.

Candia Road	1,700,000	Priority ?					1,700,000					1,700,000
Carkin Street*	42,500	Priority ?						42,500				42,500
Cedar Drive	85,000	Priority ?				85,000						85,000
Donna Street*	127,500	Priority ?							127,500			127,500
Eagle Crest	85,000	Priority ?				85,000						85,000
Edwards Mill Road*	170,000	Priority ?								170,000		170,000
Fremont Road	1,470,500	Priority ?								1,470,500		1,470,500
Harantis Lake Road*	807,500	Priority ?								807,500		807,500
Hills Farm Road	127,500	Priority ?						127,500				127,500
Holman Way	127,500	Priority 1				127,500						127,500
Jennifer Drive	552,500	Priority 2					552,500					552,500
Laurel Hill Road	297,500	Priority ?				297,500						297,500
Meadow Fox Lane	425,000	Priority ?						425,000				425,000
North Pond Road (Candia Road end)	212,500	Priority 1			212,500							212,500
Parker Road	170,000	Priority 1				170,000						170,000
Partridge Lane	212,500	Priority ?									212,500	212,500
Pheasant Run Drive	340,000	Priority ?							340,000			340,000



Quail Hill Road	127,500	Priority ?				127,500						127,500
Rand Drive	467,500	Priority ?				467,500						467,500
Raven Drive	170,000	Priority ?				170,000						170,000
Rod & Gun Club Road	212,500	Priority ?									212,500	212,500
<b>Subtotal - Grind &amp; Repave</b>	<b>6,188,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>212,500</b>	<b>1,530,000</b>	<b>2,252,500</b>	<b>595,000</b>	<b>467,500</b>	<b>2,448,000</b>	<b>425,000</b>	<b>7,930,500</b>

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POST-SCORING - Table 10

Schedule of Capital Improvement Projects and Annualized Costs

Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
					2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Highway Department												

Box Cut & Total Rebuild - 25 Year Lifespan - Estimated cost \$1,250,000 per mile.

Cole Road Box Culvert	450,000	Priority ?								450,000		450,000
Edwards Mill Box Culvert	450,000	Priority ?						450,000				450,000
Halls Village Road*	2,125,000	Priority ?					2,125,000					2,125,000
Halls Village Road Box Culvert	450,000	Priority ?				450,000						450,000
Hansen Road Bridge (Red-Listed 11/16)	750,000	Priority ?									750,000	750,000
Harantis Lake Road Box Culvert	450,000	Priority ?								450,000		450,000
Lane Road	4,125,000	Priority ?							4,125,000			4,125,000
North Pond Road (Rte. 102 end)*	1,375,000	Priority 1	5,417	No. Pond CR	1,375,000							1,375,000
Rod & Gun Club Road Box Culvert	450,000	Priority ?								450,000		450,000
Shattigee Road (re Crowley Woods?)*	687,500	Priority ?						687,500				687,500
<b>Subtotal - Box-Cut &amp; Total Rebuild</b>	<b>11,312,500</b>	<b>0</b>	<b>5,417</b>	<b>11,307,083</b>	<b>1,375,000</b>	<b>450,000</b>	<b>2,125,000</b>	<b>1,137,500</b>	<b>4,125,000</b>	<b>1,350,000</b>	<b>750,000</b>	<b>11,312,500</b>

Annual NH Highway Block Grant (+2.0%/year)	na	1,043,227	na	na	142,147	144,279	146,443	148,640	150,869	153,886	156,964	1,043,227
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<b>Total Highway</b>	<b>19,066,740</b>	<b>1,043,227</b>	<b>184,223</b>	<b>17,839,290</b>	<b>1,672,500</b>	<b>2,125,000</b>	<b>4,558,740</b>	<b>2,657,500</b>	<b>4,802,500</b>	<b>3,808,000</b>	<b>1,185,000</b>	<b>20,809,240</b>
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\* Traffic Impact Fees must be spent in the quadrant of Town they were collected from.

