

TOWN OF CHESTER, NEW HAMPSHIRE

**CAPITAL IMPROVEMENTS
PROGRAM
2024-2031**

Adopted:

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

I. Introduction

Purpose of Capital Improvement Program

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

Definition of a Capital Project

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

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

Process of this CIP

The following steps were utilized to develop the 2024-2031 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 (2024-2031).
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 Approved Since the 2008-2014 CIP Adoption

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 2023. 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-250 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 Services;
- \$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 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 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 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 under Highway for Surveying & Engineering Services;
- - \$600,000 from the MCRF for Road Improvements;
- - \$15,600 from the MCRF under General Government 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 under Highway 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.

At the 2022 Town Meeting, \$991,123 in capital improvement-related spending* was approved for:

- + \$600,000 from Taxation to add to the MCRF;
- - \$56,250 from the MCRF under Police for a new Cruiser;
- - \$35,000 from the MCRF for expanding & repaving the Fire Department parking lot;
- - \$10,000 from the MCRF under Highway for Surveying & Engineering Services;
- - \$240,000 from the MCRF for a Class 8 Plow truck & Sander;
- + \$1,049,370 (\$144,370 NH Highway Block Grant, \$305,000 from the UDFB, & \$600,000 from Taxation) added to the HCRF to fund Road Improvements;
- - \$1,501,734 (\$551,734 ARPA Grant, and \$950,000 from the HCRF) to fund Road Improvements;
- + \$250,000 from the UDFB to the FDCRF for Fire Apparatus; and
- \$38,000 for PACT from franchise fees.

At the 2023 Town Meeting, \$991,123 in capital improvement-related spending* was approved for:

- + \$600,000 from Taxation to add to the MCRF;
- - \$9,600 from the MCRF under General Government to repair the Post Office Basement Steps & Bulkhead;
- - \$8,500 from the MCRF under General Government for a new Floor Scrubber;
- - \$6,200 from the MCRF under General Government for IT Hardware & Software Upgrades;
- - \$10,000 from the MCRF under Police for Personal Protective Equipment;
- - \$20,300 from the MCRF under Fire for Personal Protective Equipment;
- - \$15,000 from the MCRF under Fire for two (2) MDTs;
- - \$15,500 from the MCRF under Fire for Thermal Imagers;
- - \$15,000 from the MCRF under Highway for Surveying & Engineering Services;
- - \$195,000 from the MCRF under Highway for a Loader;
- + \$900,000 (\$149,065 NH Highway Block Grant, \$250,000 from the UDFB, & \$600,000 from Taxation) added to the HCRF to fund Road Improvements;
- + \$25,000 from the UDFB to the FDCRF for Fire Apparatus; and
- \$38,000 for PACT from franchise fees.

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 ~\$13,100,413 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) or expenditures of Comcast franchise fees for Chester PACT. 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, 2023 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 12/2023	Funds Appropriated (awaiting transfer)	Reimburse to General Fund Year to Date	Pending Requests	Year to Date Int/loss	Available Balance
Chester Fire Department	1991	\$8,593.40	\$0.00	\$0.00	\$0.00	\$150.25	\$8,743.65
Winter Road Maintenance	2007	\$109,439.02	\$105,000.00	\$105,000.00	\$0.00	\$1,031.52	\$110,470.54
Municipal Complex Improvement	2007	\$259.43	\$0.00	\$0.00	\$0.00	\$4.53	\$263.42
Equipment & Vehicles	2008	\$1,171.03	\$0.00	\$0.00	\$0.00	\$20.47	\$1,191.50
Mosquito Trapping	2008	\$22,867.47	\$0.00	\$0.00	\$0.00	\$399.76	\$23,267.23
Building Improvement	2008	\$8,115.47	\$0.00	\$0.00	\$0.00	\$141.88	\$8,257.35
Revaluation	2009	\$45,921.93	\$15,000.00	\$0.00	\$0.00	\$866.70	\$61,788.63
Bldg./Maintenance/Unanticipated	2012	\$823.74	\$0.00	\$0.00	\$0.00	\$14.40	\$838.14
CIP Municipal	2013	\$1,625,204.51	\$600,000.00	\$194,973.94	\$383,787.18	\$34,009.80	\$1,680,452.19
Village Cem. Expendable Trust	2013	\$5,952.86	\$0.00	\$0.00	\$0.00	\$104.07	\$6,056.93
Commemorative Monument	2013	\$12,095.81	\$0.00	\$0.00	\$0.00	\$211.46	\$12,307.27
300th Anniversary	2013	\$3,019.42	\$0.00	\$0.00	\$0.00	\$52.80	\$3,065.95
CIP Highway	2015	\$245,580.91	\$900,000.00	\$410,176.56	\$328,623.44	\$12,773.67	\$419,554.58
Master Plan	2019	\$65,006.94	\$8,000.00	\$0.00	\$0.00	\$1,170.53	\$74,177.47
Historic Building	2020	\$1,087.32	\$0.00	\$0.00	\$0.00	\$19.01	\$1,106.33
Fire Department Apparatus	2021	\$653,558.99	\$25,000.00	\$0.00	\$0.00	\$11,531.99	\$690,090.98
Great Hill Cemetery Expansion	2021	\$23,727.82		\$19,156.50	\$0.00	\$320.53	\$4,891.85
Legal Cost Expendable Trust	2023	\$0.00	\$30,000.00	\$0.00	\$0.00	\$403.53	\$30,403.53
Totals		\$2,832,426.07			\$0.00		\$3,136,934.35

Source: Town Finance Director, February 14, 2024

II. Fiscal Analysis

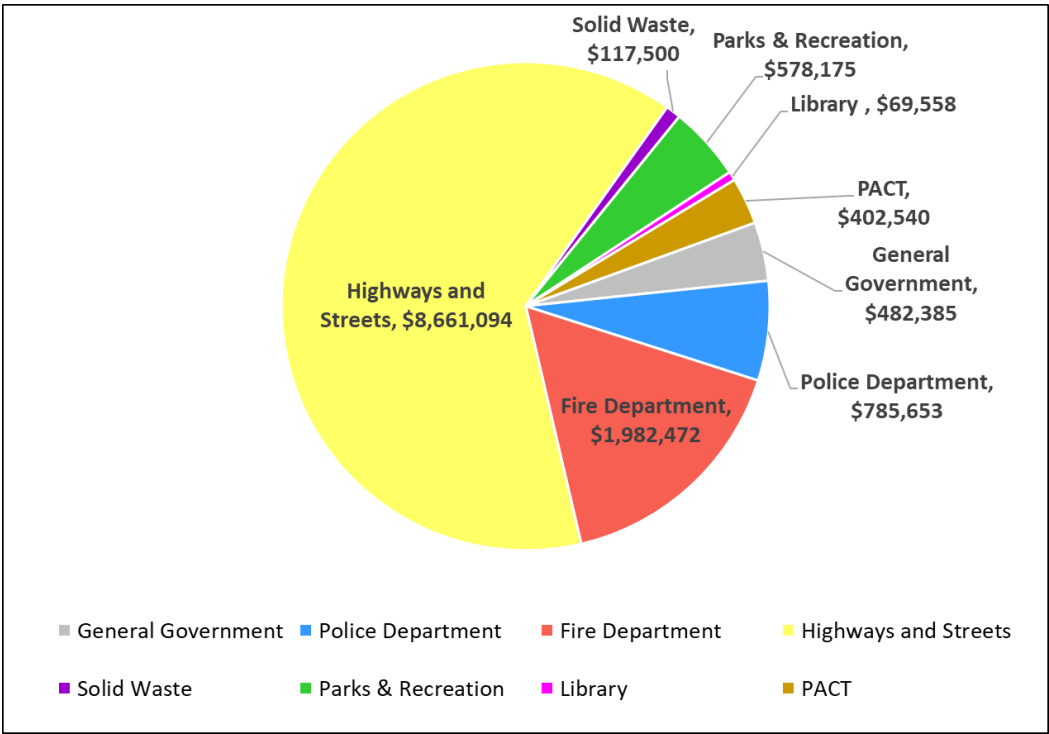
This fiscal analysis considers historical spending patterns for capital improvements by Town Departments between 2009 and 2023 as approved by Town voters at the annual Town meetings. The fiscal analysis also examines existing programmed debt service commitments of the Town and School District during this time, plus the 7-year planning period (2024-2031) of this CIP. Also included is a history of Chester’s tax rates and taxable valuation between 1986 and 2023, 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 Fifteen Years

The following Table 2 and Figure 1 below provides a fifteen-year history (2009-2023) 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 through 9 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
2009-2023 Capital Cost Expenditures



Source: Town Reports & Town Meeting Minutes

TABLE 2
TOWN OF CHESTER
FIFTEEN-YEAR HISTORY OF CAPITAL IMPROVEMENT EXPENDITURES BY DEPARTMENT
2009 to 2023

Department	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Totals 2009 - 2023
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	\$1,501,365	\$1,550,000	\$1,899,370	\$1,525,000	\$12,528,550
General Government	\$90,001	\$52,000	--	\$45,000	--	--	--	\$186,484	\$58,800	\$5,100	\$5,100	\$15,600	--	--	\$24,300	\$482,385
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	\$56,250	\$10,000	\$785,653
Fire Department	\$239,202	\$7,109	\$550,000	\$41,650	--	--	--	\$129,133	\$505,500	\$98,800	\$154,660	\$85,415	\$85,203	\$35,000	\$50,800	\$1,982,472
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	\$1,751,734	\$948,800	\$8,661,094
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	\$38,000	\$38,000	\$402,540
Totals: (excluding Capital Reserve Account Appropriations)	\$385,563	\$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	\$1,880,984	\$1,071,900	\$13,079,377

Source: Town Reports & Town Meeting Minutes

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

An 11-year history (2013-2023) 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 2023 totaled \$2,755,826. Total debt service payments and capital improvement expenditures for the Town during this time totaled \$12,616,588. Total combined debt payments for 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 \$14,300,514.

