

**CAPITAL IMPROVEMENTS
PROGRAM 2021-2028
TOWN OF CHESTER, NEW HAMPSHIRE**

Adopted:

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

I. Introduction

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 2021-2028 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 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 2020. 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

HBCRF – Historic Building Capital Reserve Fund

HCRF - Highway Capital Reserve Fund

MCRF – Municipal Capital Reserve Fund

NPRCRF – North Pond Road Capital Reserve Fund

PACTCFF – Public Access Cable TV Comcast Franchise Fees

PBOSIF – Planning Board Off-Site Improvement Fees

PDSRF – Police Detail Special Revenue Fund

UFB - Undesignated/Unassigned Fund Balance

UMCRF – Unanticipated Maintenance Capital Reserve Fund

VCRF – Vehicle Capital Reserve Fund

Note: “” denotes total capital improvement spending funded by taxation, UFB and CRFs. Does not include the funding of any CRFs.*

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

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

At the 2009 Town Meeting, \$385,563 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 PBOSIF) 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
- - \$5,485 from PACT Franchise Fees for new equipment.

At the 2010 Town Meeting, \$371,594 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);
- \$52,000 for upgrades to the Municipal Complex boiler room; and
- - \$17,485 from PACT Franchise Fees for new equipment.

At the 2011 Town Meeting, \$976,120 in capital improvement-related spending* was approved for:

- \$550,000 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% reimbursed by State grant) for engineering and replacing Fremont Road Bridge; and
- - \$18,120 from PACT Franchise Fees for new equipment.

At the 2012 Town Meeting, \$189,476 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); and
- \$41,650 (\$39,568 from grant) for purchase of extraction equipment for Fire Department;
- - \$7,881 from PACT Franchise Fees for new equipment.

At the 2013 Town Meeting, \$400,631 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; and
- - \$7,881 from PACT Franchise Fees for new equipment.

At the 2014 Town Meeting, \$847,000 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;
- - \$45,000 from PACT Franchise Fees for new equipment.

At the 2015 Town Meeting, \$410,000 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;
- - \$65,000 from PACT Franchise Fees for new equipment.

At the 2016 Town Meeting, \$518,316 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
- - \$14,577 from PACT Franchise Fees for new equipment.

At the 2017 Town Meeting, \$1,167,554 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 PACT Franchise Fees for new equipment.

At the 2018 Town Meeting, \$1,194,863 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; and
- - \$30,000 from the MCRF under Recreation to Grade & Reseed Ballfields;
- - \$40,520 from PACT Franchise Fees for new equipment.

At the 2019 Town Meeting, \$1,685,802 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 (PPE);
- - \$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 PACT Franchise Fees for new equipment.

At the 2020 Town Meeting, \$1,597,495 in capital improvement-related spending* was approved for:

- + \$700,000 to add to the MCRF;
- - \$7,600 from the MCRF under Library for computer upgrades;
- - \$24,590 from the MCRF under Public Access Cable TV for broadcasting equipment upgrades;
- - \$6,000 from the MCRF under Police for Evidence Room Ventilation;
- - \$69,000 from the MCRF under Fire for new Radios;
- - \$16,415 from the MCRF under Fire for new Personal Protective Equipment (PPE);
- - \$35,000 from the MCRF under Highway for an Asphalt Hotbox;
- - \$10,000 from the MCRF for Surveying & Engineering Services;
- - \$600,000 from the MCRF for Road Improvements;
- - \$15,600 from the MCRF for Zero-Turn Gas Lawnmower;
- + \$751,365 (147,614 NH Highway Block Grant & \$600,000 from Taxation) added to the HCRF to fund Road Improvements;
- - \$751,365 from the HCRF to fund Road Improvements;
- \$25,000 for Chester Congregational Church Steeple Repair; and
- + \$100,000 (\$50,000 from UFB & \$50,000 from Taxation) to fund the HBCRF; and
- \$36,925 from PACT Franchise Fees for new equipment.

Note: “” denotes total capital improvement spending funded by taxation, UFB and CRFs. Does not include the funding of any CRFs.*

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

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

The above projects represent ~\$9.66 million in specifically authorized capital improvement spending from direct taxation, bonding, lease purchases, grants, and withdrawals from various CRFs and special

accounts. It does not include the current unspent balances of any of the CRFs (see Table 1 on page 9). 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 period, one of the most important investments made by the Town has been the establishment of multiple 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 November, 2020 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 10/2020	Funds Appropriated (awaiting transfer)	Reimburse to General Fund Year to Date	Pending Requests	Year to Date Int/loss	Available Balance
Chester Fire Department	1991	\$8,165.00	\$0.00	\$0.00	\$0.00	\$88.96	\$8,253.96
Winter Road Maintenance	2007	\$111,065.20	\$0.00	\$9,152.76	\$0.00	\$1,146.88	\$106,059.32
Municipal Complex Improvement	2007	\$2,144.44	\$0.00	\$0.00	\$0.00	\$23.35	\$2,144.44
Equipment & Vehicles	2008	\$1,112.67	\$0.00	\$0.00	\$0.00	\$12.12	\$1,124.79
Mosquito Trapping	2008	\$21,727.53	\$0.00	\$0.00	\$0.00	\$236.71	\$21,964.24
Building Improvement	2008	\$7,710.91	\$0.00	\$0.00	\$0.00	\$84.02	\$7,794.93
Revaluation	2009	\$19,869.07	\$0.00	\$4,850.00	\$0.00	\$195.50	\$15,214.57
North Pond Road	2010	\$5,665.95	\$0.00	\$0.00	\$0.00	\$61.73	\$5,727.68
Bldg./Maintenance/Unanticipated	2012	\$10,230.80	\$0.00	\$0.00	\$0.00	\$111.47	\$10,342.27
CIP Municipal	2013	\$1,174,979.01	\$700,000.00	\$297,685.23	\$0.00	\$14,731.70	\$1,592,025.48
Cemetery Maintenance	2013	\$5,565.14	\$0.00	\$0.00	\$0.00	\$61.42	\$5,717.76
Commemorative Monument	2013	\$11,492.85	\$0.00	\$0.00	\$0.00	\$125.00	\$11,618.05
300th Anniversary	2013	\$27,430.89	\$5,000.00	\$1,043.74	\$0.00	\$289.79	\$31,515.88
CIP Highway	2015	\$214,417.39	\$751,365.00	\$835,762.04	\$0.00	\$3,483.57	\$31,676.94
Master Plan	2019	\$20,113.38	\$20,000.00	\$0.00	\$0.00	\$219.13	\$40,332.51
Historic Building	2020	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$50,000.00
Totals		\$1,644,781.23	\$1,526,365.00	\$1,148,493.77	\$0.00	\$20,871.75	\$2,043,524.21

