

TOWN OF TAMWORTH

NEW HAMPSHIRE

CAPITAL IMPROVEMENT PROGRAM REPORT

2018 to 2023

Public Hearing held on September 12th, 2017 by the
Capital Improvement Program Committee

Presented on September 27th, 2017 to the
Tamworth Planning Board

Submitted on October 5th, 2017 to the
Tamworth Board of Selectmen

Submitted on October 19th, 2017 to the
Tamworth School Board

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1.0 SUMMARY

1.1 Report Organization

The original Tamworth Capital Improvement Program (CIP) was accepted by the Planning Board on February 26, 2009. This report is an interim update, for the period 2018-2023.

Section 1.0 Summary contains a list of recommended warrant articles for 2018, and the report's conclusions.

Section 2.0 Project Descriptions is a listing of all of the town's capital improvement projects for the next six years, as detailed in Section 3.0, with brief descriptions.

Section 3.0 Expense Detail by Department is a complete schedule of all proposed capital expenses, allowing the town's elected officials to do comparative analysis, prioritize, coordinate, and sequence the various municipal and school improvements which impact the tax rate.

Section 4.0 Financial Summary contains summary tables of expenditures, sources of income, funds to be raised through taxes, and the tax rate impact of planned expenditures.

Section 5.0 Process contains an overview of the process and assorted comments about this year's report.

Section 6.0 Reference has background information on Capital Improvement Programs in general, and the methods and definitions used in this report.

Section 7.0 Roads and Bridges contains detailed information on plans for road reconstruction and bridge maintenance.

1.2 Recommended Warrant Articles for 2018

The CIP committee recommends the following items be included on the 2018 Town and School Meeting warrants, to implement this Capital Improvement Program. Department initials and line numbers refer to Section 2.0 Project Descriptions and Table 3.0 Expense Detail by Department.

The items listed below total:

Town Budget	\$736,567
School Budget	\$279,068

Town Government		
TG.5.	(10,000)	<u>Software Upgrade</u> : Projected cost of upgrading to improved assessing/tax collector/town clerk software, including conversion of all properties from current to new program, provided by new program vendor (spread over multiple years).

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TG.6.	(10,000)	<u>Municipal Safety Building planning:</u> Including funding for needs assessment; property requirements, suitability, locations identification; planning; preliminary architectural and engineering models; community input (spread over multiple years).
Fire Department		
FD.1	(188,000)	<u>No 1 Hose Truck:</u> 2nd payment for the fire truck authorized by 2017 Town Meeting vote. ***Note: This amount should be included in the 2018 budget, but not in the 2018 warrant. ***
FD.4	(18,000)	<u>Maintenance to Chocorua Fire Station</u> includes repairing or replacing the front door, building siding, and windows.
Highway Department		
HW.2	(180,000)	<u>Single Axle 6 Wheeler Plow/Sander</u> (replace Unit #1) to be purchased at a cost estimated at \$180,000 to replace existing unit #1, based on the life expectancy of unit #1. There may be some offset from the sale of unit #1. Plate # G20985 VIN# 1HTWDDAAR19J101205
HW.11	(250,000)	<u>Road Reconstruction and Paving</u> Capital costs are budgeted and expended annually.
Transfer Station		
TS.1	(64,360)	Include \$64,360 for <u>Landfill Closure Bond.</u>
TS.2.	(11,000)	<u>Grade and pave</u> gravel drive south and east of dumpster pad to improve traffic flow, increase recycling, and avoid current equipment/trucking impacts to pavement, pad, and drainage berm.
TS.13.	(5,207)	<u>Recycle/Storage container open top (Metals-30 yard)</u> Replacement for current metals recycling container.
School District		
SD.1	(198,068)	Include \$198,068 for <u>School Bond.</u>
SD.4	(60,000)	Include \$60,000 for <u>Roof Repairs.</u>
SD.10	(11,000)	<u>Hot Water Heater Replacement (p. 46)</u> Water Heater Options this is for the planned replacement of hot water heaters.
SD.20	(10,000)	<u>Flooring:</u> Replace Kindergarten Classroom floor with tile and area rugs, remove asbestos. Replace main corridor floor.

1.3 Conclusions

Chart 1.1 shows capital appropriates, summed by department, for the six years included in this report (2018-2023). See [Table 3.0 Expense Detail By Department](#) for specifics.

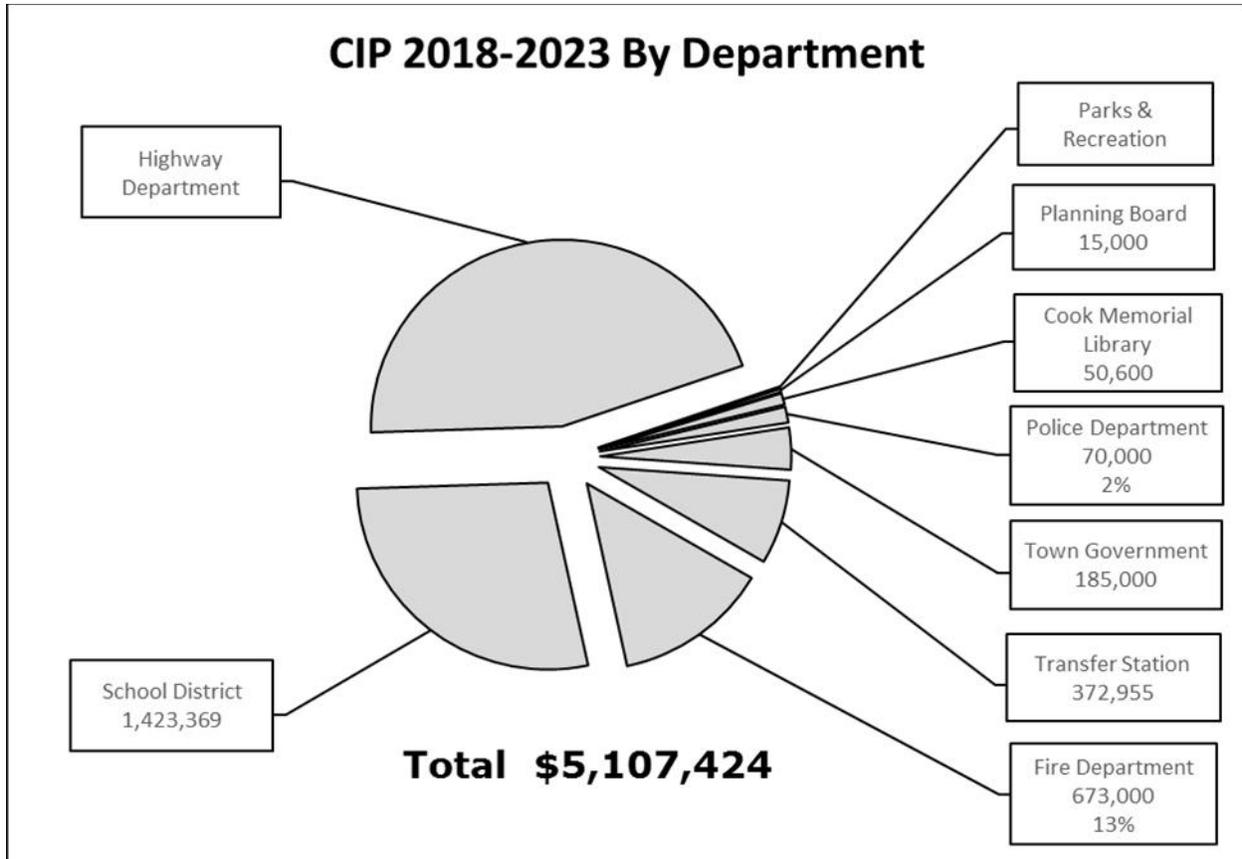


Chart 1.1 CIP Appropriations by Department

Total CIP appropriations for the six-year period of this report (2018-2023) is \$5,107,424. This represents a decrease of \$1,161,329 from the prior report, or 18.5%. It is the lowest total to date. Reductions occurred in almost every department, the largest coming in the Highway, School, and Fire Departments. The distribution of expenses among departments is virtually unchanged from the prior report.

There are extreme variations in expenses by year, with the highest value being 2.5 times the lowest amount. This is due to a number of factors. (1) There's inevitably more focus on plans for the next few years, than years five or six. (2) We are still seeing the impact of the 2016 decision to postpone purchasing the fire truck, the largest single expense the town has, with the delay still causing ripple effects. (3) There are a number of expenses which appear in each report, but always get postponed before becoming real. They tend to reappear in year two or three, rather than in the distant future, distorting total expenses. (4) Final payments for both the School and the Landfill Reclamation Bonds occur during this period, so there will be a permanent expense reduction of about \$250,000 per year.

The CIP Committee used the techniques described in Section 5.3 Steps, to shift the timing of some expenses. This smoothed out the tax rate impact, to the greatest extent possible, and for the first time, kept it consistently below \$3.00.