TABLE 3: NET TAX-SUPPORTED CAPITAL EXPENDITURES INCLUDING DEBT SERVICE - TOWN & SCHOOL												
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2013-2022
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	\$1,880,984	\$1,071,900	\$ 11,140,124
Town Debt Service	\$ 402,941	\$ 393,906	\$ 171,159	\$ 127,107	\$ 124,857	\$ 115,050	\$ 89,425	\$ 52,020	\$0	\$0	\$0	\$ 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	\$1,880,984	\$1,071,900	\$11,544,688
School Capital Exp.	\$ 52,173	\$ 230,382	\$ 25,342	\$ -	\$ -	\$ 57,000	\$ 103,497	\$ 14,206	\$ 230,859	\$ 143,092	\$ 345,030	\$ 1,201,581
School Debt Service	\$ 355,400	\$ 344,150	\$ 328,050	\$ 310,700	\$ 297,075	\$ 263,900	\$0	\$0	\$0	\$0	\$0	\$ 1,899,275
School Total	\$ 407,573	\$ 574,532	\$ 353,392	\$ 310,700	\$ 297,075	\$ 320,900	\$ 103,497	\$ 14,206	\$ 230,859	\$ 143,092	\$ 345,030	\$ 2,755,826
State Building Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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	\$2,024,076	\$ 345,030	\$14,300,514

Source: Town Finance and Planning Departments

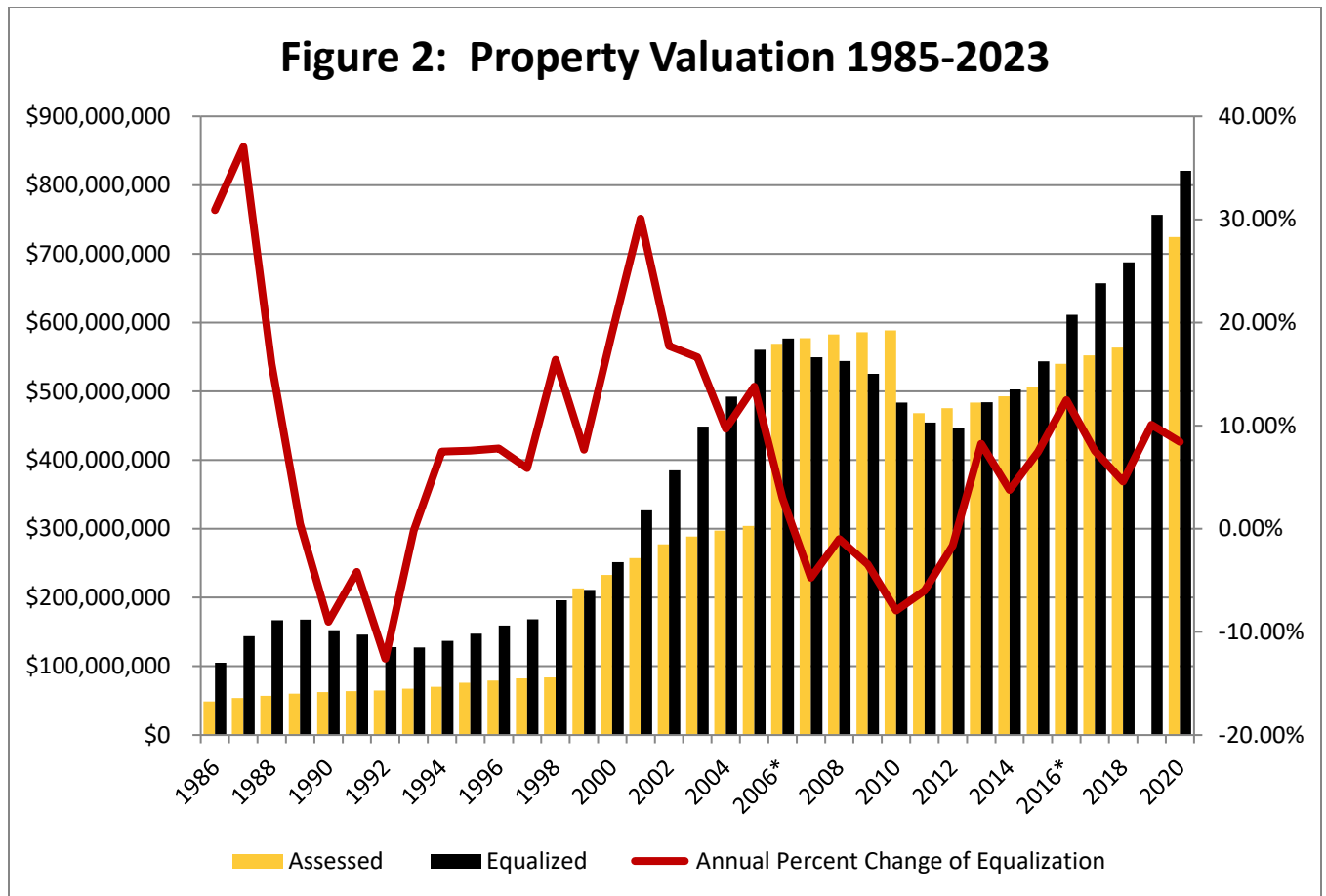
Bonded Debt Service

The School District retired its last bond in 2018, and the Town retired its last bond in 2020. There were no payments on debt service as of 2021. Table 4 was used to show 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. Table 4 will be added back when there is new bonded debt.

History of Town and School Tax Rates and Taxable Valuation

The following Table 5 depicts the long-term history 1986-2023 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 2023. 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 2023.



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). Chester's current "estimated" total equalized property valuation at the end of 2023 was \$1,192,828,955. This amount has yet to be finalized by NH DRA. At the 3% limit, the Town's statutory debt ceiling (subject to some exclusions) in 2023 would be approximately \$35.6 million. The Town made its last debt payment in 2020.

The maximum outstanding debt limitation for the School District is 7% of the Town's total equalized property valuation. In 2023, this was approximately \$83.5 million. The School District made its last debt payment in 2018.

III. Identification of Capital Project Needs (2024 -2031)

This section of the CIP identifies the capital project needs of the Town of Chester and the School District for the planning period of 2024-2031. 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 2023, 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 2023.



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 nine 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. 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 2020 a major police reporting software update was initiated. One concern we have found is in the reporting categories as they differ from our last system. Our statistics from previous years have significantly changed. This is common as the system is connected statewide and categories are listed by the state, with little to no local control. In 2024 Rockingham County is scheduled for a complete overhaul of our reporting system and new and exciting changes are coming are way. Please be patient with us as we adapt to this new and ever-changing technology.

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 a 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.

Vehicle	Vehicle Year	Comments
Cruiser – Ford Utility	2022	#221
Cruiser – Ford Utility	2021	#211
OHRV - Polaris	2021	Ranger
Cruiser – Ford Utility	2020	#201
Cruiser – Ford Utility	2018	#181
Cruiser – Ford Utility	2017	#171
4WD Pickup – Ford F-250	2016	#162
Lexus RX-350	2010	#101 Donated to Police Department

Future Needs - The future needs of the Chester Police Department are personnel and space needs. Chester's population has increased in recent years to over 5,313 residents as of 2023 (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 expand, as should the police department. It is our ambition 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 safer 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 increased liability for 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 respond daily to 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. With appropriate staffing levels we have the ability to provide much needed time off so the officers have the opportunity to decompress from situations that very few people will ever encounter in a lifetime.

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 never 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 would evaluate the possibility of expanding or renovating our current facility, or if it is not feasible, to document as to why not.

The study included the Police Department's need to create a space to 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. An 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 Selectboard for consideration. Once the Chester Selectboard and governing body determine the next course of action funds will need to be allocated for the next step, conceptual design plans. The time frame from the original assessment being presented to moving forward with the project will need to be evaluated in the future. The information contained in the original assessment potentially will be outdated and not a viable option for our community.

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 project will migrate with our current in-cruiser cameras. The BWC program is in process, and we are hoping they will be in service by late 2023.

