

# TOWN OF TAMWORTH

NEW HAMPSHIRE

## CAPITAL IMPROVEMENT PROGRAM REPORT

### 2017 to 2022

Public Hearing held on September 15<sup>th</sup>, 2016 by the  
Capital Improvement Program Committee

Presented on September 28<sup>th</sup>, 2016 to the  
Tamworth Planning Board

Submitted on October 6<sup>th</sup>, 2016 to the  
Tamworth Board of Selectmen

Submitted on October 20<sup>th</sup>, 2016 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, Committees, Commissions, and Board Chairs, the Trustees of Trust Funds, Town Administrator, and Finance Officer, all of whom so readily and effectively provided assistance.

## 0.2 CIP Committee 2016

|                   |                               |
|-------------------|-------------------------------|
| Jack Waldron      | Chair, School Board Member    |
| Steve Gray        | Board of Selectmen Member     |
| David Little      | Planning Board Member         |
| Sheldon Perry     | Planning Board Member         |
| Dan Poirier       | 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                         |

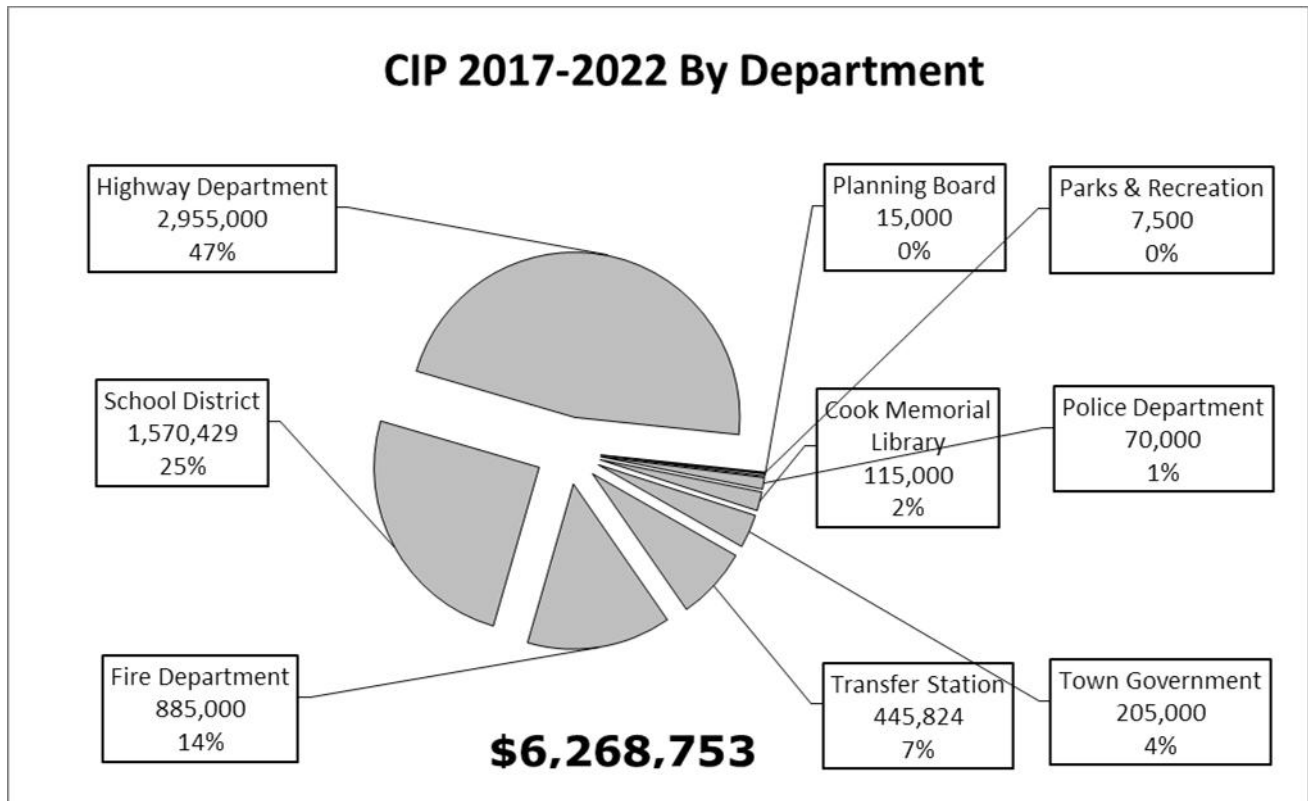


Chart 1.1 CIP Appropriations by Department  
(See Section 3.1 for Details)

# 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 2017-2022.

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 summary 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, 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.

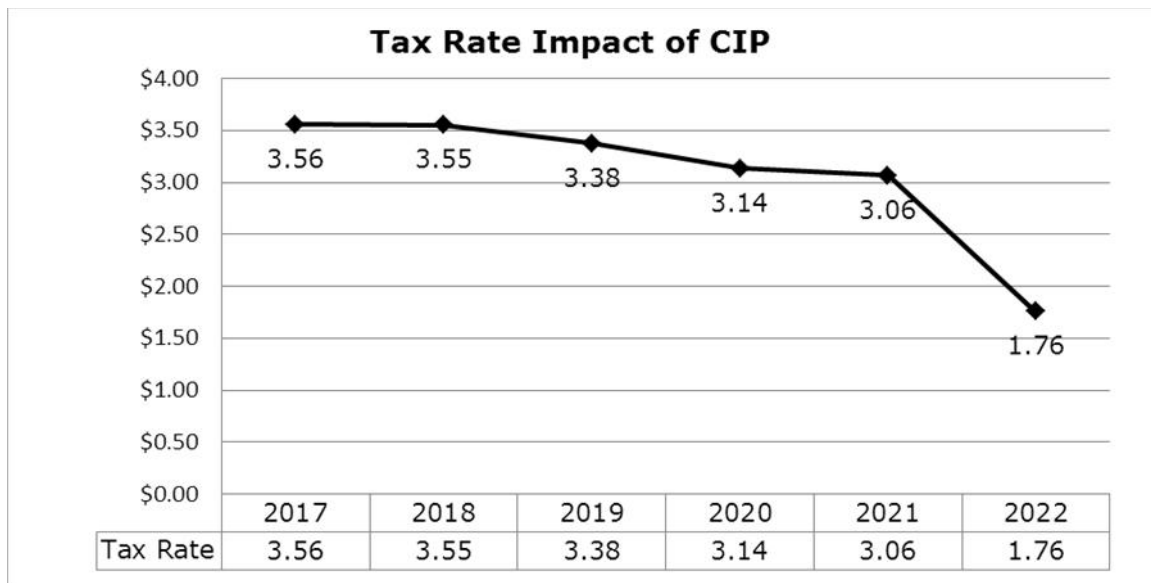


Chart 1.2 Tax Rate Impact of CIP by Year

## 1.2 Process

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

|                                                |                    |
|------------------------------------------------|--------------------|
| 2016 CIP Committee appointed by Planning Board | 03/23/16 & 4/27/16 |
| CIP Public Hearing                             | 09/15/16           |
| CIP Report presented to the Planning Board     | 09/28/16           |
| CIP Report submitted to Board of Selectmen     | 10/06/16           |
| CIP Report submitted to School Board           | 10/20/16           |

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 2017 (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. Municipal Safety Building Committee The selectmen appointed a committee to investigate building of a new municipal safety building.

