



MEETING POSTING

TOWN OF NANTUCKET

Pursuant to MGL Chapter 30A, § 18-25

All meeting **notices and agenda** must be filed and time stamped with the Town Clerk's Office and posted at least 48 hours prior to the meeting (excluding Saturdays, Sundays and Holidays)

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NANTUCKET TOWN CLERK
Posting Number:T 733

Committee/Board/s | Capital Program Committee

Day, Date, and Time | Thursday, August 15, 2024 @ 3:00 PM

Location / Address | **131 PLEASANT STREET, TRAILER ROOM B AND
REMOTE PARTICIPATION VIA ZOOM**
The meeting will be aired at a later time on the Town's Government TV
YouTube Channel
<https://www.youtube.com/channel/UC-sgxAlfdoxteLNzRAUHIxA>

**Signature of Chair or
Authorized Person** | Susan M. Carmel

WARNING: **IF THERE IS NO QUORUM OF MEMBERS PRESENT, OR IF
MEETING POSTING IS NOT IN COMPLIANCE WITH THE OML
STATUTE, NO MEETING MAY BE HELD!**

AGENDA

Please list below the topics the chair reasonably anticipates will be discussed at the meeting

Join Zoom Meeting

<https://us06web.zoom.us/j/83238923621?pwd=3tbrPh0aClbFqF0KRgAnTs1hC9Nx5K.1>

Meeting ID: 832 3892 3621

Passcode: 333830

1. Call to Order, Roll Call
2. Audio/Video Announcement
3. Approval of Agenda
4. Public Comment
5. Minutes for Review: September 21, 2023, September 28, 2023, and October 5, 2023
6. Minutes for Approval: August 10, 2023, September 7, 2023, and September 14, 2023
7. FY26 Capital Requests and Out-year Discussion (incl. RORI Discussion): Natural Resources
8. RORI Revaluation (cont'd)
9. Rolling Stock – Fleet Management

10. Department Liaison Assignments

11. Date of Next Meeting – Thursday, August 22, 2024 at 3:00pm

12. Adjournment



Town of Nantucket

Capital Program Committee

September 21, 2023, Minutes

Staff:	Libby Gibson, Town Manager, Susan Carmel, Assistant Finance Director, David Gray, Sewer Director
Attending Members:	Stephen Welch - <i>Chair</i> , Peter (PJ) Kaizer – <i>Vice Chair</i> , Christy Kickham – <i>Secretary</i> , Howard Matz, Brooke Mohr – Select Board Representative, Jill Vieth, Finance Committee Representative
Absent Members:	Barry Rector, NP&EDC Representative
Documents Used:	

Chair Welch called to order at 1:00 p.m. and made the audio/visual announcements.

I. APPROVAL OF AGENDA

Discussion:	Welch requested to delay the Report Workgroup update until the following meeting.
Motion:	Motion to Approve, as submitted. (made by: Mohr)
Roll-Call Vote:	Carried 4:0//Welch, Mohr, Matz, Kaizer (Aye)

II. PUBLIC COMMENT

Welch called for public comment. (None)
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III. SPECIAL TOWN MEETING APPROPRIATION REQUESTS

Discussion:	Libby Gibson, Town Manager - Noted that Article 10, related to appropriation for Nobadeer playing fields, did not need re-review. - Clarified that Article 10 was not approved at the 2023 Annual Town Meeting. - Explained that the required election approved the project as a debt exclusion. - Read a note for the record about the project being funded through a Proposition 2½ debt exclusion override. - Highlighted that debt exclusions require two affirmative votes: a Town Meeting vote and a ballot vote at an election. - Informed that Article 15 was not adopted at the 2023 Annual Town Meeting but was approved at the 2023 Annual Town Election (Question 4). - Emphasized that a Town Meeting vote is still required for the project to be funded. - Stated that the Select Board agreed to continue seeking the required Town Meeting vote during the warrant setting for the Special Town Meeting. - Estimated the required amount for the project to be approximately \$3.8 or \$3.6 million (with a note to verify the exact amount). Welch - Confirmed that there are no material changes to the article. - Described the process as a redo. - Expressed no concerns with the article. - Compared the process to how the Historic District Commission (HDC) handles previously approved items. - Clarified that items previously approved by the committee are typically approved again, often as a consent item. Gibson - Identified Article 11 as a supplemental appropriation for upgrades to the South Valley sewer pump station. - Mentioned having approximately \$700,000 for this upgrade. - Stated that the upgrades were necessary prior to the Richmond project.
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- Indicated that additional upgrades are required due to more units needing to go through the pump station.

David Gray, Sewer Director

- Described ongoing negotiations between the town's consultants and Richmond's consultants.
- Estimated the total project cost to be approximately \$2 million.
- Attributed the increase in cost to escalation since the project started.
- Mentioned working with Town Council to determine a set number for Richmond's contribution.
- Indicated the plan to request the full amount and reappropriate any funds received from Richmond if not needed.
- Recalled the original discussed and agreed-upon amount to be around \$300,000.
- Mentioned a clause in the agreement allowing the town to seek additional funding from Richmond if project costs escalated.
- Noted that the current situation is a result of invoking this clause due to increased costs.

Gibson

- Identified Article 12 as a supplemental appropriation for the construction of town employee housing on Waitt Drive.
- Reminded the committee that \$8.5 million has already been appropriated for this project.
- Mentioned John Lemieux, the OPM for the project, being present.
- Described the project initially as seasonal dormitory-style housing on Waitt Drive.
- Explained that the new housing would allow the repurposing of existing seasonal housing for lifeguards and eliminate the need for renting additional housing.
- Discussed the potential for the housing to be used year-round, with priority for lifeguards and other seasonal staff in the summer.
- Suggested using the housing for transitional employees in the off-season, including remote employees who visit the island occasionally.
- Proposed having year-round apartments for building caretakers.
- Referred to this article as a placeholder.
- Informed that the bids are due soon, with an RFP process because it's modular.
- Expected to have pricing information by early next week.
- Expressed hope that the additional appropriation might not be needed but included the article as a backup plan due to recent experiences with higher-than-expected bids and pricing.
- Identified Article 13 as a supplemental appropriation for the construction of airport housing.
- Noted that Noah Karberg, Nantucket Memorial Airport Manager, would address this article.
- Explained that the reasoning for this appropriation is similar to that of other projects, acting as a fail-safe.

Noah Karberg, Nantucket Memorial Airport Manager

- Started the project with a 2022 Annual Town Meeting (ATM) borrowing of about \$1.1 million for design and OPM costs.
- Used approximately \$100,000 of the authorization through reappropriation of unused funds from different projects, avoiding additional borrowing.
- Allocated \$3.9 million for construction in the 2023 ATM for the modular project.
- Estimated the need to increase total authorization to around \$5 million as a fail-safe.
- Noted the additional cost of extending the town sewer to the project site, as the current GIS mapping is inaccurate.
- Mentioned the recent bid opening, extended to accommodate potential bidders.
- Received one bid but has not yet evaluated the price proposal.
- Planned to evaluate the bid with the project team to determine if a supplemental request is needed and its amount.
- Committed to providing the most up-to-date information to the Capital Committee once the bid evaluation is complete.

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- Described the total property as a five-acre parcel.
- Permitted an area of approximately one acre for the project.
- Completed the environmental permitting.
- Planned originally to have a dormitory on the north side and a townhouse on the south side of the permitted area.
- Removed the townhouse from the plans due to price escalation.
- Maintained the dormitory in its original planned position, with slight adjustments.

Kickham

- Requested to see both the previous year's plan and the new plan for comparison.
- Suggested comparing the differences between the two plans.
- Asked for a thorough description of the need for supplemental funds.

Welch

- Expressed concerns as a Citizen Review Committee about two main aspects: the development plan overview and the high per bedroom cost.
- Highlighted the high cost relative to other affordable housing initiatives or town employee housing projects.
- Estimated the total cost at approximately \$6.1 million, with soft costs around \$1 million and construction costs rounding up to \$5 million.
- Discussed the airport's restrictions on housing various personnel and the potential future need to lease housing to other town personnel.
- Suggested considering a performance contract for construction rather than a design contract, possibly leasing the housing back from the town.
- Acknowledged that these concerns are valid and should be broadcasted, but not necessarily overwhelming.
- Mentioned the presence of new committee members who should understand these prior concerns and future considerations.
- Supported moving forward with the project due to inflationary pressures on construction costs and interest rates, emphasizing the urgency of completing the project sooner rather than later.

Karberg

- Acknowledged the comments and perspectives shared by the committee.
- Clarified that the land is FAA-obligated, with a portion bought using federal funds, which imposes restrictions on its use.
- Mentioned that these restrictions have been discussed with town government, especially concerning other needs that have arisen.
- Explained that the land is primarily for airport use and mutual aid partners such as police and fire departments, making it self-limiting.
- Addressed the project delivery method, stating it was decided in consultation with the commission to align with their wishes.
- Emphasized the importance of the project to the team and appreciated the support expressed in the inflationary environment.
- Committed to taking all comments to heart and being prepared for the next meeting, delivering all requested information beforehand.

Welch

- Asked about the involvement of FAA funding in the land purchase and sought to understand the restrictions imposed.
- Suggested exploring a long-term strategy for a potential buyback offer from the federal government for some airport land.
- Noted that this idea is beyond the current discussion but could be relevant for future planning.
- Mentioned the intense pressure for land on the island, particularly for town uses such as employee housing.
- Referenced the limited availability of land, with the land bank and conservation foundations acquiring much of it.
- Highlighted the potential benefits of freeing up airport land for other uses, especially given its location on a state-maintained highway.

Chair Welch left the meeting at 1:24pm.

