

Town and County of Nantucket Select Board • County Commissioners

Dawn E. Hill Holdgate, Chair
Jason Bridges
Matt Fee
Kristie L. Ferrantella
Melissa Murphy



16 Broad Street
Nantucket, Massachusetts 02554

Telephone (508) 228-7255
Facsimile (508) 228-7272
www.nantucket-ma.gov

C. Elizabeth Gibson
Town & County Manager

AGENDA FOR THE MEETING OF THE SELECT BOARD JANUARY 6, 2021 - 5:00 PM REMOTE PARTICIPATION VIA ZOOM WEBINAR PURSUANT TO GOVERNOR BAKER'S MARCH 12, 2020 ORDER REGARDING OPEN MEETING LAW NANTUCKET, MASSACHUSETTS

YOU TUBE LINK:

<https://youtu.be/X4C1iVDr05M>

I. CALL TO ORDER

II. SELECT BOARD ACCEPTANCE OF AGENDA

III. ANNOUNCEMENTS

1. The Select Board Meeting is Being Audio/Video Recorded.

IV. COVID-19 WEEKLY UPDATE

1. Public Comment.
2. Report(s) from Public Health Director and/or Nantucket Cottage Hospital President:
 - COVID-19 Case Metrics, Including Massachusetts COVID-19 Community-Level Data Map
 - COVID-19 Testing
 - Stop the Spread Testing Program
 - Vaccine Distribution Plan Update
 - COVID19 Task Force: Weekly Report
 - Board of Health Orders
 - Town Administration Public Outreach Update
 - Other
 - Select Board Comments/Questions

V. PUBLIC COMMENT* FOR ITEMS NOT RELATED TO COVID-19 OR OTHER AGENDA ITEMS

VI. NEW BUSINESS*

VII. APPROVAL OF MINUTES, WARRANTS AND PENDING CONTRACTS

1. Approval of Minutes of December 8, 2020 at 2:00 PM; December 16, 2020 at 5:00 PM.
2. Approval of Payroll Warrants for December 27, 2020.
3. Approval of Treasury Warrants for December 23, 2020; December 30, 2020; January 6, 2021.
4. Approval of Pending Contracts from January 6, 2021 - as Set Forth on the Spreadsheet Identified as Exhibit 1, Which Exhibit is Incorporated Herein by Reference.

VIII. CONSENT ITEMS

1. Gift Acceptance: Natural Resources Department; Our Island Home.

IX. PRESENTATIONS

1. Coastal Resilience Coordinator: Update to Nantucket Coastal Resilience Planning Process.

X. PUBLIC HEARINGS

1. Public Hearing Regarding Proposed FY 2022 General Fund Budget.

XI. TOWN MANAGER'S REPORT

1. Review of Revised 2021 Annual Town Meeting and Election Timeline.

XII. SELECT BOARD'S REPORTS/COMMENT

1. Continued Review of 2021 Annual Town Meeting Warrant Articles.
2. Committee Reports.

XIII. ADJOURNMENT

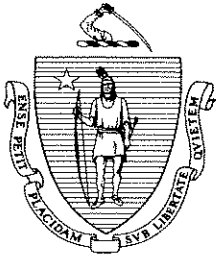
****Identified on Agenda Protocol Sheet***

Select Board Agenda Protocol:

- **Roberts Rules:** *The Select Board follows Roberts Rules of Order to govern its meetings as per the Town Code and Charter.*
- **Public Comment:** *For bringing matters of public interest to the attention of the Board. The Board welcomes concise statements on matters that are within the purview of the Select Board. At the Board's discretion, matters raised under Public Comment may be directed to Town Administration or may be placed on a future agenda, allowing all viewpoints to be represented before the Board takes action. Except in emergencies, the Board will not normally take any other action on Public Comment. Any personal remarks or interrogation or any matter that appears on the regular agenda are not appropriate for Public Comment.*

Public Comment is not to be used to present charges or complaints against any specifically named individual, public or private; instead, all such charges or complaints should be presented in writing to the Town Manager who can then give notice and an opportunity to be heard to the named individual as per MGL Ch. 39, s 23B.

- **New Business:** *For topics not reasonably anticipated 48 hours in advance of the meeting.*
- **Public Participation:** *The Board welcomes valuable input from the public at appropriate times during the meeting with recognition by the Chair. For appropriate agenda items, the Chair will introduce the item and take public input. Individual Board Members may have questions on the clarity of information presented. The Board will hear any staff input and then deliberate on a course of action.*
- **Select Board Report and Comment:** *Individual Board Members may have matters to bring to the attention of the Board. If the matter contemplates action by the Board, Board Members will consult with the Chair and/or Town Manager in advance and provide any needed information by the Thursday before the meeting. Otherwise, except in emergencies, the Board will not normally take action on Select Board Comment.*



OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE • BOSTON, MA 02133
(617) 725-4000

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

**ORDER SUSPENDING CERTAIN PROVISIONS
OF THE OPEN MEETING LAW, G. L. c. 30A, § 20**

WHEREAS, on March 10, 2020, I, Charles D. Baker, Governor of the Commonwealth of Massachusetts, acting pursuant to the powers provided by Chapter 639 of the Acts of 1950 and Section 2A of Chapter 17 of the General Laws, declared that there now exists in the Commonwealth of Massachusetts a state of emergency due to the outbreak of the 2019 novel Coronavirus ("COVID-19"); and

WHEREAS, many important functions of State and Local Government are executed by "public bodies," as that term is defined in G. L. c. 30A, § 18, in meetings that are open to the public, consistent with the requirements of law and sound public policy and in order to ensure active public engagement with, contribution to, and oversight of the functions of government; and

WHEREAS, both the Federal Centers for Disease Control and Prevention ("CDC") and the Massachusetts Department of Public Health ("DPH") have advised residents to take extra measures to put distance between themselves and other people to further reduce the risk of being exposed to COVID-19. Additionally, the CDC and DPH have advised high-risk individuals, including people over the age of 60, anyone with underlying health conditions or a weakened immune system, and pregnant women, to avoid large gatherings.

WHEREAS, sections 7, 8, and 8A of Chapter 639 of the Acts of 1950 authorize the Governor, during the effective period of a declared emergency, to exercise authority over public assemblages as necessary to protect the health and safety of persons; and

WHEREAS, low-cost telephone, social media, and other internet-based technologies are currently available that will permit the convening of a public body through virtual means and allow real-time public access to the activities of the public body; and

WHEREAS section 20 of chapter 30A and implementing regulations issued by the Attorney General currently authorize remote participation by members of a public body, subject to certain limitations;

NOW THEREFORE, I hereby order the following:

(1) A public body, as defined in section 18 of chapter 30A of the General Laws, is hereby relieved from the requirement of section 20 of chapter 30A that it conduct its meetings in a public place that is open and physically accessible to the public, provided that the public body makes provision to ensure public access to the deliberations of the public body for interested members of the public through adequate, alternative means.

Adequate, alternative means of public access shall mean measures that provide transparency and permit timely and effective public access to the deliberations of the public body. Such means may include, without limitation, providing public access through telephone, internet, or satellite enabled audio or video conferencing or any other technology that enables the public to clearly follow the proceedings of the public body while those activities are occurring. Where allowance for active, real-time participation by members of the public is a specific requirement of a general or special law or regulation, or a local ordinance or by-law, pursuant to which the proceeding is conducted, any alternative means of public access must provide for such participation.

A municipal public body that for reasons of economic hardship and despite best efforts is unable to provide alternative means of public access that will enable the public to follow the proceedings of the municipal public body as those activities are occurring in real time may instead post on its municipal website a full and complete transcript, recording, or other comprehensive record of the proceedings as soon as practicable upon conclusion of the proceedings. This paragraph shall not apply to proceedings that are conducted pursuant to a general or special law or regulation, or a local ordinance or by-law, that requires allowance for active participation by members of the public.

A public body must offer its selected alternative means of access to its proceedings without subscription, toll, or similar charge to the public.

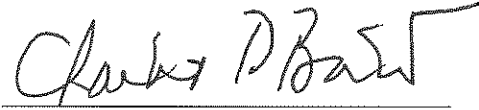
(2) Public bodies are hereby authorized to allow remote participation by all members in any meeting of the public body. The requirement that a quorum of the body and the chair be physically present at a specified meeting location, as provided in G. L. c. 30A, § 20(d) and in 940 CMR 29.10(4)(b), is hereby suspended.

(3) A public body that elects to conduct its proceedings under the relief provided in sections (1) or (2) above shall ensure that any party entitled or required to appear before it shall be able to do so through remote means, as if the party were a member of the public body and participating remotely as provided in section (2).

(4) All other provisions of sections 18 to 25 of chapter 30A and the Attorney General's implementing regulations shall otherwise remain unchanged and fully applicable to the activities of public bodies.

This Order is effective immediately and shall remain in effect until rescinded or until the State of Emergency is terminated, whichever happens first.

Given in Boston at 8:40 PM this 12th day of
March, two thousand and twenty.

A handwritten signature in dark ink, appearing to read "Charles D. Baker". The signature is written in a cursive style with a large, sweeping "C" and a distinct "B".

CHARLES D. BAKER
GOVERNOR
Commonwealth of Massachusetts

EXHIBIT 1
AGREEMENTS TO BE EXECUTED BY TOWN MANAGER
UNLESS RESOLUTION OF DISAPPROVAL BY SELECT BOARD
January 6, 2021
*****AMENDED January 5, 2021*****

Type of Agreement/Description	Department	With	Amount	Other Information	Source of Funding	Term
Professional Service Agreement	Town Admin	Novak Consulting Group/Raftelis	\$15,000	Contract for professional consulting for municipal facility improvement goals per Select Board Strategic Plan	Town Admin Budget	January 6, 2021 - June 30, 2021
Lease Agreement	Town Admin	Curtis L. Barnes, Jr., Trustee, Barnes Nominee Trust	\$2,500 per month plus utilities	Rental of Cottage at 12 Sunset Hill Lane; reserve for Department Head level position as needed	Town Admin Budget	January 1, 2021 - December 31, 2021
Training Agreement	Town Admin/ Police Dept.	Ryan A. Clark	\$4,000 plus employee compensation and expenses	Agreement to sponsor employee to attend Police Academy; to be reimbursed by employee after appointment as full-time police officer	Police Dept. Budget	3 Years
Purchase Agreement	DPW	Premier Fence	\$58,320	Contract for purchase of split rail fencing for use by DPW	DPW Budget	January 6, 2021 - June 30, 2021
Purchase Agreement	DPW	Standard Electric	\$16,079	Contract for purchase of seven (7) decorative street lamps	MassDOT Grant	January 6, 2021 - June 30, 2021
Grant Agreement	DPW	Nantucket Land Council	(\$10,800)	Grant Award to fund Year 2 contract with UMASS Field Station to study the presence of coastal plastics on Nantucket	N/A	January 1, 2021 - December 31, 2021

CONSENT AGENDA ITEMS FOR 1/6/2021 SELECT BOARD MEETING

1. Gift Acceptances

Recommend the acceptance of the following gifts to Town agencies:

- Natural Resources Department:
 - o Gifts of \$3,134 from Sandbar for improving surface water quality on Nantucket
- Our Island Home:
 - o Gift of 19 Henry's gift certificates in the amount of \$20 each (total value \$380) from Heather Woodbury; to be used for appreciation luncheon

Recommended Motion: To accept all gifts for their designated purposes, with thanks to the donors.

Town Administration will ensure that letters of thanks are sent.

TOWN OF NANTUCKET NATURAL RESOURCES DEPARTMENT

2 BATHING BEACH ROAD
NANTUCKET, MA 02554

(508) 228-7230



Select Board
16 Broad Street
Nantucket, MA 02554
12/08/2020

Dear Board Members,

On behalf of the Natural Resources Department we are requesting that the Select Board accept the following gift of \$3,134.00 from the Sandbar to help in improving surface water quality on Nantucket. The Sandbar has been providing yearly support since they opened to NRD's programs we sincerely appreciate their consideration and continued aid. We will attendance at the upcoming meeting of the Board to answer any questions that you have in regard to this gift and program. Thank you for your attention to this matter.

Sincerely,

Jeff Carlson,
Town of Nantucket
Natural Resources Director

SANDBAR ACK LLC
4 BATHING BEACH RD.
NANTUCKET, MA 02554

1377

Date 12/6/20

53-7107/2113

Pay To The
Order Of

Town of Nantucket - Dept. of Natural Resources \$ 3134.00

Three thousand one hundred thirty-four dollars ⁰⁰/₁₀₀



Security Features
Included.
Details on Back.

**CAPE
COD 5**

PO Box 10
Orleans, MA 02653
capecodfive.com

Memo 2020 Donation

8

MP

⑆211371078⑆

832297364 01377



OUR ISLAND HOME

9 East Creek Road
Nantucket, Massachusetts 02554
(508) 228-0462
FAX (508) 228-6875

December 14, 2020

Nantucket Select Board
Nantucket, MA. 02554

Dear Chairman Hill-Holdgate,

I am writing to request that the Board accept the following gift certificates for Our Island Home:

- 19 Henry's gift certificates in the amount of \$20.00 each. (\$380.00 Total)
From Heather Woodbury

Please be advised the donation did not come with an intended use and the facility plans to do an appreciation luncheon with gift certificates upon Select Board acceptance.

Thank you in advance for your acceptance.

Sincerely,

Michelle L (Malavase) Munroe
Assistant Administrator
Our Island Home



NANTUCKET COASTAL RESILIENCE PLAN

Select Board Meeting

January 6, 2021

WHAT WE'LL COVER TODAY

Meeting Objectives

- Provide an overview of the Coastal Resilience Plan project team, process, and scope
- Clarify what is needed to ensure a successful project
- Seek input on the Town's coastal resilience concerns and opportunities

Agenda

- Meeting Objectives & Team Introductions
- Project Overview
- Roles and Responsibilities
- Community Engagement Approach
- Next Steps
- Questions & Discussion

PROJECT TEAM

COASTAL
RESILIENCE
ADVISORY
COMMITTEE



STOSS

●ne architecture

THECRAIGGROUP
Your partners in preservation, planning and policy

TEAM PRINCIPALS

- Honoring **community heritage and identity** through adaptation
- Addressing resilience at **multiple scales**
- **Inclusive and responsive** stakeholder engagement
- Bringing a commitment to **implementation**



Polpis Harbor

PROJECT OVERVIEW

NANTUCKET'S COASTAL RESILIENCE PLAN

- The goal of the project is to develop a comprehensive plan to address coastal flooding, sea level rise, and erosion for the entire island
- The process will include:
 - Identifying important community assets and infrastructure
 - Assessing vulnerabilities and risks from future coastal flooding and erosion
 - Identifying actions to reduce coastal flood and erosion risks
 - Developing a detailed, prioritized resilience and adaptation action plan



PROJECT MISSION STATEMENT

Nantucket Coastal Resilience Plan



The Coastal Resilience Plan draws on the cherished built and natural heritage of Nantucket to create a community-supported roadmap to implementation for a series of layered flood control and adaptation approaches that lessen the loss from storm surges and help the community adapt to rising seas and eroding coastlines. In coordination with other ongoing adaptation and sustainability initiatives, the plan addresses the whole island and county while respecting the unique characteristics of each neighborhood. Driven by the inclusive and equitable engagement of all, the plan aspires to create social, environmental, and economic benefits and value to everyone who will share in Nantucket's future.

NANTUCKET'S COASTAL RESILIENCE PLAN



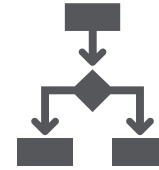
Risks

- Coastal flooding and storm surge
- Sea level rise
- Coastal erosion



SCALE OF INVESTIGATION

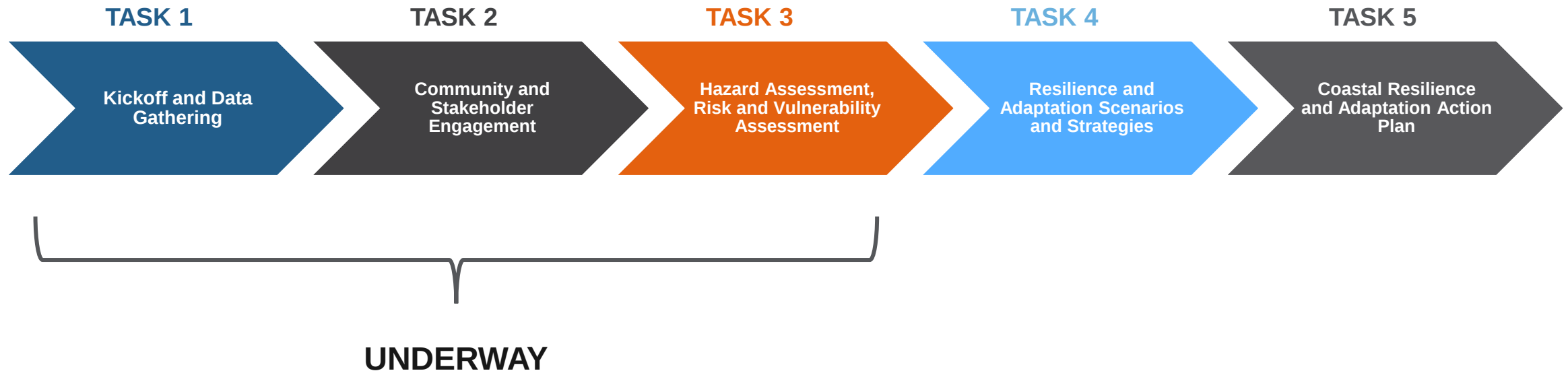
- Island-wide
- Built environment
- Critical infrastructure
- Natural resources
- Interdependencies



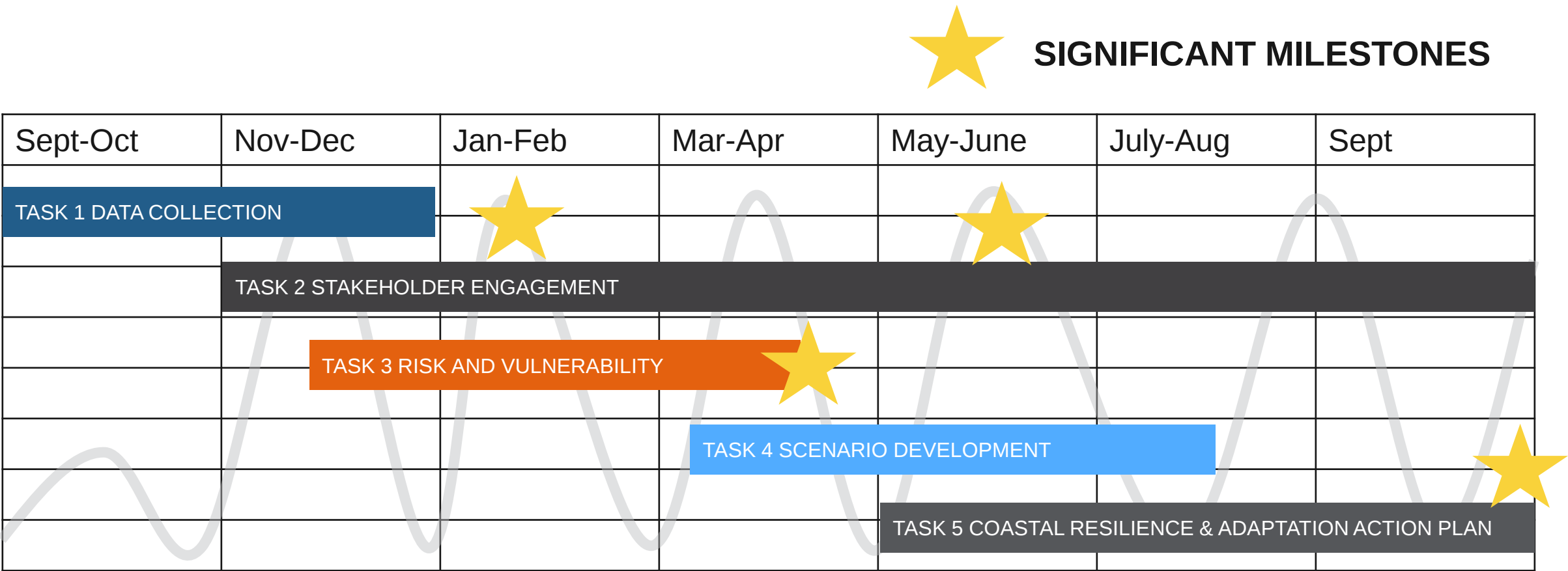
SOLUTION DEVELOPMENT

- Structural
- Nature-based
- Policy and regulation
- Guidance and education

SUMMARY OF TASKS



SCHEDULE OVERVIEW



COMMUNITY ENGAGEMENT

Use of engagement phases facilitates ongoing integration of input from stakeholders



SAMPLE OF PREVIOUS STUDIES

ERDC/CHL TR-14-7

Coastal and Hydraulics Laboratory

US Army Corps of Engineers
Engineer Research and Development Center

ERDC
INNOVATIVE SOLUTIONS
for a safer, better world

**North Atlantic Coast Comprehensive Study
Phase I: Statistical Analysis of Historical
Extreme Water Levels with Sea Level Change**

Norberto C. Nadal-Caraballo and Jeffrey A. Melby
September 2014

Approved for public release; distribution is unlimited.