Source: Town Finance Director, November, 2020

II. Fiscal Analysis

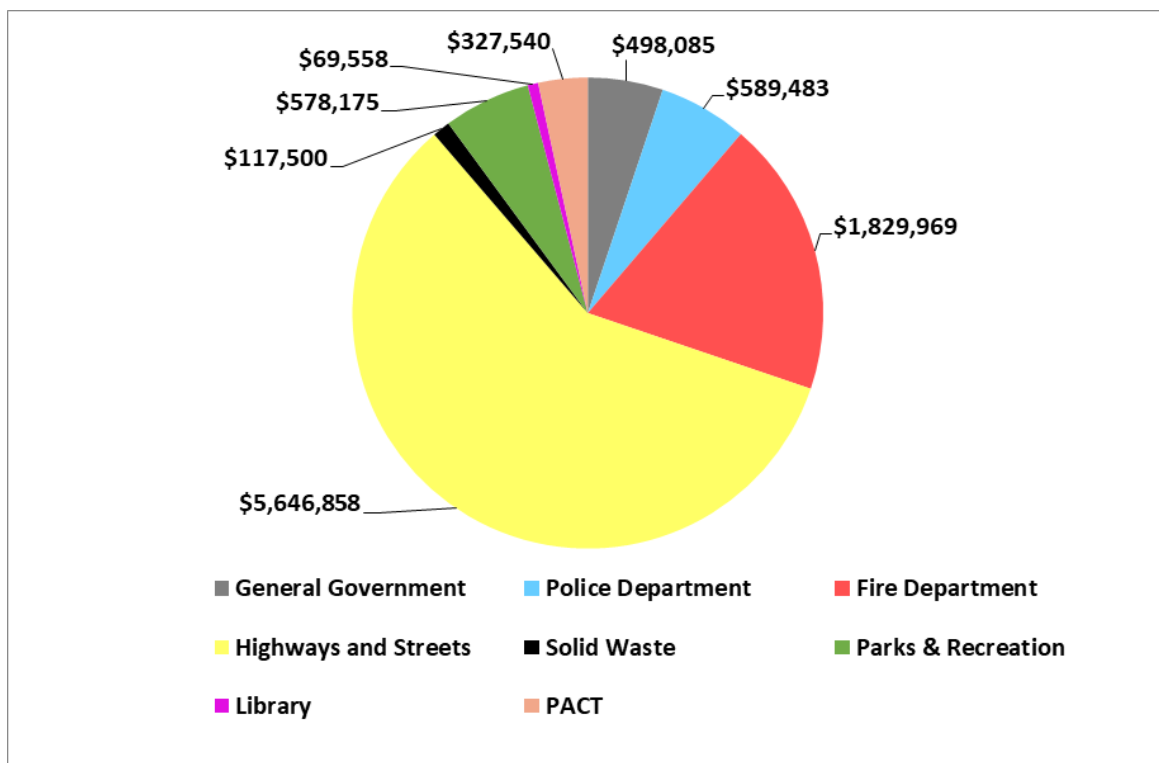
This fiscal analysis considers historical spending patterns for capital improvements by Town Departments between 2009 and 2020 as approved by Town voters at the annual Town meetings. The fiscal analysis also examines existing programmed debt service commitments of the Town and School District during this time, plus the 7-year planning period (2021-2028) of this CIP. Also included is a history of Chester's tax rates and taxable valuation between 1986 and 2020, 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 Twelve Years

The following Table 2 and Figure 1 below provides an twelve-year history (2009-2020) 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 thru 7 of this report. Expenditures for capital projects that may have been funded from within 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 individual Town departments during this period.

Figure 1
2009-2020 Capital Cost Expenditures



Source: Town Reports

TABLE 2
TOWN OF CHESTER
TWELVE-YEAR HISTORY OF CAPITAL IMPROVEMENT EXPENDITURES BY DEPARTMENT
2009-2020

Department	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total 2009 - 2019
Appropriations. to Capital Reserve Accounts	--	\$25,000	\$60,000	\$55,250	\$360,000	\$14,000	\$383,000	\$800,000	\$600,000	\$800,000	\$1,800,000	\$1,551,365	\$6,448,615
General Government	\$90,001	\$52,000	--	\$45,000	--	--	--	\$186,484	\$58,800	\$5,100	\$20,100	\$40,600	\$498,085
Police Department	\$33,000	\$16,500	\$33,000	--	\$40,250	\$52,000	\$52,000	\$48,016	\$70,175	\$161,193	\$77,349	\$6,000	\$589,483
Fire Department	\$239,202	\$7,109	\$550,000	\$41,650	--	--	--	\$129,133	\$524,000	\$98,800	\$154,660	\$85,415	\$1,829,969
Highways and Streets	--	--	\$375,000	\$49,945	\$200,000	\$680,000	--	\$110,000	\$497,044	\$993,504	\$1,345,000	\$1,396,365	\$5,646,858
Solid Waste	--	\$15,000	--	--	\$102,500	--	--	--	--	--	--	--	\$117,500
Parks & Recreation	\$17,875	\$280,000	--	\$45,000	\$50,000	\$15,000	\$93,000	\$37,300	--	\$40,000	--	--	\$578,175
Library	--	--	--	--	--	--	--	--	\$9,958	--	\$52,000	\$7,600	\$69,558
PACT	\$5,485	\$17,485	\$18,120	\$7,881	\$7,881	\$45,000	\$65,000	\$7,383	\$14,577	\$40,520	\$36,693	\$61,515	\$327,540
Totals: (excluding Capital Reserve Account Appropriations)	\$385,563	\$388,094	\$976,120	\$189,476	\$400,631	\$792,000	\$210,000	\$518,316	\$1,174,554	\$1,339,117	\$1,685,802	\$1,597,495	\$9,657,168

Source: Town Reports & Town Meeting Minutes

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

An 8-year history (2013-2020) 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 2013 and 2020 totaled \$2,849,231. Total debt service payments and capital improvement expenditures for the Town during this time totaled \$11,501,109. Total combined debt payments both School and Town amounted to \$4,149,640 (excluding state building aid), and the total School and Town payments and expenditures amounted to \$14,306,759 (excluding state building aid).

TABLE 3: NET TAX-SUPPORTED CAPITAL EXPENDITURES INCLUDING DEBT SERVICE - TOWN & SCHOOL										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012-2020
Town Capital Exp.	\$1,899,476	\$ 400,631	\$ 792,000	\$ 210,000	\$ 518,316	\$1,174,554	\$ 1,339,117	\$ 1,685,802	\$ 1,597,495	\$ 9,617,391
Town Debt Service	\$ 407,254	\$ 402,941	\$ 393,906	\$ 171,159	\$ 127,107	\$ 124,857	\$ 115,050	\$ 89,425	\$ 52,020	\$ 1,883,718
Town Total	\$2,306,730	\$ 803,572	\$1,185,906	\$ 381,159	\$ 645,423	\$1,299,411	\$1,454,167	\$1,775,227	\$1,649,515	\$11,501,109
School Capital Exp.	\$ 88,514	\$ 52,173	\$ 230,382	\$ 12,671	\$ -	\$ -	\$ 22,272	\$ 98,231	\$ 79,066	\$ 583,309
School Debt Service	\$ 366,647	\$ 355,400	\$ 344,150	\$ 328,050	\$ 310,700	\$ 297,075	\$ 263,900	\$ -	\$ -	\$ 2,265,922
School Total	\$ 455,161	\$ 407,573	\$ 574,532	\$ 340,721	\$ 310,700	\$ 297,075	\$ 286,172	\$ 98,231	\$ 79,066	\$ 2,849,231
State Building Aid	\$ 43,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,581
Town & School Total	\$2,761,891	\$1,211,145	\$1,760,438	\$ 721,880	\$ 956,123	\$1,596,486	\$1,740,339	\$1,873,458	\$1,728,581	\$14,350,340

Source: Town Finance and Planning Departments

Bonded Debt Service

Table 4 was used to identify the Town of Chester's and the Chester School District's projected bonded debt for capital improvements. The information was 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, and the Town retired its last bond in 2020. There will not be any payments on debt service starting 2021.