Specific Police Department CIP project requests submitted for 2024-31 in order of priority include:

1. Police Protective Equipment
2. Cruiser with Outfitting
3. Taser Replacement Program
4. 4X4 4-Door Electric Pickup Truck
5. TruNarc (handheld narcotics analyzer)
6. Portable radios
7. 5 Mobile Data Terminals (MDT)
8. Body Worn Cameras w/ cruiser integration

Future Police Department CIP project requests include:

9. Architectural design and construction management for the expansion or a new facility
10. Construction of on-site expansion and site renovation 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 Fire Chief in October of 2023.

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, a 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, and the parking lot was repaved. The Chester Fire Department is staffed by 2 full-time certified Fire Fighters, 1 full-time Office Manager and approximately 20 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, handles the budget and is a certified emergency medical technician. The 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 500+ 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 and/or refurbished a structural tanker, forestry truck, command SUV and utility pickup (see following Current Inventory).

Current Fire Department Equipment 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 2024-25 in order of priority include:

1. New Personal Protective Equip. (42 total - 6 sets per year)
2. 2003 Engine 2 - Pumper Replacement

Specific CIP project requests submitted for FYs 2025-30 in order of priority include:

3. 2009 Engine 1 - Quint Refurbishing
4. Life Pack Defibrillators (x2)
5. Digital Pagers
6. Gear Extractor
7. Communications Tower
8. 2010 Rescue 1 – Truck Replacement
9. 1989 Forestry Tanker Replacement
10. 2009 Engine #1 (Quint) 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 Supervisor of Roads James Piper in November of 2023.

In 2022 the voters approved rescinding having an elected Road Agent. This position will now be filled by a Selectboard-appointed Supervisor of Roads (SOR). This change was the first step in the long-term plan for the Town to evolve from being dependent on an elected Road Agent and their personal equipment to having a proper highway department or department of public works (DPW).

In addition to the SOR, the department has two full-time employees and one part-time winter employee who perform the day-to-day departmental duties. Current department-owned equipment includes mobile radios and portables, one repeater system (radio), a 2023 Freightliner 108sd 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 2018 Ford F-550 dump truck with a 9' plow and sander, a 2023 Hyundai HL 930A loader, a 2000 Komatsu WB 140 backhoe, and a 2018 15" wood-chipper.

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. In emergency situations, employees and contract plow drivers can sleep and shower at the Senior Center at Wason Pond.

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. In 2023, a 42'x40' hoop & membrane building was added. The building is separated into two compartments, one for sand storage and one for equipment storage.

Future Needs

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

1. Like other Town departments, the Highway Department will need additional personnel, likely increasing the staff to four (4) full-time employees.
2. Expected required additional equipment: a second Class 8 Truck with plow, wing plow and sander, and a wheeled excavator. The estimated cost is ~\$650,000.

Current CIP Project Requests Include:

1. Annual surveying & engineering services (\$10,000).
2. Purchasing a wheeled excavator (\$211,000).
3. Add shimming, 1.5" wear course & shoulder gravel (10-year lifespan) – see specific roads in Table 10.

4. Grind & Repave (no base gravel added or under-drainage work – 15-year lifespan) – see specific roads in Table 10.
5. 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 60 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 in a 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-\$150K to replace or upgrade. Because of federal climate change “hardening” requirements, they now cost from \$500K to \$950K. Instead of round plastic culverts, natural stream bottom concrete-arch “bridges” are required. Currently there are six of these major culvert projects listed on Table 10, with an estimated combined repair cost of \$4.6 MM.

In 2018, the Town approved \$780,000 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 \$1,260,000 for the reconstruction of East Derry Road, Reed Road, and a portion of Harantis Lake Road.

In 2020, the Town approved \$1,361,365 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 \$760,000 for the completion of North Pond Road, and the culvert replacements and the reclaiming and repaving of the base courses of Rand, Parker, and Holman Roads.

In 2022, the Town approved \$1,511,734 for road reconstruction projects, of which \$551,734 from an ARPA grant was allocated to the Cole Road culvert replacement project (which has been temporarily put on hold). The remaining \$1,200,000 was spent on the reclaiming and repaving of the base course of Jennifer & Rand drives, Parker Road and Holman Way; and the paving of shimming and wearing courses of Webster Lane, Emerson Road, and portions of Fremont & Towle roads, and the surveying and engineering to design the replacement bridges for Hanson and Shepard Home Roads (\$248,000).

In 2023, the Town approved \$748,800 for road reconstruction projects, of which \$406,306 was used to make repairs to the Fremont Road bridge over the Exeter River. The work included repairs to the concrete and repaving of the deck, repair of the associated drainage culverts and catch basins, and replacement of the guard rails to meet current specifications. Another \$410,176 was spent on paving the wearing courses and replenishing the shoulder gravel on Jennifer & Rand drives, Holman Way and Parker Road, which totaled 3.1 miles.

In 2024, the Road Agent will be seeking approval for approximately \$1,500,000 for the reconstruction of a portion of Halls Village Road, the repaving of Carlin and Donna streets, and the reconstruction and paving of the unpaved portion of Dump Road. The exact amount will not be known until Town meeting.

Road Repair & Reconstruction Categories - The list of remaining roads requiring repairs and improvements are divided into three categories (see Table 10):

1. Shim, Pave Wearing Course, Add Shoulder Gravel - The first category are the roads requiring only some shimming, repaving of the 1.5" wearing courses and replenish shoulder gravel. Over the last several 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 ~\$200K per mile, depending on the road conditions, the amount of shimming required, and if any culverts need replacing. Currently nineteen roads are listed in this first category, with an estimated total repair cost of \$2,369,920 for ~11.94 miles.

2. Total Grinding & Repaving of Asphalt - 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 \$575K 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 six roads fall under this second category, with an estimated total repair cost of \$4,757,500 for ~6.3 miles.

3. Box Cut & Total Rebuild - The third category are roads that, from their style of deterioration, are exhibiting 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 \$1.6 MM per mile. This budgetary estimate was provided by NH DOT via DuBois & King and StreetScan/StreetLogix. Currently only one or two roads fall under this third category, with an estimated total repair cost of ~\$1.120 MM for ~0.7 miles.

Lastly, Table 10 carries the ~\$2.2 MM replacement cost of the Hansen Road bridge (HRB) which was “red-listed” by NH DOT in November of 2016. The table also carries the ~\$2.2 MM replacement cost of the Shepard Home Road bridge (SHRB) which was “red-listed” in November of 2019. The Town’s application to the State’s Bridge Aid (SAB) program to replace the first bridge has been accepted, and the project has been programmed for SAB construction funding in 2029. The Town’s 20% cost share for this project will be ~\$440K. However, because of its expected faster deterioration rate, DOT decided instead to list the SHRB for replacement by the SAB program. This has raised a major concern because the loss of the HRB would have a far greater impact on Chester’s residents than the loss of the SHRB. This is because, while both bridges cross the Exeter River, the loss of the HRB would require a far longer and more complex detour than would be required for the SHRB.

In summary, Table 10 lists a combined total of ~\$16.5 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 Supervisor of Roads and Town Planner.

Professional 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. StreetScan updated their survey in late 2021. The survey is scheduled to be updated again in 2024. The StreetScan data was 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. This year the Pavement Condition Index (PCI) was one of the factors used to schedule the road projects across the 7-year time span covered by the CIP.

In general, the road reconstruction projects are scheduled according to a number of factors which include whether the project:

- Bypasses to the main intersection in the center of Town (i.e., the Halls Village Road project);
- improves a connecting road out of Town (i.e., the Wells Village Road project);
- services many vs. few residents;
- has a bad/poor StreetLogix Pavement Condition Index; and/or
- other factors such as whether a project is tied to a bridge or major culvert replacement project.

All of these factors must be considered in the scheduling of projects because of funding constraints.

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 December of 2023.

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 accessible for people who are wheelchair bound, 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 (Comcast channels 6, 8 & 22) Studio & Meeting Room
- Gymnasium (aka MPR - Multi-Purpose Function & Meeting Room)
- Commercial Kitchen (located at the rear of the MPR)

¹ This is one of the very few municipal complexes in NH with a commercial-grade kitchen available for rent for Farm-to-Table food organizations and MPR-related activities.

- Community Food Pantry
- Community Clothes Closet

Specific CIP project requests submitted for the Municipal Complex for FY 2024-31 in order of priority include:

- Reroof sections of the Municipal Complex.
- IT hardware & software upgrades.
- Replace the Town's two ballot counting machines.
- Upgrade the Annex boiler.
- Replace the Community Kitchen dishwasher.
- Expand & repave the parking lot & and create additional parking out back.



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 Livestone Church also holds services every Sunday morning at 9:00 am, 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 holds bi-monthly meetings (January, March, May, July, September, November) on the 4th Monday, at 7:00 pm. The 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. In 2022 the Town spent ~\$30,000 to repair the slate roof, replace the copper flashing and gutters, install two new downspouts, repair the ornamental woodwork on the front porch, and paint portions of the exterior.

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 people upstairs and 60 people downstairs.

Specific CIP project requests submitted for Stevens Hall for FY 2023-30 in order of priority include:

- Replace the elevator and extend it to the second floor.
- Re-paint the uppermost portion of the building.
- Miscellaneous exterior restoration of the building.
- Replace the heating boiler.
- Rebuild the basement steps.
- Expand & repave the parking lot.