2.0 PROJECT DESCRIPTIONS

The following descriptions refer to projects in Table 3.0 Expense Detail by Department:

TG Town Government

1. Town Office Roof: The current roof is in need of repair or replacement.
2. Property Revaluation: Scheduled revaluation, used for tax rate equalization.
3. Tax Map Revisions: Modify tax maps to reflect the size and shape of each parcel and accurately reflect spatial locations, so they may be used in conjunction with other GIS maps.
5. Software Upgrade: Projected cost of upgrading to improved assessing/tax collector/town clerk software, including conversion of all properties from current to new program, provided by new program vendor.
6. Municipal Safety Building planning: Including funding for needs assessment; property requirements, suitability, locations identification; planning; preliminary architectural and engineering models; community input.
7. Municipal Safety Building: Land acquisition and construction costs for the proposed Municipal Safety Building, under study.

FD Fire Department

1. Hose Truck This will replace the 1990 Kodiak and utility body (see "6 Hose 1" at <http://www.tamworthfd.org/apparatus.shtml#>), which will be 28 years old at the projected replacement date. This truck carries 3000' of 4" hose, 2 portable pumps, and important equipment needed at fire scenes, including a cascade air system for refilling air packs, a large generator for power supply, positive and negative ventilation fans, hydraulic and manual extrication tools, hazardous materials containment tools and more. The current vehicle's body has been maintained primarily in-house, and the FD expects that continued rust repairs by the volunteer and/or Chief will extend the vehicle's useable life to the projected replacement date. Costs are based on recent purchases by area departments. Although the Department always seeks refunds and resales for retired equipment, the age, functionality, and repairs of the Kodiak will preclude a large refund amount.
2. SUV A replacement for the Fire Chief's SUV acquired in 2013.
3. Pumper This will replace Engine 3, a pumper, which is currently housed in the Wonalancet Fire Station (see "6 Engine 3" at <http://www.tamworthfd.org/apparatus.shtml#>). This is a 1995 Freightliner FL70 Luverne, with a 1,000-gallon tank, and which can pump 1,250 gallons per minute.
4. Maintenance to Chocorua Fire Station includes repairing or replacing the front door, building siding, and windows.

PD Police Department

3. 4WD Cruiser - Unit 3 Vehicle is to replace the 2013 Chevy Tahoe.
4. 4WD Cruiser - Unit 1 Vehicle is to replace the 2011 Chevy Tahoe.
7. 4WD Cruiser - Unit 3 Replacement for Unit 1, which will be acquired in 2019.
8. 4WD Cruiser - Unit 1 Replacement for Unit 3, which will be acquired in 2020.

HW Highway Department

2. Single Axle 6 Wheeler Plow/Sander (replace Unit #1) to be purchased at a cost estimated at \$180,000 to replace existing unit #1, based on the life expectancy of unit #1. There may be some offset from the sale of unit #1. Plate # G20985 VIN# 1HTWDDAAR19J101205.

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4. Single Axle 6 Wheeler Plow/Sander (replace Unit #2) to be purchased at a cost estimated at \$180,000 to replace existing unit #2, based on the life expectancy of unit #2. There may be some offset from the sale of unit #2. Plate # G20993 VIN# 1HTWDDAARX9J101204.
7. Articulating Loader replacement estimated year/cost of replacement equipment (11-12 years of service) Plate# G20659 VIN#002165.
9. Accessory building (7200 sq. ft. estimated requirement) to be erected in 2020 at a cost estimated at \$100,000 to store salt and sand material and to house various equipment currently kept outside. The intent is to comply with environmental requirements and to protect investment in equipment.
11. Road Reconstruction and Paving Capital costs are budgeted and expended annually.
18. 3/4-ton pickup Replacement of HW Department vehicle purchased 2013, used for lower-cost department transportation and for lighter duty plow/sand and patch/seal maintenance projects.
20. Mountain Road Bridge Work to include attention to supporting beams, safety/security upgrades.
21. Scott Rd Bridge over Chocorua River Galvanized culvert needs to be replaced.

RS Rescue Squad

1. Ambulance This will be the primary vehicle for the Squad, well-equipped electrically and electronically, with the ability to provide for patient care and transport from Tamworth's distance to advanced care/emergency care facilities.

EM Emergency Management

No capital projects planned at this time.

PR Parks and Recreation Department

5. Riding Mower The replacement of the 1999 John Deere GT235 ride-on mower with a current model or similar. This mower has a 54" deck, three blades, with an 18 hp Briggs & Stratton engine.

TS Transfer Station

1. Landfill Closure Bond The land fill closure cost \$1,051,905 and was funded by a 20-year bond with a 3.72% interest rate. Bond payments run through 2023.
2. Grade and pave gravel drive south and east of dumpster pad to improve traffic flow, increase recycling, and avoid current equipment/trucking impacts to pavement, pad, and drainage berm.
13. Recycle/Storage container open top (Metals-30 yard) Replacement for current metals recycling container.
14. Recycle Compactor #2 Replace for mixed recyclable compactor machine. Recent repairs have extended the life of the machine and attached container.
15. Trash Compactor (Description needed.)

CM Cemetery Trustees

No capital projects planned at this time.

CL Cook Memorial Library

1. Carpeting was scheduled for 2018, based on the warranty expiration date of the carpeting (2011). The estimate includes cost of carpeting, tile replacement where necessary, removal and replacement of all shelved materials by professional library movers, and installation.
3. Furnaces (2 remaining) replacement, tentatively scheduled for 2022 and 2023 (one unit per year) based on the normal life span of current units.

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4. Air Conditioning Unit replacement, tentatively scheduled for 2022, based on a 20-year life span of the current unit.

SD School District

Page numbers listed here and in Section 4.0 refer to the Turner Report, the School District's comprehensive capital improvement assessment and report.

Note: School Board capital projects are listed in the calendar year in which funds are appropriated at the Annual School District Meeting. The school year in which the projects will be initiated begins approximately 3 ½ months later (July 1).

1. School Bond Payments The School addition cost \$3.2 million, and was financed by a 20-year bond with a 4.87% interest rate. Bond payments run through FY23.
4. Roof Repairs (p. 33) This includes replacement of roof over SAU and Cafeteria as well as needed repairs over entire roof.
10. Hot Water Heater Replacement (p. 46) Water Heater Options this is for the planned replacement of hot water heaters.
15. NFPA 13 Sprinkler System (p.46) Install a water supply tank, fire pump, and full NFPA 13 Sprinkler to the entire building (this is a desire not a need, current system meets code requirements).
16. Ventilation, Noise, and Energy Efficiency (p.45) Replace some of the unit vent heaters with central units equipped with demand control, ventilation, heat recovery, and designed for low noise classrooms.
17. Glass Blocks in Gym Wall (p.35) Replace with alternative day lighting with a higher R-value.
20. Flooring: Replace Kindergarten Classroom floor with tile and area rugs, remove asbestos. Replace main corridor floor.
21. Seal Coat Parking area: maintain paved area surrounding school.
22. Boiler: It's estimated the boiler will need to be replaced in the next 6-10 years.

CC Tamworth Conservation Commission

No capital projects are planned at this time. The TCC may identify opportunities to conserve land to appear in future CIP reports and at such time appropriate funding will be a consideration, noting that privately sourced funding has been customary. Funds from the Land Use Change Tax (LUCT) will continue to be added to the Conservation Fund. In 2017 Town Meeting voted to change the amount to up to \$7,500 each year.

PB Planning Board

1. Build Out Analysis This analysis assesses buildable lots, projects future population growth by number and area, and provides a basis for municipal services planning (water, wastewater, emergency services, road construction/maintenance, schools, etc.).

ED Economic Development Commission

No capital projects planned at this time.

ZB Zoning Board of Adjustment

No capital projects planned at this time.

3.0 EXPENSE DETAIL BY DEPARTMENT

		Department	RT	PR	2018	2019	2020	2021	2022	2023	2024-27*	Totals
		Project or Equipment Description										
TOWN GOVERNMENT												
TG	1	Town Office Roof	D	2		(50,000)						(50,000)
TG	2	Property Revaluation	A	2		(40,000)						(40,000)
TG	3	Tax Map Revisions	B	2		(15,000)						(15,000)
TG	5	Software Upgrade	C	2	(10,000)	(50,000)						(60,000)
TG	6	Municipal Safety Building planning	C	2	(10,000)	(10,000)						(20,000)
TG	7	Future Municipal Safety Building Land & Construction	D	4							(1,000,000)	(1,000,000)
FIRE DEPARTMENT												
FD	1	No 1 Hose Truck	B	1	(188,000)							(188,000)
FD	2	SUV (2020)	B	3			(42,000)					(42,000)
FD	3	Next Fire Truck (2021)	B	1			(165,000)	(260,000)				(425,000)
FD	4	Station Maintenance	B	2	(18,000)							(18,000)
POLICE DEPARTMENT												
PD	3	4WD Cruiser - Unit 3	B	1		(35,000)						(35,000)
PD	4	4WD Cruiser - Unit 1	B	1			(35,000)					(35,000)
PD	7	4WD Cruiser - Unit 3	B	1							(35,000)	(35,000)
PD	8	4WD Cruiser - Unit 1	B	1							(35,000)	(35,000)
HIGHWAY DEPARTMENT												
HW	2	Single Axle 6 Wheeler Plow/Sand (Unit 1)	B	1	(180,000)							(180,000)
HW	4	Single Axle 6 Wheeler Plow/Sand (Unit 2)	B	1				(180,000)				(180,000)
HW	7	Articulating Loader w/ Attachment	B	1							(175,000)	(175,000)
HW	9	Accessory Building	C	3					(100,000)			(100,000)
HW	11	Road Reconstruction & Paving	B	1	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(1,000,000)	(2,500,000)
HW	18	Pickup Truck	B	1		(50,000)						(50,000)
HW	20	Mountain Road Bridge	B	1			(100,000)					(100,000)
HW	21	Scott Rd Bridge over Chocorua River	B	1				(200,000)				(200,000)
RESCUE SQUAD												
RS	1	Ambulance	D	4							(240,000)	(240,000)
EMERGENCY MANAGEMENT												
EM		None Planned										
PARKS & RECREATION												
PR	5	Riding Mower	C	3			(7,500)					(7,500)
TRANSFER STATION												
TS	1	Landfill: Closure Bond	A	1	(64,360)	(62,399)	(60,438)	(58,478)	(56,517)	(54,556)		(356,748)
TS	2	Grade/Pave gravel drive	C	2	(11,000)							(11,000)

4.0 FINANCIAL SUMMARY

4.1 Capital Appropriations

Table 4.1 Capital Appropriations summarizes the spending listed in Table 3.0 Expense Detail by Department, and gives totals by department, by year. It is automatically generated from the detail in Table 3.0. This is the anticipated amount of spending required by the town to implement all of the listed projects. It does not include sources of income or funds added to capital reserves.

