

Town of Milton

FY2026 to FY2030 Capital Improvement Plan

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Overview of Capital Improvement Program

The Town of Milton's Capital Improvement Program (CIP) is a short-range schedule of public improvement projects planned by Town Government to occur over a five-year period. The Plan details how the Town will sustain and improve its infrastructure and core assets. The Town identifies all sources and uses of funds provided for the protection, improvement, and replacement of capital assets.

CIP planning in the Town of Milton is focused on achieving the following outcomes:

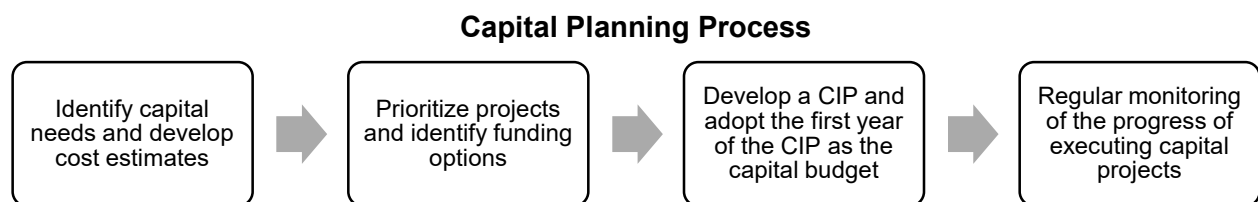
Transparency: Engage community and governmental stakeholders in the development of the CIP and provide for public reporting and inspection of the records and status of planned work and work in progress.

Accountability: Establish the roles, responsibilities, and authorities for management of CIP processes, development of projects and initiatives, and delivery of CIP projects to ensure that the practices employed are consistent and compliant with applicable codes and requirements.

Sustainability: Preserve, protect, and extend the life of existing assets and design and deliver new projects that contribute to a sustainable quality of life.

The CIP is a multi-year plan, identifying capital projects to be funded during the five-year planning period. The first year of the CIP represents the capital budget, which is the Town's appropriation for capital spending in the upcoming fiscal year. The capital budget authorizes specific projects and appropriates funding for those projects. While projects and financing sources listed in the CIP beyond year one are not authorized until the annual budget for those years is adopted, a multi-year CIP serves as an important tool for future strategic and investment planning.

Project Initiation



As indicated in the flowchart above, the identification of capital needs begins with Town Departments submitting a list of capital needs to the Town Manager. The lists of capital needs describe the project or equipment requested and specify the time frame for which the project/equipment is needed.

The Town's capital needs are categorized as follows:

- General Fund Infrastructure
- Vehicles
- Equipment
- Information Technology (IT)
- Utility Infrastructure
- Other

Capital assets are defined by the Town as assets with an initial, individual cost of \$5,000 or more and an estimated useful life exceeding one year. Capital requests that do not meet the threshold requirement are returned to the Department for programming within the Department's operating budget. The Town Manager then works with Department heads to prioritize projects and identify funding options.

A proposed draft CIP is first vetted by the Mayor and Town Manager. The final draft is then presented to Town Council as part of the annual budget process where the first year of the CIP is adopted as the capital budget. During the fiscal year, capital projects are monitored by documenting milestones and periodically reporting on project spending and status. Monitoring the status of capital projects helps to ensure they progress as planned, problems (such as project delays and cost overruns) are identified early enough to take corrective action, funds are available when needed, and legal requirements are met.

Project Prioritization

Beginning with the FY2026 budget process, the Town developed a formal prioritization process to rank capital projects to ensure the strategic investments of resources. The concept of using a quantified approach to ranking capital projects is recommended by the Government Finance Officers' Association.

Capital projects are assessed on the following criteria:

- ***Does the project address an unsafe condition or non-compliance issue?***
- ***What is the age and or condition of the current asset?***
- ***How significant is the benefit to the Town residents, community, and Department?***
- ***How much of the project is funded externally?***
- ***How much cost savings can be expected from the project?***

The Departments work with the Town Manager to score each capital project along these five criteria to produce a prioritization score up to 10. Data from the street condition assessment and Water System Planning document will also be used to prioritize facility improvements. The table below shows how scores are assigned:

