

TOWN OF CHESTER, NEW HAMPSHIRE

CAPITAL IMPROVEMENTS

PROGRAM

2022-2029

Adopted:

April 27, 2016

Updated:

January 11, 2017

February 28, 2018

January 23, 2019

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December 9, 2020

December 15, 2021

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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 2022-2029 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 (2022-2029).
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 2021. 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

FDCRF – Fire Department 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 from Taxation 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 (\$16,500 from Taxation, \$17,500 from CRF, \$5,000 from PBOSIF) to purchase a generator for the Fire Department;
- \$50,000 from Taxation for two generators at the Chester Municipal Complex;
- \$33,000 (\$16,500 from Taxation & \$16,500 from VCRF) for a new police cruiser;
- + \$1 and establishment of Capital Reserve Fund for Building Improvement and Maintenance (BICRF);
- \$10,202 (\$5,101 from Taxation, \$5,101 from a Hunt Foundation Grant) 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, \$388,094 in capital improvement-related spending* was approved for:

- \$280,000 (\$140,000 from the Conservation Fund, \$140,000 from Bonding) 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 from Taxation to establish a capital reserve fund for engineering study to improve North Pond Road and Rt. 102 Intersection (NPRCRF);
- \$52,000 from Taxation 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 from Taxation for improving ballfields at the Wason Pond Conservation & Recreation Area;
- + \$20,250 to be placed in VCRF established in 2008;
- \$45,000 (\$19,987 from Taxation, \$29,958 from a State Grant) for replacing Edwards Mill Dam;
- \$49,945 from Taxation for replacing Fremont Road culvert;
- + \$25,000 for the BICRF;
- + \$10,000 and Establishment of an Unanticipated Maintenance Capital Reserve Fund (UMCRF);
- \$41,650 (\$2,029 from Taxation, \$39,568 from Grant) for purchase of extraction equipment for Fire Department; and
- - \$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 (\$200,000 from Taxation, \$150,000 from the UFB) to establish a Municipal Capital Reserve Fund (MCRF) to fund capital improvement projects in the Town's CIP which includes roads;
- \$200,000 from Taxation to purchase asphalt and improve, repair roads in Chester;
- \$57,000 from Taxation for adding a new roof over the dumpsters at the Transfer Station;
- \$50,000 from Taxation for re-roofing Multi-Purpose Room;
- \$45,500 for lease/purchase of Skid Steer for Transfer Station;
- - \$40,250 (\$20,000 from Taxation, \$20,250 from the 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, \$575,000 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 from the NH Highway Block Grant site work at the salt shed;
- \$85,000 (\$54,761 from the NH Highway Block Grant, \$30,239 from Taxation) and to construct two bays at the salt shed;
- \$42,000 from Taxation to purchase a police vehicle (*Note: Not funded from VCRF*);
- - \$10,000 from the PDSRF to purchase communications equipment for Police Department;
- + \$14,000 into VCRF;
- \$15,000 from Taxation to winterize farmhouse at Spring Hill Farm; and
- - \$8,000 from PACT Franchise Fees for new equipment.

At the 2015 Town Meeting, \$210,000 in capital improvement-related spending* was approved for:

- \$87,000 (\$32,000 from Taxation, \$35,000 from the UFB, and \$20,000 from the MCRF) to renovate and replace MPR floor;
- + \$3,000 from Taxation to add to the UMCRF;
- - \$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 (\$180,000 from Taxation, \$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 from Taxation 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 from Taxation for the Repair of Edwards Mill Dam;
- \$37,300 from Taxation for Building Renovations at Spring Hill Farm;
- - \$36,404 to withdraw from the BICRF to repair the Municipal Complex heating system; and

- - \$7,383 from PACT Franchise Fees for new equipment.

At the 2017 Town Meeting, \$1,054,010 in capital improvement-related spending* was approved for:

- + \$600,000 from Taxation 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 MCRF under Police for Personal Protective Equipment;
- - \$15,000 from the MCRF under Police for a Space-Needs Assessment;
- - \$10,000 from the PDSRF under Police for Communications Equipment;
- - \$5,000 from the PDSRF under Police for Personal Protective Equipment;
- - \$5,000 from the PDSRF under Police for Heavy Duty Road Safety Cones;
- - \$385,000 from the MCRF under Fire for a new Structural Tanker;
- - \$52,500 from the MCRF under Fire for a new Command SUV;
- - \$58,000 from the MCRF under Fire for a new Forestry (F-450) Truck with outfitting;
- - \$10,000 from FDSRF for a thermal imaging camera;
- - \$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; and
- - \$14,577 from PACT Franchise Fees.

At the 2018 Town Meeting, \$1,194,863 in capital improvement-related spending* was approved for:

- + \$800,000 (\$600,000 from Taxation \$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 Woodchipper;
- - \$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; and
- - \$40,520 from PACT Franchise Fees.

At the 2019 Town Meeting, \$1,670,802 in capital improvement-related spending* was approved for:

- + \$600,000 from Taxation to add to the MCRF;
- + \$1,200,000 (\$500,000 from Taxation and \$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;
- + \$7,630 for replenishment of the UMCRF; and
- \$36,693 from PACT Franchise Fees.

At the 2020 Town Meeting, \$1,522,495 in capital improvement-related spending* was approved for:

- + \$700,000 from Taxation 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 (\$151,365 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;
- + \$50,000 (\$50,000 from UFB) to fund the HBCRF; and
- \$36,925 from PACT Franchise Fees.

At the 2021 Town Meeting, \$991,123 in capital improvement-related spending* was approved for:

- + \$400,000 from Taxation to add to the MCRF;
- - \$52,456 from the MCRF under Police for a new Cruiser;
- - \$10,000 from the MCRF under Police for Personal Protective Equipment;
- - \$16,855 from the MCRF under Police for Body Worn Cameras;
- - \$40,203 from the MCRF under Fire for Secondary Access Road to Fire Station;
- - \$45,000 from the MCRF under Fire for Fire Station Roof Upgrade;
- - \$10,000 from the MCRF for Surveying & Engineering Services;
- + \$400,000 from the UDFB to create a FDCRF for Fire Apparatus;
- + \$750,000 (\$144,597 NH Highway Block Grant & \$605,403 from Taxation) added to the HCRF to fund Road Improvements;
- - \$750,000 from the HCRF to fund Road Improvements;
- \$36,925 for PACT from franchise fees: and
- - \$30,609 from the PDSRF for a Side-by-Side OHRV with Accessories, Upfitting, and Trailer.

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 ~\$10,126,492 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. Note that many hundreds of thousands of dollars from budget surpluses have been turned over by the Board of Selectmen to the Road Agent for additional road work. 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 CRFs such as Municipal, Highway, Building Improvement and Maintenance, Historic Buildings; 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 1, 2021 of all the Town’s existing and current Capital Reserve Funds i.e., date established, funds appropriated or returned to the General Fund, interest earned and available balance. This information obtained from the Town Finance Officer is essential in helping budget and fund the capital improvement projects identified in this CIP.

TABLE 1: TOWN OF CHESTER – CAPITAL RESERVE FUNDS							
Capital Reserve Fund	Year Voted	Balance 6/2021	Funds Appropriated (awaiting transfer)	Reimburse to General Fund Year to Date	Pending Requests	Year to Date Int/loss	Available Balance
Chester Fire Department	1991	\$8,393.43	\$0.00	\$0.00	\$0.00	\$73.55	\$8,466.98
Winter Road Maintenance	2007	\$107,851.52	\$0.00	\$2,851.52	\$0.00	\$927.04	\$105,927.04
Municipal Complex Improvement	2007	\$2,204.42	\$0.00	\$0.00	\$0.00	\$19.32	\$2,223.74
Equipment & Vehicles	2008	\$1,143.79	\$0.00	\$0.00	\$0.00	\$10.02	\$1,153.81
Mosquito Trapping	2008	\$22,335.40	\$0.00	\$0.00	\$0.00	\$195.72	\$22,531.12
Building Improvement	2008	\$7,926.67	\$0.00	\$0.00	\$0.00	\$69.46	\$7,996.13
Revaluation	2009	\$15,471.69	\$15,000.00	\$4,850.00	\$0.00	\$135.57	\$30,607.26
Bldg./Maintenance/Unanticipated	2012	\$5,682.08	\$0.00	\$0.00	\$0.00	\$49.79	\$5,731.87
CIP Municipal	2013	\$1,618,927.72	\$400,000.00	\$487,064.16	\$0.00	\$12,693.86	\$1,544,557.42
Village Cem. Expendable Trust	2013	\$5,814.37	\$0.00	\$0.00	\$0.00	\$50.95	\$5,865.32
Commemorative Monument	2013	\$11,814.37	\$0.00	\$0.00	\$0.00	\$103.53	\$11,917.90
300th Anniversary	2013	\$21,769.26	\$5,000.00	\$0.00	\$0.00	\$203.98	\$26,973.24
CIP Highway	2015	\$135,759.89	\$750,000.00	\$0.00	\$0.00	\$3,174.44	\$888,934.19
Master Plan	2019	\$40,954.91	\$15,000.00	\$0.00	\$0.00	\$358.87	\$56,313.78
Historic Building	2020	\$50,697.06	\$0.00	\$19,574.59	\$0.00	\$409.21	\$31,531.68
Fire Department Apparatus	2021	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$400,000.00
Great Hill Cemetery Expansion	2021	\$0.00		\$0.00	\$0.00	\$12.14	\$5,012.14
Totals		\$2,056,746.58	\$1,590,000.00	\$509,490.27	\$0.00	\$18,487.31	\$3,155,743.62

