Appendix A – Capital Requests by Account & Department

GENERAL FUND

Code	Department/Request	FY23 Request	CapCom Rec.
	DPW		
	Facilities		
DPW-23-002	Parks and Rec Master Plan (Phase 1 of 3) - Supplemental Planning to incorporate coastal resiliency and related matters into the comprehensive, expansive plan for community parks & outdoor spaces. For FY24: Implement Phase 1 of the Parks and Rec Master Plan (see Supplemental Documents).	$0.50M	$0.50M
DPW-23-003	Jetties Beach tennis courts crack sealing Courts in need of crack ceiling for safety of users and to preserve useful life of the courts.	$0.08M	$0.08M
DPW-23-004	Chain-link fence replacement (TON skate park)	$0.08M	$0.08M
	DPW - Facilities Total:	**$0.65M**	**$0.65M**
	General		
DPW-23-006	Fleet-Two Ford Rangers (Replacement) Replace Ford Rangers; utility body configuration. Both vehicles are 18 years old and did not pass inspection due to frame rot. Expected service life for the vehicles is 10 years.	$0.10M	$0.10M
DPW-23-007	Fleet-Skid Steer Loader (Replacement) Replacement of an 18 year old Bobcat. Service life is 5 years.	$0.07M	$0.07M
DPW-23-008	Fleet-Ford F350 (Replacement) Ford F- 350 with a plow and sander to replace a 16 year old T-17 truck which will not pass inspection due to frame rot. Expected 10 year service life.	$0.07M	$0.07M
DPW-23-009	Fleet-Ford F 550 (Replacement) Ford F- 550 Dump truck with plow and sander to replace a17 year old T-17 that would not pass inspection due to frame rot. Old vehicle already sold in surplus sale . Replacement vehicle has a 10 year service life.	$0.08M	$0.08M
DPW-23-010	Fleet-(Accessory)"Forestry Package" for Cat Skid Steer Add-on package is necessary to equip the Cat with brush cutting capability.	$0.05M	$0.05M
DPW-23-011	Fleet-Tandem Vibratory Roller (Replacement) Used when doing road and bike path asphalt patching. Current Roller is over 30 years old and many parts are not available.	$0.05M	$0.05M
DPW-23-012	Fleet-Mechanic's Truck[1] DPW Mechanic Truck for servicing breakdowns when equipment in out in the field.	$0.12M	$0.00M
DPW-23-013	Fleet- Mini Sweeper Used primarily on bike paths. This type of equipment is an improvement over what DPW currently uses which is a vehicle with a broom attachment. The sweep actually collects the sand/dirt/light debris on the bike path making it safe. The broom only sweeps it to the side which often results in the sand and dirt collecting on path all over again	$0.12M	$0.12M
	DPW - General Total:	**$0.66M**	**$0.54M**
	Transportation		
TRAN-17-001	Sidewalk Improvement Plan (SB Strategic Plan) Improvements to Town sidewalk network. This request provides funding for the continuation of the downtown plan (attached). Work is planned from the waterfront area and expanding out through town. The cost estimate is based on previous work on this project and greater or lesser funding impacts the number of sidewalks repaired. Outyear funding reflects a ~3%p.a. price increase.	$1.10M	$1.10M
TRAN-17-002	Road improvements/Maintenance Island Wide (SBSP) Island Wide maintenance of the roadway network. Proposed Roadway Improvements per our Pavement Management Plan. Cost Benefit List can be found here: https://www.beta-inc.com/wp-content/uploads/2018/10/Cost-Benefit-Value-Analysis-With-Cumulative-Total.pdf	$2.00M	$2.00M
TRAN-19-009	Millie's Bridge Redesign w/Construction Request is to provide funds to further develop the design and ultimate recommendation for the bridge. We currently have a contract with TEC, but the recommendation is not complete. As there may be grant money available , the request is intended to cover the costs of grant writing as well. Construction funding preliminary estimate is in FY24.	$0.50M	$0.50M
TRAN-20-001	Multi- Use Path Maintenance (SBSP) Funding for the maintenance of the town wide network of multi use paths. Proposed Multi-Use Path (MUP) Improvements per our 31 mile inventory, specific locations to be determined by our MUP Pavement. Management Report (pending). Annual program based on a 15-year life cycle, current contract pricing, and is adjusted for 3% inflation. Preliminary book of work for FY23 still to be finalized. FY21 pricing $240/foot @ 10' width.	$0.25M	$0.25M
TRAN-20-002	Cobblestone Improvements Repairs and Maintenance of the cobblestones within the towns roadway network. Proposed Cobblestone Improvements to our 18,000 SY of cobblestone streets. Annual program based on 2,000 SY and a 9-year life cycle and includes materials costs. Locations to complement our newly formed DPW Sidewalk Work Group project locations like Upper Main Street. Approved at 2021 ATM (FY22) for $250,000. Significant work undertaken on downtown cobblestones over last 18 months and continued funding required to complete Main St and other areas.	$0.53M	$0.53M
TRAN-23-001	Milestone Bike Path Extension-Monomoy to Polpis Continuation of FY21 work along Milestone from Rotary to Monomoy. This is an additional section spanning Monomoy/Milestone to Polpis Bike Path. Cost estimate is preliminary and based on the initial stretch from Milestone to Monomoy constructed Spring 2021.	$0.60M	$0.60M
TRAN-23-002	Washington/Francis/Union Streets Intersections Improvements Improvements to truck route at Washington/Francis/Union Streets Intersections. Includes curve softening and repaving . There is a further plan to fully improve the intersection in FY25, but that requires a full scale review of coastal resilience requirements. Anticipate using Chapter 90 funds for this.	$0.50M	$0.50M
TRAN-23-003	Decommission Fire Cisterns[2] First year (of 2) request for funds to decommission fire cisterns. A previous allocation of $50k will be used to identify and assess location, condition, risk and prioritization. This request is for the actual work to fill-in these under-road cisterns.	$0.18M	$0.00M
TRAN-23-004	Pleasant Street Repaving with Improved Sidewalk-Silver to Main Project includes a 2" mill and overlay with sidewalk reconstruction from Silver Street to Main Street. The stretch is a little bit over a ¼ mile. Project assumptions: 1. Concrete curbing will be replaced with new granite curbing. 2. Asphalt sidewalks will be replaced with new brick walkway. 3. Concrete walkways will be replaced with new brick walkways.	$2.00M	$2.00M
	DPW - Transportation Total:	**$7.65M**	**$7.48M**

GENERAL FUND (cont.)

Code	Department/Request	FY23 Request	CapCom Rec.
	Fire Department		
FIRE-19-002	Replace SCBAs Replacement over a 4 year period of the fire departments self contained breathing apparatus (SCBA) equipment. FY23 requests represents year 3. Year 4 is part of the outyear forecast.	$0.11M	$0.11M
FIRE-20-001	Advanced Life Saving Equipment This request will equip the Town's ambulance with the necessary equipment for the upgrade to an ALS certified ambulance service. This will be the third appropriation to outfit a the ambulances to the Advanced life support level.	$0.06M	$0.06M
FIRE-21-001	Replace Ambulance 3 Scheduled replacement of Ambulance #3. Funding would allow purchase of ambulance and for some equipment to place on the ambulance. If pricing continues to increase this cost may just be for the ambulance.	$0.37M	$0.37M
FIRE-21-002	Technical Rescue Equipment[3] Rescue equipment for trench or building collapses. If someone becomes trapped within a structure or has a trench collapse on them, the department does not have the appropriate equipment to affect a rescue. This equipment would provide the tools needed to carry out rescues by specially trained department members.	$0.33M	$0.00M
FIRE-23-003	Replace Portable Radios[4] Current radios are actually designed for commercial use, not for public safety, are 15+ years old. They have become unreliable and in constant repair. These portables will allow for better communications between our department and our fellow community, state and federal agencies. A risk assessment was completed asking what the most urgent and critical need that we were not already addressing. Updating our communications equipment (associated software and accessories) to continue to meet federal compatibility requirements of Project 25, and the Mass. Statewide Interoperability Plan, was considered a major priority for the department.	$0.40M	$0.40M
FIRE-23-004	Administration Car (Additional) Training/EMS Officer[5] Administration car for the newly created EMS/Training Officer. This vehicle would be used by the EMS/Training officer in normal duties as well as responding for emergency calls for service. The position will be responsible for the safety sector on all fire scenes and responses to serious medicals or Mass casualty incidents where they will be in charge of the EMS sector.	$0.07M	$0.00M
FIRE-23-005	Active Shooter Response (Protective Equipment) With active shooter and multi casualty incidents from active killers occurring throughout the country, the department needs to properly equip its members to meet and respond to these events. This equipment would be issued to meet NFPA 3000 standard for these events. Equipment includes, but not limited to ballistic vests and helmets. NFPA 3000™ (PS) identifies the minimum program elements needed to organize, manage, and sustain an active shooter and/or hostile event response program. The ASHER program includes topics that will assist in the reduction or elimination of the risks, the effects, and the impact on an organization or community affected by these events. ASHER also addresses the following areas of NFPA 3000: Planning, assessing risks, developing community-wide programs, responding, establishing competencies communicating to all stakeholders recovering, planning recovery efforts, and taking into account healthcare and mental health issues.	$0.08M	$0.08M
FIRE-23-006	Firefighting Foam-Disposal and replacement Disposal and replacement of Department's Fluorine firefighting foam. With fluorinated compounds being a rising health threat to Firefighters and the community, finding alternatives for use in flammable liquid fires and hazardous events is very important priority for the department. This project would properly dispose of and replace all the current foam stock, as well as engage a company to clean the tanks currently use to store the foam on the apparatus. Costs were based off estimates and prices acquired by another department involved with the Foam trailers obtained through a Homeland Security grant, of which we have as well.	$0.11M	$0.11M
FIRE-23-007	Replace Utility Truck This utility truck is used by the shift for department business while working as well as emergency responses, beaches Ems calls, limited access properties, snow removal at the station, moving the many specialty response trailers and more. The current truck is a 2005 that needs to be replaced with increasing repair costs and body rust issues that is making the truck unaffordable to maintain. This vehicle has not been in the rotation for capital replacement but in previous budgets. While the increase in cost for new vehicles the cost of replacement now rises to a capital request. This truck will be configured with full emergency lights/warning devices, 800 radio, a snowplow, tow package to move the FD's trailers, and possible Utility work body for proper tool and equipment.	$0.08M	$0.08M
FIRE-23-008	Utility Terrain Vehicle Required for crowd safety purposes at island-wide events. Build sheet attached is a possible sample build but does not include a radio and equipment to place the UTV in service.	$0.05M	$0.05M
	Fire Department Total:	**$1.64M**	**$1.25M**
	Hazard Mitigation		
HMP-22-003	Polpis Road/Sesachacha Pond Interim Hardening (HMP ID #F17) Immediate request is for funds to remediate work previously undertaken to harden the pond bank as follows: In 2018 high water levels and storm damages caused the road to become undermined and it was necessary to close the road for about 1 month while repairs to the west bound traffic lane were completed. A system of concrete blocks backfilled with rip rap was also installed for shore protection along the edge of the road; however, the Town is now looking for a longer-term sheet pile design that protects the road, includes a living shoreline component along the edge of the Pond, and minimizes impacts to adjacent Mass Audubon property. Changes to the dredge footprint around the flood tidal delta inside Sesachacha Pond are also being requested to facilitate more efficient draining of the Pond when it is manually opened twice each year. Complete project FY28/29 includes increasing the elevation of Polpis Road at Sesachacha Pond and harden the embankment for wave action. Final elevation to be examined and analyzed considering sea-level rise.	$0.25M	$0.25M
HMP-22-005	Sediment Transport and Dredge Plan (#SC3) Implement a project to map the near shore sand and sediment transport to develop a sand-budget model for monitoring island wide coastal erosion, including the harbors. Side scan sonar will be used to measure bathymetry in extremely shallow water, between 0 and 20 ft. deep. Mapping in high resolution monitors the movement of sand shoals and identifies location of marine habitat on the sea floor. Information will be used to develop dredging and disposal plan, as well as the Harbor Management Plan.	$0.55M	$0.55M
HMP-23-004	5-Year Review of Natural Hazard and Hazard Mitigation Plans 5-year review of natural hazard mitigation priorities, to coincide with updates of the HMP, to the NMP implementation schedule. This is a FEMA requirement and the plan must be re-approved by FEMA every 5 years.	$0.15M	$0.15M

GENERAL FUND (cont.)