Library: The following description was provided by Library Director Kandace Knowlton in October of 2023.



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. In times of need, such as these, when inflation is at its highest, the library is used more frequently. In 2022, we welcomed 10,081 visitors and issued 166 new library cards! In 2023, we have already issued 139 new library cards and the year isn't over yet. The Library currently employs one full-time Library Director, one full-time Library Aide, four part-time staff members, five substitutes and is open 38 hours per week.

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. We have installed partitions and barriers, moved furniture to allow for 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 installed a patio to the rear of our building in 2022. This has afforded 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. With the completed renovation in 2020, the interior of the building is a beautiful space, completely redone with new flooring, paint, LED lighting, new computers and minimal maintenance has been needed.

The outside of our building suffered water damage and rot on its corner posts, the porch overhang, and around some of the window frames. During recent repairs, it became apparent there were two other larger issues we weren't aware of. In 2012, a partial gutter was installed to keep water from pooling in our garden area. The gutter resolved that issue, but was not installed properly and created a larger issue. This gutter forced water to run into the corner of our building causing substantial rot to that area. The front of our building also has substantial water damage. When the building was painted back in 2015, the painters applied Bondo to the soggy areas and painted over it, without informing us of the damage.

These repairs; replacing rear soffit, repair decay to left side of building, replace two windows and repair front right corner, needs to be done as soon as possible. Water damage can weaken the structure's integrity, compromising the stability of the entire structure, which is why we are asking for this item to be placed in this coming year's CIP.

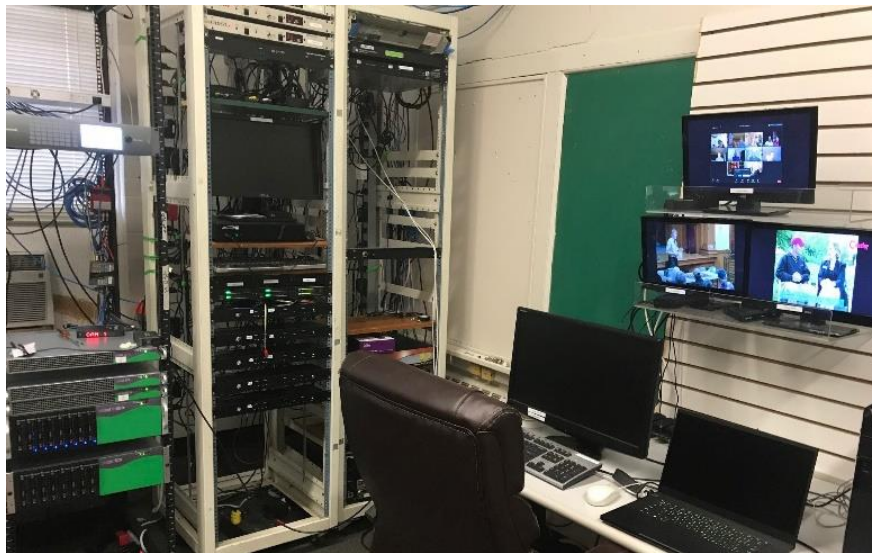
The parking lot to the Library, Stevens Hall and Post Office needs to be repaved. The surface is broken, uneven and can cause trip hazards and falls.

Specific CIP Project Requests in 2024 in Order of Priority Include:

1. Repair water damage to library building's exterior
2. Future Needs
 - Additional parking spaces, paving & curbing.

Public Access Cable TV (PACT) - The following description was submitted by PACT Committee Chair Bob Grimm on behalf of the Chester PACT Committee in August of 2023.

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 of our station, PACT was positioned to answer the challenge of 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. We have been lucky to add a recent graduate from Pinkerton Academy who has added new show content this past year. PACT has captured the Town's 300th Anniversary events, and has been working with the Historical Society in interviewing Chester residents and capturing their stories and memories. We continue to introduce local political candidates for NH office as well as our committees and board meetings.

The franchise fees received by the station via Comcast's subscribers in the Town are earmarked for the day-to-day operation of the station and its upkeep. This past year Chester PACT 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. PACT is in the process of the upgrade to the MPR with new wireless microphones and new cameras. Also on the radar is an upgrade of the Town Center 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. Due to recent changes, PACT's three channels are now Channel 6 - Government Television, Channel 8 Public Television, and Channel 22 - Education Television in Chester.

Chester PACT is very thankful for the voters of Chester who have approved funding through the CIP several years ago to complete our upgrades, as well as the approval of the use of funds from the franchise fees via a Town warrant article 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 2023.



Recreation: The Chester Parks and Recreation Commission is an appointed voluntary organization pursuant to RSA 35-B. The Recreation Department has the responsibility of managing Town facilities including 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 about two dozen seasonal and part-time employees ranging from summer staff (coordinators, counselors, lifeguards), sports referees and year-round fitness instructors.

Through the many uses of the Multi-Purpose Room (MPR), the Town athletic fields in the center of Town, and the Wason Pond athletic 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, contains two baseball fields and the trail entrance to the Gladys Nicoll Natural Area. Nichols Field 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 schools and organizations. The annual community town fair is also held on the Town fields.

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 Recreational Summer Program, Fishing Derby, Wason Pond Obstacle Races, Walking Clubs and numerous sports and fitness programs. The fields at this site address the need for more ballfield space in Chester.



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 French and Nichols 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 2023 in order of Priority:

- | | |
|--|---|
| 1. Wason Pond Causeway Bridge Reconstruction | 9. Wason Pond Rec. Area – Two Equipment Sheds |
| 2. Town Fields (Nichols Field) – Drainage Repair | 10. Ballfields – Goals, Field Lining Equipment |
| | 11. Wason Pond Rec. Area - Refurbish Playground |
| 4. MPR - Bleachers | 12. Wason Pond Rec. Area – Toilet Facility |
| 5. MPR - Tables and Chairs | 13. Spring Hill Farm Lane Rd. Property - Gravel Entrance & Parking Area |
| 6. Wason Pond Rec. Area – Picnic Tables | 14. Recreation Area – Fitness Area |
| 7. Town Ballfields – Benches and Bleachers | |
| 8. Wason Pond Rec. Area – Pavilion | |

Wason Pond Conservation and Recreation Area

The Wason Pond Conservation & Recreation Area (WPCRA) is a ~104-acre parcel located at #615 Raymond Road (Route 102) 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 woods roads and footpaths form the basis of a trail network used by pedestrians and horseback riders. 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 efficiently and effectively with the terms of the Conservation Easement (dated June 2005) which delineates and prescribes two designated use areas referred to as the “Recreational Area” and the “Conservation Area.”
- To balance competing community interests in and uses of the Wason Pond Conservation and Recreation Area.
- To minimize use-associated degradation of the property and surrounding properties related to traffic, trash, noise, water quality and other potential impacts.
- To build upon the proximity of the property to other public and private open space through easements or other means to create greenways, corridors, buffers, and linkages.
- To minimize negative environmental impacts in the development, maintenance, and operation of the WPCRA.

Conservation Goals

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



Recreation Goals

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

Educational Facilities - Chester Academy

Chester school children in grades K-8 attend Chester Academy while high school students attend Pinkerton Academy in Derry on a tuition basis. Chester Academy also provides a preschool program where children with disabilities learn alongside typically developing peers.

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 K-8 capacity is approximately 675 students based on the School Board Policy that governs class size. The highest enrollment housed for K-8 at Chester Academy was during the 2006-07 school year. The enrollment was 656 which is 162 more students than the current K-8 enrollment of 494.

The Chester School Board has an Enrollment Projected completed annually by New England School Development Council (NESDEC). According to this report (October, 2023) the school will be nearing its maximum capacity around 2030. 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.

Table 7
Chester Academy Enrollment History 2006-2024

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	22/23	23/24
Preschool	-	-	-	-	-	-	-	-	-	-	-	-	13	16	18	14	19	25
Kindergarten	-	-	-	-	39	32	35	32	27	42	40	36	45	45	49	54	51	47
1	75	61	64	68	46	55	65	49	44	46	50	50	41	50	63	45	55	54
2	81	70	67	63	71	47	55	40	60	51	46	53	52	44	45	46	62	56
3	78	82	68	65	63	69	50	61	40	62	51	50	55	54	48	44	48	64
4	82	73	82	67	66	62	75	51	66	42	62	51	54	56	48	46	52	53
5	80	81	76	64	69	65	64	81	56	70	46	66	55	57	48	58	53	53
6	91	81	84	75	87	74	70	72	82	59	72	50	69	56	57	61	50	53
7	88	83	81	84	77	90	76	74	67	84	63	71	50	70	55	52	60	50
8	81	91	82	84	83	76	91	80	74	96	86	66	69	54	56	69	54	64
Total	656	622	604	570	601	570	581	540	516	552	516	493	503	502	487	489	504	519

Source: Chester School District Budget: School Enrollment

Table 8
Chester Students Attending Pinkerton Academy, Enrollment History 2006 – 2024

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	22/23	23/24
9	99	89	103	92	98	98	84	108	88	79	79	96	76	79	61	71	63	58
10	64	99	78	101	94	91	88	76	100	90	78	79	84	68	77	54	54	60
11	77	64	100	72	90	92	90	92	81	88	81	79	76	85	63	69	63	64
12	96	71	58	88	74	79	76	80	86	72	88	65	71	66	77	54	69	47
Total	336	323	339	353	356	360	338	356	355	329	326	319	307	298	278	248	249	229

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



Facility Needs and Capital Improvement 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 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 Ten-Year Facilities Improvement Plan.