## 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. Municipal Safety Building Plans A representative from the CIP Committee will participate in the committee investigating a new municipal safety building, and work to establish siting criteria, develop cost estimates, and formulate a campaign to build public support.
3. Investigate Ways to Improve CIP Report and Process Investigate ways to improve the CIP report and process, to make them more robust, and to avoid the unintended consequences of deferring needed spending.

## 1.5 Conclusions

The total CIP appropriations for the six year period of this report (2017-2022) is \$6,268,753. This represents a decrease of \$329,676 or 5%. However the total for the ten years (2017-2026) is \$8,385,484, an increase of \$761,298, or 10%. Two large cost items were moved beyond the six year period, pending more planning, but did not go away.

The total tax rate impact for capital improvements for the six year period is \$18.44, a decrease of \$0.81 from last year's report. But the standard deviation of the tax rate impact is \$0.68, up from last year's \$0.09, to the highest it's been since the Town started using CIP reports. The tax rate impacts range from a low of \$1.76 to a high of \$3.56, a range of \$1.80. Spending is heavily front-end loaded, and it's unlikely that it will actually remain that low in the sixth year. (\* See Section 6.3 for Note on Tax Rate Impact figures)

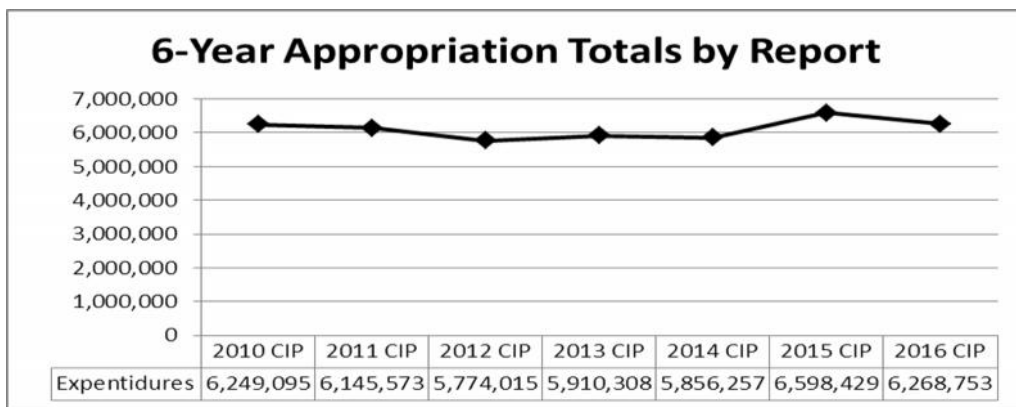


Chart 1.3 6-Year Appropriation Totals by Report

The CIP committee's approach to smoothing out spikes in spending from year to year relies on adopting the technique, enabled by RSA 32:7-a, which allows towns to fund capital projects over multiple years, by a 2/3<sup>rd</sup> 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 2/3<sup>rd</sup> margin required in the first year, 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, and preserves the town's flexibility for other spending decisions.

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 (2010 through 2016) 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 appropriation and tax rate impacts by year.

Deferred spending pushed appropriation totals and tax rate impacts toward the highest levels to date. The \$390,000 not included in 2016 budgets, or not approved by voters, did not go away, but reappeared again in this year's department input. Postponed spending may decrease the tax rate one year, but it will increase tax rates in future years.