Scoring System for Capital Projects

Metric	Scoring Methodology	Conversion Factor	Weight
Safety/Compliance	0 = The project <u>is not</u> a safety requirement or compliance issue 1 = The project <u>is</u> a safety requirement or compliance issue	10	20%
Age and Condition of the Asset	1 = Best Condition 2 = Good Condition 3 = Average Condition 4 = Poor Condition 2.5 = New Asset (Average of all scores)	2.5	20%
Community/Department Benefit	0 = No impact 1 = Low impact 2 = Medium impact 3 = Significant impact	3.3	20%
External Funding	0 = 0% funded by external sources 1 = 25% funded by external sources 2 = 50% funded by external sources 3 = 75% funded by external sources 4 = 100% funded by external sources	2.5	20%
Cost Savings	1 = No cost savings 2 = Annual cost savings greater than \$0 3 = Annual cost savings greater than \$2,500 4 = Annual cost savings greater than \$5,000	2.5	20%

The final prioritization score is calculated as follows:

$$\text{Final Score} = \text{Criteria Score} \times \text{Conversion Factor} \times \text{Weight}$$

Example Project Scoring

Below is an example scoring of the Memorial Park – New Playground Equipment capital project tentatively scheduled in FY 2029. The total cost of the project is currently expected to be approximately \$450,000. The scoring of this project is as follows:

Metric	Scoring	Score Value	Conversion Factor	Weight	Final Score
Safety/Compliance	Safety Requirement	1	10	20%	2.0
Age and Condition of the Asset	Good Condition	2	2.5	20%	1.0
Community/Department Benefit	Significant Impact	3	3.3	20%	2.0
External Funding	0% funded by external sources	0	2.5	20%	0.0
Cost Savings	Annual cost savings >\$0	2	2.5	20%	1.0
				Total:	6.0

The project scoring system provides a structured, transparent method for evaluating and prioritizing proposed capital investments. By assigning points based on criteria such as safety, regulatory compliance, asset condition, and community impact, the Town can compare projects more objectively and make informed decisions about how to allocate limited resources. While the scoring system helps identify which projects best align with the Town’s strategic priorities, it is not the sole determinant of funding decisions. Budget constraints, funding source eligibility, timing, and operational capacity may affect which projects ultimately move forward. Not all projects included in this plan are guaranteed to be funded, but the scoring process ensures that each project is evaluated consistently and that residents and stakeholders can clearly understand how and why funding decisions are made.

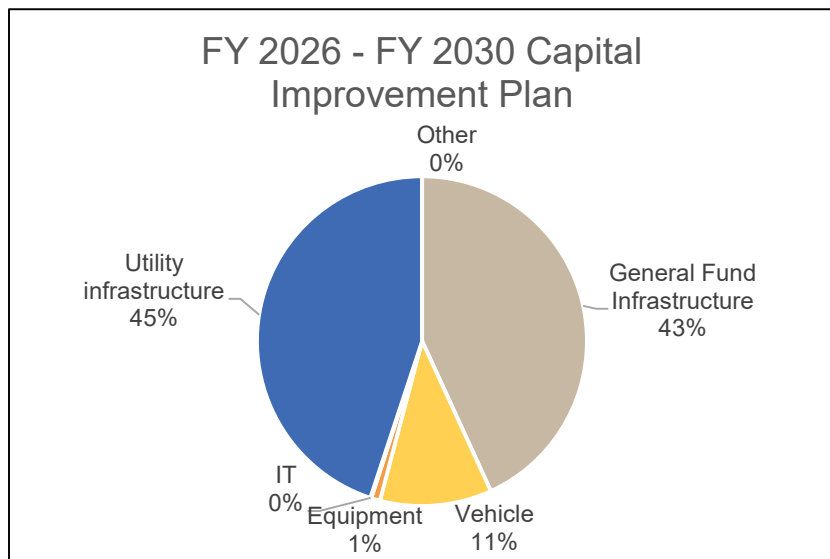
FY2026 to FY2030 Five-Year Capital Improvement Plan (CIP)

The Town allocated a total of \$11.8 million for capital projects from FY2026 through FY2030.

Sources of Funds

Capital projects in this plan are funded through a combination of local, state, and federal sources. These may include allocations from the general fund, capital reserve funds, grant programs, and low-interest financing such as the Drinking Water State Revolving Fund (DWSRF). Where appropriate, the Town may also pursue matching grants or shared-cost arrangements with partner agencies. The funding strategy emphasizes leveraging external resources whenever possible to reduce the burden on local taxpayers and to ensure responsible long-term fiscal management.