Code	Department/Request	FY23 Request	CapCom Rec.
	Hazard Mitigation (cont.)		
HMP-23-009	Harbors Plan HMP Implementation (Year 2) (#SC2) Update the Nantucket and Madaket Harbors Action Plan (HAP) to incorporate needs for Hazard Mitigation and Coastal Resilience. In 2009, the Town of Nantucket updated its Nantucket and Madaket Harbors Action Plan (Harbor Plan) under guidelines provided by the Commonwealth of Massachusetts Executive Office of Energy & Environmental Affairs. The geographic area of this plan included all of the land and water areas of Nantucket and Madaket Harbors and also extends west of Madaket Harbor to include Tuckernuck and Muskeget Islands. The 2009 Harbor Plan built upon the goals of the original 1993 Harbor Plan and carried forward a number of recommendations from that original plan while identifying new recommendations to guide public and private use of these sensitive areas. In the ten+ years that have passed the Town has begun or completed implementing many of the goals identified by that plan highlighted by some new zoning overlay districts and the development of a Shellfish Management Plan. During this time there have been substantial changes to the waterfront areas, public policy and environmental pressures not contemplated in the 2009 Harbor Plan. The Town has been experiencing the effects of increased coastal flooding, sea level rise and climate change. The Town has completed a Hazard Mitigation Plan update, become an Municipal Vulnerability Preparedness (MVP) community and begun the process of draft a Coastal Resiliency Plan in the last 12-24 months. These substantial initiatives will need to be supported and supplemented by an up to date municipal harbor plan with actionable items and goals. The RFP seeks the services of a qualified consultant or consulting firm with experience in harbor planning with experience specific to the Commonwealth of Massachusetts in the process of updating municipal harbor plans. The consultant shall lead a community driven process to establish a vision for the future of the harbors and nearby islands, building upon past objectives and integrating other related plans and community goals.	$0.10M	$0.10M
HMP-23-013	Miacomet Pond Dredging Design and Permitting The FY23 request is for design and permitting of the plan. If the design and permitting phase confirm that expectations of effectiveness could be met, the cost of the actually work will be $3.7-4m. Land Bank has expressed a likelihood of being able to contribute $1.5m to the work, private citizens have indicated potential funding of up to $1m and the balance would be the responsibility of Town. Miacomet Pond Dredging: The 604b Study examined nutrient inputs to the Pond from surrounding sources (e.g., surface water, groundwater) and in-situ sources (sediments), and determined that both these sources were contributing phosphorous to the Pond, which has resulted in significant algal and aquatic vegetation problems. The 604b Study recommends a combination of dredging and phosphorous inactivation with aluminum to control cyanobacteria and rooted aquatic plants. Hydroraking was also mentioned as a potential method for removing the vegetation in lieu of dredging. The study is an important first step towards implementing a plan to improve the health of the Pond. GZA has provided a proposal to design the project and manage the permitting process at a cost of just under $300,000.	$0.30M	$0.30M
NRD-23-002	Groundwater Mapping, Nutrient Flow Investigation-Nantucket Harbor Watershed This proposal seeks to sample groundwater entering the harbor, and as a result, the Town will be able to make informed decisions on nutrient management, develop action plans to ensure water safety and strengthen the islands aquatic ecosystems.	$0.90M	$0.90M
	Hazard Mitigation Total:	**$2.25M**	**$2.25M**
	Health & Human Services (HHS)		
HHS-23-001	Vehicles-Replacement (1), New (2)[6] Replacement and New Inspection vehicles for new and existing staff. Currently, the Health and Human Services Dept has 1 vehicles that is approaching the end of operational life, in fact it did not pass inspection earlier in the year. The department is adding an additional Inspector who requires a vehicle. Additionally, the public health nurse has been using her own vehicle, but that is not sustainable. This request is for trucks with 4-wheel drive vehicle, from the state bid list, capable of reaching undeveloped lands, construction sites, and travel through soft sand to reach inspection sites. Looking to source electric or hybrid vehicles.	$0.15M	$0.10M
	Health & Human Services Total:	**$0.15M**	**$0.10M**
	IS/GIS		
ADMIN-17-001	Maintain Network Infrastructure The Town network provides the foundation for the delivery of mission critical services such as financial, human resources, communications, data storage and disaster recovery. It is essential that this network operates continuously with necessary spare equipment available in the event of a sudden failure. Technological advancements and aging out of equipment necessitates the regular replacement of network infrastructure hardware and related supplies. This capital request provides for regular annual funding to implement a 10-year replacement plan for network switches, as needed replacement of all other hardware and cabling and an inventory of spares for sudden failure of mission critical components. Equipment falling under this funding article includes network switches, wireless access points, wireless communication antennas, firewalls, security appliances, storage appliances, network cabling both copper and fiber and all related installation, maintenance and construction costs.	$0.05M	$0.05M
ADMIN-17-002	Server Virtualization and Maintenance The Town network provides the foundation for the delivery of mission critical services such as financial, human resources, communications, data storage and disaster recovery. The virtual server installation is an essential component of the Town network. Regular health check and proactive monitoring is a part of this maintenance. Expanding the storage access network (SAN) to accommodate increasing need for digital storage is another essential component. This request for $75,000 on alternate years provides sufficient funding to maintain the virtual server installation. Any major upgrades will be submitted as separate projects in future years if necessary.	$0.08M	$0.08M
ADMIN-18-001	Replace Town Computers Replacement of town desktops and laptops using a replacement cycle of five years for desktops and three years for laptops. Continuous technology advancements and aging out of equipment necessitates the replacement of desktop and laptop computers on a regular basis. The new equipment is used to replace aged out and nonoperational units as well as add to the inventory to accommodate new staff position and COVID-related demand. This request represents a 5% increase over FY22 to account for price inflation.	$0.06M	$0.06M
ADMIN-18-002	GIS Digital Imaging Updates This request is for a partial scan which essentially layers a new image atop an old image. The full scan (more likely req'd in FY27) updates the features from the most recent aerials, replacing the previous data layers, cleaning up any inconsistencies that have worked their way into the system. Each set of new aerials, while very accurate, don't always link up exactly, and so features carried over from a previous set of aerials may look slightly off when overlaid on another set. For heavily congested places with lots of dense areas of construction and change, doing the full scan periodically helps to ensure that everything is captured correctly. The end result is the same (complete sets of data layers), but the full scan takes longer to complete, and is starting from a blank slate.	$0.17M	$0.17M

GENERAL FUND (cont.)

Code	Department/Request	FY23 Request	CapCom Rec.
	IS/GIS (cont.)		
ADMIN-23-001	Replace Wireless Network Implement a wireless network to replace the existing network. The existing wireless network is aging out and does not provide centralized control to monitor, configure and troubleshoot. This network services Town Buildings except for Police, Fire, Airport, Harbormaster and School. It utilizes the underlying wired network infrastructure for connectivity to the 4 Fairgrounds data center and the IT Department.	$0.20M	$0.20M
	IS/GIS Total:	**$0.56M**	**$0.56M**
	Marine Department		
PUBL-23-004	Marine Maintenance Building Phase 2 This is a continuation of the FY20 approved capital request of $495k "Harbormaster Lay-up Yard" Completion of site work. Original appropriation of $495k ($122k remaining)to do site improvement. Building came available from Community Sailing so used part of original appropriation to acquire building instead of doing site work. Therefore original site work was not completed. Building acquired for a fraction of anticipated cost. This request is to fund fencing, parking, etc. Major component of cost will be fencing and will use airport price for fencing. Awaiting Strang LLC cost estimate for remainder of site work.	$0.40M	$0.40M
PUBL-23-007	Renovate/reconstruct Harbormaster Building (Supplemental Funding) Supplemental funding request to Article 20 of the 2018 ATM "Renovate Marine Dept. Building 34 Washington". Bids have come in higher than previously estimated. Currently available funding is $3,103,490 and the lowest bid is $4,850,481, leaving a funding gap of $1,746,991. Bid doc can be found in Supplemental Documents.	$2.00M	$2.00M
	Marine Department Total:	**$2.40M**	**$2.40M**
	Natural Resources Department		
NRD-23-001	Vehicles- Replacement (1), New (1) The Natural Resources Departmental has one vehicle are approaching the end of its operational life (2008 model year) and with the addition of a new staff member, another vehicle is required. This request is for trucks with 4-wheel drive vehicle, from the state bid list, capable of reaching undeveloped lands, construction sites, and travel through soft sand to reach inspection sites. Looking to source electric or hybrid vehicles.	$0.10M	$0.10M
	Natural Resources Department Total:	**$0.10M**	**$0.10M**
	Police Department		
PUBL-23-005	LORAN Seasonal Housing Repairs Phase II Two dormitory buildings totaling 20 rooms for seasonal employees that are over 50 years old require extensive work such as: Hazardous materials (Asbestos & Lead) mitigation. Replacement of below slab sanitary sewer lines and re-route for connection to municipal sewer. Interior repairs and renovations to repair disruptions caused by hazmat mitigation and sewer excavations. Upgrade all mechanical systems to current code compliance. SMRT Engineers has been retained to do a comprehensive analysis and cost breakdown of theses systems. Firm project costs won't be available until the study is completed and the estimators work out the numbers.	$4.50M	$4.50M
PUBL-23-006	Replace and Upgrade Body Camera video system Outfit all police officers with Axon body cameras, install new Axon police vehicle cameras, replace existing electronic control weapons (Tasers) with new Axon ECW's with built in video cameras. This is most likely to be mandatory under the Police Reform Act and there is a possibility of grant money, though too soon to know. Systems detailed in supplemental description.	$0.49M	$0.49M
	Police Department Total:	**$4.99M**	**$4.99M**
	School Department		
NPS-22-002	NPS Roof Replacements Many of the roofs at NPS are nearing the end of life. Prior to FY22 NPS Building Improvement monies were used for these repairs, but these repairs and upgrades need to be separately funded to ensure buildings are properly maintained. Some roofs at NHS & NES will need to be replaced in FY23.	$0.25M	$0.25M
NPS-23-002	Campus-wide Improvements Project Code: NPS 23-002 -Original FY23 Request: $12,975,092 -Aug 19 presentation request $15,800,000 -New FY23 Request is $16,400,000. Comprehensive reconstruction of 2 large playing fields, artificial turf and a new track. This project represents the next phase of the NPS Campus Master Plan developed by SMRT. The plan detail and current cost estimate (3rd revision) are in Supplemental Documents. Scope of work and cost estimate includes demo, earthwork, design, engineering and construction. The need for this project is driven by substandard existing facilities.	$16.40M	$16.40M
NPS-23-003	NPS Building Improvements Annual request for general building upgrades. Scope of work tends to be cabinet repair/replacement, rug and flooring upgrades, painting, etc. Supplemental documentation provides visual evidence of areas/items in greatest need of upgrades.	$0.30M	$0.30M
	School Department Total:	**$16.95M**	**$16.95M**
	Town Administration		
ADMIN-17-004	2 Fairgrounds Municipal Office Building New town office building to be located at 2 Fairgrounds. Will likely house most Town departments/staff and include meeting space. Strategy formulation contributed to by SB and Town Admin, facilitated by an outside consultant. Mid August discussion scheduled for SB. Planning includes reuse recommendations for exited space. Changed funding profile from $30m in FY 24 to $6m in FY23 (design and OPM) to $50m in FY25 (Construction).	$6.00M	$6.00M
ADMIN-20-003	Town-Wide Document Management System Costs associated with the continuation of an electronic document management system. Project entails scanning, categorizing and archiving hard documents into a cloud based storage system. At present there are no funding requests beyond FY23, however, a requirement may be forthcoming depending on outcome of current work.	$0.25M	$0.25M
ADMIN-20-004	Seasonal Employee Housing Construction costs for seasonal housing dormitory, including design, OPM and construction costs. Design based on GHYC dormitories. Expectation that roughly 35-40 staff could be housed. $300K appropriated in FY20 for feasibility study. Zero expended.	$8.50M	$8.50M
ADMIN-20-005	New Senior Center-Feasibility/Design/Construction FY23 Request to determine what options are available for converting the current OIH campus to a new Senior Center Outyear requests reflect possible (but ungrounded) costs associated with building new on the property. Design, property acquisition, construction of new senior center SB discussion slated for August.	$0.50M	$0.50M

GENERAL FUND (cont.)