Capital Improvement Program 2017-2022

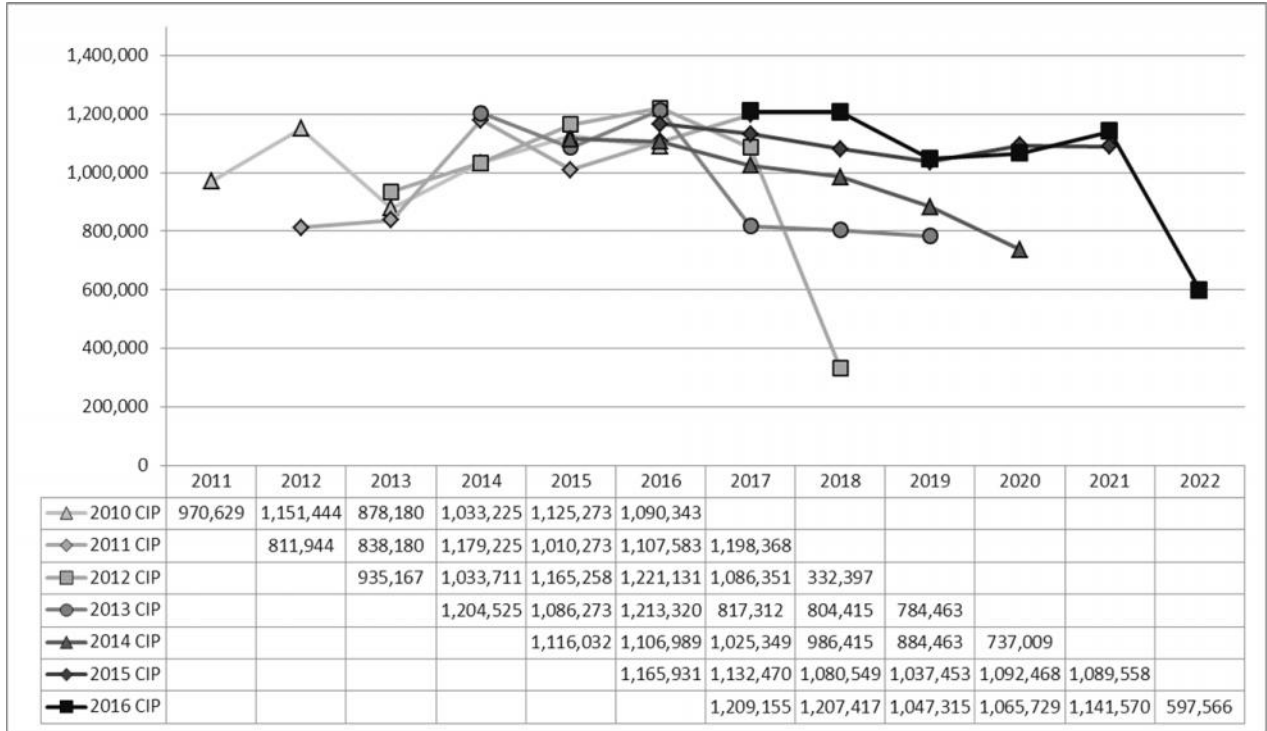


Chart 1.4 Comparison of Projected CIP Appropriations by Year

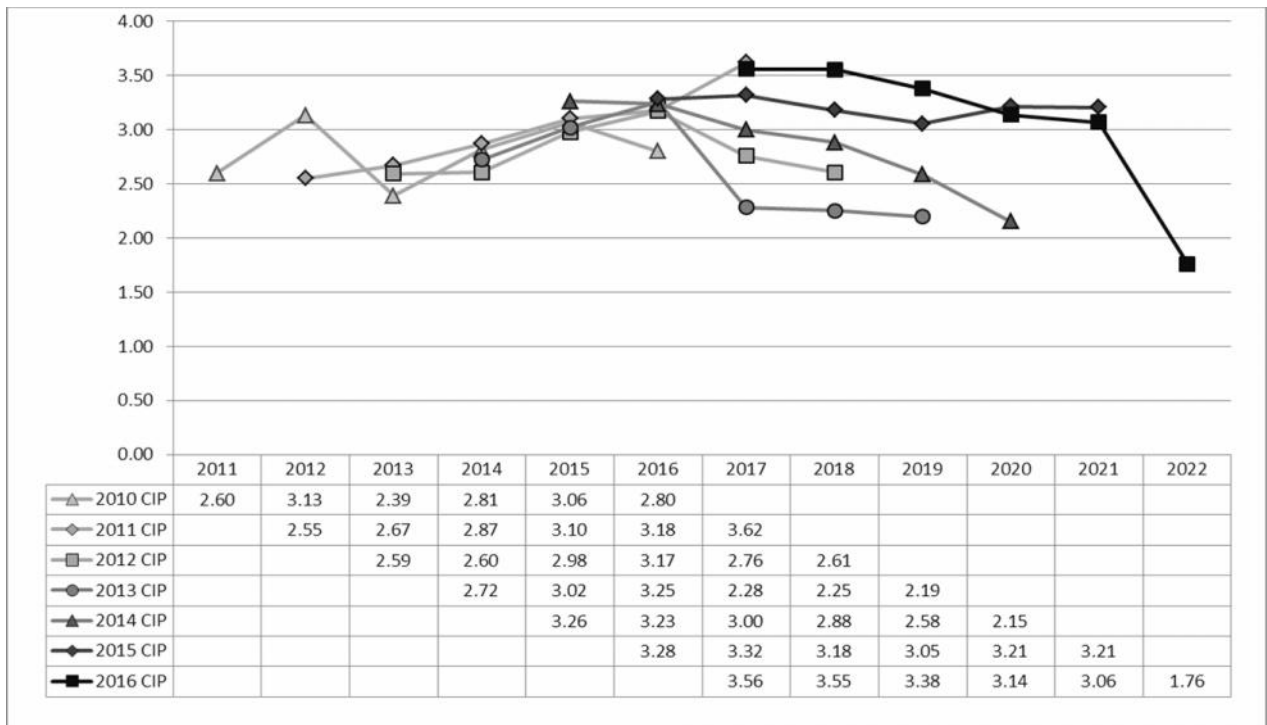


Chart 1.5 Comparison of Projected CIP Tax Rate Impact by Year\*  
 (\*see Section 6.3 for Note on Tax Rate Impact calculation)

## 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 2017 through 2022.

\* Note: Expenditures between 2023 and 2026 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 6/30/16, and do not include transactions from the last six 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 \$80,064.

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 \$66,787.07 as of 06/30/2016.

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 \$3,162 as of 6/30/16.

## 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 June 30, 2016. 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.

This report uses 2015 figures. 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.

(\*See Section 6.3 for note on assessed valuation figures)

## 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 2/3<sup>rd</sup>s 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. The following table shows figures from the 2015 CIP report vs. those actually budgeted vs. funds approved by voters at the 2016 Town Meeting and Annual School Meeting.

| 2015  | Project Description                                | CIP     | Budget  | Approved |
|-------|----------------------------------------------------|---------|---------|----------|
| TG.1  | Town Office Renovations                            | 50,000  | 30,000  | 0        |
| FD.1  | No. 1 Hose Truck                                   | 220,000 | 0       | 0        |
| FD.5  | Land for Central Station                           | 0       | 200,000 | 0        |
| PD.2  | Cruiser #2                                         | 30,000  | 36,000  | 0        |
| PD.5  | Police Station painting & repairs                  | 5,000   | 3,000   | 3,000    |
| HW.8  | Highway/Transfer Station Backhoe                   | 125,000 | 140,000 | 140,000  |
| HW.11 | Road Reconstruction & Paving                       | 170,000 | 320,000 | 320,000  |
| RS.1  | Rescue Truck/Ambulance                             | 240,000 | 0       | 0        |
| PR.4  | Tennis Court Restoration                           | 12,500  | 12,000  | 12,000   |
| TS.1  | Landfill Closure Bond                              | 68,281  | 68,281  | 68,281   |
| TS.9  | Trash Compactor #2 + Demolition Can #2 + DogBox #1 | 19,111  | 19,111  | 18,111   |
|       | Town Total                                         | 939,892 | 828,392 | 561,392  |
|       |                                                    |         |         |          |
| SD.1  | School Bond                                        | 226,039 | 214,051 | 214,051  |
|       | School Total                                       | 226,039 | 214,051 | 214,051  |

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

Variations are expected between the CIP planned amounts, budgeted amounts, and totals approved by voters. The CIP report is advisory only. But this past year, the differences were extreme. The totals approved by town voters were 40% less than what was in the CIP report. One item which had never even appeared in the CIP, represented 24% of the total dollars budgeted. That was among five items disapproved by voters. Considerable work needs to be done to improve the value of the CIP report, for both the selectmen and the voters.

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.

### 3.0 FINANCIAL SUMMARY

#### 3.1 Capital Appropriations

| Department                      | 2017               | 2018               | 2019               | 2020               | 2021               | 2022             | 2023-26*           | Totals             |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| Town Government                 | (30,000)           | (75,000)           | (100,000)          | 0                  | 0                  | 0                | (1,000,000)        | (1,205,000)        |
| Fire Department                 | (212,000)          | (206,000)          | 0                  | (292,000)          | (175,000)          | 0                | 0                  | (885,000)          |
| Police Department               | 0                  | (35,000)           | (35,000)           | 0                  | 0                  | 0                | (70,000)           | (140,000)          |
| Highway Department              | (505,000)          | (530,000)          | (520,000)          | (440,000)          | (620,000)          | (340,000)        | (175,000)          | (3,130,000)        |
| Rescue Squad                    | 0                  | 0                  | 0                  | 0                  | 0                  | 0                | (240,000)          | (240,000)          |
| Emergency Management            | 0                  | 0                  | 0                  | 0                  | 0                  | 0                | 0                  | 0                  |
| Parks & Recreation              | (7,500)            | 0                  | 0                  | 0                  | 0                  | 0                | 0                  | (7,500)            |
| Transfer Station                | (90,596)           | (82,350)           | (81,239)           | (76,645)           | (58,478)           | (56,517)         | (74,731)           | (520,555)          |
| Cemetery Commissioners          | 0                  | 0                  | 0                  | 0                  | 0                  | 0                | 0                  | 0                  |
| Cook Memorial Library           | (72,000)           | 0                  | (26,000)           | 0                  | 0                  | (17,000)         | (7,000)            | (122,000)          |
| School District                 | (292,059)          | (279,068)          | (270,076)          | (257,084)          | (288,092)          | (184,049)        | (550,000)          | (2,120,429)        |
| 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                  | (15,000)           | 0                  | 0                  | 0                | 0                  | (15,000)           |
| Zoning Board Of Adjustment      | 0                  | 0                  | 0                  | 0                  | 0                  | 0                | 0                  | 0                  |
| <b>Totals</b>                   | <b>(1,209,155)</b> | <b>(1,207,417)</b> | <b>(1,047,315)</b> | <b>(1,065,729)</b> | <b>(1,141,570)</b> | <b>(597,566)</b> | <b>(2,116,731)</b> | <b>(8,385,484)</b> |

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.