Source: Town Finance Director, September 1, 2021

II. Fiscal Analysis

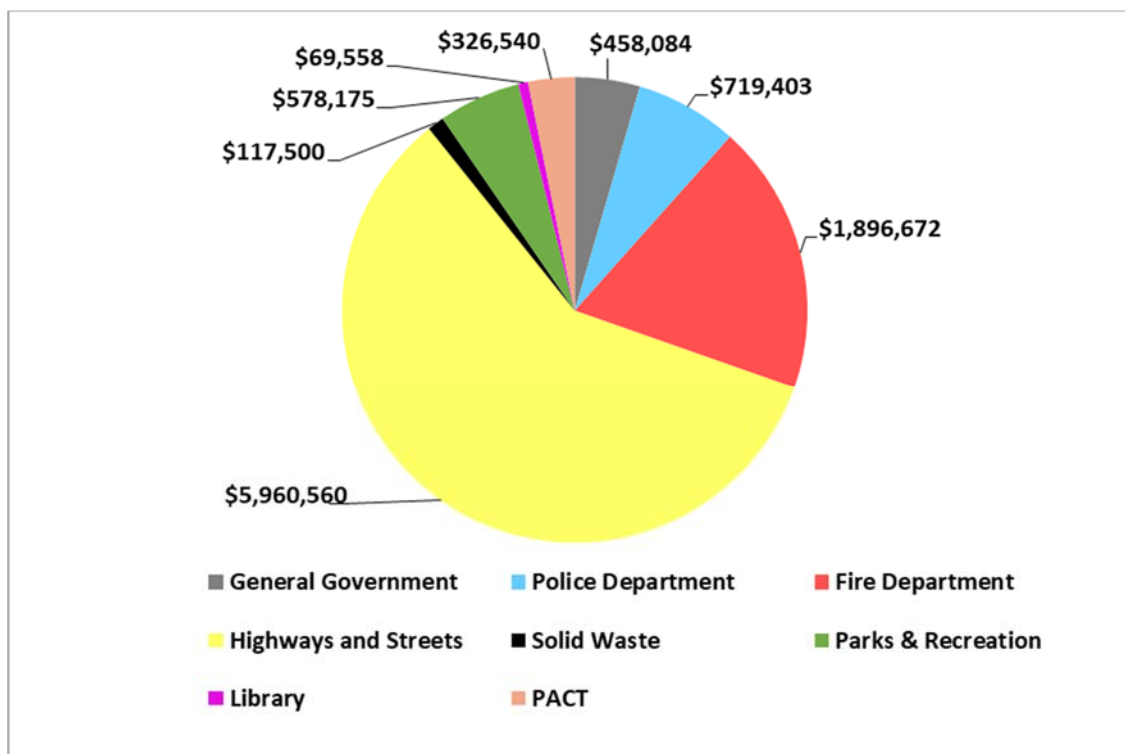
This fiscal analysis considers historical spending patterns for capital improvements by Town Departments between 2009 and 2021 as approved by Town voters at the annual Town meetings. The fiscal analysis also examines existing programmed debt service commitments of the Town and School District during this time, plus the 7-year planning period (2022-2029) of this CIP. Also included is a history of Chester's tax rates and taxable valuation between 1986 and 2021, 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 Thirteen Years

The following Table 2 and Figure 1 below provides a thirteen-year history (2009-2021) 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 8 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
2009-2021 Capital Cost Expenditures



Source: Town Reports & Town Meeting Minutes

TABLE 2
TOWN OF CHESTER
THIRTEEN-YEAR HISTORY OF CAPITAL IMPROVEMENT EXPENDITURES BY DEPARTMENT
2009-2021

Department	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total 2009 - 2019
Appropriations. to Capital Reserve Accounts	\$1	\$41,500	\$33,000	\$55,250	\$360,000	\$484,000	\$503,000	\$937,300	\$739,266	\$944,254	\$1,955,244	\$1,551,365	\$1,550,000	\$9,154,180
General Government	\$90,000	\$52,000	--	\$45,000	--	--	--	\$186,484	\$58,800	\$5,100	\$5,100	\$15,600	--	\$458,084
Police Department	\$33,000	\$16,500	\$33,000	--	\$40,250	\$52,000	\$52,000	\$48,016	\$90,175	\$161,193	\$77,349	\$6,000	\$109,920	\$719,403
Fire Department	\$239,202	\$7,109	\$550,000	\$41,650	--	--	--	\$129,133	\$505,500	\$98,800	\$154,660	\$85,415	\$85,203	\$1,896,672
Highways and Streets	--	--	\$375,000	\$49,945	\$200,000	\$500,000	--	\$110,000	\$375,000	\$849,250	\$1,345,000	\$1,396,365	\$760,000	\$5,960,560
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	\$8,000	\$65,000	\$7,383	\$14,577	\$40,520	\$36,693	\$61,515	\$36,000	\$326,540
Totals: (excluding Capital Reserve Account Appropriations)	\$385,562	\$388,094	\$976,120	\$189,476	\$400,631	\$575,000	\$210,000	\$518,316	\$1,054,010	\$1,194,863	\$1,670,802	\$1,572,495	\$991,123	\$10,126,492

Source: Town Reports & Town Meeting Minutes

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

A 9-year history (2013-2021) 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 2021 totaled \$2,394,070. Total debt service payments and capital improvement expenditures for the Town during this time totaled \$9,663,704. Total combined debt payments both School and Town amounted to \$3,375,739 (excluding state building aid), and the total School and Town payments and capital expenditures amounted to \$11,054,456 (excluding state building aid).

TABLE 3: NET TAX-SUPPORTED CAPITAL EXPENDITURES INCLUDING DEBT SERVICE - TOWN & SCHOOL										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013-2021
Town Capital Exp.	\$ 400,631	\$ 575,000	\$ 210,000	\$ 518,316	\$1,054,010	\$ 1,194,863	\$ 1,670,802	\$ 1,572,495	\$ 991,123	\$ 8,187,240
Town Debt Service	\$ 402,941	\$ 393,906	\$ 171,159	\$ 127,107	\$ 124,857	\$ 115,050	\$ 89,425	\$ 52,020	\$ -	\$ 1,476,464
Town Total	\$ 803,572	\$ 968,906	\$ 381,159	\$ 645,423	\$1,178,867	\$1,309,913	\$1,760,227	\$1,624,515	\$ 991,123	\$ 9,663,704
School Capital Exp.	\$ 52,173	\$ 230,382	\$ 25,342	\$ -	\$ -	\$ 57,000	\$ 103,497	\$ 14,206	\$ 230,859	\$ 713,459
School Debt Service	\$ 355,400	\$ 344,150	\$ 328,050	\$ 310,700	\$ 297,075	\$ 263,900	\$ -	\$ -	\$ -	\$ 1,899,275
School Total	\$ 407,573	\$ 574,532	\$ 353,392	\$ 310,700	\$ 297,075	\$ 320,900	\$ 103,497	\$ 14,206	\$ 230,859	\$ 2,612,734
State Building Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town & School Total	\$1,211,145	\$1,543,438	\$ 734,551	\$ 956,123	\$1,475,942	\$1,630,813	\$1,863,724	\$1,638,721	\$1,221,982	\$11,054,456

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 are no payments on debt service as of 2021.

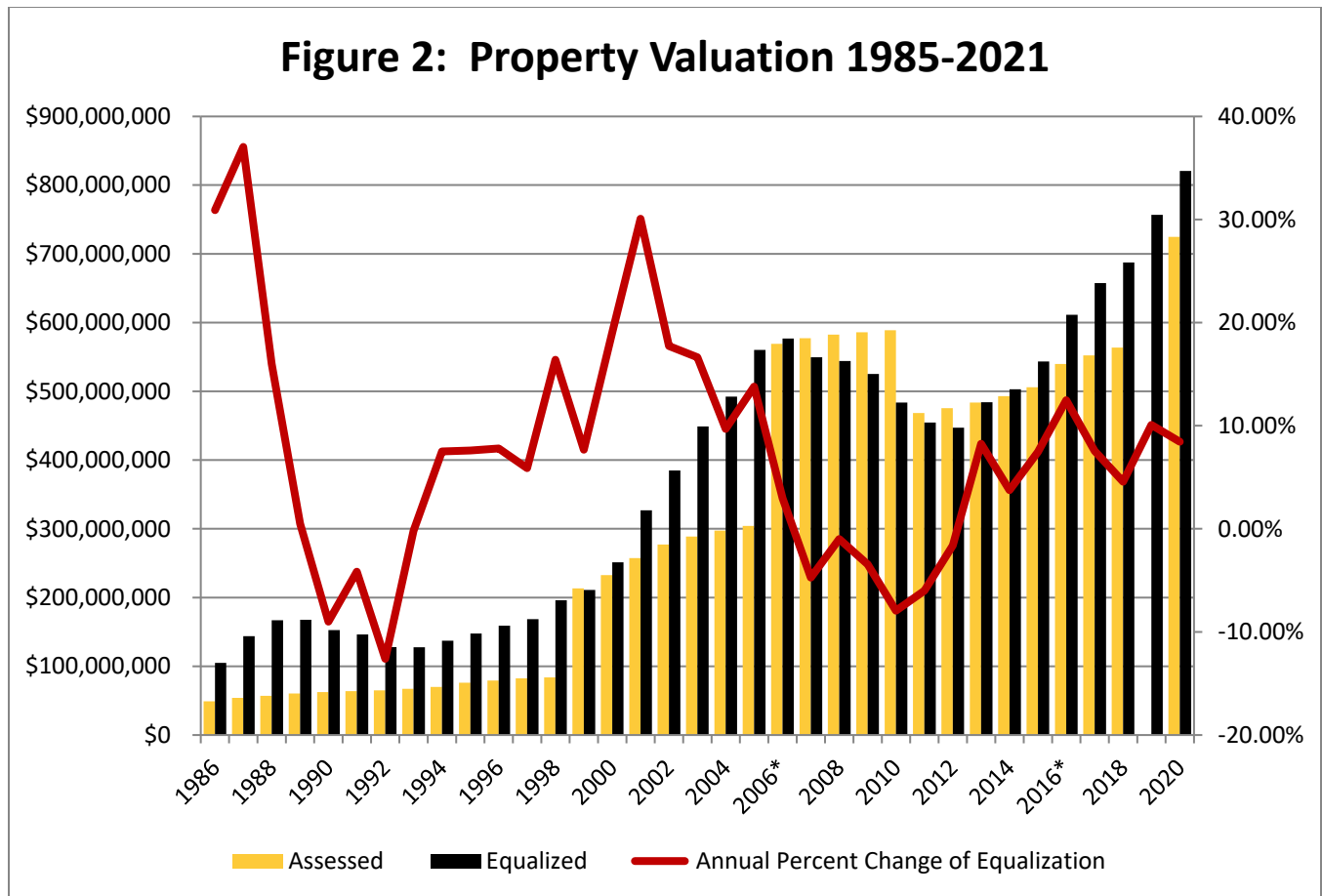
Table 4: Town of Chester Bonded Debt for Capital Improvements 2021-2028			
Fiscal Year Ending June 30			
Requested	2020	2021	Total 2022 to 2029
Quint Fire Truck (2011)			
Principal	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Total	\$0	\$0	\$0
School District Net Bonded Debt			
Principal	\$0	\$0	\$0
Interest	\$0	\$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	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Total	\$0	\$0	\$0