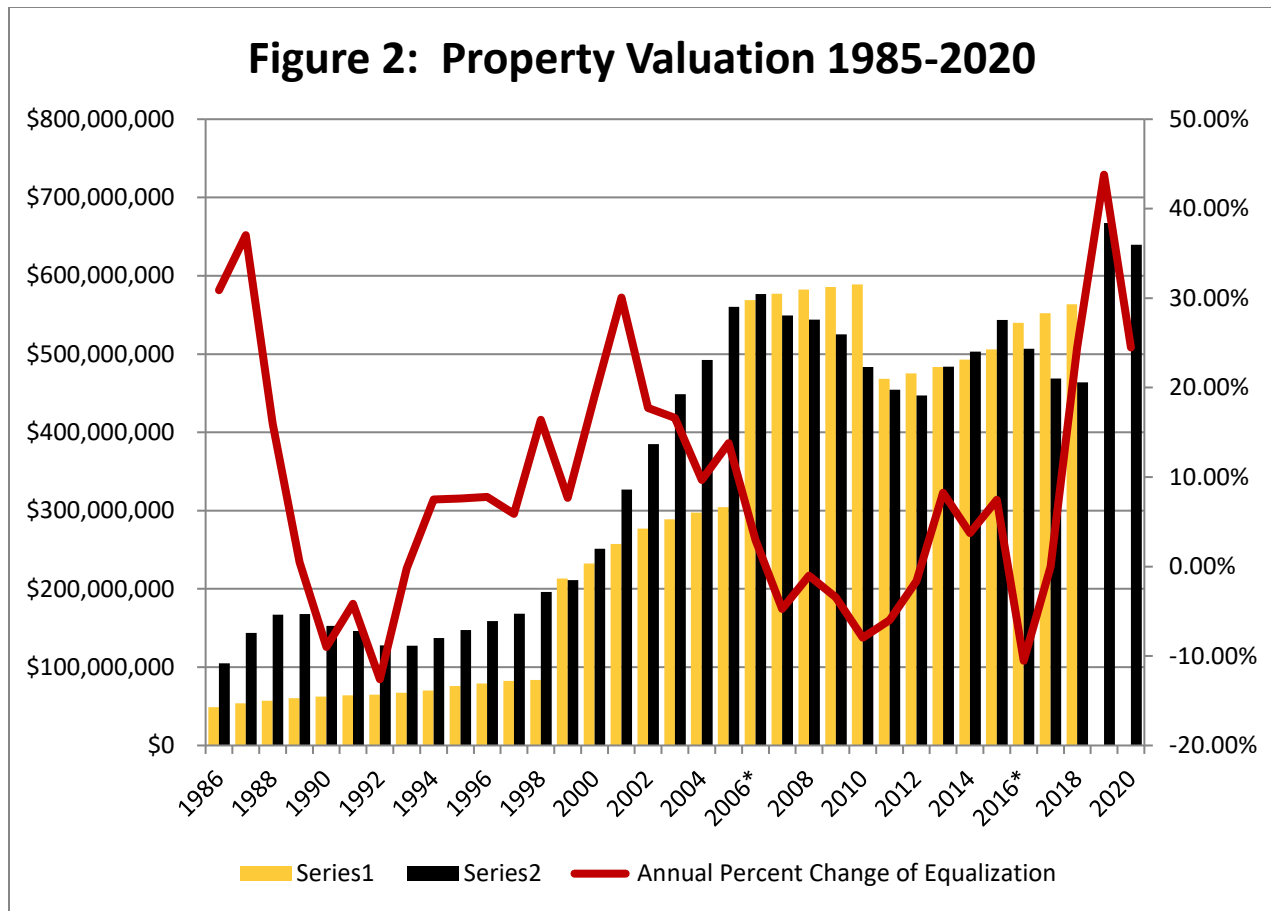
Table 4: Town of Chester Bonded Debt for Capital Improvements 2021-2028			
Fiscal Year Ending June 30			
Requested	2020	2021	Total 2021 to 2028
Quint Fire Truck (2011)			
Principal	\$50,356.81	\$0	\$0
Interest	\$1,662.85	\$0	\$0
Total	\$52,019.66	\$0	\$0
School District Net Bonded Debt			
Principal	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Total	\$0	\$0	\$0
Net Town Cost of Pre-Existing Bonded Debt			
Principal	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Total	\$0	\$0	\$0
Net Town and School District Bonded Debt			
Principal	\$50,356.81	\$0	\$0
Interest	\$1,662.85	\$0	\$0
Total	\$52,019.66	\$0	\$0

Source: Town Reports

History of Town and School Tax Rates and Taxable Valuation

The following Table 5 depicts the long-term history 1986-2020 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 2020. 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.



Source: SNHPC and Town Assessor

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 2020 was \$724,599,790. At the 3% limit, the Town's statutory debt ceiling (subject to some exclusions) in 2020 would be approximately \$21.7 million. The Town made its last debt payment in 2020.

The maximum outstanding debt limitation for the School District is 7% of the Town's total equalized valuation. In 2020, this was approximately \$50.7 million. The School District made its last debt payment in 2018.

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 (2021 -2028)

This section of the CIP identifies the capital project needs of the Town of Chester and the School District for the planning period of 2021-2028. 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 2020, 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 2020.



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 eight full-time officers, including the Chief, and up to ten part-time police officers. We also have one full-time office manager.

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, as Chester's population increases, service may still be available from the County at a cost or on 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, residential 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, offices, 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	2020	#201
Cruiser – Ford Utility	2018	#181
Cruiser – Ford Utility	2017	#172 2016 Cruiser totaled in accident
Cruiser – Ford Utility	2017	#171
4WD Pickup – Ford F-250	2016	#162
Lexus RX-350	2010	#101 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 5,298 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. A work / life balance is critical in all aspects of employment. This is even more important based on the environment police officers are faced with daily. We often deal with things normal society cannot imagine and when they do encounter it, that is usually one of the worst days of their lives. We are, unfortunately, the people that get called during the worst day of most people's lives.

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 / multi-purpose 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 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.

As transparency and accountability are on the forefront of law enforcement the police department needs to provide any information to the public that could create uncertainty. Building this trust with the community is even more paramount with recent events. Our police cruisers have had in cruiser cameras for well over a decade and they have proven to be an integral part of our daily functions. Although the in-cruiser cameras are integral they still leave a certain level of uncertainty. The in-cruiser cameras are fixed mounted with a wireless microphone. The fixed mount tends to provide areas that are not recorded or off cameras. Body worn cameras (BWC) will provide this missing link to the whole picture and provide a clearer understanding of the incident. The BWCs were added to the CIP a couple years ago to provide the transparency the community deserves. The BWCs requested will migrate with our current in-cruiser cameras.