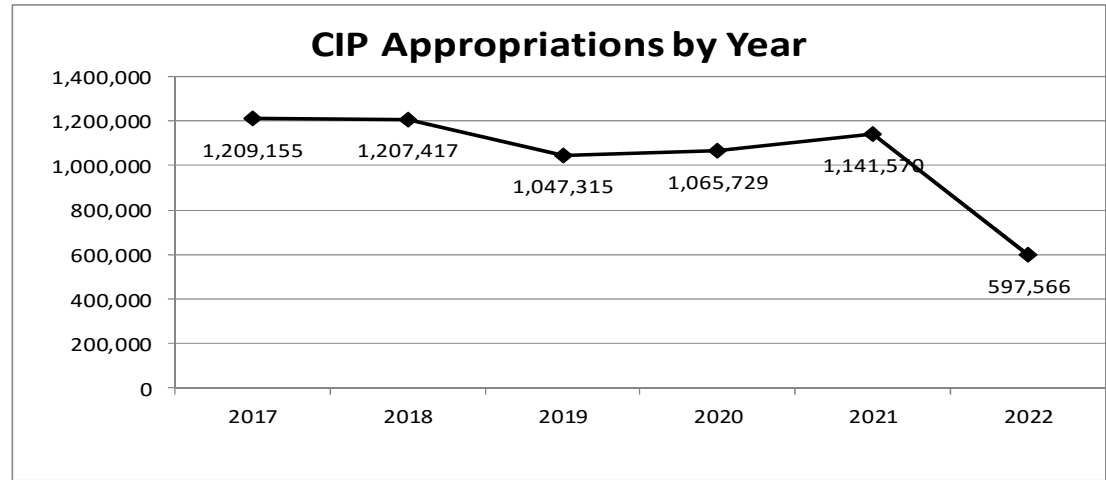


Chart 3.2 CIP Appropriations by Year 2017-2022

Chart 3.2 CIP Appropriations by Year shows a graph of the appropriation totals for each year in the six year period 2017-2022.

### 3.2 Capital Reserves & Other Sources of Funds

Table 3.3 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.

| Capital Reserve Funds       | Balance<br>6/30/2016 | 2016      | 2017 | 2018 | 2019    | 2020 | 2021      | 2022 | 2023<br>-26* | Funds<br>Remaining |
|-----------------------------|----------------------|-----------|------|------|---------|------|-----------|------|--------------|--------------------|
| Highway - Bridge CR         | 233,165              |           |      |      |         |      |           |      |              |                    |
| New Funds Created           |                      |           |      |      | 100,000 |      |           |      |              |                    |
| Expended                    |                      | (233,165) |      |      |         |      | (100,000) |      |              |                    |
| Balance Remaining           |                      |           |      |      |         |      |           |      |              | 0                  |
| Rescue Squad - Ambulance CR | 50,052               |           |      |      |         |      |           |      |              |                    |
| Expended                    |                      |           |      |      |         |      |           |      | (50,052)     |                    |
| Balance Remaining           |                      |           |      |      |         |      |           |      |              | 0                  |
| School -Reno. & Emerg. CR   | 25,568               |           |      |      |         |      |           |      |              |                    |
| Balance Remaining           |                      |           |      |      |         |      |           |      |              | 25,568             |
| Totals                      | 308,785              | (233,165) | 0    | 0    | 100,000 | 0    | (100,000) | 0    | (50,052)     | 25,568             |

Table 3.3 Capital Reserves & Other Sources of Funds

Note: Funds spent in 2016 from the Highway - Bridge CR are for the Whittier Road Bridge over Stoney Brook, originally scheduled for 2014.

Please see Section 2.7 for a full explanation of this table.

### 3.3 Funds To Be Raised By Taxes

|                                 | 2017             | 2018             | 2019             | 2020             | 2021             | 2022           | 2023-26*         | Totals           |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|------------------|
| Town Government                 | 30,000           | 75,000           | 100,000          | 0                | 0                | 0              | 1,000,000        | 1,205,000        |
| Fire Department                 | 212,000          | 206,000          | 0                | 292,000          | 175,000          | 0              | 0                | 885,000          |
| Police Department               | 0                | 35,000           | 35,000           | 0                | 0                | 0              | 70,000           | 140,000          |
| Highway Department              | 505,000          | 530,000          | 620,000          | 440,000          | 520,000          | 340,000        | 175,000          | 3,130,000        |
| Rescue Squad                    | 0                | 0                | 0                | 0                | 0                | 0              | 189,948          | 189,948          |
| Emergency Management            | 0                | 0                | 0                | 0                | 0                | 0              | 0                | 0                |
| Parks & Recreation              | 7,500            | 0                | 0                | 0                | 0                | 0              | 0                | 7,500            |
| Transfer Station                | 90,596           | 82,350           | 81,239           | 76,645           | 58,478           | 56,517         | 74,731           | 520,555          |
| Cemetery Commissioners          | 0                | 0                | 0                | 0                | 0                | 0              | 0                | 0                |
| Cook Memorial Library           | 72,000           | 0                | 26,000           | 0                | 0                | 17,000         | 7,000            | 122,000          |
| School District                 | 292,059          | 279,068          | 270,076          | 257,084          | 288,092          | 184,049        | 550,000          | 2,120,429        |
| 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                | 15,000           | 0                | 0                | 0              | 0                | 15,000           |
| Zoning Board Of Adjustment      | 0                | 0                | 0                | 0                | 0                | 0              | 0                | 0                |
| <b>Total Raised by Taxes</b>    | <b>1,209,155</b> | <b>1,207,417</b> | <b>1,147,315</b> | <b>1,065,729</b> | <b>1,041,570</b> | <b>597,566</b> | <b>2,066,679</b> | <b>8,335,431</b> |

Table 3.4 Funds To Be 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 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 2.7 for a full explanation of the calculation, and Section 6.3 for an explanation on the use of 2015 valuation figures.

