

TOWN OF TAMWORTH

NEW HAMPSHIRE

CAPITAL IMPROVEMENT PROGRAM REPORT

2016 to 2021

Public Hearing held on September 15th, 2015 by the
Capital Improvement Program Committee

Presented on September 23th, 2015 to the
Tamworth Planning Board

Submitted on September 24th, 2015 to the
Tamworth Board of Selectmen

Submitted on September 24th, 2015 to the
Tamworth School Board

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0.1 Acknowledgements

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

0.2 CIP Committee 2015

Jack Waldron	Chair, School Board Member
Steve Gray	Board of Selectmen Member
David Little	Planning Board Member
Bob Seston	Trustee of Trust Funds Member
Ruth Timchak	CIP Committee Member
John Wheeler	Trustee of Trust Funds Member
Melissa Donaldson	Clerk

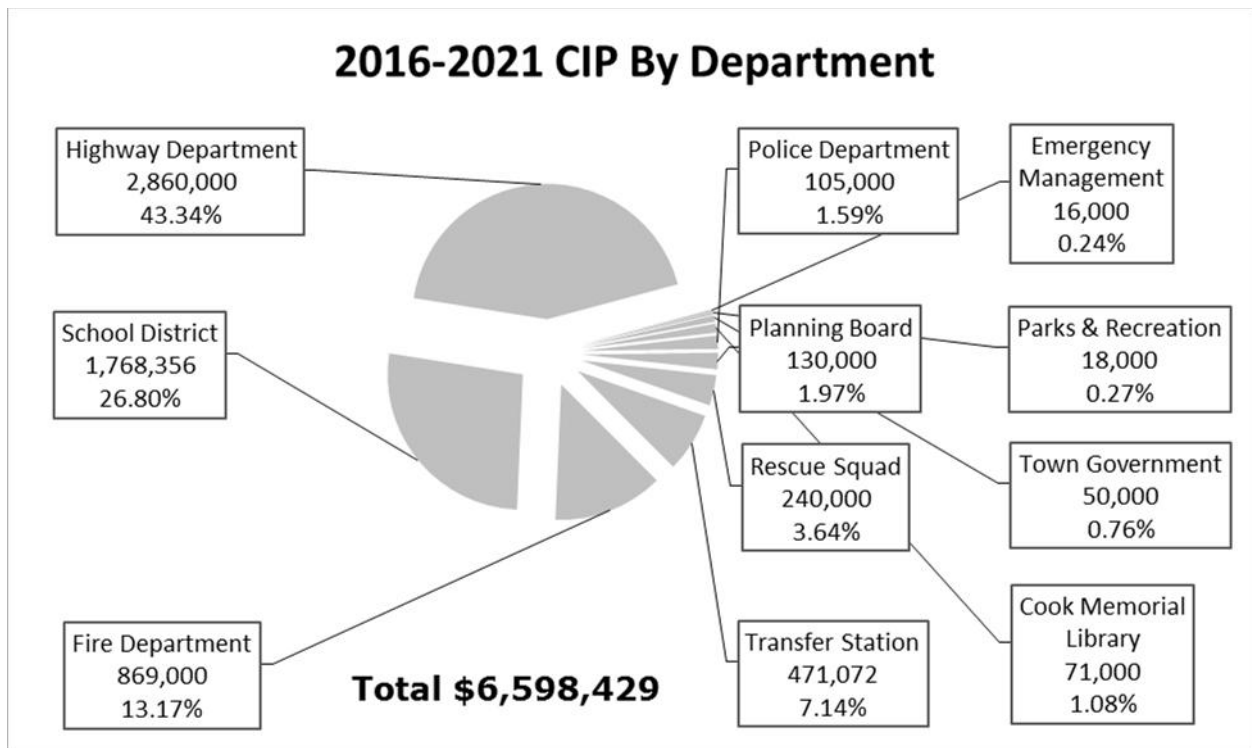


Chart 1.1 CIP Appropriations by Department
(See Section 3.1 for Details)

1.0 SUMMARY

1.1 Introduction

The original Tamworth Capital Improvement Program was accepted by the Planning Board on February 26, 2009. This report is an interim update, for the period 2016-2021.

Section 1.0 Summary contains a description of the process, this year's accomplishments, future goals, and conclusions.

Section 2.0 Reference has background information on Capital Improvement Programs in general, and the methods and definitions used in this report.

Section 3.0 Financial Summary contains tables of expenditures, sources of income, funds to be raised through taxes, and the tax rate impact of planned expenditures.

Section 4.0 Expense Detail by Department is a complete schedule of all proposed capital expenses, allowing the town's elected officials to do comparative analysis, and prioritize, coordinate, and sequence the various municipal and school improvements which impact the tax rate.

Section 5.0 Project Descriptions is a listing of all of the town's capital improvement projects for the next six years as detailed in Section 4.0, with brief descriptions.

Section 6.0 Recommendations is an advisory report for the Selectmen and School Board (who are responsible for preparing the budgets), and for the voters (who ultimately approve all spending decisions) on next year's recommended warrant articles to implement the Capital Improvement Program.

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

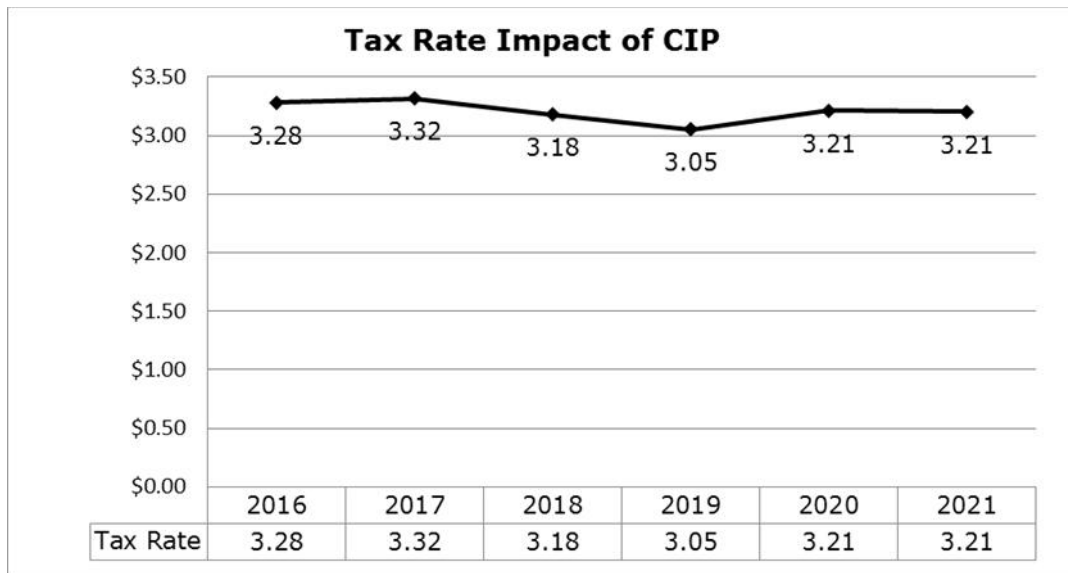


Chart 1.2 Tax Rate Impact of CIP by Year

1.2 Process

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

2015 CIP Committee appointed by Planning Board	03/25/15 & 04/22/15
CIP Public Hearing	09/15/15
CIP Report presented to the Planning Board	09/23/15
CIP Report submitted to Board of Selectmen	09/24/15

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 4.0)
- Use of capital reserves and other sources of income (Section 3.2)
- Estimated tax rate impact (Section 3.4)
- Recommended warrant articles for 2016 (Section 6.2)

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

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

The CIP Committee gathered information 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 helpful and cooperative. The Committee categorized projects according to need and urgency, then reviewed the plans, and recommended adjustments (see Section 6.1) to minimize the fluctuations in the projected tax rate impact.