Specific CIP Project Requests Submitted in 2021 in Order of Priority Include:

1. Cruiser with Outfitting
2. Police Protective Equipment
3. Body worn cameras
4. 4X4 pickup truck
5. Portable radios
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

Item	Vehicle Year	Life Expectancy in Years
Structural Tanker	2018	20
Command SUV	2017	7
Utility Pickup	2004	5-7
Gator and Trailer	2007	8
Engine 2 - Pumper	2003	20
Forestry Truck	2017	10
Rescue 1 - Truck	2010	10
Engine 1 - 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:

- Upgrade Fire Station Roof
- 2003 Engine (#2) Pumper Replacement

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

1. Expand & Repave Parking Lot
2. Upgrade Fire Station Roof
3. New Personal Protective Equip. (42 total - 6 sets per year)
4. 2003 Engine 2 - Pumper Replacement
5. Mobile Dispatch Terminals
6. Firehouse Kitchen Vent Hood & Renovation
7. Thermal Imaging Camera
8. Gear Extractor
9. "Life Pack" Defibrillators (3)
10. 2009 Engine 1 - Quint Refurbishing
11. 2010 Rescue 1 – Truck Replacement
12. Communications Tower
13. Digital Pagers
14. 1989 Forestry Truck Replacement
15. 2009 Engine 1 - Quint Replacement

Highway Department: The following description is provided from the Town of Chester 2015 Master Plan, which was updated by the Planning Coordinator in November of 2020.

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

At some point the size of the Town will require shifting the management of the Town's roads from the current operating model of an elected Road Agent, locally rented equipment, and a couple Highway Department employees, to a municipal department of public works (DPW). The Board of Selectmen are expected to make this determination based on the cost effectiveness of the current system versus a DPW.

To evolve into a DPW, the Highway Department will require some significant investments:

1. A new Highway Garage on Dump Road, next to the new salt storage shed, to consolidate their operations within one location. The estimated cost is \$1,100,000.
2. Like other Town departments, the Highway Department will need additional personnel, likely increasing the staff to four (4) full-time employees.
3. Expected required equipment: Articulating Loader for the Salt Shed, a second Class 8 Truck with plow, wing plow and sander, a Loader-Backhoe, an Excavator? The estimated cost is \$600,000 - \$750,000.

Current CIP Project Requests Include:

1. Annual surveying & engineering services (\$10,000).
2. Add shimming, 1.5" wear course & shoulder gravel (10-year lifespan) – see specific roads in Table 10.
3. Grind & Repave (no base gravel added or under-drainage work – 15-year lifespan) – see specific roads in Table 10.
4. 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 six of these ~\$450K culvert projects are listed on Table 10, with an estimated, combined repair cost of \$2.7 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.

In 2020, the Town approved \$1,351,365 for the reconstruction of North Pond Road. At this time, the reconstruction of the east half is substantially completed, except for the guard rails which will be installed next spring.

The Road Agent will be seeking approval for a similar amount in 2021, for the reconstruction of Halls Village Road. It is anticipated this will be the last major reconstruction project for some time. Future work will likely focus on the second category roads (see below), starting in the northeast section of Chester (Rand, Parker, Holman Way, Jennifer Drive, Quail Hill roads etc.).

Road Repair & Reconstruction Categories:

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 \$155K per mile. Currently only five remaining roads are still being carried under this first category, with an estimated, total repair cost of \$244K for ~2.2 miles.

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 \$435K 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-two roads fall under this second category, with an estimated, total repair cost of \$8.3 MM for ~15.1 miles.

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 three roads fall under this third category, with an estimated, total repair cost of \$6.9 MM for ~5.6 miles.

Lastly, Table 10 carries the \$750K cost to repair the Hansen Road Bridge which was “red-listed” by NH DOT in November of 2016. The Town has applied to the State’s Bridge Aid program, however, we have been recently informed that, while NH DOT has retained a copy of the application, the program is fully subscribed through 2028. DOT will be soliciting for new projects in the winter of 2020/21 in advance of the 2023 Ten Year Plan process (for the years 2023 thru 2032). They will notify the Town at that time to resubmit an application to verify that we are still interested in applying to the program. If selected thru the future solicitation process, a project would be programmed for construction funding in 2029, 2030, 2031, or 2032.

In summary, Table 10 lists a combined total of ~\$18.6 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 was 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. StreetScan’s data collection turned out to have greater details and less subjectivity than the RSMS. The Highway Department is now budgeting so StreetScan can update their survey every two years. However, the identified road and culvert repair projects are 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 November of 2020.

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.¹ 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 is certified for 600-person maximum occupancy.



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

¹ 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.

- Community Clothes Closet



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 November of 2020.

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 holds 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. Stevens Hall is certified for a maximum occupancy of 104 persons upstairs and 60 persons downstairs.

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

1. IT Hardware & Software Upgrades.
2. 16-Foot Enclosed Work Trailer to replace the old F-350 pickup.
3. BI/Assessing/PB offices HVAC upgrade.
4. Upgrade Municipal Building Annex Boiler.
5. Wason Pond Well Pump & Water Line.
6. Re-Paint Stevens Hall.
7. Replace Stevens Hall Basement Steps.
8. Repair or Replace Stevens Hall Elevator.
9. Expand & Repave Town Hall Parking Lot.
10. Expand & Repave Stevens Hall Parking Lot.

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 Head of Youth Librarian, one full-time Library Aide and four part-time staff members, and is open 38 hours per week. 2019 was a very busy year at our library. We enrolled 145 new library cardholders, held 235 programs/functions/activities with 3,150 attendees. 10,193 visitors came through our door, and we checked out more than 26,777 items including books, movies, eBooks and magazines.



In the fall of this year, the highly anticipated renovation began. From November through January our building was transformed. It took 75 days to complete this large project and we are proud to say that we only closed two days out of the 75! Since 2006, we have been planning and strategizing the best way to renovate the existing building to be a more efficient and effective space for its users. Dann Batting, our architect, and his staff, 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 and

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.

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. This project was funded by the library's impact fees, 2019's CIP, our Foundation's fund-raising efforts, and one of the library's trust funds, in our effort to minimize the tax impact on residents.

After our building was renovated, our elevator motor went. Because of the age of the elevator, we needed to have a motor built. New Hampshire Elevator did an incredible job finding a company to build us the new motor and installed it through COVID.

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 option for community events. In the wake of Covid-19, this area will be especially important to allow us to provide safe programming while keeping social distancing.

- Outdoor programming/Events
- Outdoor seating/WIFI
- Expands our space, essentially providing an extra room
- Children's Programming/Activities
- Adult 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 2020 in Order of Priority Include:

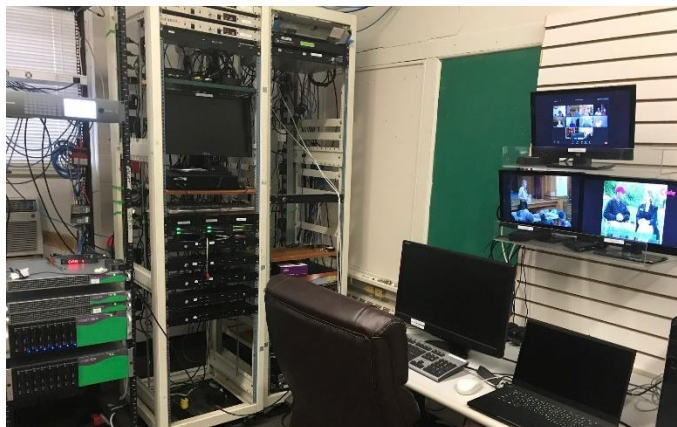
1. Add Rear Patio-Outdoor Function Area, rear cement stair (basement door).