NANTUCKET, MA
COASTAL MANAGEMENT
PLAN

Town of Nantucket
2014

TOWN OF NANTUCKET
Community Resilience Building Workshop
Summary of Findings
FINAL REPORT
April 2019

Prepared by Milone & MacBroom, Inc.
for the Town of Nantucket, MA
99 Realty Drive
Cheshire, Connecticut 06410
(203) 271-1773

With a grant from the MA Executive Office of Energy & Environmental Affairs

Town of Nantucket
Coastal Risk Assessment and
Resiliency Strategies
January 2020

Prepared For:
Town of Nantucket
16 Broad Street
Nantucket, Massachusetts 02554

Prepared By:
MILONE & MACBROOM
Milone & MacBroom, Inc.
99 Realty Drive
Cheshire, Connecticut 06410
(203) 271-1773

TOWN OF NANTUCKET
NATURAL HAZARD MITIGATION PLAN

FEBRUARY 2019
ADOPTED MARCH 8, 2019
MMU 0267-09

Prepared By:
MILONE & MACBROOM
Milone & MacBroom, Inc.
99 Realty Drive
Cheshire, Connecticut 06410
(203) 271-1773

MASSACHUSETTS CLIMATE PROJECTIONS

Relationships from the Northeast Climate Science Center at the University of Massachusetts (Amherst) developed downscaled projections for changes in temperature, precipitation, and sea level rise for the Commonwealth of Massachusetts. The Executive Office of Energy and Environmental Affairs has provided support for these projections to enable municipalities, industry, organizations, state government and others to obtain a standard peer-reviewed set of climate change projections that show how the climate is likely to change in Massachusetts through the end of the century.

Temperature and Precipitation Projections

The temperature and precipitation climate change projections are based on simulations from the latest generation of climate models from the International Panel on Climate Change and scenarios of future greenhouse gas emissions. The models were carefully selected from a larger ensemble of climate models based on their ability to provide reliable climate information for the Northeast U.S., while recognizing diversity in future projections that capture some of the inherent uncertainty in modeling climate variables like precipitation. The medium (RCP 4.5) and high (RCP 8.5) emission scenarios were chosen for describing differences of future greenhouse gas emissions. A moderate scenario of future greenhouse gas emissions assumes a peak around mid-century, which then declines rapidly over the second half of the century, while the highest scenario assumes the continuance of the current emissions trajectory.

Sea Level Rise Projections

Fourteen climate models have been run with 2 emission scenarios each, which lead to 28 projections. The values cited in the table below are based on the 10-90th percentiles across the 28 projections, so they bracket the most likely variation. For simplicity, we use the terms "upland", "low", and "high", to recognize that these are estimates based on model scenarios and are not predictive forecasts. The climate projections comparing county and town-level observations are derived by statistically downscaling the climate model results. They represent the best estimates that we can currently provide for a range of anticipated changes in greenhouse gases. Note that precipitation projections are generally more uncertain than temperature.

These were generated at climate scales and locations in the Southern New England Project Phase 1 (SNEP), which formed the basis of a published report and the NE Climate Assessment Report (2019). Future greenhouse gas emissions scenarios are largely represented in "Representative Concentration Pathways" (RCPs). They represent scenarios that describe how greenhouse gas concentrations in the atmosphere will change over time. RCP 4.5 represents a scenario in which greenhouse gas concentrations peak around 2100 and then decline. RCP 8.5 represents a scenario in which greenhouse gas concentrations continue to rise throughout the century. The RCP 4.5 scenario is based on the assumption that greenhouse gas emissions will peak around 2100 and then decline. The RCP 8.5 scenario is based on the assumption that greenhouse gas emissions will continue to rise throughout the century. The RCP 4.5 scenario is based on the assumption that greenhouse gas emissions will peak around 2100 and then decline. The RCP 8.5 scenario is based on the assumption that greenhouse gas emissions will continue to rise throughout the century.



MASSACHUSETTS

HOMEOWNER'S HANDBOOK
TO PREPARE FOR
COASTAL HAZARDS

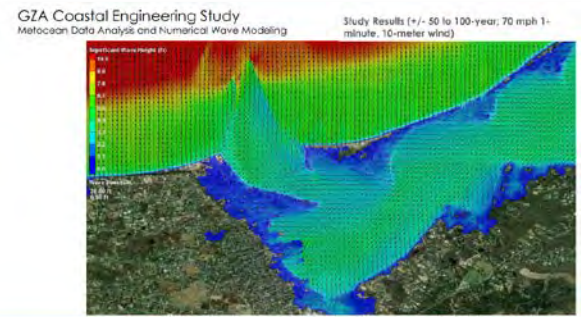
1988 EDITION, MAY 2007

Sea Grant

Town of Nantucket
Massachusetts
Recreation & Parks Master Plan
November 14, 2019

Presenters: Gene Bolinger | Principal-in-Charge
Michael Mooradian | Team Leader

Weston & Sampson



KEY QUESTIONS THAT DRIVE OUR PROCESS

This project should honor, leverage, and advance, but not supplant, disrupt, or duplicate other resilience efforts on Nantucket.

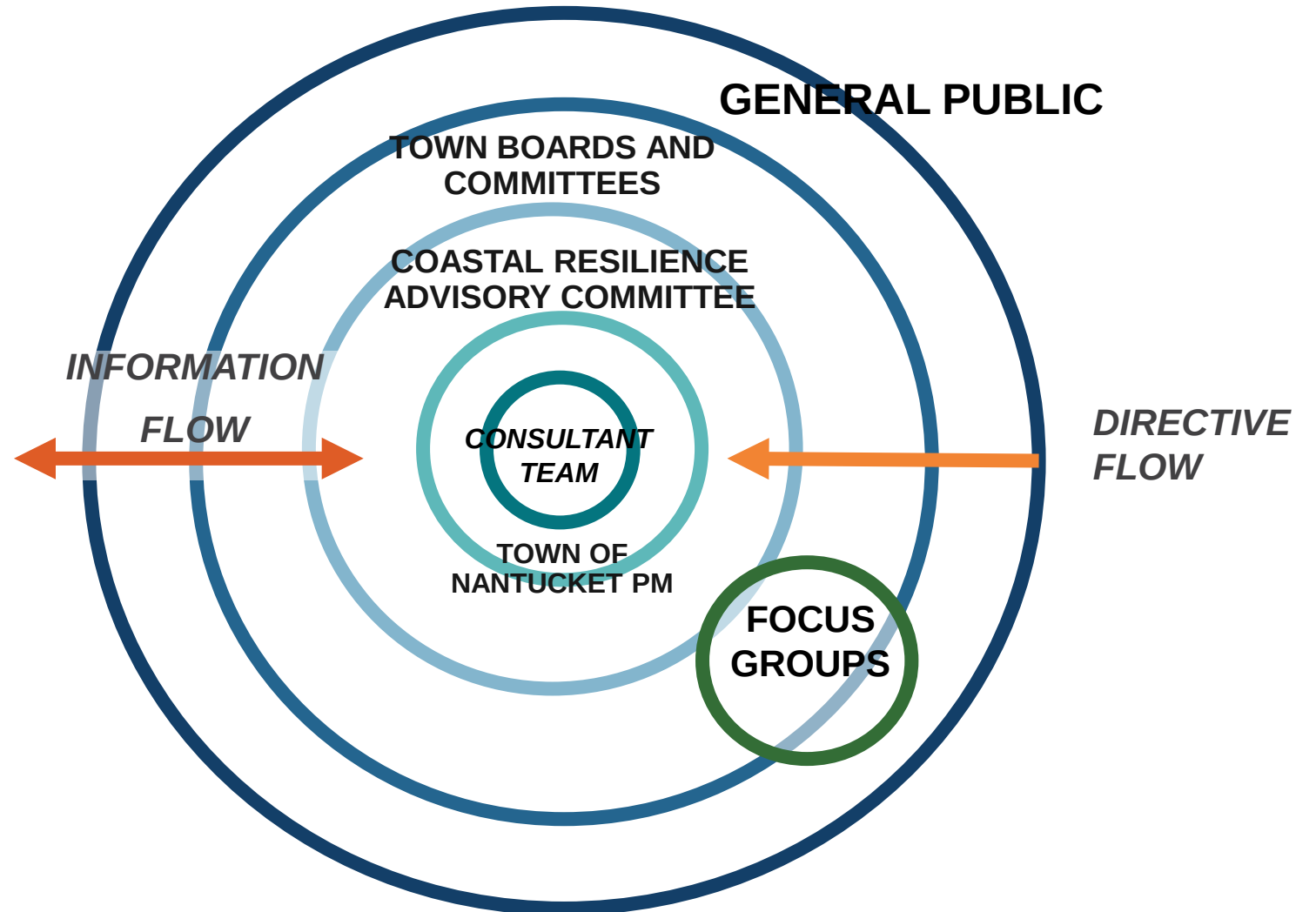
- What are the shared challenges and opportunities? What are the conflicts and tensions that need to be resolved?
- What information and recommendations from prior studies should we carry forward? Which need to be re-assessed?
- What are the most urgent needs to reduce risk?
- What do decision-makers and key stakeholders need to be able to move forward immediately?
- What are the key gaps in knowledge and understanding?
- Where can we help advance and catalyze? What are the low hanging fruits?
- How can this project add social, economic, and ecological value and improve quality of life on Nantucket?

Other questions that we should be considering?

ROLES & RESPONSIBILITIES

The goal is that all participants in the project become instruments of engagement

Everyone has a role to play in making this project a success



COMMUNITY ENGAGEMENT APPROACH

The background image is a monochromatic, blue-tinted photograph. On the left, a large, multi-story house with a prominent chimney and several windows sits on a grassy dune. To the right, a group of people, seen from behind, are walking along a path that leads towards the ocean. The sky is overcast, and the overall mood is serene yet somber.

WE'VE ALREADY HEARD THE CRP SHOULD...

- Be based in the latest climate science and robust technical analysis
- Involve extensive community engagement to reach the entire island (including seasonal and year-round residents)
- Lead to clear, actionable, and prioritized solutions
- Be comprehensive in scope, leading to solutions for built and natural resources
- Provide recommendations for both nature-based and grey infrastructure, as well as policy and regulatory changes
- Provide detailed guidance on implementation, including near-term pilot projects
- Seek to provide co-beneficial infrastructure
- Honor and protect the unique built and natural heritage of Nantucket

COMMUNITY ENGAGEMENT APPROACH

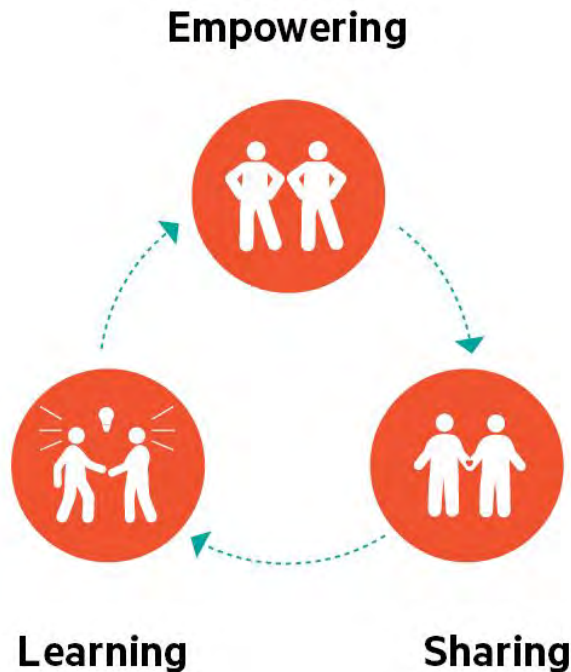
Engagement Principles

- Diversity, Equity, + Inclusion
- Fostering Optimism + Energy
- Aiming for Co-Creation
- Public Health + Safety



COMMUNITY ENGAGEMENT APPROACH

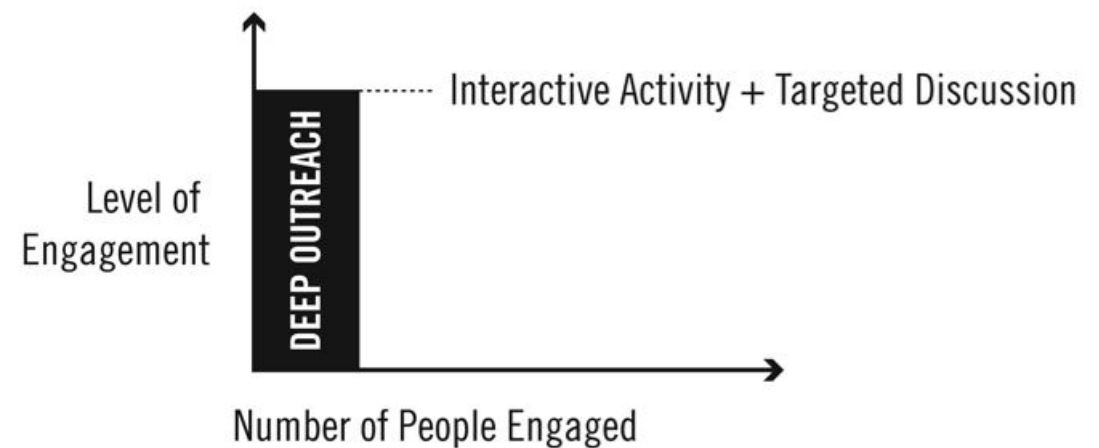
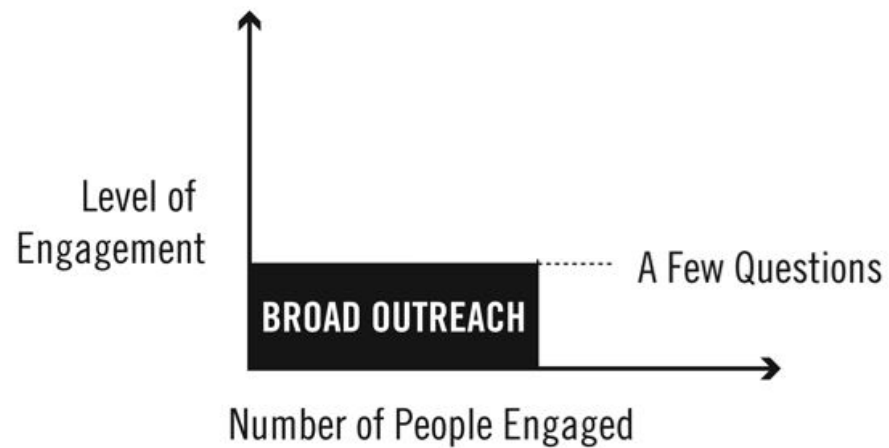
Engagement Goals



- Engaging and collecting input from a **diversity of voices** and perspectives
- **Empowering the community** with information and knowledge to support informed decision-making
- Creating a **platform for collaboration** and two-way engagement on the definition and evaluation of risk and co-creation of solutions
- Providing a **multifaceted, mutually valuable experience** tailored to different audiences with many ways to get involved
- Channeling and coordinating efforts to enable **climate and environmental justice**
- Helping community members internalize and identify with their **responsibility and power to build resilience** on Nantucket
- Identifying and **cultivating champions** to drive implementation and multiply effects

COMMUNITY ENGAGEMENT APPROACH

Methods of Engagement



COMMUNITY ENGAGEMENT APPROACH

Representative Community Groups

Local Government

Town of Nantucket Administration
Coastal Resilience Advisory Committee
Natural Resources Department
Police Department
Fire Department
Sewer Department
DPW
Harbormasters Office
Harbor + Shellfish Advisory Board
Select Board
Planning Board
Planning Department
Harbor & Shellfish Advisory Board
Health Department
Conservation Commission
Wannacomet Water Company
Nantucket Land Bank
Advisory Committee of Non-voting Taxpayers
Visitors Services Association

Conservation & Nonprofit Organizations

Nantucket Land Bank
Nantucket Land Trust
Nantucket Land Council
Nantucket Conservation Foundation
Nantucket Coastal Conservancy
Nantucket Preservation Trust
Nantucket Community Association
Nantucket Historical Association
Tuckernuck Land Trust
Madaket Land Trust
Madaket Conservation Association
The 'Sconset Trust
'Sconset Beach Preservation Fund
Sustainable Nantucket
Mass Audubon
Maria Mitchell Association
The Trustees of Reservation
Civic League
The Nature Conservancy
ACKlimate Nantucket
ReMain
Linda Loring Nature Foundation

Example Private Stakeholders

Small business owners and employees
Residents (owners/renters, seasonal and year-round residents)
Homeowners Association
Steamship Authority
Nantucket Yacht Club
Great Harbor Yacht Club
Hyline
Rotary Club
Utilities - National Grid
Chamber of Commerce
Preservation Institute of Nantucket
Nantucket Island Resorts

State & Federal Organizations

UMass Field Station
U. S. Coast Guard – Brant Point
U.S. Army Corp. of Engineers
Federal Emergency Management Agency
National Parks Service
State Agencies (DEP, EEOA, CZM, DCR, MEMA)

ENGAGEMENT PHASE 1

LISTENING TOUR WITH KEY STAKEHOLDERS

- ACKlimate Nantucket
- Coastal Resilience Advisory Committee
- Conservation Commission
- Department of Public Works
- Emergency Management
- Harbor Master's Office
- Nantucket Civic League
- Nantucket Coastal Conservancy
- Nantucket Conservation Foundation
- Nantucket Island Chamber of Commerce
- Nantucket Land Bank
- Nantucket Land Council
- Natural Resources Department
- Planning and Land Use Services
- Planning Board
- Select Board



Are there other key groups we should engage right away?
Anyone we can wait to engage?