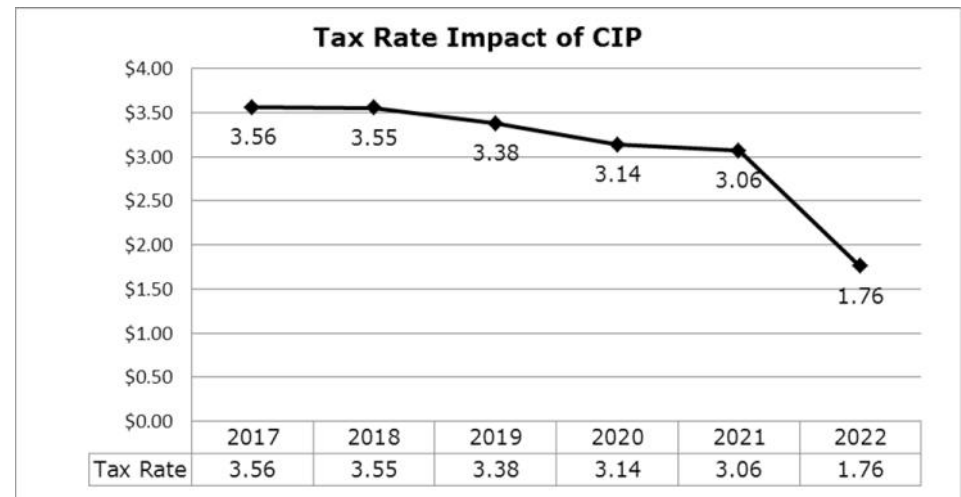


Chart 3.5 Tax Rate Impact of CIP



4.0 EXPENSE DETAIL BY DEPARTMENT

|                               |    | Department                                           | RT | PR | 2017      | 2018      | 2019      | 2020      | 2021      | 2022      | 2023-26*    | Totals      |
|-------------------------------|----|------------------------------------------------------|----|----|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|
|                               |    | Project or Equipment Description                     |    |    |           |           |           |           |           |           |             |             |
| <b>TOWN GOVERNMENT</b>        |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| TG                            | 1  | Town Office Renovation                               | D  | 3  |           | (25,000)  | (50,000)  |           |           |           |             | (75,000)    |
| TG                            | 2  | Property Revaluation                                 | A  | 2  |           | (20,000)  | (20,000)  |           |           |           |             | (40,000)    |
| TG                            | 5  | Software Upgrade                                     | C  | 2  |           | (30,000)  | (30,000)  |           |           |           |             | (60,000)    |
| TG                            | 6  | Municipal Safety Building planning                   | C  | 2  | (30,000)  |           |           |           |           |           |             | (30,000)    |
| TG                            | 7  | Future Municipal Safety Building Land & Construction | D  | 4  |           |           |           |           |           |           | (1,000,000) | (1,000,000) |
| <b>FIRE DEPARTMENT</b>        |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| FD                            | 1  | No 1 Hose Truck                                      | B  | 1  | (196,000) | (188,000) |           |           |           |           |             | (384,000)   |
| FD                            | 2  | SUV (2020)                                           | B  | 3  |           |           |           | (42,000)  |           |           |             | (42,000)    |
| FD                            | 3  | Next Fire Truck (2021)                               | B  | 1  |           |           |           | (250,000) | (175,000) |           |             | (425,000)   |
| FD                            | 4  | Station Maintenance                                  | B  | 2  |           | (18,000)  |           |           |           |           |             | (18,000)    |
| FD                            | 6  | Rescue/Transport watercraft, equipped                | C  | 2  | (16,000)  |           |           |           |           |           |             | (16,000)    |
| <b>POLICE DEPARTMENT</b>      |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| 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                            | 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)    |
| <b>HIGHWAY DEPARTMENT</b>     |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| 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  | (280,000) | (300,000) | (320,000) | (340,000) | (340,000) | (340,000) |             | (1,920,000) |
| HW                            | 18 | Pickup Truck                                         | B  | 1  |           | (50,000)  |           |           |           |           |             | (50,000)    |
| HW                            | 19 | Bunker Hill Bridge                                   | B  | 1  | (225,000) |           |           |           |           |           |             | (225,000)   |
| 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)   |
| <b>RESCUE SQUAD</b>           |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| RS                            | 1  | Ambulance                                            | D  | 3  |           |           |           |           |           |           | (240,000)   | (240,000)   |
| <b>EMERGENCY MANAGEMENT</b>   |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| EM                            |    | None Planned                                         |    |    |           |           |           |           |           |           |             |             |
| <b>PARKS &amp; RECREATION</b> |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| PR                            | 3  | Rec Field Playground Expansion                       | C  | 3  | (7,500)   |           |           |           |           |           |             | (7,500)     |
| <b>TRANSFER STATION</b>       |    |                                                      |    |    |           |           |           |           |           |           |             |             |
| TS                            | 1  | Landfill: Closure Bond                               | A  | 1  | (66,321)  | (64,360)  | (62,399)  | (60,438)  | (58,478)  | (56,517)  | (54,556)    | (423,068)   |
| TS                            | 2  | Grade/Pave gravel drive                              | C  | 3  |           |           |           | (11,000)  |           |           |             | (11,000)    |

Capital Improvement Program 2017-2022

|                                        |    | Department                                          | RT | PR | 2017      | 2018      | 2019      | 2020      | 2021      | 2022      | 2023-26*  | Totals      |
|----------------------------------------|----|-----------------------------------------------------|----|----|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
|                                        |    | Project or Equipment Description                    |    |    |           |           |           |           |           |           |           |             |
| TS                                     | 10 | Recycle/Storage containers #1 & #2 + DogBox #2      | B  | 2  | (24,275)  |           |           |           |           |           |           | (24,275)    |
| TS                                     | 11 | Recycle/Storage containers 3 & 4 (50 yard)          | B  | 2  |           | (17,990)  |           |           |           |           |           | (17,990)    |
| TS                                     | 12 | Recycle/Storage containers 5 & 6 (50 yard)          | B  | 2  |           |           | (18,840)  |           |           |           |           | (18,840)    |
| TS                                     | 13 | Recycle/Storage container open top (Metals-30 yard) | B  | 2  |           |           |           | (5,207)   |           |           |           | (5,207)     |
| TS                                     | 14 | Recycle Compactor #2                                | B  | 2  |           |           |           |           |           |           | (20,175)  | (20,175)    |
| <b>CEMETERY COMMISSIONERS</b>          |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| CM                                     |    | None Planned                                        |    |    |           |           |           |           |           |           |           |             |
| <b>COOK MEMORIAL LIBRARY</b>           |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| CL                                     | 1  | Carpeting Replacement                               | B  | 3  |           |           | (26,000)  |           |           |           |           | (26,000)    |
| CL                                     | 3  | Furnaces                                            | B  | 2  |           |           |           |           |           | (7,000)   | (7,000)   | (14,000)    |
| CL                                     | 4  | Air Conditioning Unit                               | B  | 2  |           |           |           |           |           | (10,000)  |           | (10,000)    |
| CL                                     | 5  | Roofing Replacement                                 | B  | 1  | (72,000)  |           |           |           |           |           |           | (72,000)    |
| <b>SCHOOL DISTRICT</b>                 |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| SD                                     | 1  | School Bond                                         | A  | 1  | (206,059) | (198,068) | (190,076) | (182,084) | (174,092) | (84,049)  |           | (1,034,429) |
| SD                                     | 4  | Roof Repairs (p. 33)                                | D  | 2  | (45,000)  | (20,000)  | (10,000)  | (60,000)  |           |           |           | (135,000)   |
| SD                                     | 10 | Water heater options(p. 46)                         | B  | 2  |           | (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) | (100,000) | (150,000) | (450,000)   |
| SD                                     | 17 | Glass Blocks in Gym wall(p. 35)                     | B  | 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  |           |           |           |           | (14,000)  |           |           | (14,000)    |
| SD                                     | 20 | Flooring                                            | B  | 2  |           | (10,000)  |           | (15,000)  |           |           |           | (25,000)    |
| SD                                     | 22 | Boiler                                              | D  | 2  |           |           |           |           |           |           | (200,000) | (200,000)   |
| <b>CONSERVATION COMMISSION</b>         |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| CC                                     | 1  | None Planned                                        |    |    |           |           |           |           |           |           |           |             |
| <b>ENERGY COMMISSION</b>               |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| EC                                     | 1  | None Planned                                        |    |    |           |           |           |           |           |           |           |             |
| <b>PLANNING BOARD</b>                  |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| PB                                     | 1  | Build Out Analysis                                  | B  | 2  |           |           | (15,000)  |           |           |           |           | (15,000)    |
| <b>ECONOMIC DEVELOPMENT COMMISSION</b> |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| ED                                     | 1  | None Planned                                        |    |    |           |           |           |           |           |           |           |             |
| <b>ZONING BOARD OF ADJUSTMENT</b>      |    |                                                     |    |    |           |           |           |           |           |           |           |             |
| 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: Includes funds for assessing feasibility of current building expansion including engineering assessment, current HVAC capacity and functionality, projected costs, adequacy.
2. Property Revaluation: Scheduled revaluation, used for tax rate equalization.
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.
6. 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.