Source: Town Reports

History of Town and School Tax Rates and Taxable Valuation

The following Table 5 depicts the long-term history 1986-2021 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 2021. 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 2021.



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 2021 was \$737,995,574. At the 3% limit, the Town's statutory debt ceiling (subject to some exclusions) in 2021 would be approximately \$17.7 million. The Town made its last debt payment in 2021.

The maximum outstanding debt limitation for the School District is 7% of the Town's total equalized valuation. In 2021, this was approximately \$41.3 million. The School District made its last debt payment in 2018.

TABLE 5: CHESTER TAX RATES AND TAXABLE VALUATION 1986-2021									
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	88%	\$539,771,700	\$611,292,978	12.47%
2017	\$6.30	\$13.73	\$1.02	\$23.41	\$19.66	84%	\$552,234,300	\$657,421,786	7.55%
2018	\$6.87	\$14.03	\$1.09	\$24.25	\$19.89	82%	\$563,710,100	\$687,451,341	4.57%
2019	\$7.11	\$10.89	\$0.87	\$20.80	\$20.80	93.9%	\$710.611,328	\$756,774,577	10.08%
2020	\$7.02	\$10.72	\$1.90	\$20.80	\$20.53	88%	\$724,599,790	\$820,611,314	8.44%
2021	\$6.49	\$11.52	\$0.89	\$20.84	\$20.80	80.0%	\$737,995,574	--	--

*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 (2022 -2029)

This section of the CIP identifies the capital project needs of the Town of Chester and the School District for the planning period of 2022-2029. 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 2021, 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 Police Chief Aaron Berube in October of 2021.



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 performs 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.

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 about 5,300 residents as of 2021 (estimate provided by the NH State Office of Strategic Initiatives and 2020 Census). 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. As law enforcement and community services expands, as should the police department. It is our intention to move toward having two officers on duty 24 hours a day. This will provide enhanced officer safety, as your back up is seconds away instead of minutes from another community. Increased accountability also plays a role in the additional staffing. Officers feel safe and more confident when they can rely on a partner during critical decision-making incidents. 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. Just imagine being the victim of an assault and having the suspect enter the PD lobby while waiting to enter the booking room. We would not want anyone to be revictimized. 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. The BWC program is in process, and we are hoping they will be in service by mid-2022.

Specific Police Department CIP Project Requests Submitted for 2022-25 in Order of Priority Include:

1. Cruiser with Outfitting
2. Police Protective Equipment
3. *4X4 pickup truck moved to FY 2023-24*
4. 5 Mobile Data Terminals
5. Portable Radios

Future Police Department CIP Project Requests Include:

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. In 2021 the building was reroofed. The Chester Fire Department is staffed by 2 full-time certified Fire Fighters, 1 full-time Office Manager and approximately 25 paid-call employees. The 2 full-time employees serve as firefighters, emergency medical technicians and fire inspectors. The full-time Office Manager performs daily administrative duties, issues permits, coordinates and schedules inspections, and handles the budget. The 30 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 (2)	N/A	N/A

Thermal Imagery Cam (2)	N/A	N/A
Gear (40)	N/A	N/A
Air Packs (23)	N/A	N/A
Pagers (40)	N/A	N/A

Source: Chester Fire Department

Future Needs

The Fire Department's most pressing need for the future is the:

- 2003 Engine (#2) Pumper Replacement

Specific CIP Project Requests Submitted for FY 2022-23 in Order of Priority Include:

1. New Personal Protective Equip. (42 total - 6 sets per year)
2. 2003 Engine 2 - Pumper Replacement
3. Mobile Dispatch Terminals
4. "Life Pack" Defibrillators (2)
5. Digital Pagers

Specific CIP Project Requests Submitted for FYs 2023-29 in Order of Priority Include:

6. *project withdrawn*
7. Gear Extractor
8. 2009 Engine 1 - Quint Refurbishing
9. Communications Tower
10. 2010 Rescue 1 – Truck Replacement

Highway Department: The following description is provided from the Town of Chester 2015 Master Plan, which was updated by Town Planner Andrew Hadik with input from Road Agent Michael Oleson in November of 2021.

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 \$650,000 - \$800,000.

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.

In 2021, the Town approved \$750,000 for the completion of North Pond Road, and the reconstruction of Rand, Parker, and Holman Roads.

The Road Agent will be seeking approval for a slightly higher amount in 2022, for the reconstruction of Halls Village Road and the paving or repaving of wearing courses on a number of roads. It is anticipated this will be the last major reconstruction project for some time. Future work will again focus on the second category roads (see below), in the northeast section of Chester; Jennifer Drive, Quail Hill and Great Oak Hill roads, Partridge Lane 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 thirteen roads are listed in this first category, with an estimated, total repair cost of \$1,360,900 for ~8.8 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 roads fall under this second category, with an estimated, total repair cost of \$5,905,000 for ~13.3 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 the last two year’s bids for the reconstruction of East Derry and North Pond roads. Currently two roads fall under this third category, with an estimated, total repair cost of \$4,812,500 MM for ~3.85 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 2021/22 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 ~\$17.8 MM of road, culvert, and bridge improvement projects. These identified road and culvert repair projects are reviewed and reprioritized several times per year by the Road Agent and Town Planner.

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 scheduling StreetScan to update their survey in late 2021 or early 2022. The StreetScan data will be imported into StreetLogix software which will be used to create a long-term maintenance and repair prioritization schedule. This software is an asset management program using AI and GIS that enables municipalities to optimize their road budgets in the most cost-efficient manners.

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 Town Planner Andrew Hadik in November of 2021.



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 Town Planner Andrew Hadik in November of 2021.

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.

From 2018 through 2020 the Town spent ~\$26,450 in maintenance on Stevens Hall. In 2021 the Town spent ~\$19,575 on an architectural evaluation in preparation for major renovations to the Hall.

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 2021 in Order of Priority Include:

1. IT hardware and software upgrades, including the main and backup servers, firewall software upgrades, wireless access point & software upgrades, and a few workstations
2. Security key card readers for certain access & egress points
3. BI/Assessing/PB offices HVAC upgrade
4. Upgrade Municipal Building annex section boiler
5. Repair or replace Stevens Hall Elevator
6. Replace the commercial dishwasher in the commercial kitchen
7. Re-paint Stevens Hall
8. Replace Stevens Hall basement steps
9. Expand & repave Town Hall parking lot
10. Expand & repave Stevens Hall Parking lot

Library: The following description was provided by Library Director Kandace Knowlton in September of 2021.

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.

2020 was a very challenging year for us at our library. We needed to come up with new, innovative ways



to provide services to our patrons when our building was closed. Immediately after closing, we came up with a safe way to offer our materials to patrons through porch pick-up. Our programs and “story times” were held virtually. We came up with new ideas and solutions to access most of our services without stepping foot inside the building. We were able to offer library cards to new Chester residents in an entirely virtual way. Cardholders could access all our databases virtually, including Overdrive, to download eBooks. When we had all the safety measures in place,

we were able to re-open. With our phased opening plan approach which had some restrictions, we have successfully remained opened and have continued to be safe this entire time.

The pandemic has changed the way people are discovering, accessing, and using their public libraries. Libraries are developing mobile Wi-Fi options, creating digital navigator programs to support digital literacy, launching more online programs, and making use of outdoor spaces.

Post-COVID planning is already driving the adaptation of our library spaces. As we have opened our building, we have installed partitions and barriers, moved furniture to allow social distancing, and taken other steps to thwart virus transmission. Covid-19 has made the value of fresh air very apparent. Offering outside spaces increases the usable space and reduces the density of patrons indoors. Outdoor spaces will remain useful for more than preparing for the next pandemic, by allowing patrons to enjoy the natural environment while having access to library amenities.