Code	Department/Request	FY23 Request	CapCom Rec.
	Town Administration (cont.)		
ADMIN-22-004	PFAS Groundwater soil investigation Costs associated with Town's groundwater soil investigation of Per-and Polyflouroakyl substances (PFAS) Activity to-date: The FY22 request was for PFAS Assessment Phase 2A and 2B. Phase 2A contract ($407,500) builds upon the PFAS Assessment conducted in FY21 and adopted by the Select Board in March 2021. There are 8 tracks and multiple deliverables involving data collection for the development of a coordinated and synchronized town-wide planning approach and public outreach effort that will inform the development of testing protocols for Phase 2B. Phase 2B will begin in FY22 and continue through FY23 with sampling and analysis of identified areas as approved by MassDEP. THE FY23 REQUEST OF $2,000,000 funds the continuation of Phase 2B and provides further funding for necessary follow-up or remediation resulting from the sampling and analysis protocols as well as provides funding for continued transparency efforts and additional PFAS-related needs not yet identified.	$2.00M	$2.00M
ADMIN-22-005	Affordable Housing Costs associated with acquiring real estate, or interests in real estate, which may include affordable housing restrictions, including any buildings thereon, for the development of affordable housing, and also to pay costs of designing, constructing, reconstructing and equipping affordable housing, all of which shall be undertaken in conjunction with the Town's Affordable Housing Trust, and for the payment of all other costs incidental and related thereto.	$1.63M	$1.63M
ADMIN-23-003	New Vehicle-Parks and Rec Manager The Town is hiring a Parks and Recreation manager. The position requires a town-owned vehicle. The vehicle will most likely be electric or PHEV.	$0.05M	$0.05M
ADMIN-23-004	Senior Employee Housing Feasibility Study Feasibility study to determine scope, requirements and alternative approaches to developing (buy or build) quality and enduring housing solutions for Department Head level employees.	$0.50M	$0.50M
ADMIN-23-005	Coastal Resiliency Planning[7] This project has been submitted at direction of Select Board. While specific uses of the funds are as yet not determined, we expect costs for professional services to secure grants and in-kind contributions, permitting and engineering. Please note that there are outyear requests for 10 consecutive years.	$0.50M	$1.00M
ADMIN-23-006	Baxter Road Relocation Planning This request is for a planning study to determine comprehensive plan for relocating Baxter Road. The study will include, required takings, environmental concerns, permitting, engineering, utilities and road relocation, and public outreach plan. Goal is to create "shovel ready" plans	$1.50M	$1.50M
ADMIN-24-001	Island-wide Underground Wiring Feasibility Study[8] Feasibility study/assessment of town-wide or old historic district project to get all wires underground. This study has not yet been put out to bid. The project is uncertain in scope, difficult to articulate, contains myriad dependencies, complex sequencing and potential environmental hurdles. Nevertheless , the Select Board has expressed a desire to understand "what it would take to put wires underground". The potential scale of the project will require an extensive study, hence the large request ($500k)for consulting. See Supplemental Docs for more detailed scope of work.	$0.50M	$0.00M
	Town Administration Total:	**$21.93M**	**$21.93M**
	GENERAL FUND SUBTOTAL:	**$59.92M**	**$59.18M**

Notes:

[1] = CapCom recommends out-year funding; TM recommends current year funding.
[2] = Req. a plan; $50k prior approp. to cover interim; TM concurs.
[3] = TM declined; not advanced to out-year.
[4] = FEMA Grant funded ($305K) Free Cash ($95K)
[5] = Moved to out-year by TM; position not yet established.
[6] = Rec. (1) new, (1) replacement, 3rd vehicle to out-year; TM concurs
[7] = Initial request $500K
[8] = Moved to out-year by TM; CapCom concurs.

ENTERPRISE ACCOUNTS

Code	Department/Request	FY22 Request	CapCom Rec.
	Airport		
NMA-23-001	Nobadeer Farm Road Housing Development-Design and OPM[1] Project to construct two buildings each with 2 side by side duplex townhome type residences. The buildings will be constructed on a 5 acre parcel on Nobadeer Farm Road adjacent to Park Circle. All zoning requirements have been met. Phase 1 for OPM and Design Costs only. Construction is expected to cost roughly $5.5m. Further detail in Supplemental Docs.	$1.15M	$0.00M
NMA-23-002	Maintenance/Equipment/Vehicle Purchases Request includes: Airport 11 replacement, now Compliance vehicle, new Parking Lot vehicle, a GPU, lav cart, tire dolly, maintenance trailer, generator housing and golf carts. Where possible environmentally-friendly vehicles will be purchased. Please see supplemental documents for detail.	$0.39M	$0.39M
NMA-23-003	TSA Flooring Replacement Carpet in the TSA secure area is in need of replacement as it can no longer be cleaned. This project will replace carpet with vinyl flooring.	$0.05M	$0.05M
NMA-23-004	IT and Equipment Upgrades Replacement of IT equipment such as server and multiple computers used by staff and for training purposes. Additionally, to replace numerous company radios as a lot are older models and frequently found to not operate properly.	$0.16M	$0.16M
NMA-23-005	Paint and Beads & Rubber/Markings Removal FAA Part 139 requires the airfield markings to meet certain standards. NMA has developed a multi-year plan to breakout the removal and repainting of the airfield. FAA has stated during Part 139 inspections that there should not be more than 4 layers of paint on the runway/taxiway before the layers need to be removed. This was previously performed by Mass DOT, but is now the responsibility of the airport. This request is just for runway 6/24.	$0.73M	$0.73M
NMA-23-006	South Apron Noise Berm Construction[1] Construct 15' foot high noise berm as part of the South Apron expansion to limit disturbance to nearby residents.	$1.35M	$0.00M
NMA-23-007	A220 Gate Hardstands Demo existing hardstands servicing E190 aircraft in commercial apron and construct new hardstands to service A220 aircraft.	$1.10M	$1.10M
NMA-23-008	Gate 8/ Hangar 8 Paving FY23 Request in relation to a change order to a current project. Requires 40,00 sq feet of paving between Gate 8 and Hangar 8. Possible ASMP reimbursement.	$0.35M	$0.35M
NMA-23-009	Permitting for Airport Layout Plan (ALP) Update Projects and Runway 6-24 Reconstruction-AIP Funding to complete the permitting process for Runway 6-24 reconstruction project and ALP update projects.	$0.50M	$0.50M
NMA-23-010	Commuter Apron Reconstruction-AIP Reconstruction of commuter apron consisting of 122,300 sq feet located in the front of the terminal building.	$6.40M	$6.40M
NMA-23-011	Terminal Improvements-AIP Proposed terminal improvements include: Front vestibule, Common-use ticket counters and IT backbone (ASMP 80/20).	$8.00M	$8.00M
NMA-23-013	Airport Rescue and Fire Fighting Truck-AIP Purchase of an additional rescue and fire fighting truck due to change in classification and servicing larger aircraft.	$1.00M	$1.00M
NMA-23-014	Direct Digital Control System for Terminal Geothermal (Supplemental Funding) Supplemental funding to Article 16 of 2020 ATM: Furnish and install new D.D.C. controllers for following systems: hot & chilled water system, (5) Roof top units, 16 unit heaters - including new temp sensors, 20 fan powered boxes including new tamp sensors, (1) network controller, (1) computer w/ 24" monitor. Bids have come in significantly higher than the original quote, therefore the supplemental funding request.	$0.36M	$0.36M
NMA-23-015	Airport Master Plan Update-AIP[2] Review the Airport on a holistic basis to resolve existing air carrier and general aviation capacity constraints, non-standard conditions not covered as part of the Geometry Study, and put a short-term and potentially long-term plan in place for NMA.	$0.65M	$1.30M
	Airport Total:	**$22.19M**	**$20.34M**
	Our Island Home		
OIH-17-001	Our Island Home Facility Design and OPM ($8.5m) of a new Our Island Home facility. Scope of service provision and decisions about # of beds and private/shared room ratio will all drive cost. Current construction rough cost estimate if $60-65m for a 50+ thousand sq foot facility Scope and refined cost estimates will be facilitated by OPM. Cost estimates subject to change.	$8.50M	$8.50M
OIH-23-001	New generator with shed Replace aging generator and expand shed housing the generator. Generator has a service expectancy of 30-35 years and the current generator is 40 years old. Estimate to replace generator is $70,000. No estimate yet available for the replacement of the generator shed. Also contemplated in this project is ensuring that the whole of the OIH building is supported by back-up power. Currently sections of the building are not.	$0.15M	$0.15M
	Our Island Home Total:	**$8.65M**	**$8.65M**
	Sewer		
SEWER-18-001	Surfside WWTF Membrane Upgrades (Supplemental Funding) Prior Appropriation of $1.3m in FY17 (unspent, but required). Replace original GE Zenon Membranes with New LEEP Aeration system membranes. Membranes have a life expectancy of 7-9 years. Current membrane >10 years old. Total membrane cost is ~$2.3m with contingency.	$1.00M	$1.00M
SEWER-20-008	Capacity, Management, Operation and Maintenance (CMOM) 7.20.21: $4.891m authorized but unspent.. (FY22: $2m; FY21: $.52m; FY20: $1.6m; FY19: $.15m; FY18: $.62m). Hazen and Sawyer currently in design phase with work expected to start Fall of 2021. The body of work repairs/replacements) is informed by the last 3 years of CCTV inspections. The CMOM program ensures the Town of Nantucket operates with best practice for sewer line collection system owners and operators. Both comprehensive and holistic, the CMOM provides an information- based plan to effectively run the sewer collection system and help lower the risk of any (SSO) Sanitary Sewer Overflows or Massachusetts Discharge Monitoring permit violations.	$2.00M	$2.00M
SEWER-21-005	Water Tight Sewer Manholes (#F24) This is the year 2 request of a 3 year program. Commence an island-wide program to upgrade traditional manhole covers with watertight manhole covers where deemed necessary. Watertight manhole covers prevent discharge and inflow while suppressing odor. The program will prioritize heavily-trafficked roads as well streets that experience regular flooding, with initial work expected to be on the truck route out Washington Street from downtown. The request is for the purchase of 125 watertight covers on a phased basis. Installation will be completed by the Sewer department. Finally, the importance of this remediation work was noted in the Sewer Master Plan and is reflected in the Hazard Mitigation Plan.	$0.05M	$0.05M
SEWER-22-002	Design of New Garage Maintenance Facility (Supplemental Funding) This is for design of a new garage at SWTF which will provide maintenance bays as well as vehicle garaging and possibly administrative offices and conference room. This was originally listed as garage with possible housing. This option is too costly. Under investigation is leveraging GSA contracts it appears as though this process would be the most economical to build a Combination garage and admin facility in one foot print. Request follows on the FY22 request for design. Supplemental funding is to cover increased design cost and to account for OPM cost.	$0.50M	$0.50M

ENTERPRISE ACCOUNTS (cont.)