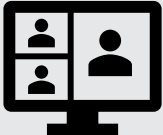
ENGAGEMENT TOOLS AND MECHANISMS



WEBSITE



CITYSHAPER APP



VIRTUAL MEETINGS



SOCIAL MEDIA

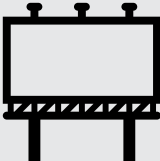
VIRTUAL TOOLS



SOCIAL MEDIA



CONTACT LISTS / EMAIL



ADVERTISEMENT / PUBLIC NOTICES



EXISTING PLANNED EVENTS / MEETINGS

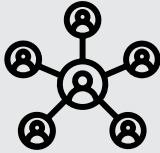


FLIERS / PRINTED MATERIALS



NEWSLETTERS

MAGNIFYING OUTREACH AND COMMUNICATIONS



PUBLIC MEETINGS



FOCUS GROUPS / SMALL GROUP MEETINGS



INTERVIEWS AND ONE ON ONES



MULTIPLYING

DIRECT ENGAGEMENT



POP-UP MEETING MATERIALS

ENGAGEMENT TOOLS AND MECHANISMS

Online Engagement

FAQs

Get Involved

More Information

Project Team

Upcoming Activities

Home » Government » Projects and Developments » Community Resilience Planning » Coastal Resilience Plan

Coastal Resilience Plan

Share your contact information and let us know what you think by completing [this short form!](#)

Project Mission

The Coastal Resilience Plan draws on the cherished built and natural heritage of Nantucket to create a community-supported roadmap to implementation for a series of layered flood control and adaptation approaches that lessen the loss from storm surges and help the community adapt to rising seas and eroding coastlines. In coordination with other ongoing adaptation and sustainability initiatives, the plan addresses the whole island and county while respecting the unique characteristics of each neighborhood. Driven by the inclusive and equitable engagement of all, the plan aspires to create social, environmental, and economic benefits and value to everyone who will share in Nantucket's future.

Project Overview

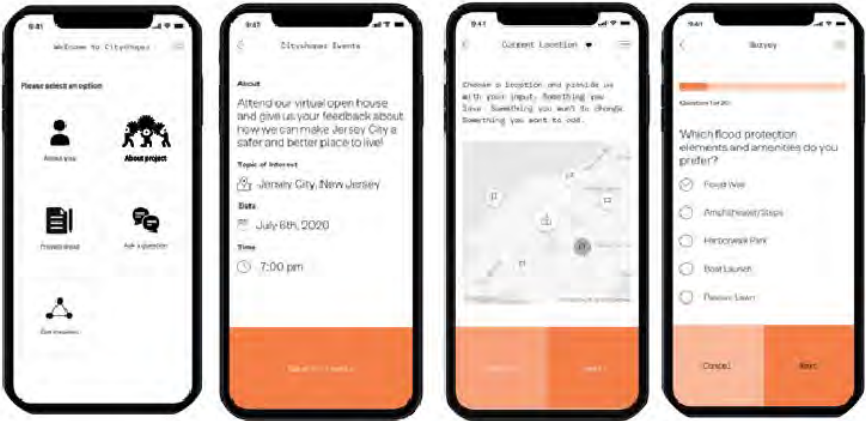
Climate change presents an urgent and pressing crisis for Nantucket. The Nantucket Coastal Resilience Plan (the "Nantucket CRP" or "CRP") is a critical step in the Town and County of Nantucket's process of preparing for and adapting to the effects of climate change, including increasingly intense and frequent coastal flooding, erosion, and future sea level rise.

The CRP analyzes risks to the Town's homes and businesses, public infrastructure, economy, civic spaces, and historic and natural resources, and proposes location-specific interventions for reducing long-term risks and increasing resilience, as well as a recommended implementation roadmap. The process will build on prior and ongoing studies led by the Town, including those available in the Nantucket [Coastal Resilience Library](#).

Contact Us

We would love to hear from you! To contact us, please reach out to:

Vincent Murphy
Natural Resources Department
Coastal Resilience Coordinator
[Email](#)



Town website

Nantucket Coastal Resilience Plan

Climate change presents an urgent and pressing crisis for Nantucket. Developing a Coastal Resilience Plan is a critical step in the Town and County of Nantucket's process of preparing for and adapting to the effects of climate change, which include increasingly intense and frequent coastal flooding, erosion, and future sea level rise.

The plan will analyze risks to the island's homes and businesses, public infrastructure, economy, civic spaces, and historic and natural resources, and propose location-specific interventions for reducing long-term risks and increasing resilience, as well as provide a recommended implementation roadmap. The process will build on prior and ongoing studies led by the Town.

Please complete this short form to let us know you are interested in being informed about the development of the Coastal Resilience Plan, including opportunities for public input.

The project team will provide regular updates on the project website and by email.

If you have any questions or comments, please contact Vincent Murphy, Coastal Resilience Coordinator for the Town of Nantucket at vmurphy@nantucket-ma.gov.

For more information, please visit the project website: www.nantucket-ma.gov/2020/Coastal-Resilience-Plan

* Required

Madaket

Notes

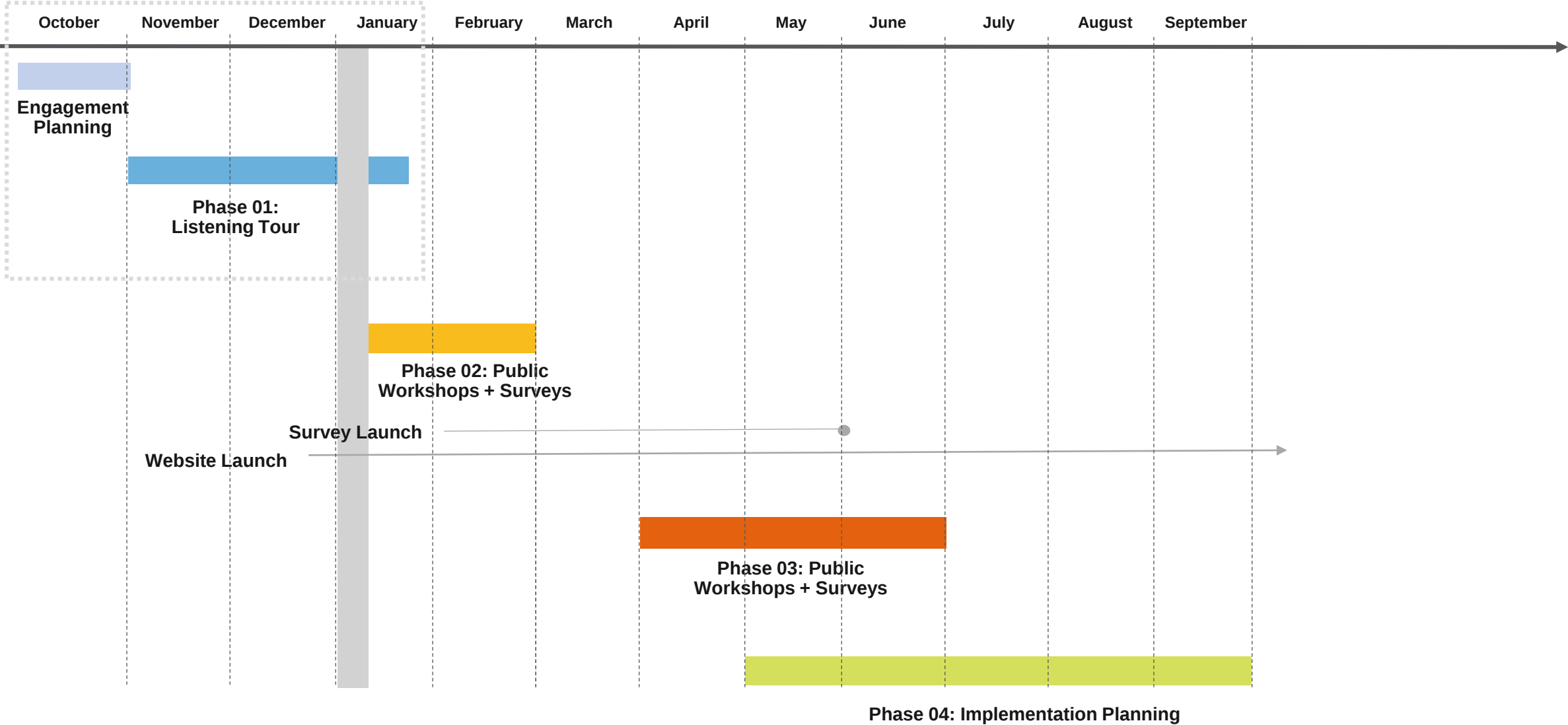
Key questions:

- What are the primary coastal resilience challenges?
- What are the primary coastal resilience opportunities?
- What are the community assets and infrastructure that are most important?

Existing Conditions

Mapping + surveying

ENGAGEMENT SCHEDULE



NEXT STEPS



Phase 1 and 2 Community Engagement



Risk and Vulnerability Assessment



Preliminary Resilience and Adaptation
Scenarios

QUESTIONS & DISCUSSION

Goals and objectives

- What are the Town's primary goals/objectives for the project?
- What legacy should the project leave behind?
- What don't you want to see?

Critical elements

- What do we absolutely need to know?
- What pitfalls, if any, should we look out for?
- What solutions are on/off the table?



Town Administration Fiscal Year 2022 General Fund Budget Recommendations

*As of December 9, 2020
Select Board Meeting*

Select Board & Administration Goals and Priorities for FY 2022

- Balanced budget – within projected revenue
- Strategic Plan
 - Transportation
 - Housing
 - Environmental Leadership
 - Efficient Town Operations
 - Quality of Life
- Capital and operational investment in infrastructure/facilities
- PFAS
- COVID-19 response
- Coastal Resilience

Initiatives/Needs/Goals Addressed with Budget Recommendations

- Strategic Plan
 - Environmental Leadership
 - Coastal Resiliency/Hazard Mitigation
 - Sustainability
 - Housing
 - Transitional housing for department-head level town employees
 - Transportation
 - Parking management
 - Sidewalk route connection from Mid-island to ferries (capital project)
 - Quality of Life
 - Diversity Equity Inclusion (DEI) office
 - Efficient Town Operations
 - Development of a Facilities Master Plan
 - Continued Investment in Technology
 - Investment in Infrastructure Maintenance
 - Enforcement

Initiatives/Needs/Goals Addressed with Budget Recommendations (cont.)

- COVID-19 Response
 - Public Health Inspector
 - Seasonal Housing and Seasonal Employee Increase
 - Economic Recovery
- PFAS
 - Phase I - Town-wide Risk Assessment (started in FY21)
 - Phase II – TBD

Initiatives and Opportunities

- Undertaken during FY21 and continuing into FY22
 - Our Island Home Operations and Facility Review
 - Senior Center Operations and Facility Review
 - Parks & Recreation/Community School
 - PFAS Town-wide Risk Assessment
 - Coastal Resilience Plan
 - Hazard Mitigation Plan
 - Co-location of Public Health and Natural Resources
 - COVID-19 response and follow-up
 - Diversity Equity and Inclusion (DEI) Initiatives
 - Municipal Facilities Master Plan
 - Sustainability Office and Projects (solar projects)

Efforts to Reduce Expenses and Increase Efficiency, Transparency

- Personnel
 - Review staffing when key positions become vacant
 - Combine/consolidate duties where appropriate
 - Cross-train staff where appropriate
 - Increase training and educational opportunities so as to reduce reliance on consultants, reduce legal fees and increase professional qualifications and expertise (i.e. technical skills such as project management)
- Review and refine internal controls/processes, procedures and policies
- Conduct review of remote working successes and challenges due to COVID-19; identify potential efficiencies
- PEG Channel / NCTV review and additional support funds to ensure maximum transparency
- Review of COVID-related grant opportunities

FY 2022 General Fund Budget Overview

- Revenue – Total Projected Revenue of \$111,382,172
 - Net of Property Tax Abatements
- Expenses – Total Projected Expenses of \$110,746,540
- Projected FY 2022 Unused Levy Capacity \$635,632

FY 2022 General Fund Budget Summary Comparison

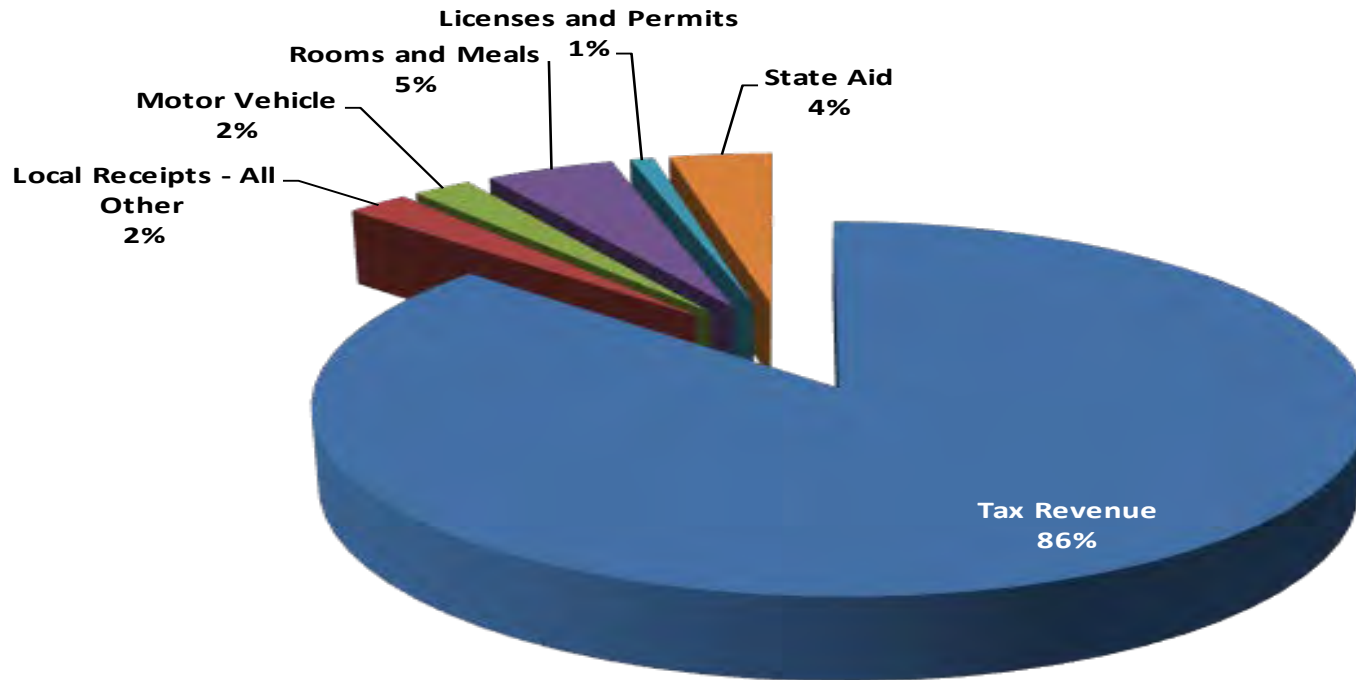
THE FY2022 BUDGET

REVENUES	FY21	FY22	\$ Change	% Change
Property Tax	89,625,544	91,888,930	2,263,386	2.5%
Local Receipts (All other)	2,288,048	2,381,060	93,012	4.1%
Motor Vehicle Excise	2,275,000	2,250,000	(25,000)	(1.1%)
Rooms and Meals Tax	1,968,171	4,880,000	2,911,829	147.9%
Licenses and Permits	623,600	891,350	267,750	42.9%
State Aid (1)	3,046,068	3,880,200	834,132	27.4%
Free Cash	4,036,949	4,575,000	538,051	13.3%
Other Available Funds	-	-	-	na
TOTAL REVENUES	103,863,380	110,746,540	6,883,160	6.6%
EXPENDITURES				
Municipal Departments	28,266,924	33,538,143	5,271,219	18.6%
School Department	31,846,642	33,426,987	1,580,345	5.0%
Non-Departmental	30,515,943	29,995,251	(520,692)	(1.7%)
Special Appropriations	13,233,871	13,786,159	552,288	4.2%
TOTAL EXPENDITURES	103,863,380	110,746,540	6,883,160	6.6%

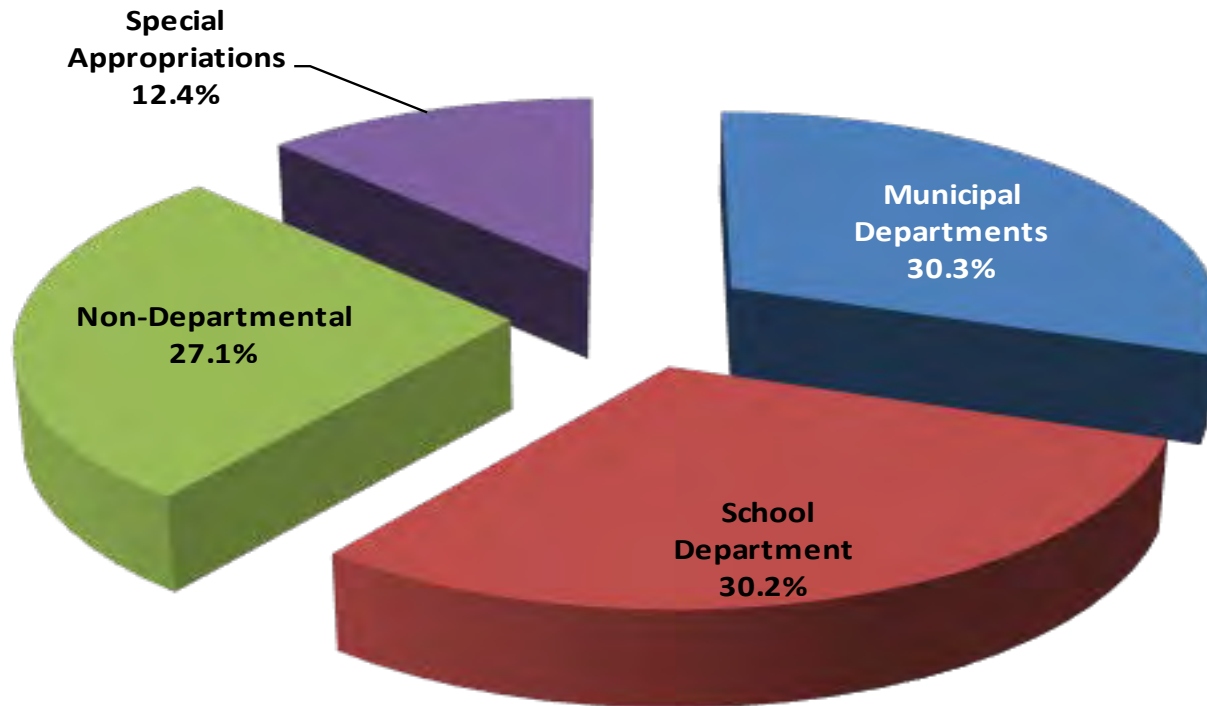
- See Appendix A for detailed breakdown.