In FY2025, the Town stopped allocating the real estate transfer tax revenue to support its operating budget expenditures. Moving forward, the Town will dedicate this revenue to a capital trust fund within the restricted fund balance. This restricted capital fund will be a source of funds for the capital projects in this CIP as well as transfers from the general fund if deemed necessary. The FY2024 year-end balance of the restricted fund balance was \$3,117,193 as of September 2024.



Use of Funds

The FY2026 to FY2030 CIP includes 52 projects totaling \$11.8 million over a five-year period. Of the total allocation, 45% (or \$5.3 million) is dedicated to utility infrastructure, 43% (or \$5.1 million) is dedicated to general fund infrastructure, 11% (or \$1.3 million) is dedicated to vehicles, and the remaining 1% of the funds are dedicated across IT, Equipment, and other projects.

	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Use of Funds						
General Fund Infrastructure	\$3,000	\$2,149,000	\$1,000,000	\$1,450,000	\$500,000	\$5,102,000
Vehicle	\$170,000	\$281,000	\$256,000	\$349,000	\$240,000	\$1,296,000
Equipment	\$36,700	\$41,500	\$0	\$0	\$25,000	\$103,200
IT	\$2,300	\$9,000	\$0	\$0	\$1,800	\$13,100
Utility infrastructure	\$286,024	\$306,024	\$4,193,512	\$362,274	\$163,012	\$5,310,846
Other	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Total	\$194,000	\$2,480,500	\$1,256,000	\$1,799,000	\$686,800	\$6,416,300
Utility Fund Total	\$304,024	\$306,024	\$4,193,512	\$362,274	\$243,012	\$5,408,846
Grand Total	\$498,024	\$2,786,524	\$5,449,512	\$2,161,274	\$929,812	\$11,825,146

Funding Risks and Assumptions

The Town of Milton's Capital Improvement Plan (CIP) is based on current estimates of project costs, available funding sources, and implementation timelines. This plan assumes continued access to a mix of funding streams, including general fund allocations, municipal capital reserves, state and federal grant programs, and contributions from the Drinking Water State Revolving Fund (DWSRF). Several projects identified in this CIP, particularly in the Utility Infrastructure category, are dependent on external funding and may require competitive applications or approval by regulatory agencies.

While the Town is committed to advancing these projects as planned, there are inherent risks that may affect implementation. These include potential changes in construction costs due to inflation or supply chain disruptions, delays in grant funding or approvals, and shifts in municipal revenue or borrowing capacity. Projects identified in later years of the CIP are subject to re-evaluation based on updated cost estimates, funding availability, and evolving community needs. The CIP is intended to be a flexible planning tool and will be revisited annually to incorporate new information, adjust priorities, and respond to unforeseen fiscal or operational constraints.

FY2026 Restricted Capital Reserve

Fourteen projects are currently planned for the FY2026 Capital Budget, representing approximately \$498,000 in PayGo spending. Assuming a beginning balance of \$2.0 million in the restricted capital reserve following the municipal building land purchase in FY 2025 (including a 10% contingency), the reserve is projected to end FY2026 with a balance of roughly \$2.2 million. This estimate accounts for anticipated real estate transfer tax revenue—assuming the Scarlett Oaks development is not delayed, projected interest earnings, and FY2026 capital expenditures with a 10% contingency. The Town will continue to monitor reserve levels closely to ensure long-term sustainability and capacity to support future capital needs.

Estimated Restricted Capital Reserve – FY2026

Beginning Balance	\$2,008,365
Total Funding	\$762,334
PayGo Spending	\$498,024
10% Contingency	\$49,802
Projected Ending Balance	\$2,222,873

Capital Projects by Category

The following pages summarize each capital category, and the capital projects planned for the next five years. The summary provides a description of the projects, five-year estimated budget, and project status. The status assigned to a project depends on its progress, from planning through completion. Equipment and other purchases are completed in three phases: contingency, pre-acquisition, and acquisition. Once the equipment is acquired, it can be put into use.

Facilities and other construction projects have a longer life cycle and move from contingency through construction and finally project close-out where the Town is making its final payments to contractors. The table below defines these phases by project type.