Code	Department/Request	FY22 Request	CapCom Rec.
	Sewer (cont.)		
SEWER-23-003	PFAS Removal and Treatment In advance of PFAS limits, regulations and removal requirements for Wastewater, Biosolids (Sludge), Leachate and other potential waste streams. Information and Budgeting requested from the vendor, 374Water. This would be a pilot program that could potentially lead to an additional, larger capital request. A placeholder in FY25 for $10,000,000 reflects the possibility of the larger program.	$2.50M	$2.50M
SEWER-23-004	Replace Main Generator Radiator @SSWTF Existing generator nearing end of life and exhibiting significant corrosion. New generator will be an external unit designed to resist erosion. This type of generator is built for severe weather duty (e.g. use on ships).	$0.10M	$0.10M
	Sewer Total:	**$6.15M**	**$6.15M**
	Solid Waste		
SWEF-23-002	Smart compacter waste receptacles The Town uses smart trash receptacles in less frequented locations. Currently they exist in locations such as Nobadeer Athletic Complex, Delta Fields, Coffin Park. These smart receptacles both compact trash and generate signals when they are full, thereby making the physical collection more efficient. The request is for a combination of replacement receptacles as well as new, additional receptacles. The expected lifespan of these receptacle is 6-9 years and many of the receptacles are at life-end.	$0.15M	$0.15M
SWEF-23-003	Materials Recovery Facility Improvements-Roof Replacement Replacement of 27 year old roof which has large and numerous leaks. Gaps in roof are large enough to be visible from ground level. FY23 Request $332,000 (prior authorization $468,000); $100,000 reappropriation from A20 of 2020 ATM-Improve Floor Drain possible.	$0.33M	$0.33M
SWEF-23-004	Vehicles-Staff: (3)[3] Vehicles used for illegal dumping enforcement, plastic ban audits at restaurants and businesses, coastal plastics study required transport for sampling and random trash collection. Also used for general transport around DPW facilities and meetings at Town facilities.	$0.12M	$0.00M
SWEF-23-005	Materials Recovery Facility improvements-Upgrade restrooms and breakroom General building improvement to original bathrooms (1990s). Long since overdue upgrade.	$0.08M	$0.08M
SWEF-23-006	Materials Recovery Facility Improvements-New concrete pad and catwalk Addition of a 3rd catwalk for public use providing additional capacity for waste stream drop-offs. Adjacent to current drop-off area. SWEF already has the catwalk. This is primarily pad construction and installation of catwalk.	$0.30M	$0.30M
SWEF-23-007	Take-It-or-Leave-It (TIOLI) Improvements-Move/install 131 Pleasant trailer at TIOLI[4] Placeholder for moving trailer at end of 2022. This would greatly expand TIOLI capacity and provide bathroom facilities for staff. Estimate based on previous trailer moves.	$0.25M	$0.25M
SWEF-23-008	Take-It-or-Leave-It (TIOLI) Improvements-Replace roof and siding Roof and siding in need of replacement. Roof leaks. Includes attendant shed and main shed.	$0.10M	$0.10M
SWEF-23-009	Hard-To-Manage-Waste Building-New building Storage space for tires, mattresses, air conditioners and electronics. In Nov 22 a waste ban goes into effect and these recyclable items must be stored indoors. Building will also provides extra space for recycling and reuse programs.	$0.50M	$0.50M
SWEF-23-010	Materials Recovery Facility Improvements-Replace MRF sprinklers Replace existing sprinklers which are original to MRF building (mid 1990s). Safety upgrade.	$0.06M	$0.06M
SWEF-23-011	Landfill-Repair site fences and gates (Landfill and TIOLI) TIOLI fences and gates and general landfill perimeter fencing. Replace existing damaged fencing. Improves site security.	$0.13M	$0.13M
SWEF-23-012	Landfill-Replace front gate Gate is not automated and entry road has been expanded. Currently using temporary manual gate, but new automatic gate required for safety access . Improves site security.	$0.06M	$0.06M
SWEF-23-013	Storm Water Improvements-Pave composting pad/treat run-off Improve storm water run-off quality and drainage around composting site. Paving will also help Improve compost quality and will help minimize nitrogen loading as a result of composting process.	$0.60M	$0.60M
SWEF-23-014	Materials Recovery Facility Improvements-Upgrade sorting station Supplemental funding to Article 20 of 2020 ATM. Total project cost estimated at $800,000. There are 2 main aspects to this upgrade: 1:) improve ventilation which improves safety of workers, and 2.) both feed conveyor and sorting conveyor are in need of replacement.	$0.35M	$0.35M
SWEF-23-015	Materials Recovery Facility Improvements-De-bagger Supplemental funding to Article 12 of 2019 ATM ($175,000). The de-bagger takes bags off waste streams and is primarily used for unbagging haulers recycling bags. Without de bagger the bags contents cannot be sorted and as a result contents get shipped off island at a higher cost to Town.	$0.13M	$0.13M
SWEF-23-019	Vehicle-Staff: (1) Replacement[5]	$0.00M	$0.04M
	Solid Waste Total:	**$3.15M**	**$3.07M**
	Wannacomet Water Co.		
WANN-23-002	Water Main extension-Delta and Nobadeer Playing Fields This project is driven by multiple demands, including an upgrade to managing ball field irrigation which are currently on wells (of which some are being tested for PFAS), improvements to Delta field snack bar and dugouts, the construction of the Nobadeer field house, and in support of the Parks and Rec master plan. Delta Fields: There is a main on Sun Island Road which will be used a the connect point to bring it in to the Delta field. The well at the Delta Field is used for the bathrooms, the snack shack and irrigation. Nobadeer: There is water into the Nobadeer playing fields just up to the future field house area. The well there is used for irrigation only but pipes could be extended to irrigate the fields easier than at Delta.	$0.20M	$0.20M
	Wannacomet Total:	**$0.20M**	**$0.20M**
	ENTERPRISE ACCOUNTS SUBTOTAL:	**$40.34M**	**$38.40M**

Note:

[1] = CapCom rec. out-year funding; TM rec. current year funding.

[2] = FY24 scope adv., req. to commence work; total rev. to $1.3M.

[3] = Moved to out-year by TM, as two vehicle request w/ one vehicle funded FY23 (see SWEF-23-019); CapCom concurs.

[4] = $180K Reappropriation, $70K Free Cash

[5] = Submitted by TM after process initiated, upon review of SWEF-23-004

	GENERAL FUND & ENTERPRISE ACCOUNTS TOTALS:	**$100.25M**	**$97.59M**

Appendix B – Capital Requests by Funding Source

GENERAL FUND

Dept.	Code	Request by Funding Source	CapCom Rec.
		Ambulance Reserve Fund	
FIRE	FIRE-20-001	Advanced Life Saving Equipment	$0.06M
FIRE	FIRE-21-001	Replace Ambulance #3	$0.37M
FIRE	FIRE-23-003	Replace Portable Radios	$0.10M
		Total Ambulance Reserve:	**$0.53M**
		Borrowing[1]	
ADMIN	ADMIN-23-004	Senior Employee Housing Feasibility Study	$0.50M
DPW - FAC.	DPW-23-002	Parks and Rec Master Plan (Phase 1 of 3)	$0.50M
DPW - TRAN.	TRAN-17-001	Sidewalk Improvement Plan (SB Strategic Plan)	$1.10M
DPW - TRAN.	TRAN-19-009	Millie's Bridge Redesign w/Construction	$0.50M
HAZ. MIT.	NRD-23-002	Groundwater Mapping, Nutrient Flow Invest. - Harbor Watershed	$0.90M
ADMIN	ADMIN-22-005	Affordable Housing	$1.63M
ADMIN	ADMIN-23-006	Baxter Road Relocation Planning	$1.50M
		Total Borrowing:	**$6.63M**
		Capital Exclusion[2]	
ADMIN	ADMIN-23-003	New Vehicle-Parks and Rec Manager	$0.05M
DPW-GNRL	DPW-23-006	Fleet-Two Ford Rangers (Replacement)	$0.10M
DPW-GNRL	DPW-23-007	Fleet-Skid Steer Loader (Replacement)	$0.07M
DPW-GNRL	DPW-23-008	Fleet-Ford F350 (Replacement)	$0.07M
DPW-GNRL	DPW-23-009	Fleet-Ford F 550 (Replacement)	$0.08M
DPW-GNRL	DPW-23-010	Fleet-(Accessory)"Forestry Package" for Cat Skid Steer	$0.05M
DPW-GNRL	DPW-23-011	Fleet-Tandem Vibratory Roller (Replacement)	$0.05M
DPW-GNRL	DPW-23-013	Fleet- Mini Sweeper	$0.12M
FIRE	FIRE-19-002	Replace SCBAs	$0.11M
FIRE	FIRE-23-007	Replace Utility Truck	$0.08M
FIRE	FIRE-23-008	Utility Terrain Vehicle	$0.05M
HEALTH	HHS-23-001	Vehicles-Replacement (1), New ~~(2)~~ (1)	$0.10M
NAT. RES.	NRD-23-001	Vehicles- Replacement (1), New (1)	$0.10M
		Total Capital Exclusion:	**$1.02M**
		Chapter 90 Funds	
DPW - TRAN.	TRAN-23-001	Milestone Bike Path Extension-Monomoy to Polpis	$0.60M
DPW - TRAN.	TRAN-23-002	Washington/Francis/Union Streets Intersections Improvements	$0.50M
		Total Chapter 90 Funds:	**$1.10M**
		Debt Exclusion[3]	
ADMIN	ADMIN-17-004	2 Fairgrounds Municipal Office Building	$6.00M
ADMIN	ADMIN-20-004	Seasonal Employee Housing	$8.50M
ADMIN	ADMIN-20-005	New Senior Center-Feasibility/Design/Construction	$0.50M
ADMIN	ADMIN-22-004	PFAS Groundwater soil investigation	$2.00M
DPW - TRAN.	TRAN-23-004	Pleasant Street Repaving with Improved Sidewalk-Silver to Main	$2.00M
MARINE	PUBL-23-007	Renovate/reconstruct Harbormaster Bldg. (Supplemental)	$2.00M
POLICE	PUBL-23-005	LORAN Seasonal Housing Repairs Phase II	$4.50M
SCHOOL	NPS-23-002	Campus-wide Improvements	$16.40M
		Total Debt Exclusion:	**$41.90M**
		FEMA Grant	
FIRE	FIRE-23-003	Replace Portable Radios	$0.31M
		Total Free Cash:	**$0.31M**

GENERAL FUND (cont.)

Dept.	Code	Request by Funding Source	CapCom Rec.
		Free Cash	
ADMIN	ADMIN-20-003	Town-Wide Document Management System	$0.25M
ADMIN	ADMIN-23-005	Coastal Resiliency Planning	$0.50M
DPW - FAC.	DPW-23-003	Jetties Beach tennis courts crack sealing	$0.08M
DPW - FAC.	DPW-23-004	Replace chain-link fence around the skate park	$0.08M
DPW - TRAN.	TRAN-17-002	Road improvements/Maintenance Island Wide (SBSP)	$2.00M
DPW - TRAN.	TRAN-20-001	Multi- Use Path Maintenance (SBSP)	$0.25M
DPW - TRAN.	TRAN-20-002	Cobblestone Improvements	$0.53M
FIRE	FIRE-23-005	Active Shooter Response (Protective Equipment)	$0.08M
FIRE	FIRE-23-006	Firefighting Foam-Disposal and replacement	$0.11M
HAZ. MIT.	HMP-22-003	Polpis Road/Sesachacha Pond Interim Hardening (HMP ID #F17)	$0.25M
HAZ. MIT.	HMP-22-005	Sediment Transport and Dredge Plan (#SC3)	$0.55M
HAZ. MIT.	HMP-23-004	5-Year Review of Natural Hazard and Hazard Mitigation Plans	$0.15M
HAZ. MIT.	HMP-23-009	Harbors Plan HMP Implementation (Year 2) (#SC2)	$0.10M
HAZ. MIT.	HMP-23-013	Miacomet Pond Dredging Design and Permitting	$0.30M
IS/GIS	ADMIN-17-001	Maintain Network Infrastructure	$0.05M
IS/GIS	ADMIN-17-002	Server Virtualization and Maintenance	$0.08M
IS/GIS	ADMIN-18-001	Replace Town Computers	$0.06M
IS/GIS	ADMIN-23-001	Replace Wireless Network	$0.20M
MARINE	PUBL-23-004	Marine Maintenance Building Phase 2	$0.40M
SCHOOL	NPS-22-002	NPS Roof Replacements	$0.25M
SCHOOL	NPS-23-003	NPS Building Improvements	$0.30M
POLICE	PUBL-23-006	Replace and Upgrade Body Camera video system	$0.49M
		Total Free Cash:	**$7.04M**
		Raise & Appropriate[4]	
ADMIN	ADMIN-23-005.s	Coastal Resiliency Planning	$0.50M
IS/GIS	ADMIN-18-002	GIS Digital Imaging Updates	$0.17M
		Total Raise & Appropriate:	**$0.67M**
		GENERAL FUND SUBTOTAL:	**$59.18M**

Notes:

[1] = Town Manager anticipates these may be funded w/in Prop. 2-1/2 Levy Limit

[2] = See "Capital Exclusions" in Projected Taxpayer Impacts on pg. 5, which incl. request not shown here ("DPW-23-012 Fleet-Mechanic's Truck $0.12M") that CapCom rec. for out-year funding, TM rec. current year.