Note: North Pond Road (Rte. 102 end) cost may be reduced by \$400K.

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POST-SCORING - Table 10  
Schedule of Capital Improvement Projects and Annualized Costs

	Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Impact Fees, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
						2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
	Parks, Recreation & Conservation												
	Wason Pond Conservation & Recreation Area		38,230	Impact Fees									
2	Beach Area 20'x40' Pavilion	40,000		IF 5,150		40,000							40,000
7	Ballfields - Two 20'x20' Equipment Sheds	10,000						10,000					10,000
8	Refurbish Playground (new)	50,000						50,000					50,000
10	Ballfields Goals, Field Lining Equipment Etc.	10,000	50	IF 6,404	IF -6,354				10,000				10,000
11	Ballfields - Toilet Facility	50,000								50,000			50,000
	Ballfields - Finish Grading & Reseeding	30,000	37,030	CIP 30,000	IF 10,000	IF -2,970							0
	Ballfields - Benches & Bleachers	10,000	10,000	Impact Fees									0
	Other Recreation Projects												
5	French Ballfields Irrigation (new)	15,000	1,982	IF 15,000	IF -13,018		15,000						15,000
6	Gravel Entrance/Parking Area @ Spring Hill Lane Rd.	10,000							10,000				10,000
	French Ballfields Reconstruction	0	Waiting on estimates.										0
	MPR Netting, Floor Mats, Wall Pads, Water Fountain	10,000	10,000	CIP 10,000	IF -3,743								0
	Total Parks, Recreation & Conservation	235,000	97,292	0	87,708	40,000	15,000	60,000	20,000	50,000	0	0	185,000

Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return	
					2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Chester School District													
Chester Academy													
Technology Computer Leasing (1 ,7, 10, 15, 18, 21, 24)	609,885	49,341	Impact Fees		83,103	83,921	85,596	87,259	88,117	89,876	92,013	609,885	
Sprinkler Tank Interior Epoxy Painting	25,000				25,000							25,000	
AC for Hub Room & SPED Offices	17,675				17,675							17,675	
Cafeteria/Gym Bathroom Refurbishment (new)	45,000				45,000							45,000	
Irrigation of Playground/Softball Field (new)	10,000				10,000							10,000	
Sprinkler Tank Cathodic Protection System	10,000				10,000							10,000	
Cafetorium Tile Upgrade and Replacement	15,000					15,000						15,000	
Upstairs/Middle Sch.Bathroom Refurb. (new)	45,000					45,000						45,000	
Library Carpet Upgrade & Replacement	16,000						16,000					16,000	
Repair, Reseal and Re-Stripe Parking Lot	16,000						16,000					16,000	
Downstairs/Elem. Sch. Bathroom Refurb. (new)	45,000						45,000					45,000	
Playground Equipment (main playground) (new)	25,000						25,000					25,000	
Gym & Cafeteria Re-Roofing	225,000	211,188	Building & Maintenance Fund as of 6/30/19					225,000				225,000	
Hub Room Network Switches	30,000	15,000	Federal Grant?					30,000				30,000	
Replace 2 Boilers	100,000								100,000			100,000	
Main Office Redesign & Safety Upgrades (new)	150,000								150,000			150,000	
Server Room Network Switches	20,000	10,000	Federal Grant?							20,000		20,000	
Re-Shingle Classroom Wing Roof (new)	129,000									129,000		129,000	
Re-Shingle Main Building Roof (new)	140,000										140,000	140,000	
Gym Floor Refurbishing (new)	25,000										25,000	25,000	
Replacement of John Deere Tractor (new)	0	FYI Only - Beyond next 7 years.										0	
Septic Leach Field Replacement (new)	0	FYI Only - Beyond next 7 years.										0	
Emergency Generator Replacement	0	FYI Only - Beyond next 7 years.										0	
SAU Modular Building Replacement	0	FYI Only - Beyond next 7 years.										0	
Subtotal Chester School District	1,698,560	285,529	0	1,413,031	190,778	143,921	187,596	342,259	338,117	238,876	257,013	1,698,560	