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)

PACT: Chester PACT was established over 30 years ago and since then has seen an overwhelming amount of technological changes and needs. This past year has given us and all a new challenge - the COVID-19 Pandemic has allowed Chester PACT to step up and give the residents of Chester the opportunity to view Government and Committee meetings LIVE via our On Demand service and have the ability to watch a meeting or show anytime.



The station continues to be run by a group of volunteers and still has their Part Time Station coordinator. 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.

Chester PACT is very thankful for the voters of Chester who approved funding thru the CIP to complete our upgrade of the system for our Public and Educational programming. As of this writing we have begun Phase 3 with the purchase two more servers for playback and record for Channels 21 and Channels 22.

Chester PACT is also moving forward with upgrading the equipment of the School system at Chester Academy and its transport system from Chester Academy to the Studio for broadcast on Comcast and on our VOD system. We also will be upgrading the infrastructure in the MPR. And upgrade Center town camera.

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 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.

*Submitted by PACT Committee Chair Bob Grimm on behalf of the Chester PACT Committee.
September 11, 2020*

Parks and 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 Fitness Instructors and 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 the facility usage.

In 1997, the Town acquired Wason Pond as well as the Wason Pond Community Center. In addition to improvements to the physical buildings, 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 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 and community use.

Specific CIP Project Requests in order of Priority:

1. Recreation Area – Pavilion
2. Ballfields – Equipment Sheds
3. Refurbish Playground
4. Ballfields – Goals, Field Lining Equipment
5. Gravel entrance/parking area Spring Hill Farm Lane Road Property
6. Recreation Area – Toilet Facility
7. Fitness Trail (proposed on the Gladys Nichols Trail)

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.

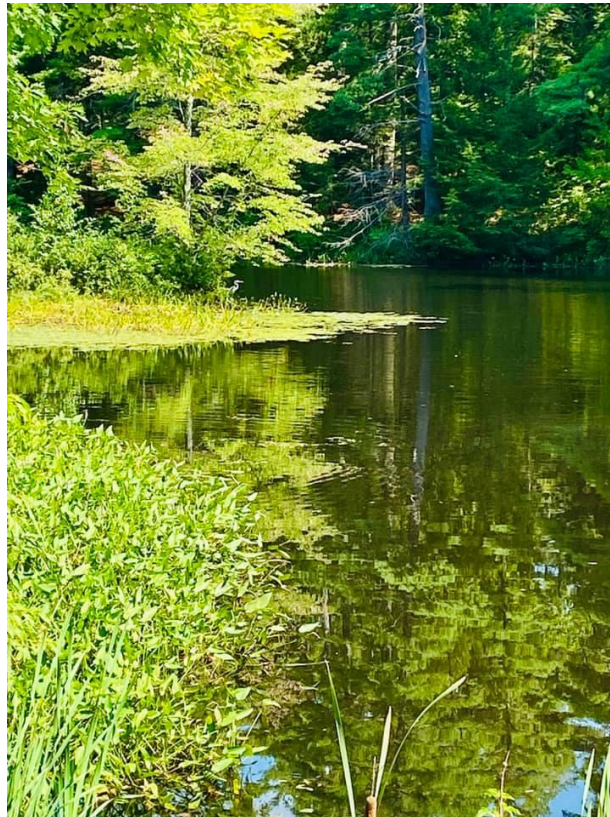


Management Goals

- 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 grove, 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 as 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 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 2006-2020 is provided in Table 7.

Table 7
Chester Academy Enrollment History 2006-2020

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	20/21
Preschool	-	-	-	-	-	-	-	-	-	-	-	-	13	16	14
Kindergarten	-	-	-	-	39	32	35	32	27	42	40	36	45	45	54
1	75	61	64	68	46	55	65	49	44	46	50	50	41	50	45
2	81	70	67	63	71	47	55	40	60	51	46	53	52	44	46
3	78	82	68	65	63	69	50	61	40	62	51	50	55	54	44
4	82	73	82	67	66	62	75	51	66	42	62	51	54	56	46
5	80	81	76	64	69	65	64	81	56	70	46	66	55	57	58
6	91	81	84	75	87	74	70	72	82	59	72	50	69	56	61
7	88	83	81	84	77	90	76	74	67	84	63	71	50	70	52
8	81	91	82	84	83	76	91	80	74	96	86	66	69	54	69
Total	656	622	604	570	601	570	581	540	516	552	516	493	503	502	489

Source: Chester School District Budget: School Enrollment

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

	Academic Year														
Grade	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	19/20
9	99	89	103	92	98	98	84	108	88	79	79	96	76	79	61
10	64	99	78	101	94	91	88	76	100	90	78	79	84	68	77
11	77	64	100	72	90	92	90	92	81	88	81	79	76	85	63
12	96	71	58	88	74	79	76	80	86	72	88	65	71	66	77
Total	336	323	339	353	356	360	338	356	355	329	326	319	307	298	278

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 (25.5%), 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 2020, Chester pupils enrolled at Pinkerton Academy totaled 278. As shown in Table 8, there has been a modest decline of 82 students (22.8%) from the high of 360 students in 2012/2013 to 278 in 2020/2021.

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 started in 1999 and ended in 2018 (20-year bond).



Education represents the largest expenditure of public funds by the Town. For the 2020/21 academic year, the approved school budget was \$12,839,917 of which \$9,039,815 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 2020 in Order of Priority Include:

1. Technology Computer Leases – FY21/22
2. Sprinkler Tank Interior Epoxy Painting – FY21/22
3. Air conditioning for Hub Room and Special Ed./Guidance Offices – FY21/22

4. Sprinkler Tank Cathodic Protection System – FY21/22
5. Gas-Fired Water Heater - Cafeteria & Gym – FY21/22
6. Cafetorium Tile Upgrade and Replacement – FY21/22
7. Technology Computer Leases – FY23/22
8. Cafeteria/Gym Bathroom Refurbishment – FY21/22
9. Walkway Fabric Roof Covering - SAU – Library FY22/23
10. Library Carpet Upgrade and Replacement - FY22/23
11. Repair, Reseal and Re-Stripe Parking Lo - FY22/23
12. Playground Equipment Replacement and Upgrade – FY22/23
13. Technology Computer Leases – FY23/24
14. Bathroom Refurbishment Upstairs/Middle School – FY23/24
15. Bathroom Refurbishment Elementary Downstairs – FY23/24
16. Gym and Cafeteria Re-roofing – FY23/24
17. Hub Room Network Switches – FY23/24
18. Technology Computer Leases – FY24/25
19. Replace 2 Boilers – FY24/25
20. Main Office Redesign & Safety Upgrades – FY24/25
21. Technology Computer Leases – FY25/26
22. Server Room Network Switches– FY25/26
23. Re-Shingle Classroom Wing Roof – FY25/26
24. Technology Computer Leases – FY26/27
25. Re-Shingle Main Building Roof – FY26/27
26. Gym Floor Refurbishing – FY26/27
27. Technology Computer Leases – FY27/28
28. Repair, Reseal and Re-Stripe Parking Lot - FY27/28
29. Replace John Deere Tractor - FY27/28

History of Completed School Projects, 2012-2020

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.

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.

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 - 2021-2028 - 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 28th, 2020. 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.