Chester Academy Five/Ten Year Facilities Improvement Plan – FY2024 to 2031

The following description was submitted by Superintendent Dr. Sharon Locke on behalf of the Chester School District SAU 82 in October of 2023.

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 cost 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.

There are currently 2 Capital Replacement Fund Accounts designated for replacement of the two flat roofs (gym and cafe) and boiler replacements.

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.
- NH Homeland Security Safety Assessment.
- 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 2023 in Order of Priority Include:

1. 1. Technology Computer Leases – FYs 24/25, 25/26, 26/27, 27/28, 28/29, 29/30, 30/31
2. Copy Machine Lease Agreement – FYs 24/25, 25/26, 26/27, 27/28, 28/29, 29/30, 30/31
3. HVAC Elementary Classrooms 8 per year - FY 24/25, 25/26
4. Playground Preparation Moves (Dumpster and Athletics Shed) - FY 24/25
5. New Maintenance Garage - FY 24/25
6. Furniture Replacement Program - FYs 24/25, 25/26, 26/27, 27/28, 28/29, 29/30, 30/31
7. Window Security Film - FYs 24/25, 25/26, 26/27

8. Gym & Cafeteria Re-Roofing - FY 24/25
9. HVAC Rooftop Units Cafeteria and Gym - FY 24/25
10. Server Room Network Switches – FY 25/26
11. Hub Room Network Switches – FY 25/26
12. Main Playground Equipment – FY 25/26
13. Preschool Playground with Shade Structure – FY 25/26
14. Downstairs Bathroom Refurbishment - FY 26/27
15. Re-Shingle Main Building Roof – FY 26/27
16. Visual Alerting System - FY 26/27
17. Downstairs VCT Flooring Replacement Project 1– FY 26/27
18. Re-Shingle Classroom Wing Roof (2nd & 7th Gr Wing) - FY 27/28
19. Replacement of Utility Tractor – FY 27/28
20. Upstairs VCT Flooring Replacement – FY 27/28
21. Curbing, stairs, and reseal Parking Lot - FY 27/28
22. Drainage Solution “Butterfly Garden” - FY 27/28
23. SAU Deck and Ramp Replacement - FY 27/28
24. Exit 2 Door Replacement - FY 27/28
25. Replace 2 Heating Boilers – FY 28/29
26. Septic/Leach Field Replacement - FY 28/29
27. Gym Floor Refurbishing – FY 28/29
28. Downstairs VCT Flooring Replacement Project 2 – FY 28/29
29. Emergency Generator Replacement – FY 29/30
30. Wireless Network Replacement - FY 30/31
31. Cafeteria Floor Replacement - FY 30/31
32. Propane Tank Replacement - FY 30/31
33. Telephone System Update - FY 30/31

Remaining Planned Projects - 2023-2024

- Refurbish Main Hall Downstairs Bathroom: \$59,000 (cost increase from previous year): The bathroom 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 is \$59,000.
- Venting of Dishwasher Room in Cafeteria: Estimated cost of \$30,000

Planned Projects - 2024-2025

- Computer Lease Agreement: The computer lease program ensures that each grade level has updated equipment about every three years.
- Copy Machine Lease Agreement: The current lease agreement ends in 2028.

- Furniture Replacement Program: In an effort to keep furniture up-to-date and safe, we have instituted a balanced buying cycle.
- Window Security Film: This project began in 2023 in conjunction with the main office security project. The CIP calls for a set of classrooms to receive the film each of the next three years.
- HVAC Elementary Classrooms: Split units have been installed in elementary classrooms at a pace of about 8-12 per summer. The remaining 16 units will be spread across several years until each classroom is equipped with a split unit.
- Playground Preparation Project
 - Move the Athletic Shed
 - Reconfigure the trash Dumpsters
 - Demolish Existing Maintenance Garage
 - Reconstructing the Maintenance Garage in another location on the property
- Gym and Cafeteria Roof: The Flat roof that spans the gym and cafeteria will be replaced. It is original to the construction of the school in 1999 so it is 25 years old. During hard driving rainstorms, we use trash buckets to catch dripping water in the gym.
- Gym and Cafeteria Gym & Cafeteria Rooftop Units: The Flat roof that spans the gym and cafeteria will be replaced. It is original to the construction of the school in 1999 so it is 25 years old. During hard driving rainstorms, we use trash buckets to catch dripping water in the gym.

History of Completed School Projects, 2012-2023

Front Office Security Redesign Project: *Project Completed FY23*

The main entrance to the school was reconfigured to add video cameras and a locking system to the front doors. The main office was reconfigured, and security film was added to the windows.

Main Entrance Cedar Siding Repair: *Project Completed FY23*

Many of the cedar boards above the main entrance were dislodged and needed to be refastened.

Furniture Replacement: *Project Completed FY23*

Road Sign Refurbishment: *Project Completed FY23*

Window Security Film: *Project Completed FY23*

Exterior Building Joint and Brick Repair: *Project Completed FY23*

HVAC Split Units in Classrooms: *Project Completed FY23*

Split units have been installed in elementary classrooms at a pace of about 8-12 per summer.

Phone System Upgrade: *Project Completed FY22*

Room 164 conversion from computer lab to classroom: ***Project Completed FY22***
Cafeteria and 2nd Floor Bathroom Renovations: ***Project Completed FY22***

Propane Tank Repairs: ***Project Completed FY22***

Parking Lot Resealing and Resurfacing: ***Project Completed FY22***

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 an 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: ***Project 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: ***Project Completed FY13***

Special Education secretarial office rugs were changed during the 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 2024 through 2031 - 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 6th, 2023. 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: 2/12/24													
Printed:					POST-SCORING - Table 10								
2/12/2024 10:37					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
						2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
General Government / Administration Updated: 12-06-23													
1A	Repair Post Office Support Piers (new)	10,000	Waiting on estimate.				10,000						10,000
1B	Repair Post Office Foundation (new)	53,760					53,760						53,760
1C	Replace PO basement steps & bulkhead	9,600	2022 estimate plus 20%.				9,600						9,600
2	Re-roof sections of Municipal Complex **	176,330				176,330							176,330
4	Stevens Hall Exterior Restoration (new)	146,500	Not including painting.				146,500						146,500
5B	Stevens Hall Replacement Boiler (new)	11,000	1,098	Historic B CR			11,000						11,000
5C	Post Office Replacement Boiler (new)	8,450					8,450						8,450
6	Replace (2) Ballot Counting Machines (new)	15,000				15,000							15,000
7	IT Hardware & Software Upgrades	35,000				5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
8	Replace Stevens Hall Basement Steps	9,060	No form submitted.				9,060						9,060
9	Replace Stevens Hall Elevator	32,420	Incomplete estimate.					32,420					32,420
10	Upgrade Municipal Building Annex Boiler	29,500	Requested new estimate					29,500					29,500
11	MPR / Community Kitchen Dishwasher	11,480							11,480				11,480
12	Expand & Repave Municipal Offices Parking Lot	200,000	2020 Busby estimate?							200,000			200,000
13	Expand & Repave Stevens Hall Parking Lot	75,000	2020 Busby estimate?								75,000		75,000
	Municipal Complex Improvements		2,246	Muni-C Imp									
	GGB Impact Fees		41,992	Impact Fees									
	Subtotal General Government / Admin	823,100	45,336	-	777,764	196,330	253,370	66,920	16,480	205,000	80,000	5,000	823,100
Library Updated: 9-22-22													
1	Building Water Damage Repair (new)	31,500				31,500							31,500
	Unallocated Library Impact Fees		0	Impact Fees									
	Library Foundation		?	Library Fdn.									
	Subtotal Library	31,500	0	-	31,500	31,500	0	0	0	0	0	0	31,500
Public Access Cable TV (PACT)													
	Equipment Upgrades	0											0
	Comcast Franchise Fees		?	Comcast	PACT is not eligible for an impact fee ordinance.								
	Subtotal PACT	0	0	-	0	0	0	0	0	0	0	0	0