Department	2018	2019	2020	2021	2022	2023	2024-27*	Totals
Town Government	(20,000)	(165,000)	0	0	0	0	(1,000,000)	(1,185,000)
Fire Department	(206,000)	0	(207,000)	(260,000)	0	0	0	(673,000)
Police Department	0	(35,000)	(35,000)	0	0	0	(70,000)	(140,000)
Highway Department	(430,000)	(300,000)	(350,000)	(630,000)	(350,000)	(250,000)	(1,175,000)	(3,485,000)
Rescue Squad	0	0	0	0	0	0	(240,000)	(240,000)
Parks & Recreation	0	0	(7,500)	0	0	0	0	(7,500)
Transfer Station	(98,557)	(62,399)	(60,438)	(58,478)	(56,517)	(54,556)	(30,825)	(421,770)
Cook Memorial Library	0	(26,000)	0	0	(17,300)	(7,300)	0	(50,600)
School District	(279,068)	(290,076)	(267,084)	(188,092)	(249,049)	(150,000)	(460,000)	(1,883,369)
Planning Board	0	0	(15,000)	0	0	0	0	(15,000)
Totals	(1,015,634)	(878,475)	(942,022)	(1,136,570)	(672,866)	(461,856)	(2,975,825)	(8,083,249)

Table 4.1 Capital Appropriations

Chart 4.2 CIP Appropriations by Year shows a graph of the appropriation totals by year, for the six-year period 2018-2023.

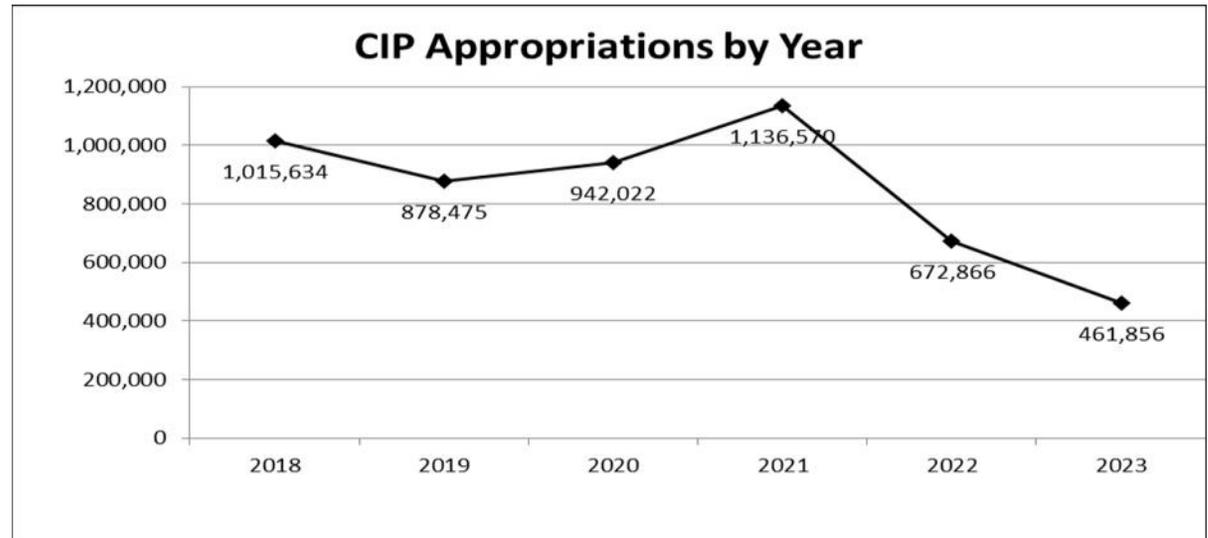


Chart 4.2 CIP Appropriations by Year 2018-2023

4.2 Capital Reserves & Other Sources of Funds

Table 4.3 Capital Reserves & Other Sources of Funds reconciles funds added to or expended from Capital Reserves, and other grants or donations used to fund capital improvement projects. Please see Section 6.7 for a full explanation of this table.

Capital Reserve Funds	Balance 6/30/2017	2017	2018	2019	2020	2021	2022	2023	2024 -27*	Funds Remaining
Highway - Bridge CR	234,751									
New Funds Created				120,000	50,000					
Expended		(225,000)				(170,000)				
Balance Remaining										9,751
Rescue Squad - Ambulance CR	50,393									
Expended									(50,393)	
Balance Remaining										0
School -Reno. & Emerg. CR	55,877									
Balance Remaining										55,877
School - Special Education	226,609									
Balance Remaining										226,609
Totals	567,631	(225,000)	0	120,000	50,000	(170,000)	0	0	(50,393)	292,238

Table 4.3 Capital Reserves & Other Sources of Funds

4.3 Funds To Be Raised By Taxes

Table 4.4 Funds To Be Raised By Taxes combines the expenses in Table 4.1 Capital Appropriations with the Table 4.3 Capital Reserves & Other Sources of Funds to give the net funds with must be raised each year by taxes.

	2018	2019	2020	2021	2022	2023	2024-27*	Totals
Town Government	20,000	165,000	0	0	0	0	1,000,000	1,185,000
Fire Department	206,000	0	207,000	260,000	0	0	0	673,000
Police Department	0	35,000	35,000	0	0	0	70,000	140,000
Highway Department	430,000	420,000	400,000	460,000	350,000	250,000	1,175,000	3,485,000
Rescue Squad	0	0	0	0	0	0	189,607	189,607
Parks & Recreation	0	0	7,500	0	0	0	0	7,500
Transfer Station	80,567	62,399	60,438	58,478	56,517	54,556	30,825	421,770
Cook Memorial Library	0	26,000	0	0	17,300	7,300	0	50,600
School District	279,068	290,076	267,084	188,092	249,049	150,000	460,000	1,883,369
Planning Board	0	0	15,000	0	0	0	0	15,000
Total Raised by Taxes	1,015,634	998,475	992,022	966,570	672,866	461,856	2,925,432	8,032,856

Table 4.4 Funds To Be Raised By Taxes

4.4 Estimated Tax Rate Impact

$$\text{Tax Rate Impact} = \frac{\text{Funds Raised by Taxes} \times 1,000}{\text{Total Assessed Valuation}}$$

Total Assessed Valuation

2016 Total assessed valuation
 with utilities: \$340,593,762
 without utilities: \$326,794,352

Assessed valuation with utilities is used for this calculation. The estimated tax rate impact presented here is not an actual tax rate, and is for comparison purposes only. Please see Section 6.7 for a full explanation of the calculation, and Section 5.7 for an explanation on the use of 2016 valuation figures.

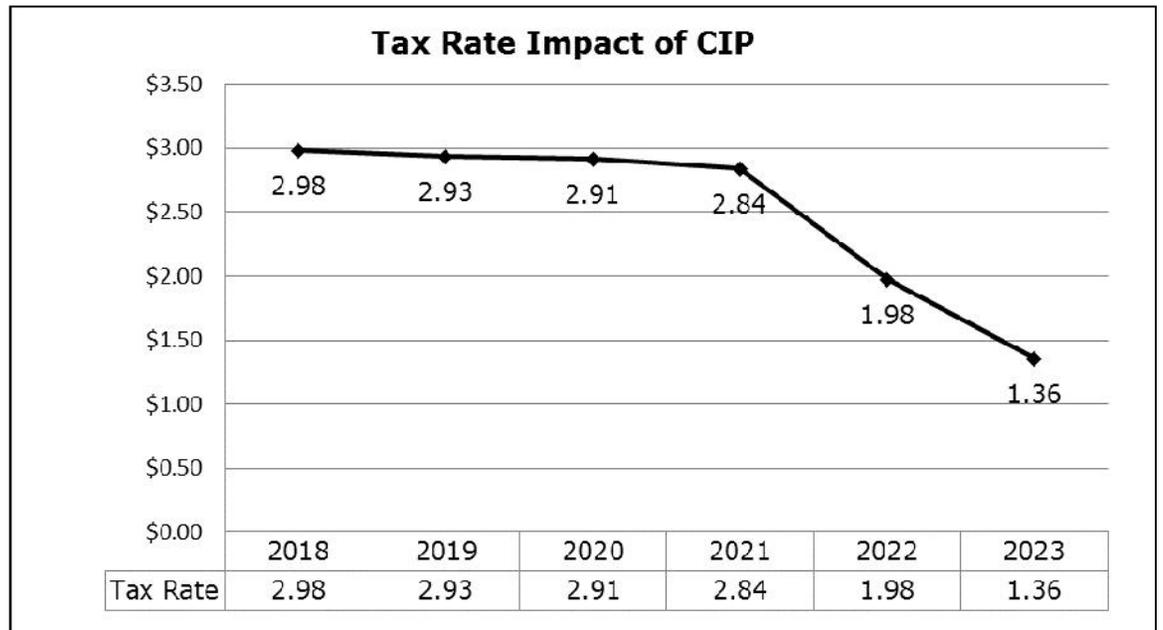


Chart 4.5 Tax Rate Impact of CIP

4.5 Historical Comparison Charts

Chart 4.6 is a line graph showing the history of total spending included in each of the last seven CIP reports. Each entry is the total of spending for the six years covered in that report. The labels refer to the year when the report was approved. The value for the current report reflects a significant decrease in total spending.