IV. FY25 CAPITAL REQUESTS AND OUT-YEAR DISCUSSION: INFORMATION TECHNOLOGY & NANTUCKET WATER COMPANY

Discussion:	Mike Alvarez, provided a brief overview of each of the requests as outlined below: Replace Town Computers • Outlined the capital request for replacing Town computers at a cost of \$73,000. • Noted that this amount includes a 5% increase due to rising costs. • Explained that the request covers annual maintenance and replacement of machines as needed. • Attributed the cost increase to the general rise in prices and the shift towards using more laptops since COVID-19. • Mentioned that laptops tend to be more expensive than desktop computers. • Summarized that the request ensures the town's computer systems remain up-to-date and functional. • Approximately 33% of the inventory is updated annually. • Confirmed that the town has since caught up and is now back to replacing about one-third of the inventory each year. Maintain Network Infrastructure • Identified the request as routine maintenance of the network, including switches and routers. • Focused on external sites such as DPW, the airport, and the sewer. • Mentioned the inclusion of internal switches at various buildings. • Described this as a routine, annual capital request. • Noted that the cost of this request has not increased significantly. • Estimated the lifespan of most switches to be about four years. • Suggested possibly adding an annual escalation to account for future price increases. • Mentioned planning to include more in the request for the next fiscal year, particularly due to potential office changes and moves anticipated for the 2026 fiscal year. Server Virtualization and Maintenance • Described this as an every-other-year request. • Mentioned having a little over \$50,000 remaining from the last appropriation. • Expected to begin replacing some core components of the original setup at the beginning of fiscal year 2025. • Anticipated having around \$120,000 available at that time. • Recalled the original figures being a little over \$200,000. • Planned to get some components in place over the course of fiscal year 2025. • Foreseen a special request for fiscal year 2026 to cover the remaining costs and any additional support and services. • Explained that the initial setup was designed for these \$75,000 chunks, potentially increasing in the future. • Compared this approach to the computer replacement cycle, aiming to replace about a third of the operations every two years. GIS Digital Imaging Updates • Identified that GIS updates are requested approximately every five years. • Highlighted the primary cost being tied to the imaging service, including flyovers and image updates. • Noted the necessity of coordinating with assessors and planning departments to ensure all changes are accounted for. • Emphasized the importance of updating for erosion and other changes, ensuring the most up-to-date imaging every few years. Mark Willett, Nantucket Water Company Director, provided a brief overview of each of the requests as outlined below: New Pump Station and Well:
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	• Reported on a new well drilled at North Pasture, which passed a five-day and seven-day pump test with excellent water quality. • Submitted the report to Mass DEP and awaiting approval. • Planned to build a 20x20 pump station building around the well, similar to existing structures in Sconset and near Lovers Lane. • Located the new station off Polpis Road, near existing employee housing and the Girl Scout camp. • Ensured financial readiness for construction once DEP approves. • Consulted three contractors for pricing, including a 75% "Nantucket factor" to account for local conditions. • Explored options to place some controls in the existing tank building, potentially reducing the new structure's size. Fire Hydrant Modernization Program: • Proposed a hydrant modernization program costing about \$500,000. • Planned to flow test, get gallons-per-minute readings, and color-code approximately 700 hydrants to meet National Fire Protection Association standards. • Scheduled sandblasting and repainting of hydrants, coordinated with fire department needs. • Addressed the unique "Nantucket thread" hydrants from the 1970s, planning to replace or retrofit these. Distribution System Improvements: • Outlined plans for future water main replacements and extensions, influenced by PFAS sampling and potential impacts. • Highlighted collaboration with DPW for projects in areas like Somerset and Old South Road. • Anticipated ongoing changes in distribution system priorities based on emerging needs and regulatory requirements. Water Tank Re-coating: • Scheduled water tank re-coating far in advance, projecting around \$1 million per tank. • Included three tanks: Washington Pond, North Pasture, and Sconset. • Estimated the typical lifespan of the coating to be 10-15 years, dependent on environmental factors and initial application quality.
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V. GREEN SHEET / COMMITTEE REPORTS

Discussion:	Vieth • Scheduled a Finance Committee meeting today, which is unusual for this time of year, prompted by the special town meeting. • Planned to review and gather public comments on all articles in the warrant. • Uncertain about the expected turnout for public comments. • Mentioned that the Planning Board recently had their meeting for short-term rental articles with low public turnout. • Noted that the Planning Board meeting was held on Zoom and focused on zoning aspects. • Confirmed that the Finance Committee meeting will accommodate both in-person and online public comments. Mohr • Announced that both she and Howard are now on the long-term Solid Waste Planning team with Libby. • Mentioned regular meetings to discuss the next iteration of the landfill. • Confirmed the group has been meeting for a little over a year. • Focused on two main areas: the acquisition of assets at the end of the Waste Options contract and the RFP for the new operator contract for the landfill operation starting December 1, 2025. • Expected to present funding for the acquisition of assets at the Spring Town meeting, with negotiations currently ongoing.
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	• Clarified that specific assets under negotiation include the composter, which is contracted at a price, and the transfer station (CND building). • Planned to have the RFP in hand well before the current contract expires in 2025. • Stated that the team is on a good trajectory and aims to avoid last-minute issues. Susan Carmel, Assistant Finance Director Airport FY25 Capital Presentation: • Scheduled the airport to present their FY25 capital requests on Thursday, the 28th. Nobadeer Field Timeline: • Provided an update on the timeline for Nobadeer Field. • Detailed the planning, design, and permitting phases to take place between December 2023 and April 2024. • Planned to hire the OPM (Owner's Project Manager) during this period. • Set the procurement process to start in April-May 2024. • Scheduled construction to begin around August-September 2024. • Estimated project completion by spring 2026.
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VI. GOOD OF THE ORDER

Discussion:	Mohr • Announced an upcoming presentation from town administration and the finance department. • Focused on the capital projects, particularly in FY27. • Encouraged members to tune in for the presentation. • Noted that the presentation will review when debt is taken on and what has been approved but not yet borrowed. • Described the presentation as a comprehensive review of capital project execution and the challenges faced in executing funded projects.
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VII. DATE OF NEXT MEETING

Regular Meeting: September 28, 2023, at 1:59 pm

VIII. ADJOURNMENT

Motion:	Motion to adjourn at 1:31pm.
Roll-Call Vote:	Carried 7:0//Welch, Mohr, Kaizer, Kickham, Matz, Rector, Vieth (Aye)

Submitted by: Elaina Cano



Town of Nantucket

Capital Program Committee

September 28, 2023 Minutes

Staff:	Libby Gibson, Town Manager, Susan Carmel, Assistant Finance Director, Noah Karberg, Nantucket Memorial Airport Manager
Attending Members:	Stephen Welch - <i>Chair</i> , Peter (PJ) Kaizer – <i>Vice Chair</i> , Christy Kickham – <i>Secretary</i> , Howard Matz, Brooke Mohr – Select Board Representative, Jill Vieth, Finance Committee Representative, Barry Rector, NP&EDC Representative
Absent Members:	-
Documents Used:	RORI Spreadsheet

Chair Welch called to order at 1:00 p.m. and made the audio/visual announcements.

I. APPROVAL OF AGENDA

Motion:	Motion to Approve, as submitted.
Roll-Call Vote:	Carried 7:0//Welch, Kaizer, Kickham, Matz, Mohr, Rector, Vieth (Aye)

II. PUBLIC COMMENT

Welch called for public comment. (None)

III. FY25 CAPITAL REQUESTS AND OUT-YEAR DISCUSSION: NANTUCKET MEMORIAL AIRPORT

Discussion:	Noah Karberg, Airport Manager, provided a brief overview of each of the requests as outlined below and responded to questions: Ramp High Mast Lights Replacement: - The project involves replacing ramp lights with an estimated cost of \$700,000. - This is an Airport Improvement Program project, eligible for 90% Federal funding, 5% State funding, and 5% local share. - High mast lights, illuminating the airport's south ramp and adjacent fuel farm facilities, are past their required lifetime. - The project proposes replacing 10 existing apron lights with new poles, fixtures, and bases. - The project will incorporate Dark Skies compliance measures, focusing on reducing light pollution. - Features under consideration include shorter poles, more pronounced shielding, less obtrusive pointing, individual circuits, and pilot control lighting. - The new lights are most likely to be LED. - Existing airfield lighting operates on a Pilot Controlled Lighting (PCL) circuit, allowing pilots to control the lights. - New lights may integrate with the PCL system or have individual control through an advanced lighting management system. - Light orientation will be southeast, with adjustments based on seasonal usage and volume to enhance dark sky compliance. Groundwater & Soil Investigation/PFAS Phase 2: - Requesting \$4 million for Groundwater & Soil Investigation/PFAS Phase 2. - The funds are for continuing PFAS management and mitigation efforts. - Phase 2 involves completing site characterization at the airport.
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- Additional investigation activities will continue over the next year.
- Sampling will be adaptive, with results guiding subsequent sampling rounds.
- Previous work included collecting 500-600 water samples and 400 soil samples.
- Constructed 10,000 feet of new water main and connected 25 residences.
- Installed 21-22 point-of-entry treatment systems.
- Incurred administrative, legal, and filter material expenses.
- Ongoing assessments and evaluations are part of each project.
- Public access to documents and meeting transcripts is available on the website.
- The \$4 million estimate covers the next three years of phased requirements.
- Funds will be used for investigation, monitoring, consultant fees, project reviews, and remediation documentation.
- Immediate availability of funds is necessary for urgent connections and projects.
- Quarterly sampling may require quick action and funding.
- Spending will be as needed, with short-term borrowing to cover deficits.
- Long-term borrowing is avoided for non-revenue generating projects.
- \$2.4 million is devoted to Licensed Site Professional (LSP) services.
- LSPs are specialized consultants authorized by the state to act in place of Mass DEP.
- The \$2.4 million estimate is based on the previous three years' burn rate.
- Typically, spring and fall sampling are conducted each year, with fall sampling being more substantial.
- Annual sampling costs have ranged from \$400,000 to \$900,000, depending on the scope of the investigation.
- A 20% contingency is added, bringing the total to \$2.9 million.
- Additional general consultant services are estimated at \$900,000.
- Each project involves additional work for sampling, handling, analyzing, storing, or remediating soil.
- The \$900,000 estimate is based on the Capital Improvement Program submitted to the FAA, including a contingency.
- The total estimate for all services and contingencies is \$4 million.
- The upfront authorization is needed to cover potential unknowns and provide flexibility.
- Current position is under a regulatory decree by the state DEP.
- Responses to DEP requirements must be timely, without waiting for an Annual Town Meeting (ATM) cycle.
- Immediate action is needed when community members' homes exceed the 20 parts per trillion threshold.
- Previous delays caused significant issues, including a loss of compatibility with neighbors.
- Immediate availability of the \$4 million is crucial to avoid repeating past mistakes.
- The funding is needed now to comply with regulatory requirements and address community needs promptly.