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/Seniors 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 Submitted in 2021 in Order of Priority Include:

1. 2022/23 - Add Rear Patio-Outdoor Function Area. (*Note: this project has been pushed out to 2023/24 to allow more time for fundraising.*)

Future Needs:

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

Public Access Cable TV (PACT) - The following description was submitted by PACT Committee Chair Bob Grimm on behalf of the Chester PACT Committee on August 21, 2021.

PACT: Chester PACT was established over 30 years ago and since then has seen overwhelming amounts of technological changes and needs. With the completion of Phase 2 and Phase 3 upgrade of our systems the past two years it has positioned PACT to answer the challenge - the COVID-19 Pandemic. Since the pandemic and the transition from in person meetings to ZOOM meetings, PACT has been able to broadcast committee and board meetings live on the Comcast cable system, on our live stream service and have meetings available on our VOD website.



The station continues to be run by a group of volunteers and is looking for a replacement for our 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, thru franchise fees has completed the upgrade of 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. Our next phase will be upgrading the infrastructure in the MPR for meetings. Also on the radar is an upgrade Center town camera and possibility adding a camera at Wason Pond.

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.

Chester PACT is very thankful for the voters of Chester who have approved funding thru the CIP to complete our upgrades, as well as the approval if the use of funds from the franchise fees thru a Town warrant each fiscal year.

Parks and Recreation - The following description was submitted by Recreation Director Corinna Reishus on behalf of the Chester PACT Committee in October of 2021.



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 building, the site hosts the Summer Program, Fishing Derby, Wason Pond Pounder Obstacle Race, and numerous sports and fitness programs. The fields at this site address the need for more ballfield space in Chester. The children of Chester are the largest beneficiaries of the recreation programs. Approximately 400 children, from preschool and kindergarten to grade 12 participate in recreational programs each year.



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 a walking, wildlife observation, hiking, bicycling, cross-country skiing, running and other non-motorized uses.
- To design, maintain and operate the beach and designated non-motorized pond access points in a manner that supports user safety.

Future Needs

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

Specific Recreation CIP Project Requests in 2021 in order of Priority:

1. Wason Pond Well Pump & Water Line
2. *Project removed*
3. Wason Pond Causeway Bridge Engineering Costs
4. Fitness Trail (National Area)
5. Picnic Tables
6. Recreation Area – Pavilion
7. Ballfields – Equipment Sheds
8. Refurbish Playground

9. Ballfields – Goals, Field Lining Equipment
10. Gravel entrance/parking area Spring Hill Farm Lane Road Property
11. Recreation Area – Toilet Facility

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.

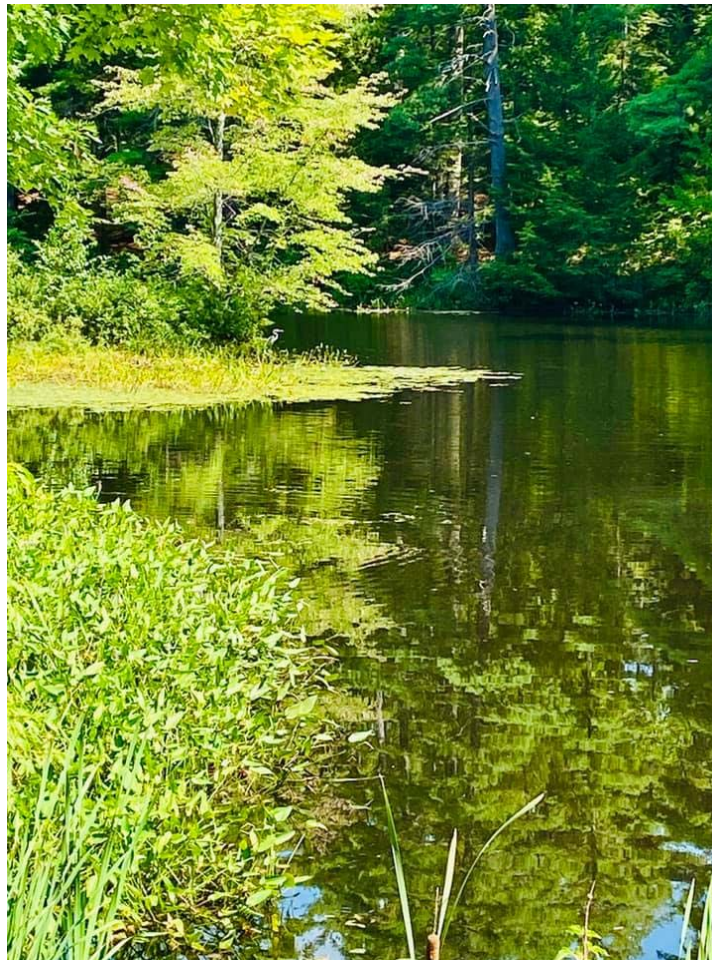
Management Goals

- To 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.



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 2006-2021 is provided in Table 7.

Table 7
Chester Academy Enrollment History 2006-2021

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	21/22	20/21
Preschool	-	-	-	-	-	-	-	-	-	-	-	-	13	16	14	18
Kindergarten	-	-	-	-	39	32	35	32	27	42	40	36	45	45	54	49
1	75	61	64	68	46	55	65	49	44	46	50	50	41	50	45	63
2	81	70	67	63	71	47	55	40	60	51	46	53	52	44	46	45
3	78	82	68	65	63	69	50	61	40	62	51	50	55	54	44	48
4	82	73	82	67	66	62	75	51	66	42	62	51	54	56	46	48
5	80	81	76	64	69	65	64	81	56	70	46	66	55	57	58	48
6	91	81	84	75	87	74	70	72	82	59	72	50	69	56	61	57
7	88	83	81	84	77	90	76	74	67	84	63	71	50	70	52	55
8	81	91	82	84	83	76	91	80	74	96	86	66	69	54	69	56
Total	656	622	604	570	601	570	581	540	516	552	516	493	503	502	489	487

Source: Chester School District Budget: School Enrollment

Table 8
Chester Students Attending Pinkerton Academy, Enrollment History 2006 – 2021

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	21/22
9	99	89	103	92	98	98	84	108	88	79	79	96	76	79	61	71
10	64	99	78	101	94	91	88	76	100	90	78	79	84	68	77	54
11	77	64	100	72	90	92	90	92	81	88	81	79	76	85	63	69
12	96	71	58	88	74	79	76	80	86	72	88	65	71	66	77	54
Total	336	323	339	353	356	360	338	356	355	329	326	319	307	298	278	248

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 (25.8%), 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 November 2021, Chester pupils enrolled at Pinkerton Academy totaled 248. As shown in Table 8, there has been a significant decline of 112 students (31.1%) from the high of 360 students in 2012/2013 to 248 in 2021/2022.

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 2021/22 academic year, the approved school budget was \$13,483,256 of which \$8,617,146 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 Seven-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 costs, and prioritize facility and equipment needs over a five/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 (CIP) is to aid in preserving capital assets of SAU #82 along with maintaining the health and safety of our students and staff. This plan is 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 costs, and prioritize facility and equipment needs over a five to ten-year period. In addition, this information is used to provide the Chester Planning Board with information for the School Impact Fee Program. The updated CIP is due to the Planning Board by September 20, 2021.

There are currently 2 Capital Replacement Fund Accounts designated for the flat roof replacement (gym and cafe) and boiler replacements. We recommend the Board consider an additional fund for shingle roof replacement and HVAC projects.

Chester Academy opened in 1999. The building cost \$5,982,000. The classroom addition was added in 2003 at a cost of \$2,094,321. The Portable SAU building was added in 2009 originally as kindergarten classrooms. It cost \$59,960. The Athletic Storage Shed project was completed in 2016 at a cost of \$5,400. These funds were raised through donations. It was built by NH Correctional Industries in Concord, NH.

The CIP is compiled by the administrative team using one or more of the following:

- Fire Safety Reports
- Annual Building Visual Inspection Reports
- Building Environment Evaluation based on general appearance, cleanliness, acoustics, lighting quality, thermal comfort, air quality and space utilization.
- Town of Chester Health Inspection and Report

- Energy Reports
- Equipment manufacturer service recommendations and life-cycle statistics

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

1. Technology Computer Leases – FY22/23, 23/24, 24/25, 25/26, 26/27, 27/28, 28/29
 2. Replace 50+ Phones – FY22/23
 3. *Project withdrawn.*
 4. Rm 164 & Adjacent Room (server room) Renovation – FY21/22
 5. *Project withdrawn.*
 6. Cafeteria/Gym Bathroom Refurbishment – FY22/23
 7. Upstairs/Middle School Bathroom Refurbishment – FY22/23
 8. Downstairs/Elem. Sch. Bathroom Refurbishment – FY22/23
 9. Main & Nurse Offices Redesign & Safety Upgrades – FY23/24
 10. HVAC Elementary Classrooms - FY23/24
 11. HVAC Rooftop Units Cafeteria and Gym - FY24/25
 12. Gym & Cafeteria Re-Roofing- FY24/25
 13. Replace 2 Heating Boilers – FY24/25
 14. Server Room Network Switches – FY25/26
 15. Hub Room Network Switches – FY25/26
 16. Re-Shingle Classroom Wing Roof (2nd & 7th gr Wing) – FY26/27
 17. Re-Shingle Main Building Roof – FY26/27
 18. Gym Floor Refurbishing – FY26/27
- Note that some projects have been reprioritized or withdrawn after this point.*
25. Exterior Seam Caulking (re-pointing) - FY26/27
 26. Replacement of John Deere Tractor – FY26/27
 21. Emergency Generator Replacement – FY27/28
 22. Upstairs VCT Flooring Replacement – FY27/28
 23. Downstairs VCT Flooring Replacement Project 1– FY27/28
 20. Septic Leach Field Replacement – FY28/29
 24. Downstairs VCT Flooring Replacement Project 2 – FY28/29

Planned Projects - 2021-2022

- Ongoing Inspections and Maintenance - 18,000 gal. Propane Tank: The propane tank requires ongoing inspections. The tank was pressure tested in 2008. The tank was tested again in the summer of 2016 and was tested and inspected during the summer of 2021. Several major repairs are required with quotes of \$30,000 (Should be tested again within a 3 to 5-year period.) The cost of replacing the tank is being investigated.