**POST-SCORING - Table 10**  
**Schedule of Capital Improvement Projects and Annualized Costs**

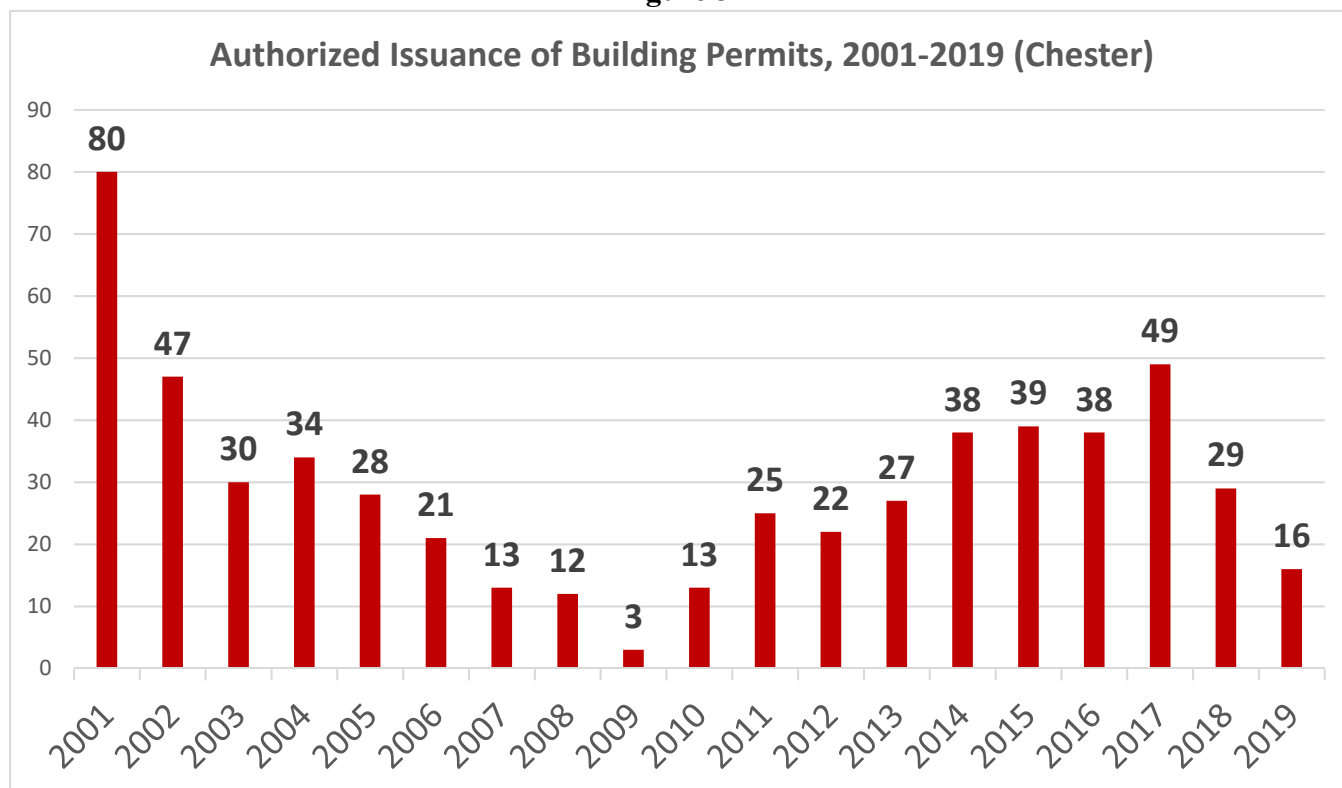
Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return
					2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Subtotal General Government / Admin	475,800	27,851	0	447,949	25,800	71,500	83,000	205,500	80,000	5,000	5,000	475,800
Subtotal Library	59,250	18	0	59,232	28,700	0	0	30,550	0	0	0	59,250
Subtotal Public Safety	8,111,758	84,080	0	8,027,678	278,585	356,537	623,607	191,193	158,852	5,901,586	601,398	8,111,758
Subtotal Highway	19,066,740	1,043,227	184,223	17,839,290	1,672,500	2,125,000	4,558,740	2,657,500	4,125,000	1,350,000	750,000	20,809,240
Subtotal Recreation & Conservation	235,000	97,292	0	87,708	40,000	15,000	60,000	20,000	50,000	0	0	185,000
Expected Starting Municipal CIP Fund Balance for:	FY 2019-20	867,923										
Expected Starting Highway CIP Fund Balance for	FY 2019-20	103,436										
Total Town Capital Costs	27,948,503	2,223,827	184,223	26,461,856	2,045,585	2,568,037	5,325,347	3,104,743	4,413,852	7,256,586	1,356,398	26,641,048
SAU Capital Costs: Local Share												
Subtotal Chester School District	1,698,560	285,529	0	1,413,031	190,778	143,921	187,596	342,259	338,117	238,876	257,013	1,698,560
New Capital Expenditures for Period												
Total Capital Expenditures	27,657,108	2,509,356	184,223	27,874,887	2,236,363	2,711,958	5,512,943	3,447,002	4,751,969	7,495,462	1,613,411	31,339,608
Projected Assessed Valuation												
Net Local Assessed Valuation in 10/2019: \$710,661,328 (Projected at 2.44% annualized rate of growth out to 2026-2027. 2.44% provided by Scott Marsh, CNHA with MRI.)					728,001,464	745,764,700	763,961,359	782,602,016	801,697,505	821,258,924	841,297,642	
Tax Rate Impact of New Debt and Capital Projects (excluding tax relief by existing reserve accounts.)												
Additional tax rate increases required to support all NEW capital projects. (Assumes 2.44% Annual Growth in Taxable Value)	Existing Town 2019 Tax Rate: \$6.69				\$2.81	\$3.44	\$6.97	\$3.97	\$5.51	\$8.84	\$1.61	
	Existing School 2019 Tax Rate: \$12.82				\$0.26	\$0.19	\$0.25	\$0.44	\$0.42	\$0.29	\$0.31	
	Total Increase:				\$3.07	\$3.64	\$7.22	\$4.40	\$5.93	\$9.13	\$1.92	