Welch

- The town meeting procedure can be followed if there is reasonable certainty that the money will be spent or a compelling reason to have it on hand.
- Approval and authorization for funding are different from having the money sitting in an account and actually using it.

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- The committee appreciates the request for \$4 million but asks for a double-check on the possibility of tiered funding.
- Consider if \$3 million or \$3.5 million will meet the needs for the first year.
- Respond to the committee either way for further discussion.

Mill & Overlay Parking Lots and Airport Access Loop Road:

- Requesting \$400,000 for Mill & Overlay of Parking Lots and Airport Access Loop Road.
- The funding is based on recent pavement prices.
- This pavement is airport-owned and managed, and not eligible for AIP funding.
- Heavy traffic during busy weekends has led to faster degradation of the parking lot area.
- A 2-inch Mill & Overlay is planned for the parking lot.
- The project may be included in the next three-year Town Paving contract or managed through a separate bid.
- The construction estimate is \$214,000.
- Costs include \$119,000 for soft costs and \$143,000 for consultant management.
- Consultant management costs cover field engineering and resident project oversight.

Employee Housing Phase 2:

- The project involves constructing up to two duplexes, each with a two-bedroom side and a three-bedroom side.
- Original project plans were adjusted due to escalated bid prices.
- Existing \$3.8 million appropriation for a dormitory building (Orange Box on the top of the page).
- New request for the design and construction of the next phase (Orange Box on the bottom of the page).
- Requesting \$6 million based on the engineer's estimate.
- Modular construction estimated at \$4.1 million.
- Engineering, architect, and OPM fees totaling \$865,000.
- Construction subtotal with contingency approximately \$5 million.
- Consultant subtotal slightly over \$1 million.
- Since preparing the Capital packet, the STM item has been advanced in both cost and site development.
- It is now feasible to consider placing two units on the developed layout.
- Aim to discuss this development without confusing or conflating the two issues in this meeting.
- The ATM request on page five is for one structure with two dwelling units.
- One dwelling unit will have two bedrooms.
- The other dwelling unit will have three bedrooms.
- There is consideration to split this into two separate structures, each possibly containing one dwelling unit.
- The definition of a dwelling is a unit with a door to the outside, so the single structure would have a two-bedroom unit on the left and a three-bedroom unit on the right.

Bill Cox, OPM

- The project is not yet designed, and the remaining area needs to be determined based on the HDC process.
- Original plan had a small road with a dwelling unit on the north and south sides of the road.

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- Phase one includes modular housing, providing more bedrooms than initially planned.
- The current focus is on maximizing existing available space for the new dwelling unit.
- Higher costs in phase one are due to running 500 feet of new sewer line, water line, and new hydrants.
- The initial estimate provides a broad overview of the requested funds.
- Aim to achieve cost savings in phase two by leveraging infrastructure investments from phase one.
- Phase two funding will also address environmental aspects necessary for the project's overall vision.
- The project envisions eventually having 11 or 12 units on the parcel.
- Estimated construction cost is about \$1,100 per square foot.
- The design process will determine the optimal number of bedrooms.
- Modular construction aims to be cost-effective and serve as a template for future developments.
- Soft costs are expected to decrease with each phase as designs are reused.
- A large-scale development would lower costs per square foot and per bedroom, but is not feasible at this stage.
- The phased approach aims to develop the project incrementally, addressing environmental permitting requirements as needed.
- Phase one is scheduled to be completed by fall or winter of 2024.
- The design phase for phase two is planned to start in January 2024.
- Aim to complete the design and put the project out to bid by August 2024.
- The goal is to have accurate 100% cost estimates and a bid in hand by the end of August 2024.
- According to procurement regulations, appropriation and funds must be secured to execute a construction contract.

Welch

- Reviewed the concept of presenting line items by summary and detail for both the supplemental request for the Special Town Meeting (STM) for phase one and future phases.
- Highlighted the need for more detailed breakdowns, particularly for phase two.
- Driven by restrictions on use of the property, much of the discussion focused on phase one.
- Recognized the necessity for a clear narrative of the vision for the property, considering restrictions on who can stay in the units.
- Planned for emergency services and other personnel who may be allowed to reside there.
- Emphasized the need for higher dollar amounts and restrictions to necessitate a well-thought-out plan for use and agreements.
- Planned traditional development to involve planning the entire site and achieving economies of scale for costs.
- Acknowledged that staging the project in phases may lead to compounded inflationary costs over time.
- Emphasized the importance of a thorough site plan to manage costs and logistics.
- Considered construction access needs to avoid disruption for residents already living on the site.
- Requested additional information on the overall site development concept, timing, and broader view of the project.

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- Noted that retained earnings are being used, so borrowing costs are not a concern, but a more comprehensive view is required.
- Recommended to hold this specific item for more information, allowing the department head, Noah, the airport, and the commission an opportunity to determine their approach.
- Suggested interim communication to clarify details.
- Scheduled for one of the placeholder calendar items for this particular request.
- Planned the MEPA review to be completed for phase two as part of phase two soft costs.
- Requested an understanding of how the MEPA review, along with other costs and logistical matters, fit into the overall phased development.

Art Gasbarro, Chairman of the Airport Commission

- Understood that the commission can work with Noah to provide the needed information.
- Recognized the vision and strategy behind the phased approach.
- Clarified that phase one addresses seasonal workers, primarily those needed for the ramp.
- Acknowledged that phase two aims to provide the airport with flexibility, especially related to hiring.
- Committed to working on providing the requested information.
- Confirmed that interim communication and scheduling will help address any questions and concerns.

Karberg

- Indicated that the "limit of disturbance" box represents the extent of the MEPA approval and permitting.
- Clarified that this includes both the STM dormitory project and the current ATM duplex project.
- Noted that anything outside this limit of disturbance has not been approved and permitted and would need additional approval and permitting.

Grounding and Lighting Protection System Upgrades:

- Indicated that this is a self-funded project.
- Requested \$139,000 to study and design a grounding and lightning protection system for the airport.
- Noted that in the past three years, the airport has experienced multiple lightning strikes.
- Mentioned that these lightning strikes have damaged circuit boards for the fuel pumps and monitoring system, especially around the Fourth of July weekend.
- Stated that replacing these circuit boards costs \$5,000 each and takes the fuel farm system offline until repairs are made.
- Highlighted that one year, the contractor was on-site to assist with repairs.
- Consultant has initially investigated the issue, which is related to an imbalance in the grounding system.
- Aimed to determine necessary actions and design the grounding and lightning protection project.
- Emphasized the importance of the fuel farm for revenue and service, noting potential losses of \$100,000 per day if the fuel farm is down in summer.
- Acknowledged that other airport systems, such as access control doors and vehicle service gates, are also affected by lightning strikes.

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- Explained that anything with a control board or power source is susceptible to lightning damage.
- Confirmed that this project does not include AIP funding components.

Catch Basin Cleaning and Replacement:

- Requested \$400,000 for catch basin cleaning, installation, and replacement.
- Maintained a stormwater inventory and maintenance program with 300 to 400 catch basins, dry wells, and other stormwater features.
- Implemented an inspection and maintenance plan highlighting structures nearing the end of their life.
- Attached documentation in the packet shows some structures as failing or in poor condition.
- Reserved capital to replace these structures if and when they fail, with an outside contractor to excavate and replace them.
- Planned to address the car rental overflow area, which currently lacks any catch basins.
- Proposed to design and install appropriate stormwater features in this higher-than-road area based on design indications.

Paint Beads and Rubber Markings Removal:

- Requested \$421,500 for paint beads and rubber markings removal.
- Continued to meet inspection requirements through a multi-year plan.
- Rotated through runways and taxiways to remark surface painted hold markings, centerlines, taxiway edge markings, and centerlines.
- Noted that paint wears off over time due to mechanical action, driving, snow plowing, and accumulation of layers.
- Required to grind down or water blast away old paint and repaint when there are three or four layers.
- Used well-defined takeoffs from consultants to estimate the amount of each marking and line, as well as paint costs.
- Estimated costs accurately for each year based on unit quantities and application rates.
- Mentioned that in previous years, MassDOT hired a statewide contractor for this work, but funding constraints have shifted the responsibility to individual airports.
- Noted that this is not an AIP-funded project, despite being an FAA requirement, as the FAA views it as runway and taxiway maintenance, which is the airport's responsibility.

Runway 6-24 Repair:

- Requested funding for repairs to Runway 6/24 Center Line.
- Identified Runway 6/24 as the main air carrier runway, running from Milestone Road to Noer Beach.
- Noted the runway was constructed with overlapping pavement joints, with one joint at the center line.
- Observed degradation at the center line joint, especially where aircraft gear tends to land.
- Proposed a mill and overlay of a three-foot-wide strip along the runway center line to extend the runway's useful life.
- Specified milling four inches of pavement and replacing it with new pavement.
- Estimated the repair cost at \$500,000.
- Planned to compete for AIP funding with the traditional 90% federal share and 5% state share.