1.3 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. Roads & Bridges This report contains information on planned road maintenance through 2018, and plans to repair three bridges in the most critical condition.
4. Budget vs. Actual Spending A section has been added to the report comparing CIP recommendations vs. budget amounts vs. what got approved by voters.

1.4 Next Steps

1. Continue Annual Review & Update The CIP Committee should continue to annually review the Capital Improvement Program, and update this report.
2. Fire Department & Rescue Squad Plans The CIP Committee remains concerned that the fire department's plans for a new building within the next ten years are not yet reflected in the CIP report.

1.5 Conclusions

The total of CIP appropriations for the six year period of this report (2016-2021) is \$6,598,429. This represents an increase of \$688,121, or 11.6%, and is 10% above the seven year average. Major contributing factors are: inclusion of a second fire truck in 2021, maintenance of a third bridge within the report period, and various price increases as dates for some items get closer and more details emerge.

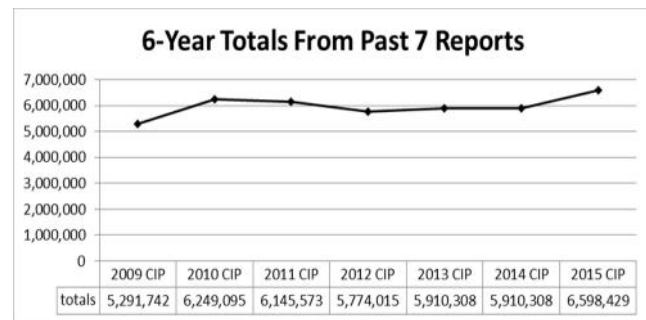


Chart 1.3 6-Year Totals by Report

The total tax rate impact for capital improvements in the six year period is \$19.25, an increase of \$1.85 from last year's report. The standard deviation of the tax rate impact is \$0.09, down from last year's \$0.51, to the lowest it's been since the Town started using CIP reports. The tax rate impacts range from a low of \$3.05 to a high of \$3.32, a range of \$0.27.

The CIP committee's approach to smoothing out spikes in spending relies on adopting a new technique, enabled by RSA 32:7-a, which allows towns to fund capital projects over multiple years, by a 2/3rd vote in a single year. Specifically, we recommend spreading the cost of the two fire trucks over two years each. If warrant articles fail to achieve the 2/3rd margin required, then the entire cost would have to be raised in the second year, postponing the purchase. It's felt that this approach is superior to using a Capital Reserve Fund, since it gives the potential vendor assurance that the town is already obligated to raise the entire purchase price, while avoiding the loss of purchasing power that comes from keeping funds in a Capital Reserve Fund for five or six years.

We have been greatly assisted by the Road Agent, who has agreed to changes in amounts and timing of certain expenses. Given that over 40% of capital spending is in the Highway Budget, this flexibility has allowed us to smooth out spikes in spending.

The following two charts show comparisons of past Projected CIP Appropriations by Year, and Projected CIP Tax Rate Impact by Year. Combined data from the last seven CIP Reports (2009 through 2015) is displayed. The combined graphs include twelve years of data. Data for overlapping years shows how the adjustments made in successive reports, have modified total appropriations, and tax rate impacts, by year.

Some of the year-to-year variability in the graphs is caused as departments get better at budgeting. It's naturally easier to forecast needs for year one and two, than for years five and six. Some departments have more predictable spending patterns than others.

There is a general increase in spending levels. This comes from more items being included as the CIP process becomes more familiar, from price increases, and from postponed spending. When departments defer, or voters don't approve, spending in one year, the same items show up again in future years. Postponed spending isn't actually increased spending.