(1) FY 2022 state aid represents level funding from FY 2020 approved figure.

FY 2022 General Fund Projected Revenue



FY 2022 General Fund Projected Expenses



FY 2022 General Fund Budget Expense Categories

Category	FY 2022 Current Projection	Notes
Town Operational Expenses	\$8,803,889	
Town Operational EIR's ⁽¹⁾	\$1,361,801	<i>Included in Town expenses</i>
Town Salaries	\$21,645,257	<i>Contracts in negotiations; c/b allowance</i>
Town Personnel EIR's	\$604,041	<i>Included in Town salaries</i>
School Operational Expenses	\$5,536,655	
School Operational EIR's	\$225,649	<i>Included in School expenses</i>
School Salaries	\$27,340,332	<i>Contracts in negotiations; c/b allowance</i>
School Personnel EIR's	<i>Included in School salaries</i>	
(1) EIR = Expense Increase Request.		

FY 2022 General Fund Budget

Fixed Costs

Category	FY 2022 Current Projection	% Change over FY 2021 Budget
Health Insurance		
Active	\$10,528,643	7.06% increase
Retiree	\$3,792,592	7.06% increase
General Insurance	\$3,108,306	18.0% increase
Debt Service	\$10,008,430	<i>per established schedule</i>
Retirement	\$5,646,307	8.5% increase
Enterprise Fund Subsidies*	\$10,002,995	1.61% Increase

* See Appendix A for detailed breakdown.

FY 2022 General Fund – Special Appropriations

Category	FY 2022 Current Projection	% Change over FY 2021 Budget
Health & Human Services	\$650,000	No change
County Assessment	\$174,455	2.5% increase
Reserve Fund	\$500,000	No change
Unpaid Bills	\$20,000	No change
Other Post Employment Benefits (OPEB)	\$500,000	
Overlay & Other Deficits	\$0	\$0
Cherry Sheet Charges	\$984,563	No Change
Community School	\$550,000	No Change
Min Cap Funding Req.	\$974,146	n/a - 1% of prior year revenue
TOTAL EXPENSES	\$110,746,540	

FY 2022 Town Expense Increase Requests

(included in recommended budget, excluding school)

- \$4,281,246 Submitted Requests
- \$3,098,553 Recommended
 - One-time \$1,265,000
 - On-going \$1,833,533
- To be funded through available tax levy, budget adjustments, alternate funding sources, free cash, potential revenue increases

FY 2022 Recommended Town Expense Increase Requests

Department	Description of Expense Request	One-Time or Ongoing	Approved EIRS (1)
Personnel Expense Increase Requests (EIRs)			
Health	Public Health Inspector	Ongoing	115,000
Fire	Addition of one EMS Officer	Ongoing	106,643
DPW	Facilities Maintenance Workers (2)	Ongoing	187,053
DPW	Construction Inspector*	Ongoing	107,387
PLUS	Administrative Specialist	Ongoing	90,348
NRD	Coastal System Technician	Ongoing	98,540
Police	Parking Enforcement Officer*		93,242
Police	(3) Addntl CSO's for Expanded Parking Hours*	Ongoing	40,000
Marine	Seasonal Lifeguard Increase	Ongoing	230,000
IT	IT Generalist**	Ongoing	98,540
Department Personnel EIR			\$ 1,166,753
Operating Expense Increase Requests (EIRs)			
HR	Compensation & Classification Study*	One-Time	200,000
PLUS	Update of 2009 Master Plan*	One-Time	100,000
PLUS	Replacement Vehicle for PLUS Fleet*	One-Time	30,000
PLUS	Historic Architectural Surveys Update from HDC*	One-Time	50,000
Town Admin	Governance Workshops*	One-Time	25,000
Town Admin	Strategic Plan Initiatives*	One-Time	50,000
Town Admin	PFAS Response	One-Time	500,000
Town Admin	Prof Admin Support Services*	One-Time	50,000
Town Admin	COVID-19 Response	One-Time	50,000
NRD	Replacement Vehicle of 2008 Ford F250	One-Time	40,000
Police	Seasonal Housing	One-Time	200,000
Marine	Seasonal Housing	One-Time	200,000
IT	Adobe Creative Cloud Subscription Services	Ongoing	23,500
IT	CyberSecurity Awareness Training Annual	Ongoing	7,600
Fire	CBA Clothing Allowance Increase	Ongoing	12,700
DPW/Public Buildi	Increase Comm: Telephone	Ongoing	10,000
DPW/Public Buildi	Increase Professional Services	Ongoing	25,000
DPW/Public Buildi	Increase Custodial Services	Ongoing	115,000
DPW/Public Buildi	Increase Bldg&Eq:Maint& Supplies	Ongoing	40,000
DPW	Increase Rep&Maint: Road Construction	Ongoing	18,000
Human Services	Network of Care Annual Maintenance Fee	Ongoing	24,000
Town Admin	Sustainability Office*	Ongoing	100,000
Town Admin	Transitional Housing	Ongoing	36,000
Town Admin	NCTV Support Services	Ongoing	25,000
Total Operating Expense Increase Requests			\$ 1,931,800
Total Town Personnel & Operational Expense			\$ 3,098,553

* Approved FY21 EIR; but removed due to COVID-19 budget restrictions

** Funding was approved; vacant positions that had not been filled; removed in FY21 Budget

FY 2022 Town Expense Increase Requests

Funding Source Detail

Funding Source	Amount
Tax Levy & Other General Revenues	\$1,333,553
Free Cash	\$925,000
Capital Exclusion	\$70,000
Special Revenue Funds	\$270,000
Borrowing	\$500,000
Total - All Funding Sources	\$3,098,553

Preliminary Free Cash Recommendation (Subject to Change)

General Fund Certified Free Cash	\$9,655,001
Fund Town Expense Increase Requests (one-time)	925,000
Fund School Expense Increase Requests (one-time)	150,000
Fund Town and School Capital Requests	4,992,254
Unpaid Bills	20,000
Our Island Home	3,500,000
Unallocated Free Cash	\$67,747

FY22 Outstanding Items and Current Unknowns

- Our Island Home Proposition 2 ½ Override
- State Aid Impact
- Harbor Place Project
- Citizen Warrant Articles Potential Cost Impact
- Fee Increases
- Steamship Authority Deficit
- NRTA Deficit
- PFAS Costs
- COVID-19
- Diversity Equity Inclusion (DEI) office
- Short Term Rentals?
- New Growth "Bubble Burst"
- Potential Airport Deficit due to COVID-19? And/or PFAS?
- Police Reform Bill
- Impacts of Coastal Resilience Advisory Committee Interim Recommendation

Future Potential Costs

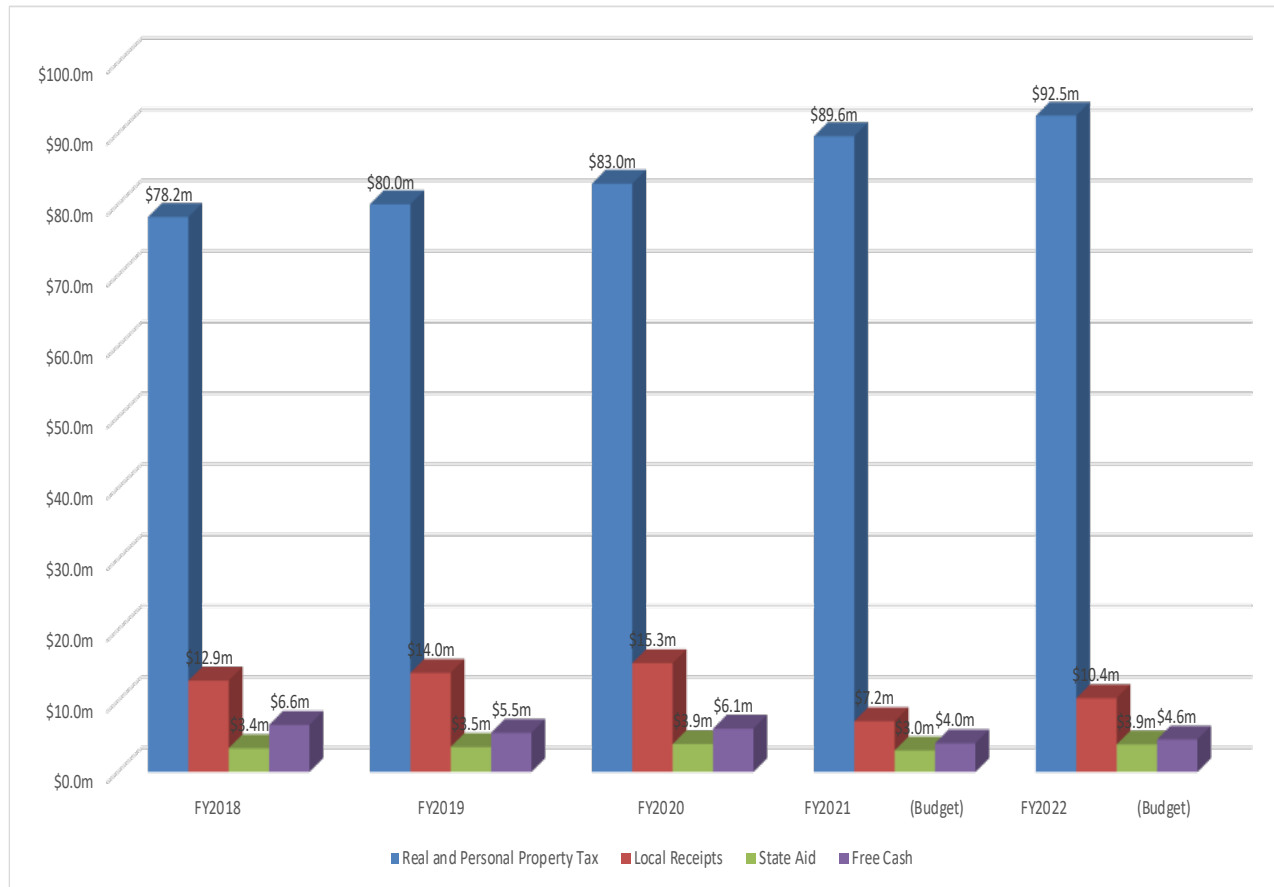
- Strategic Plan
- Staffing Study
- Commuter Shuttle System
- Update of 5 Year Forecast
- Open Space and Recreation Plan
- Solid Waste
 - Current Contract Expires in 2025
- NRTA
 - Year-Round Service Modifications
- Sustainability Office
- PFAS
- Coastal Resilience Plan
- Master Plan

Next Steps

- December 9: Town Administration FY 2022 Budget presentation to Select Board
- January 5: Town Administration FY 2022 Budget presentation to School Committee
- January 6: Select Board public hearing; endorsement of recommended FY 2022 General Fund Budget
- Mid-January – mid-March: Finance Committee review of General Fund & Enterprise Fund budgets; other financial appropriations
- Monday, April 5: Annual Town Meeting (2021) THIS MAY CHANGE

General Fund Revenue Breakdown

FY 2018-FY 2022



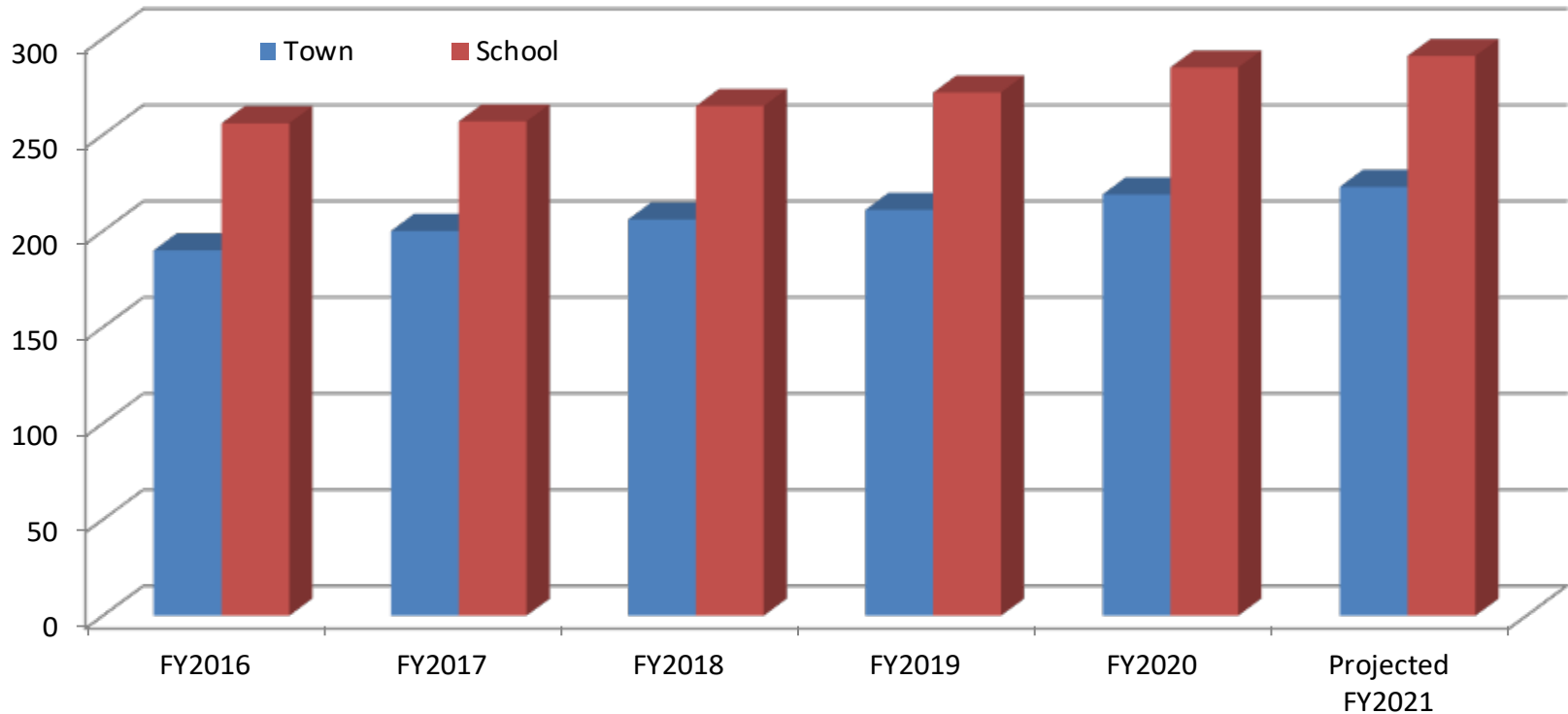
Town Expense Breakdown

FY 2018-FY 2022



General Fund Personnel History

FY 2017-FY 2022



* Full Time Equivalent Calculation = 33-40 Hrs 1.0; 20-32 Hrs 0.50; Seasonal = 0.25

**For comparative purposes, Town Personnel History does not include Our Island Home

*** Education Personnel History includes Community School Employees

FY 2022 General Fund Budget Breakdown – Revenues

FY2022 General Fund Revenue Breakdown

	Budget FY2021	Budget FY2022	\$ Change	% Change
<u>Tax Revenue Limitations</u>				
Levy Limit from Prior Year	\$ 77,688,262	\$ 80,630,472	\$ 2,942,210	3.8%
Add: 2 1/2 % increase	1,942,238	2,015,762	73,524	3.8%
Add: Prop 2.5% operating override	-	-	-	na
Add: new growth <i>estimate</i>	1,163,749	700,000	(463,749)	(39.8%)
Add: operating override	-	-	-	na
Levy Limit for Current Year	80,794,249	83,346,234	\$ 2,551,985	3.2%
Add: Debt Exclusion	8,831,295	9,428,328	597,033	
Maximum Allowable Levy for Current Year	\$ 89,625,544	\$ 92,774,562	\$ 3,149,018	3.5 %
OVERLAY	0	(250,000)	(250,000)	na
Net available:	\$ 89,625,544	\$ 92,524,562	\$ 2,899,018	3.2 %
State Aid	\$ 3,046,068	\$ 3,880,200	\$ 834,132	27.4 %
Local Receipts:				
Motor Vehicle Excise	2,275,000	2,250,000	(25,000)	(1.1%)
Rooms and Meals Tax	1,938,169	4,880,000	2,941,831	151.8%
Licenses and Permits	623,600	891,350	267,750	42.9%
Local Receipts - All Other	2,288,048	2,381,060	93,012	4.1%
Total Local Receipts	7,124,817	10,402,410	3,277,593	46.0 %
Total Revenue	\$ 99,796,429	\$ 106,807,172	\$ 7,010,743	7.0 %
Other Sources				
Other Sources	-	-	-	na
Free Cash Used	4,036,949	4,595,000	558,051	13.8%
Excess Overlay	-			
Total Revenue and Other Sources	\$ 103,833,378	\$ 111,402,172	\$ 7,568,794	7.3 %
Total Expenses and Other Uses	\$ 103,833,378	\$ 110,766,540	\$ 6,933,162	6.7 %
		635,632		