Printed:						POST-SCORING - Table 10								
1/26/2021 9:42						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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return	
						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28		
General Government / Administration														
1	IT Hardware & Software Upgrades	32,500	1,107,809	Muni CIP CR		12,000	0	5,500	5,000	5,000	5,000	5,000	32,500	
3	16-foot Open Work Trailer	6,500	30,783	Impact Fees		6,500							6,500	
4	BI, Assessing / PB HVAC Upgrade	6,500	Request updated estim.			6,500							6,500	
5	Upgrade Municipal Building Annex Boiler	27,500					27,500						27,500	
6	Wason Pond Well Pump & Water Line (New)	12,000					12,000						12,000	
	Re-Paint Stevens Hall	68,000	100,000	Historic CR			68,000						68,000	
	Repair or Replace Stevens Hall Elevator	32,420					32,420						32,420	
	Replace Stevens Hall Basement Steps	15,000	Waiting on estimates.				15,000						15,000	
	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	475,420	1,238,592		-763,172	25,000	154,920	205,500	80,000	5,000	5,000	5,000	475,420	
Library														
	Rear Patio - Outdoor Function Area	30,550	2,066	Impact Fees				30,550					30,550	
	Connect to P.O. & Renovate Second Floor	0	FYI Only - Beyond next 7 years.										0	
	Subtotal Library	30,550	2,066		28,484	0	0	30,550	0	0	0	0	30,550	
Public Access Cable TV (PACT)														
	Equipment Upgrades	0		Comcast		0							0	
	Subtotal PACT	0	0		0	0	0	0	0	0	0	0	0	

Printed:				POST-SCORING - Table 10									
1/26/2021 9:43				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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Public Safety													
Police Department													
1	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
2	Police Protective Equipment	70,000	14,000	Grants		10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
3	Body-Worn Cameras	16,885	13,006	Impact Fees		16,885							16,885
4	4x4 Pickup Truck	51,000						51,000					51,000
5	Portable Radios (New)	18,777							18,777				18,777
6	Design Plans for New Facility	0	Waiting on estimate.										0
7	Construction of New Facility	0	Waiting on estimate.										0
Subtotal Police Department		589,430	69,006		520,424	82,515	67,577	120,592	90,455	73,837	76,071	78,383	589,430
Fire Department													
1	Expand & Repave Parking Lot	75,000	17,593	Impact Fees		75,000							75,000
2	Roof upgrade.	45,000				45,000							45,000
3	Personal Protective Equip. (42 - 6 sets / year)	175,105				23,515	24,015	24,515	25,015	25,515	26,015	26,515	175,105
4	2003 Engine (#2) Pumper Replacement	701,955					701,955						701,955
5	Mobile Dispatch Terminals	15,000					15,000						15,000
6	Firehouse Kitchen Vent Hood & Renovation	45,000	Waiting on estimate.					45,000					45,000
7	Thermal Imaging Camera	15,000					15,000						15,000
8	Gear Extractor	25,000						25,000					25,000
9	"Life Pack" Defibrillators (3)	60,000							60,000				60,000
10	2009 Engine #1 (Quint) Refurbishing	300,000								300,000			300,000
11	2010 Rescue Truck (Rescue 1) Replacement	325,000									325,000		325,000
12	Communications Tower	150,000	Waiting on estimate.								150,000		150,000
13	Digital Pagers	22,000									22,000		22,000
	1989 Forestry Tanker Replacement	0	FYI Only - Beyond next 7 years.										0
	2009 Engine #1 (Quint) Replacement	0											0
Subtotal Fire Department		1,954,060	17,593		1,936,467	143,515	755,970	94,515	85,015	325,515	523,015	26,515	1,954,060
Subtotal Public Safety		2,543,490	86,599		2,456,891	226,030	823,547	215,107	175,470	399,352	599,086	104,898	2,543,490
Impact Fees as of 11/2/20.													

Printed:				POST-SCORING - Table 10								
1/26/2021 12:46				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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return
					2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Highway Department												
Highway Department Equipment Etc.					Equipment List Reviewed by Road Agent Michael Oleson 9-18-20							
Annual Surveying & Engineering Services	70,000	11,836	Offsite Imp.		10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
	0	8,558	Impact Fees									0
	0	130,020	HWY CIP CR									
Loader-Backhoe	0		Update quote.									0
Salt Shed Articulating Loader	0		Waiting on quote.									0
Class 8 Plow Truck, Plow & Sander	0		Waiting on quote.									0
New Highway Office & Garage Design	0		Waiting on quote.									0
New Highway Office & Garage Construction	0		Waiting on quote.									0
Subtotal - Engineering, Equipment, Structures	70,000	150,414	0	-80,414	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Add shimming and 1.5" wearing course and shoulder gravel - 10 Year Lifespan - Estimated cost \$155,000 per mile.												
Bittersweet Lane	31,000	Priority 1				31,000						31,000
Cole Road	31,000	Priority 1				31,000						31,000
Emerson Road (New)	52,700	Priority 1				52,700						52,700
Knowles Mill Road	77,500	Priority 1				77,500						77,500
Stonebridge Drive	52,700	Priority 1				52,700						52,700
Webster Lane (New)	93,000	Priority 1				93,000						93,000
Subtotal - Shim & Wearing Course	244,900	0	0	244,900	0	244,900	0	0	0	0	0	244,900
Grind & Repave (no base gravel added or under-drainage work) - 15 Year Lifespan - Estimated cost \$435,000 per mile.												
Candia Road	1,740,000	Priority ?					1,740,000					1,740,000
Carkin Street*	43,500	Priority ?						43,500				43,500
Cedar Drive	87,000	Priority ?				87,000						87,000
Deerwood Hollow (New)	174,000	Priority ?						174,000				174,000
Donna Street*	130,500	Priority ?							130,500			130,500
Eagle Crest	87,000	Priority ?				87,000						87,000
Edwards Mill Road*	174,000	Priority ?							174,000			174,000
Fremont Road	1,505,100	Priority ?								1,505,100		1,505,100
Harantis Lake Road*	826,500	Priority ?									826,500	826,500
Hills Farm Road	130,500	Priority ?						130,500				130,500
Holman Way	130,500	Priority 1			130,500							130,500

Printed:				POST-SCORING - Table 10								
1/26/2021 13:41				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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return
					2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Highway Department												
Jennifer Drive	565,500	Priority 1				565,500						565,500
Laurel Hill Road	304,500	Priority ?						304,500				304,500
Meadow Fox Lane	435,000	Priority ?						435,000				435,000
North Pond Road (Candia Road end)	217,500	Priority 1			217,500							217,500
Parker Road	174,000	Priority 1			174,000							174,000
Partridge Lane	217,500	Priority ?									217,500	217,500
Pheasant Run Drive	348,000	Priority ?							348,000			348,000
Quail Hill Road	130,500	Priority 1				130,500						130,500
Rand Drive	478,500	Priority ?			478,500							478,500
Raven Drive	174,000	Priority ?				174,000						174,000
Rod & Gun Club Road	217,500	Priority ?									217,500	217,500
Subtotal - Grind & Repave	8,291,100	0	0	0	1,000,500	1,044,000	1,740,000	1,087,500	652,500	1,505,100	1,261,500	8,291,100
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 near #256 **	450,000	Priority ?				450,000						450,000
Halls Village Road Box Culvert near #162 **	300,000	Priority ?				300,000						300,000
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
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
Subtotal - Box-Cut & Total Rebuild	10,237,500	0	0	10,237,500	0	750,000	2,125,000	1,137,500	4,125,000	1,350,000	750,000	10,237,500
Annual NH Highway Block Grant (+2.0%/year)	na	1,052,430	na	na	151,349	144,279	146,443	148,640	150,869	153,886	156,964	1,052,430
Total Highway	18,843,500	1,202,844	0	17,640,656	1,010,500	2,048,900	3,875,000	2,235,000	4,787,500	2,865,100	2,021,500	18,843,500
* Traffic Impact Fees must be spent in the quadrant of Town they were collected from.					** Could possibly be reduced by \$200,000 depending on DES approval.							
CR = Capital Reserve				Impact Fees as of 11/2/20.								