Updated: 2/12/24													
Printed:					POST-SCORING - Table 10								
2/12/2024 10:43					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	
						2024-25	2025-26	2026-27	2027-28	2028-29	2029-30		2030-31
Public Safety													
Police Department Updated: 11-16-23													
	PD re-roofing project moved to GGB **	0											0
1	Police Protective Equipment	70,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
2	Cruiser w Outfitting (prorated +10% per year)	666,665				70,270	77,297	85,027	93,530	102,883	113,171	124,488	666,665
3	Taser Replacement Program	60,000					12,000	12,000	12,000	12,000	12,000		60,000
4	4x4 Pickup Truck (prorated +5%/year)	90,295						90,295					90,295
5	TrueNarc Portable Narco Analyzer (+3%/yr) new	44,124							44,124				44,124
6	Portable Radios (prorated +5%/year)	28,905								28,905			28,905
7	5 Mobile Data Terminals (prorated +5%/year)	75,177									75,177		75,177
8	Body-Worn Cameras (prorated +5%/year)	146,458										146,458	146,458
9	Design Plans for New Facility	0	Waiting on estimate.										0
10	Construction of New Facility	0	Waiting on estimate.										0
Police Department Impact Fees			19,448	Impact Fees									
Subtotal Police Department		1,181,625	19,448	-	1,162,176	80,270	99,297	197,322	159,654	153,788	210,348	280,946	1,181,625
Fire Department Updated: 10-18-23													
1	Personal Protective Equip. (42 - 6 sets / year)	148,400				20,300	20,600	20,900	21,200	21,500	21,800	22,100	148,400
2	2003 Engine #2 Pumper Replacement	980,000	685,097	Apparat CR		980,000							980,000
3	2009 Engine #1 (Quint) Refurbishing	300,000	Waiting on estimate.				300,000						300,000
4	"Life Pack" Defibrillators (2)	60,000						60,000					60,000
5	Digital Pagers	22,000						22,000					22,000
6	Gear Extractor	25,000						25,000					25,000
7	Communications Tower	150,000	Waiting on estimate.					150,000					150,000
8	2010 Rescue Truck (Rescue 1) Replacement	360,000	Waiting on estimate.						360,000				360,000
9	1989 Forestry Tanker Replacement	525,000	Waiting on estimate.								525,000		525,000
10	2009 Engine #1 (Quint) Replacement	0	FYI Only - Beyond next 7 years.										0
Fire Department Impact Fees			40,548	Impact Fees									
Fire Department Capital Reserve Fund			39,726	CFD CR									
Subtotal Fire Department		2,570,400	765,371	-	1,805,029	1,000,300	320,600	277,900	381,200	21,500	546,800	22,100	2,570,400
Annual totals minus capital reserve funds, IFs or grants:			V V → →			234,929							
Subtotal Public Safety		3,752,025	784,820	-	2,967,205	1,080,570	419,897	475,222	540,854	175,288	757,148	303,046	3,752,025
Municipal Capital Reserve Fund			1,860,533	Muni CIP CR									
Impact Fees as of 2-12-24.			** Part of Major Re-Roofing project bid.				Update						

Updated: 2/12/24		Updated: 12-08-23											
Printed:					POST-SCORING - Table 10								
2/12/2024 10:39					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	
					2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31		
Highway Department													
Highway Department Equipment Etc.					Equipment List Reviewed by SOR James Piper 10-13-23								
Annual Surveying & Engineering Services	140,000				20,000	20,000	20,000	20,000	20,000	20,000	20,000		140,000
Wheeled Excavator (new)	211,000				211,000								211,000
F-550 Type Plow Truck w Plow & Sander	115,000	Waiting on quote.					115,000						115,000
New Highway Office & Garage Design	0	Waiting on quote.											0
New Highway Office & Garage Construction	0	Waiting on quote.											0
Subtotal - Engineering, Equipment, Structures	466,000	0	-	466,000	231,000	20,000	135,000	20,000	20,000	20,000	20,000		466,000
Add shimming and 1.5" wearing course and shoulder gravel - 10 Year Lifespan - Estimated cost \$198,000 per mile.													
Candia Road (Villages to Candia Town Line)	396,000	Priority ?	PCI 3							396,000			396,000
Carkin & Donna Streets (0.1 & 0.3 miles)	85,000	Priority 1	PCI 6	Update cost	85,000								85,000
Cedar Drive	39,600	Priority ?	PCI 3							39,600			39,600
Cole Road	39,600	Priority ?	PCI 2								39,600		39,600
Deerwood Hollow	79,200	Priority ?	PCI 5			79,200							79,200
Eagle Crest	39,600	Priority ?	PCI 4	d			39,600						39,600
Edwards Mill Road	79,200	Priority ?	PCI 4	b					79,200				79,200
Fremont Road (Towle to Fremont Town Line)	514,800	Priority ?	PCI 4					514,800					514,800
Hills Farm Road	59,400	Priority ?	PCI 5	c					59,400				59,400
Knowles Mill Road & Bittersweet Lane (.2/.5)	138,600	Priority ?	PCI 2	c					138,600				138,600
Laurel Hill Road	138,600	Priority ?	PCI 5	c							138,600		138,600
Meadow Fox Lane	198,000	Priority ?	PCI 4	d			198,000						198,000
Pheasant Run Drive	158,400	Priority ?	PCI 4-5	d			158,400						158,400
Quail Hill Road	59,400	Priority 1	PCI 4	d			59,400						59,400
Raven Drive	79,200	Priority ?	PCI 5			79,200							79,200
Rod & Gun Club Road	99,000	Priority ?	PCI 6		99,000								99,000
Twin Fawn Run	59,400	Priority ?	PCI 3		59,400								59,400
Warfield Road	39,600	Priority ?	PCI 5			39,600							39,600
Stonebridge Drive	67,320	Priority ?	PCI 2			67,320							67,320
Subtotal - Shim & Wearing Course	2,369,920	0	-	2,369,920	243,400	265,320	455,400	514,800	277,200	435,600	178,200		2,369,920

Updated: 2/12/24		Updated: 12-08-23												
Printed:						POST-SCORING - Table 10								
2/12/2024 10:45						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		
					2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31			
Highway Department														
Grinding & Repaving (no base gravel added or under-drainage work) - 15 to 20 Year Lifespan - Estimated cost \$575,000 per mile.														
Halls Village Rd (Webster Lane to Hart Robert)	685,000	Priority 1	PCI 5	a	685,000								685,000	
Halls Village Road (Hart Roberts to Rte. 121)	450,000	Priority 1	PCI 5	a		450,000							450,000	
Harantis Lake Road (Bridle Path to Cole Rd.)	805,000	Priority ?	PCI 5-6								805,000		805,000	
Lane Road	1,897,500	Priority 3	PCI 5-6						1,897,500				1,897,500	
Partridge Lane	287,500	Priority ?	PCI 4	d				287,500					287,500	
Wells Village Road - connector road	632,500	Priority ?	PCI 5				632,500						632,500	
Subtotal - Grind & Repave	4,757,500	0	-	2,369,920	685,000	450,000	632,500	287,500	1,897,500	0	805,000		4,757,500	
Box Cut & Total Rebuild - 25 Year Lifespan - Estimated cost \$1,600,000 per mile (+28%).														
Cole Road Box Culvert	1,045,940	Priority 1			1,045,940								1,045,940	
Dump Road (Transfer Station to Salt Shed)	114,000	Priority ?			114,000								114,000	
Edwards Mill Road Box (?) Culvert	757,000	Priority 2	Waiting on estimate					757,000					757,000	
Halls Village Road Box Culvert near #162	800,000	Priority 1			800,000								800,000	
Halls Village Road Box Culvert near #256	780,000	Priority 1				780,000							780,000	
Hansen Bridge Construction (Red-Listed 11/16)	2,111,202	Priority 1	1,688,962	SAB						2,111,202			2,111,202	
Harantis Lake Road Box Culvert	757,000	Priority 2	Waiting on estimate				757,000						757,000	
Rod & Gun Club Road Box Culvert	450,000	Priority 3	Waiting on estimate							450,000			450,000	
Shepard Home Rd. Bridge (Red-listed 2019)	2,111,202	Priority 1									2,111,202		2,111,202	
Subtotal - Box-Cut & Total Rebuild	8,926,344	See below.	-	0	1,959,940	780,000	757,000	757,000	0	2,561,202	2,111,202		8,926,344	
Highway "Traffic" Impact Fees														
	-	47,105	Impact Fees	Traffic Impact Fees must be spent in the quadrant of Town they were collected from.										
Red-Listed Bridge Engineering (see breakdown below)	-	235,000	Remaing Encumbered											
80%-20% State Aid Bridge Program (SAB)	-	1,688,962	Grant							1,408,800	Need:	422,240		
Bridge Capital Reserve Fund?	-		Bridge CRF?	UFB?	100,000	100,000	100,000	100,000	100,000	100,000	100,000		700,000	
Highway CIP Capital Reserve Fund	-	597,589	HWY CIP CR											
Annual NH Highway Block Grant (+2.0%/year)	-	1,305,036	NHHwyBG		175,543	179,054	182,635	186,288	190,013	193,814	197,690		1,305,036	
Annual Grant & Revenue Totals	-	3,873,693			175,543	179,054	182,635	186,288	190,013	1,602,614	197,690		2,713,836	
Total Highway	16,519,764	3,873,693	-	12,646,071	3,119,340	1,515,320	1,979,900	1,579,300	2,194,700	3,016,802	3,114,402		16,519,764	
Annual totals minus allocated grants:					2,943,797	1,336,266	1,797,265	1,393,012	2,004,687	1,414,188	2,916,712			
CIP Funds Already Raised & Allocated														
Hansen Bridge Engineering (Red-Listed 2016)	125,000	125,000	Appropriated										125,000	
Shepard Home Rd Bridge Engineering (R-L 2019)	125,000	125,000	Appropriated										125,000	
Impact Fees as of 2-12-24.														
PCI - StreetLogix Pavement Condition Index - Last Survey 11/30/21 : 1 = Excellent, 7 = Failed														