FY 2022 General Fund Budget Breakdown – Expenses

FY2022 General Fund Expenditure Breakdown

	Budget FY2021	Budget FY2022	\$ Change	% Change
General Fund Operating Budget Items:				
Salaries - Town (includes allowance for collective bargaining)	\$ 20,971,615	\$ 21,041,216	\$ 69,601	0.3%
<i>Town Expense Increase Requests- Salaries</i>	-	604,041	604,041	na
Salaries - School (includes allowance for collective bargaining)	25,985,636	26,840,332	854,696	3.3%
<i>School Expense Increase Requests- Salaries</i>	-	500,000	500,000	na
Transfers to community school	550,000	550,000	-	-
Subtotal Salaries	\$ 47,507,251	\$ 49,535,589	\$ 2,028,338	4.3 %
Operating Expenses, Town:	6,871,808	7,269,344	397,536	5.8%
<i>+Town Expense Increase Requests-Operating</i>	255,000	1,361,801	1,106,801	434.0%
Operating Override - 2011 Mosquito Control	168,501	172,714	4,213	2.5%
Operating Expenses, School	5,151,006	5,386,655	235,649	4.6%
<i>+School Expense Increase Requests-Operating</i>	160,000	150,000	(10,000)	(6.3%)
Transfers to community school	-	-	-	na
Subtotal Expense	\$ 12,606,315	\$ 14,340,514	\$ 1,734,199	13.8 %
Group Medical Insurance- Active Employees	10,031,908	10,528,643	496,735	5.0%
Group Medical Insurance- Retired Employees	3,343,969	3,792,592	448,623	13.4%
General Insurance (all other insurance)	2,625,507	3,108,306	482,799	18.4%
Subtotal Insurance	\$ 16,001,384	\$ 17,429,541	\$ 1,428,157	8.9 %
Debt Service	\$ 9,310,589	\$ 10,008,430	\$ 697,841	7.5%
Retirement	\$ 5,203,970	\$ 5,646,307	\$ 442,337	8.5%
Total General Fund Operating Budget Items	\$ 90,629,509	\$ 96,960,381	\$ 6,330,872	7.0 %
Other Articles				
Unpaid Bills	33,052	20,000	(13,052)	(39.5%)
Reserve Fund	500,000	500,000	-	-
Health and Human Services	650,000	650,000	-	-
County Assessment	170,201	174,455	4,254	2.5%
Other Post Employment Benefits (OPEB / GASB45)	-	500,000	500,000	na
Affordable Housing Trust Fund	-	-	-	na
Capital				
General Fund budgeted from revenue (Town Bylaw 11-12.1)	-	-	-	na
Town Capital (Non-Recurring)	1,003,750	974,146	(29,604)	(2.9%)
School Capital (Non-Recurring)	-	-	-	na
Enterprise Fund Transfers				
Transfer to Enterprise Fund (Our Island Home - Beginning FY2011)	3,500,000	3,500,000	-	-
Add: Additional Subsidy from Free Cash (Our Island Home)	-	-	-	na
Transfer to Enterprise Fund (SWEF Operating Overrides 1999/2006)	3,654,133	3,745,466	91,333	2.5%
Add: Additional General Fund Subsidy to SWEF 2012-Forward	2,690,271	2,757,529	67,258	2.5%
Total Other Article Appropriations	\$ 12,201,407	\$ 12,821,596	\$ 620,189	5.1 %
Other Statutory Expenditures				
Overlay and other deficits	-	-	-	na
Cherry Sheet Offsets and Charges	1,002,462	984,563	(17,899)	(1.8%)
Total Appropriations and Other Statutory Expenditures	\$ 103,833,378	\$ 110,766,540	\$ 6,933,162	6.7 %

Historical Information

Our Island Home

	Stabalization Balance				
	2016	2017	2018	2019	2020
General Stabilization	\$5,044,535	\$5,053,411	\$ 5,059,485.00	\$ 5,411,964.00	\$ 5,541,745.00
Capital Stabilization	\$1,250,000	\$1,250,000	\$ 1,250,000.00	\$ 1,250,000.00	\$ 1,250,000.00
OPEB Trust Fund	\$1,341,213	\$1,903,825	\$ 2,390,558.00	\$ 3,130,312.00	\$ 3,681,241.00

Stabilization and Trust Funds

	Stabalization Balance				
	2016	2017	2018	2019	2020
General Stabilization	\$5,044,535	\$5,053,411	\$ 5,059,485.00	\$ 5,411,964.00	\$ 5,541,745.00
Capital Stabilization	\$1,250,000	\$1,250,000	\$ 1,250,000.00	\$ 1,250,000.00	\$ 1,250,000.00
OPEB Trust Fund	\$1,341,213	\$1,903,825	\$ 2,390,558.00	\$ 3,130,312.00	\$ 3,681,241.00

Certified Free Cash

	2016	2017	2018	2019	2020
Certified Free Cash	\$6,642,219	\$6,215,883	\$9,593,671	\$10,334,761	\$9,655,001

- (1) CPE payment received in FY2016 represented two years of payments
 (2) The town did not receive the CPE payment in FY20, and has not received it as of 12/01/2020.

Historical Information

Local Option Rooms Tax 5 Year History

	2016	2017	2018	2019	2020
Lodging	\$ 3,014,496.00	\$ 3,498,399.70	\$ 3,622,241.64	\$ 3,807,929.59	\$ 5,553,748.52
Short-Term Rentals	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,014,496.00	\$ 3,498,399.70	\$ 3,622,241.64	\$ 3,807,929.59	\$ 5,553,748.52



Town of Nantucket Fiscal Year 2022 Budget Message

(July 1, 2021 – June 30, 2022)

December 9, 2020

As of 12/07/2020 10:30 am



Everything starts with a sunrise, but it's what we do before it sets that matters. — K. McGraw

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IV.	Current and Future Year Considerations.....	page 17
V.	Conclusion.....	page 22

APPENDICES

- A. Enterprise Funds Subsidies and Retained Earnings
 - a. Our Island Home
 - b. Solid Waste Enterprise Fund
- B. FY 2020 Cherry Sheet and FY 2021 NRTA Letter
- C. Strategic Plan Summary (Adopted October 24, 2018, updated September 11, 2019 and pending November 2020)
- D. Moody's Credit Rating Opinion
- E. Unused Levy Capacity and Free Cash
- F. Stabilization and Reserve Funds
- G. Town of Nantucket Financial Reserves Policy
- H. Capital Improvement Plan
- I. New Growth and Local Receipts History
- J. Other Postemployment Benefits (OPEB) Trust Fund
- K. Price Waterhouse Cooper article, June 2020
- L. Articles
 - a. Nantucket Real Estate Market Insights by Fisher Real Estate
 - b. State of the Economy
- M. FY 2021 General Fund Revenue Breakdown
- N. General Fund Debt Service Schedule
- O. FY 2021 General Fund Expenditure Breakdown
- P. FY 2021 Expense Increase Requests
- Q. List of Collective Bargaining Agreements

I. Introduction

Challenges. Continuity. Caution. These three “C’s” were the basis of our budget recommendations for FY 2021. When the FY 2021 budget was being developed at the end of 2019 the Town was in a good position financially, and while our outlook was positive, there were some financial indicators that we were watching, with respect to potential signs of a recession. Subsequently, in March of 2020, the COVID-19 global pandemic arrived and caused many issues, projects, initiatives to be set aside and gave rise to new budget issues while Town government focused on addressing the pandemic, locally. The 2020 Annual Town Meeting was delayed from April to June and resulted in a significant reduction in the proposed FY 2021 budget. Several proposed appropriations both in the General Fund budget and also General Fund capital projects were removed from the FY 2021 spending plan and put on hold. The three “C’s” referenced above remain valid. We remain cautious going into FY 2022, we certainly have challenges with COVID, an emerging situation with PFAS (see below under Section IV) and we are working hard to maintain continuity in government operations within the Town’s fiscal condition. The local and national economic outlook is uncertain, the new President’s administration is uncertain, yet the Island’s real estate market and associated activities (building permits, sewer permits) are what many would call “booming”. The Registry of Deeds collected the largest amount of receipts of Excise Tax ever in October 2020 with September 2020 close behind. As of this writing, the total Deeds Excise Tax received for FY 2021 is already an estimated \$1.2 million over budgeted revenue. Room occupancy tax revenue for the first quarter of FY 2021 is also much more encouraging than projected; however, we have not yet had what we could call a “normal” year of that revenue since its inception in 2019. These reasons are why we are retaining the three “C’s” in our budget message for FY 2022.

Challenges.

Our Island Home (OIH)

As we have been mentioning in recent annual budget messages, the Town’s municipally operated nursing home (the only municipal skilled nursing facility in Massachusetts), despite having been made an Enterprise Fund in 2011, is not an operation that generates enough revenue to fully fund its operations. There are a variety of reasons for this including the relatively small number of beds (licensed for 45), collective bargaining restrictions, regulatory requirements, condition – as nursing homes go, it is not a modern facility and as it ages it requires more and more maintenance and repairs. Federal and State reimbursements do not cover the daily cost of care for a resident – which varies, depending on what level of care they are receiving (*see chart below this paragraph*). COVID-19 has exacerbated Our Island Home’s challenges with new and expanded regulations meant to protect the vulnerable populations in nursing facilities, which come at a high cost. This includes regular testing of staff and Residents, additional screening procedures, heightened infection control procedures and more extensive use of PPE and other medical supplies. The State Executive Office of Health and Human Services conducts regular COVID audits of nursing facilities using 28 new infection control competencies that nursing homes must meet.

Currently, in FY 2021, the OIH subsidy from the General Fund is budgeted at \$3,500,000 (this is

an increase of approximately \$1,200,000 over FY 2020).

Primary Pay Source	Current Census (as of 12/1/2020)	Average Payment Rate Per Resident Per Day	Cost Per Resident Per Day (based on 2019 Cost Report)	Difference in Payment vs. Cost per day	Current loss per day based on Resident census
Medicaid/MassHealth	29	\$ 211.13	\$ 584.94	\$ (373.81)	\$ (10,840.49)
Medicare A	1	\$ 677.14*	\$ 584.94	\$ 92.20	\$ 92.20
Private	5	\$ 560.00	\$ 584.94	\$ (24.94)	\$ (124.70)

*Medicare payments are now on a new Patient Driven Payment Model (PDPM) that is compiled of five main payment adjustment factors. The PDPM Medicare Reimbursement rate is therefore an estimate as actual daily rate varies throughout the potential 100-day eligibility period.

The topic of an override for Our Island Home (OIH) has been part of budget presentations and discussions for the last five years. For the last three years, we had the following comments in our Budget Messages:

FY 2019 Budget Message

If we were not realizing savings from health insurance changes ... we would be proposing an operating override [in FY 2019] for Our Island Home ... Since we can fund some of the most important expense increase requests with available funds, we are not recommending that for this year. With no large projected savings – such as from health insurance – in FY 2020; considering funding challenges to meet demands; and other budgetary items on the “radar” for FY 2020, we recommend that a discussion regarding the possibility of an operating override to provide direct funding for Our Island Home take place now in anticipation of the FY 2020 budget.

FY 2020 Budget Message

As we progress through FY 2019, the operations at Our Island Home and also the Solid Waste Enterprise Fund have given Town Administration some cause for concern. During the tax rate setting process for FY 2019, the Department of Revenue asked the town about the amount of revenue projected for the enterprise funds. Based on the first quarter of FY 2019, it now appears to be possible that we may not meet the revenue targets established during the FY 2019 budget process. If this concern becomes reality, then the town will be required at the 2019 Annual Town Meeting to make transfers from other available funds, including the General Fund, or from certified free cash. Faced with this possible reality, which would not only impact FY 2019, but most certainly impact FY 2020 along with the future impact of year-round NRTA service coming in FY 2021, we are again recommending that we have serious discussions about the targeted override for Our Island Home that has routinely been raised, and quite possibly Solid Waste as well.

FY 2021 Budget Message

The projected gap for FY 2021 between OIH revenues and expenses is approximately \$5,300,000. In prior years this gap has been covered by a general fund subsidy and retained earnings. For FY 2021, closing the gap is projected to require approximately \$3,700,000 from the General Fund and \$1,600,000 from retained earnings. Retained earnings for OIH are uncertain going forward and facility expenses are increasing as well as regulatory pressures which are likely to require more improvements to the facility than are currently accounted for.*

For FY 2021, we are recommending an override to fund the operations of Our Island Home so that:

- the General Fund subsidy may be:
 - reallocated to town and school operations
 - reserved for budgetary flexibility in the event of an economic downturn or one-time community need
- OIH reliance on its use of retained earnings in its operating budget may be reduced or eliminated
- we may ensure that there is an on-going funding source for OIH operations and potential capital needs without compromising town operations.

**Retained earnings is the amount of funds that is annually certified by the state Department of Revenue, following the close of the fiscal year. These funds are a combination of unspent budgeted expenditures and revenue which has been received above budgeted levels. See Appendix A for OIH Retained Earnings and General Fund Subsidy histories.*

For FY 2022, we continue to recommend an operating override for Our Island Home so that it has a dedicated funding source. Going forward, Retained Earnings are uncertain and as of November 30, 2020, we have not received the annual Certified Public Expenditure (CPE) which is normally received by the end of the third quarter of the fiscal year (anticipated receipt was between March and May of 2020).

NRTA Year-round Shuttle Service

In 2018, the NRTA began year-round shuttle service. NRTA operations are funded through state contributions as well as an assessment to the Town on the state's "Cherry Sheet". The FY 2021 Cherry Sheets are not out yet; however, we have been advised by the NRTA that the increase between FY 2020 and FY 2021 will be \$436,000. See Appendix B for the FY 2020 Cherry Sheet and NRTA FY 2021 letter.

Our FY 2019 Budget Message contained this comment:

The Board of Selectmen voted on September 13, 2017 to implement year-round NRTA service beginning in FY 2019. The NRTA's estimated cost for year-round service is \$838,000 with an estimated off-set of \$427,000 from fares. The amount of the cost not covered by fares will be covered by a charge to the Town, beginning in FY 2021. This will mean that cost will have to be covered in the Town's budget, unless an alternative source of funding is available. Town Administration is concerned about the impact of this potential cost to the General Fund budget and recommends that the Board seriously consider an override in FY 2020 to cover this cost.

An override was not put forward, and the FY 2022 budget contains an additional assessment for the year-round service (\$865,290 - which is approximately double the assessment cost for FY 2020). Since the services is being funded within the General Fund budget, there is less room for funding expanded programs, initiatives or new requests.

Strategic Plan Initiatives

The Board's annual retreat to update its Strategic Plan was delayed this year and took place in the fall, rather than the spring, due to COVID. As a result, final updates to the Strategic Plan have not been completed as of the preparation of this Budget Message. The current plan (Summary found in Appendix C) contains several initiatives that require funding. The challenge is to fund new initiatives while maintaining adequate funding for existing operations. The budget forecast is also impacted with new priorities that have come about due to COVID. Some of the Board's 2019-20 Strategic Plan initiatives are now going to be delayed a year or more because funding was not approved as initially anticipated in FY 21. Some of these are being put forward in FY 22.

Continuity and Financial Strengths.

- The Town's bond rating was maintained at the Aaa level by Moody's Investor Services in April of 2020 (Appendix D) with a Stable Outlook. The Town continues to have a rating of Aa+ from S&P Global. The Aaa rating is Moody's highest rating for a municipality and Nantucket is one of 15 (out of 351) cities and towns in Massachusetts to achieve this rating. The benefits of these high ratings include the opportunity to borrow at lower interest rates.
- Free Cash for use in FY 2021 and FY 2022 was certified by the Department of Revenue on November 2, 2020 in the amount of \$9,655,011 for the General Fund. This amount is approximately \$700,000 less than certified in 2019 but approximately \$61,000 higher than in 2018. Pursuant to Town policy and best management practices, Free Cash is used for non-recurring items such as capital projects or items or other one-time expenses. See Appendix E for a five-year history of certified Free Cash.
- The Stabilization Fund remains strong with a current balance of \$5,541,745 (Appendix F). A best management practice is to have reserves that are 10% of the budget. Using an approximate budget of \$110,000,000, the Stabilization Fund balance is approximately 5.04% of the budget. However, when we account for the Certified Free Cash (undesignated reserves) balance of \$9,655,011 the reserve amount exceeds the best management practice guideline as per the Town of Nantucket Financial Reserves Policy (Appendix G).
- The Town maintains a balance of \$1,250,000 in the Capital Projects Reserve Fund. The current balance represents 1.13% of expenditures while the target is 3%.
- Short-term and long-term capital project planning continues. In the fall of 2017, the Capital Program Committee, working with Town Administration began to develop a more robust review process, involving a standardized ranking system that allows for a consistent approach to prioritizing capital projects in a systematic manner, and provides additional transparency as well accommodates anomalies or unusual circumstances. Software was developed for the town to more efficiently review and process capital requests for all stakeholders involved in the capital planning process. The process continued for FY 2022 capital planning. The Capital Improvement Plan (CIP) is updated annually (Appendix H).
- Increased focus on Town infrastructure continues. A plan to compile a comprehensive listing of all town-owned facilities, along with condition assessments, current

maintenance needs, and a maintenance schedule, continues. This effort has been delayed by a change in personnel in 2019 and, of course, COVID in 2020. The FY 2022 Capital Project and General Fund recommendations will continue the focus on infrastructure maintenance and improvement.