Chart 4.7 is a multiple line graph, comparing the projected expenditures by year, included in the last seven CIP Reports (approved in 2011 through 2017), aligned by year of the planned expenditure. The chart covers twelve years, but each report only covers six years, so there is a lot of overlap in the middle, and none at the ends. The chart shows how plans for spending in individual years fluctuate over time.

Chart 4.8 is quite similar chart 4.7, but shows the projected tax rate impact by year, by report. Again, it shows the twelve years of data, included in the most recent seven reports. There is less variation in projected tax rates than in projected expenditures, because of the techniques employed to smooth out the tax rate impact figures. The chart shows how adjustments made in successive reports have modified tax rate impacts by year. In most cases, there have been significant variations from one report to the next.

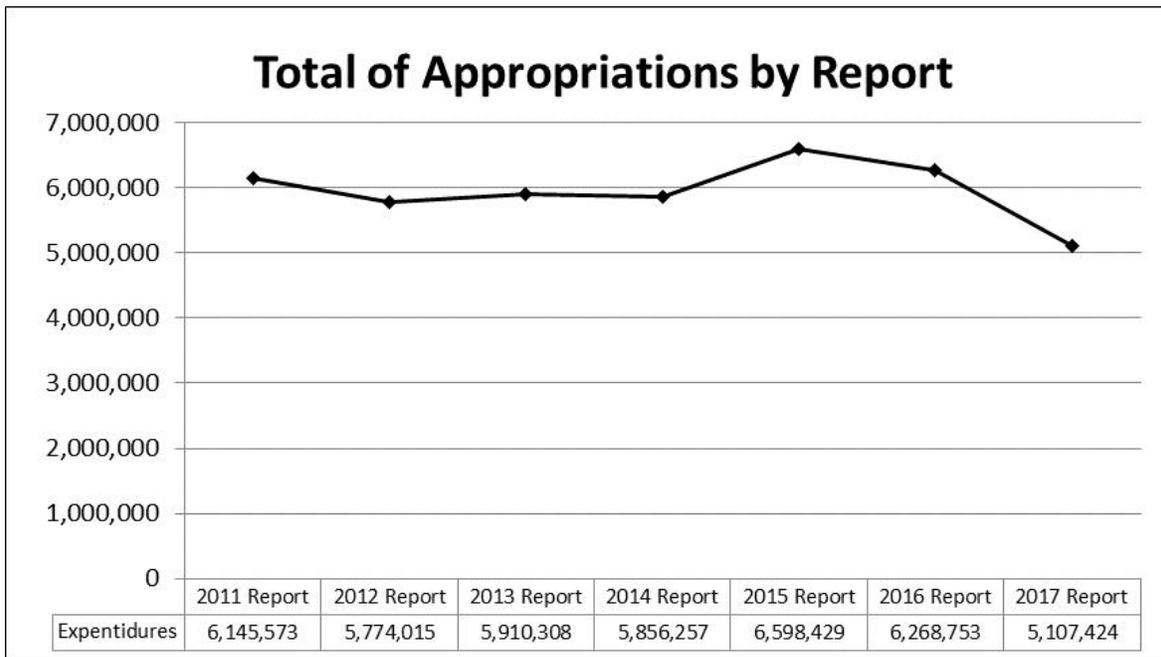


Chart 4.6 Total of Appropriation by Report

Capital Improvement Program 2018-2023

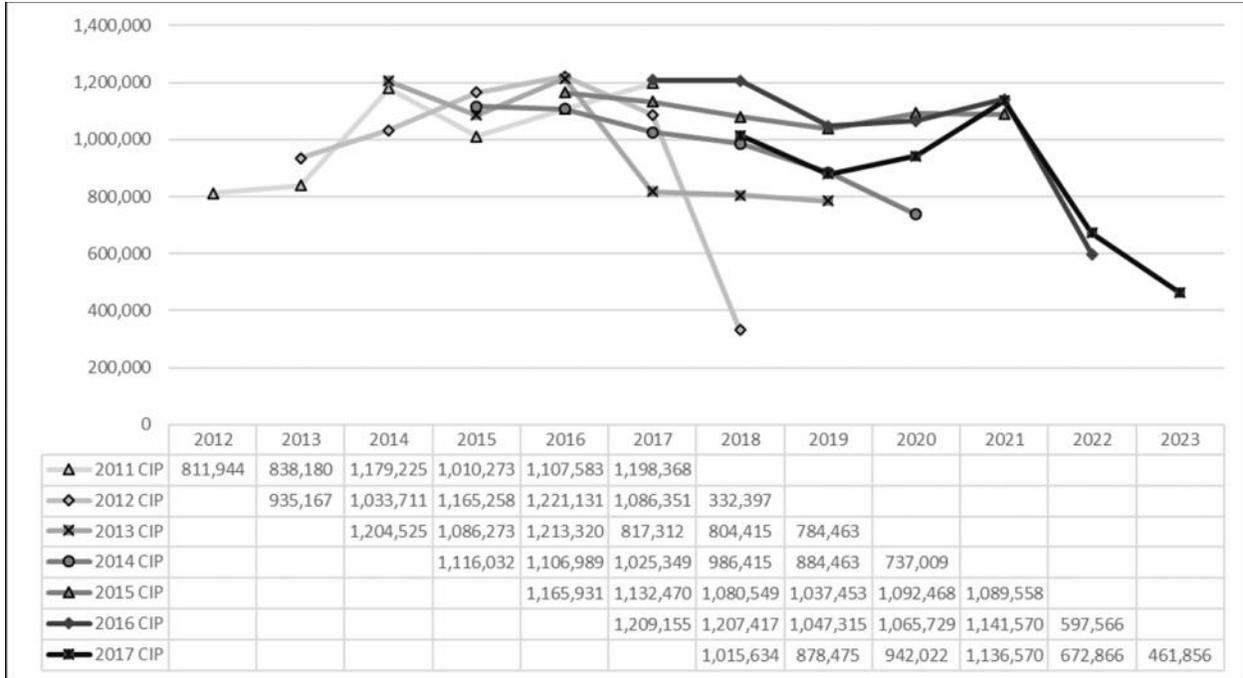


Chart 4.7 Comparison of Projected CIP Appropriations by Year

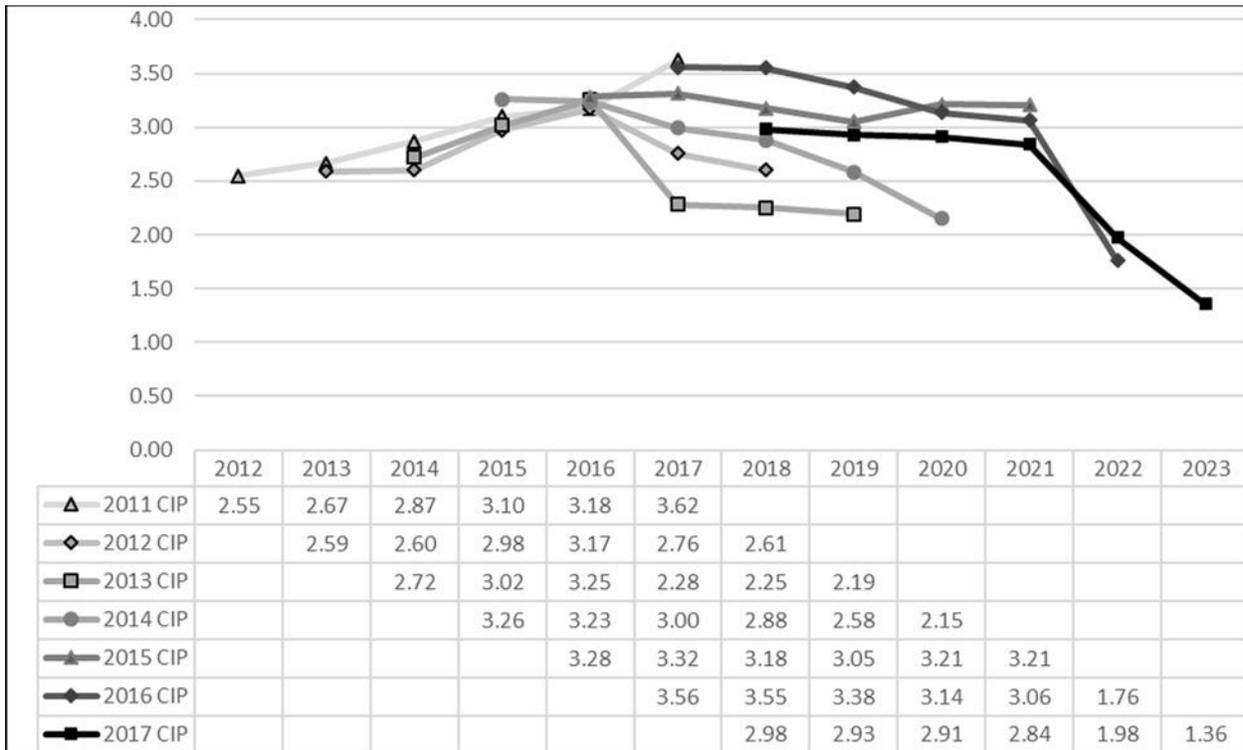


Chart 4.8 Comparison of Projected CIP Tax Rate Impact by Year*
 (*see Section 6.3 for Note on Tax Rate Impact calculation)