Updated: 2/12/24													
Printed:					POST-SCORING - Table 10								
2/12/2024 10:47					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	
						2024-25	2025-26	2026-27	2027-28	2028-29	2029-30		2030-31
	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	
						2024-25	2025-26	2026-27	2027-28	2028-29	2029-30		2030-31
	Chester School District - Chester Academy Updated: 11-13-23												
1	Technology Computer Leasing	741,806				96,000	99,840	102,835	105,920	109,098	112,371	115,742	741,806
2	Copy Machine Lease Agreement	76,064				5,141	5,141	5,141	5,141	18,500	18,500	18,500	76,064
3	HVAC Elementary Classrooms (16 remaining) 8 per yr	120,000				60,000	60,000						120,000
4	Playground Prep Moves (Dumpsters and Sports Shed)	50,300				50,300							50,300
5	New Maintenance Garage	110,000				110,000							110,000
6	Furniture Replacement Program	209,779				27,370	28,200	29,046	29,917	30,815	31,739	32,692	209,779
7	Security Window Film (\$2,000/Classroom x 21)	45,000				15,000	14,000	16,000					45,000
8	Gym & Cafeteria Re-Roofing (1999)	259,000	225,400	Building & Maint. Fund 6/30/23		259,000							259,000
9	HVAC Rooftop Units Cafeteria and Gym (1999)	150,000				150,000							150,000
10	Server Room Network Switches	29,000	14,500	Federal Grant? (e-rate)			29,000						29,000
11	Hub Room Network Switches	40,000	20,000	Federal Grant? (e-rate)			40,000						40,000
12	Main Playground Equipment (+ PTA funding)	200,000	75,000	Raising			200,000						200,000
13	Preschool Playground with shade structure	80,000					80,000						80,000
14	Downstairs/Elem. Sch. Bathroom Refurbishment	65,000						65,000					65,000
15	Re-Shingle Main Building Roof (1999)	165,000						165,000					165,000
16	Visual Alerting System	50,000						50,000					50,000
17	Downstairs Hallways and Classrooms VCT Flooring	110,000						110,000					110,000
18	Re-Shingle Classroom Wing Roof (2nd & 7th Gr Wing) (2003)	140,000							140,000				140,000
19	Replacement of Utility Tractor	35,000							35,000				35,000
20	Replace Upstairs VCT Flooring w prepwork - 1999 Halls & Cla	110,000							110,000				110,000
21	Curbing, stairs, and Re-Stripe and reseal Parking Lot (2022)	85,000							85,000				85,000
22	Drainage Solution for "Butterfly Garden"	25,000							25,000				25,000
23	SAU Deck and Ramp Replacement (2009)	15,000							15,000				15,000
24	Exit 2 Door Replacement (double doors)	15,000							15,000				15,000
25	Replace 2 Boilers	150,000	82,772	Boiler Repacement Fund as of 9/1/23						150,000			150,000
26	Septic Leach Field Replacement (1999)	160,000								160,000			160,000
27	Gym Floor Refurbishing (resand, reline, reseal)	25,000	Need updated estimate.							25,000			25,000
28	Downstairs Main Wing VCT Flooring (1999)	110,000								110,000			110,000
29	Emergency Generator Replacement (1999)	100,000									100,000		100,000
30	Wireless Network Replacement	65,000	32,500	Federal Grant? (e-rate)								65,000	65,000
31	Cafetorium Floor Upgrade and Replacement (2021)	25,000										25,000	25,000
32	Propane Tank Replacement (inspected in 2022 - tank 1999)	300,000										300,000	300,000
33	Telephone System	0											0
	Unallocated School Impact Fees		51,733	Impact Fees									
	Subtotal Chester School District	3,860,949	-	-	3,359,044	772,811	556,181	543,022	565,979	603,413	262,610	556,933	3,860,949
	School Capital Reserves Accounts, IFs & Grants		501,905	-	-	277,133	109,500	0	0	82,772	0	32,500	
	Annual totals minus cap reserve funds, IFs & grants:		V V → →	-	-	495,678	446,681	543,022	565,979	520,641	262,610	524,433	3,860,949
	Impact Fees as of 2-12-24.		Update / Verify										

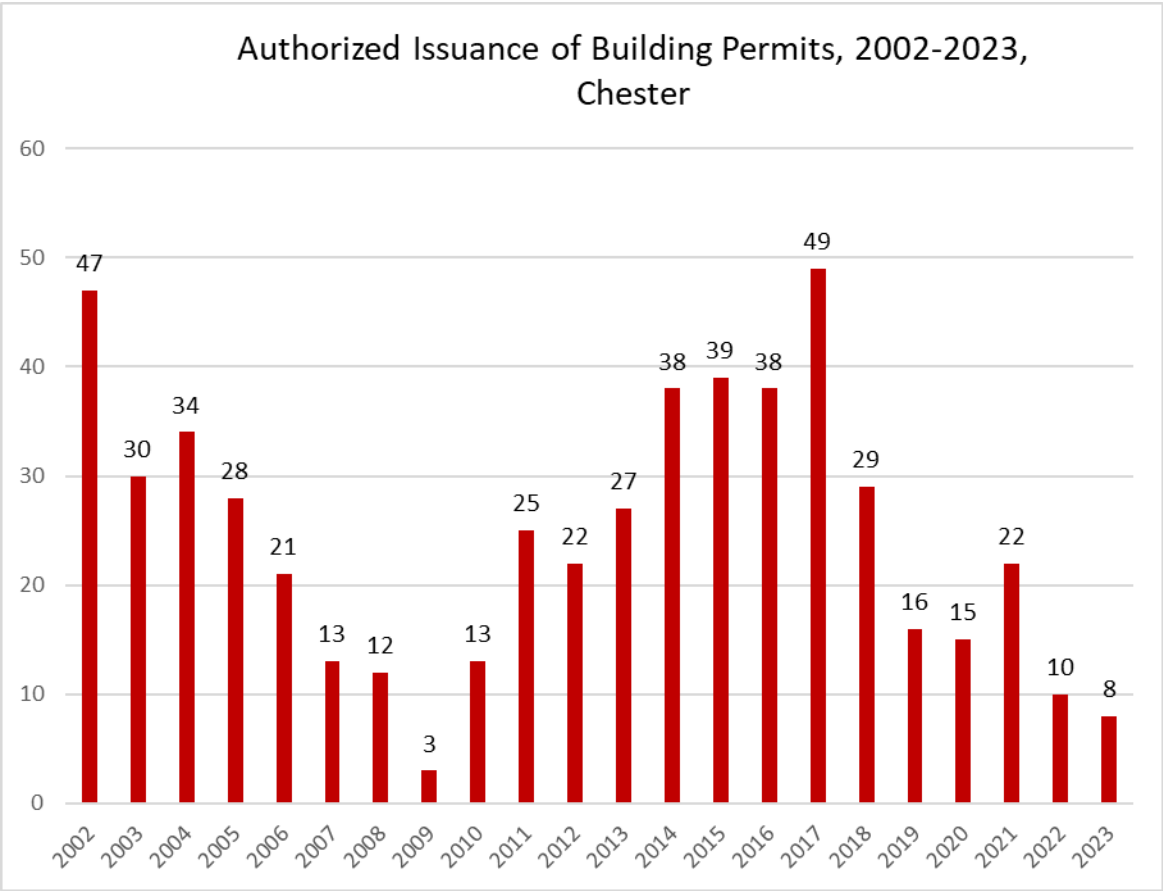
Updated: 2/15/24						POST-SCORING - Table 10								
Printed:						Schedule of Capital Improvement Projects and Annualized Costs								
2/16/2024 10:24														
Description of Project or Equipment by Department or Service Area	Gross Capital Cost	Available Revenues (CR, Grants)	Source Other Funds	Balance from Local Funds	Annualized Town Capital Cost Funded from Taxes							Total for 7-Year Return		
					2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31			
Subtotal General Government / Admin	823,100	45,336	-	777,764	196,330	253,370	66,920	16,480	205,000	80,000	5,000	823,100		
Net current Impact Fees, Grants & CRs etc.	Includes current GGB impact fees				45,336	0	0	0	0	0	0			
Net GGB Capital Costs after applying grants, CRs, impact fees etc.					150,994	253,370	66,920	16,480	205,000	80,000	5,000	777,764		
Subtotal Library	31,500	0	-	31,500	31,500	0	0	0	0	0	0	31,500		
Net current Impact Fees, Grants & CRs etc.	Includes current Police impact fees				0	0	0	0	0	0	0			
Net Police Capital Costs after applying grants, CRs, impact fees etc.					31,500	0	0	0	0	0	0	0		
Subtotal Police	1,181,625	19,448	-	1,162,176	80,270	99,297	197,322	159,654	153,788	210,348	280,946	3,752,025		
Net current Impact Fees, Grants & CRs etc.	Includes current Police impact fees				19,448	0	0	0	0	0	0			
Net Police Capital Costs after applying grants, CRs, impact fees etc.					60,822	99,297	197,322	159,654	153,788	210,348	280,946	1,162,176		
Subtotal Fire	2,570,400	765,371	0	1,805,029	1,805,029	320,600	277,900	381,200	21,500	546,800	22,100	3,375,129		
Net current Impact Fees, Grants & CRs etc.	Includes current Fire impact fees & Equip. CR				765,371	0	0	0	0	0	0			
Net Fire Capital Costs after applying grants, CRs, impact fees etc.					1,039,657	320,600	277,900	381,200	21,500	546,800	22,100	2,609,757		
Subtotal Highway	16,519,764	3,695,658	-	12,824,106	3,119,340	1,515,320	1,979,900	1,579,300	2,194,700	3,016,802	3,114,402	16,519,764		
Net current Impact Fees, Grants & CRs etc.	Includes HWY impact fees & Block grants				222,648	179,054	182,635	186,288	190,013	1,882,776	197,690	3,041,104		
Red-Listed Bridge Engineering Funds	na	235,000								117,000	117,000			
Highway Capital Reserve Fund	na	419,555	-	-	59,936	59,936	59,936	59,936	59,936	59,936	59,936	419,555		
Net Highway Capital Costs after applying grants, CRs, impact fees etc.					2,836,755	1,276,330	1,737,329	1,333,076	1,944,750	957,090	2,739,776	12,825,106		
Subtotal Recreation & Conservation	746,446	390,863	-	1,805,029	320,000	236,446	40,000	20,000	50,000	50,000	30,000	746,446		
Net current Impact Fees, Grants & CRs etc.	Includes current Conservation impact fees				390,863	0	0	0	0	0	0			
Net Recreation Capital Costs after applying grants, CRs, impact fees etc.					-70,863	236,446	40,000	20,000	50,000	50,000	30,000	0		
Municipal Capital Reserve Fund	na	1,680,452	-	-	240,065	240,065	240,065	240,065	240,065	240,065	240,065	1,680,452		
Total Town Capital Costs	21,872,835	7,016,683	-	16,275,334	5,552,469	2,425,033	2,562,042	2,156,634	2,624,988	3,903,950	3,452,448	22,677,563		
Net current Impact Fees, Grants & CRs etc.					1,743,668	479,055	482,636	486,289	490,014	2,182,777	497,691			
2023 Municipal Capital Improvement taxation included in current tax rate.					1,100,935									
Net Town Capital Costs after applying grants, CRs, impact fees etc.					2,707,866	1,945,978	2,079,406	1,670,346	2,134,973	1,721,173	2,954,757	15,214,499		
Total SAU Capital Costs:	3,860,949	501,905	-	3,359,044	772,811	556,181	543,022	565,979	603,413	262,610	556,933	3,860,949		
Net current Grants & CRs etc.	Includes current School impact fees				277,133	109,500	0	0	82,772	0	32,500			
2023 SAU Capital Improvement taxation included in current tax rate.					174,431									
Net SAU Capital Costs after applying grants, CRs, impact fees etc.					321,247	446,681	543,022	565,979	520,641	262,610	524,433	3,184,613		
Projected Assessed Valuation														
Net Local Assessed Valuation in 11/2023: \$1,192,828,955 (Projected at 2.44% annualized rate of growth out to 2030-2031. NLAV and 2.44% provided by Scott Marsh, CNHA with MRI.)					1,221,933,982	1,251,749,171	1,282,291,850	1,313,579,772	1,345,631,118	1,378,464,517	1,412,099,051			
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 2023 Tax Rate: \$6.72				\$2.22	\$1.55	\$1.62	\$1.27	\$1.59	\$1.25	\$2.09			
	Existing School 2023 Tax Rate: \$13.79				\$0.26	\$0.36	\$0.42	\$0.43	\$0.39	\$0.19	\$0.37			
(Assumes 2.44% Annual Growth in Taxable Value)	Increase to tax rate:				\$2.48	\$1.91	\$2.05	\$1.70	\$1.97	\$1.44	\$2.46			
Note: The above tax rate impacts should reflect the CIP funding already included in the tax rate by the previous year's appropriations.														