Project Status Definitions

Project Status	
Equipment/IT Purchases	
Contingency	Equipment will be purchased in this fiscal year
Pre-acquisition	Equipment has been scoped but not purchased yet
Acquisition	Equipment is in the process of being purchased
Facilities/Public Works	
Contingency	Project is planned to start in this fiscal year
Pre-design	Town is performing pre-design activities
Design	Town is working with designers to finalize design and create construction plans
Construction	Project is currently being worked on
Project close-out	Substantial construction is complete and Town is finalizing work and payments

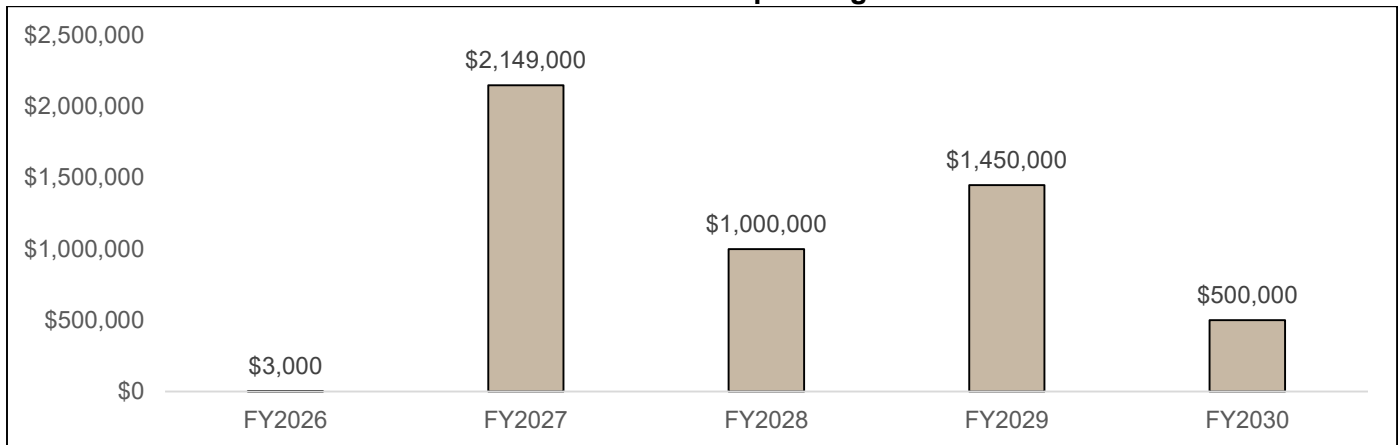
General Fund Infrastructure

The general fund infrastructure category includes capital projects that support the Town's transportation network, stormwater management systems, and other public assets separate from utility infrastructure. These projects typically focus on the repair, replacement, and improvement of roads, sidewalks, streetlights, and public buildings or facilities. Investments in this category aim to enhance public safety, ensure reliable mobility, reduce flooding, and extend the useful life of the Town's physical assets. For FY2026 to FY2030, key projects include land acquisition and construction planning for a new municipal building, shoreline stabilization, as well as maintenance and replacement of Memorial Park facilities. These investments are foundational to the Town's long-term growth, safety, and quality of life.

The Town's Streets and Sidewalk Committee plays a key role in evaluating roadway conditions and identifying repair priorities that guide the Town's decisions on capital investment in Town roadways. The committee's findings and priorities will be formally integrated into the Town's capital improvement plan process through the FY2026 budget.

There are six total projects in this category planned for the FY2026 to FY2030 CIP, totaling \$4.9 million over the 5-year period. The Town has purchased the property for a new municipal building in FY2025, and expects construction on the building to commence in FY2027.