- Local receipts including meals excise tax and room occupancy tax revenues remain stable after a strong growth period in the aftermath of the Financial Crisis of 2007-2008. New growth may be showing signs of slowing. In FY 2020 it was certified at \$1,057,634, a \$225,364 decrease from FY 2019 (17.56% reduction). Comparatively, new growth increased 2.49% between FY 2018 to FY 2019 (Appendix I). While we will likely see an increase from FY 2020, there is a concern as to how long this unusually strong real estate market (occurring during an unusual time) will last. In January of 2019, the state enacted new legislation that expanded the hotel/motel room occupancy tax to cover certain short-term rentals. Link: <https://www.nantucket-ma.gov/1327/Short-Term-Rentals>. Collections for the first quarter of FY 2021 remain strong. The Select Board has discussed reserving some amount for specific purposes, include affordable housing, human services, infrastructure improvements/ maintenance. We should have a better picture of how much additional revenue we may be realizing from this expanded tax before commitments to using it are made. Room occupancy tax revenue for the period of June 2020 through September 2020 was significantly higher than anticipated. While this is seemingly good news, we have not had a “normal” full year of this expanded revenue source and we urge caution with its projection, use and allocation.
- The Town has maintained its commitment to funding the OPEB Trust Fund (Other Post-Employment Benefits) with annual contributions of \$500,000 since 2015, therefore lowering its net liability. The current balance of the OPEB Trust Fund is \$3,681,241 (Appendix J).
- The Town continues to make its annual required contribution to the Barnstable County Retirement System. When compared to the rest of the Commonwealth’s municipalities, Nantucket remains in the top half in terms of retirement funding levels.
- The COVID –19 pandemic has slowed the utilization of healthcare across the country and Nantucket is no different. While we are currently seeing lower rates of utilization at the end of FY 2020 and into FY 2021, this makes FY 2022 even more difficult to predict. We expect that the utilization will start to tick upwards towards the end of FY 2021 and the beginning of FY 2022; however, uncertainty around COVID-19 makes estimating the FY 2022 rate extremely difficult. The Town continues to work with its health insurance consultant and continues to monitor the utilization and trends. The Town is also facing a higher-than-normal projected increase in its general insurance for FY 2022. This is a result of the 2020 Atlantic Hurricane Season being the most active on record, and the seventh costliest on record. The Town continues, with its advisors, to explore ways to mitigate the risk and reduce the overall cost of the insurance. (See Appendix K, Price Waterhouse Cooper (PWC) article June 2020.
- For the sixth consecutive year, the Town was awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial

Reporting for the Town's Fiscal Year 2019 Comprehensive Annual Finance Report (CAFR), <https://nantucket-ma.gov/ArchiveCenter/ViewFile/Item/400>. Our Fiscal Year 2020 CAFR is in the process of being submitted to GFOA.

- At the time this Message was being prepared we did not have a final 2020 Census number for our local population. While the number is unlikely to result in significant changes to the FY 2022 budget, having a more accurate population number is important for understanding municipal service needs and resources and securing applicable grants and certain types of federal government program funds.

Caution.

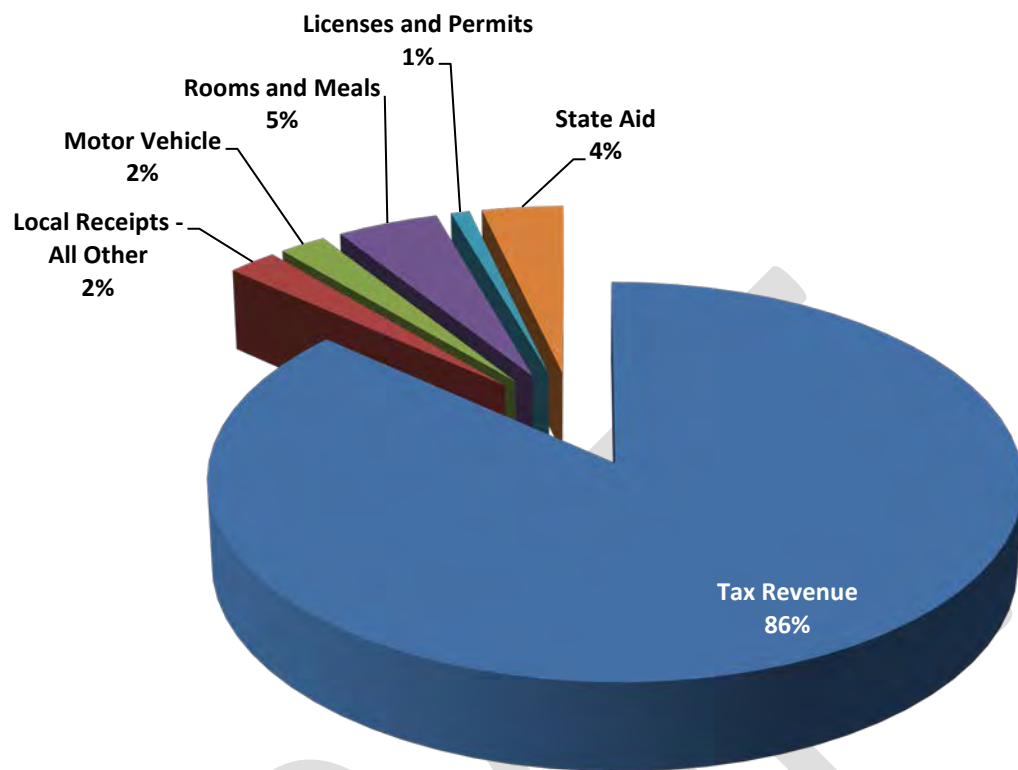
We are closely monitoring local economic trends as we continue to be cautious with our revenue projections. Some retail sales reports indicate a large spike during the summer 2020 season and then a return to prior year sales. (See Appendix L, a. – “*Nantucket Real Estate Market Insights* by Fisher Real Estate”).

Local economic conditions are challenging despite the booming real estate market. At the national level unemployment was at 6.9% for October, while in Massachusetts it was 7.4%. There remains a great deal of uncertainty within the economy as many of the programs authorized in the early months of the pandemic have wound down or will be winding down shortly. There is light ahead of us, but currently indicators all continue to point to a significant long road to recovery without further relief by the Federal Government to spur the economy. (Appendix L, b. – “*United States Economic Forecast 3rd Quarter 2020* by Deloitte Insights”). Interest rates are expected to remain low over the next year and wage growth is still mostly stagnant. Here on the Island, the Town faces a balancing act between the increasing demands of a growing community, a business community and residents who have suffered financially with COVID-19, rising costs and financial flexibility. Again, this year, the growing needs of the community are putting pressure on the Town's ability to fund programs, needs and requests and remain below the levy limit for FY 2022.

Each year, we must present a balanced budget which represents a plan of service for the community. Not all requests and needs can be met to the degree desired by individual groups and departments. We continue to be impacted by the effects of the current growth period on the island, which is straining Town resources. Fixed costs are always increasing, especially employee benefits, service contracts, supplies and equipment, insurance and (generally) utilities. The Town's levy capacity for FY 2022 allows for some increases to existing Town and School operations after allocations to Our Island Home, Solid Waste Enterprise Fund and NRTA. Two unforeseen challenges the Town is facing in FY 2021 and 2022 and perhaps beyond are COVID-19 and PFAS, <https://www.nantucket-ma.gov/1574/PFAS>).

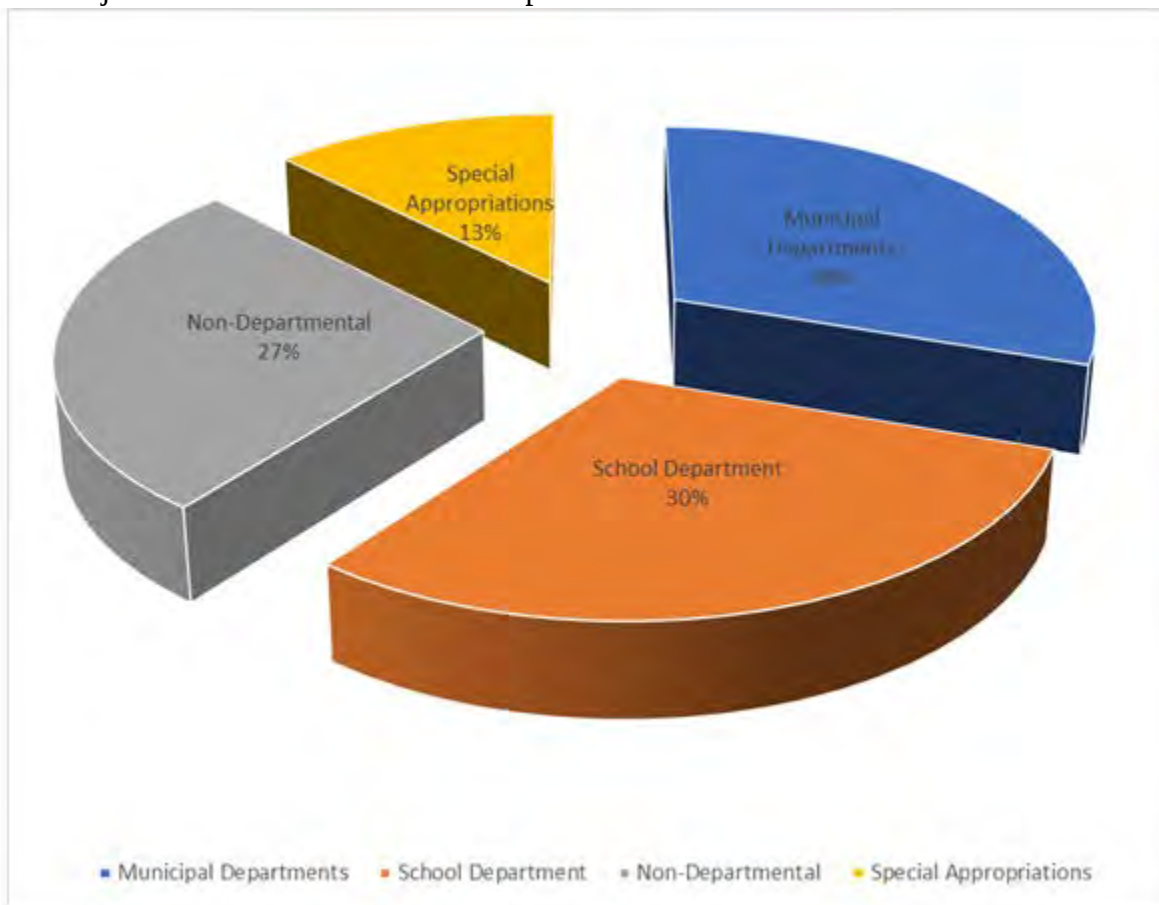
II. Overview of FY 2022 General Fund Budget Projection

A. Projected FY 2022 General Fund Revenue



Refer to Appendix M for a detailed breakdown of the FY 2021 proposed General Fund revenue as compared to the FY 2020 approved budget.

B. Projected FY 2022 General Fund Expenses



The proposed FY 2022 General Fund budget will fund:

- Projected Town and School salaries and fixed/current operational expenses – with limited additional positions and programs.
- Fixed costs allocated between several expense categories including:
 - Health Insurance for active and retired employees, which is projected to rise at a rate of 10% for FY 2022. While the Town did realize cost savings because of plan design changes in FY 2019, and while utilization rates are lower in the last quarter of FY 2020 and into FY 2021 we do expect them to rise near the end of FY 2021 and into the beginning of FY 2022. The continued rise of medical rate inflation has had an impact on the FY 2022 health insurance budget. The pandemic has made budgeting for health insurance much more difficult than in previous years, as people were not able to physically go to their doctors for routine medical care for much of the year in 2020.
 - General Insurance is projected to increase 18% from FY 2021 actuals, based on current trends. The increase is resulting from the large losses that carriers have faced across the nation due to severe natural disasters over the past few years.
 - Debt Service is established by the current repayment schedule. Debt service has

increased in FY 2022, which is a result of the Town issuing debt for the new Fire Station, as well as debt being issued for the Nantucket Harbor Shimmo/PLUS Parcels sewer extension and borrowings done under the Neighborhood First affordable housing program. The Town will see an upward trend over the next 2-3 years in debt service, as new borrowings come on-line for prior approved projects. (Appendix N)

- The Barnstable County retirement assessment is assumed to increase 8.5% in FY 2022.
- General Fund subsidies to the following Enterprise Funds are projected for FY 2022:
 - Our Island Home –\$3,500,000 (depending upon override)
 - Solid Waste Enterprise Fund -- \$6,502,995 for landfill operations.
- Minimum capital funding requirement of \$974,146, allocated equally between the Town and School departments for capital improvements, pursuant to a requirement of the Town Code:

The Town shall spend on capital projects a minimum of 1% of total Town local receipts collected in the prior fiscal year plus 1% of the total real estate and personal property taxes collected in the prior fiscal year. If local receipts fall below the 1% minimum, the Town may forego the funding requirement. Nantucket Town Code Chapter 11, § 11-12.1

- Other Annual Appropriations for the following:
 - \$500,000 to the Other Post-Employment Benefits (OPEB) Trust Fund, in accordance with the Town's OPEB policy. FY 2022 will be the 7th consecutive year in which a deposit to this Trust Fund is made. The current balance of the fund through the first quarter of FY 2021 is \$3,130,312 (Appendix J);
 - \$500,000 to the Reserve Fund (see Appendix F);
 - State Cherry Sheet charges, the County Assessment and unpaid bills from prior fiscal years;
 - Annual Health and Human Services appropriation is level-funded at \$650,000 (in FY 2021, this appropriation was increased from \$450,000 to \$650,000).

Refer to Appendix O for a detailed breakdown of the FY 2021 proposed General Fund expenses as compared to the FY 2020 approved budget.

III. Town Administration Expense Increase Recommendations

Background

Over the past 6-7 years, Nantucket has experienced significant growth and the Town's scope of responsibility has increased. We have taken on and/or funded initiatives in response to needs, requests and mandates yet staffing and service levels have not all kept up with the island's growth, particularly in areas such as: infrastructure and public building maintenance, project management, code enforcement, parking enforcement, expansion of water quality initiatives, community and town employee housing efforts. In addition, global, national and regional issues of coastal resiliency, solid waste management and energy use are becoming more and more critical in terms of climate change, sea level rise and sustainability of natural

resources. During FY 2021, the Select Board began to update its Strategic Plan, which is intended to help focus Board initiatives and budgetary allocations toward the goals contained within the Plan. Information as to the specifics of the current Strategic Plan may be found on the Town website at <https://nantucket-ma.gov/1530/Strategic-Planning>. An update to the Plan is underway. Several other mandated and goal-oriented plans and studies have been developed in the past two years and remain underway which are taken into consideration during budget development, these include:

2018 Staffing Study
 Hazard Mitigation Plan
 Coastal Resiliency Plan
 Green Community Requirements
 Town-wide Risk Assessment for PFAS
 COVID-19 Economic Recovery Plan - TBD
 Capital Improvement Plan
 Master Plan

FY 2022 Expense Increase Requests

Departmental expense increase requests (EIR) for FY 2022 are shown in Appendix P, separated into categories of:

Personnel Requests
 Expense Requests – One-time
 Expense Requests – On-going

Using a point system, with “Legal Mandate” being automatically supported, the requests were individually ranked and prioritized in accordance with the following criteria:

<u>Ranking Criteria</u>	<u>Scale</u>	<u>Description</u>
Legal Mandate	Y/N	Required by State/Fed or Local Bylaw (Y = Automatically Fund; Score of 9.0)
Staffing Study	0-2	Is it within the Staffing Study? If yes, 1 or 2 score would be determined by priority level (2 for higher priority)
Strategic Plan	0-2	Is it within the Strategic Plan? If yes, 1 or 2 score would be determined by priority level (2 for higher priority)
Staffing Study & Strategic Plan	0-1	Is it in <i>both</i> Staffing Study and Strategic Plan then 1 additional point to weight it higher
Department Operations & Efficiency	0-1	Funding necessary to support provide a department with necessary support for existing <i>or</i> new program
Approved New Programming	0-1	Funding necessary to support a new initiative
Necessary for Existing Programming	0-1	Funding necessary to support or expand ongoing

		initiatives
Continuation of Operations	0-1	Funding necessary to support unexpected increases or items already operationalized (eg. software licenses)

Since it will not be possible to fund most of the requests without either additional revenue or reductions elsewhere, we have:

- focused our recommendations on the Board's Strategic Plan, and the other studies and plans referenced above; as well as critical Town operational issues;
- recommended use of funds from other sources (such as fund the one-time expenses from Free Cash and/or borrowing);
- reallocated existing resources, where possible, to accommodate the request;
- not recommended funding and/or will take a different approach; or, funded a reduced request;
- recommended an operating override to fund the operations of Our Island Home.

We have prioritized the EIRs using the system noted above, and recommendations follow:

Department	Description of Expense Request	One-Time or Ongoing	Approved EIRs	(1)
Personnel Expense Increase Requests (EIRs)				
Health	Public Health Inspector	Ongoing	115,000	
Fire	Addition of one EMS Officer	Ongoing	106,643	
DPW	Facilities Maintenance Workers (2)	Ongoing	187,053	
DPW	Construction Inspector*	Ongoing	107,387	
PLUS	Administrative Specialist	Ongoing	90,348	
NRD	Coastal System Technician	Ongoing	98,540	
Police	Parking Enforcement Officer*	Ongoing	93,242	
Police	(3) Addtl CSO's for Expanded Parking Hours*	Ongoing	40,000	
Marine	Seasonal Lifeguard Increase	Ongoing	230,000	
IT	IT Generalist**	Ongoing	98,540	
Total Personnel Expense Increase Requests			\$ 1,166,753	
Operating Expense Increase Requests (EIRs)				
HR	Compensation & Classification Study*	One-Time	200,000	
PLUS	Update of 2009 Master Plan*	One-Time	100,000	
PLUS	Replacement Vehicle for PLUS Fleet*	One-Time	30,000	
PLUS	Historic Architectural Surveys Update from HDC*	One-Time	50,000	
Town Admin	Governance Workshops*	One-Time	25,000	
Town Admin	Strategic Plan Initiatives*	One-Time	50,000	
Town Admin	PFAS Response	One-Time	500,000	
Town Admin	Prof Admin Support Services*	One-Time	50,000	
Town Admin	COVID-19 Response	One-Time	50,000	
NRD	Replacement Vehicle of 2008 Ford F250	One-Time	40,000	
Police	Seasonal Housing	One-Time	200,000	
Marine	Seasonal Housing	One-Time	200,000	
IT	Adobe Creative Cloud Subscription Services	Ongoing	23,500	
IT	CyberSecurity Awareness Training Annual	Ongoing	7,600	
Fire	CBA Clothing Allowance Increase	Ongoing	12,700	
DPW/Public Buildings	Increase Comm: Telephone	Ongoing	10,000	
DPW/Public Buildings	Increase Professional Services	Ongoing	25,000	
DPW/Public Buildings	Increase Custodial Services	Ongoing	115,000	
DPW/Public Buildings	Increase Bldg&Eq Maint& Supplies	Ongoing	40,000	
DPW	Increase Rep&Maint: Road Construction	Ongoing	18,000	
Human Services	Network of Care Annual Maintenance Fee	Ongoing	24,000	
Town Admin	Sustainability Office*	Ongoing	100,000	
Town Admin	Transitional Housing	Ongoing	36,000	
Town Admin	NCTV Support Services	Ongoing	25,000	
Total Operating Expense Increase Requests			\$ 1,931,800	
Total Town Personnel & Operational Expense Increase Requests			\$ 3,098,553	

(1) Includes Health Insurance Benefits

* Approved FY21 EIR; but removed due to COVID-19 budget restrictions

** Vacant funded position that was removed in FY21 Budget

FY 2022 Personnel Expense Increases

1. Department of Public Works

Construction Inspector (New position)*

This position has been discussed for several years. With the increase in development, there is a growing impact to municipal infrastructure, including roadways, sidewalks, and storm water drainage. Recently issues have also been raised about utility petitions and associated roadway and sidewalk work in connection with them. All of this needs to be considered and reviewed in a more coordinated fashion with the appropriate departments. There are many examples of costly impacts to town infrastructure caused by development, utility, storm water drainage issues and private activities which could be avoided and/or mitigated with a position focused on compliance with regulatory requirements. The Town of Nantucket does not have a meaningful fee structure in connection with private roadway, sidewalk and storm water drainage work – if we are able to put a structure in place, fees could potentially offset the cost of this position.