### PD Police Department

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.
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.

## Capital Improvement Program 2017-2022

### 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.
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. 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

3. Rec Field /Expansion/Improvement Commercially made playground equipment (swings and slides) to provide additional facilities at the Durrell Road site, for a wider range of users.

### 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.
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).
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.

## Capital Improvement Program 2017-2022

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 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.
4. Air Conditioning Unit replacement, tentatively scheduled for 2022, based on a 20-year life span of the current unit.
5. Roof Replacement, 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 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. The 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.
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
20. Flooring: Replace Kindergarten Classroom floor with tile and area rugs, remove asbestos. Replace main corridor floor.
22. Boiler: It's estimated the boiler will need to be replaced in the next 6-10 years

## Capital Improvement Program 2017-2022

### 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.

### 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.)

### 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

- TG.1 Move Town Office Renovations project out by one year, to 2018-2019.
- TG.5 Split costs for Property Revaluation from Software Upgrade into two items.
- TG.6 Add \$30,000 for Municipal Safety Building planning.
- TG.7 Move Municipal Safety Building from Fire Department to Town Government. Move all funding to 2023-2026.
- FD.1 Split the costs for the No. 1 Hose Truck between years 2016 and 2017, to minimize fluctuation in tax rate impact.
- FD.3 Split the costs for next Fire Truck between years 2020 and 2021, to minimize fluctuation in tax rate impact.
- FD.6 Move Rescue/Transport watercraft from Emergency Management to Fire Department.
- PD.2 Eliminate \$35,000 in 2019 for 2WD Cruiser - Unit 2.
- PD.6 Eliminate \$35,000 in 2022 for 2WD Cruiser - Unit 2.
- RS.1 Move \$240,000 for Ambulance to 2023-2026.

Add \$100,000 to Bridge Repair Capital Reserve Fund in 2019 to minimize fluctuation in tax rate impact.

### 6.2 Recommended Warrant Articles for 2017

The CIP committee recommends the following items be included on the 2017 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   | \$937,096 |
| School Budget | \$292,059 |

## Capital Improvement Program 2017-2022

### Town Government

TG.6 Include \$30,000 for Municipal Safety Building planning.

### Fire Department

FD.1 Include \$384,000 for No. 1 Hose Truck, of which \$196,000 is to be raised and appropriated in 2017 and \$188,000 to be raised in 2018.

FD.6 Include \$16,000 for the Rescue/Transport watercraft.

### Highway Department

HW.11 Include \$280,000 for Road Reconstruction & Paving.

HW.19 Include \$225,000 for Bunker Hill Bridge Replacement.

### Parks & Recreation

PR.3 Include \$7,500 for the Rec Field Playground Expansion.

### Transfer Station

TS.1 Include \$66,321 for Landfill Closure Bond.

TS.10 Include \$24,275 for Recycle/Storage containers #1 & #2 (50 yard) + DogBox #2.

### Cook Memorial Library

CL.5 Include \$72,000 for Roofing Replacement.

### School District

SD.1 Include \$206,059 for School Bond.

SD.4 Include \$45,000 for Roof Repairs.

SD.14 Include \$21,000 for Replacing Grease Traps.

SD.18 Include \$20,000 for replacing Bathroom Vinyl Floor Tiles.

## 6.3 Other Observations

### \*Tax Rate Impact Figures

The Tax Rate Impact Figures included in this report were calculated using 2015 total assessment values, because 2016 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 2016 assessed values are available.



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.

Ambulance Storage Location

The proposal for purchasing a second rescue truck /ambulance comes without a storage location for the second vehicle, or plans to use it for transport. The CIP Committee strongly urges that these issues be addressed before a second vehicle is purchased.

## 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.

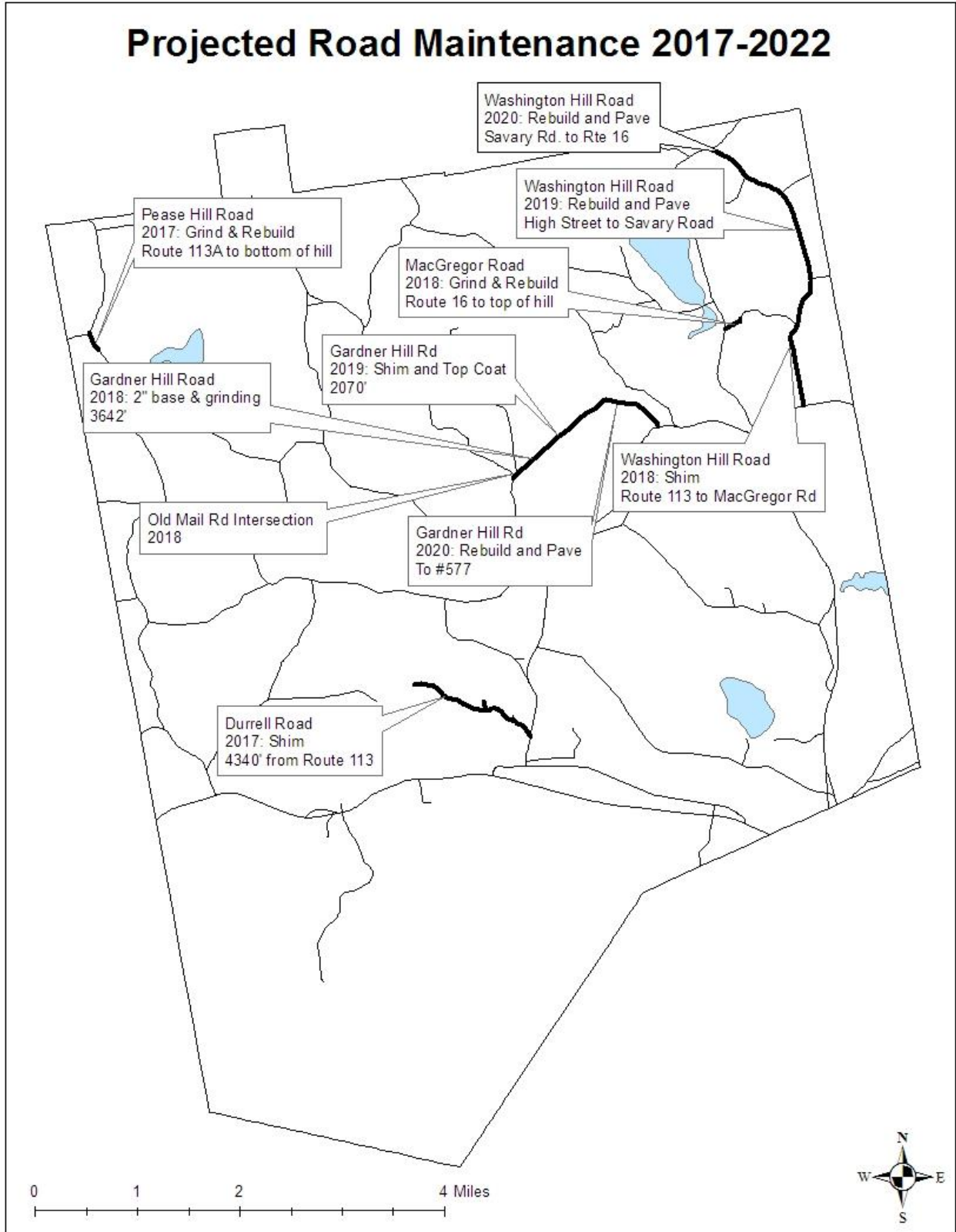
There are 53 roads maintained by the town, totaling 61.29 miles in length. There are 26.93 miles of paved roads, and 34.36 of gravel roads.