General Fund Infrastructure CIP Spending FY2026 to FY2030



General Fund Infrastructure Capital Project List

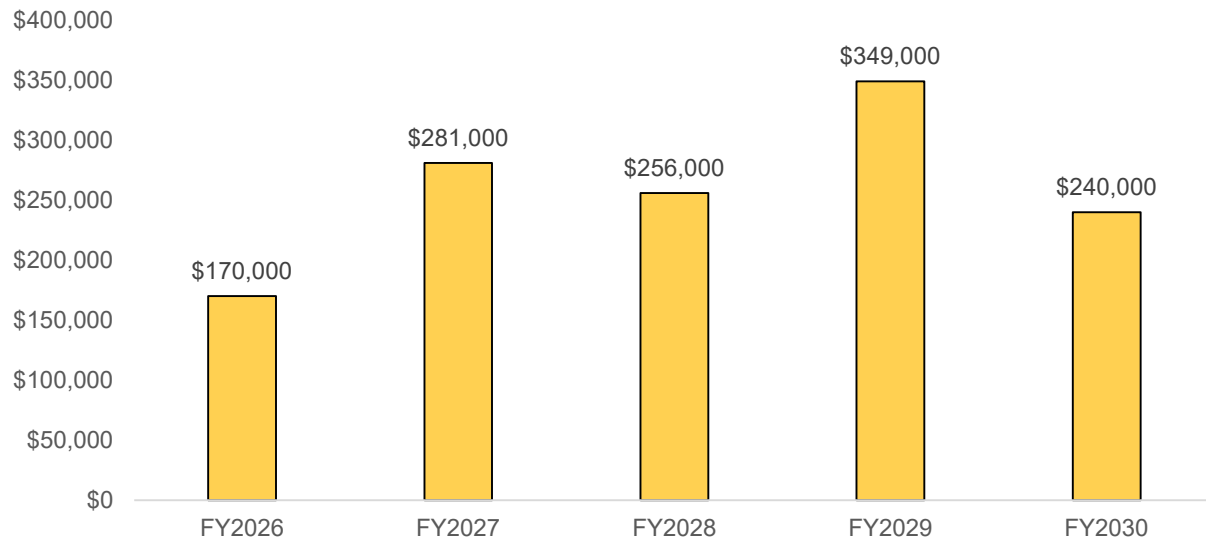
Capital Project	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Total
Municipal Bldg Land Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Municipal/Police Bldg Construction	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000	\$3,500,000
Shoreline Stabilization	\$0	\$1,144,000	\$0	\$0	\$0	\$1,144,000
Memorial Park - New Playground Equipment	\$0	\$0	\$0	\$450,000	\$0	\$450,000
Memorial Park Gazebo - New Roof	\$0	\$5,000	\$0	\$0	\$0	\$5,000
10'x14' Storage Shed	\$3,000	\$0	\$0	\$0	\$0	\$3,000
Total	\$3,000	\$2,149,000	\$1,000,000	\$1,450,000	\$500,000	\$5,102,000

Vehicle

The Vehicles category includes the scheduled replacement and acquisition of essential fleet vehicles used by various Town departments, including Parks & Recreation, Water, Police, and Code Enforcement. Maintaining a consistent life cycle replacement schedule is critical to ensuring operational reliability, minimizing maintenance costs, and avoiding unexpected service disruptions. Replacing vehicles at the end of their useful life allows departments to plan more effectively, improve safety for staff and the public, and incorporate newer, more efficient models into the fleet. The FY2026–FY2030 CIP includes targeted vehicle replacements to bring the Town’s fleet closer to a sustainable rotation, helping departments continue delivering core services without interruption.

There are 22 total projects in this category planned for the FY2026 to FY2030 CIP, totaling \$1.3 million over the 5-year period. 14 planned vehicle purchases either replace existing police patrol vehicles or add to the fleet for potential new police officer positions in the future. Three vehicles are replacements or new assets for the Code Enforcement Department, who share a vehicle with the Administrative Department. Three vehicles are for the Parks & Recreation Department, including a replacement trailer. Two vehicles are for the Water Department, including a replacement trailer.

Vehicle CIP Spending FY2026 to FY2030



Vehicle Capital Project List

Capital Project	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Total
2026 Dodge Durango	\$74,000	\$0	\$0	\$0	\$0	\$74,000
2026 Dodge Durango	\$74,000	\$0	\$0	\$0	\$0	\$74,000
2027 Dodge Durango K-9	\$0	\$84,000	\$0	\$0	\$0	\$84,000
2028 Dodge Durango	\$0	\$0	\$76,000	\$0	\$0	\$76,000
2027 Dodge Durango	\$0	\$76,000	\$0	\$0	\$0	\$76,000
2028 Dodge Durango	\$0	\$0	\$76,000	\$0	\$0	\$76,000
2029 Dodge Durango	\$0	\$0	\$0	\$78,000	\$0	\$78,000
2029 Dodge Durango	\$0	\$0	\$0	\$78,000	\$0	\$78,000
2030 Dodge Durango	\$0	\$0	\$0	\$0	\$80,000	\$80,000
2031 Dodge Durango	\$0	\$0	\$0	\$0	\$0	\$0
2030 Dodge Durango	\$0	\$0	\$0	\$0	\$80,000	\$80,000
2031 Dodge Durango	\$0	\$0	\$0	\$0	\$0	\$0
1/2 Ton Work Truck	\$0	\$0	\$50,000	\$0	\$0	\$50,000
1/2 Ton Work Truck	\$0	\$0	\$0	\$50,000	\$0	\$50,000
Chevy 2500	\$0	\$0	\$0	\$0	\$80,000	\$80,000
2027 Dodge Durango	\$0	\$76,000	\$0	\$0	\$0	\$76,000
2029 Dodge Durango	\$0	\$0	\$0	\$78,000	\$0	\$78,000
Tilt Trailer	\$16,000	\$0	\$0	\$0	\$0	\$16,000
SUV	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Truck	\$0	\$0	\$54,000	\$0	\$0	\$54,000
16' landscape trailer	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Truck	\$0	\$0	\$0	\$65,000	\$0	\$65,000
Total	\$170,000	\$281,000	\$256,000	\$349,000	\$240,000	\$1,296,000