[3] = See Projected Taxpayer Impacts on pg. 5.

[4] = Funded by Annual Required Capital Investment (1% of prior year's total Local Receipts + 1% of prior year's total collected Real Estate & Personal Property Taxes) = $1,070,000.00 (FY23)

ENTERPRISE ACCOUNTS

Dept.	Code	Request by Funding Source	CapCom Rec.
		Borrowing[1]	
AIRPORT	NMA-23-002	Maintenance/Equipment/Vehicle Purchases	$0.39M
AIRPORT	NMA-23-004	IT and Equipment Upgrades	$0.16M
AIRPORT	NMA-23-005	Paint and Beads & Rubber/Markings Removal	$0.73M
AIRPORT	NMA-23-007	A220 Gate Hardstands	$1.10M
AIRPORT	NMA-23-009	Permitting - Airport Layout Plan Update Projects and Runway 6-24 Reconstruction-*AIP* [2 (typ.)]	$0.50M
AIRPORT	NMA-23-010	Commuter Apron Reconstruction-*AIP*	$6.40M
AIRPORT	NMA-23-011	Terminal Improvements-*AIP*	$8.00M
AIRPORT	NMA-23-013	Airport Rescue and Fire Fighting Truck-*AIP*	$1.00M
AIRPORT	NMA-23-014	Direct Digital Control System for Terminal Geothermal (Supplemental Funding)	$0.36M
AIRPORT	NMA-23-015	Airport Master Plan Update-*AIP*	$1.30M
SEWER	SEWER-18-001	Surfside WWTF Membrane Upgrades (Supplemental Funding)	$1.00M
SEWER	SEWER-20-008	Capacity, Management, Operation and Maintenance (CMOM)	$2.00M
SEWER	SEWER-22-002	Design of New Garage Maintenance Facility (Supplemental)	$0.50M
SEWER	SEWER-23-003	PFAS Removal and Treatment	$2.50M
SLD. WASTE	SWEF-23-009	Hard-To-Manage-Waste Building-New building	$0.50M
SLD. WASTE	SWEF-23-013	Storm Water Improvements-Pave composting pad/treat run-off	$0.60M
AIRPORT	NMA-23-003	TSA Flooring Replacement	$0.05M
AIRPORT	NMA-23-008	Gate 8/ Hangar 8 Paving	$0.35M
		Total Borrowing:	**$27.44M**
		Capital Exclusion[3]	
SLD. WASTE	SWEF-23-019	Vehicle-Staff: (1) Replacement	$0.04M
		Total Capital Exclusion:	**$0.04M**
		Debt Exclusion[3]	
OIH (E)	OIH-17-001	Our Island Home Facility	$8.50M
		Total Debt Exclusion:	**$8.50M**
		Free Cash	
SLD. WASTE	SWEF-23-002	Smart compacter waste receptacles	$0.15M
SLD. WASTE	SWEF-23-003	Materials Recovery Facility (MRF)-Roof Replacement	$0.33M
SLD. WASTE	SWEF-23-005	MRF-Upgrade restrooms and breakroom	$0.08M
SLD. WASTE	SWEF-23-007	TIOLI-Move/install 131 Pleasant trailer at TIOLI	$0.07M
SLD. WASTE	SWEF-23-010	MRF-Replace MRF sprinklers	$0.06M
SLD. WASTE	SWEF-23-011	Landfill-Repair site fences and gates (Landfill and TIOLI)	$0.13M
SLD. WASTE	SWEF-23-012	Landfill-Replace front gate	$0.06M
SLD. WASTE	SWEF-23-014	MRF-Upgrade sorting station	$0.35M
SLD. WASTE	SWEF-23-015	MRF-De-bagger	$0.13M
		Total Free Cash:	**$1.35M**
		Raise & Appropriate	
SLD. WASTE	SWEF-23-006	MRF-New concrete pad and catwalk	$0.30M
SLD. WASTE	SWEF-23-008	Take-It-or-Leave-It (TIOLI)-Replace roof & siding	$0.10M
		Total Raise & Appropriate:	**$0.40M**
		Reappropriation	
SLD. WASTE	SWEF-23-007	TIOLI-Move/install 131 Pleasant trailer at TIOLI	$0.18M
		Total Reappropriation:	**$0.18M**

ENTERPRISE ACCOUNTS (cont.)

Dept.	Code	Request by Funding Source	CapCom Rec.
		Retained Earnings	
OIH (E)	OIH-23-001	New generator with shed	$0.15M
SEWER	SEWER-21-005	Water Tight Sewer Manholes (#F24)	$0.05M
SEWER	SEWER-23-004	Replace Main Generator Radiator @SSWTF	$0.10M
WATER	WANN-23-002	Water Main extension-Delta and Nobadeer Playing Fields	$0.20M
		Total Retained Earnings:	**$0.50M**
		ENTERPRISE ACCOUNTS SUBTOTAL:	**$38.40M**

Notes:

[1] = Typically paid by user fees (unless a General Funds subsidy is required; if such subsidy is required, prior to the issuance of debt, individual projects must be analyzed for impact on tax rates).

[2] = AIP Grant funding sought to pay up to 90% cost; MASSPORT funding may be available to cover up to 5%

[3] = See Projected Impacts on pg. 5.

GENERAL FUND & ENTERPRISE ACCOUNTS TOTALS: $97.59M

Appendix C- Appropriations & Expenditures to-date (FY23 Capital Requests)

GENERAL FUND

Code	Dept./Request	Prior Appropriation	Expended	Balance
	DPW - Transportation			
TRAN-17-001	Sidewalk Improvement Plan (SB Strategic Plan)	$3.09M	$1.70M	$1.39M
TRAN-17-002	Road improvements/Maintenance Island Wide (SBSP)	$4.58M	$4.58M	$0.00M
TRAN-19-009	Millie's Bridge Redesign w/Construction	$0.25M	$0.23M	$0.02M
TRAN-20-001	Multi- Use Path Maintenance (SBSP)	$0.71M	$0.43M	$0.28M
TRAN-20-002	Cobblestone Improvements	$0.50M	$0.25M	$0.25M
	Fire Department			
FIRE-19-002	Replace SCBAs	$0.28M	$0.28M	$0.00M
FIRE-20-001	Advanced Life Saving Equipment	$0.15M	$0.00M	$0.15M
	Hazard Mitigation			
HMP-23-009	Harbors Plan HMP Implementation (Year 2) (#SC2)	$0.10M	$0.00M	$0.10M
Admin-23-005	Coastal Resiliency Planning	$0.55M	$0.55M	$0.00M
	IS/GIS			
ADMIN-17-001	Maintain Network Infrastructure	$0.40M	$0.06M	$0.34M
ADMIN-17-002	Server Virtualization and Maintenance	$0.08M	$0.07M	$0.00M
ADMIN-18-001	Replace Town Computers	$0.22M	$0.17M	$0.05M
ADMIN-18-002	GIS Digital Imaging Updates	$0.18M	$0.15M	$0.02M
	Marine Department			
PUBL-23-004	Marine Maintenance Building Phase 2	$0.50M	$0.37M	$0.12M
PUBL-23-007	Renovate/reconstruct Harbormaster Building (Supplemental)	$3.45M	$0.35M	$3.10M
	Our Island Home (G)			
OIH-17-001	Our Island Home Facility	$1.00M	$0.73M	$0.27M
	Police Department			
PUBL-23-005	LORAN Seasonal Housing Repairs Phase II	$0.50M	$0.25M	$0.25M
	School Department			
NPS-23-002	Campus-wide Improvements	$1.11M	$0.00M	$1.11M
NPS-23-003	NPS Building Improvements	$0.90M	$0.70M	$0.20M
	Town Administration			
ADMIN-20-003	Town-Wide Document Management System	$0.60M	$0.21M	$0.39M
ADMIN-20-004	Seasonal Employee Housing	$0.30M	$0.00M	$0.30M
ADMIN-20-005	New Senior Center-Feasibility/Design/Construction	$0.15M	$0.12M	$0.03M
ADMIN-22-004	PFAS Groundwater soil investigation	$0.75M	$0.59M	$0.16M
ADMIN-22-005	Affordable Housing	$1.63M	$1.20M	$0.43M

ENTERPRISE FUND

Code	Dept./Request	Prior Appropriation	Expended	Balance
	Sewer			
SEWER-18-001	Surfside WWTF Membrane Upgrades (Supplemental)	$0.00M	$0.00M	$0.00M
SEWER-20-008	Capacity, Management, Operation & Maintenance (CMOM)	$11.75M	$7.05M	$4.70M
SEWER-21-005	Water Tight Sewer Manholes (#F24)	$0.05M	$0.00M	$0.05M
SEWER-22-002	Design of New Garage Maintenance Facility (Supplemental Fund	$0.33M	$0.00M	$0.33M
	Solid Waste			
SWEF-23-003	MRF Improvements-Roof Replacement	$0.47M	$0.00M	$0.47M
SWEF-23-014	MRF Improvements-Upgrade sorting station	$0.57M	$0.11M	$0.45M

Appendix D – Town of Nantucket Tax Rate History

Year	Rate
1971	$73.00
1972	$73.00
1973	$38.00
1974	$82.00
1975	$86.00
1976	$90.00
1977	$115.00
1978	$129.00
1979	$134.00
1980	$128.00

Note: In FY 1981 Nantucket was one of the first communities to classify property according to use, conduct a full revaluation of all properties and adopt a split tax rate and residential exemption.

Fiscal Yr	Residential	Rates Open Spac	Com/Ind/PP	*Residential* Exemption	*$$ Value of* Exemption	CPA
1981	$8.60	$6.87	$12.94	10,000	$86.00	
1982	$8.88	$6.85	$13.03	10,000	$88.80	
1983	$6.34	$6.20	$9.45	11,967	$75.87	
1984	$6.90	$6.76	$10.98	12,000	$82.80	
1985	$7.17	$7.02	$11.34	12,004	$86.07	
1986	$4.03	$3.96	$6.37	20,363	$82.06	
1987	$4.67	$4.61	$7.44	17,485	$81.65	
1988	$5.54	$5.47	$8.88	17,383	$96.30	
1989	$4.03	$3.91	$7.66	63,666	$256.57	
1990	$4.30	$4.17	$8.16	63,972	$275.08	
1991	$4.52	$4.44	$8.68	61,771	$279.20	
1992	$5.41	$5.31	$10.35	51,608	$279.20	
1993	$6.26	$6.12	$11.89	44,585	$279.10	
1994	$6.34	$6.20	$12.40	44,889	$284.60	
1995	$6.56	$6.40	$12.42	45,235	$296.74	
1996	$6.58	$6.42	$12.47	46,052	$303.02	
1997	$6.74	$6.53	$12.58	59,456	$400.73	
1998	$5.25	$5.08	$9.71	80,598	$423.14	
1999	$5.83	$5.62	$10.71	87,689	$511.23	
2000	$5.77	$5.55	$10.57	89,600	$516.99	
2001	$3.94	$3.79	$7.14	151,337	$596.27	
2002	$4.21	$4.05	$7.62	153,165	$644.82	$19.34
2003	$3.42	$3.29	$6.11	210,261	$719.09	$21.57
2004	$3.13	$3.00	$4.73	245,258	$767.66	$23.03
2005	$3.30	$3.16	$4.99	248,178	$818.99	$24.57
2006	$2.84	$2.73	$5.06	316,472	$898.78	$26.96
2007	$2.49	$2.39	$4.46	376,097	$936.49	$28.09
2008	$2.67	$2.56	$4.77	374,402	$999.65	$29.99
2009	$2.76	$2.65	$4.92	375,319	$1,035.88	$31.08
2010	$3.01	$2.88	$5.35	360,135	$1,084.01	$32.52
2011	$3.58	$3.42	$6.41	304,992	$1,091.87	$32.76
2012	$3.62	$3.46	$6.47	297,869	$1,078.29	$32.35
2013	$3.67	$3.51	$6.51	303,664	$1,114.45	$33.43
2014	$3.76	$3.60	$6.68	299,187	$1,124.94	$33.75
2015	$3.61	$3.45	$6.38	336,917	$1,216.27	$36.49
2016	$3.36	$3.22	$5.93	362,525	$1,218.08	$36.54
2017	$3.39	$3.24	$5.99	373,635	$1,266.62	$38.00
2018	$3.53	$3.34	$5.97	486,050	$1,715.76	$51.47
2019	$3.36	$3.20	$5.71	518,251	$1,741.32	$52.24
2020	$3.45	$3.29	$5.86	528,618	$1,823.73	$54.71
2021	$3.63	$3.43	$6.30	522,914	$1,898.18	$56.95
2022	$3.74	$3.53	$6.40	541,019	$2,023.41	$60.70