Housing Growth Trends

Home Construction

Between 2011-2023 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 & Town of Chester

As shown in the following Table 11, during the “Great Recession” of 2007-2011, the average number of residential building permits issued per year by the Town of Chester averaged 13 per 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 five years, the number of residential permits averaged only 14 permits per year.

Table 12¹ provides data showing that the Town of Chester experienced the second highest rate (50.4%)

¹ Tables 11 and 12 and paragraph will be updated when more information is received from SNHPC.

of housing growth among adjacent towns 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 55.62% and Sandown at 34.16% located outside Chester experienced the highest rates of growth between 2000 and 2019 (see Table 12). Candia and Derry experienced the slowest growth rates; however, these figures are relative as Derry experienced numerically the largest increase (902) in total housing units compared to Candia (160). Yet, the impact of increased housing units in smaller municipalities such as Chester will be more significant, typically requiring the need for increased tax revenues for municipal services and capital improvements.

Table 11 Dwelling Units Trends 2001-2022																								
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	2022	2012-2022	
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	10		305
Chester Growth Assessment																								
4 Year Average of Building Permit Issuance 1.25 Percent * 4 Year Average of Building Permit Issuance Estimated Annual Housing Increase Annual Percent Change in Building Permit Issuance Annual Percent Growth in Housing Units Localized Growth (Normal Growth [NG] or Unusually Rapid Growth [URG]) Regional Growth Comparison (Chester's Growth > Abutter's Growth by 1.25 = URG)					48	35	28	24	19	12	10	13	16	22	28	32	36	41	39	28	18	16		
					60	43	35	30	23	15	13	17	20	27	35	39	44	51.25	48.75	35	22.5	20		
	1327	1407	1454	1484	1518	1546	1567	1580	1592	1595	1608	1633	1655	1682	1720	1758	1807	1836	1852	1867	1889	1899		
	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%	-54.55%		
		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%	0.53%		
					NG	NG	NG	NG	NG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG	NG	NG	NG	URG	
		URG	URG	URG	URG	URG	NG	URG	NG	URG	URG	URG	URG	URG	URG	URG	URG	NG	NG	NG	NG	NG	URG	
Abutting Towns Building Permits																								
Auburn	32	29	44	44	0	11	7	6	0	18	27	43	32	38	30	30	35	28	28	30	14		339	
Candia	33	4	9	3	11	12	20	0	2	8	3	7	8	4	5	4	6	12	9	42	26		110	
Derry	40	45	61	48	44	13	89	42	25	24	19	41	74	47	64	67	70	33	56	43	58		563	
Fremont	13	19	33	32	27	0	19	14	9	8	27	28	40	26	21	23	7	8	7	15	21		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	20		228	

Tables 11 and 12 will be updated when more information is received from SNHPC.

Table 11 Dwelling Units Trends 2001-2022																							
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	2022	2012-2022
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	139		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	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	25466		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%	-2.11%		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%	0.55%		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%	0.69%		6.89%

Tables 11 and 12 will be updated when more information is received from SNHPC.

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 high 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 2001-2022, Chester's annual percent growth in housing units in 2022 was **0.53%**. This annual percentage growth is well under the 3.0% Maximum Sustainable Rate of Residential Growth 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, 2000-2022

Growth in Housing Units 2000 – 2022												
Towns	2000 Census Count of Housing Units	2000 Census Plus Total Units	2010 Census Count of Housing Units	2010-2014 Units Authorized	Housing Stock Beginning of 2015	2021 Authorized Building Permits	2000- 2020 Housing Stock & 2021	2020 Units Authorized as Percent of Stock	2000- 2005 HU Growth	2005- 2010 HU Growth	2010- 2015 HU Growth	2000- 2021 HU Growth
Chester	1,247	1,466	1,596	113	1,692	22	1,871	1.18%	17.56%	8.87%	6.02%	50.04%
Abutting Towns												
Auburn	1,622	1,771	1,814	158	1,966	14	2,036	0.69%	9.19%	2.43%	8.38%	25.52%
Candia	1,384	1,444	1,494	30	1,509	26	1,591	1.63%	4.34%	3.46%	1.00%	14.96%
Derry	12,735	12,973	13,277	205	13,393	58	13,597	0.43%	1.87%	2.34%	0.87%	6.77%
Fremont	1,201	1,325	1,573	129	1,702	21	1,869	1.12%	10.32%	18.72%	8.20%	55.62%
Raymond	3,710	3,965	4,254	72	4,351	N/A	N/A	N/A	6.87%	7.29%	2.28%	N/A
Sandown	1,777	2,005	2,214	123	2,337	20	2,384	0.84%	12.83%	10.42%	5.56%	34.16%
Aggregate	22,429	23,483	24,626	717	25,258	161	23,348	0.69%	4.70%	4.87%	2.57%	4.10%

Source: NHOPD Current Estimates and Trends in NH Housing Supply, 2022

Tables 11 and 12 will be updated when more information is received from SNHPC.