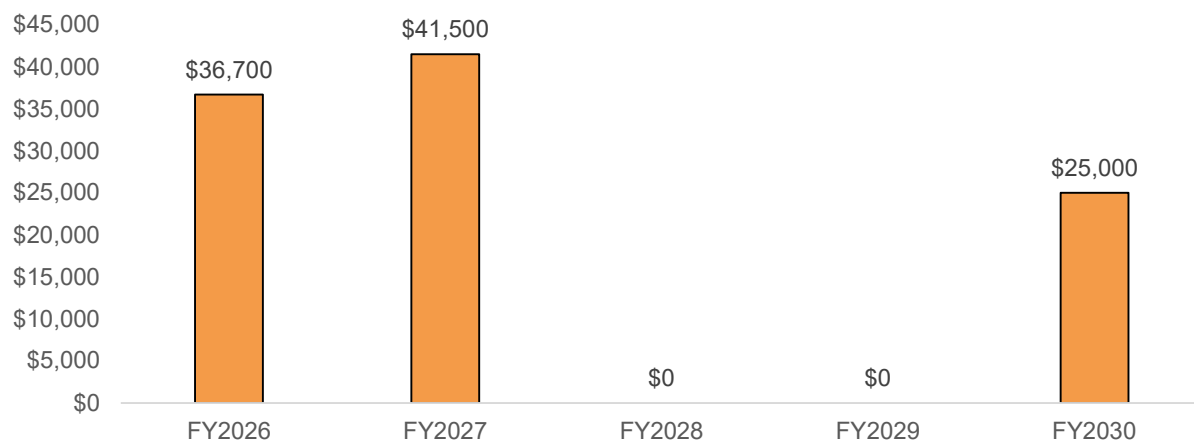
Note: Cost of police patrol vehicles include outfitting expenses

Equipment

The Equipment category includes the purchase and replacement of tools, machinery, and specialized devices that support day-to-day operations across Town departments. These investments improve efficiency, safety, and service delivery in areas such as public works, administration, and public safety. Equipment funded in this CIP cycle includes a message board and a speed/message trailer to support traffic control and community communication; police equipment such as bulletproof shields and crowd control barriers to enhance public safety response; and operational tools like a stand-on mower, salt spreader, chop saw, and folder insert machine to improve efficiency in fieldwork and administrative processes. These targeted upgrades help extend the capabilities of staff, reduce manual workload, and ensure the Town remains responsive to both routine and emergency needs of the community.

There are 10 total projects in this category planned for the FY2026 to FY2030 CIP, totaling \$103,200.