Appendix E - Capital Project Request Form

(Specimen of data fields within Capital Request Database)

Town of Nantucket

FY____ Capital Project Request Form

PROJECT INTRODUCTION

Department: **Submittal Date:**

Project Title: **Contact Person:**

Project Summary:

Project Location:

Project related to other depts/agencies, explain:

CLASSIFICATION

Type: *(Check all applicable)*

- Land or Land Improvements
- Building or Building Improvement
- Infrastructure
- Outdoor Asset (park, playing fields, etc.)
- Soft Cost (design, study, plans, permitting)
- Vehicles (on or off-road, specialty)
- Equipment, Machinery, Fixture, Furniture (long-life, durable)
- Intangible (software, other licenses, permits, covenants)

Nature: *(Check all appliable)*

- New Asset--if new operation too, explain:
- Upgrade/Improvement
- Replacement
- Renovate/Repair
- Decommissioning
- Heritage/Culture/Legacy/Tradition
- Purchase
- Lease

PRIORITIZATION

- Low/Elective - Dept quality or functional enhancement if funding permits
- Med./Recommended - Dept necessary functions impaired -- explain:
- High/Required - Dept mission critical -- explain:

If not funded, Alternative Action available--explain:

(Check all applicable)

- Imminent threat to public safety or property, explain:
- Preservation of operations
- Legal requirement of Federal, State or Local agencies
- Improvement to infrastructure
- Improvement in the efficiency and effectiveness of service delivery, explain:
  - Minor
  - Major
- Alleviation of an overstressed/overburdened situation
- Supports strategic plan (i.e. master plan, housing prod. plan, facilities maint plan, CWMP, etc.)
- Results in lower energy consumption
- Results in lower operations and maintenance costs
- Phased funding/included in a prior year's budget
- Scheduled replacement (i.e. motor vehicles, roofs, computers)
- Placeholder -- explain:

COSTS & FUNDING

Basis for Cost:

Source of Quote or Estimate:

- Informal (name source):
- Comparable Valuation
- Historic Reference
- Other -- explain:
- Quote (written)
- Bid

Cost Breakdown:

$ Amounts (±)	FY19	FY20	FY21	FY22	FY23	Totals
Land	$ -	$ -	$ -	$ -	$ -	$ -
Aquisition Cost(s):						
± Appraisal(s)	$ -	$ -	$ -	$ -	$ -	$ -
± Survey(s)	$ -	$ -	$ -	$ -	$ -	$ -
Other Legal:	$ -	$ -	$ -	$ -	$ -	$ -
Design	$ -	$ -	$ -	$ -	$ -	$ -

Permitting	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -
Equipment or Fixture:	$ -	$ -	$ -	$ -	$ -	$ -
±Installation Cost(s)	$ -	$ -	$ -	$ -	$ -	$ -
±Trade-in/Redemption Cost(s)	$ -	$ -	$ -	$ -	$ -	$ -
OPM (Owner's Project Manager)	$ -	$ -	$ -	$ -	$ -	$ -
O+M or Post-Const.	$ -	$ -	$ -	$ -	$ -	$ -
Disposal	$ -	$ -	$ -	$ -	$ -	$ -
Contingency	$ -	$ -	$ -	$ -	$ -	$ -
Financing	$ -	$ -	$ -	$ -	$ -	$ -
Insurance	$ -	$ -	$ -	$ -	$ -	$ -
Other, explain in cost doc.	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -

'Green' Component(s):	$ -	$ -	$ -	$ -	$ -
Compliance requirement:	$ -	$ -	$ -	$ -	$ -

Explain:

Net effect on Operating Budget:	FY19	FY20	FY21	FY22	FY23	Totals
Maintenance Cost	$ -	$ -	$ -	$ -	$ -	$ -
Personnel Cost	$ -	$ -	$ -	$ -	$ -	$ -
Utilities	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -

Maintenance Plan:	FY19	FY20	FY21	FY22	FY23	Totals
Annual Cost	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -

Anticipated Useful Life: ______

Average Use Hrs/Day (approx.): ______

Annual Days-in-use (approx.): ______

Outsourcing Alternative(s) Applicable(Yes/No) -- explain:

PROJECT TIMELINE

Project Manager:

Other Departments Involved in the Project:

Timeline (leading to anticipated completion date):

	FY19	FY20	FY21	FY22	FY23
Procurement	--	--	--	--	--
Aquisition	--	--	--	--	--
Design	--	--	--	--	--
Permitting	--	--	--	--	--
Construction	--	--	--	--	--
Substantial Comp.	--	--	--	--	--
Full Completion	--	--	--	--	--
One-time:					
Decommission	--	--	--	--	--
Removal	--	--	--	--	--
Installation	--	--	--	--	--
Final Delivery	--	--	--	--	--

SUPPLEMENTAL DOCUMENTS REQUIRED

- ☐ Detailed Project Description and Photos
- ☐ Basis for Cost
- ☐ Documentation for Operating Budget Impact
- ☐ Summary Plan for Maintenance

Appendix F – Typical MA Municipal Capital Funding Sources

Local

1) **Borrowing:**
   a) **General Obligation Bonds (aka, "GO Bonds").** These are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
      i) **Bonds funded within the tax limits of Proposition 2 ½**: Debt service for these bonds must be paid within the tax levy limitations of proposition 2 ½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
      ii) **Bonds funded outside the tax limits of Proposition 2 ½ -- Debt Exclusion Bonds**[1]**:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., city council or town meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.
      iii) **Bonds funded with Enterprise Funds:** Debt service for these bonds is typically paid by user *fees,* such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.
   b) **Capital Exclusion:** Capital Exclusion projects are similar to Direct Appropriation (Pay-as-You-Go, below) except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded**.** As with a Debt Exclusion, Capital Exclusion funding requires approval by 2/3 vote of the local appropriating authority (e.g., city council or town meeting) and approval of a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital Exclusions may be authorized for any municipal purpose for which the city or town would be authorized to borrow money.

[1] = Debt Exclusion is different from a property tax override in that an exclusion is temporary, it is only in place until the incurred debt is paid. An override becomes a permanent part of the levy limit base.

2) **Other:**
   a) **Bond Proceeds:** Municipalities sell bonds at a premium over par, which premium funds bond issuance and service; any excess is reserved for specific uses based on the type of account (General Fund, Enterprise Fund, or School) with that excess available to fund like capital projects.
   b) **Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects.
   c) **Direct Appropriation/ Pay-as-You-Go:** Direct Appropriation capital projects are funded with current revenues, and the entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay-as-You-Go capital projects are typically lower in value than projects funded by borrowing.
   d) **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds "may be used for any purpose or purposes for which the city, town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess

of five hundred dollars of any park land by a city, town, or district shall be used only by said city, town, or district for acquisition of land for park purposes or for capital improvements to park land" (MGL Chapter *44,* Sec. 63).

e) **Stabilization Fund:**
   i) **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund -outside of the general fund- to pay for all or a portion of future capital projects. A 2/3 vote of city council or town meeting is required to appropriate money into and out of this fund.
   ii) **Enterprise Retained Earnings (as a form of Stabilization Fund):** Enterprise operations, such as water and sewer, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.

f) **Special Purpose Funds:** Communities also have established numerous "Special Purpose Funds" for which the use is restricted to a specific purpose, some of which may be investment in department facilities and equipment. Numerous state statutes that govern the establishment and use of these separate accounts. Examples include the sale of cemetery lots and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

1) **Office of Aviation Airport Improvement Program (AIP):** Funding is available to airports that are part of the National Plan of Integrated Airport Systems by the FAA. The AIP provides funds for projects to improve infrastructure, including runways, taxiways, aprons, noise control, land purchases, navigational aids, safety and security.
2) **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3} total employment within the municipal borders. The number of accepted road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.
3) **Massachusetts Department of Environmental Protection's State Revolving Funds (SRF):** The Clean Water State Revolving Fund (CWSRF} provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low interest (2%) loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.
4) **Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor.
5) **Mass DOT Complete Streets.** Funding program that allows up to $400,000 in construction funds.
6) **MA Community Compact Grants** (fit in where/how?)… eg. funds upwards of $68,000 for a particular MA town's IT equipment.
7) **MA Other.** Many Commonwealth departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs that may be used for capital expenses include, but are not limited to the Green Community grants (project to improve sustainability) and Parkland Acquisitions and Renovations for Communities (PARC) grants.

TOWN OF NANTUCKET – CAPITAL PROGRAM COMMITTEE

FY23 REPORT AND RECOMMENDATIONS

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INTRODUCTION

The Town of Nantucket (Town) continues to recognize that procurement, construction, and maintenance of its capital assets are critical activities essential to its future fiscal health and the appropriate delivery of services to citizens and businesses. Arising therefrom, the primary objective of Capital Program Committee (CapCom) is to develop, carefully plan, and to maintain a comprehensive Capital Improvement Plan (CIP) that promotes stability and stewardship. The foregoing, and all aspects of this report that follow, per revisions to Town Financial Policies & Procedures (FP&P) adopted by the Select Board, November 16, 2016. The FP&P represent a best practice requirement of the Town to participate in, and benefit from, the Massachusetts Community Compact program.

This report is the culmination of many dedicated hours of the CapCom, our Town Manager & Administration, the Finance Department, Department Heads, and others. CapCom is grateful for their ongoing assistance—appropriate development and success of the CIP depends on each of these efforts and objective professionalism—we take this opportunity to thank all involved for their timely contributions.

The Chair takes this opportunity to thank each of committee member listed below; your continued interest and regular engagement is a testament to community involvement; your patience through seemingly endless meetings is a worthwhile endeavor; you are planting trees whose shade you may never sit in—thank you for your efforts.

Respectfully, the Town of Nantucket Capital Program Committee:

Chair, At-large Rep – Stephen Welch
Vice Chair, FinCom Rep – Jill Vieth
Secretary, At-large Rep – Richard Hussey
Select Board Rep – Jason Bridges
NP&EDC Representative – Kristie Ferrantella
Member-At-Large Rep – Peter Kaizer
Member-At-Large Rep – Christy Kickham

SUMMARY OF CAPITAL ALLOCATIONS (BY ACCOUNT)

For Fiscal Year 2023 (FY23), of 100 requests totaling $100.25M, the Capital Program Committee recommends capital allocations for 92 requests totaling $97.95M.