Capital Improvement Program 2016-2021

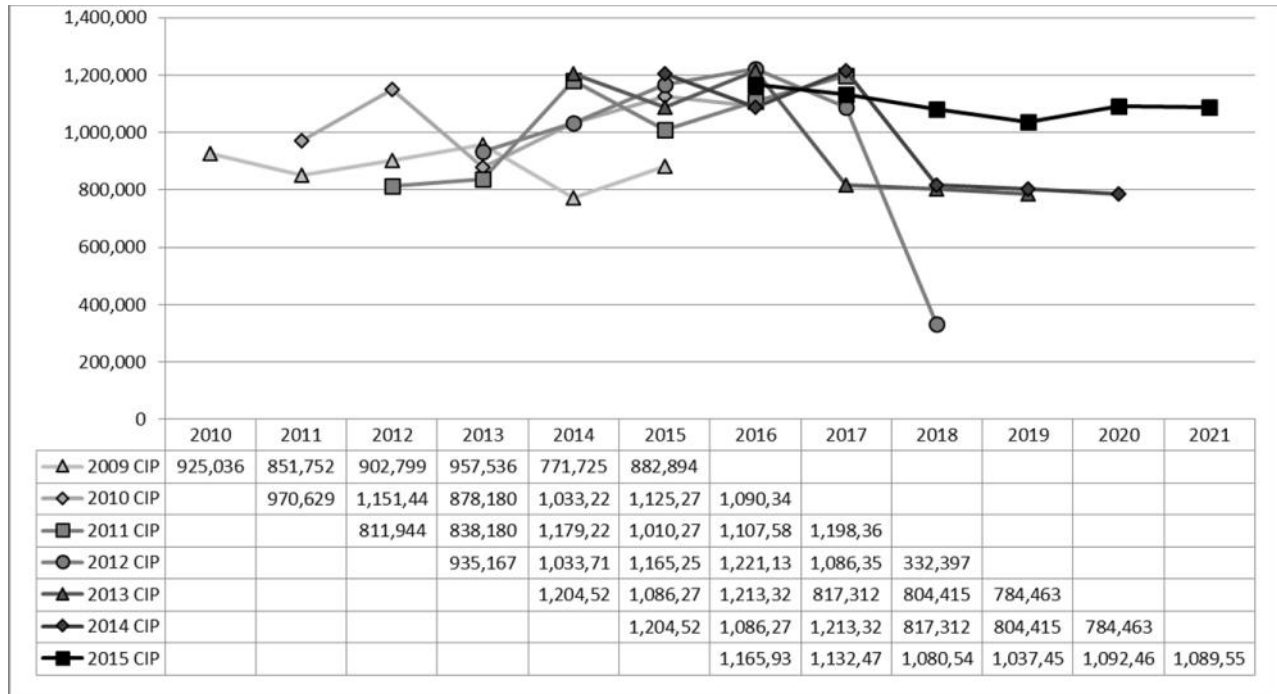


Chart 1.4 Comparison of Projected CIP Appropriations by Year

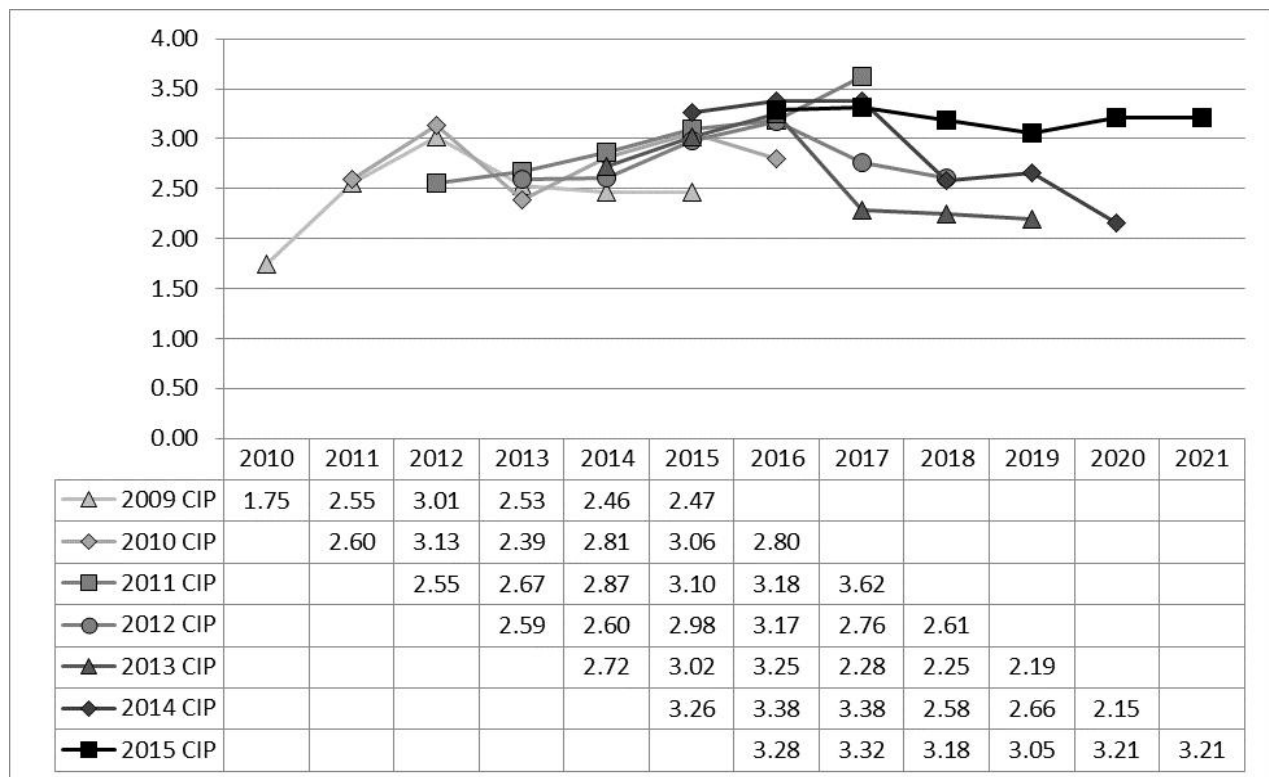


Chart 1.5 Comparison of Projected CIP Tax Rate Impact by Year

2.0 REFERENCE

2.1 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.

2.2 Report Time Frame

The time frame of this report is the six year period from 2016 through 2021.

* Note: Expenditures between 2022 and 2025 are included only where known (such as bond payments), and should not be considered as a complete representation.

Figures for Capital Reserves Funds are as of 7/31/15, and do not include transactions from the last five months of the year.

2.3 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."

2.4 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.

2.5 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
EC	Energy Commission
ED	Economic Development Commission
PB	Planning Board
ZB	Zoning Board of Adjustment

2.6 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. The current bond payment amount is \$85,697.

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 \$66,729.08 as of 8/2/2015.

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 \$3,154 as of 7/31/15.

2.7 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 4.0 Expense Detail by Department is the last financial table in the report, it's actually the beginning of the process. This table 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 6.1. The CIP committee also assigns a rating and priority to each project, as described in Section 2.10.

Table 3.1 Capital Appropriations summarizes Table 4.0 by department, by year. This table is automatically generated from the detail in Table 4.0 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 3.2 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 July 31, 2015. 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 3.3 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 3.1 Capital Appropriations with data from Table 3.2 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 3.4 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.

In 2015, the total assessed valuation with utilities was \$339,862,407; and the total assessed valuation without utilities was \$325,803,932.

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.

2.8 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).

2.9 Line Number References

The CIP Committee assigns a line number, within department, to each project in Table 4.0 - Expense Detail by Department. The line numbers are primarily used to tie a particular project to the descriptions in Section 5.0 Project Descriptions. Line numbers are not reset every year, so they do not always start with "1", and are not necessarily sequential.

2.10 Rating & Priority

The CIP Committee assigns each project a rating and priority. The values appear in the rows of the table in Section 4.0. 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

2.11 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, both of which expire in 2023: the landfill closure for \$1,459,719.89 and the Brett School addition for \$4,758,400.04.

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.

2.12 CIP vs. Budget vs. Approved

CIP is a planning tool. In order to validate and improve the CIP process, plans needs to be compared with amounts actually budgeted and approved. The following table is a representative example from last year's CIP plan of amounts planned vs. those actually budgeted vs. funds approved by voters.

2015	Project Description	CIP	Budget	Approved
TG.1	Town Office/Town House Renovation	(100,000)	(30,000)	0
PD.2	Police Cruiser #2	(30,000)	0	na
PD.5	Police Station painting & repairs	(5,000)	0	na
HW.8	Grader	(325,000)	(360,000)	(265,000)
HW.11	Road Reconstruction & Paving	(260,000)	(260,000)	(260,000)
TS.1	Landfill: Closure Bond	(70,242)	(70,242)	(70,242)
TS.3	Trash Compactor Can #1+ Open top Demolition Can #1	(12,000)	(15,400)	(15,400)
	Town Total	(802,242)	(735,642)	(610,642)
SD.1	School Bond	(234,031)	(233,578)	(233,578)
SD.10	Water heater options	(11,000)	(11,000)	(11,000)
SD.13	Upgrade digital control system	(49,000)	(49,000)	(49,000)
SD.20	Flooring Replacements	(20,000)	(17,000)	(17,000)
	School Total	(314,031)	(310,578)	(310,578)

Table 2.1 2015 CIP vs. Budget vs. Approved by Voters

Variations between CIP planned amounts, the budgeted amounts, and the approved amounts are normal. It's impossible to accurately predict years in advance what various capital improvements will actually cost. The value of this exercise is that the CIP Committee and the respective Departments can use this information annually to review their estimates and apply this knowledge to future plans. Over time this should improve the planning process and prevent Capital Expenses from causing wide fluctuations in the Town Tax Rate.