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	Welch • Reiterated the need for a vision with both Plan A and Plan B, and a detailed articulation of the extent and scope of the phases for the housing project. • Requested a line-item summary in detail for the next meeting. • Planned to revisit the groundwater and soil investigation Phase Two, including the dollar amount for the current and upcoming fiscal year. • Considered whether any of the budget could be extended into the following year. • Asked for inclusion of out-year projections to aid in understanding the bigger picture. • Emphasized the importance of filling in future projections for all projects, even if they won't be the focus of the next meeting, for better planning and clarity.
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IV. GREEN SHEET / COMMITTEE REPORTS	
Discussion:	Mohr – Select Board • Discussed coastal resilience projects, highlighting the recent meeting with the Land Bank regarding the Washington Street project. • Noted the formation of a new committee for the Washington Street project, emphasizing the need for planning and investment in protecting critical infrastructure. • Indicated potential impacts on the finance department, with a focus on town buildings and access to downtown via Washington Street. • Acknowledged the ongoing collaboration and planning, emphasizing that the financial requirements for these projects are significant. • Stressed the importance of investment to maintain access to downtown for the next 30 years. Vieth, Finance Committee • Noted the invitation to the Collision project meeting last night. • Mentioned the current focus on the special town meeting warrant. • Indicated that there is supposed to be funding for the airport in the warrant, which hasn't been addressed yet. • Mentioned that today's meeting should be the last one until right before the special town meeting. • Planned to finish motions today, having already addressed short-term rental ones on Tuesday. • Highlighted the need to plug funding for parks and recreation, specifically for fields, emphasizing the ongoing need for more fields. • Recalled that the group endorsed funding for parks and recreation last year. Welch • Agreed that regardless of whether a recommendation is made, preparation is key. • Suggested discussing and preparing brief explanations for the rationale behind decisions as the town meeting dates approach. • Emphasized the importance of being ready to stand up and represent the rationale at town meetings. • Proposed dividing topics among members to ensure coverage and comfort with the subject matter. • Encouraged members to give brief, two-minute speeches to explain and provide information on various topics. • Recommended coordinating who will attend and speak on different subjects to ensure effective representation.

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V. GOOD OF THE ORDER

Discussion:	Welch • Addressed the intersection and collision of capital expenses. • Reflected on CapCom’s progress since 2017 and assessed its process. • Conducted a “good of the order” recap to evaluate past and current practices. • Evaluated CapCom’s “report card” to understand achievements and areas for improvement. • Increased the capital allocation from 1% as a recommendation. • Utilized a visual box system for task progress: half-colored for partially completed tasks and fully colored for completed or in-process tasks. • Implemented annual meetings for Select Board, FinCom, CapCom, Town Manager, and Finance Department to enhance communication and collaboration. • Provided foundational input for the annual meeting process. • Evaluated and reevaluated involvement to best serve the town. • Emphasized the importance of SIP capacity and funding analysis for deeper review and focus on capital projects. • Encouraged a shift in the perspective and paradigm of capital projects, promoting long-term planning. • Recommended semiannual project reporting to involve department heads in both front-end review and back-end evaluation. • Aimed to understand cost outcomes and provide insights for procedural improvements. • Highlighted the need for centralizing capital asset management. • Discussed the development of a robust, centrally managed director position for capital management, initiated through the Town Manager's office. • Understood that a directorship within the Finance Department is being developed for capital management. • Provided new members with historical context and the importance of recommendations. • Planned to fine-tune recommendations and potentially rework them after the budget season. • Encouraged involvement from new individuals to bring fresh energy and perspectives for the community's benefit.
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VI. DATE OF NEXT MEETING

Regular Meeting: October 5, 2023

VII. ADJOURNMENT

Motion:	Motion to adjourn at 1:39pm.
Roll-Call Vote:	Carried 7:0//Welch, Kaizer, Kickham, Matz, Mohr, Rector, Vieth (Aye)

Submitted by: Elaina Cano



Town of Nantucket

Capital Program Committee

October 5, 2023, Minutes

Staff:	Susan Carmel, Assistant Finance Director, Beth Hallett, Nantucket Public Schools Superintendent, Chip Clunie, Director of Facilities and Grounds, Martin Anguelov, Chief Financial Officer, Nantucket Public Schools
Attending Members:	Stephen Welch - <i>Chair</i> , Christy Kickham – <i>Secretary</i> , Howard Matz, Brooke Mohr – Select Board Representative, Jill Vieth, Finance Committee Representative, Barry Rector, NP&EDC Representative
Absent Members:	Pete Kaizer
Documents Used:	Capital Improvement Plan FY 25 thru FY 34 – School Department

Chair Welch called to order at 1:00 p.m. and made the audio/visual announcements.

I. APPROVAL OF AGENDA

Motion:	Motion to Approve, as submitted.
Roll-Call Vote:	Carried 6:0//Welch, Kickham, Matz, Mohr, Rector, Vieth (Aye)

II. PUBLIC COMMENT

Welch called for public comment. (None)
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III. FY25 CAPITAL REQUESTS AND OUT-YEAR DISCUSSION: NANTUCKET PUBLIC SCHOOLS

Discussion:	Chip Clunie, Director of Facilities and Grounds - Requested \$150,000 for grounds improvement, focusing on fence removal and repair, specifically along Sparks Avenue by the softball field and the old baseball field near the school. - Sought \$450,000 for building improvements, including: - Elementary school: Roof repairs and classroom cabinet removal. - High school: Removal of carpeting in the B cluster, pool roof repairs, and window painting of exterior windows along the front and side of the school to prevent further deterioration. - Explained that the items were categorized as medium priority because they are not currently falling apart but will become high priority if not addressed soon. - Agreed that emergencies would be considered high priority, and while the roof repairs might be higher priority, the window painting is viewed as medium to high priority. - Clarified that the window repairs should be undertaken this year due to ongoing deterioration, emphasizing the risk of further damage if delayed and noting the current faded condition of the windows. Welch - Informed the committee that priorities for the project are being evaluated individually rather than comparatively. - Mentioned that in the past and possibly in the future, department heads and staff may be asked to rank projects relative to one another. - Advised to keep in mind that projects may need to be ranked relative to each other versus individually.
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	• Requested clarification on the prioritization of specific projects, such as grounds improvements, building improvements, and IT infrastructure, for the record. • Suggested working with the finance department and Sue to update this information in the database.
	Clunie • Confirmed that the basketball hoops are fine, with the main issue being their use as a parking lot during the school year. • Noted that the basketball area is mostly used during the summer and weekends, and repairs are limited to replacing nets and possibly rims, with no need for full hoop replacement. • Outlined plans to remove the backstop, fencing, dugouts, and scoreboard mounts from the old baseball field after building a new one at Bacchus. • Explained that the cleared area will be designated for gym classes, providing a specific playing field for high school use. • Mentioned that this arrangement will allow field hockey games to proceed without gym classes interfering, tightening up the scheduling and use of the fields. • Discussed the Surf Side Road Project, specifically the renovation of the Kaiser property. • Mentioned that additional elements have been added to the project, and work is ongoing with SMRT on the engineering plans. • Informed that the fire department requested a sprinkler system, leading to increased costs. • Included additional costs for an office bump-out, chimney removal, and basement floor structural reinforcement. • Estimated the total cost at \$900,000, with the inclusion of an Owner's Project Manager (OPM) pushing the final cost to approximately \$1.5 million.
	Welch • Expressed confusion over the Surf Side Road Project as it was not listed in the packet provided by the finance department. • Instructed to submit the information to the Finance department for review. • Mentioned that if there are questions beyond today's presentation and the current documents, they will follow up.
	Clunie • Detailed the addition to 24 Surf Side Road, including chimney removal and structural reinforcement with doubled joists in the cellar. • Explained that due to code requirements, a sprinkler system will be installed as requested by the fire department. • Noted that the budget increase necessitates the involvement of an Owner's Project Manager (OPM). • Provided background on the Kaiser property, specifying that the ground floor will serve as the new central office, with an apartment above and storage space in the basement. • Clarified that the total project cost is \$1.5 million, including the OPM, with \$900,000 already approved as a supplemental amount. • Explained that the initial \$900,000 for construction led to the need for an OPM, thus increasing the total to \$1.5 million. • Specified that the original estimate was \$1.65 million, with the current \$1.5 million breakdown being \$900,000 for hard costs and \$600,000 for soft costs.
	Hallett • Confirmed that the entire central office will be relocating to 24 Surf Side Road.

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	• Explained that this move will free up the current central office space for the Special Education and EL departments, which are currently occupying classroom and office space in the school buildings. • Responded to a question about the number of people moving, stating that 10 additional people will be moving into the new central office. • Clarified that the central office will house nine employees plus a one-bedroom housing unit.
	Welch • Planned to have the topic on the agenda for further discussion if needed. • Proposed setting up an additional discussion with the school if necessary, based on the amount of ground already covered. • Indicated that if no further discussion is needed and supplemental documentation is sufficient, they will move on. • Decided to avoid redoing the discussion later unless there are material questions requiring further clarification.
	Mohr • Acknowledged the critical need for housing and speculated that the inclusion of a housing unit might be triggering the requirement for a sprinkler system. • Requested a definitive answer on whether removing the housing unit would eliminate the need for sprinklers under code regulations. • Expressed concern about funding approval for the project being contingent on a second approval, with work starting before the second town meeting approval. • Questioned the risk of ending up with an unusable building if the second round of funding does not pass. • Asked for supplemental documentation detailing the dollar amounts for each phase, what can be accomplished with the initial \$1.65 million, and ensuring the building is usable with this amount. • Inquired about what the additional \$1.5 million covers and how it impacts the usability of the building if not secured.
	Clunie – Campus Wide Improvement Plan • Outlined the campus-wide improvement plan, requesting \$750,000 for various initiatives. • Explained that this is an annual request used to continue progress on space studies and other projects. • Highlighted the focus on space studies at the high school and CPS, aiming to optimize space utilization and plan future needs. • Mentioned feasibility studies for renovating CPS, noting current numbers do not justify a new building. • Indicated that this funding helps plan and make adjustments for field projects while shifting focus closer to school infrastructure improvements, particularly at CPS.
	Hallett • Acknowledged that while current enrollment numbers do not justify new buildings, island-wide changes, such as increased housing availability, could quickly alter this. • Identified potential enrollment growth due to projects like Surfside Crossing. • Recognized the need to update the old middle school building to support more innovative programming and vocational/technical opportunities. • Stressed the importance of preparing students for future careers, some of which may not yet exist, requiring updated facilities and programming spaces. • Highlighted ongoing struggles with IT infrastructure, noting that simply renovating buildings will not fully address these issues.