(Note: Amounts throughout are reported in $M with known, minor rounding deviations)

GENERAL FUND & ENTERPRISE ACCOUNTS TOTAL: $98.19M

GENERAL FUND & ENTERPRISE ACCOUNT TOTALS: $97.59M

GENERAL FUND

Dept. Public Works (DPW)	
Facilities	$.65M
General	$.54M
Transportation	$7.48M
Fire Dept.	$1.25M
Hazard Mitigation	$2.25M
Health & Human Services	$.10M
IS/GIS	$.56M
Marine	$2.4M
Natural Resources	$.10M
Police	$4.99M
School	$16.95M
Town Administration	$21.93M
General Fund Total:	**$59.18M**

ENTERPRISE ACCOUNTS

Airport	$20.34M
Our Island Home	$8.65M
Sewer	$6.15M
Solid Waste	$3.07M
Wannacomet Water Company	$.20M
Enterprise Accounts Total:	**$38.4M**

See too:

- Appendix A – Capital Requests by Account & Department (w/Request Descriptions)

SUMMARY OF FUNDING SOURCES

Shown are funding sources for General Fund & Enterprise Accounts:

GENERAL FUND & ENTERPRISE ACCOUNT TOTALS: $97.59M

GENERAL FUND

Ambulance Reserve Fund	$0.53M
Borrowing[1]	$6.63M
Capital Exclusion[2]	$1.02M
Chapter 90 Funds	$1.10M
Debt Exclusion[3]	$41.90M
FEMA Grant	$0.31M
Free Cash	$7.04M
Raise & Appropriate[4]	$0.67M
General Fund Total:	**$59.18M**

[1] = Town Manager anticipates these may be funded w/in Prop. 2-1/2 Levy Limit

[2] = See "Capital Exclusions" in Projected Taxpayer Impacts on pg. 5, which incl. request not shown here (DPW-23-012 Fleet-Mechanic's Truck $0.12M) that CapCom rec. for out-year funding, TM rec. current year.

[3] = See Projected Taxpayer Impacts on pg. 5.

[4] = Funded by Annual Required Capital Investment (1% of prior year's total Local Receipts + 1% of prior year's total collected Real Estate & Personal Property Taxes) = $1,070,000.00 (FY23)

ENTERPRISE ACCOUNTS

Borrowing[1]	$27.44M
Capital Exclusion[3]	$0.04M
Debt Exclusion[3]	$8.50M
Free Cash	$1.35M
Raise & Appropriate	$0.40M
Reappropriation	$0.18M
Retained Earnings	$0.50M
Enterprise Accounts Total:	**$38.40M**

[1] = Typically paid by user fees (unless a General Funds subsidy is required; if such subsidy is required, prior to the issuance of debt, individual projects must be analyzed for impact on tax rates).

[2] = AIP Grant funding sought to pay up to 90% cost; MASSPORT funding may be available to cover up to 5%

[3] = See Projected Impacts on pg. 5.

See too:

- Appendix B – Capital Requests by Funding Source
- Appendix F – Typical MA Municipal Capital Funding Sources

FY23 REQUESTS ≥ $1M (BY ACCOUNT)

Shown are capital requests of greater than or equal to $1M, by Fund-type, keyed to each request's Project Code:

GENERAL FUND

ADMIN	Seasonal Employee Housing	$8.50M
ADMIN	2 Fairgrounds Municipal Office Building	$6.00M
ADMIN	PFAS Groundwater soil investigation	$2.00M
ADMIN	Affordable Housing	$1.63M
ADMIN	Baxter Road Relocation Planning	$1.50M
DPW - TRAN.	Pleasant St. Repaving w/Sidewalk Upgrade (Silver to Main)	$2.00M
DPW - TRAN.	Road improvements/Maintenance Island Wide (SBSP)	$2.00M
DPW - TRAN.	Sidewalk Improvement Plan (SB Strategic Plan)	$1.10M
MARINE	Renovate/reconstruct Harbormaster Bldg. (Supplemental)	$2.00M
POLICE	LORAN Seasonal Housing Repairs Phase II	$4.50M
SCHOOL	Campus-wide Improvements	$16.40M

ENTERPRISE ACCOUNTS

AIRPORT	Airport Improvement Projects (AIP)	$16.65M
AIRPORT	Fuel Farm Rehab-2nd Supplemental Request	$1.00M
AIRPORT	Groundwater and Soil Investigation	$6.70M
SEWER	Capacity, Mgmt., Operation & Maint (CMOM)	$2.00M
SEWER	South Shore Road Sewer	$3.50M
WATER	Water Main Replacement	$1.00M

See too:

- Appendix A – Capital Requests by Account & Department

PROJECTED COST OF BORROWING IMPACTS

Project/Purpose	Type of Exclusion	Residential		Com./Ind./PP		Open Space	
		Projected Rate	Projected Increase	Projected Rate	Projected Increase	Projected Rate	Projected Increase
Capital Equipment Exclusion[1]	Capital	$3.79	$0.0461	$6.48	$0.0785	$3.58	$0.0466
Our Island Home Facility-Design/OPM* Enterprise Account	Debt	$3.76	$0.0245	$6.44	$0.0416	$3.56	$0.0262
Loran Seasonal Housing Repairs Phase 2	Debt	$3.75	$0.0130	$6.42	$0.0219	$3.55	$0.0153
New Senior Center Feasibility Study	Debt	$3.74	$0.0015	$6.40	$0.0022	$3.53	$0.0044
2 Fairgrounds Office Building- Design & OPM	Debt	$3.76	$0.0173	$6.43	$0.0293	$3.55	$0.0194
Renovate/reconstruct Harbormaster Building (Supplemental)	Debt	$3.75	$0.0058	$6.41	$0.0096	$3.54	$0.0085
Seasonal Employee Housing-Construction	Debt	$3.76	$0.0245	$6.44	$0.0416	$3.56	$0.0262
Pleasant Street Repaving w/Sidewalk Upgrade-Silver to Main	Debt	$3.75	$0.0058	$6.41	$0.0096	$3.54	$0.0085
PFAS Groundwater Soil Investigation	Debt	$3.75	$0.0058	$6.41	$0.0096	$3.54	$0.0085
Nantucket Public Schools-Campus-wide Improvements	Debt	$3.79	$0.0473	$6.48	$0.0806	$3.58	$0.0477
	Totals:	**$3.73**	**$0.1024**	**$6.37**	**$0.1735**	**$3.54**	**$0.1118**

Assumptions:

- Assumptions are based on FY22 approved values and tax rates using a shift of 1.70 and Residential Exemption of 25%
- FY22 Residential Tax Rate before Capital & Debt Exclusion is $3.74 per thousand.
- FY22 Commercial Tax Rate before Capital & Debt Exclusion is $6.40 per thousand.
- FY22 Commercial Tax Rate before Capital & Debt Exclusion is $3.53 per thousand.
- CIP=Commercial, Ind. & Personal Property. $2.27M was selected as the benchmark assessment for commercial properties
- Principal and Interest charges are based on 4% over 20 years

Notes:

[1] = Includes DPW-23-012 Fleet Mechanic's Truck recommended by TM for the current FY, which CapCom recommends be funded in an out-year; see Appendix B for complete list of Capital Exclusions (General Fund & Enterprise Accounts).

- There are currently 18 properties classified as Open Space. Their average value is $115,594 (total value is $2,080,700)
- Nantucket has not adopted an "Open Space Discount"/ Difference between Open Space & Res. is the cost of the Res. Exemption

See too: "Appendix D – Town of Nantucket Tax Rate History"

ENTERPRISE ACCOUNTS – RATEPAYER IMPACTS

Water & Sewer: The Wannacomet Water Co. Commission sets revenue requirements resulting in a rate schedule adequate for its needs, including for ongoing operations, existing and anticipated capital improvements, and anticipated necessary reserves. Modifications to its rate schedule are through a public hearing process. (See https://tinyurl.com/yb7p7gm9) The foregoing is generally accurate for the Town of Nantucket Sewer Dept., through the Town of Nantucket Sewer Commission. For sewer usage, a tiered rate structure—and a sewer privilege and a capacity usage fee, as may be applicable—are intended to equitably generate revenue for sewer operations. (See: https://tinyurl.com/y3kwxrxz)

Airport: The Nantucket Memorial Airport pays its obligations from operating revenue derived from a rate schedule of fees and charges for aeronautical, non-aeronautical, ground transportation, advertising, and other services; its rate schedule is determined by the Nantucket Memorial Airport Commission through a public hearing process. Borrowings authorized (other than for AIP Projects) are typically funded under Bond Anticipation Notes (BANs), which are paid off by certified Retained Earnings. Latest posted rate activity is found here: https://tinyurl.com/yd57ex8z .

DEBT SERVICE – PRINCIPAL & INTEREST

General Fund and Enterprise Accounts Amortization Tables provide a projection of debt service schedule, including principal, coupon (interest) rate, interest ($), and payments. Bond projections are based on the assumptions provided, below. At the time of this report, General Fund and Enterprise Accounts Amortization Tables were not available. As of their availability, a revision to this page will provide web-links to the tables.

General Fund Amortization Tables

[INSERT URL]

General Fund: Principal & Interest are based on 4% over 20 years.

Enterprise Accounts Amortization Tables

[INSERT URL]

Enterprise Accounts: Principal & Interest are based on % and years TBD.

STATEMENT OF PROCEDURES

To address its mandate (https://tinyurl.com/uj95b7t), which is to help guide the Town's capital-related investments and objectives, Capital Program Committee (CapCom) maintains certain procedures and undertakes various initiatives. CapCom also conducts an annual self-examination of related matters. Of note at this time:

- ***Capital Project Request Forms.*** CapCom starts its review process collecting and evaluating comprehensive capital project request forms required of department heads for each capital request. For various utility, by design, form data is entered directly to a relational database; CapCom accesses this information in a secure online environment. After evaluating forms for completeness, CapCom hosts department heads and our Town Manager (TM), Finance Director, and Assistant Finance Director for in-depth Q&A sessions; supplemental information, requested as applicable, helps CapCom complete its process.

- ***Prioritization & Ranking.*** After comprehensive analysis and evaluation, CapCom prioritizes and ranks each fiscal year capital request:

  – For integrity of process, linking community needs and goals (e.g., service objectives, health and regulatory requirements, and strategic and master plans) and a transparent, unbiased methodology are required.

  – To help address this task, CapCom designed and deployed an Analytical Hierarchy Process (AHP) framework keyed to the Town's Financial Policies & Procedures (FP&P) criteria; AHP establishes a comprehensive, rational framework and systematizes valuation and application of multiple, diverse criterion, incorporating the diversity of members' expertise while smoothing subjectivity; wildly oversimplified, it is a mathematically-based, human and social science-informed, blind judging framework. As a result of its use and application, each request is subject to a single set of objective review standards and analyzed in the context of community-wide needs. Use of the worksheet produces a numerical Rank of Relative Importance (RORI) per request, which rankings inform CapCom deliberations. Perhaps of interest—not every criterion (and its respective value) applies to every request, and as a result, a RORI value of "80" is actually quite high.

  – Expansion of the RORI (to include financial and social impacts, risk-management variables, "Total Cost" concepts, etc.) and developing its use (to better incorporate criteria of the FP&P, in CapCom and other Town evaluations) are necessary to meet FP&P objectives and better align the Town's capital investment with community goals.

  Note: Subject to funding availability and deliverability within the upcoming fiscal year, higher-valued RORI requests are typically recommended for funding; lower-valued RORI requests are typically moved, as out-year review, into the Town's 10-year CIP List; whenever reliable cost-forecasting is available, that cost is included in the 10-Year CIP List and in the alternative, more often than not, order of magnitude placeholder-values are often requested.

- ***Annual Timeline & Related:***

  – For the FY23 budget-cycle, due again to COVID, CapCom met via Zoom video-audio conferences with its meetings available thereafter on the Town's YouTube channel.