Equipment CIP Spending FY2026 to FY2030



Equipment Capital Project List

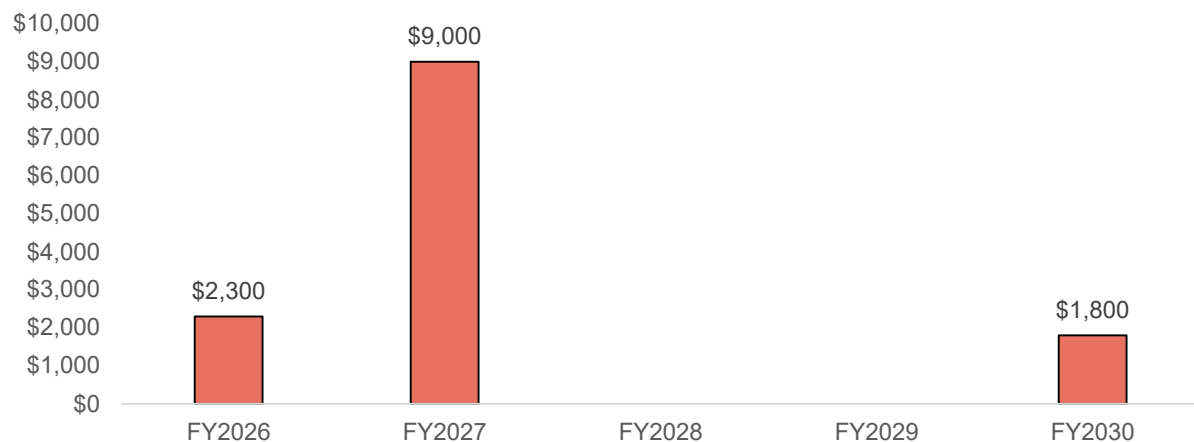
Capital Project	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Total
Copier/Printer	\$2,200	\$0	\$0	\$0	\$0	\$2,200
Replacement of K-9	\$17,000	\$0	\$0	\$0	\$0	\$17,000
3 Bulletproof Shields	\$4,000	\$0	\$0	\$0	\$0	\$4,000
Speed and Message Board Trailer	\$0	\$0	\$0	\$0	\$25,000	\$25,000
4-5 yard salt spreader	\$9,000	\$0	\$0	\$0	\$0	\$9,000
Chop Saw	\$2,000	\$0	\$0	\$0	\$0	\$2,000
Folder Insert Machine	\$0	\$19,500	\$0	\$0	\$0	\$19,500
Message Board	\$2,500	\$0	\$0	\$0	\$0	\$2,500
Crowd Control Barriers	\$0	\$10,000	\$0	\$0	\$0	\$10,000
48" stand on commercial mower	\$0	\$12,000	\$0	\$0	\$0	\$12,000
Total	\$36,700	\$41,500	\$0	\$0	\$25,000	\$103,200

Information Technology (IT)

The Information Technology category includes investments that support the Town's digital infrastructure and enhance field operations through improved connectivity and equipment. This CIP cycle includes the replacement of the Town's central server to ensure secure and reliable data management, as well as the purchase of computers and dash cameras for the Code Enforcement Department. These devices will be installed in Code Enforcement vehicles, enabling officers to access online systems such as Edmunds and complete documentation while in the field. These upgrades streamline workflows, reduce administrative delays, and improve the efficiency and responsiveness of Code Enforcement operations.

There are four total projects in this category planned for the FY2026 to FY2030 CIP, totaling \$13,100. Currently, no spending is planned for FY2028 and FY2029.

Information Technology CIP Spending FY2026 to FY2030



Information Technology Capital Project List

Capital Project	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Total
Server	\$0	\$9,000	\$0	\$0	\$0	\$9,000
Computer	\$1,500	\$0	\$0	\$0	\$0	\$1,500
Dash Cams	\$800	\$0	\$0	\$0	\$0	\$800
Computer	\$0	\$0	\$0	\$0	\$1,800	\$1,800
Total	\$2,300	\$9,000	\$0	\$0	\$1,800	\$13,100