Facilities Maintenance Workers (2) (New positions)

The Town's Facilities Maintenance division is not staffed to be able to effectively manage and maintain many public buildings in different locations. The Town has 51 municipal buildings to maintain, with a current staff of seven, including a Facilities Director. With many of the buildings aging, and a current Municipal Facilities Master Plan under development, with a likelihood of funding several years away, it is important that municipal buildings be properly maintained, otherwise, they will continue to become more expensive to repair.

2. Police Department (all related to Board's Strategic Plan)

Year-round Parking Enforcement Officer (1) (New position)*

This function is currently being accomplished utilizing seasonal staff which results in inconsistent enforcement, under-enforcement and at times, no enforcement. By having full-time staff dedicated to this function we will be able to more efficiently utilize the technology required to implement the strategic goals of the Select Board.

This new position will support year-round, consistent enforcement of parking regulations and will help support the implementation of paid parking if and when it is implemented.

Three (3) additional Community Service Officers (Seasonal)

This request is recommended in order to cover the anticipated expansion of hours that parking is going to be enforced in the Core Parking District. The additional CSO's dedicated to parking enforcement are necessary in order to cover the parking districts efficiently. Ultimately, it is anticipated that the implementation of paid parking, and/or parking fine increases, could generate an increase in revenue to offset the cost of these positions.

3. Information Technology

Information Technology Generalist (New position)*

This position will provide administrative and Helpdesk support. Helpdesk functions include managing basic requests such as password resets, system restarts, security monitoring and other troubleshooting tasks as required and will free up more specialized staff to focus on higher level technology projects.

4. *Health Department*

Public Health Inspector (New position)

In the last year, the Health Department has increased the number of inspections performed by approximately 17.3% when compared to the previous fiscal year. The added responsibility of the department increasing the workload on the department's staff and has required the use of overtime on multiple occasions. To ensure efficiency, and to increase the efficacy of community health programs already implemented, this additional employee will be invaluable to the department.

5. *Fire Department*

Emergency Medical Services Officer (New position)

A dedication position is needed to support the implementation and function of the Paramedics and Advanced Life Support (ALS) program, which is very close to being certified and as a result will require closer supervision.

6. *Planning & Land Use Services*

Administrative Specialist (New position)

PLUS operations have not slowed down as a result of the pandemic. HDC and Planning Board applications have increased, which filter into other areas of PLUS. This position will help offset the department's overtime expenses and more evenly distribute the workload throughout the department.

5. *Natural Resources Department*

Coastal Systems Technician (New position)

This position will support the Natural Resources Department operations by managing the protected species program, monitoring erosion and other coastal projects for compliance and monitoring to evaluate the health of our coastal ecosystem. This position directly relates to the Board's Strategic Plan.

**These positions were recommended in the FY 2021 budget; however, they were removed at the 2020 Annual Town Meeting because of the projected impact on the budget of COVID-19; these are being re-submitted for FY 22*

FY 2022 Operational Expense Increases (One-Time)

The items listed below are considered one-time and as such, may be funded through Free Cash.

1. *Police & Marine*

Seasonal Housing - \$200,000

In light of COVID-19 and the respective required social distancing measures, funding may for seasonal housing for the Police and Marine departments as their seasonal employees will no longer be able to share rooms; and, the additional housing secured at low cost during the summer of 2020 will no longer be available.

2. *Fire Department*

Clothing Allowance Increase - \$12,700

This increase is per the Collective Bargaining Agreement.

3. *Human Resources*

Compensation & Classification Study - \$200,000

This item was contained in a Staffing Study finalized in 2018 with the following recommendation: "Develop a compensation and classification system that addresses the Town's unique cost of living constraints". The most recent compensation and classification study was completed in 2014. The study is also expected to encompass an audit pursuant to the Massachusetts Equal Pay Act (MEPA).

4. *Planning & Land Use Services (PLUS)*

Professional Services in connection with update of 2009 Master Plan - \$100,000

Replacement of vehicle - \$30,000

Professional Services in connection with update of historic architectural surveys for HDC - \$50,000

These EIR's were originally requested and recommended in the FY 2021 budget. Due to COVID-19 and the significant budget reductions that followed, these were some of the many department requests that were ultimately unfunded.

5. *Town Administration*

Strategic Plan initiatives - \$50,000

Governance workshops for Select Board - \$25,000

Professional administrative support services - \$50,000

COVID Response - \$50,000

PFAS - \$500,000

All of these EIRs relate to Select Board goals or initiatives and/or are or could become legal mandates (ie, PFAS).

6. *Natural Resources*

Replacement Vehicle - \$40,000

This EIR is recommended in accordance with the Central Fleet vehicle replacement schedule.

FY 2022 Operational Expense Increases (On-going)

1. *Information Technology*

Adobe Creative Cloud Subscription Services - \$23,500

Cyber Security Awareness Training - \$7,600

These items are for annual maintenance requirements and/or license agreements.

2. *Health & Human Services*

Network of Care Annual Fee - \$24,000

The “Network of Care” is a website that was initiated and funded by the Nantucket Cottage Hospital Community Health Initiative Grant (CHP grant), with the understanding that once initially established, it would become a Town expense going forward.

3. *Town Administration*

Sustainability Office - \$100,000

Transitional Housing - \$36,000

NCTV Support Services - \$25,000

These recommendations: support the Board’s Strategic Plan in enhancing and developing a Sustainability Office for the Town; ensure that transitional housing is available for newly hired senior level positions, should they be relocating and need housing on island; and, to ensure that we do not lose qualified candidates due to lack of housing; support for NCTV services to the Town in connection with televising and managing remote public meetings.

4. *DPW/Public Buildings*

Telephone - \$10,000

Professional Services - \$25,000

Custodial Services - \$115,000

Building and Maintenance Supplies - \$40,000

Repair and Maintenance of Road Construction - \$18,000

These expense increase requests are being recommended based on actual expenses in prior years.

IV. *Current and Future Year Considerations*

Sustainability

In October 2018 the Select Board adopted “Sustainability” as a guiding principle of the Town’s Strategic Plan:

Sustainability is how the Town of Nantucket, with a focus on historic preservation, natural resources, hazard mitigation, solid waste management, energy, public health, and education, institutionalizes practices in municipal operations that support a balance of the economic, environmental, and social health of our island, which meet the needs of current residents and visitors without compromising the ability of future generations to meet evolving needs.

In FY 2020, through a grant from ReMain, we secured a consultant to make recommendations as to how to structure a sustainability function within the Town’s government. The consultant’s report is complete however due to COVID the review of the recommendations has been pushed to 2021. We are recommending \$100,000 for FY 2022 to begin implementation of

recommendations as may be finalized over the next several months.

Strategic Plan

In the second quarter of FY 2021, the Board held a retreat to update its multi-year Strategic Plan (Appendix C, <https://www.nantucket-ma.gov/1530/Strategic-Planning>) which contains several on-going goals and objectives, some of which were funded in FY 2020, and some that were initially planned to be funded in FY 2021 but ultimately, were not. It is expected that as the Strategic Plan update is finalized, there may be some delays in accomplishing goals that were intended to be further along by now, but which due to COVID, have gotten off track and require funding in future years in order to be realized. It is intended that the Strategic Plan goals will be kept at the forefront of funding recommendations.

Staffing Study

The Staffing Study, <https://nantucket-ma.gov/DocumentCenter/View/23207/Nantucket-Staffing-Study-Report-December-2018>, was utilized as one criteria to evaluate department personnel and resource requests. We intend to continue to utilize it going forward for any items not already addressed in the past two budget cycles as there are several items contained in the Study that could improve town operations, programs and services which could potentially be funded in future years. There also may be personnel/staffing issues that arise outside of the staffing study that need to or should be addressed.

Coastal Resiliency/Infrastructure/Planning

Global warming, climate change and sea level rise have been more and more frequently appearing in the news media as growing issues for municipalities. In FY 2019, we completed an update to the Town's Hazard Mitigation Plan, which can be found here <https://www.nantucket-ma.gov/1373/Hazard-Mitigation-Plan>. The plan contains over 50 projects that are supposed to be implemented over the next five years. The Select Board established a Coastal Resiliency Advisory Committee <https://www.nantucket-ma.gov/1391/Coastal-Resiliency-Advisory-Committee> to make recommendations about a variety of coastal resiliency issues, including a Coastal Resiliency Plan. In late FY 2020 an RFP for a Coastal Resiliency Plan was issued. We selected a qualified consultant in August 2020. A final report is expected in June 2021.

In FY 2021 funding is allocated to update the Town's 2009 Master Plan. All of these are likely to include recommendations for capital or other expenditures to address ways in which the Town can be responsive to the impacts of environmental change on Town infrastructure. We need to pay attention to this because expenditures and/or impacts are imminent. Other impacts could include the loss of taxable real estate and the Town's bond rating. In August of 2020, the Select Board adopted an interim recommendation from the Coastal Resiliency Advisory Committee, <https://www.nantucket-ma.gov/1391/Coastal-Resiliency-Advisory-Committee>, that will apply to certain applicable Town projects in areas subject to sea level rise, going forward.

Collective Bargaining

Appendix Q shows the list of collective bargaining contracts. The contracts can be found at <https://nantucket-ma.gov/163/Collective-Bargaining-Agreements>. Contracts were settled with

some units in FY 2021 for three years and bargaining is ongoing with other units in FY 2021 for contracts that expired June 30, 2020. Negotiations for contracts expiring in FY 2023 will commence in FY 2022 when we will again begin working with the Select Board and other voting agencies (Airport Commission, Nantucket Water Commission, School Committee), to develop our approaches to upcoming collective bargaining and to review financial projections, employee benefit costs, and universal union contract language issues.

Harbor Place

Discussions with the Harbor Place owner's group continued into FY 2020 and 2021 after a COVID delay. Depending on how the project develops, there may be an impact on Town resources in connection with future infrastructure maintenance and capital costs. At the 2020 Annual Town Meeting, an appropriation of \$150,000 was approved for the engagement of a consultant to assist the Town with developing concepts for transportation-related improvements. That effort got underway late in the fall and at the time this Message is being prepared, it was not clear if any recommendations would be brought to the 2021 Annual Town Meeting.

Per and Polyfluoroalkyl Substances (PFAS)

Per- and polyfluoroalkyl substances, also known as PFAS, are a group of manmade chemicals that have been manufactured and used in a variety of industries since the 1950s. They are referred to as 'forever chemicals' – they are persistent in our bodies, mobile in the environment and many will not naturally degrade. PFAS chemicals are most often commercially used to create grease, water and stain resistant barriers for materials, including Teflon, grease-resistant take-out containers, and upholstery and carpet treatments; these chemicals are also found in firefighting foam.

Concerns have been raised regarding human health and ecological risks associated with certain PFAS chemicals. The Town of Nantucket is following the guidance and testing requirements of Massachusetts Department of Environmental Protection (MassDEP) as it pertains to PFAS. More information is available at <https://www.mass.gov/info-details/per-and-polyfluoroalkyl-substances-pfas>

Like other municipal governments, the Town is working to understand the sources and receptors of PFAS in the environment. With the assistance of consultants and subject-matter experts, this issue is currently being examined across all Town departments, including Public Works, Water Company, Sewer Dept., Airport, Public Health, and Natural Resources. Initial work includes a qualitative, town-wide risk assessment, and recommendations for data collection and/or future action based on the available data. The Town's response to PFAS can be found at <https://nantucket-ma.gov/1574/PFAS>

This is a project that is expected to span several years and there are likely budgetary impacts in both the General Fund and Enterprise Funds. As more information is collected and assembled, the scope and cost of PFAS containment, source reduction and/or cleanup will be better understood. It is unclear whether or not outside funding will be available to help offset what could be a substantial financial impact to cities and towns. Outside funding will be available to help offset what could be a substantial financial impact to cities and towns.

Diversity Equity and Inclusion (DEI) Initiatives

On June 24, 2020, the Select Board adopted a pledge and commitment to the Nantucket community regarding the racial equity issues that our country and own community are facing, <https://www.nantucket-ma.gov/1863/Diversity-Equity-and-Inclusion-Office>. In this pledge, critical actions were identified to address and improve our community. One of these actions was the development of a DEI office within Town Administration. The Town strengthened efforts to address this by funding this position and began recruitment efforts in July 2020. As of this writing, the process for filling this position continues. Upon hire, this office will begin work to address other critical actions identified in the pledge including the development of a DEI Strategy Plan, review of the Town's policies, procedures and culture, community relationship building and overall climate assessment and development of action steps to meet the desirable outcomes identified.

Recreation

During FY 2021, Town Administration has begun to explore the concept of establishing a municipal recreation department or division, which would include the functions currently handled by the Community School. The Community School is already contracted through the Town to handle programming of various activities, including tennis and the playing fields. With the School Department having to focus significantly on COVID issues and school safety, it may be of benefit to shift the Community School function elsewhere within the Town.

Our Island Home (OIH) and Saltmarsh Senior Center Operations

While there are no specific expenditures recommended at this time in the FY 2022 budget, progress continues towards developing a recommendation for these two projects. A lot of time and effort began late spring 2020 to develop a definitive long-term plan for Our Island Home and over the summer of 2020 a facilitator was engaged to help determine consideration factors, core community values, facts vs. assumptions, options and possibilities for a new facility. Five stakeholder forums were held in the fall of 2020 to obtain input from employees, family members, OIH residents and family members as well as senior stakeholders on all of these items. These efforts will continue into 2021 with more stakeholder forums to be scheduled and expanded to include other community groups and the public. While these projects are separate, discussions on next steps for either project tend to reference each other. For instance, the Senior Center Committee presented a summary of findings and recommendations to the Select Board on August 11, 2020, <https://www.nantucket-ma.gov/1308/Senior-Center-Committee>, and one such recommendation was due to the uncertainty of the OIH building or related project, the Committee favored exploring use of the current OIH location for a new senior center among other locations.

Health and Human Services Funding

The Town continues to provide \$650,000 to be allocated to local health and human service agencies in the community. This funding allocation is a \$200,000 increase in funding over FY 2020's allocation, which continues to be among the highest of all the Towns in Massachusetts and was in response to an increase in funding requests from agencies. Each year, agencies apply for this funding and applications are reviewed by the Human Services Contract Review Committee to make recommendations regarding appropriations to the Finance Committee and Select Board.

New/Expanded Revenue Possibilities

Other areas to potentially look toward in the future for generating new revenue to cover needs and priorities include (several of these are part of a 2009 Ad Hoc Fiscal Committee Report - <https://www.nantucket-ma.gov/170/Ad-Hoc-Fiscal-Committee>):

- PILOT possibilities (Payment-in-Lieu-of-Taxes for entities that do not pay property tax, such as certain tax-exempt organizations such as hospitals, posts and churches – if all of these were taxed in FY 2021, taxes due would have exceeded \$ 16,650,000;
- parking fees (increase parking fines; implement paid parking downtown – use funds for transportation-related improvements)
- taxi transaction fee (requires meters);
- increase Town permit fees other than those already at statutory maximum allowance (over the road permits, road closing, etc.);
- increase to the ferry embarkation fee (requires substantial political work and coordination with the other ports);
- increase of real estate transfer tax for housing initiatives or another dedicated purpose (requires special legislation which was approved at 2016, 2017, 2018, 2019 and 2020 ATMs - efforts continue to further the legislation);
- new local option surcharge on tax bills of up to 3% (similar to how the Community Preservation Act surcharge is applied) called the Municipal Water Infrastructure Investment Fund (“WIIF”) – we had begun to examine how this could be used for Nantucket in late 2019; however discussions stalled due to COVID and we are not planning to recommend pursuing this until we are able to devote more resources to determining and evaluating how this could benefit Nantucket, as well as an evaluation of the Cape & Islands Water Protection Fund which derives revenue from the recent expansion of the room occupancy tax to short-term rentals.

Some of these are in varying stages of development and some are not being pursued. In addition to potential ways in which to generate additional revenue, we have begun to consider what measures we might need to put in place in the event of an economic downturn from COVID. So far, these would possibly include:

- review all municipal services for reduction or elimination – in other words, an “Austerity Budget”
- reduction-in-force of personnel
- enforce a hiring “freeze” or “chill”
- eliminate unexpended expense increases, including vacant positions
- reduce the NRTA year-round service (would have a delayed impact because of how/when NRTA is funded through the state)
- defer capital projects.

Some of these in fact were implemented with the revised FY 2021 budget that was approved at the 2020 Annual Town Meeting.

V. Conclusion

As recommended, the proposed FY 2022 General Fund budget can be funded within available revenue, with some new initiatives, and continuity of current services. Our biggest challenges include funding the growing priorities of the community and increasing demands for services; retaining and attracting qualified employees and housing them, maintaining infrastructure and responding to COVID19 and growing PFAS issues. It will take additional resources in the coming year(s) to address these, as we have noted in this Message and in prior Messages.

Thanks to the Select Board, Town departments, Finance Committee, Capital Program Committee, and especially to the staff who spend many, many hours putting together the information necessary to develop the budget recommendations, especially Assistant Town Manager for Strategic Projects Gregg Tivnan, Assistant Town Manager for Administration Rachel K. Day, Director of Municipal Finance Brian E. Turbitt, and Financial Analyst Alexandria Penta.