Printed:				POST-SCORING - Table 10									
1/26/2021 13:42				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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return
						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Parks, Recreation & Conservation													
Wason Pond Conservation & Recreation Area			32,163	Impact Fees									
1	Beach Area 20'x40' Pavilion	40,000					40,000						40,000
2	Ballfields - Two 20'x20' Equipment Sheds	10,000						10,000					10,000
3	Refurbish Playground	50,000						50,000					50,000
4	Ballfields Goals, Field Lining Equipment Etc.	10,000							10,000				10,000
6	Ballfields - Toilet Facility	50,000								50,000			50,000
Other Recreation Projects													
5	Gravel Entrance/Parking Area @ Spring Hill Lane Rd.	10,000							10,000				10,000
7	Fitness Trail (Natural Area)	20,000										20,000	20,000
Total Parks, Recreation & Conservation		190,000	32,163		157,837	0	40,000	60,000	20,000	50,000	0	20,000	190,000

Printed:				POST-SCORING - Table 10									
1/26/2021 13:43				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)	Sources	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7- Year Return
						2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Chester School District - Chester Academy													
1	Technology Computer Leasing (1 ,7, 10, 15, 18, 21, 24)	619,622	54,178	Impact Fees		83,921	85,596	87,259	88,117	89,876	92,013	92,840	619,622
2	Sprinkler Tank Interior Epoxy Painting	25,000				25,000							25,000
3	AC for Hub Room & SPED Offices	24,000				24,000							24,000
4	Sprinkler Tank Cathodic Protection System	10,000				10,000							10,000
5	Gas-Fired Water Heater - Cafeteria & Gym (New)	36,100				36,100							36,100
6	Cafetorium Tile Upgrade and Replacement	15,000				15,000							15,000
8	Cafeteria/Gym Bathroom Refurbishment	45,000				45,000							45,000
9	Walkway Fabric Roof Covering - SAU - Library (New)	5,000					5,000						5,000
10	Library Carpet Upgrade & Replacement	16,000					16,000						16,000
11	Repair, Reseal and Re-Stripe Parking Lot	16,000					16,000						16,000
12	Playground Equipment (main playground)	25,000					25,000						25,000
14	Upstairs/Middle Sch.Bathroom Refurb.	45,000						45,000					45,000
15	Downstairs/Elem. Sch. Bathroom Refurb.	45,000						45,000					45,000
16	Gym & Cafeteria Re-Roofing	225,000	222,738	Building & Maintenance Fund as of 6/30/19				225,000					225,000
17	Hub Room Network Switches	30,000	15,000	Federal Grant?				30,000					30,000
19	Replace 2 Boilers	100,000	20,000	Boiler Repacement Fund					100,000				100,000
20	Main Office Redesign & Safety Upgrades	150,000							150,000				150,000
22	Server Room Network Switches	20,000	10,000	Federal Grant?						20,000			20,000
23	Re-Shingle Classroom Wing Roof	129,000								129,000			129,000
25	Re-Shingle Main Building Roof	140,000									140,000		140,000
26	Gym Floor Refurbishing	25,000									25,000		25,000
28	Repair, Reseal and Re-Stripe Parking Lot (New)	16,000										16,000	16,000
29	Replacement of John Deere Tractor	35,000										35,000	35,000
	Septic Leach Field Replacement	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		1,796,722	321,916		1,474,806	239,021	147,596	432,259	338,117	238,876	257,013	143,840	1,796,722
Impact Fees as of 11/2/20.													

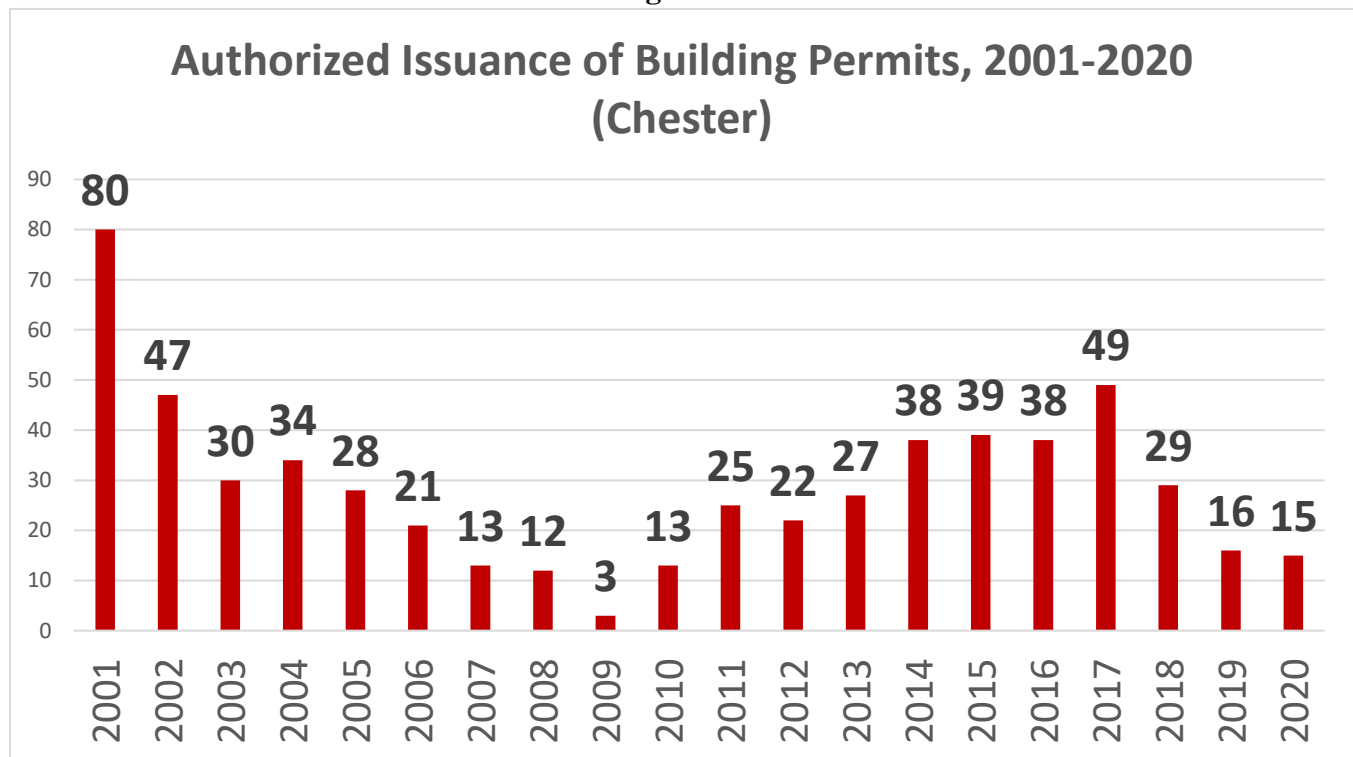
Printed:				POST-SCORING - Table 10								
1/26/2021 13:44				Schedule of Capital Improvement Projects and Annualized Costs								
Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return
					2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Subtotal General Government / Admin	475,420	1,238,592	0	-763,172	25,000	154,920	205,500	80,000	5,000	5,000	5,000	475,420
Subtotal Library	30,550	2,066	0	28,484	0	0	30,550	0	0	0	0	30,550
Subtotal Public Safety	2,543,490	86,599	0	2,456,891	226,030	823,547	215,107	175,470	399,352	599,086	104,898	2,543,490
Subtotal Highway	18,843,500	1,052,430	0	17,640,656	1,010,500	2,048,900	3,875,000	2,235,000	4,125,000	1,350,000	750,000	18,843,500
Subtotal Recreation & Conservation	190,000	32,163	0	157,837	0	40,000	60,000	20,000	50,000	0	20,000	190,000
Expected Starting Municipal CIP Fund Balance for:	FY 2020-21	503,077										
Expected Starting Highway CIP Fund Balance for	FY 2020-21	133,503										
Total Town Capital Costs	22,082,960	3,048,430	0	19,520,697	1,261,530	3,067,367	4,386,157	2,510,470	4,579,352	1,954,086	879,898	22,082,960
SAU Capital Costs: Local Share												
Subtotal Chester School District	1,796,722	321,916	0	1,474,806	239,021	147,596	432,259	338,117	238,876	257,013	143,840	1,796,722
New Capital Expenditures for Period												
Total Capital Expenditures	23,879,682	3,370,346	0	20,995,503	1,500,551	3,214,963	4,818,416	2,848,587	4,818,228	2,211,099	1,023,738	23,879,682
Projected Assessed Valuation												
Net Local Assessed Valuation in 10/2020: \$724,599,790 (Projected at 2.44% annualized rate of growth out to 2027-2028. 2.44% provided by Scott Marsh, CNHA with MRI.)					742,280,025	760,391,657	778,945,214	797,951,477	817,421,493	837,366,578	857,798,322	
Tax Rate Impact of New Debt and Capital Projects (excluding tax relief resulting from existing capital reserve funds.)												
Additional tax rate increases required to support all NEW capital projects.	Existing Town 2020 Tax Rate: \$7.02				\$1.70	\$4.03	\$5.63	\$3.15	\$5.60	\$2.33	\$1.03	
	Existing School 2020 Tax Rate: \$10.72				\$0.32	\$0.19	\$0.55	\$0.42	\$0.29	\$0.31	\$0.17	
(Assumes 2.44% Annual Growth in Taxable Value)	Total Increase:				\$2.02	\$4.23	\$6.19	\$3.57	\$5.89	\$2.64	\$1.19	
	Note: These tax rate impacts do not include the potential reductions from the expenditure of impact fees!											
	Note: These tax rate impacts do not include the potential reductions from the expenditure of capital reserve funds!											
	Note: These tax rate impacts do not reflect the CIP funding already "built into" the tax rate by the previous year's appropriations!											