3.0 FINANCIAL SUMMARY

3.1 Capital Appropriations

Department	2016	2017	2018	2019	2020	2021	2022-25 *	10 Yr.Totals
Town Government	(50,000)	0	0	0	0	0	0	(50,000)
Fire Department	(220,000)	(164,000)	(18,000)	0	(322,000)	(145,000)	0	(851,000)
Police Department	(35,000)	0	(35,000)	(35,000)	0	0	(100,000)	(205,000)
Highway Department	(295,000)	(505,000)	(500,000)	(520,000)	(440,000)	(600,000)	(175,000)	(3,035,000)
Rescue Squad	(240,000)	0	0	0	0	0	0	(240,000)
Emergency Management	0	(16,000)	0	0	0	0	0	(16,000)
Parks & Recreation	(12,500)	(5,500)	0	0	0	0	0	(18,000)
Transfer Station	(87,392)	(86,923)	(81,494)	(80,389)	(76,397)	(58,478)	(128,573)	(599,645)
Cemetery commissioners	0	0	0	0	0	0	0	0
Cook Memorial Library	0	(45,000)	(26,000)	0	0	0	(24,000)	(95,000)
School District	(226,039)	(310,047)	(290,055)	(402,064)	(254,071)	(286,080)	(598,185)	(2,366,541)
Energy Commission	0	0	0	0	0	0	0	0
Economic Development Comm.	0	0	0	0	0	0	0	0
Planning Board	0	0	(130,000)	0	0	0	0	(130,000)
Zoning Board Of Adjustment	0	0	0	0	0	0	0	0
Totals	(1,165,931)	(1,132,470)	(1,080,549)	(1,037,453)	(1,092,468)	(1,089,558)	(1,025,758)	(7,624,186)

Table 3.1 Capital Appropriations

Table 3.1 Capital Appropriations summarizes the spending listed in Table 4.0 Expense Detail by Department, and gives totals by department, by year. It is automatically generated from the detail in Table 4.0. 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.

Chart 3.1 shows a graph of the appropriation totals for each year in the six year period 2016-2021.

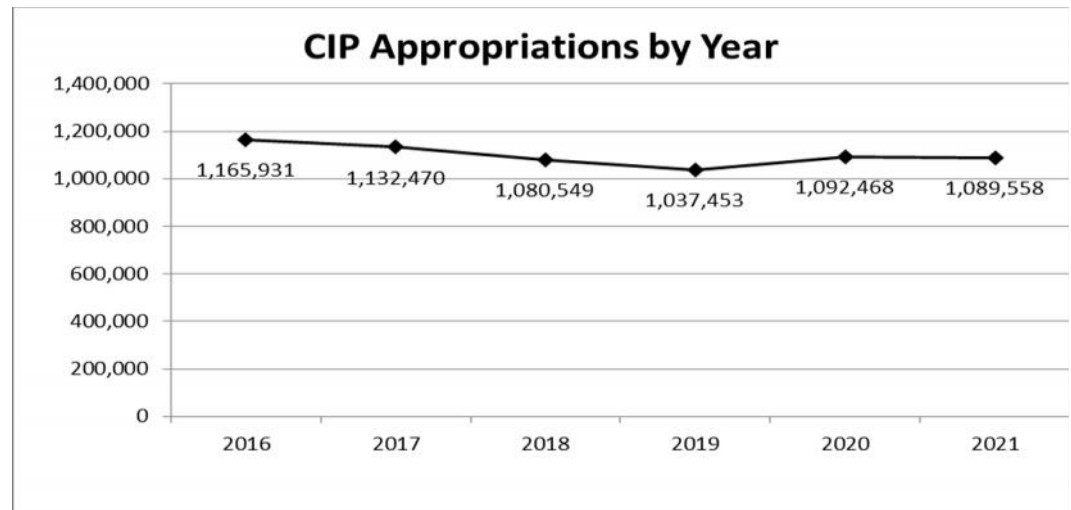


Chart 3.1 CIP Appropriations by Year 2016-2021

3.2 Capital Reserves & Other Sources of Funds

Table 3.2 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.

Capital Reserve Funds	Balance 7/31/2015	2015	2016	2017	2018	2019	2020	2021	2022 -25*	Funds Remaining
Highway - Bridge CR	232,451									
New Funds Created						200,000		100,000		
Expended		(232,451)				(200,000)		(100,000)		
Balance Remaining										0
Parks & Recreation - Donation				5,500						
Expended				(5,500)						
Balance Remaining										0
Rescue Squad - Ambulance CR	49,899									
Expended			(49,899)							
Balance Remaining										0
School -Renovations & Emergencies CR	65,443									
Balance Remaining										65,443
Totals	347,793	(232,451)	(49,899)	0	0	0	0	0	0	65,443

Table 3.2 Capital Reserves & Other Sources of Funds

Please see Section 2.7 for the explanation of this table.

3.3 Funds Raised by Taxes

Department	2016	2017	2018	2019	2020	2021	2022-25*	Totals
Town Government	50,000	0	0	0	0	0	0	50,000
Fire Department	220,000	164,000	18,000	0	322,000	145,000	0	851,000
Police Department	35,000	0	35,000	35,000	0	0	100,000	205,000
Highway Department	295,000	505,000	500,000	520,000	440,000	600,000	175,000	3,035,000
Rescue Squad	190,101	0	0	0	0	0	0	190,101
Emergency Management	0	16,000	0	0	0	0	0	16,000
Parks & Recreation	12,500	0	0	0	0	0	0	12,500
Transfer Station	87,392	86,923	81,494	80,389	76,397	58,478	128,573	599,645
Cemetery Commissioners	0	0	0	0	0	0	0	0
Cook Memorial Library	0	45,000	26,000	0	0	0	24,000	95,000
School District	226,039	310,047	290,055	402,064	254,071	286,080	598,185	2,366,541
Conservation Commission	0	0	0	0	0	0	0	0
Energy Commission	0	0	0	0	0	0	0	0
Economic Development Commission	0	0	0	0	0	0	0	0
Planning Board	0	0	130,000	0	0	0	0	130,000
Zoning Board Of Adjustment	0	0	0	0	0	0	0	0
Total Raised by Taxes	1,116,032	1,126,970	1,080,549	1,037,453	1,092,468	1,089,558	1,025,758	7,568,787

Table 3.3 Funds Raised by Taxes

Table 3.3 Funds Raised by Taxes combines appropriations and funds added to Capital Reserves as debits; and grants, donations, and funds expended from Capital Reserves as credits. The net amount is the total that must be raised by taxes.