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 2017-2022

|             |                                        |                      |                                         |
|-------------|----------------------------------------|----------------------|-----------------------------------------|
| <b>2017</b> |                                        |                      |                                         |
|             | Durrell Rd.                            | 2"Shim               | 4,340' x 20'                            |
|             | Pease Hill Road                        | Rebuild and Pave     | Route 113A to bottom of hill            |
|             | Cracksealing of roads                  |                      |                                         |
| <b>2018</b> |                                        |                      |                                         |
|             | MacGregor Hill Road                    | Grind and Rebuild    | 1,000' x 14' from Route 16              |
|             | Washington Hill Road                   | Shim                 | Rte 113 to MacGregor Hill Road          |
|             | Gardner Hill Rd                        | 2" Base and Grinding | 3,642' x 20' from Route 113A            |
|             | Old Mail Road Intersection             |                      |                                         |
|             | Cracksealing of roads                  |                      |                                         |
| <b>2019</b> |                                        |                      |                                         |
|             | Washington Hill Road                   | Rebuild and Pave     | 4,637' x 21' High Street to Savary Road |
|             | Gardner Hill Rd                        | Shim and Top Coat    | 2070'                                   |
|             | Cracksealing and Sand sealing of roads |                      |                                         |
| <b>2020</b> |                                        |                      |                                         |
|             | Washington Hill Road                   | Rebuild and Pave     | 4,321' x 21' Savary Rd. to Rte 16       |
|             | Gardner Hill Rd                        | Rebuild and Pave     | To #577                                 |
|             | Cracksealing and Sand sealing of roads |                      |                                         |
| <b>2021</b> |                                        |                      |                                         |
|             | Not Available                          |                      |                                         |
| <b>2022</b> |                                        |                      |                                         |
|             | 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. 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 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                                                      |

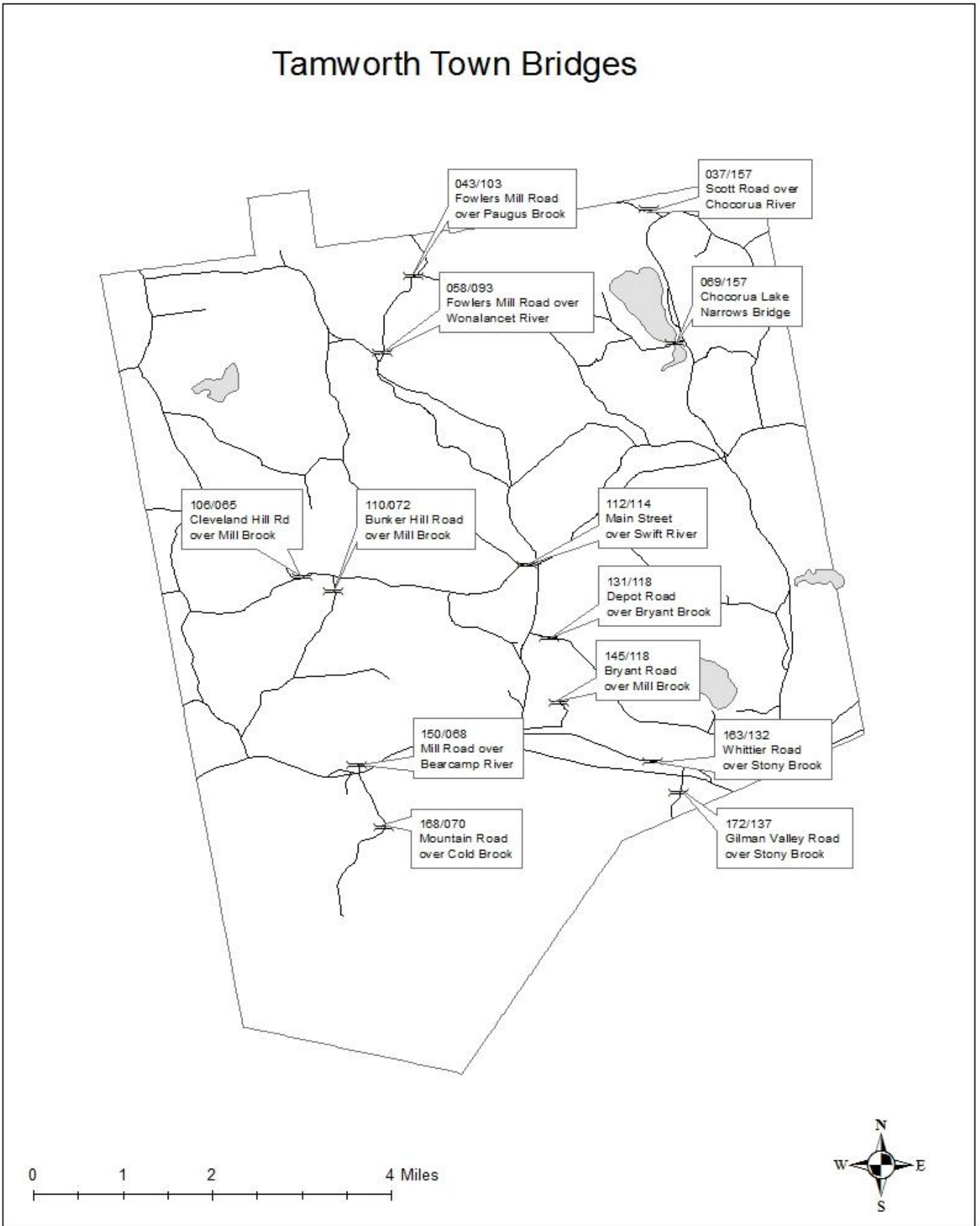
The legend for Table 7.3.