Planned Projects - 2022-2023

- Computer Lease Agreement: \$85,596
- Copy Machine Lease Agreement: \$12,500 (out to bid Winter 2021/22)
- Update Phones: ≈ \$20,000 A new phone server was installed for the Allworx phones in 2017. The actual phones are now 10 years old and are beginning to show signs of age. The model of phones

we use in classrooms is no longer available from the manufacturer. For safety and training reasons we want all classroom phones to be the same model. This project would involve the replacement of 50+ phones (\$200-\$300 each) and the possible replacement of the server (\$6,000) at the same time. The preliminary cost estimate is \$20,000.

- Renovation of Room 164 (current STEM room) and adjacent server room: \cong \$20,000. The room has concrete half walls that need to be removed to create classroom space.
- Repair, Reseal and Re-Stripe Parking Lot: \cong \$18,000 Repairs completed in FY11 for \$14,000 and completed again in 2018 at a cost of \$14,000. (Included the Basketball Court on Playground) Maintenance will be required on an ongoing basis every 5 years or as needed to maintain integrity of parking areas and bb court. Currently also on the CIP plan for FY28
- Refurbish Bathrooms: Three bathrooms including MS, Elementary, and Gym/Cafe @ \cong \$45,000 each. The bathrooms will be refreshed including paint, replacement sinks w/ battery operated touch free faucets, new countertops, addition of a side panel to cover and hidden plumbing. New stalls made of solid plastic partitions will be installed w/ new overhead braces. New urinal partitions will be installed in the boys bathroom. Mirrors will be replaced. Room shall be painted, and ceiling tiles replaced where necessary. The estimated cost of this project (in today's \$'s) is \$45,000. However, this should be reviewed annually as construction costs are rising.

Planned Projects - 2023-2024

- Computer Lease Agreement: \$87,259
- Copy Machine Lease Agreement: \$15,000
- HVAC Elementary Classrooms: \cong \$120,000
- Chester Academy Office Redesign and Safety Upgrades: The School District has had a preliminary school safety review and is working to address identified safety and security issues. One area that will require major renovation is the entrance area and main offices. It is the plan of the district to work with appropriate professionals (engineer, architect, first responders, etc.) to design and develop a plan to improve school safety. The \$150,000 project cost is a guestimate at this point. The School Board has allocated \$10,000 in the FY21 school budget to begin the planning process. This request will be updated as more information becomes available.

Planned Projects - 2024-2025

- Computer Lease Agreement: \$88,117
- Copy Machine Lease Agreement: \$15,300
- Gym/Cafeteria Flat Roof: Projected date of project (*See Roof inspection done by Melanson Co. in September 2015. They estimate the roofs have another 10-20 years of life. Replacement cost estimated at \$9-12 per sq. ft.*) The roof warranty was active through May of 2019. The flat roofs over the gym and cafeteria are approximately 16,300 square feet in area. This will require an engineering study to assess roof load capability, etc. The possibility of a solar project is also being reviewed for this build out. Estimated Cost: \$225,000 (*To be funded by the Buildings and Grounds Expendable Trust Fund.*)
- HVAC Cafeteria and Gym: \cong \$150,000
- Boiler Replacement: See Yeaton Associates Mechanical Systems report from March 2018. The estimated cost of this project is \$100,00. As the existing boiler plant is nearing end of life, it is recommended that the Academy replace the boiler plant rather than reworking, as the boilers. Estimated equipment cost for two new Cleaver Brooks Clearfire CFC-1500 boilers is approximately \$54,000, excluding labor and piping. New boilers such as these are more efficient and have smaller footprints than the existing plant. The boiler circulation pumps, piping, and circuit setters shall be

removed and replaced with new, properly sized piping, pumps, and flow controls. The new pumps shall be sized as follows:

- P-7 shall be 105 GPM at 20' of head
- P-6 shall be 200 GPM at 20' of head
- Pumps P-1 and P-2 shall be sized for 495 GPM at 55' of head.
- All pumps shall be self-sensing VFD type pumps similar to the Taco SKV or Grundfos Magna.
- The boiler branch piping shall be replaced with 4" and 5" piping and the circuit setters shall be set for 105 GPM and 200 GPM respectively.

The hydronic piping mains shall be replaced with correctly sized piping where required and, in particular, the main piping connecting to the boiler plants shall be 6". Circuit setters shall be installed at all remaining air handling units and balanced to proper flow rates. Once the rework is completed, the entire hydronic system shall be rebalanced to meet the original design flows for the equipment. (To be funded in part by the Boiler Replacement Capital Reserve Fund.)

- Playground Equipment (main playground): Place holder for a possible Chester PTA Playground Proposal and Fundraiser

Planned Projects - 2025-2026

- Computer Lease Agreement: \$89,876
- Copy Machine Lease Agreement: \$15,606
- Network Switch, Hub Room: Projected date of project: Currently, most of the wired ports on the east wing of the building are served by Procurve 1810 switches. We would seek to replace all of these switches with a single chassis/ blade switch similar to the Aruba 5400 or 8200 series. An appropriate configuration today is estimated at \$30,000 (HP 8212zl 92G POE+; +48 1 GB Ports, + redundant PSU, 10 GB uplink). An FY20 configuration is anticipated to include more 10 GB options. *As with all technology infrastructure items, the actual date when an upgrade or replacement is needed will be driven, in part, by advances in technology and changes in industry standards. Costs will likely fluctuate based upon these standards. Therefore, the proposed replacement date for this item should be re-evaluated annually.
- Network Switch, Server Room: Currently most of the wired ports in this room are served by HP Procurve 1810 switches. Due to the smaller number of ports served, the complete replacement of these switches can be delayed for 2-3 years by moving an existing HP Procurve 2920 switch from the Hub room during the FY20 upgrade. Ultimately, the need for 10GbE will drive a need to upgrade/replace. An appropriate configuration today is estimated at \$20,000 (Aruba 8206zl 44G POE+; +48 1 GB Ports, + redundant PSU, 10 GB uplink). An FY22 configuration is anticipated to include more 10 GB options. *As with all technology infrastructure items, the actual date when an upgrade or replacement is needed will be driven, in part, by advances in technology and changes in industry standards. Costs will likely fluctuate based upon these standards. Therefore, the proposed replacement date for this item should be re-evaluated annually.
- Replacement of John Deere Tractor: Projected date of project: The District anticipates the need to replace the current John Deere tractor which was purchased in 2013. Our current model is a #2520 4-wheel drive. The newer series is a 2025r. There is the need for several options including a heater adapter, engine coolant heater, forward lighting, loader, 54-inch quick hitch two stage snow blower attachment and a soft sided cab. This is comparable to what we have now. The anticipated cost is \$35,000.
- Re-caulk/re-point Exterior Building Seams: \cong \$20,000

Planned Projects - 2026-2027

- Computer Lease Agreement: \$92,013
- Copy Machine Lease Agreement: \$15,918
- Re-Shingle Main Building Roof: Projected date of project: FY27 - This project will replace the shingles on the main school building. Estimates are in today's (2019) dollars and have been received from two companies – Melanson and Son and NH Grand Roofing. Projected cost is \$145,000.
- Re-Shingle Classroom Wing Roof: This project will replace the shingles on the classroom wing roof. Estimates are in today's (2019) dollars and have been received from two companies – Melanson and Son and NH Grand Roofing. Projected cost is \$129,000.

Planned Projects - 2027-2028

- Computer Lease Agreement: \$92,840
- Copy Machine Lease Agreement: \$16,236
- Gym Floor Refurbishment: Projected date of project: FY27 - To preserve the beauty of the gymnasium floor and extend its life, we need to have it fully refinished every 10-15 years (depending on how hard it is used and how well it is maintained). The process involves sanding and removing the existing game lines and layers of finish down to the raw wood. Then, the contractors remove scratches, repair cracks, and replace deteriorating wood as needed. Once the repair work is completed, the floor is resurfaced, and a new finish is applied. The floor is refinished with a specialized sanding machine. All sanding dust and grit is removed before applying the seal and finish; Two coats of MFMA-approved seal are applied to the floor (it is screened between each coat); Game lines, logos, and images are painted on the sealed surface; Once the paint is dry, the floor is tacked with a rag once again; and finally, two coats of finish are applied to the refinished gym floor and left to dry. The entire process takes about a week and another week is required for the finish to cure enough for athletic activities. The projected cost in today's dollars is \$25,000.
- Repair, Reseal and Re-Stripe Parking Lot: \cong \$18,000 Repairs completed in FY11 for \$14,000 and completed again in 2018 at a cost of \$14,000. (Included the Basketball Court on Playground) Maintenance will be required on an ongoing basis every 5 years or as needed to maintain integrity of parking areas and bb court.
- Emergency Generator Replacement: Projected date of project: \cong 100,000 We will need to monitor the need to replace the emergency generator. Annual maintenance is being performed and this inspection should inform the projected date of this project.
- VCT Flooring Replacement in Upstairs Hallways and Classrooms and Downstairs Hallways and rooms from Cafe to Maintenance Office: \cong \$55,000