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	• Indicated the potential need for constructing a new school to meet future demands and technological advancements, regardless of immediate enrollment changes. • Emphasized the importance of making school buildings suitable for future career preparation and technological integration. • Confirmed the existence of a campus-wide master plan, which has been in place since before the intermediate school was built. • Mentioned that the plan undergoes constant updates and adjustments based on immediate and long-term needs. • Included in the plan are provisions for teacher housing and the potential construction of a new school, though it is unclear if this will be a middle school. • Acknowledged that the campus is limited by its acreage, necessitating careful and ongoing planning. • Described regular meetings of the campus master plan team, occurring every six to eight weeks, to discuss next steps and future directions.
	Clunie • Considered options for the baseball field in light of PFAS concerns, exploring alternative solutions. • Mentioned that choosing a natural turf field would render the field unusable for two years. • Discussed the impact of redoing the fields, noting that this summer they used the Delta fields and Nobadeer fields while the fields were being reseeded. • Acknowledged the necessity of using off-campus fields like Delta, Nobadeer Farm, and possibly Tom Nevers during the renovation period. • Identified the need for new stands, bleachers, and a new track, indicating these projects are still under consideration and planning.
	Welch • Requested that supplemental documents include a breakdown of costs similar to the 2021 document, presented as a line item perspective. • Highlighted the need to differentiate current costs under construction into soft costs, such as consultations and planning. • Suggested adding this detailed breakdown to the supplemental documents for clarity. • Proposed that this breakdown be updated annually and include the prior year's request, actual expenditure, and any funds held over. • Emphasized the importance of understanding that these documents represent a snapshot of anticipated costs, both soft and hard, to provide direction and form decisions.
	Rector • Suggested including an executive summary from the consultant as a supplemental document. • Expressed the need to understand the tracking for campus-wide initiatives, given the \$750,000 allocated for the study. • Proposed that the executive summary help the committee grasp the overall approach and current status of projects. • Requested a concise version of the consultant's report, not necessarily the entire narrative, to be used as a supplemental document. • Emphasized the value of this summary for understanding current activities and anticipating future directions.
	Welch • Clarified that campus-wide improvements fall under a broad umbrella covering the conceptual development, including consultations.

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- Noted that this conceptual development will lead to subline items and future discussions about specific requests for actual construction costs.
- Explained that grounds improvements are specific to day-to-day, week-to-week, and annual maintenance and enhancements.
- Compared grounds improvements to the acquisition and maintenance of grounds equipment, highlighting the rationale behind separating these categories.

Matz

- Requested a review of historical usage for the campus-wide improvement line item to determine the appropriateness of the current number.
- Asked if the number is a fixed operating number adjusted for inflation or based on historical precedents.
- Clarified that the inquiry specifically concerns the campus-wide improvement budget.
- Expressed the need to understand why the same number is used annually, questioning if it appears arbitrary without clear justification.

Martin Angelov, Chief Financial Officer, Nantucket Public Schools

- Agreed that the campus-wide improvement number serves to keep the item on the radar.
- Acknowledged that past usage of this budget has been minimal, with significant projects like the baseball fields and tennis courts being exceptions.
- Suggested obtaining an appropriate estimate for future costs, particularly if planning to use grass fields.
- Recognized that estimating a new project will take time, hence the inclusion of seed money in the budget.
- Explained that this seed money would enable paying a company to develop a plan if needed.

Welch left the meeting at 1:50 pm.

Kickham

- Acknowledged that the campus-wide improvement item serves as a placeholder.
- Agreed with the suggestion to review historical spending over the past five years to get a clearer picture of trends and departmental expenditures on this item.
- Emphasized that campus-wide improvements and grounds maintenance are generally not emergency items and can be pre-planned.
- Suggested that having a pre-planned outlook for the next two to three years would help in addressing any arising questions and solidifying future plans.
- Encouraged consideration of more detailed planning for future campus-wide and grounds improvements to better manage and predict costs.

Mohr

- Agreed that having planning money allocated every year is sensible.
- Suggested distinguishing the planning funds from execution funds to provide clearer financial insight.
- Noted that maintaining a placeholder for planning allows for flexibility in responding to unanticipated needs and developments.

Hallett – IT Infrastructure

- Outlined that IT infrastructure costs primarily cover networking and ensuring that building infrastructure is up to speed.
- Emphasized the need for constant upgrades to maintain appropriate IT infrastructure.
- Mentioned the current focus on replacing an outdated master server, highlighting it as a critical component needing attention.

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	- Clarified that the security issue pertains more to the methods of protection rather than outdated servers. - Noted that increased awareness and understanding have improved their approach to ensuring robust cybersecurity. - Emphasized the importance of tightening cybersecurity, acknowledging that vulnerabilities often become apparent only after incidents occur. - Stated that current funding is not specifically for cybersecurity support, as immediate needs have already been addressed and incorporated. - Mentioned that there is a regular cycle involving a larger sum of money every three years. - Explained that this cycle is due to the one-to-one device program for students, necessitating regular updates. - Noted that student devices have a short lifespan, requiring frequent replacement with new devices. - Clarified that this regular update cycle is why larger funding amounts are seen in the out years.
	Anguelov - Informed that many projects are funded through a state program called E-Rate, which provides supplemental funding. - Mentioned that reimbursement is received after application, with a recent \$60,000 check used for Chromebook purchases. - Stated that the one-to-one device program, particularly for Chromebooks, is adequately covered by this supplemental funding. - Highlighted the importance of E-Rate in supporting various campus technology needs, suggesting further details can be provided by the technology director.
	Hallett - Clarified that the current funding is not for a full infrastructure upgrade but rather a gradual improvement. - Mentioned that a full systems upgrade would be very costly, so the approach is to chip away at upgrades incrementally. - Noted that the \$55,000 allocated this year is focused on improving one specific area. - Explained the challenge of repairing one thing only to have another break, especially in older buildings like the middle school. - Acknowledged that a comprehensive upgrade might eventually be necessary, though it is uncertain if it is feasible in the current middle school building.

IV. ANNUAL REPORT AND RECOMMENDATIONS WORKGROUP UPDATES	
Discussion:	None
V. COMMITTEE REPORTS	
Discussion:	None
VI. GOOD OF THE ORDER	
Discussion:	None
VII. DATE OF NEXT MEETING	
Regular Meeting: October 12, 2023	
VIII. ADJOURNMENT	
Motion:	Motion to adjourn at 1:05pm.
Roll-Call Vote:	Carried 6:0// Kaizer, Kickham, Matz, Mohr, Rector, Vieth (Aye)

Submitted by: Elaina Cano



Town of Nantucket Capital Program Committee

www.nantucket-ma.gov

Members: Stephen Welch (Chair), Peter Kaizer, (Vice Chair), Howard Matz, Jill Vieth (Secretary),
Brooke Mohr, Christy Kickham, Barry Rector

MINUTES

Thursday, August 10, 2023

Called to order at 1:00 p.m. and audio/visual announcements made by Chair Welch.

Staff:	Brian Turbitt, Director of Municipal Finance, Susan Carmel, Assistant Finance Director
Attending Members:	Welch, Mohr, Matz, Vieth, Rector, Kickham, Kaizer
Absent Members:	None
Documents Used:	Fiscal Year (FY)23 for FY 24 Report, Administrative Policies, Liaison assignments, RORI Documentation

I. APPROVAL OF AGENDA

Motion:	Motion to Approve, as submitted. (made by: Rector) (seconded)
Roll-Call Vote:	Carried 7:0//Welch, Mohr, Matz, Vieth, Rector, Kickham, Kaizer (Aye)

II. DISCUSSION OF OPERATIONAL MATTERS: FY24 PROCESS REVIEW, FY25 BROAD SCOPE APPROACH; ATTENDANCE POLICY; ORGANIZATIONAL PROCESSES, LIAISON ASSIGNMENTS; REVIEW & APPROVE SCHEDULE, ESTABLISH RORI REVALUATION WORKGROUP

Discussion:	Welch FY 24 Process Review • Referred new members to the FY23 report for FY24 Capital Program recommendations. • Walked through the process with a fair amount of detail in the FY23 report. • Encouraged reviewing the report before the next meeting for helpful insights. FY 25 Broad Scope Approach • Discussed the FY25 broad scope approach. • Walked through the process, consistent with the past several years. • Confirmed the effectiveness of the current approach without delving into details. • Directed new members to find detailed information in the report, especially towards the tail end.
Motion:	Motion to approve meeting schedule. (made by: Kaizer) (seconded)
Roll-Call Vote:	Carried 7:0//Kaizer, Welch, Mohr, Matz, Vieth, Rector, Kickham (Aye)
Discussion Cont.	Welch Attendance Policy • Mentioned the attendance policy. • Noted past conflicts with Thursday morning meetings and the Select Board's Executive Session. • Highlighted quorum issues arising when an NPDC member was also a Select Board Member during conflicting seasons.

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- Acknowledged the duties of Select Board Members. suggested rescheduling meetings to the afternoons, to avoid conflicts.
- Emphasized the importance of participation in organizational processes, asking members to participate as much as possible.

Vieth

- Experienced significant engagement with the airport in the last two years.
- Expressed uncertainty about the airport's plans for this year.
- Requested scheduling flexibility to ensure Brooke's presence on days she's available.
- Emphasized the importance of having all members present but acknowledged the complexity of requests from the airport.

Welch

Liaison Assignments

- Highlighted the concept of members meeting with department heads.
- Emphasized that the purpose is to discuss Capital requests for the upcoming year.
- Stressed the importance of on-site meetings to enhance understanding.
- Pointed out the additional benefit of feedback from members who have visited departments.
- Described the usefulness of this approach in gaining a more comprehensive understanding beyond the information provided in the CIP request form and background details uploaded to the database.
- Requested volunteers, asking one or two people to step forward for each department.
- The assignments are as follows:
- Fire - Mohr/Rector
- School – Vieth
- Natural Resources – Kaizer
- Police/Marine – Kickham/Kaizer
- Our Island Home – Welch/Rector
- IT – Kaizer
- Sconset Water – Kickham
- Airport – Vieth/Kickham/Welch
- Sewer – Matz/Vieth
- DPW (Transportation) Matz/Kickham
- DPW (General) Vieth
- DPW (Solid Waste) Matz/Mohr
- Town Admin – Welch

Welch

RORI Re-Evaluation Workgroup

- Introduced the RORI (Ranking of Relative Importance) as a process for prioritizing Capital requests.
- Explained the systematization of prioritizing various priorities related to Capital requests.
- Acknowledged the complexity of the math behind the process.
- Described the two-part process, involving individual members assigning values based on their perspective.
- Clarified that these valuations will be used for the upcoming budget season on Capital requests.
- Noted that individual valuations will contribute to a team number, informing the group's ranking of relative importance.
- Mentioned that the ranking number will determine whether items advance automatically to the town meeting hopper or require discussion based on certain criteria.
- Emphasized the role of math and reasonableness in the decision-making process.
- Expressed the intention to map out the relevance of criteria.
- Mentioned having volunteers, to be discussed shortly.