## Housing Growth Trends

### Home Construction

Between 2011-2019 housing construction in the Town of Chester experienced an increase in housing construction after experiencing a significant decline during the Great Recession of 2007-2009 (see Figure 3 below). As a result, the issuance of residential building permits has risen at a modest rate since 2010; however, new housing construction permits in Chester dipped significantly in 2019.

**Figure 3**



Source: SNHPC

As shown in the following Table 11, during the recession of 2007-2011, the average number of residential building permits issued per year by the Town of Chester averaged 13 a year, with only 3 permits issued in 2009. Between 2012 and 2017, however, the number of residential permits averaged 35 per year (see Table 11). Then during 2018 and 2019, Chester's number of residential permits averaged 22 per year, which is an overall average decrease of ~50% in the issuance of new residential building permits from the previous 6-year period.

Table 12 provides data showing that the Town of Chester experienced the second highest rate of housing growth among adjacent towns (45.23%) since the year 2000. A few of the abutting communities have experienced similar growth rates which suggest the region is again growing. The towns of Fremont at 47.38% and Sandown at 36.24% located outside Chester experienced the highest rates of growth between 2000 and 2017 (see Table 12). Candia and Derry experienced the slowest growth rates; however, these

figures are relative as Derry experienced numerically the largest increase (790) in total housing units compared to Candia (149). Yet, the impact of increased housing units in smaller municipalities such as Chester will be more significant, typically requiring the need for increased tax revenues for municipal services and capital improvements.