Planned Projects - 2028-2029

- Computer Lease Agreement: \$95,161
- Copy Machine Lease Agreement: \$16,561
- Septic and Leach Field Replacement: Projected date of project: \cong 160,000 We will need to monitor the need to replace the septic and leach field. Annual pumping of tanks is a part of our maintenance plan.
- VCT Flooring Replacement in Downstairs Classrooms: \cong \$30,000

Projects Beyond 2029

- Modular Building Replacement: We will need to monitor the need to replace the Modular Building that is currently being utilized as the SAU office. The temporary nature of the building leads to deterioration over time due to moisture, etc. (Expected life 20-30 years)
- Building Lighting: Significant savings could be realized by updating our building lighting. We are recommending changing the gym lighting from metal halide to LED technology. We also recommend reviewing the possible installation of occupancy sensors in some areas of the building. This has not been submitted as a CIP item yet.
- Cafetorium Tile Replacement: \cong \$15,000
- WiFi Replacement: \cong \$50,000
- Propane Tank Replacement: \cong 150,000

History of Completed School Projects, 2012-2021

Wireless Network Upgrade & Expansion: *Project in progress*

Chester Academy had been performing periodic upgrades and expansion of its wireless network. The system was close to reaching its anticipated life. It was necessary to replace all of the access points along with the controller to ensure compatibility and proper performance. The anticipated cost of this replacement including parts and labor for configuration and tuning was \$35,000 including a controller and 40 dual band “AC” access points similar to the HP 560 series. Technology wireless network upgrades were completed by Gov.Connection, Inc. at a cost of \$15,624 to the district and \$15,624 was covered by Federal e-rate grant funds.

Heating / Cooling Ventilation Units: *Ongoing Project*

Our school building has thirteen heating and ventilation units spread throughout the interior and exterior of the facility. Nine of the units are original to the construction of the building in 1999. Two of the units are in the school addition which was completed in 2002. The three units over the gym and cafeteria were replaced in FY14. Generally, the interior units run for 20 years or more with proper maintenance and replacement parts as needed. During the 2015-16 School Year general maintenance and repairs were conducted on all units. The cost of the project was \$59,540. A three-year maintenance contract was instituted. A new contract will need to be bid for each new cycle.

Adsorptive Arsenic System: *Project Completed FY21*

Due to the State of NH new arsenic requirements caused us to install a new Adsorptive Arsenic Filter System. The system is scheduled to be installed late June 2021 at the cost of \$14,400.

Walkway Fabric Roof Covering - SAU – Library: *Project Completed FY21*

The awning covers the walkway between the library and the SAU building. The vinyl cover was replaced at a cost of \$4,800.

Replace Library Carpet: *Project Completed FY21*

The library carpet replacement required approximately 3,750 square feet of carpet. The estimated cost of this project is \$12,000-\$15,000.

Replace Cafetorium Tile: *Project Completed FY21*

The cafetorium tile replacement required approximately 3,900 square feet of tile. The VCT tiles are 12” x 12” square Armstrong Antique White- imperial texture tiles. The estimated cost of this project was \$11,005. The installation of the VCT tiles was problematic resulting in a discounted cost totaling \$5,502.

AC for Library, Hub Room & SPED Offices: ***Project Completed FY21.***

This project allowed for the use of the existing split system from the library to be moved to the technology hub room. The library received a new condensing unit and three heating and cooling wall units. A split system was added to the Special Services offices and the secretary's area. This total project cost was \$28,879.

iWave Ionic Air Purification System: ***Project Completed FY21***

An iWave ionic air purification system was installed into the existing HVAC 7 system. This system kills airborne mold, viruses, and other pathogens and drastically improves the effectiveness of filtration by causing pollutants to clump together. This system will cover all classrooms and common areas. Total Project cost was \$19,711 using SPSRF funds. It should also be noted that we are now using upgraded filters in our existing HVAC units from MERV 6-8 to MERV 11.

Gas-Fired Hot Water Heater for Cafeteria and Gymnasium Area: ***- Project Completed FY21***

The gas-fired hot water heater was replaced in the Spring of 2021 at a cost of \$28,889. The new system is a LAARS Mighty Therm II automatic circulating tank water heater.

Sprinkler Tank Cathodic Protection System: ***Project Withdrawn FY21***

This item was withdrawn from the CIP. It was determined that because of the type of coating applied to the interior of the tank in the Spring of 2021, the cathodic protection system was no longer necessary.

Sprinkler Tank DuraChem 580 Lining: ***Project Completed FY21***

The District has a fire sprinkler underground water tank that it shares with the Chester Fire Department. An inspection during FY18 identified a need to clean the tank. Upon further inspection it was recommended that the tank interior be sandblasted, with application of stripe coat of epoxy primer to weld seams, then apply two full coats of epoxy. AmTech Coatings was hired to line the tank with 120mils nominal/80 mils minimum of DuraChem 580 High Performance Aromatic Polyurea system (NSF Rated) 100% to the entire tank. The cost of the project was \$23,890.

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.

Technology Firewall Upgrade: ***Project Completed FY20***

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

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

The Kindergarten bathroom addition was completed in August of 2019 by Target New England at a cost of \$38,700. This project was completed in order to allow for 3 full time kindergarten classes for FY20.

SAU Shingle Roof Replacement: ***Project Completed FY19***

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

SAU Accounting/Payroll Software Upgrade: ***Project Completed FY19***

The software upgrade went live in January of 2019 at a cost including professional development of just over \$50,000.

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

The original Stage Curtain was patched and fire-proofed in September of 2016 at a cost of \$2,000. It would have had to be re-fire-proofed in September of 2019. It was therefore determined that it would be beneficial to replace it with a fire-proof curtain that did not require fire-proofing every three years. 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.

Fire Suppression System Water Tank – The Water Tank Inspection: ***Project Completed FY18***

The water tank that serves our fire protection system is past due for service per NFPA 25 chapter 9.2.6.1 which states, the interior of steel tanks without corrosion protection shall be inspected every 3 years, and all other types of tanks shall be inspected every 5 years. During the inspection the interior shall be inspected for signs of pitting, corrosion, spalling, rot and other forms of deterioration including water materials, debris, aquatic growth and local or general failures. There were no records or as built drawings of the size or placement of this underground tank. This tank serves the Fire Department building as well. The inspection identified the need to clean the tank. This was accomplished that same summer.

Roof wall joints: ***Project Completed FY18***

The joints, mainly caulking, were deteriorating and drying out. Small water leaks during heavy weather were starting to develop. Our staff completed patching where needed. Further inspection was required. We had an infrared assessment of the walls and received recommendations on repairs in FY18. This work was then completed. The cost to repair 75 feet of the wall between the cafetorium and the gymnasium was just under \$4,000 and the 90 feet of the outside wall by the playground was \$3,700.

Gym Lighting Switches were Separated: ***Project Completed FY18***

The light switches in the gym were separated in order to allow half of the lamps to be on at any given time. This project cost \$2,000.

Water Well Sediment Separator: ***Project Withdrawn FY17***

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

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.

Loading Dock Canopy Repair/Replacement: ***Project Withdrawn FY15***

This project was withdrawn from CIP. (Facilities Director applied sealant to the area during the Summer of 2015 and there does not seem to be any ongoing concern with this area. It is anticipated that the door will eventually need to be replaced. However, this will be a maintenance item not a CIP item.)

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 were 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 (Fountains): ***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 of all CIP Projects – FYs 2022 through 2029 - 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 December 15th, 2021. 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.

Updated: 17-15-21													
Printed:					POST-SCORING - Table 10								
12/20/2021 11:26					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
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	
Public Safety													
Police Department													
1	Cruiser w Outfitting (+4% per year)	439,434				56,250	58,500	60,548	62,667	64,860	67,130	69,480	439,434
2	Police Protective Equipment	70,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
3	4x4 Pickup Truck	46,906					46,906						46,906
4	5 Mobile Data Terminals (new)	22,625						22,625					22,625
5	Portable Radios	20,192						20,192					20,192
Police Department Impact Fees			19,183	Impact Fees									
Subtotal Police Department		599,157	19,183	-	579,974	66,250	115,406	113,365	72,667	74,860	77,130	79,480	599,157
Fire Department													
1	Personal Protective Equip. (42 - 6 sets / year)	146,300				20,000	20,300	20,600	20,900	21,200	21,500	21,800	146,300
2	2003 Engine (#2) Pumper Replacement	701,955	400,000	Apparat CR			701,955						701,955
3	Mobile Dispatch Terminals	15,000					15,000						15,000
4	"Life Pack" Defibrillators (2)	60,000					60,000						60,000
5	Digital Pagers	22,000					22,000						22,000
7	Gear Extractor	25,000						25,000					25,000
8	2009 Engine #1 (Quint) Refurbishing	300,000	Waiting on estimate.						300,000				300,000
9	Communications Tower	150,000	Waiting on estimate.							150,000			150,000
10	2010 Rescue Truck (Rescue 1) Replacement	325,000	Waiting on estimate.								325,000		325,000
11	1989 Forestry Tanker Replacement	0	FYI Only - Beyond next 7 years.										0
12	2009 Engine #1 (Quint) Replacement	0	FYI Only - Beyond next 7 years.										0
Fire Department Impact Fees			27,569	Impact Fees									
Fire Department Capital Reserve Fund			8,454	CFD CR									
Subtotal Fire Department		1,745,255	436,023	-	1,309,232	20,000	819,255	45,600	320,900	171,200	346,500	21,800	1,745,255
Subtotal Public Safety		2,344,412	455,206	-	1,889,206	86,250	934,661	158,965	393,567	246,060	423,630	101,280	2,344,412
Municipal Capital Reserve Fund			1,368,653	Muni CIP CR									
Impact Fees as of 12/1/21.			Update										