5.0 PROCESS

5.1 Acknowledgements

The Tamworth Capital Improvements Program (CIP) Committee wishes to acknowledge and thank all the Department Heads, Committees, Commissions, and Board Chairs, the Trustees of Trust Funds, Town Administrator, and Finance Officer, all of whom so readily and effectively provided assistance.

5.2 CIP Committee 2017

Jack Waldron	Chair, School Board Member
Andy Fisher	Planning Board Member
David Little	Planning Board Member
Sheldon Perry	Planning Board Member
Dan Poirier	Board of Selectmen Member
Bob Seston	Trustee of Trust Funds Member
Ruth Timchak	CIP Committee Member
John Wheeler	Trustee of Trust Funds Member
Melissa Donaldson	Clerk

5.3 Steps

The timeline of activities for this year's CIP committee was:

2017 CIP Committee appointed by Planning Board	03/22/17 & 4/26/17
CIP Public Hearing	09/12/17
CIP Report presented to the Planning Board	09/27/17
CIP Report submitted to Board of Selectmen	10/05/17
CIP Report submitted to School Board	10/19/17

The CIP Committee's immediate goal was to update Tamworth's previous Capital Improvements Program by gathering, adjusting, and reporting information on:

-) Current/planned/proposed capital improvement projects (Section 3.0)
-) Use of capital reserves and other sources of income (Section 4.2)
-) Estimated tax rate impact (Section 4.4)
-) Recommended warrant articles for 2018 (Section 1.2)

And, as time and adequacy of information allowed, to:

-) Review individual projects in detail, with departments and committees.

First, the CIP Committee gathered information on planned capital improvement projects, through interviews, attendance at Department/Committee meetings, and solicitation of information from Town administrative and volunteer personnel. As noted, the departments, boards, commissions, trustees, and committees were most cooperative and helpful.

Initially, there were significant fluctuations in annual spending totals. The CIP Committee suggested a number of timing changes, to even out spending levels by year.

Next, the CIP Committee utilized techniques of both RSA 32:7-a and capital reserve funds, to shift funding, either before or after the year of the actual spending, to further flatten out the tax rate impact graph. (Compare Chart 4.2 to Chart 4.5.)

All the changes made by the CIP Committee are listed in Section 5.6.

Finally, the CIP Committee categorized the projects and expenses listed in Table 3.0, assigning ratings and priorities, as defined in Section 6.10.

It should be noted that further revisions to spending plans will likely alter both planned appropriations and the projected tax rates in future reports. (See Chart 4.7 and Chart 4.8.)

5.4 Progress

Implementing the Capital Improvement Program is a work in progress. A review of last year's goals shows the following steps were accomplished this year:

1. Continue Annual Review & Update The CIP Committee, with the help of all town departments, completed the annual update of this report, in time for the beginning of the annual budget season.
2. Municipal Safety Building Plans A representative from the CIP Committee has participated in the committee investigating a new municipal safety building, working to establish siting criteria, develop cost estimates, and formulate a campaign to build public support.
3. Revise CIP Report Format This report was revised to put conclusions and recommendations at the beginning, and move the reference material to the end, to make the important information more accessible, and the report more useful.

5.5 Next Steps

1. Continue Annual Review & Update The CIP Committee should continue to annually review the Capital Improvement Program, and update this report.

5.6 Changes Made by CIP Committee

The CIP Committee recommends the following changes and additions to data submitted by various departments, in order to complete the report, and smooth out fluctuations in the expected tax rate impact. Department initials and line numbers refer to [Section 2.0 Project Descriptions](#) and [Table 3.0 Expense Detail by Department](#).

- | | |
|------|--|
| TG.1 | Eliminate \$25,000 in 2018 for Town Office Renovations. |
| TG.2 | Move \$10,000 of cost for Property Revaluations from 2018 to 2019. |
| TG.5 | Move \$5,000 of cost for Software Upgrade from 2018 to 2019. |
| TG.6 | Add \$10,000 of cost for Municipal Safety Building planning to 2018 & 2019. |
| FD.3 | Change the split in costs for the next fire truck to be \$165,000 in 2020 and \$260,000 in 2021. |
| PD.3 | Move \$35,000 for Police Cruiser Unit 3 from 2018 to 2019. |

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PD.4	Move \$35,000 for Police Cruiser Unit 1 from 2019 to 2020.
HW.9	Move \$100,000 for Accessory Building from 2020 to 2022.
HW.18	Move \$50,000 for Pickup Truck from 2018 to 2019.
HW.20	Move \$100,000 for Mountain Road Bridge from 2021 to 2020.
HW.21	Move \$200,000 for Scott Road Bridge from 2019 to 2021.
TS.2	Move \$11,000 for Grade/Pave Drive from 2020 to 2018.
TS.11	Eliminate \$17,990 for containers 3 & 4 (50 yard) in 2018.
TS.12	Eliminate \$18,840 for containers 5 & 6 (50 yard) in 2019.
TS.13	Move \$5,207 for 30-yard Storage Container from 2020 to 2018.
TS.15	Add \$10,650 for Trash Compactor in 2024-27.
SD.4	Add \$40,000 to 2018, \$40,000 to 2019 and reduce \$40,000 in 2020 for roof repair.
SD.16	Move \$30,000 in 2018 and \$70,000 in 2019 to \$50,000 in 2019 and \$50,000 in 2020; move \$100,000 in 2021 to 2022 and 2024-27, for Ventilation, Noise, Energy Efficiency.
SD.17	Move \$10,000 for Glass Blocks in Gym Wall from 2018 to 2024-27.
SD.20	Add \$15,000 for flooring to 2022.
PB.1	Move \$15,000 for Tax Map Revision to 2019 as TG.3.
Bridge CR	Add \$120,000 in 2019 and \$50,000 in 2020, and withdraw \$170,000 in 2021, from the Bridge Capital Reserve fund.

5.7 Other Observations

*Tax Rate Impact Figures

The Tax Rate Impact Figures included in this report were calculated using 2016 total assessment values, because 2017 values were not available by the time of the public hearing, and were not expected to be complete by the time the report was scheduled to be provided to the Selectmen. The Tax Rate Impact figures are for comparison only. A 1% change in the valuation figure would yield a 1% change in the Tax Rate Impact estimate. There are no plans to revise this report when 2017 assessed values are available.

No 1 Hose Truck Funding

The warrant article that passed in 2017 for the Fire Truck was authorized by RSA 32:7-a, which allows multiyear appropriations with a single 2/3rds vote. The remaining funds will be appropriated in 2018, without a further vote being required.

Stoney Brook Bridge Funding

The replacement of the Whittier Road Bridge over Stoney Brook was initially scheduled for 2014. The CIP report recommended that be funded from the Bridge Capital Reserve Fund. But due to a mistake, it wasn't, and the \$235,000 was raised through taxes. Contrary to the 2014 Town Report, no funds were expended and no work was done until 2016. Funds were encumbered at the end of 2014, but not in 2015. The expenditures in 2016 exceeded what was authorized by town meeting. The mistakes were discovered before the 2017 town meeting, so the warrant article for the Bunker Hill Bridge replacement was amended to use funds from the Bridge Capital Reserve Fund.

5.8 CIP vs. Budget vs. Approved

CIP is a planning tool. The following table shows figures from the 2016 CIP report vs. those actually budgeted vs. funds approved by voters at the 2017 Town Meeting and Annual School Meeting. Variations are expected between the CIP planned amounts, budgeted amounts, and totals approved by voters. The CIP report is advisory only.

The purpose of this exercise is so the CIP Committee, budget makers, and departments can use comparison information annually, to review the process, and apply knowledge gained to future plans. Over time this type of review should improve planning, and prevent capital expenses from causing wide fluctuations in the town tax rates.