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	• Aimed to define the criteria for a common understanding among committee members. • Emphasized the importance of a shared understanding of the criteria before valuations. • Clarified that rankings and valuations are subjective. • Described the subjective nature as an opportunity for members to express their experience, knowledge, and opinions numerically. • Contrasted the current approach with the previous method involving lengthy discussions. • Acknowledged that discussion is not foreclosed but highlighted the new approach as a tool or guardrail for ranking, providing structure to the process. • Decided not to go over questions at the moment. • Aimed to establish a workgroup for a Tuesday meeting. • Welcomed all members to participate but reached out to core members involved in developing the RORI system for scheduling. • Scheduled the meeting for Tuesday at 1, with a hybrid format. • Mentioned PJ and Christie as the two members joining the workgroup. • Invited all members to attend, especially at the beginning for understanding and auditing the discussion. • Encouraged active participation by members to share their thoughts or questions once the initial discussion has taken place. Turbitt • Addressed the issue of Town Administration starting to RORI all the products. • Mentioned that reviews of Capitol with departments are completed. • Noted that town administration is already starting to prioritize and recommend items. • Urged committee members to make any changes to the RORI evaluations as soon as possible. • Highlighted the importance of making adjustments early due to the impending start of the prioritization process by town administration.
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III. DATE OF NEXT MEETING

RORI Revaluation Workgroup: Tuesday, August 15, 2023, at 1:00pm

Regular Meeting: August 24, 2023, at 1:00pm

IV. ADJOURNMENT

Motion:	Motion to adjourn at 1:30pm. (made by: Kaizer) (seconded)
Roll-Call Vote:	Carried 7:0//Kaizer, Welch, Mohr, Matz, Vieth, Rector, Kickham (Aye)

Submitted by:
Elaina Cano



Town of Nantucket

Capital Program Committee

September 7, 2023 Minutes

Called to order at 1:00 p.m. and audio/visual announcements made by Chair Welch.

Staff:	Susan Carmel, Assistant Finance Director
Attending Members:	Stephen Welch - <i>Chair</i> , Peter (PJ) Kaizer – <i>Vice Chair</i> , Howard Matz, Brooke Mohr – Select Board Representative, Barry Rector, NP&EDC Representative, Jill Vieth, Finance Committee Representative
Absent Members:	Christy Kickham – <i>Secretary</i> ,
Documents Used:	Department Capital Request spreadsheet

I. APPROVAL OF AGENDA

Motion:	Motion to Approve, as submitted. (made by: Vieth)
Roll-Call Vote:	Carried 6:0//Welch, Mohr, Matz, Rector, Kaizer, Vieth (Aye)

II. PUBLIC COMMENT

Welch called for public comment. (None)
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III. FY25 CAPITAL REQUESTS AND OUT-YEAR DISCUSSION: NATURAL RESOURCES & SCHOOL DEPARTMENT

Discussion:	Welch - Discussion focused on Fiscal Year (FY) '25 with a total of five capital requests. - The expected process involves committee members having already reviewed the detailed information provided on each request before the meeting. - The primary activity during the meeting is for members to ask questions about the requests to clarify and finalize understanding. Jeff Carlson, Natural Resources Director, provided a brief overview of each of the requests as outlined below: - The first request discussed is the Folgers Marsh Bridge Project. - The project involves the culvert next to the Life-saving Museum. This culvert connects a creek system from Nantucket Harbor to the marsh across the way. - The road by the culvert is located below flood elevations, not accounting for potential sea level rise. - There is a potential isolation risk if the area were to get flooded or washed out, particularly affecting the areas in the north, which have previously experienced road loss during storms. - This project is addressed in both the Hazard Mitigation Plan and the Coastal Resiliency Plan. - The goal is to raise the area out of the flood zone and enhance the flow of floodwaters from the northern creeks to the marsh side, thereby maintaining and restoring the saltwater meadow and supporting a more natural ecosystem. - The second capital request discussed is the Strategic Retreat and Relocation Program. - This program is part of the Coastal Resiliency Plan. - It aims to develop strategies not only for the town but also for private homeowners. - The program is designed to facilitate the process for residents to retreat and relocate from areas vulnerable to erosion and flooding. - A key objective is to streamline permitting processes to assist homeowners during this transition. - The program intends to provide tools to make the relocation process as easy as possible for those leaving areas they are attached to due to increasing risks. - There are no new projects in the Hazard Mitigation plan this year. - The Madaket/Long Pond Hardening projects have been postponed. - The delay is to synchronize these projects with upcoming discussions on potential sewer and other resiliency measures for the Madaket area.
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- It was deemed prudent to wait until these related projects are further along in the conceptual or design phase before proceeding with the hardening projects, to ensure better integration and effectiveness.
- The third request is for updating Nantucket's Climate Action Plan.
- The update is in sync with the Commonwealth's Climate Action Plan and the State Hazard Mitigation Plan.
- While Nantucket already has an active Hazard Mitigation Plan, this update focuses on the complementary aspects of climate action.
- The plan aims to adapt current practices to meet the Commonwealth's 2050 environmental targets, which include reducing greenhouse gas emissions, increasing energy efficiencies, and promoting electric fields.
- The plan will be developed through a sustainability lens, outlining specific targets and programs to guide the community towards these environmental goals.
- The fourth request concerns the development of an Environmental Adjustment Policy.
- Initially referred to as "environmental justice," which aligns with state and federal nomenclature.
- The aim is to enhance engagement and integration of Nantucket's six environmental justice communities in planning and project development.
- The program is designed to specifically address the resiliency needs of these communities.
- This initiative spins out of the town's original Diversity, Equity, and Inclusion (DEI) efforts.
- There is an increasing requirement for an environmental justice component in state and federal grant applications. Lack of a formal program in this area is becoming a hindrance in securing funding.
- Establishing this policy would not only meet grant requirements but also position Nantucket to better compete for and utilize available grants, thereby enhancing community resiliency and inclusion.
- The fifth request is for the Baseline Environmental Data Program, commonly referred to as the data collection program.
- Scope of Data Collection:
 - o Water Quality Monitoring: Assessing the quality of water in various environments.
 - o Eelgrass-Based Scallop Assessments: Evaluating scallop populations and health in relation to eelgrass habitats.
 - o Groundwater Monitoring: Tracking the quality and levels of groundwater.
 - o Stormwater Monitoring: Analyzing stormwater to manage its impact on the environment.
- Purpose of Data Collection:
 - o Project Design: Utilizing collected data to inform the design of environmental projects.
 - o Evaluation of Strategies: Assessing the effectiveness of management strategies and project developments post-implementation.
- Ongoing Requirement: Continual data collection is essential for staying competitive and effective in environmental project development and adaptation.

Welch

Regarding the data handling and meeting efficiency for the Capital Program Committee:

- All data related to the requests are compiled into a database.
- The database serves as a resource for the Capital Program Committee, Finance Committee, Select Board Members, and Department Heads.
- Allows these stakeholders to review the detailed information provided on each project.
- With the provided data, the committee can quickly move to asking pertinent questions, proceeding topic by topic to ensure thorough discussion and clarification.

Carlson provided an overview and responded to questions related to each request, as follows:

Strategic Retreat and Rehabilitation programs

- o Folgers Marsh experienced flooding during the same storm that washed out Polpis Road at Sesachacha Pond.

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- Impact of Flooding: The flooding caused the area north of Folgers Marsh to be geographically isolated for several hours due to storm damage.
- Concerns About Accessibility: There is a significant concern about the inability to access the area during such events, especially in emergencies.
- Long-Term Flooding Risks:
- Increasing Frequency: With sea level rise projections, flooding and overtopping in the area are expected to become more frequent.
- Infrastructure Deterioration: The culvert beneath the road is showing signs of wear and tear and is starting to fail. Visible signs include a depression in the roadway above the culvert where it has begun to crack.
- Maintenance and Project Urgency:
- Immediate Maintenance Needs: The culvert requires maintenance soon to prevent further deterioration.
- Cost Considerations: Costs for repairs and maintenance are escalating, making it prudent to address this project sooner rather than later to avoid higher expenses in the future.
- Estimation of Costs: It was suggested that replacing the culvert, including design, permitting, and installation, would cost about 75% of the full project amount.
- Urgency of Replacement: There is a noticeable urgency to replace the culvert proactively due to visible signs of deterioration.
- Potential Failure Timing: While the exact timing of complete failure is uncertain, the signs indicate it could be soon.
- Questioning Short-Term Fixes: Debated whether a temporary fix would be cost-effective given the rapid changes and increasing flood risks.
- Long-Term Financial Implications: It's argued that putting a temporary fix (a "bandage") might prolong the project unnecessarily and incur higher costs in the long run due to inflation and escalating project costs.
- Further Actions:
- Need for Accurate Cost Estimate: A commitment was made to obtain and submit a more accurate cost estimate for the immediate repairs.
- Discussion with DPW: Plans to discuss further with the Department of Public Works to assess their capability and viewpoint on undertaking the immediate repairs.
- Consultation with Transportation Officials: Discussed the project with Mike Burns regarding potential funding under Transportation Improvement Programs.
- Current Relevance: To date, no suitable grant opportunities through transportation programs have emerged, but they remain vigilant for any that might arise.
- Cultural and Conservation Significance: Explored funding options related to the preservation of access to the Life-Saving Museum.
- Partnerships with Local Organizations: Engaged with local stakeholders like the Conservation Foundation and Egan Maritime, owners of significant local properties, to support the project.
- Community Engagement: Initial collaboration with private homeowners on Fulling Mill Road for project scoping and design, although differing project objectives led to a dissolution of this particular partnership.
- Continual Search for Opportunities: Constantly reviewing potential grant opportunities as they come through, ready to explore any feasible options to support the project.