Updated: 12-17-21													
Printed:					POST-SCORING - Table 10								
12/20/2021 11:38					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	
					2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29		
Highway Department													
Highway Department Equipment Etc.					Equipment List Reviewed by Road Agent Michael Oleson 11-12-21								
Annual Surveying & Engineering Services	70,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000	
Class 8 Plow Truck, Plow & Sander	240,000				240,000							240,000	
New Highway Office & Garage Design	0	Waiting on quote.										0	
New Highway Office & Garage Construction	0	Waiting on quote.										0	
Subtotal - Engineering, Equipment, Structures	310,000	0	-	310,000	250,000	10,000	10,000	10,000	10,000	10,000	10,000	310,000	
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	
Candia Road (Villages to Candia Town Line)	310,000	6,019	Offsite Imp.				310,000					310,000	
Cole Road	31,000	Priority 1			31,000							31,000	
Emerson Road	52,700	Priority 1			52,700							52,700	
Fremont Road (Rte. 102 to Towle Rd.)	201,500	Priority 1			201,500							201,500	
Harantis Lake Road (Rte. 121 to Bridle Path)	77,500	Priority 1			77,500							77,500	
Holman Way	46,500	Priority 1			46,500							46,500	
Knowles Mill Road (Candia Rd to 2nd Orcutt)	77,500	Priority 1			77,500							77,500	
North Pond Road	155,000	Priority 1			155,000							155,000	
Parker Road	62,000	Priority 1			62,000							62,000	
Rand Drive	170,500	Priority 1			170,500							170,500	
Stonebridge Drive	52,700	Priority 1			52,700							52,700	
Webster Lane	93,000	Priority 1			93,000							93,000	
Subtotal - Shim & Wearing Course	1,360,900	6,019	-	1,354,881	1,050,900	0	310,000	0	0	0	0	1,360,900	
Grind & Repave (no base gravel added or under-drainage work) - 15 Year Lifespan - Estimated cost \$435,000 per mile.													
Carkin Street	43,500	Priority ?						43,500				43,500	
Cedar Drive	87,000	Priority ?					87,000					87,000	
Deerwood Hollow	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	1,131,000	Priority ?								1,131,000		1,131,000	
Halls Village Road (Webster Lane to Corner)	642,000	Priority 1					642,000					642,000	
Halls Village Road (Corner to Rte. 121)	217,500	Priority 1					217,500					217,500	
Harantis Lake Road (Bridle Path to Cole Rd.)	609,000	Priority ?									609,000	609,000	

Updated: 12-17-21												
Printed:					POST-SCORING - Table 10							
12/20/2021 11:41					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
					2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	
Grind & Repave (no base gravel added or under-drainage work) - 15 Year Lifespan - Estimated cost \$435,000 per mile.												
Hills Farm Road	130,500	Priority ?						130,500				130,500
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
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
Raven Drive	174,000	Priority ?					174,000					174,000
Rod & Gun Club Road	217,500	Priority ?									217,500	217,500
Warfield Road	87,000	Priority ?									87,000	87,000
Subtotal - Grind & Repave	5,905,500	0	-	5,905,500	0	859,500	1,044,000	1,044,000	348,000	1,479,000	1,131,000	5,905,500
Box Cut & Total Rebuild - 25 Year Lifespan - Estimated cost \$1,250,000 per mile.												
Cole Road Box Culvert	580,000	521,734	ARPA		580,000							580,000
Edwards Mill Box Culvert	450,000	Priority 2						450,000				450,000
Halls Village Road Box Culvert near #256	450,000	Priority 1				450,000						450,000
Halls Village Road Box Culvert near #162	300,000	Priority 1				300,000						300,000
Hansen Rd Bridge Engineering (Red-Listed 11/16)	124,000	Priority 1			124,000							124,000
Hansen Rd Bridge Construction (Red-Listed 11/16)	775,000	Priority 1									775,000	775,000
Harantis Lake Road Box Culvert	450,000	Priority 2								450,000		450,000
Lane Road	4,125,000	Priority 3							4,125,000			4,125,000
Rod & Gun Club Road Box Culvert	450,000	Priority 3								450,000		450,000
Shattigee Road (due to Crowley Woods Sub?)	687,500	Priority 3						687,500				687,500
Shepard Home Rd Bridge Engineering (new)	124,000	Priority 1			124,000							124,000
Shepard Home Rd Bridge Construction(new)	750,000	Priority 1									750,000	750,000
Subtotal - Box-Cut & Total Rebuild	9,265,500	521,734	-	8,743,766	828,000	750,000	0	1,137,500	4,125,000	900,000	1,525,000	9,265,500
Highway "Traffic" Impact Fees	-	59,806	Impact Fees	Traffic Impact Fees must be spent in the quadrant of Town they were collected from.								
Highway CIP Capital Reserve Fund	-	142,934	HWY CIP CR									
Annual NH Highway Block Grant (+2.0%/year)	-	1,073,287	NHHwyBG	-	144,370	147,257	150,203	153,207	156,271	159,396	162,584	1,073,287
Total Highway	16,841,900	1,803,780	-	15,038,120	2,128,900	1,619,500	1,364,000	2,191,500	4,483,000	2,389,000	2,666,000	16,841,900
Impact Fees as of 12/1/21.												

Updated: 12-17-21													
Printed:					POST-SCORING - Table 10								
12/20/2021 11:43					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
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	
	Chester School District - Chester Academy												
1	Technology Computer Leasing (1 ,7, 10, 15, 18, 21, 24)	630,862				85,596	87,259	88,117	89,876	92,013	92,840	95,161	630,862
2	Phone Replacement	20,000				20,000							20,000
4	Rm 164 & Adjacent Room (server room) Renovation	60,000				40,000					20,000		60,000
6	Cafeteria/Gym Bathroom Refurbishment	45,000				45,000							45,000
7	Upstairs/Middle Sch.Bathroom Refurbishment	45,000				45,000							45,000
8	Downstairs/Elem. Sch. Bathroom Refurbishment	45,000				45,000							45,000
9	Main & Nurse Offices Redesign & Safety Upgrades	150,000					150,000						150,000
10	HVAC Elementary Classrooms (20) (new)	120,000					120,000						120,000
11	HVAC Rooftop Units Cafeteria and Gym (new)	150,000						150,000					150,000
12	Gym & Cafeteria Re-Roofing	240,000	234,539	Building & Maintenance Fund as of 8/31/21				240,000					240,000
13	Replace 2 Boilers	100,000	43,903	Boiler Repacement Fund				100,000					100,000
14	Server Room Network Switches	20,000	10,000	Federal Grant? (e-rate)					20,000				20,000
15	Hub Room Network Switches	30,000	15,000	Federal Grant? (e-rate)					30,000				30,000
16	Re-Shingle Classroom Wing Roof (2nd & 7th gr Wing)	129,000								129,000			129,000
17	Re-Shingle Main Building Roof	145,000								145,000			145,000
18	Gym Floor Refurbishing	25,000								25,000			25,000
25	Exterior Seam Caulking (re-pointing) (new)	20,000								20,000			20,000
26	Replacement of John Deere Tractor	35,000								35,000			35,000
21	Emergency Generator Replacement	100,000									100,000		100,000
22	Upstairs VCT Flooring Replacement (new)	30,000									30,000		30,000
23	Downstairs VCT Flooring Replacement Proj. 1 (new)	25,000									25,000		25,000
20	Septic Leach Field Replacement	160,000										160,000	160,000
24	Downstairs VCT Flooring Replacement Proj. 2 (new)	30,000										30,000	30,000
	Cafetorium Tile Upgrade and Replacement	0	FYI Only - Beyond next 7 years.										0
	Playground Equipment (in addition to PTA funding)	0	FYI Only - Beyond next 7 years.										0
	Wifi Replacement (new)	0	FYI Only - Beyond next 7 years.										0
	Propane Tank Replacement (new)	0	FYI Only - Beyond next 7 years.										0
	SAU Modular Building Replacement	0	FYI Only - Beyond next 7 years.										0
	School Impact Fees		44,678	Impact Fees									
	Subtotal Chester School District	2,354,862	348,120	-	2,006,742	280,596	357,259	578,117	139,876	446,013	267,840	285,161	2,354,862
	Impact Fees as of 12/1/21.												

