



TOWN OF LINCOLN

MIDDLESEX COUNTY MASSACHUSETTS

Timothy S. Higgins
Town Administrator

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TO: Capital Planning Committee
FR: Tim Higgins, Town Administrator
Steve Olson, DPW Superintendent
DT: September 30, 2026
RE: **FY 28 Proposal – Pavement Improvement Plan**

Last year, we provided the Capital Planning Committee with an update on our efforts to develop a comprehensive condition assessment and long-term financing strategy for the Town's public road network (copy attached). At that time, our goal was to complete this work in time to submit a funding proposal as part of the FY28 budget cycle.

Background

The Town's last major pavement improvement program was undertaken in 2010 at a cost of approximately \$5.5 million. That investment was concentrated primarily on the Town's main roads. At the time, it was determined that the neighborhood road network could continue to be maintained reasonably through routine annual maintenance. Sixteen years later, the Town is approaching the point where another significant investment is required. The main roads are again in need of repaving, and many neighborhood roads—which generally did not benefit from the 2010 program—have not been substantially repaved in 30 to 40 years.

Work Completed and Underway

Our planning has progressed considerably over the past year:

- **Roadway Condition Assessment.** This past spring, the Town contracted with a roadway consultant to conduct a comprehensive condition assessment of all Town roadways. That work was completed at the end of the summer. The resulting data have been provided to our consulting engineers, who are now evaluating roadway conditions and developing alternative investment strategies.
- **Transportation Coalition Review.** The consultant will present the results of the condition assessment to the Town's Transportation Coalition in mid-October. The Coalition will assist staff and our consultants in reviewing the findings and considering priorities for the proposed program.
- **Preliminary Five-Year Program.** Based on the work completed to date, our consultant's initial recommendation is that the Town develop a program to repave its public road network over approximately five years. The preliminary estimated cost of such a program is **\$20 million, including engineering and other soft costs.**

- **Evaluation of Investment and Funding Strategies.** During October, staff, consultants, and the Transportation Coalition will review the analysis performed, conclusions reached and evaluate alternative approaches for sequencing and funding the work. This review will consider how best to address the most pressing roadway needs while establishing a predictable and sustainable multi-year pavement program.
- **Ongoing Maintenance Funding.** As part of our work, we will also consider ongoing maintenance needs and associated costs required to protect the Town's investment over the long-term. This is likely to require an increase in the Public Works' operating budget.

Next Steps

We anticipate bringing our analysis and recommendations to the Select Board in late October or early November, with the intention of submitting a formal FY28 capital funding request shortly thereafter.

We will also consult with the Finance Committee regarding the appropriate financing structure and timing for a program of this magnitude. A key objective will be to develop an approach that addresses the Town's substantial roadway needs while fitting reasonably within the Town's overall capital and financial plans.

At this stage, therefore, we are not asking the Capital Planning Committee to endorse a specific financing plan. Rather, we want to alert the Committee that the FY28 capital plan is likely to include the first phase of a **major, approximately \$20 million multi-year investment in the Town's roadway infrastructure**. We expect to return to the Committee with a more detailed scope, proposed five-year schedule, and recommended financing strategy once the current analysis and consultation process is complete.

If this proves to be an overly ambitious timetable, we will make best use of our Chapter 90 state roadway funds for the upcoming year and return with a completed plan and funding proposal in FY 29.