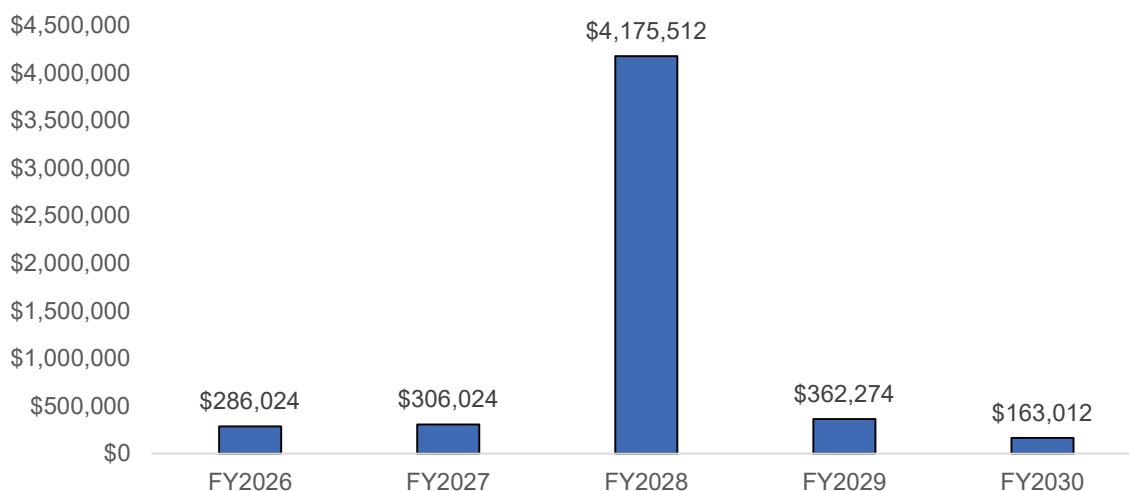
Utility Infrastructure

The Utility Infrastructure category focuses on critical water system improvements that ensure the safe, reliable delivery of potable water throughout the Town. These capital projects are guided by the findings of Milton’s 2024 Water System Planning Study and primarily include the replacement of aging water mains—some of which are undersized or composed of deteriorating asbestos cement or cast-iron pipes.¹ Upgrading these lines improves water quality, reduces the frequency of service disruptions, and enhances fire flow capacity. The Town also plans to perform a systemwide fire hydrant testing on a five-year cycle to assess fire flow, identify pressure limitations, and inform replacement priorities for undersized or underperforming segments. This routine testing is essential to maintaining adequate emergency response readiness and up-to-date hydraulic modeling of the system.

In addition to water main replacements and flow testing, investments being considered include the construction of a new well, rehabilitation of existing treatment facilities, and the addition of a third elevated water storage tank. These projects are essential to support the Town’s current needs and anticipated growth, ensuring the water system remains resilient, compliant with evolving regulations, and responsive to increasing demand.

There are nine total projects in this category planned for the FY2026 to FY2030 CIP, totaling \$5.3 million. The three largest projects are currently planned for FY2028, including water main replacements of Route 16, Union Street, and Federal Street, which make up approximately \$4 million of the total CIP spending. Water main replacement projects may be eligible for funding through the **Drinking Water State Revolving Fund (DWSRF)**,² which supports municipalities in advancing public health, system reliability, and regulatory compliance.

Utility Infrastructure CIP Spending FY2026 to FY2030



¹ Water System Planning Study, Town of Milton (2024), pp. 6 & 10. Distribution section notes aging asbestos cement and cast iron pipes prone to failure; Table 5 identifies undersized 4-inch pipes throughout the system.

² The Drinking Water State Revolving Fund (DWSRF) is a federal-state partnership program administered by the U.S. Environmental Protection Agency and individual states. It provides low-interest loans and grants to public water systems for planning, designing, and constructing infrastructure improvements that protect public health and ensure compliance with the Safe Drinking Water Act.

Utility Infrastructure Capital Project List

Capital Project	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Total
Water Main Replacement - Route 16	\$0	\$0	\$1,290,000	\$0	\$0	\$1,290,000
Water Main Replacement - Union Street	\$0	\$0	\$1,400,000	\$0	\$0	\$1,400,000
Water Main Replacement - Federal Street	\$0	\$0	\$1,320,000	\$0	\$0	\$1,320,000
Water Main Replacement - Conwell Street	\$0	\$153,012	\$0	\$0	\$0	\$153,012
Water Main Replacement - Cedar Street	\$0	\$153,012	\$0	\$0	\$0	\$153,012
Water Main Replacement - Yew Street	\$0	\$0	\$165,512	\$0	\$0	\$165,512
Water Main Replacement - Pine / Spruce	\$0	\$0	\$0	\$362,274	\$0	\$362,274
Water Main Replacement - Hazzard Street	\$0	\$0	\$0	\$0	\$163,012	\$163,012
Water Main Replacement - Hemlock/Boxwood Street	\$286,024	\$0	\$0	\$0	\$0	\$286,024
5-year hydrant flow test (town-wide)	\$0	\$0	\$18,000	\$0	\$0	\$18,000
Total	\$286,024	\$306,024	\$4,193,512	\$362,274	\$163,012	\$5,310,846

Other

The Other category serves as a placeholder for capital projects that do not clearly fall within the Town's primary capital categories. While there are no projects currently planned in this category, it remains available to capture future needs that may arise outside the existing classifications.

Conclusion

The Town of Milton's FY2026–FY2030 Capital Improvement Plan (CIP) outlines a five-year roadmap for investing in the Town's physical assets and public infrastructure. With a total allocation of \$11.8 million across 52 capital projects, the CIP prioritizes long-term resilience, operational efficiency, and quality of life for Milton residents. Major areas of investment include utility infrastructure (\$5.3 million), general fund infrastructure (\$5.1 million), and vehicles (\$1.3 million), with additional funding directed toward equipment, and technology upgrades. The plan reflects the Town's commitment to strategic planning and fiscal responsibility, using a formal project scoring system and aligning capital needs with available funding sources such as the Drinking Water State Revolving Fund (DWSRF). Most projects are in early planning phases, with a focus on maintaining critical services, modernizing equipment and facilities, and supporting anticipated population growth.