3.4 Estimated Tax Rate Impact*

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

2015 Total assessed valuation with utilities*: \$339,862,407

2015 Total assessed valuation without utilities*: \$325,803,932

Assessed valuation with utilities 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 2.7 for a full explanation.

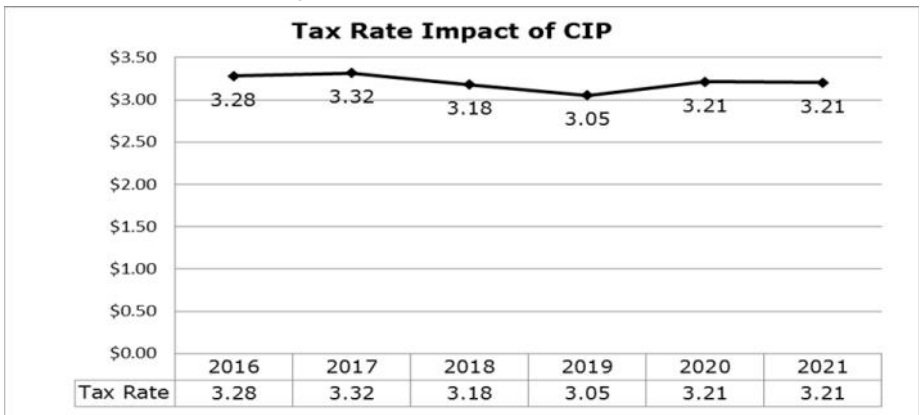


Chart 3.4 Tax Rate Impact of CIP

4.0 EXPENSE DETAIL BY DEPARTMENT

	Project or Equipment Description	RT	PR	2016	2017	2018	2019	2020	2021	2022-25*	Totals
	Department										
	TOWN GOVERNMENT										
TG 1	Town Office Renovations	D	3	(50,000)							(50,000)
	FIRE DEPARTMENT										
FD 1	No 1 Hose Truck	B	1	(220,000)	(164,000)						(384,000)
FD 2	SUV (2020)	B	2					(42,000)			(42,000)
FD 3	Next Fire Truck (2021)	B	1					(280,000)	(145,000)		(425,000)
FD 4	Station Maintenance	C	3			(18,000)					(18,000)
	POLICE DEPARTMENT										
PD 2	AWD Cruiser - Unit 2 (2016)	B	1	(30,000)							(30,000)
PD 3	4WD Cruiser - Unit 3 (2018)	B	1			(35,000)					(35,000)
PD 4	4WD Cruiser - Unit 1 (2019)	B	1				(35,000)				(35,000)
PD 5	Police Station painting & repairs	B	1	(5,000)							(5,000)
PD 6	AWD Cruiser - Unit 2 (2022)	B	1							(30,000)	(30,000)
PD 7	4WD Cruiser - Unit 3 (2025)	B	1							(35,000)	(35,000)
PD 8	4WD Cruiser - Unit 1 (2024)	B	1							(35,000)	(35,000)
	HIGHWAY DEPARTMENT										
HW 2	1 Single Axle 6 Wheeler Plow/Sand (Unit 1)	B	1			(150,000)					(150,000)
HW 4	1 Single Axle 6 Wheeler Plow/Sand (Unit 2)	B	1						(160,000)		(160,000)
HW 7	1 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	(170,000)	(280,000)	(300,000)	(320,000)	(340,000)	(340,000)		(1,750,000)
HW 14	Highway/Transfer Station Backhoe	B	1	(125,000)							(125,000)
HW 18	3/4 Ton Pickup Truck	B	1			(50,000)					(50,000)
HW 19	Bunker Hill Bridge over Mill Brook	B	1		(225,000)						(225,000)
HW 20	Mountain Road Bridge over Cold River	B	1						(100,000)		(100,000)
HW 21	Scott Rd Bridge over Chocorua River	B	1				(200,000)				(200,000)
	RESCUE SQUAD										
RS 1	Rescue Truck/Ambulance	D	1	(240,000)							(240,000)
	EMERGENCY MANAGEMENT										
EM 2	Rescue/Transport watercraft, equipped	C	2		(16,000)						(16,000)
	PARKS & RECREATION										
PR 3	Rec Field Playground Expansion/Improvement	C	3		(5,500)						(5,500)
PR 4	Tennis Courts Restoration	B	2	(12,500)							(12,500)

Capital Improvement Program 2016-2021

	Project or Equipment Description	RT	PR	2016	2017	2018	2019	2020	2021	2022-25*	Totals
	Department										
	TRANSFER STATION										
TS 1	Landfill Closure Bond	A	1	(68,281)	(66,321)	(64,360)	(62,399)	(60,438)	(58,478)	(111,073)	(491,349)
TS 2	Grade/Pave gravel drive	D	3					(11,000)			(11,000)
TS 9	Trash Compactor #2+ Demolition Can #2 +DogBox #1	B	2	(19,111)							(19,111)
TS 10	Recycle/Storage containers #1 & #2 (50 yard) + DogBox #2	B	3		(20,602)						(20,602)
TS 11	Recycle/Storage containers 3 & 4 (50 yard)	B	3			(17,134)					(17,134)
TS 12	Recycle/Storage containers 5 & 6 (50 yard)	B	3				(17,990)				(17,990)
TS 13	Recycle/Storage container open top (Metals-30 yard)	B	3					(4,959)			(4,959)
TS 14	Recycle Compactor #2	B	3							(17,500)	(17,500)
	CEMETERY COMMISSIONERS										
CM 1	None Planned										
	COOK MEMORIAL LIBRARY										
CL 1	Carpeting Replacement	C	3			(26,000)					(26,000)
CL 3	Furnaces	B	3							(14,000)	(14,000)
CL 4	Air Conditioning Unit	B	3							(10,000)	(10,000)
CL 5	Roofing Replacement	B	2		(45,000)						(45,000)
	SCHOOL DISTRICT										
SD 1	School Bond	A	1	(226,039)	(218,047)	(210,055)	(202,064)	(194,071)	(186,080)	(348,185)	(1,584,541)
SD 4	Roof Repairs (p. 33)	D	2					(60,000)			(60,000)
SD 10	Water heater options(p. 46)	D	3		(11,000)						(11,000)
SD 14	Replacing grease traps(p. 47)	B	2		(21,000)						(21,000)
SD 15	NFPA 13 Sprinkler system(p. 46)	D	3				(200,000)				(200,000)
SD 16	Ventilation, Noise, Energy Efficiency(p. 45)	D	4		(30,000)	(70,000)			(100,000)	(250,000)	(450,000)
SD 17	Glass Blocks in Gym wall(p. 35)	D	3			(10,000)					(10,000)
SD 18	Bathroom Vinyl floor Tiles(p. 35)	B	3		(20,000)						(20,000)
SD 21	Seal Coat Parking Area	B	2		(10,000)						(10,000)
	CONSERVATION COMMISSION										
CC 1	None Planned										
	ENERGY COMMISSION										
EC 1	None Planned										
	PLANNING BOARD										
PB 1	Build Out Analysis	B	2			(130,000)					(130,000)
	ECONOMIC DEVELOPMENT COMMISSION										
ED 1	None Planned										
	ZONING BOARD OF ADJUSTMENT										
ZB 1	None Planned										