2016	Project Description	CIP	Budget	Approved
TG.6	Municipal Safety Building planning	(30,000)	(10,000)	(10,000)
FD.1	No 1 Hose Truck	(196,000)	(196,000)	(196,000)
FD.6	Rescue/Transport watercraft, equipped	(16,000)	0	0
HW.11	Road Reconstruction & Paving	(280,000)	(280,000)	(240,000)
HW.19	Bunker Hill Bridge	(225,000)	(225,000)	(225,000)
PR.3	Rec Field Playground Expansion	(7,500)	(7,500)	(7,500)
TS.1	Landfill: Closure Bond	(66,321)	(66,320)	(66,320)
TS.10	Recycle/Storage containers #1 & #2 (50 yard) + DogBox #2	(24,275)	(24,275)	(24,275)
CL.5	Roofing Replacement	(72,000)	(72,000)	(72,000)
	Town Totals	(917,096)	(881,095)	(841,095)
SD.1	School Bond	(206,059)	(206,059)	(206,059)
SD.2	Roof Repairs (p. 33)	(45,000)	(45,000)	(45,000)
SD.14	Replacing grease traps (p. 47)	(21,000)	(21,000)	(21,000)
SD.18	Bathroom Vinyl Floor Tiles (p. 35)	(20,000)	(20,000)	(20,000)
	School Totals	(292,059)	(292,059)	(292,059)

Table 5.1 2016 CIP vs. Budget vs. Approved by Voters

6.0 REFERENCE

6.1 Capital Improvement Definition

For the purposes of this document, a capital improvement is defined as a major expenditure for public facilities with a gross cost of more than \$5,000; and having a useful life of five years or more; or is considered beyond the scope of normal annual operating expenses.

6.2 Report Time Frame

The time frame of this report is the six-year period from 2018 through 2023.

* Note: Expenditures between 2024 and 2027 are included only where known, and should not be considered as a complete representation.

Figures for Capital Reserves Funds are as of 6/30/17, and do not include transactions from the last six months of the year.

6.3 Authorization

New Hampshire Revised Statutes Annotated (RSAs) 674:5 to 674:8 governs the creation and operation of a CIP Committee. The language which authorizes the establishment of a CIP Committee is:

"In a municipality where the planning board has adopted a master plan, the local legislative body may authorize the planning board to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years."

Tamworth's Capital Improvement Program was authorized at town meeting in 2006, when Article #5 (by Petition) was approved:

"To see if the town, having a Master Plan adopted by the planning Board on March 29, 1995, will vote to authorize the Planning board to prepare and amend a recommended program of municipal capital improvement project over a period of at least 6 years, in accordance with RSA 674:5."

6.4 Purpose

The purposes of the Capital Improvement Program are to:

-) Provide a summary of proposed capital spending to be used in the preparation and approval of the annual budget.
-) Provide consistent, objective evaluation of needs, and enable a dialogue between residents and officials about capital project priorities.
-) Encourage departments and committees to think and plan for the future.
-) Reduce surprises by informing residents, business owners, and developers of needed and planned improvements.
-) Avoid spikes and fluctuations in tax rates.
-) Enable a more efficient use of financial resources.
-) Minimize the costs of financing.
-) Insure the Master Plan is being implemented.
-) Provide a legal basis for use impact fees and growth management ordinances.

6.5 Departments/Boards/Commissions

The CIP Committee contacted the heads/chairs of each of the following departments, boards, and commissions in Tamworth, to request that they prepare a listing for capital spending projects planned or contemplated for implementation during the next six years. Initials used to identify departments in the following tables are listed.

TG	Town Government
FD	Fire Department
PD	Police Department
HW	Highway Department
RS	Rescue Squad
EM	Emergency Management
PR	Parks & Recreation
TS	Transfer Station
CM	Cemetery Trustees
CL	Cook Memorial Library
SD	School District
CC	Conservation Commission
ED	Economic Development Commission
PB	Planning Board
ZB	Zoning Board of Adjustment

6.6 Items Not Included

Some funds spent on capital improvements are not included in this report because they are not directly controlled by Tamworth tax payers. They are listed here for completeness.

Tamworth's share of the \$44 million bond for the new Kennett High School is not considered a capital expense for Tamworth, because the payments don't represent an ownership interest. The current tuition agreement with Conway, including bond payments for the new high school, was approved by voters at the Annual School District Meeting in 2003. Tamworth's annual payments are embedded in the High School Tuition line of the School budget.

Expenditures from the Conservation Fund are not included. RSA 36-A:5 authorizes the Conservation Commission to spend funds from the Conservation Fund. The 2000 Town Meeting voted that each year 100% of the first \$5,000 collected from the Land Use Change Tax be added to the Conservation Fund. The value of the Conservation Fund was \$70,513.25 as of 06/30/2017.

The Atwood Fund was a gift to the Rescue Squad from Harriet Atwood. The fund is used to buy needed equipment, under the control of the Rescue Squad. The value of the Atwood Fund was \$3,388 as of 6/30/17.

6.7 Financial Tables

The core of the CIP report is presented in five related tables in Sections 3.0 and 4.0. They contain the financial details for planned capital improvement projects and show the way the projects will be financed.

While Table 3.0 Expense Detail by Department lists all capital projects, with estimated costs, at the lowest level of detail, based on input from the departments, boards, trustees, and commissions. It represents the spending required for each project, but not the source of funds.

Any modifications made by the CIP committee to the material submitted by departments are listed in Section 5.6. The CIP committee also assigns a rating and priority to each project, as described in Section 6.10.

Table 4.1 Capital Appropriations summarizes Table 3.0 by department, by year. Table 4.1 is automatically generated from the detail in Table 3.0 Expense Detail by Department. This is the anticipated amount of spending required by the town to implement all of the listed projects. Again, this table doesn't reflect the source of funds.

Table 4.2 Capital Reserves & Other Sources of Funds represents any grant, donation, or capital reserve available to fund specific capital improvement projects, in whole or in part.

Capital Reserves are limited to a specific purpose, reflected in the name, which can be tied back to the project. They are not available for other uses without a vote at Town Meeting.

Capital Reserve fund balances are listed as of June 30, 2017. Yearend values will be different. Additional lines are inserted for transactions that affect balances. For this table, funds added to capital reserves are shown as credits (positive) and funds expended from capital reserves are debits (negative). "Balance Remaining" is the sum of the beginning balance and all transactions for that fund.

Table 4.3 Funds Raised by Taxes calculates the amount that needs to be raised by taxes each year, to pay for all capital projects, after accounting for capital reserves or other sources of funds. It combines the data from Table 4.1 Capital Appropriations with data from Table 4.2 Capital Reserves & Other Sources of Funds. The resulting sums will be funded through property taxes.

In this table, appropriations and funds to be added to capital reserves are debits, since those funds must be raised through taxes. Grants, donations, and funds expended from capital reserves are credits, because that money does not need to be raised through taxes.

Table 4.4 Estimated Tax Rate Impact is a calculation of the relative impact of capital improvement projects on real estate taxes. This is merely a proxy, or estimate, of one part of the local property taxes, and should not be interpreted as an actual tax rate. There are a number of factors involved which cannot be predicted: the town's income, the assessed value in each future year, etc. The school tax does not include the assessed value of utilities, while the town tax does. The rate presented here is for comparison purposes only.

Tax Rate Impact is calculated by multiplying Funds Raised by Taxes by 1,000 and dividing by Total Assessed Valuation.

This report uses 2016 valuation figures. The total assessed valuation with utilities was \$340,593,762; and the total assessed valuation without utilities was \$326,794,352.

The slope of the graph of Tax Rate Impact is different than the graph of CIP Appropriations by Year, because the former includes sources of income not included in Capital Appropriations.

(*See Section 5.7 for note on assessed valuation figures)

6.8 Credits & Debits

This report summarizes both spending and revenue for the Capital Improvement Program. This may appear redundant, but raising money and spending money are two separate steps. Both require planning. Listing the details and timing of future expenses requires planning by departments for the maintenance of infrastructure, or expansion of services and facilities. Combining sources of funds with spending-needs, allows a fine-tuned scheduling of the required fund-raising through property taxes, one of the goals of the CIP.

Except where noted, the spreadsheets treat revenue as credits (positive) and planned spending as debits (negative).

6.9 Line Number References

The CIP Committee assigns a line number, within department, to each project in Table 3.0 - Expense Detail by Department. The line numbers are primarily used to tie a particular project to the descriptions in Section 4.0 Project Descriptions. Line numbers are not reset every year, so they do not always start with "1", and are not necessarily sequential.

6.10 Rating & Priority

The CIP Committee assigns each project a rating and priority. The values appear in the rows of the table in Section 3.0. They can be used for ranking or comparison, when decisions need to be made about funding different projects. The rankings are reviewed each year. The values use the following scales:

Rating:

- A = Urgent; Health/safety; Federal/State mandate; Deficient Condition
- B = Needed to Maintain Basic Quality/Level of Service, Existing Infrastructure
- C = Improve Level of Service; Reduce Long-Term Operation Costs
- D = Needs more research, planning, or coordination

Priority:

- 1=Highest
- 2=Second
- 3=Third
- 4=Lowest

6.11 Financing Methods

There are six different methods of funding capital improvements used by the town, each with different cost and policy considerations.

Current Revenue

The easiest and cheapest way to finance capital projects is with current revenues (money raised by the local property tax for a given year.) This method is typically used for projects with lower costs. When a project is funded with current revenues, the entire cost is paid off in one year, and there are no additional finance charges. Capital spending included within a department's annual budget requires only a majority vote for approval.