Prepared by:

Town Manager, pursuant to Article IV, Section 4.2(d)(3) of the Charter of the Town of Nantucket

2021 ATM & ATE Timeline
FY 22 Budget; FY 22 Capital Meetings as Noted
 Endorsed by Select Board: 09/09/20
 Updated: 09/28/20 – Noon
 12/14/20 DRAFT – DK comments
 12/17/20 – LG **updates**

Date	Time	Meeting	Activity
AUGUST			
Thurs, Aug 13	10am	CapCom	FY 2022 Kick-off Meeting
Wed, Aug 19	5pm	SB	SB schedules 2021 ATM and ATE
Thurs, Aug 20	10am	CapCom	Organizational work session; review schedule
Thurs, Aug 27	10am	CapCom	Organizational work session
SEPTEMBER			
Thurs, Sep 3	10am	CapCom	Start review of completed capital project request forms
Wed, Sep 9	5pm	SB	SB endorses 2021 ATM timeline
Thurs, Sep 10	10am	CapCom	Review FY 22 requests and outyears
Thurs, Sep 17	10am	CapCom	Review FY 22 requests and outyears
Mon, Sep 21	4pm	FinCom	Review of Preliminary FY 22 General Fund Budget Projections
Wed, Sep 23	5pm	SB	Review of Preliminary FY 22 General Fund Budget Projections; Review of FY 23 Preliminary Capital Project Requests
Thurs, Sep 24	10am	CapCom	Review FY 22 Requests and outyears
Fri, Sep 25	-	-	FY 22 Budget Instructions Issued to Departments (Town Admin)
OCTOBER			
Thurs, Oct 1, 8			Advertise dates for citizen article submittals
Oct 1 - Nov 13			Warrant open for citizen article submittals
Thurs, Oct 1	10am	CapCom	Review FY 22 requests and outyears
Thurs, Oct 8	10am	CapCom	Review FY 22 requests and outyears
Wed, Oct 14	2pm - 4pm		Town Counsel available for citizen warrant article consultation/ZOOM
Wed, Oct 14	5pm		SB review of preliminary proposed departmental/Town warrant articles
Thurs, Oct 15	9am - 11am		Town Counsel available for citizen warrant article consultation/ZOOM
Thurs, Oct 15	10am	CapCom	Review FY 22 requests and outyears
Wed, Oct 21	5pm	SB	Status report of FY 22 capital request review process
Thurs, Oct 22	10am	CapCom	Review FY 22 requests and outyears
Wed, Oct 28	5pm		SB continued preliminary review of Town-sponsored warrant articles
Thurs, Oct 29	10am	CapCom	Review FY 22 requests and outyears
NOVEMBER			
Throughout November	-	-	Town Admin Review of Department Budget Submittals
Wed, Nov 4	5pm		SB continued preliminary review of Town-sponsored warrant articles
Thurs, Nov 5	10am	CapCom	Review FY 22 requests and outyears
Thurs, Nov 12	10am	CapCom	Review FY 22 requests and outyears
Fri, Nov 13			Citizen warrant articles due

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Wed, Nov 18	5pm		SB continued preliminary review of Town-sponsored warrant articles; review of submitted citizen articles; review of FY 22 capital project review process
Tues, Nov 17	1pm	Joint Mtg (SB, FC, CapCom)	Q&A FY 22 capital requests; 10-year CIP comments
Thurs, Nov 19	10am	CapCom	Assess status of FY 22 request review
mid-Nov - mid-Jan			Preparation/review of Town-sponsored warrant articles by Town Counsel/Town Admin/Depts
by Mon, Nov 23			Zoning articles transmitted to Planning; all citizen articles rec'd forwarded to Town Counsel
DECEMBER			
Thurs, Dec 3	10am	CapCom	TBD; discussion of preliminary funding sources with Town Admin/Finance
Wed, Dec 9	5pm	SB	Town Admin presentation of FY 22 General Fund Budget Recommendations; FY 22 capital projects review update
Thurs, Dec 10	10am	CapCom	Review SB & citizen articles; assess status of FY 22 CapCom recommendations
Thurs, Dec 10	5pm	FinCom	FinCom public hrg on citizen warrant articles; Town Counsel present
Fri, Dec 11	By 3pm	CapCom	Provide preliminary up/down recommendations to Town Admin (not a mtg)
Wed, Dec 16	5pm	SB	Continued SB review of FY 22 General Fund Budget; SB consider rescheduling 2021 ATM and ATE
Thurs, Dec 17	10am	CapCom	Continue finalizing FY 22 CapCom recommendations
Mon, Dec 21	10am	CapCom	Town Admin review open and recently completed capital projects; begin discussion as to outyear requests
JANUARY			
Jan - Feb	TBA		Planning Board hearing re zoning articles; FinCom review of budgets/warrant articles; public hrg on any Sewer District articles
Mon, Jan 4	10am	CapCom	Resolve open items for final CapCom report; complete outyear request discussion
Tues, Jan 5	6pm	School Comm	Town Admin presentation of FY 22 General Fund Budget Recommendations
Wed, Jan 6	5pm	SB	SB continued review of Town-sponsored warrant articles; revised 2021 ATM timeline ; FY 22 General Fund budget public hearing
Thurs, Jan 7	10am	CapCom	Review of outstanding issues with Town Admin/Finance re CapCom final report
Mon, Jan 11	4pm	FinCom	FinCom review & discussion re citizen ATM warrant articles (poss adoption of some motions); review of FY 22 General Fund budget recs
Wed, Jan 13	5pm	SB	SB continued review of Town-sponsored warrant articles; review of FY 22 Enterprise Fund budgets
Thurs, Jan 14	10am	CapCom	Discussion of FY 22 Capital Recommendations, Report & Related Matters; review Town Admin finalized funding

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			sources
Thurs, Jan 14	4pm	FinCom	FinCom review & discussion re citizen ATM warrant articles (poss adoption of some motions)
Tues, Jan 19	4pm	FinCom	Review of any remaining operating budgets; School budget
Wed, Jan 20	5pm	SB	Review of FY 22 capital project review process; warrant closes for non-Select Board articles
Thurs, Jan 21	10am	CapCom	Review final report draft
Thurs, Jan 21	4pm	FinCom	Review of citizen warrant articles; possible motion adoption
Fri, Jan 22	3pm	CapCom	TBD; submittal of final report (not meeting)
Wed, Jan 27	5pm	SB/CapCom	CapCom presentation of FY 22 recs at SB meeting; review of FY 22 County budget (CC's); sewer district article public hearing (if needed)
Thurs, Jan 28	4pm	FinCom	FinCom reviews motions for FY 22 capital project articles
Sat, Jan 30	8am - 2pm	FinCom	Review of General Fund & Enterprise Fund operating budgets; ATM appropriation articles (other funds)
FEBRUARY			
Tues, Feb 2	4pm	FinCom	Review of warrant articles; possible motion adoption; Review of remaining FY 22 operating budgets
Thurs, Feb 4	4pm	FinCom	Review of citizen warrant articles; possible motion adoption
Week of Feb 10	4pm	FinCom	TBD
Mon, Feb 15	-	Town Admin	FinCom public hrg notice sent to newspaper
Wed, Feb 17	5pm	SB	Adoption of Town Meeting & Election Warrant (inclu any ballot questions)
Thurs, Feb 25	-	I&M	Warrant & FinCom public hrg notice published in newspaper
MARCH			
Mon, Mar 1	4pm	FinCom	FinCom public hearing on the warrant
Tues, Mar 2	4pm	FinCom	TBD
Thurs, Mar 4	4pm	FinCom	TBD
Week of Mar 8	4pm	FinCom	TBD
Thurs, Mar 11	-		Planning Board motions submitted to Town Admin/SB; FinCom
Mon, Mar 15	5pm	FinCom	Review of warrant articles; possible motion adoption
Tues, Mar 16	5pm	FinCom	Review of warrant articles; possible motion adoption
Thurs, Mar 18	5pm	FinCom	Review of warrant articles; possible motion adoption
Tues, Mar 23	5pm – 7pm	FinCom	Review of warrant articles; possible motion adoption
Thurs, Mar 25	5pm – 7pm	FinCom	Review of warrant articles; possible motion adoption
Mon, Mar 29	5pm – 7pm	FinCom	
Tues, Mar 30	5pm –	FinCom	Review of warrant articles; possible motion adoption

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	7pm		
APRIL			
Thurs, Apr 1	5pm – 7pm	FinCom	Final adoption of all Motions
Mon, Apr 5	5pm – 7pm	SB and FinCom	Joint meeting to review final Warrant with Motions
Tues, Apr 6	5pm – 7pm	SB and FinCom	Continue joint meeting to review final Warrant with Motions (if needed)
Wed, Apr 7 or 14	5pm	SB	SB review/adoption of Comments to warrant articles
MAY			
Fri, Apr 17		Town Admin	Warrant to the printer
Week of May 4		Printer	Warrant with motions mailed out to voters*
Tues, May 25	5-7pm	FinCom	ATM Info Session (<i>I think we only need 1</i>)
JUNE			
Fri, June 4	1pm		FinCom reviews Technical Amendments
Fri, June 4	2pm		pre-ATM conference with Moderator
Sat, June 5	9am-5pm		2021 ATM
Sun, June 6	9am – 5pm		2021 ATM continued or rain date
Mon, June 7	5pm		2021 ATM continued or rain date
Tues, June 15	7am – 8pm		Annual Town Election
*by Charter, the warrant with motions must be mailed out to voters 7 days prior to the ATM/due to mail issues in the past, allowing for 2 weeks usually gets the warrants to the voters in time			
**Although warrant not required to be published in newspaper, it will be for a reduced rate			
****SB wants to see final FC motions earlier			
Holidays/Vacations:			
Mon, Oct 12, 2020 - Columbus Day			
Wed, Nov 11, 2020 - Veteran's Day			
Thurs, Nov 26, 2020 - Thanksgiving			
Fri, Dec 25, 2020 -- Christmas Holiday			
Fri, Jan 1, 2021 - New Year's Day Holiday			
Mon, Jan 18, 2021 - MLK Day			
Mon, Feb 15, 2021 - Presidents Day			
Week of Feb 22, 2021 - NPS Vacation Week			
Sat, Mar 27, 2021 - Passover Starts			
Sun, Apr 4, 2021 - Passover Ends			
Sun, Apr 4, 2021 - Easter			
Mon, Apr 19, 2021 - Patriot's Day			
Week of Apr 19, 2021 - NPS Vacation Week			
Mon, May 31, 2021 – Memorial Day			
NOTES:			

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Will have separate schedule for Public Outreach	
VOTER REGISTRATION - TBD	
ELECTED POSITIONS NOMINATION PAPERS - TBD	
E-VOTING: CONFIRMED	
Sep - Jan: monthly overview at SB meetings re: CapCom and/or FinCom status/progress; with invites and info sent to CapCom/FinCom	
<i>AFTER ATM:</i>	
TBD	TM review Follow-up actions with SB, etc

Preliminary Outline #4 for 2021 Annual Town Meeting Warrant (Rescheduled from April 5 to June 5)

For 01/06/21 SB review

As of 12/18/20

NOTE: Numbering & Order is NOT FINAL

Items new or different from last update are highlighted

Annual Articles

1. Receipt of Reports
2. Appropriation: Unpaid Bills
3. Appropriation: Prior Year Articles
4. Revolving Accounts: Annual Authorization
5. Appropriation: Reserve Fund
6. FY 2021 General Fund Budget Transfers
7. Personnel Compensation Plans for FY 2022
8. Appropriation: FY 2022 General Fund Operating Budget
9. Appropriation: Health & Human Services
10. Appropriation: General Fund Capital Expenditures
11. Appropriation: FY 2022 Enterprise Funds Operations
12. Appropriation: Enterprise Funds Capital Expenditures
13. FY 2021 Enterprise Funds Budget Transfers
14. Appropriation: Waterways Improvement Fund
15. Appropriation: Ferry Embarkation Fee
16. Appropriation: Ambulance Reserve Fund
17. Appropriation: County Assessment
18. Appropriation: Finalizing FY 2022 County Budget
19. Rescind Unused Borrowing Authority (*if needed*)
20. Appropriation: OPEB Trust Fund
21. Appropriation: Free Cash
22. Appropriation: Stabilization Fund
23. Appropriation: Renewal of Board of Health Septic System Betterment Loan Program

Other Select Board Sponsored Articles

NOTE: most of these were reviewed/discussed by SB and/or Town Administration since the 2020 ATM

OTHER APPROPRIATION or FINANCE RELATED

Carried Over from June 25, 2020 ATM:

*Our Island Home Override

*Article 10 – Several Items (\$896,160; \$266,522)

*Article 11 – Newtown Road Transportation Improvements (\$1,154,105)

*Article 12 – Reconstruction of Lover's Lane (\$3,272,892)

*Article 13 – Construction & Improvements to Amelia Dr/Waite Dr (\$3,721,200)

*Article 14 – Children's Beach Stormwater Pump Station Improvements (\$3,300,000)

Article 24 – OPEB Appropriation (\$500,000)

Article 25 – Senior Work-off Program (\$25,000)

Article 26 – Special Stabilization Fund for Airport Employee Accrued Liabilities (\$100,000)

Article 27 – Special Stabilization Fund for Town Employee Accrued Liabilities (\$500,000)
Article 35 – Appropriation for Incineration of Solid Waste (C Williams)
Article 36 – Legal Opinion for Beach Access (C Williams)
Article 37 – Appropriation for Hazardous Waste (A Lowell)
Article 38 – Re-establish Parks and Recreation Dept (M Zodda)
Article 116 – Stabilization Fund

Other Financial:

- clean up re Substance Abuse and Mental Health Special Purpose Stabilization Fund (has to do with funds from local marijuana establishment(s) community benefit payments)

- dedicate portion of Room Occ Tax revenue to housing/working on this

**had companion ballot questions; DOES THE SB WANT TO PUT THESE ON THE WARRANT?*

ZONING* BYLAW & GENERAL AMENDMENTS

**Board discussion occurred in January 2018 regarding a request/directive that all zoning articles must be accompanied by a narrative explanation as to why the item is being put forward, along with any operational or financial impacts*

Zoning Bylaws

Carried Over from June 25, 2020 ATM:

Articles 43, 44, 45, 48 – Town-sponsored

Articles 54 (S. Ottison), 55 (R. Von Kampen), 56 (I. Schreiber), 57 (J. Driscoll), 58 (V. Oliver), 61 (R. Atherton)

See attached Preliminary Zoning Articles from Planning Board

Harbor Place - PENDING

General Bylaws

- Noise bylaw: Adjust time restrictions? (Citizen Requests; ACNVT request - attached)
- Storm water (under development; TBD); this is most likely going to be regulations vs bylaw
- CHS now wants to go BACK to 9 members vs the 7 it was changed to at 2019 ATM
- Paid parking? (Note outcome of Article 66/2020 ATM) — attached 12/2/20 no support
- Request from Historical Commission – amendment to section 127-19 of the Town Code regarding “Limitations on road improvements and construction” – request attached/**need to work on this, can this be done w/o a bylaw amendment**
- Potential sewer district amendments due to PFAS – under review
- Clean up issue with CPC terms
- Limitation/Licensing of “commercial” events at private residences? (non-zoning) 12/2/20 needs more work, get NCL involved
- Dogs? 12/2/20 – review possibility of increasing fines
- Airport request for potential amendment to c. 58 of Town Code (Rental Cars) working on this

HOME RULE PETITIONS – NOTE TO SELF – ADD THE ARTICLE #s

Resubmittal of Pending HRP's from 2020 ATM (these have not been acted upon by the Legislature as of now; some have been through more than one ATM)

- Wannacomet – Sconset Water merger [hopefully this will finally be approved before 2021]
- Community Housing Bank
- Authorization for affordable housing covenants
- Real estate transactions with Land Bank: Mill Hill Park, Nobadeer Playing Fields, Candle House Lane, Milestone Rotary
- Airport Capital
- Charter Change for Audit Comm

New

?

MGL ACCEPTANCES

- ~~Municipal Water Infrastructure Investment Fund (needs research, and would also require a ballot vote) — do we want to pursue this?~~ Suggest reconsidering this for 2022
-

REAL ESTATE RELATED

- TBD in connection with HRP's with Land Bank (see above)

Carried Over from June 25, 2020 ATM:

- **Article 101 – Real Estate Acq/114 Orange St**
- **Article 102 – Real Estate Disp/114 Orange St**
- **Article 103 – Real Estate Acq/64 N Liberty)**
- **Potential Land Exchange with Land Bank under Discussion (Nobadeer Playing Fields for Mill Hill Park – under review (hopefully can combine in one article)**
- **Long-term lease extension for hangar development – NEW from Airport**

OTHER CITIZEN

Carried Over from June 25, 2020 ATM:

- Article 63 – Affordable Housing Requirement (A. Lowell)
- Article 64 – Public Property Damage (A. Lowell)
- Article 67 – Prohibiting Roundabouts Near Schools (J. McGrady)
- Article 68 – Complaint Committee (T. Williams)
- Article 73 – Single Use Plastics (B. Mandel)
- Article 75 – Bicycles (I. Golding)
- Article 76 – Bicycles (I. Golding)
- Article 78 – Outdoor Lighting (L. Williams)
- Article 79 – Noise/Leaf Blowers (J. Lindner)
- Article 83 – Sewer District Map Change (B. Swain)
- Article 84 – Sewer District Map Change (B. Swain)
- Article 114 – Bicycles (I. Golding)

BALLOT QUESTIONS

-- possible debt exclusion(s) and/or capital exclusion(s) for capital projects – *will have to revote any ballot questions from 2020 ATE:*

1. Operating Override – OIH

2. Debt Exclusion – Newtown Rd
3. Debt Exclusion – Lover’s Lane
4. Debt Exclusion – Waitt Dr – MAY NOT NEED
5. Debt Exclusion – Children’s Beach Storm Water Pump Station
6. Capital Outlay Exclusion Items
7. Capital Outlay Exclusion for stormwater system camera assessment

CITIZEN ARTICLES

Citizen Articles Carried Over from June 25, 2020 ATM: 22

Citizen Articles Submitted by November 13: 25

<https://www.nantucket-ma.gov/DocumentCenter/View/37987/Citizen-Warrant-Articles---2021-Annual-Town-Meeting-PDF>

Zoning: 7

Real Estate: 7

Bylaw: 4

Appropriation: 2

Sewer District Map Changes: 3

Charter Changes: 1

Resolution: 1

Total # Citizen Articles Carried over from 2020 ATM: 22