- In June, the Chair and Finance began to discuss and prepare the upcoming capital budget cycle. Due to the volume of capital requests and often the complexity and high costs of requests, CapCom's preparation and review (including to work its broader charge under the Financial Policies & Procedures (FP&P)) require weekly meetings that span several months. This season, there will have been fifteen (15) meetings. The process is comprehensive; still, there is room for improvement.
- CapCom prefers to begin to receive access to detailed capital project requests in July. This year, review had to begin early-September. Again, this year, to address concerns for more information sharing CapCom requested its "Capital – Early & Often" initiative be extended. Under this initiative Finance Committee (FinCom) and Select Board (SB) received login-in credentials to access detailed request information on a per request level at nearly the same time as CapCom. See "Appendix E – Capital Project Request Form (Specimen)" which illustrates information CapCom requests and reviews.
- Beginning in October, the Assistant Finance Director provides the SB a monthly Capital Program update, through this the interested public is introduced to then anticipated requests with a sense of costs and TON intentions. FinCom (and CapCom) members are invited to attend.
- In mid-November, CapCom meets with FinCom and SB to jointly review capital requests and the 10-year CIP List; CapCom fields process-related questions; Town Manager is available to field request-specific questions.
- In mid-December—to facilitate planning of funding sources for its recommendations, and as a material update to the SB (through TM), FinCom (through its CapCom liaison), and NP&EDC (through its CapCom liaison)—CapCom provides a preliminary list of requests to be funded in the upcoming fiscal year.
- In early-mid January, as a function of other budgetary matters, potential funding sources are identified by the Town's Finance Director and TM; shortly thereafter, CapCom meets to review, discuss, and vote its recommendation on funding sources and to reconcile discrepancies, if any, with the TM.
- In mid-January, after funding sources recommendations (from the Finance Director and TM) are firmed up, and the SB preliminarily adopts capital funding sources, related matters such as tax rate impacts are tallied for inclusion in the CapCom report and for notice (per Commonwealth regulation).
- In late-mid January, with relevant information in hand, CapCom prepares its draft report. Given the strong interrelationship between its recommended requests, funding and capacity, tax impacts and the like, CapCom drafts its report after relevant information is fully, or at least reasonably, gathered.
- In late January, after final review by its membership, CapCom issues its final annual report with recommendations, with original copy provided to the SB and FinCom at a

joint meeting hosted by the SB. Facing extensive requests and large funding requirements, and consistent with the FP&P, CapCom provides accurate funding source and tax impact information in its annual report.

Note: This year, due primarily to late arriving requests, complications with membership ranking requests in relation, but also due to an attempt to compress duties into a shorter operating period, CapCom's report was not able to be drafted until after the normally intended timeline, with the final report delayed as a result.

- ***Other Communication & Planning:***

  - *Committee Updates.* CapCom affirms the utility of SB and FinCom receiving updates on material matters throughout the course of the budget cycle, and their voicing any related concerns, as reported by their respective CapCom. CapCom notes that more regular involvement with Nantucket Planning & Economic Development Commission (NP&EDC) should be remedied going forward.

    Note: In attempt to regularize committee reporting of goings-on for CapCom's SB, FinCom, and NP&EDC liaisons, an information transmittal sheet (the "Green Sheet") was attempted early in this budgeting cycle but was found wanting; alternatives are addressed in the following recommendations. Also, subject to development of database reporting capability, important information (e.g., projects, by year or otherwise; prior appropriations and expenditures to-date; project status, CapCom review status, etc.) can be readily accessible to Select Board and FinCom at the click of mouse, through a secure portal. Still, CapCom anticipates targeted future use of Green Sheets to convey timely information on topics such as Funding Capacity, Capital Reserves, etc.

  - *Department Liaisons*. Ordinarily, CapCom designees serve as liaisons to departments to review current and out-year capital requests in situ, to develop a thorough understanding of department needs for insight during CapCom deliberation, and to observe capital maintenance and other reasonable concerns. As a result of CapCom composition (which as previously alluded to includes a member from each of the FinCom, NP&EDC, and SB, this exercise is also intended to foster a degree of integrational planning. However, due to COVID as with last year, during this budget-cycle CapCom liaisons were not activated by TM. CapCom reaffirms the importance of department liaisons.

  - *Strategic Integrated Planning Sessions (SIPS).* To help broaden decision-maker and advisor communications and to provide an opportunity for discussion on emergent and long-term capital-related matters, and to try and maintain healthier perspective on 'Causes of The Day', CapCom suggested and initiated "SIPS" with thanks to the TM. Matters addressed or discussed included i) Town Meeting Article guidance for citizens, including a Q&A format revision regards financial and social costs and related impacts and benefits, ii) discussion around the "Bear of a Task" engaging stakeholders and constituents such that they are informed about important capital expenditures, and iii) other matters not ordinarily addressed without group support. This facility was dormant during the current budget-cycle; CapCom reaffirms the utility of brief agenda-driven SIPS.

CAPCOM AFFIRMS PRIOR YEAR COMMENTS & RECOMMENDATIONS

As stated in previous CapCom reports, the Town's aging and lack of certain essential infrastructure and equipment require appropriate capital investment—including purchase, maintenance, and replacement—while Nantucket's rapidly growing year-round and seasonal population provides constant pressure on the Town for other, new capital infrastructure and inventory. Not widely factored, currently—but to begin to come into focus—are costs to build our community's coastal resiliency and determine timely, adequate hazard mitigation measures; these remain relatively new concerns in response to changes to our natural environment. Whether it is more frequent severe storms or coastal flooding, or other hazards, the Town and community recognize the need to protect our built and natural resources by adaptation, mitigation, and other means; of course, these protections come at a cost. In addition, costs to remediate various environmental conditions are required with likely quick and substantial escalation. As a result of these circumstances, the Town's capital needs will continue to increase in a relatively dramatic fashion for a sustained period. Faced with these challenges and the associated expenses, and the stewardship of responsible governance, a robust, comprehensive, and effective Capital Improvement Plan (CIP) remains essential. Essential too, is highly-effective management of capital assets as exist, and that are acquired or constructed—improvements have been made but attention is still required. Professional fiscal management objectives of the Town's FP&P lay the groundwork; faced with these growing pains, including as a result of effects from the natural world, our shortcoming is management capacity. In conjunction with existing programming, in keeping with the intent of objectives under the FP&P, to help develop the CIP-process to its intended capacity, and in the interest of smoothing the capital planning process and its impacts, we make the following recommendations:

- *Annual Process – Timeline.* Revisit in early 2022 to determine schedule enhancements including to reevaluate and adjust information-gathering schedules and procedures as necessary to help ensure completion of CapCom's actions as required under the FP&P. HIGH PRIORITY
- *Biennial Procedure - CIP Capacity & Funding Analysis.* To reasonably inform CapCom recommendations, biennially model the 10-year CIP to include a 5-year outlook of revenue and expenditure projections (including sub-reports for debt burden, prospective debt issuance, and other relevant metrics), with results presented to CapCom; it is understood and acknowledged that the Town's Finance Director performs more regular, shorter-term modeling of this nature. (See too, *Development of Reliable 10-Year Capital Improvement Plan (CIP)* below.) HIGH PRIORITY
- *Biannual Procedure - Capital Project Status Reporting.* Better develop current biannual reporting sessions to monitor approved requests (to include expenditures to-date, the necessity for supplemental funds, scheduling exceptions, and discontinuances of projects or any severe problems, if any) to help identify capital planning shortfalls; foregoing, drawing on an active, readily accessible list of past years projects and their status. HIGH PRIORITY
- *System-wide Capacity - Centralize Capital Asset Management.* A result of growing pains and not a matter of blame, the Town's capital asset management is fractured in various regards and important tasks are regularly subject to competing priorities; these circumstances undermine capital programming proficiency forming obstacles to timely and cost effective HIGH PRIORITY

deliverables. Even simpler request and reporting duties are impaired. With too limited capacity and resources, reasonably comprehensive management of the Town's existing and rapidly expanding capital inventory is unrealistic. These and other negative effects will worsen as the number, cost, and complexity of capital projects increase. Action is required; capital programming needs to be an ongoing process with appropriate resources. A common enterprise-level solution is centralized capital asset management, which streamlines capital programming, budgeting, and sustainment, leveraging dedicated resources to eliminate issues—such as the Town currently experiences—while preempting other issues and problems. Inclusive, rapid development of certain best practices or Nantucket's version are paramount—anything worth doing is worth starting, however imperfectly. Specific examples include deployment of a Town-wide capital asset needs assessment (CANA) and from this data set, a comprehensive asset management plan (AMP). This level of involvement and processing is also required for easier, effective, timely and informed decisions by leadership and to enhance performance of the Town's capital investments—to help ensure high-value returns to the community while helping constituents understand capital needs and the utility of improved community-wide resources.

Carefully developed and implemented, these recommendations create efficiency, savings, and still needed relief, along with increased credibility among taxpayers, ratepayers, and others—facing a spiral in capital investment these and other initiatives will prove immensely helpful. While some of the recommendations involve procedural changes absorbable through longer-term scheduling of processes, others require funding to complete stated objectives. In all regards, CapCom suggests special attention is required to limit priority-related conflicts among and between Town staff and other resources, and more so during times of cyclical responsibility (e.g., preparation and presentation of the annual operating budget and for Town Meetings, etc.).

Note: The foregoing recommendations were listed within CapCom's FY19 Report & Recommendations, in greater detail, and subsequently summarized (largely as above) in the CapCom's FY20, FY21, and FY22 Report & Recommendations. Inclusion herein above is a strong affirmation of the Town's needs and CapCom's related recommendations, which by their nature are meant to identify and inspire related, important actions. In the face of quickly escalating capital investment requirements there is a need to better equip current and future municipal leaders and decision makers with sufficient tools to act effectively, to enhance and protect the Town's capital assets, and realistically plan for Town's future.

PROCEDURAL RECOMMENDATIONS

UPCOMING YEAR - ADDITIONAL COMMENTS & RECOMMENDATIONS

- *Expansion of RORI*. See comment earlier in the body of the report, provided topically under Statement of Procedures: Prioritization & Ranking.

- *Further development of the Capital Project Request Form Relational Database.* In 2017, with bright eyes CapCom undertook to overhaul the departmental-level capital request form, conceiving it as a portal of information to a comprehensive capital projects data-collection and program management tool. The request form interface is completed, providing various benefits, not the least of which is the elimination of duplicate data entry and minimization of potential human error. The database was/is intended to be an interactive repository of 'all things capital' (past, present, and 'likely future'), to provide collection and reporting efficiency and features not currently available. Of note, regards recommendations, regular reports (templated to meet Finance, SB, FinCom and CapCom needs) are relatively easily obtainable with potential to cover the entire capital planning process (from submission through financial analysis, ranking, funding source projection, to assist in rapid debt modeling, and to inform other interested public bodies). Presently, while not disparaging efforts or advances to-date, the database is under early-stage development; RORI-processing, capital request inputs by department heads, and access for their review by Finance and CapCom have been the primary focus.

  HIGH PRIORITY

  So far, RORI inputs and basic management, and relatively gross reporting capabilities are proofed and in use. Properly developed, the database solves for resource conflicts, freeing professional staff for other important tasks while providing timely information access. One of many important elements is to include capital-request-related personnel costs, using an efficient click-to-enter interface for reporting capabilities, to inform Town Manager /Finance Director, Select Board and FinCom budgetary reviews. Another is automated reports to the Select Board, and FinCom, including Prior Year Appropriations w/Expenditures To-date, and direct access to individual capital request forms. Department-level training and access is imperative.

- *Review Town's Debt and Reserve Policy in context of Capital Reserves.* (Self-explanatory.)

- *Development of Reliable 10-Year Capital Improvement Plan (CIP)*. It is fair to state the current 10-year CIP is less a plan than it is a partial list of likely future capital projects. This state of affairs directly reflects the lack of capital programming capacity and resources within the Town. MA DOR advises a reasonably accurate 10-year CIP is required for adequate planning of municipal finances. And, facility and department-level equipment and infrastructure management plans, each based on well-developed and properly completed and maintained capital asset needs assessments, are essential to the successful development and efficient use of a municipality's 10-year CIP. Provided adequate resources, development of such a plan, focused for various utility to two 5-year increments, is obtainable and broadly beneficial. An updated version of the 10-year CIP was not available at the time of printing this report.

  HIGH PRIORITY

CapCom acknowledges its recommendations may seem ambitious and understands outcomes cannot happen overnight; still, we strongly support the Town's regular steps towards enterprise-level capital asset management practices—even small regular steps help to form a material outcome.

Given additional vision and resolve, the proficiency and effectiveness of the Town's Capital Management Program are limited only by the appropriateness of resources engaged in the endeavor; properly administered over time, dramatic savings—including to help fund the capital asset management program itself—may be realized.