Table 11 Dwelling Units Trends 2001-2019																				
Housing Units Authorized vs. Local and Regional Norms																				
Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2009-2019
Chester Building Permits																				
Building Permits	80	47	30	34	28	21	13	12	3	13	25	22	27	38	39	38	49	29	16	299
Chester Growth Assessment																				
4 Year Average of Building Permit Issuance					48	35	28	24	19	12	10	13	16	22	28	32	36	41	39	37
1.25 Percent * 4 Year Average of Building Permit Issuance					60	43	35	30	23	15	13	17	20	27	35	39	44	51.25	48.75	333
Estimated Annual Housing Increase	1327	1407	1454	1484	1518	1546	1567	1580	1592	1595	1608	1633	1655	1682	1720	1758	1807	1836	1852	
Annual Percent Change in Building Permit Issuance	0.00%	-	-36.17%	13.33%	-17.65%	-25.00%	-38.10%	-7.69%	-75.00%	333.33%	92.31%	-12.00%	22.73%	40.74%	2.63%	-2.56%	28.95%	-40.82%	-44.83%	
Annual Percent Growth in Housing Units		3.54%	2.13%	2.34%	1.89%	1.38%	0.84%	0.77%	0.19%	0.82%	1.57%	1.37%	1.65%	2.30%	2.32%	2.21%	2.79%	1.60%	0.87%	
Localized Growth (Normal Growth [NG] or Unusually Rapid Growth [URG])					NG	NG	NG	NG	NG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG	URG
Regional Growth Comparison (Chester's Growth > Abutter's Growth by 1.25 = URG)		URG	URG	URG	URG	URG	NG	URG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG		URG
Abutting Towns Building Permits																				
Auburn	32	29	44	44	0	11	7	6	0	18	27	43	32	38	30	30	35	28	24	305
Candia	33	4	9	3	11	12	20	0	2	8	3	7	8	4	5	4	6	12		59
Derry	40	45	61	48	44	13	89	42	25	24	19	41	74	47	64	67	70	33		464
Fremont	13	19	33	32	27	0	19	14	9	8	27	28	40	26	21	23	7	8		197
Raymond	49	71	35	69	31	23	25	0	5	9	11	3	24	25	25	10	22		45	179
Sandown	61	63	41	37	26	0	30	11	23	37	25	19	18	25	8	13	14	14		196

Regional Growth Assessment																			
Aggregation of Annual Building Permit Issuance of Abutting Towns Annual Average of Aggregated Building Permit Issuance of Abutting Towns Estimated Annual Housing Increase per Region Annual Percent Change in Building Permit Issuance Percent Housing Growth per Region Regional Housing Growth Threshold Determinate (Total Regional Housing Unit Growth * 1.25 %)	228	231	223	233	139	59	190	73	64	104	112	141	196	165	153	147	154	95	1253
	76	77	74	78	46	20	63	24	21	35	37	47	65	55	51	25	26	19	50
	22429	22657	22888	23111	23344	23483	23542	23732	23805	23869	23973	24085	24226	24422	24587	24734	24888	24983	1251
	0.00%	1.32%	-3.46%	4.48%	-40.34%	-57.55%	222.03%	-61.58%	-12.33%	62.50%	7.69%	25.89%	39.01%	-15.82%	-7.27%	-3.92%	4.76%	-38.31%	28.90%
	1.02%	1.03%	0.98%	1.02%	0.60%	0.25%	0.81%	0.31%	0.27%	0.44%	0.47%	0.59%	0.81%	0.68%	0.63%	0.60%	0.62%	0.38%	5.27%
	1.27%	1.27%	1.22%	1.26%	0.74%	0.31%	1.01%	0.38%	0.34%	0.54%	0.58%	0.73%	1.01%	0.84%	0.78%	0.75%	0.78%	0.48%	6.59%



### Growth Management Thresholds;

There are several growth management mechanisms in place in the Town of Chester's Growth Management Ordinance. These growth management mechanisms assist the Planning Board in monitoring and managing the Town's pace of development as authorized by RSA 67:21 and 674:22. As such they are included in this CIP as a means of assisting the Planning Board in tracking the town's growth and need for capital improvements today and in the future.