Grants, Donations

Resources from outside town government can be obtained for some projects, in the form of gifts, grants, or donations. This reduces the funds that need to be raised through real estate taxes. Typical examples are: grants obtained from State of New Hampshire Department of Transportation, the Moose Plate Fund, foundation grants, and private donations raised by individual town departments.

Bond Financing

Bonds are used to finance major capital projects over long periods of time (typically 15, 20, or 30 years.) They come with a significant cost: Even with modest interest rates, there is a price increase of 40-50%. Bonds commit resources over an extended period, and decrease budget flexibility for the duration. A two-thirds majority vote is required to pass a warrant article for a bond. Warrant articles for the operating budgets that include bond payments require only a majority vote. Tamworth currently has two bonds: the landfill closure for \$1,459,719.89 expires in 2023, and the Brett School addition for \$4,758,400.04, which expires in 2022.

Lease/Purchase

Lease/purchase agreements can be used for vehicles and major equipment purchases, if the seller is willing to finance the purchase at a favorable interest rate. Lease agreements lengths are shorter than bonds (typically 3, 5, 7, or 10 years.) For qualifying essential vehicles, payments are tax exempt, resulting in lower interest rates for the town. Entering a lease purchase requires a separate majority vote the first year. Subsequent payments can be included in an operating budget. Leases typically include a canceling clause, if funds are not appropriated in future years. In the past Tamworth used leases for Highway Department vehicles, but there are no leases at present

Capital Reserves

Capital Reserve Funds allow capital projects to be paid for, over time, but before the fact. Current revenue is set aside over a period of years, prior to a purchase. This means a different group of taxpayers pay for the project than use it. One obvious advantage of a Capital Reserve is that major acquisitions can be made without the need of any interest payments. But Capital Reserves involves a different sort of premium: funds in a capital reserve earn interest, but at a rate lower than inflation. The result is that the buying power of funds held in capital reserves decreases every year. The decline is cumulative. Actual interest rates and inflation figures vary, but over a period of six years, the cost can exceed 10% of the total appropriation. With Capital Reserve Funds, monies are "removed" from the town's budget in the year in which the money is raised, not in the year in which the purchase is actually made. A warrant article to create or add to a

capital reserve requires a majority vote. Since the town began this CIP process, 12 of 16 Capital Reserve Funds have been discontinued.

Multi-year Appropriations

Any purchase which can be bonded can also be funded with a multi-year appropriation. This is a relatively new tool, authorized by RSA 32:7-a. It requires an initial 2/3rds vote, but money can be raised over a number of years without any additional votes. Similar to a Capital Reserve Fund, the money is raised before it is spent. One big advantage is that potential vendors can be assured that no more votes are necessary to raise the whole amount.

7.0 ROADS AND BRIDGES

7.1 Roads

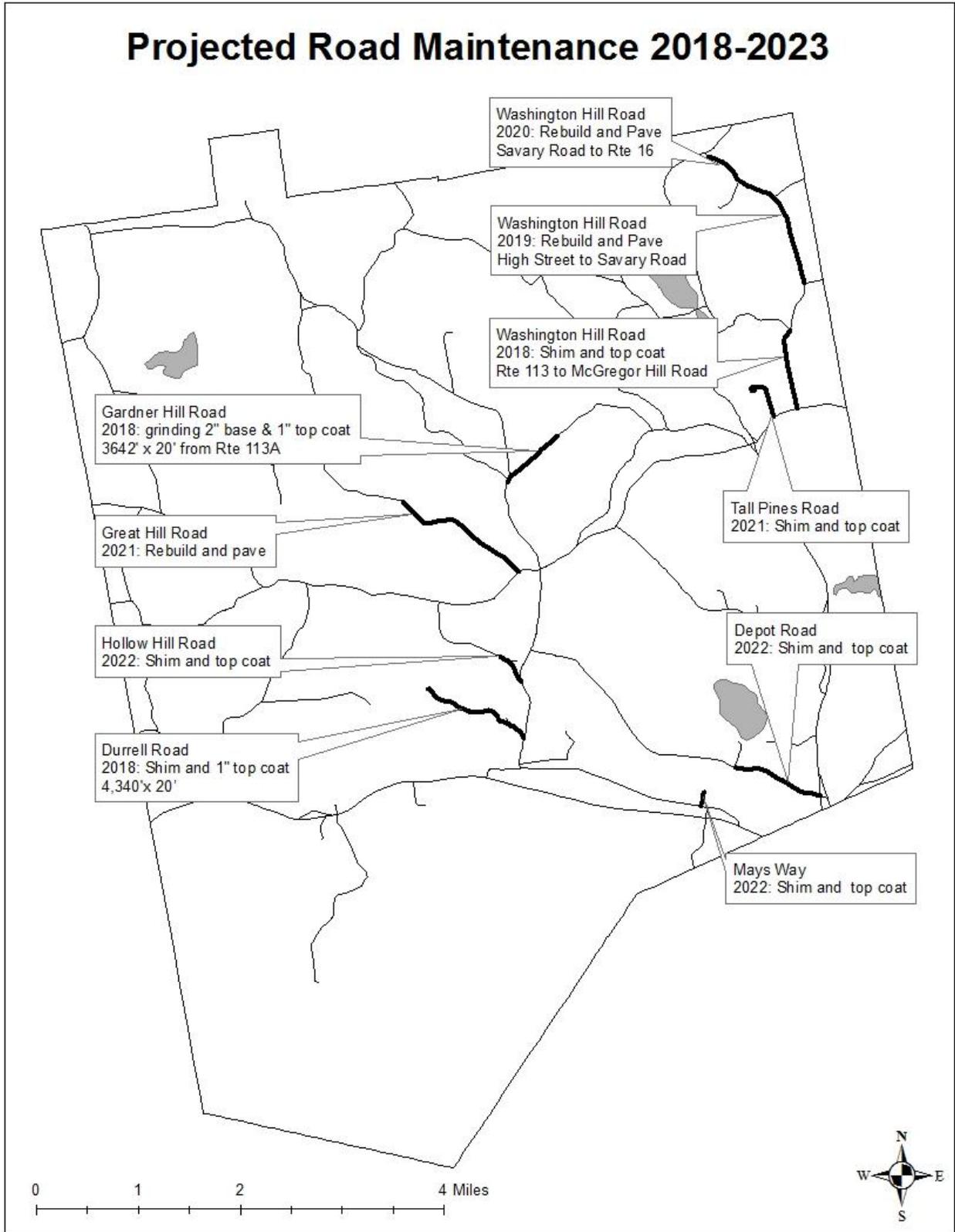
Road Reconstruction & Paving is consistently the largest single item in the Capital Improvement Project budget. This section provides additional detail on the schedule for road reconstruction.

There are 53 roads maintained by the town, totaling 61.29 miles in length. There are 26.93 miles of paved roads, and 34.36 of gravel roads.

Projected maintenance/repairs of Town roads for 2018-2023

2018:		
	Washington Hill Rd.	Rte. 113 to MacGregor Rd. Shim & Topcoat
	Gardner Hill Rd.	3,642'x 20' grinding 2" base & 1" top coat
	Durrell Rd.	4,340'x 20' shim and 1" top coat
		Crack sealing of roads
2019:		
	Washington Hill Rd.	Rebuild and Pave High St. to Savary Rd. 4,637'x 21'
		Crack sealing and sand sealing of roads
2020:		
	Washington Hill Rd.	Rebuild and Pave Savary Rd. to Rte. 16 4,321'x21'
		Crack sealing and sand sealing of roads
2021:		
	Great Hill Rd.	Rebuild and Pave
	Tall Pines Rd.	Shim and Top coat
		Crack sealing and sand sealing of roads
2022:		
	Depot Rd.	Shim and top coat
	Hollow Hill Rd.	Shim and top coat
	Mays Way	Shim and top coat
		Crack sealing and sand sealing of roads
2023		
	Not Available	

Table 7.1 Projected Road Maintenance



Map 7.2 Projected Road Maintenance

7.2 Bridges

There are 13 town bridges and 16 state bridges in Tamworth, and numerous culverts that don't make the State's official list of bridges. Town bridges are listed in Table 7.3 and shown on Map 7.4.

The New Hampshire DOT performs biannual inspections, and rates the status of each bridge. The DOT defines red-listed bridges as those with "known structural deficiencies, poor structural conditions or weight restrictions." Red-listed bridges are still safe for travel, or they would be closed.

The latest State inspection report is dated October 2015, with the most critical updates in done November 2016. A summary of the report is presented in Table 7.3; the original is on file at the Town Office. The table is divided into three sections. The first section shows the bridge location and status ratings. The second section lists technical details for each bridge. The third section includes evaluations of various components. The bridges are identified in the three sections by State #, and the table is sorted by ascending FSR%, the "Federal Sufficiency Rating (%)", so that the bridges most in need of repair appear first.

Work on the Bunker Hill Road Bridge over Mill Brook repair was scheduled for 2017, with an estimated cost of \$225,000. Funds were raised and appropriated, but the work was not completed by the time of this report.

This CIP report includes three bridges scheduled for repair: The Bunker Hill Road Bridge over Mill Brook, and the Mountain Road Bridge over Cold Brook, and the Scott Road Bridge over Chocorua River. The Bryant Road Bridge over Mill Brook is Red Listed, but with a National Bridge Inventory Status category of "Not Deficient".