Climate Action Planning

- Acknowledgement of Overlap: There is recognized overlap among various plans like the Climate Action Plan, Open Space Plan, Resiliency Plan, and Master Plan.
- Purpose of Climate Action Plan: It aims to fill necessary gaps and act as a central hub that integrates aspects of these overlapping plans.

- Project Development Synergy: When developing projects identified through plans like the Coastal Resiliency Plan, elements from the Climate Action Plan are considered to ensure comprehensive environmental management.
- Transportation and Resource Planning: The Climate Action Plan also contributes to transportation and resource use planning, aligning with state goals.
- Greenhouse Gas Emission Goals: Currently, Nantucket lacks formally adopted greenhouse gas emission goals, which are under consideration and development to match state objectives.
- Nantucket's geographic and community characteristics necessitate tailored approaches compared to mainland communities.
- Community-wide Relevance: The plan is intended for all of Nantucket, not just municipal operations.
- It is designed to provide a framework for both public sectors and private citizens.
- The plan may include both regulatory requirements and voluntary compliance options.
- Lead by Example: The town aims to demonstrate environmental leadership by adopting and promoting sustainable practices, encouraging broader community participation in these efforts.

Environmental Justice Assessment and Policy Development

- Environmental Justice Communities: Discussed the identification and connectivity of Nantucket's six Environmental Justice communities, defined primarily through census blocks based on the 2020 census.
- Criteria for Identification: These communities are identified based on minority population percentages, household income, and language isolation (English as a second language).
- Inclusion in State Criteria: Environmental justice has become a part of the state's criteria for evaluating projects, affecting scoring and funding opportunities.
- Digital Project Impact: Projects like the Folgers Marsh Bridge could miss out on funding if they don't incorporate environmental justice components.
- State Policies: Discussed the state's environmental justice policy, which includes broad mandates for local agencies to identify and engage with these communities but provides limited guidance on implementation.
- Local Struggles: Highlighted local difficulties in developing strategies to meet state mandates, especially in engaging vulnerable communities effectively.
- Covid Outreach Experiences: Shared insights from struggles during Covid outreach, emphasizing the need for improved communication and resource access in these communities.
- Cultural and Language Considerations: Issues like fishing regulations only being available in English, highlighting the need for multilingual resources.
- Engagement Strategies: Discussed the need for better strategies to involve these communities, potentially through local organizations like churches.
- Developing Effective Strategies: The importance of creating effective local strategies tailored to Nantucket's unique characteristics and community needs.
- Goal of Inclusion: The desire to not only comply with state requirements for better grant scoring but to genuinely integrate and support these communities.
- Ambition for Improvement: Expressed a hope to develop better engagement strategies and policies that are effective and inclusive, acknowledging the challenges but emphasizing the importance of community participation in environmental justice.
- Aiming for Cultural Change: The discussion emphasized the goal of not just achieving points on grant applications but driving a cultural change within the community and local government operations.
- Incentivizing Strategic Planning: Discussed the approach of encouraging department heads to incorporate environmental justice into the Capital Improvement Program, where proactive planning is rewarded in the evaluation process.

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- Harbor Plan as a Model: The Harbor Plan was highlighted as a key example where integration of environmental justice can make a significant impact. It's an area used widely by the community for various activities like fishing, swimming, and boating.
- Engagement of Underrepresented Communities: There's a recognized need to better engage communities from environmental justice areas in decision-making processes related to the Harbor and other communal resources.
- Knowledge and Participation Gaps: Discussed finding where knowledge gaps exist for residents using local resources and what additional activities or facilities they might desire.
- Challenges in Post-Plan Implementation: Noted the difficulties that arise when affected communities are not involved from the beginning of the planning process, often leading to less successful program implementations.
- Cultural Considerations and Environmental Impact:
- Understanding Cultural Practices: Acknowledged the diverse cultural practices of Nantucket's residents, particularly those from different parts of the world, and the importance of integrating this understanding into environmental and public health strategies.
- Educational Outreach: Stressed the importance of educating all community members about their environmental impacts, such as the consequences of improper disposal of chemicals and paints, especially for those living in the harbor watershed.
- Long-Term Community Engagement: Discussed the potential for ongoing engagement to not only address immediate project concerns but also to establish lasting relationships that facilitate broader participation in town programs.
- Enhancing Service Distribution: Highlighted the need to improve how services and programs are delivered to areas that historically may not have received equitable levels of support, thereby enhancing overall community resilience and integration.
- Recreational Disparities: Acknowledged the potential disparities in recreational access and preferences among different communities, which could be addressed as part of environmental justice initiatives.
- Indoor and Outdoor Recreation: Consideration of both indoor and outdoor recreational needs, ensuring that the right type of facilities are provided based on community demand.
- Broader Applicability: The discussion emphasized the potential for environmental justice considerations to be woven into various town initiatives beyond direct environmental interaction, such as open space and recreational planning.
- Community-Centric Planning: Highlighted the importance of aligning recreational facilities with the actual interests and needs of the community, such as deciding between additional hockey rinks or baseball fields based on real demand.
- Importance of Community Input: Discussed the critical role of community feedback in determining the types of recreational facilities that should be prioritized.
- Public Transportation Access: Considered the accessibility of recreational areas, particularly the availability of public transportation to these sites.
- Land Bank Cooperation: Mentioned ongoing discussions with the land bank regarding the acquisition and development of properties for parks and recreational opportunities, ensuring these developments make sense for the community's needs.
- Engagement and Network Building: The ultimate goal is to foster strong relationships with communities, particularly those historically underrepresented, to ensure they are actively involved in planning processes that affect their recreational opportunities.

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- Universal Application of Strategies: Expressed hope that strategies developed through environmental justice efforts could be universally applied, enhancing engagement and meeting diverse community needs effectively.

Mohr

- Recognized the heightened trust barriers that governmental entities face when engaging with communities, especially those whose cultural heritage may involve a skeptical view of government due to experiences in their countries of origin.
- Emphasized the need for government to acknowledge that individuals from diverse backgrounds may not see themselves as having a place within the governmental system.
- Discussed the importance of reaching out to communities in familiar settings, such as through faith communities and other gathering places.
- Suggested that traditional government methods might need to adapt to more community-oriented organizing to effectively engage these groups.
- Proposed the creation of a temporary government committee focused specifically on engaging with and understanding the needs of environmental justice communities.
- Highlighted the role of faith and other community groups in facilitating communication and trust.
- Acknowledged improvements in multilingual communication within town government, particularly in response to the pandemic.
- Cited an example of a successful outreach effort involving multilingual informational cards with QR codes distributed in food markets, which resulted in a higher response rate from multilingual community members.
- Emphasized the need for ongoing evaluation of engagement strategies to determine effectiveness and make necessary adjustments.
- Suggested that the Diversity, Equity, and Inclusion (DEI) office could play a significant role in these efforts, aiding in strategy development and implementation.

Rector

- Mentioned the potential to draw on existing environmental justice work from transportation planning, which has been ongoing for 10-12 years, possibly providing a useful starting point or framework.
- Highlighted recent successes in improving multilingual communication capabilities within the new Communications Department, which could serve as a model for broader outreach efforts.
- Stressed the need for the Diversity, Equity, and Inclusion (DEI) office to take a central role in coordinating environmental justice initiatives across various sectors such as housing, transportation, and natural resources.
- Emphasized the importance of the DEI office in preventing duplication of efforts and ensuring that environmental justice strategies are integrated efficiently across different areas.
- Expressed concerns about potential inefficiencies in how resources are currently allocated for environmental justice initiatives without centralized coordination.
- Suggested that while individual departments like Natural Resources may still require funding for specific projects, a more unified approach led by the DEI office could enhance overall effectiveness.
- Advocated for better coordination of environmental justice efforts through the DEI office to streamline processes and maximize the impact of initiatives.
- Recognized the necessity of tailoring environmental justice efforts to the unique challenges of different sectors such as natural resources, transportation, and housing.
- Discussed the urgency of enhancing the role of the DEI office to lead and unify environmental justice strategies to avoid scattered efforts and ensure a cohesive approach.

Carlson

- Departmental Realignment: The newly established sustainability office was integrated into the Natural Resources Department to facilitate its initial operations and focus on environmental goals.
- One of the primary objectives of the sustainability office is to serve as a central hub, coordinating efforts across various departments.

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- Before submitting the proposal, it was vetted through key departments including Health and Human Services and the Diversity, Equity, and Inclusion (DEI) office.
- Specific discussions with Kamal from the DEI office ensured alignment and acknowledgment of current bandwidth limitations, leading to Natural Resources taking the lead on this initiative initially.
- Efforts were made to ensure that the policy would not be confined to the Natural Resources box but would involve input and collaboration from various departments.
- There was a consensus on the necessity of addressing environmental justice comprehensively, involving all relevant stakeholders from the beginning.
- Natural Resources was selected to spearhead the initial stages of the project due to the strategic fit with the sustainability goals.
- Plans are in place for leadership and responsibility to transition to other key players like Jericho, Kamal, and potentially new hires in relevant positions as the project progresses.
- A team comprising individuals from various departments including PLUS (Planning and Land Use Services) and energy concerns was formed to ensure a multi-disciplinary approach.
- The initiative was timed and organized around the availability and capacity of the various departments to take on such a comprehensive project.
- Natural Resources took on the responsibility for the early budget planning and town meeting discussions to set the groundwork.
- As the project receives funding and moves forward, it is planned that a more diverse group of department representatives will take over to reflect the wide-ranging impact and needs of the initiative.
- On the integration of Diversity, Equity, and Inclusion (DEI) principles with sustainability efforts, particularly focusing on environmental justice within town initiative, it is one of the broadest frameworks within the town, influencing all town programs and initiatives.
- Sustainability and DEI are closely linked, both having significant impact across various town functions.
- Highlighted the importance of environmental justice, driven by state and federal goals and initiatives, particularly in relation to access and environmental resiliency.
- Emphasized that environmental justice is a crucial area that cannot be ignored or compartmentalized, necessitating active engagement and strategy development.
- Given the resource availability and expertise, the responsibility for leading the initial phases of environmental justice efforts was assigned to the sustainability section within the Natural Resources Department.
- This decision was based on the current staffing resources and expertise available, deemed most appropriate for initiating budget planning and strategic development for environmental justice.
- Discussed the potential for leadership roles to evolve as the initiative progresses, with an acknowledgment that while sustainability leads initially, DEI might ultimately take over.
- Despite the initial placement within sustainability, there is a strong collaborative approach with DEI and other departments. Kamal from the DEI office expressed support and a commitment to be involved throughout the process.
- The focus in the early stages is on understanding the costs, structuring the team, and defining the roles and contributions of various stakeholders.
- Acknowledged that while sustainability might start as the lead, the initiative's leadership is dynamic and could shift as the project matures and evolves.