(Note: At present, the sunset clause in the Town's Growth Management Ordinance has been triggered because the ordinance has not been renewed. This ordinance may be brought forward for a vote for re-adoption at a future Annual Town Meeting, if the rates of growth experienced in the 1980s and 1990s are ever resumed.)

### 13.3 - Maximum Sustainable Growth

The first mechanism is Section 13.3 Maximum Sustainable Rate of Residential Growth which states that the maximum rate of residential growth the Town can annually sustain is a 3% increase in housing stock over the course of a calendar year. Specifically, the maximum annual sustainable rate of growth shall be the highest figure that does ***not exceed a 3.0% increase*** in Chester's housing stock over the current calendar year as of January 1. In addition, this highest figure ***also cannot exceed more than one of the following three measures***:

1. One and a quarter (1.25) times the average growth in housing stock in Chester over the previous four years.

As shown in Table 11, Dwelling Unit Trends 2001-2019, Chester's annual percent growth in housing units in 2019 was **0.87%**. This annual percent growth is under the 3.0% threshold.

2. One and a quarter (1.25) times the percentage increase in the housing stock total for the abutting towns of Auburn, Candia, Raymond, Fremont, Sandown and Derry. The percentage increase in housing stock for abutting towns is calculated as the number of housing units authorized on building permits during the prior year divided by the total dwelling units at the beginning of that year. The total dwelling units at the beginning of the year shall be calculated as the most recent decennial Census housing count of total dwelling units plus the total of units authorized subsequent to the beginning of that decennial year.
3. Growth in housing stock must not threaten to over-tax the Town's ability to provide services and facilities, pursuant to Section 13.3.4 of the Town's Ordinance.

### 13.3.4 - Service and Facility Strain

In addressing Measure #3 above and Section 13.3.4, the Planning Board shall also examine the number of pending Building Permits for additional housing units in existence, and the number of housing units in pending subdivision applications and compare that potential for additional housing units to the maximum sustainable growth rate as determined above. If the Planning Board determines that the sustainable

growth rate as determined above will likely be exceeded in the next twelve-month period because of this potential, the number of Building Permits for such housing units shall be limited to the sustainable growth rate according to the provisions of Sections 13.6 and 13.7. Public Notice of such finding shall be made according to the provisions of Section 13.4.

**TABLE 12: HOUSING GROWTH AMONG CHESTER & ABUTTING TOWNS, 2000-2018**

Growth in Housing Units 2000 – 2019												
Towns	2000 Census Count of Housing Units	2000 Census Plus Total Units Authorized 2001-2005	2010 Census Count of Housing Units	2010-2014 Units Authorized	Housing Stock Beginning of 2015	2018 Estimated Authorized Building Permits	2000-2017 Housing Stock & 2018 Building Permits	2018 Units Authorized as Percent of Stock	2000-2005 HU Growth	2005-2010 HU Growth	2010-2015 HU Growth	2000-2018 HU Growth
Chester	1247	1,466	1596	113	1692	19	1,836	1.03%	17.56%	8.87%	6.02%	47.23%
Abutting Towns												
Auburn	1622	1,771	1814	158	1966	25	2,097	1.19%	9.19%	2.43%	8.38%	29.28%
Candia	1384	1,444	1494	30	1509	10	1,533	0.65%	4.34%	3.46%	1.00%	10.77%
Derry	12735	12,973	13277	205	13393	21	13,525	0.16%	1.87%	2.34%	0.87%	6.20%
Fremont	1201	1,325	1573	129	1702	8	1,770	0.45%	10.32%	18.72%	8.20%	47.38%
Raymond	3710	3,965	4254	72	4351	52	4,453	1.17%	6.87%	7.29%	2.28%	20.03%
Sandown	1777	2,005	2214	123	2337	19	2,421	0.78%	12.83%	10.42%	5.56%	36.24%
Aggregate	22429	23483	24626	717	25258	154	27,635	0.56%	4.70%	4.87%	2.57%	23.21%

Source: NHOSI Current Estimates and Trends in NH Housing Supply, 2019