State #	Bridge Coordinate Number
Location	Facility Carried by the Structure over Feature Crossed
Inspect	Date of most recent inspection
FSR%	Federal Sufficiency Rating (%)
Red List Status	Red List status
National Bridge Inventory Status	NBI status (Structurally Deficient, Functionally Obsolete, Not Deficient, or Not Applicable)
Year Built/Rebuilt	Year built (including most recent reconstruction, if appropriate)
AADT	Average Annual Daily Traffic
Year	Year of AADT
Width	Width of the bridge
Length	Length of the bridge
Road	Road width
Spans	Number of bridge spans
Flag	Flag indicating structure meets the federal definition of a bridge
Limits	Recommended weight limit, Exclude all certified vehicles (E2), One Lane Bridge (OLB), or No Posting Required (NPR)
Signs	Proper Signage during most recent inspection (Yes or No)
Type	Bridge construction type
Comments	Comments on deficiencies from latest bridge inspection report

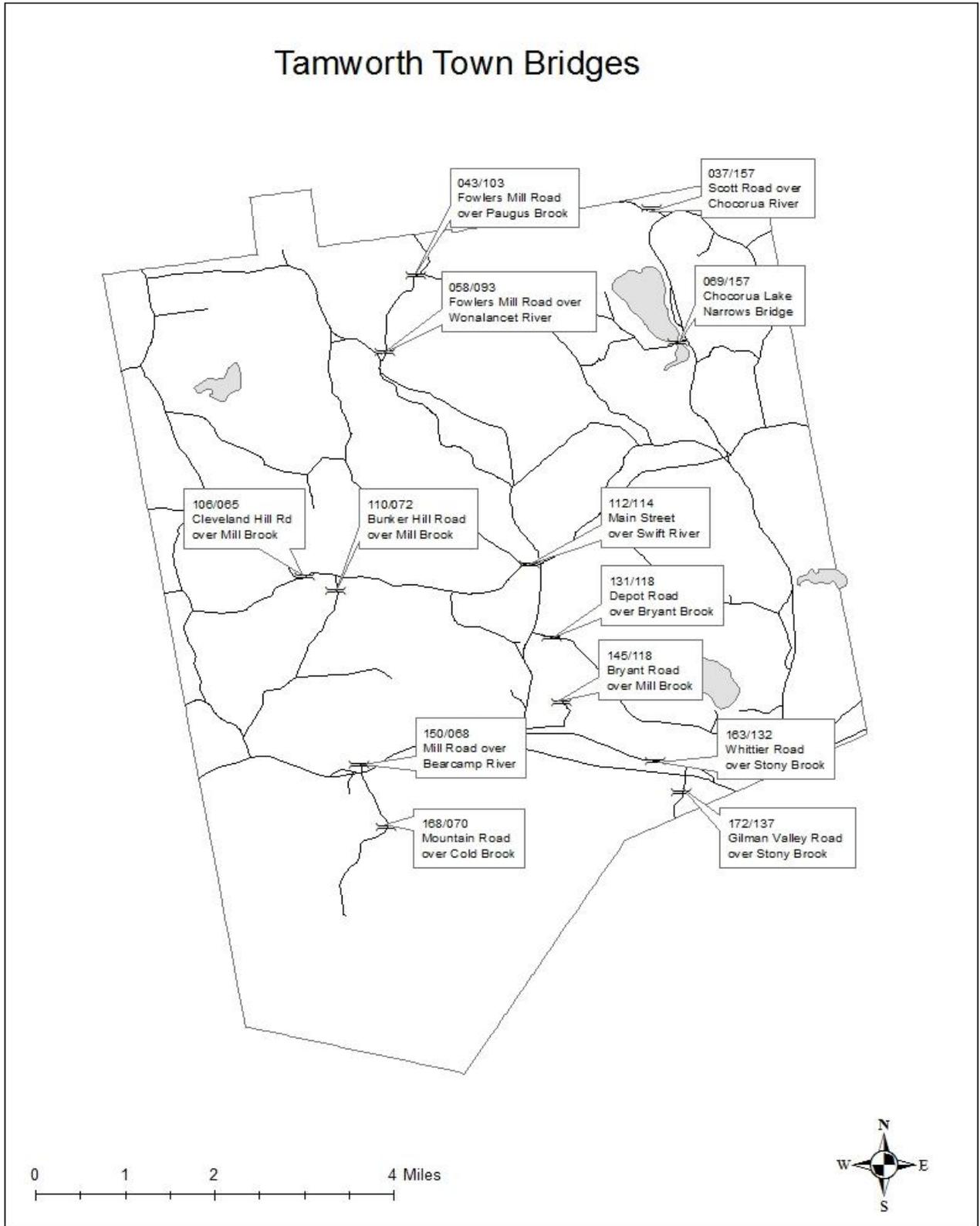
The legend for Table 7.3.

Capital Improvement Program 2018-2023

State Bridge Inspection Report of Municipal Bridges

State #	Location	Inspect	FSR%	Redlist Status	National Bridge Inventory Status							
110/072	Bunker Hill Road over Mill Brook	Nov 2016	27.7	Municipal Redlist	Structurally Deficient							
037/157	Scott Road over Chocorua River	Nov 2016	47.6	Municipal Redlist	Not Applicable							
145/118	Bryant Road over Mill Brook	Nov 2016	48.2	Municipal Redlist	Not Deficient							
168/070	Mountain Road over Cold Brook	Oct 2015	48.4		Functionally Obsolete							
131/118	Depot Road over Bryant Brook	Oct 2015	57.8		Not Applicable							
172/137	Gilman Valley Road over Stony Brook	Oct 2015	64.8		Not Deficient							
058/093	Fowlers Mill Road over Swift River	Oct 2015	73.1		Functionally Obsolete							
069/157	Chocorua Lake Narrows Bridge	Oct 2015	74.5		Not Deficient							
150/068	Mill Road over Bearcamp River	Oct 2015	76.2		Functionally Obsolete							
163/132	Whittier Road over Stony Brook	Nov 2016	86.9		Not Applicable							
043/103	Fowlers Mill Road over Paugus Brook	Oct 2015	87.2		Functionally Obsolete							
112/114	Main Street over Swift River	Oct 2015	88.2		Not Deficient							
106/065	Cleveland Hill Road over Mill Brook	Oct 2015	91.4		Not Deficient							
State #	Year Built/Rebuilt	AADT	Year	Width	Length	Road	Spans	Flag	Height	Lighting	Signs	Type
110/072	1930, 1960	140	2013	16'-0"	34'-0"	10'-5"	1	Fed Br	06		Y	I Beams w/ Wood Deck
037/157	1995	10	1984	0	11'-4"	18'-0"	1		NPR		Y	Metal Pipe
145/118	1940, 1960, 2004	10	1984	16'-0"	32'-4"	13'-10"	1	Fed Br	15		Y	I Beams w/ Wood Deck
168/070	1900, 1983	60	2013	16'-0"	38'-0"	11'-6"	1	Fed Br	E2		Y	I Beams w/ Wood Deck
131/118	1950	700	2013	0	12'-6"	20'-4"	2		E2		Y	Metal Pipe
172/137	1930, 1960, 2012	20	1984	16'-0"	42'-4"	14'-1"	1	Fed Br	NPR		Y	I Beams w/ Concrete Deck
058/093	1920, 1991, 2004	200	1984	16'-10"	41'-6"	16'-0"	1	Fed Br	E2		Y	I Beams w/ Wood Deck
069/157	1920, 1960, 2013	230	2013	20'-1"	20'-2"	18'-4"	1		NPR		Y	I Beams w/ Wood Deck
150/068	1930, 1990	30	2013	18'-0"	65'-3"	16'-0"	1	Fed Br	E2		Y	I Beams w/ Wood Deck
163/132	1927	540	2013	26'-7"	20'-0"	24'-0"	1		15		Y	Concrete Slab
043/103	1991, 2004	200	1984	16'-11"	33'-9"	15'-11"	1	Fed Br	NPR		Y	I Beams w/ Wood Deck
112/114	2009	1100	2013	36'-5"	74'-0"	28'-0"	1	Fed Br	E2		Y	Concrete Cast in Place
106/065	1973	190	2013	27'-2"	22'-0"	24'-2"	1	Fed Br	NPR		Y	Concrete Rigid Frame-Precast
State #	Comments											
110/072	deck 7 good; super 4 poor; sub 4 poor;											
037/157	Culvert 4 Poor											
145/118	deck 8 very good; super 7 good; sub 7 good;											
168/070	deck 6 satisfactory; super 5 fair; sub 5 fair											
131/118	culvert 5 fair											
172/137	deck 5 fair; super 5 fair; sub 7 good											
058/093	deck 8 very good; super 7 good; sub 7 good;											
069/157	deck 8 very good; super 8 very good; sub 6 satisfactory;											
150/068	deck 7 good; super 7 good; sub 7 good;											
163/132	deck 9 excellent; super 9 excellent; sub 9 excellent;											
043/103	deck 7 good; super 6 satisfactory; sub 8 very good											
112/114	deck 7 good; super 7 good; sub 7 good;											
106/065	deck 8 very good; super 8 very good; sub 8 very good;											

Table 7.3 State Bridge Inspection Report - Status of Tamworth Bridges



Map 7.4 Tamworth Town Bridge Locations