5.0 PROJECT DESCRIPTIONS

The following descriptions refer to projects in Table 4.0 Expense Detail by Department:

TG Town Government

1. Town Office Renovations Project will create additional offices and records storage space in Town Offices.

FD Fire Department

1. Hose Truck Purchase 2017 model will replace the 1990 Kodiak and utility body (see "6 Hose 1" at <http://www.tamworthfd.org/apparatus.shtml#>), which will be 27 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. Next fire truck to replace Engine 3, a pumper, which is currently housed in the Wonalancet Fire Station.
4. Maintenance to Chocorua Fire Station includes repairing or replacing the front door, building siding, and windows.

PD Police Department

2. AWD Cruiser - Unit 2 (2016) Vehicle is to replace the 2009 (in service 6/09, 103,000 miles as of 6/30/15) Ford Crown Victoria, used approximately 20,000 miles per year. This is the department's only 2-wheel drive vehicle. Expect to replace with AWD \$30,000 with equipment
3. 4WD Cruiser - Unit 3 (2018) Vehicle is to replace the 2013 Chevy Tahoe.
4. 4WD Cruiser - Unit 1 (2019) Vehicle is to replace the 2012 Chevy Tahoe.
5. Police Station Painting and Repairs Station House was put in service in 1995. Preparation and painting of exterior needed 2016.
6. AWD Cruiser - Unit 2 (2022) Replacement for Unit 2, which will be acquired in 2016.
7. 4WD Cruiser - Unit 1 (2025) Replacement for Unit 1, which will be acquired in 2019.
8. 4WD Cruiser - Unit 3 (2024) Replacement for Unit 3, which will be acquired in 2018.

HW Highway Department

2. Single Axle 6 Wheeler Plow/Sander (replace Unit #1) to be purchased at a cost estimated at \$150,000 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
4. Single Axle 6 Wheeler Plow/Sander (replace Unit #2) to be purchased at a cost estimated at \$160,000 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.
 14. Highway/Transfer Station Backhoe replacement for Plate # G20576 VIN# JJGO192016
 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.
 19. Bunker Hill Bridge Repairs including substantial abutment work on this wood-decked, "functionally obsolete" bridge.
 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. Rescue Truck/Ambulance (2016) will be the primary rescue vehicle for the Squad, well-equipped electrically and electronically to provide for patient care and Tamworth's distance from advanced care/emergency care facilities.

EM Emergency Management

2. Rescue/Transport watercraft, equipped – for transport of victims and materials in emergencies resulting from natural disasters, and for Rescue Squad use in aquatic emergencies. Suitable for rising/moving water use.

PR Parks and Recreation Department

3. Rec Field /Expansion/Improvement Additional facilities for wider age range of users.
4. Tennis Court Restoration Restore and reseal, replace equipment where necessary.

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.
9. Trash Compactor #2+ Demolition Can #2 +DogBox #1 Replacements for second 50 yard compaction container, second heavy duty roll-off container(construction/demolition), and first of two "dogbox" heavy recyclable containers (glass recycling).
10. Recycle/Storage containers #1 & #2 (50 yard) + DogBox #2 Replacements for 2 recycle/storage closed-top containers in worst condition (these containers are used for mixed paper, cardboard, tires, electronics, appliances and hauled storage) and the second of two "dogbox" recycling containers (aluminum recycling).

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11. Recycle/Storage containers 3 & 4 (50 yard) Replacements as in #10 above.
12. Recycle/Storage containers 5 & 6 (50 yard) Replacements as in #10 above.
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.

CM Cemetery Trustees

No capital projects planned at this time.

CL Cook Memorial Library

1. Carpeting is 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.
4. Air Conditioning Unit replacement, tentatively scheduled for 2021, based on a 20-year life span of the current unit.
5. Roof Replacement, tentatively scheduled for 2017, based on condition and life span of the current roofing materials.

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 2023.
4. Roof Repairs (p. 33) Roof repairs (2014) consist of an upgrade to the edges and seams for the membrane roof over the space that currently houses the SAU office. This repair will extend the life of the roof at least another 10 years. Roof repairs (Long-term) this is the projected costs to replace the existing roofs over the cafeteria and SAU offices. Both have been upgraded and should last at least another ten years.
10. Hot Water Heater Replacement (p. 46) Water Heater Options (2015 & 2017) this is for the planned replacement of hot water heaters. They ones in the school now are still in good shape and due to the water softener should last ten to fifteen years.
14. Replace Grease Trap (p.47) some upgrades have been done to this and with a regular cleaning cycle the life has been extended and the upgrades rescheduled
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.

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17. Glass Blocks in Gym Wall (p.35) Replace with alternative day lighting with a higher R-value.
18. Bathroom Vinyl Floor Tiles (p.35) Install seamless, slip-resistant rubber flooring to eliminate joints.
21. Seal Coat Parking area: maintain paved area surrounding school

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 LUCT will continue to be added to the Conservation Fund.

EC Tamworth Volunteer Energy Commission

No capital projects planned at this time.

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.) The analysis requires geo-referenced tax maps, so it includes the cost estimate of the Tax Map revisions project.

ED Economic Development Commission

No capital projects planned at this time.

ZB Zoning Board of Adjustment

No capital projects planned at this time.

6.0 RECOMMENDATIONS

6.1 Changes Made by CIP Committee

The CIP Committee recommends the following changes and additions to data submitted, in order to complete the report, and smooth out fluctuations in the expected tax rate impact. Department initials and line numbers refer to Table 4.0 Expense Detail by Department and Section 5.0 Project Descriptions

- FD.1 Split the costs for No. 1 Hose Truck between years 2016 and 2017, to minimize fluctuation in tax rate impact.
- FD.3 Split the costs for No. 3 Pumper between years 2020 and 2021, to minimize fluctuation in tax rate impact.
- PB.1 Include the \$115,000 cost for Tax Map Revisions, which is a prerequisite to the Build Out Analysis in 2018.

6.2 Recommended Warrant Articles for 2016

The CIP committee recommends the following items be included on the 2016 Town and School Meeting warrants, to implement this Capital Improvement Program. Department initials and line numbers refer to Table 4.0 Expense Detail by Department and Section 5.0 Project Descriptions.

The items listed below total:

Town Budget	\$939,892
School Budget	\$226,039

Town Government

- TG.1 Include \$50,000 for Town Office Renovations.