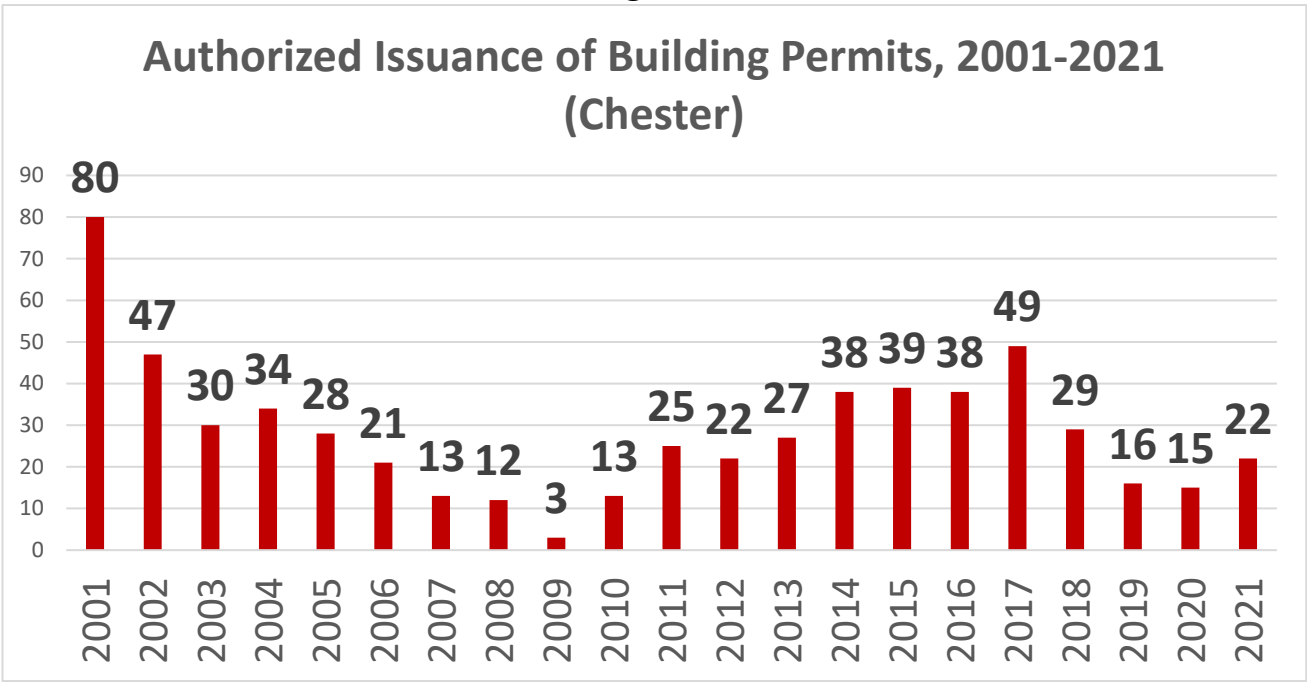
Updated: 12-17-21													
Printed:					POST-SCORING - Table 10								
12/20/2021 11:44					Schedule of Capital Improvement Projects and Annualized Costs								
Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return	
					2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29		
Subtotal General Government / Admin	508,384	76,718	-	431,666	43,484	252,920	109,500	76,000	16,480	5,000	5,000	508,384	
Subtotal Library	18,000	0	-	18,000	0	18,000	0	0	0	0	0	18,000	
Subtotal Public Safety	2,344,412	455,206	-	1,889,206	86,250	934,661	158,965	393,567	246,060	423,630	101,280	2,344,412	
Subtotal Highway	16,841,900	1,803,780	-	15,038,120	2,128,900	1,619,500	1,364,000	2,191,500	4,125,000	900,000	1,525,000	16,841,900	
Subtotal Recreation & Conservation	698,250	72,064	-	626,186	493,250	0	25,000	40,000	70,000	20,000	50,000	698,250	
Total Town Capital Costs	20,410,946	2,407,768	-	18,003,177	2,751,884	2,825,081	1,657,465	2,701,067	4,457,540	1,348,630	1,681,280	20,410,946	
Municipal Capital Reserve Fund	na	1,368,653	-	-	-	-	-	-	-	-	-	-	
Total Town Capital Costs	20,410,946	3,776,421	-	16,634,524	/ 7 = Ave.	2,376,361 / Year							
SAU Capital Costs: Local Share													
Subtotal Chester School District	2,354,862	348,120	-	2,006,742	280,596	357,259	578,117	139,876	446,013	267,840	285,161	2,354,862	
New Capital Expenditures for Period													
Total Capital Expenditures	22,765,808	4,124,541	-	18,641,266	3,032,480	3,182,340	2,235,582	2,840,943	4,903,553	1,616,470	1,966,441	22,765,808	
Projected Assessed Valuation													
Net Local Assessed Valuation in 10/2021: \$737,995,574 (Projected at 2.44% annualized rate of growth out to 2028-2029. 2.44% provided by Scott Marsh, CNHA with MRI.)					756,002,666	774,449,131	793,345,690	812,703,325	832,533,286	852,847,098	873,656,567		
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 2021 Tax Rate: \$6.49				\$3.64	\$3.65	\$2.09	\$3.32	\$5.35	\$1.58	\$1.92		
	Existing School 2021 Tax Rate: \$11.52				\$0.37	\$0.46	\$0.73	\$0.17	\$0.54	\$0.31	\$0.33		
(Assumes 2.44% Annual Growth in Taxable Value)	Total Increase:				\$4.01	\$4.11	\$2.82	\$3.50	\$5.89	\$1.90	\$2.25		
	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 2011-2021 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 20 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.

<div> <div>Table 11 Dwelling Units Trends 2001-2021</div> <div>Housing Units Authorized vs. Local and Regional Norms</div> </div>																						
Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2011-2021
	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	22	320
	Chester Growth Assessment																					
4 Year Average of Building Permit Issuance					48	35	28	24	19	12	10	13	16	22	28	32	36	41	39	28	18	26
1.25 Percent * 4 Year Average of Building Permit Issuance					60	43	35	30	23	15	13	17	20	27	35	39	44	51.25	48.75	35	22.5	352.5
Estimated Annual Housing Increase	1327	1407	1454	1484	1518	1546	1567	1580	1592	1595	1608	1633	1655	1682	1720	1758	1807	1836	1852	1867	1889	
Annual Percent Change in Building Permit Issuance	0.00%	41.25%	-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%	46.67%	
Annual Percent Growth in Housing Units		3.54%	2.13%	2.34%	1.89%	1.38%	0.84%	0.77%	0.19%	0.82%	1.57%	1.37%	1.65%	2.30%	2.32%	2.21%	2.79%	1.60%	0.87%	0.81%	1.18%	
Localized Growth (Normal Growth [NG] or Unusually Rapid Growth [URG])					NG	NG	NG	NG	NG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG	NG	NG	URG
Regional Growth Comparison (Chester's Growth > Abutter's Growth by 1.25 = URG)		URG	URG	URG	URG	URG	NG	URG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG	NG	NG		URG

Table 11 Dwelling Units Trends 2001-2021

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	2021	2011-2021
Abutting Towns Building Permits																						
Auburn	32	29	44	44	0	11	7	6	0	18	27	43	32	38	30	30	35	28	28	30	N/A	339
Candia	33	4	9	3	11	12	20	0	2	8	3	7	8	4	5	4	6	12	9	42		110
Derry	40	45	61	48	44	13	89	42	25	24	19	41	74	47	64	67	70	33	56	43		563
Fremont	13	19	33	32	27	0	19	14	9	8	27	28	40	26	21	23	7	8	7	15		219
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	12		228
Regional Growth Assessment																						
Aggregation of Annual Building Permit Issuance of Abutting Towns	228	231	223	233	139	59	190	73	64	104	112	141	196	165	153	147	154	152	145	142		1469
Annual Average of Aggregated Building Permit Issuance of Abutting Towns	76	77	74	78	46	20	63	24	21	35	37	47	65	55	51	25	26	25	24	28		38.97
Estimated Annual Housing Increase per Region	22429	22657	22888	23111	23344	23483	23542	23732	23805	23869	23973	24085	24226	24422	24587	24734	24888	25040	25185	25327		1316
Annual Percent Change in Building Permit Issuance	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%	-2.07%		28.90%
Percent Housing Growth per Region	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%	0.56%		5.51%
Regional Housing Growth Threshold Determinate (Total Regional Housing Unit Growth * 1.25 %)	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%	0.70%		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 2001-2021, Chester's annual percent growth in housing units in 2021 was **0.70%**. 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.

Note: Article 13 - Growth Management of the Town's zoning ordinance has expired. If the Town wishes to readopt the article, then the required study per RSA 674:22 II must be commissioned. "The study shall be based on competent evidence and shall consider the municipality's projected growth rate and the municipality's need for additional services to accommodate such growth." The article may then be readopted only if the study finds "there is a demonstrated need to regulate the timing of development, based upon the municipality's lack of capacity to accommodate anticipated growth in the absence of such an ordinance."

TABLE 12: HOUSING GROWTH AMONG CHESTER & ABUTTING TOWNS, 2000-2021

Growth in Housing Units 2000 – 2020												
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	2020 Authorized Building Permits	2000- 2019 Housing Stock & 2020 Building Permits	2020 Units Authorized as Percent of Stock	2000- 2005 HU Growth	2005- 2010 HU Growth	2010- 2015 HU Growth	2000- 2020 HU Growth
Chester	1247	1,466	1596	113	1692	22	1,871	1.18%	17.56%	8.87%	6.02%	50.04%
Abutting Towns												
Auburn	1622	1,771	1814	158	1966	30	2,156	1.39%	9.19%	2.43%	8.38%	32.92%
Candia	1384	1,444	1494	30	1509	42	1,584	2.65%	4.34%	3.46%	1.00%	14.45%
Derry	12735	12,973	13277	205	13393	43	13,624	0.32%	1.87%	2.34%	0.87%	6.98%
Fremont	1201	1,325	1573	129	1702	15	1,792	0.84%	10.32%	18.72%	8.20%	49.21%
Raymond	3710	3,965	4254	72	4351	N/A	N/A	N/A	6.87%	7.29%	2.28%	N/A
Sandown	1777	2,005	2214	123	2337	12	2,448	0.49%	12.83%	10.42%	5.56%	37.76%
Aggregate	22429	23483	24626	717	25258	164	23,475	0.70%	4.70%	4.87%	2.57%	4.66%

Source: NHOPD Current Estimates and Trends in NH Housing Supply, 2021