Housing Growth Trends

Home Construction

Between 2011-2020 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, the number of new housing construction permits in Chester has declined in the past two years.

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. The number of new residential permits has declined in recent years. From 2014 through 2018, Chester's number of residential permits averaged 38 per year. In the last two years, the number of residential permits averaged 15.5 a year.

Table 12 provides data showing that the Town of Chester experienced the second highest rate of housing growth among adjacent towns (48.28%) 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 47.96% and Sandown at 37.08% located outside Chester experienced the highest rates of growth between 2000 and 2019 (see Table 12). Candia and Derry experienced the slowest growth rates; however, these figures are relative as Derry experienced numerically the largest increase (902) in total housing units compared to Candia (160). 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 2001-20120

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	2020	2010-2020
Chester Building Permits																					
Building Permits	80	47	30	34	28	21	13	12	3	13	25	22	27	38	39	38	49	29	16	15	311
Chester Growth Assessment																					
4 Year Average of Building Permit Issuance 1.25 Percent * 4 Year Average of Building Permit Issuance Estimated Annual Housing Increase Annual Percent Change in Building Permit Issuance Annual Percent Growth in Housing Units Localized Growth (Normal Growth [NG] or Unusually Rapid Growth [URG]) Regional Growth Comparison (Chester's Growth > Abutter's Growth by 1.25 = URG)					48	35	28	24	19	12	10	13	16	22	28	32	36	41	39	28	25
					60	43	35	30	23	15	13	17	20	27	35	39	44	51.25	48.75	35	345
	1327	1407	1454	1484	1518	1546	1567	1580	1592	1595	1608	1633	1655	1682	1720	1758	1807	1836	1852	1867	
	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%	-6.25%	
		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%	0.81%	
Abutting Towns Building Permits																					
Auburn	32	29	44	44	0	11	7	6	0	18	27	43	32	38	30	30	35	28	28		309
Candia	33	4	9	3	11	12	20	0	2	8	3	7	8	4	5	4	6	12	9		68
Derry	40	45	61	48	44	13	89	42	25	24	19	41	74	47	64	67	70	33	56		520
Fremont	13	19	33	32	27	0	19	14	9	8	27	28	40	26	21	23	7	8	7		204
Raymond	49	71	35	69	31	23	25	0	5	9	11	3	24	25	25	10	22	52	30		216
Sandown	61	63	41	37	26	0	30	11	23	37	25	19	18	25	8	13	14	19	15		216
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	152	145	1469
	76	77	74	78	46	20	63	24	21	35	37	47	65	55	51	25	26	25	24	38.97
	22429	22657	22888	23111	23344	23483	23542	23732	23805	23869	23973	24085	24226	24422	24587	24734	24888	25040	25185	1316
	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%	-1.30%	-4.61%	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%	0.61%	0.58%	5.51%
	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%	0.76%	0.72%	6.89%

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 2001-2020, Chester's annual percent growth in housing units in 2020 was **0.81%**. 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, 2000-2019

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	2019 Authorized Building Permits	2000- 2018 Housing Stock & 2019 Building Permits	2018 Units Authorized as Percent of Stock	2000- 2005 HU Growth	2005- 2010 HU Growth	2010- 2015 HU Growth	2000- 2019 HU Growth
Chester	1247	1,466	1596	113	1692	16	1,849	0.87%	17.56%	8.87%	6.02%	48.28%
Abutting Towns												
Auburn	1622	1,771	1814	158	1966	28	2,126	1.32%	9.19%	2.43%	8.38%	31.07%
Candia	1384	1,444	1494	30	1509	9	1,542	0.58%	4.34%	3.46%	1.00%	11.42%
Derry	12735	12,973	13277	205	13393	56	13,581	0.41%	1.87%	2.34%	0.87%	6.64%
Fremont	1201	1,325	1573	129	1702	7	1,777	0.39%	10.32%	18.72%	8.20%	47.96%
Raymond	3710	3,965	4254	72	4351	30	4,483	0.67%	6.87%	7.29%	2.28%	20.84%
Sandown	1777	2,005	2214	123	2337	15	2,436	0.62%	12.83%	10.42%	5.56%	37.08%
Aggregate	22429	23483	24626	717	25258	161	27,794	0.58%	4.70%	4.87%	2.57%	23.92%

Source: NHOSI Current Estimates and Trends in NH Housing Supply, 2020