Fire Department

- FD.1 Include \$384,000 for No. 1 Hose Truck, of which \$220,000 is to be raised and appropriated in 2016 and \$164,000 to be raised in 2017.

Police Department

- PD.2 Include \$30,000 for replacement of Cruiser #2.
- PD.5 Include \$5,000 for Police Station painting & repairs.

Highway Department

- HW.11 Include \$170,000 for Road Reconstruction & Paving.

HW.8	Include \$125,000 for Highway/Transfer Station Backhoe Replacement.
Rescue Squad	
RS.1	Include \$240,000 for the Rescue Truck/Ambulance.
Parks & Recreation	
PR.4	Include \$12,500 for the Tennis Court Restoration.
Transfer Station	
TS.1	Include \$68,281 for Landfill Closure Bond.
TS.9	Include \$19,111 for Trash Compactor #2 + Demolition Can #2 + DogBox #1.
School District	
SD.1	Include \$226,039 for School Bond.

6.3 Other Observations

Rescue Truck/Ambulance Storage Location

The proposal for purchasing a second rescue truck /ambulance comes without a storage location for the second vehicle, or plans to dispose of the first vehicle. The CIP Committee strongly urges that this issue be addressed before a second vehicle is purchased.

No 1 Hose Truck Warrant Article

It's critical that the warrant article for the Fire Truck be written consistent with RSA 32:7-a, to authorize multiyear appropriations with a single vote. The CIP Committee urges that DRA and NHMA be consulted on proper wording for this warrant article.

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.

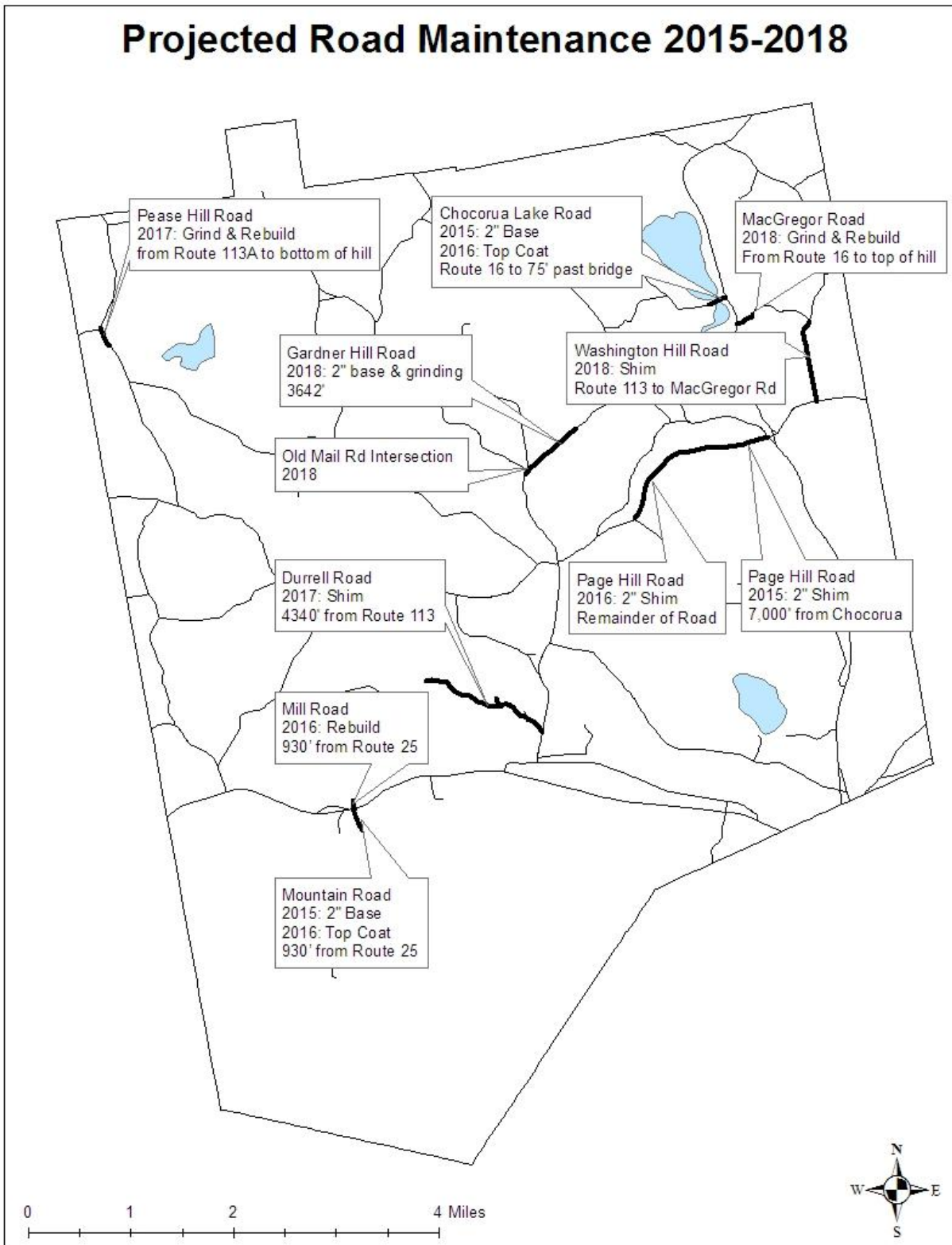
There are 53 roads maintained by the town, totaling 61.29 miles in length. There are 26.93 miles of paved roads, and 34.36 of gravel roads.

The Road Surface Management System inventory was completed in 2012, but that information is not considered valid, and is not used to project budgets or prepare plans for future road maintenance.

Projected maintenance/repairs of Town roads for 2015-2018

2015		
Page Hill Road	2" Shim	7000' from Route 16
Mountain Road	2" base	930' from Route 25
Chocorua Lake Road	2" base	480' to bridge & 75' over bridge
Crack sealing of Roads		
2016		
Page Hill Road	Shim	Remainder of road
Mountain Road	Top Coat	930' from Route 25
Mill Road	Rebuild	From Route 25
Chocorua Lake Road	Top Coat	480' to bridge & 75' over bridge
Crack sealing of roads		
2017		
Durrell Road	Shim	4340' X 20'
Pease Hill Road	Pave and Rebuild	Route 113A to bottom of hill
Crack sealing of roads		
2018		
MacGregor Road	Grind & Rebuild	1000' X 14' from Route 16
Washington Hill Road	Shim	Route 113 to MacGregor Rd
Gardner Hill Road	2" base & grinding	3642' X 20' From Route 113A
Old Mail Rd Intersection		
Crack sealing of roads		

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 March 2015. 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 comments on noted deficiencies. 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 Whittier Road Bridge over Stony Brook repair was scheduled for 2014, with an estimated cost of \$235,000. Funds were raised and appropriated, but the work was not completed by the time of the last bridge inspection.