Capital Improvement Program 2017-2022  
State Bridge Inspection Report of Municipal Bridges

| State # | Location                            | Inspected    | FSR%                           | Redlist Status    | National Bridge Inventory Status |                              |       |        |                 |       |                              |
|---------|-------------------------------------|--------------|--------------------------------|-------------------|----------------------------------|------------------------------|-------|--------|-----------------|-------|------------------------------|
| 110/072 | Bunker Hill Road over Mill Brook    | Oct 19, 2015 | 27.7%                          | Municipal Redlist | Structurally Deficient           |                              |       |        |                 |       |                              |
| 163/132 | Whittier Road over Stony Brook      | Oct 20, 2015 | 38.9%                          | Municipal Redlist | Not Applicable                   |                              |       |        |                 |       |                              |
| 037/157 | Scott Road over Chocorua River      | Oct 19, 2015 | 45.6%                          | Municipal Redlist | Not Applicable                   |                              |       |        |                 |       |                              |
| 145/118 | Bryant Road over Mill Brook         | Oct 20, 2015 | 48.2%                          | Municipal Redlist | Not Deficient                    |                              |       |        |                 |       |                              |
| 168/070 | Mountain Road over Cold Brook       | Oct 20, 2015 | 48.4%                          |                   | Functionally Obsolete            |                              |       |        |                 |       |                              |
| 131/118 | Depot Road over Bryant Brook        | Oct 20, 2015 | 57.8%                          |                   | Not Applicable                   |                              |       |        |                 |       |                              |
| 172/137 | Gilman Valley Road over Stony Brook | Oct 20, 2015 | 64.8%                          |                   | Not Deficient                    |                              |       |        |                 |       |                              |
| 058/093 | Fowlers Mill Road over Swift River  | Oct 19, 2015 | 73.1%                          |                   | Functionally Obsolete            |                              |       |        |                 |       |                              |
| 069/157 | Chocorua Lake Narrows Bridge        | Oct 19, 2015 | 74.5%                          |                   | Not Deficient                    |                              |       |        |                 |       |                              |
| 150/068 | Mill Road over Bearcamp River       | Oct 20, 2015 | 76.2%                          |                   | Functionally Obsolete            |                              |       |        |                 |       |                              |
| 043/103 | Fowlers Mill Road over Paugus Brook | Oct 19, 2015 | 87.2%                          |                   | Functionally Obsolete            |                              |       |        |                 |       |                              |
| 112/114 | Main Street over Swift River        | Oct 19, 2015 | 88.2%                          |                   | Not Deficient                    |                              |       |        |                 |       |                              |
| 106/065 | Cleveland Hill Rd over Mill Brook   | Oct 19, 2015 | 91.4%                          |                   | Not Deficient                    |                              |       |        |                 |       |                              |
| State # | Year Built/Rebuilt                  | AADT         | Year                           | Length            | Width                            | Road                         | Spans | Flag   | Weight Limit    | Signs | Type                         |
| 110/072 | 1930, 1960                          | 140          | 2013                           | 34'-0"            | 16'-0"                           | 10'-5"                       | 1     | Fed Br | O6              | Y     | I Beams w/ Wood Deck         |
| 163/132 | 1927                                | 540          | 2013                           | 20'-0"            | 26'-7"                           | 24'-0"                       | 1     |        | 15              | Y     | Concrete Slab                |
| 037/157 | 1995                                | 10           | 1984                           | 11'-4"            | 0                                | 18'-0"                       | 1     |        | NPR             | Y     | Metal Pipe                   |
| 145/118 | 1940, 1960, 2004                    | 10           | 1984                           | 32'-4"            | 16'-0"                           | 13'-10"                      | 1     | Fed Br | 15              | Y     | I Beams w/ Wood Deck         |
| 168/070 | 1900, 1983                          | 60           | 2013                           | 38'-0"            | 16'-0"                           | 11'-6"                       | 1     | Fed Br | E2              | Y     | I Beams w/ Wood Deck         |
| 131/118 | 1950                                | 700          | 2013                           | 12'-6"            | 0                                | 20'-4"                       | 2     |        | E2              | Y     | Metal Pipe                   |
| 172/137 | 1930, 1960, 2012                    | 20           | 1984                           | 42'-4"            | 16'-0"                           | 14'-1"                       | 1     | Fed Br | NPR             | Y     | I Beams w/ Concrete Deck     |
| 058/093 | 1920, 1991, 2004                    | 200          | 1984                           | 41'-6"            | 16'-10"                          | 16'-0"                       | 1     | Fed Br | E2              | Y     | I Beams w/ Wood Deck         |
| 069/157 | 1920, 1960, 2013                    | 230          | 2013                           | 20'-2"            | 20'-1"                           | 18'-4"                       | 1     |        | NPR             | Y     | I Beams w/ Wood Deck         |
| 150/068 | 1930, 1990                          | 30           | 2013                           | 65'-3"            | 18'-0"                           | 16'-0"                       | 1     | Fed Br | E2              | Y     | I Beams w/ Wood Deck         |
| 043/103 | 1991, 2004                          | 200          | 1984                           | 33'-9"            | 16'-11"                          | 15'-11"                      | 1     | Fed Br | NPR             | Y     | I Beams w/ Wood Deck         |
| 112/114 | 1973                                | 1,100        | 2013                           | 74'-0"            | 36'-5"                           | 28'-0"                       | 1     | Fed Br | E2              | Y     | Concrete Rigid Frame         |
| 106/065 | 2009                                | 190          | 2013                           | 15'-0"            | 27'-2"                           | 24'-2"                       | 1     | Fed Br | NPR             | Y     | Concrete Rigid Frame Precast |
| State # | Deck Ratings                        |              | Superstructure Rating          |                   |                                  | Substructure Rating          |       |        | Culvert Rating  |       |                              |
| 110/072 | Deck: 7 good                        |              | Superstructure: 4 poor         |                   |                                  | Substructure: 4 poor         |       |        |                 |       |                              |
| 163/132 | Deck: 4 poor                        |              | Superstructure: 4 poor         |                   |                                  | Substructure: 4 poor         |       |        |                 |       |                              |
| 037/157 |                                     |              |                                |                   |                                  |                              |       |        | Culvert: 4 Poor |       |                              |
| 145/118 | Deck: 8 very good                   |              | Superstructure: 7 good         |                   |                                  | Substructure: 7 good         |       |        |                 |       |                              |
| 168/070 | Deck: 6 satisfactory                |              | Superstructure: 5 fair         |                   |                                  | Substructure: 5 fair         |       |        |                 |       |                              |
| 131/118 |                                     |              |                                |                   |                                  |                              |       |        | Culvert: 5 fair |       |                              |
| 172/137 | Deck: 5 fair                        |              | Superstructure: 5 fair         |                   |                                  | Substructure: 7 good         |       |        |                 |       |                              |
| 058/093 | Deck: 8 very good                   |              | Superstructure: 7 good         |                   |                                  | Substructure: 7 good         |       |        |                 |       |                              |
| 069/157 | Deck: 8 very good                   |              | Superstructure: 8 very good    |                   |                                  | Substructure: 6 satisfactory |       |        |                 |       |                              |
| 150/068 | Deck: 7 good                        |              | Superstructure: 7 good         |                   |                                  | Substructure: 7 good         |       |        |                 |       |                              |
| 043/103 | Deck: 7 good                        |              | Superstructure: 6 satisfactory |                   |                                  | Substructure: 8 very good    |       |        |                 |       |                              |
| 112/114 | Deck: 7 good                        |              | Superstructure: 7 good         |                   |                                  | Substructure: 7 good         |       |        |                 |       |                              |
| 106/065 | Deck: 8 very good                   |              | Superstructure: 8 very good    |                   |                                  | Substructure: 8 very good    |       |        |                 |       |                              |

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

# Tamworth Town Bridges



Map 7.4 Tamworth Town Bridge Locations