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

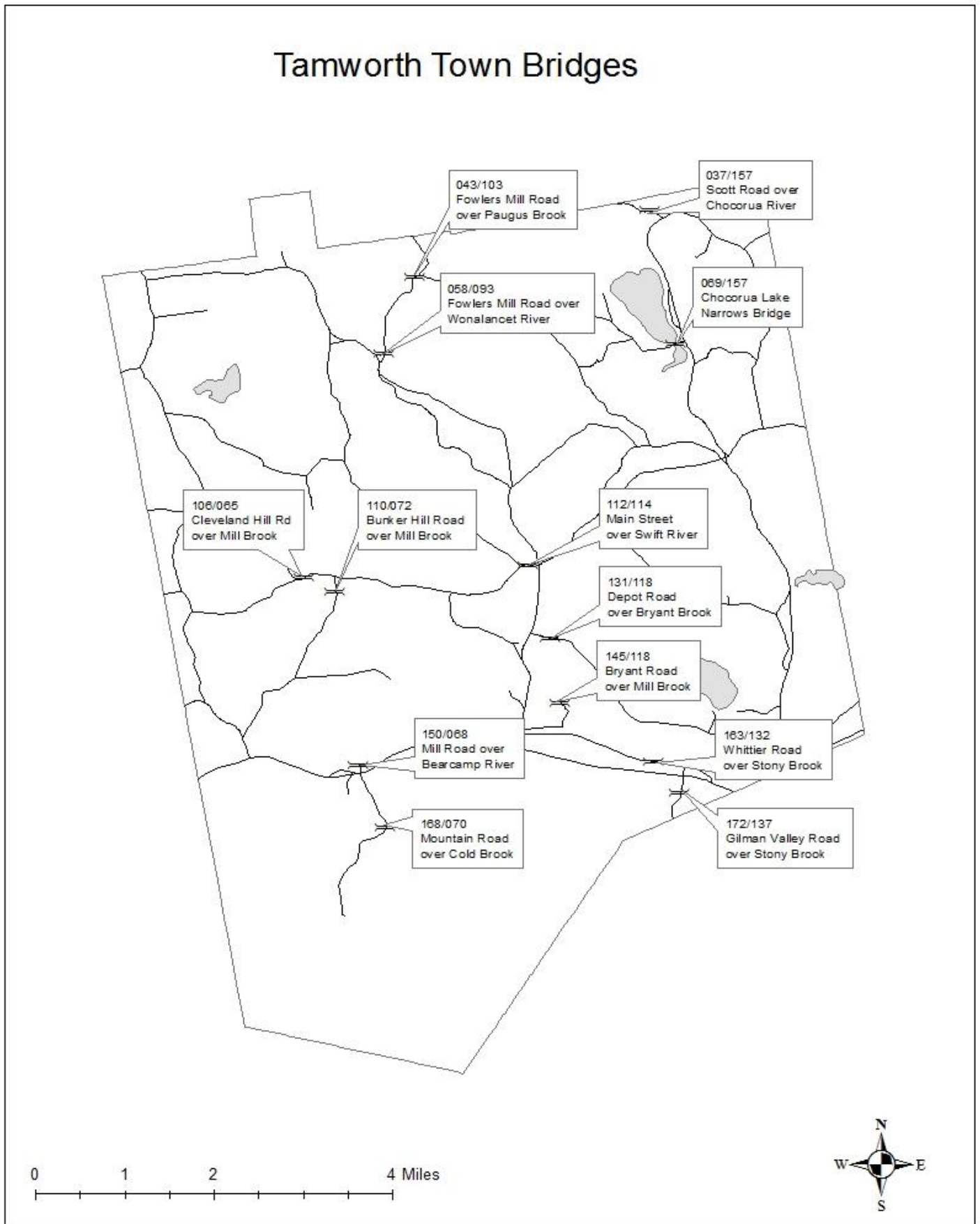
The legend for Table 7.3.

Capital Improvement Program 2016-2021

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				Dec 2014	27.7	Municipal Redlist		Structurally Deficient		
163/132	Whittier Road over Stony Brook				Dec 2014	38.9	Municipal Redlist		Not Applicable		
037/157	Scott Road over Chocorua River				Dec 2014	45.6	Municipal Redlist		Not Applicable		
145/118	Bryant Road over Mill Brook				Dec 2014	48.2	Municipal Redlist		Not Deficient		
168/070	Mountain Road over Cold Brook				Oct 2013	48.4			Functionally Obsolete		
131/118	Depot Road over Bryant Brook				Oct 2013	57.6			Not Applicable		
172/137	Gilman Valley Road over Stony Brook				Oct 2013	64.8			Not Deficient		
058/093	Fowlers Mill Road over Swift River				Oct 2013	73.1			Functionally Obsolete		
069/157	Chocorua Lake Narrows Bridge				Oct 2013	74.5			Not Deficient		
150/068	Mill Road over Bearcamp River				Oct 2013	76.1			Functionally Obsolete		
043/103	Fowlers Mill Road over Paugus Brook				Oct 2013	87.2			Functionally Obsolete		
112/114	Main Street over Swift River				Oct 2013	88.2			Not Deficient		
106/065	Cleveland Hill Rd over Mill Brook				Oct 2013	91.4			Not Deficient		
State #	Year Built/Rebuilt	AADT	Year	Width	Length	Road	Spans	Flag	Weight Limit	Signs	Type
110/072	1930, 1960	140	2013	16'-0"	34'-0"	10'-5"	1	Fed Br	06	Y	I Beams w/ Wood Deck
163/132	1927	540	2013	26'-7"	20'-0"	24'-0"	1		15	Y	Concrete Slab
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	2012	16'-0"	38'-0"	11'-6"	1	Fed Br	E2	Y	I Beams w/ Wood Deck
131/118	1950	750	2010	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	200	2010	20'-1"	20'-2"	18'-4"	1		NPR	Y	I Beams w/ Wood Deck
150/068	1930, 1990	40	2010	18'-0"	65'-3"	16'-0"	1	Fed Br	E2	Y	I Beams w/ Wood Deck
043/103	1991, 2004	200	1984	16'-11"	33'-9"	15'-11"	1	Fed Br	NPR	Y	I Beams w/ Wood Deck
112/114	1973	1100	2010	36'-5"	74'-0"	28'-0"	1	Fed Br	E2	Y	Concrete Rigid Frame
106/065	2009	240	2010	27'-2"	15'-0"	24'-2"	1	Fed Br	NPR	Y	Concrete Rigid Frame Precast
State #	Comments										
110/072	Superstructure: 4 Poor; Substructure: 5 Fair										
163/132	Superstructure: 4 Poor; Substructure: 4 Poor										
037/157	Culvert: 4 Poor										
168/070	Superstructure: 5 Fair; Substructure: 5 Fair										
131/118	Culvert: 5 Fair										
172/137	Superstructure: 5 Fair										
069/157	Substructure: 6 Satisfactory										

Table 7.3 State Bridge Inspection Report - Status of Tamworth Bridges – March 2015



Map 7.4 Tamworth Town Bridge Locations