Welch

- Clarification was sought on whether the available funds are dedicated specifically to environmental justice or if they are meant for broader social justice initiatives.
- The question was raised about the efficiency of dedicating funds specifically to environmental justice versus a broader social justice scope. It was noted that while the

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broader scope is important, the specific focus on environmental justice is crucial due to new state mandates and the specialized nature of the required initiatives.

- It was emphasized that the Natural Resources Department is not looking to develop a town-wide policy on environmental justice on its own. Instead, the focus is on how to incorporate environmental justice assessments and policies specifically within the projects and goals of the Natural Resources Department.
- The approach involves developing methodologies to assess and integrate environmental justice considerations specifically in natural resources projects, such as those related to social resiliency and hazard mitigation.
- Acknowledged the influence of state and national directives on the town's approach to environmental justice, highlighting the need to align local actions with broader guidelines.
- Described the initiative as compartmentalized and as an initial step towards integrating environmental justice into specific types of projects, with potential broader applications later.
- Discussed the need for professional expertise in developing appropriate assessment tools and policies for integrating environmental justice into natural resources projects.
- While the current focus is on natural resources, there is an understanding that environmental justice will eventually need to be integrated more broadly across various town departments and initiatives.

Carlson

- o It was noted that state and federal governments have defined certain programmatic areas within DEI, mandating specific initiatives like environmental justice as part of these broader frameworks.
- o There is a consensus on the need to develop these initiatives as part of broader social programs that ensure fair and equal access for all community groups across the island.
- o While acknowledging the need for broad engagement, the discussion highlighted that the Natural Resources Department's primary focus is on environmental justice due to its direct connection to managing natural resources.
- o The Natural Resources Department is particularly involved with the environmental justice initiative due to its responsibilities in managing the island's natural resources.
- o The department's involvement is framed as contributing to a specific aspect of the broader DEI and environmental justice objectives mandated by higher government levels.

Mohr

- It was highlighted that the Natural Resources Department is focusing on environmental justice partly because the lack of initiatives in this area is resulting in lost grant opportunities. This creates a practical impetus to address environmental justice to secure funding.
- The department's work on environmental justice is seen as developing a model that can potentially be applied to other areas on the island, starting with the most urgent need.
- The broader national context of environmental justice was discussed, emphasizing its purpose to address historical injustices where resources were inequitably allocated, often at the expense of marginalized communities.
- The situation on Nantucket was contrasted with more pronounced historical injustices in larger cities like Boston, where infrastructure projects disproportionately impacted communities of color.
- The discussion also covered how to assess and ensure that resources on Nantucket are allocated fairly among different areas of the island, such as Polpis and Mid Island, in accordance with governmental standards of need.
- There's a focused effort to evaluate whether funds are being distributed equitably, particularly to those who are considered by government standards to be struggling more than others.

Welch

- The conversation noted that the Natural Resources Department is the starting point for environmental justice efforts, tasked with examining how principles of equity can be applied within their specific operational context.
- Emphasized a bottom-up strategy where individual departments first develop their own plans tailored to their unique responsibilities and needs.
- Future steps could involve a global review of these departmental plans by a working group or the Select Board to integrate efforts across the town.
- It was suggested that a hybrid model might be adopted where certain specialized aspects remain decentralized within specific departments, while overarching coordination and administration could be centralized, possibly under the DEI office.
- Highlighted the potential role of the Communications Department as a central repository for tracking and measuring the success of various initiatives, ensuring that data from different departments are collected and analyzed systematically.
- The importance of not losing sight of what other departments have achieved was noted, suggesting that learning from past successful initiatives could inform new strategies.
- The need for robust communication between departments to share insights and strategies was underscored, ensuring that efforts are aligned and synergistic.
- Recognized that specialty consultants might be necessary for addressing specific departmental needs, emphasizing the specialized nature of some aspects of environmental justice.
- Acknowledged that the approach to integrating environmental justice into town governance will likely evolve, requiring flexibility and adaptation as new developments and insights emerge.
- While it's anticipated that newer departments like Communications might play a significant role initially, the long-term structure and leadership of these initiatives are expected to be dynamic and responsive to the town's evolving needs.

**Carlson continued to respond to questions, regarding the following:
Baseline Environmental Data Program**

- o "Baseline" refers to the collection of fundamental environmental data necessary to inform management recommendations and programs. It represents the essential data required to understand ongoing environmental conditions.
- o Environmental data must be collected continuously because environmental conditions are dynamic and can change significantly over time.
- o Continuous data collection is crucial to maintaining the statistical significance of the data and ensuring that it remains relevant for effective environmental management.
- o The department commits to collecting certain types of environmental data annually as part of its baseline data program. This routine monitoring is crucial to keep track of changes and trends in the environment.
- o The baseline data serves as a foundation for any specialized investigations or monitoring that might be necessary for specific projects or to address particular environmental concerns.
- o The goal is to maintain a comprehensive understanding of the environmental systems across the island, ensuring that management decisions are well-informed by current and accurate data.
- o While baseline data provides the core annual metrics, the department is prepared to conduct additional research or expand monitoring to new areas as specific projects or needs arise.
- o Initially, the program relied on gifts and donations for funding its activities.
- o As the need for consistent and reliable data collection reached a critical mass, the department recognized the necessity to secure stable funding.
- o The need for substantial funding was discussed with Libby Gibson, the Town Manager, and Brian, presumably another key town official. The discussions were aimed at securing a significant budget allocation to ensure the continuity and reliability of the environmental data collection.
- o The town leadership agreed on the importance of the program, supporting the request for increased funding.

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- The baseline data program is seen as vital for connecting people to their natural resources and helping them understand the environmental dynamics of their community.
- The program is likened to a foundational educational tool, similar to a science fair project, that helps explain and demonstrate environmental changes and impacts in an accessible manner.
- Emphasizes the importance of being honest about the outcomes of various initiatives—acknowledging both successes and failures.
- The continuous collection of data allows for the evaluation of long-term environmental trends and the effectiveness of different management strategies.
- With solid baseline data, the department can make well-informed decisions that are backed by empirical evidence, enhancing the effectiveness and accountability of environmental management.
- The data provides a basis for measuring the results of environmental policies and practices, enabling adjustments based on actual outcomes rather than assumptions.
- While other groups like the Land Council conduct water quality monitoring, they focus on different water bodies, such as Tom Nevers Pond, ensuring that there is no overlap with the department's monitoring, which focuses on harbors.
- Specific mention was made of groundwater sampling related to the sewage treatment facility, which assists in regulatory compliance and supports municipal facilities.
- Initial projects such as the eelgrass, bay scallop, and whelk surveys were initially funded as a proof of concept by external sources such as the Great Harbor Yacht Club Foundation. Subsequent funding was secured through state appropriations and private donors.
- There is an ongoing effort to expand these surveys to additional areas like Madaket Harbor to gain a comprehensive understanding of various environmental indicators.
- The data collected provides crucial information on the health of the harbor, tracking changes in scallop populations and eelgrass coverage, which are vital for assessing the impact of environmental management strategies like wastewater, stormwater, and fertilizer regulations.
- There are areas where nutrient sampling within groundwater is not currently conducted by other entities, highlighting a gap that the department aims to fill to provide targeted data for localized environmental management.
- By collecting data yearly, the department can justify the costs of its programs and provide specific goals and objectives to smaller community groups, enabling more localized and effective environmental impact.

Welch

- It was clarified that for the data to maintain its value and relevance, it must be updated regularly, not just stored as a one-time study. This ongoing update is crucial for the data to be useful in making informed management decisions.
- Discussions highlighted that some environmental data projects were funded through external donations, while others were supported by the department's operating budget.
- Establishment of a Dedicated Funding Line: With the establishment of a specific budget line item for these activities, there has been an expansion of the data set collected, moving beyond what was previously done to a more comprehensive and detailed collection effort.
- The expansion of the data set not only increases the scope of environmental monitoring but also enhances the department's ability to conduct thorough analyses and develop more robust environmental policies.

Carlson

- Securing consistent funding for environmental projects is crucial as it enables the department to plan for long-term data collection and analysis.
- Stable funding allows for the hiring and retention of personnel who can assist with data processing and collection over extended periods, enhancing the continuity and consistency of the data gathered.

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- Maintaining sampling continuity is vital for minimizing variations in data quality that might occur due to different individuals conducting the surveys.
- Differences in data quality were noted depending on whether the survey is conducted by the department's shellfish biologist, another researcher, or external consultants, highlighting the need to standardize data collection methods.
- Locking in contracts for services over two to three years can lead to significant cost savings, particularly in times of inflation. This approach has proven economically beneficial, as exemplified by current contracts where inflation rates were higher than projected, resulting in unexpected savings.
- While acknowledging that costs may increase in subsequent contract periods due to inflation, the approach of securing multi-year contracts is still seen as beneficial for managing budget more effectively in the long term.
- Efforts are made to minimize the differences in data quality to ensure reliable and actionable environmental assessments.

Welch

- Highlighted that the costs associated with testing services provided by the department have become substantial, warranting closer scrutiny and detailed tracking.
- It is noted that the definition of a capital request typically starts at \$50,000.
- Suggests that breaking out expenses by department within the capital requests would enhance clarity and accountability.
- By itemizing expenses by department, it ensures transparency and holds each department accountable for their portion of the budget.
- Proposes that in future budget cycles, itemizing expenses such as \$50,000 for natural resources, sewer, and stormwater separately could be advantageous. This would not only clarify financial distributions but also allow each department to discuss and justify their specific financial needs and impacts.
- The recommendation aims to improve how financial information is processed by decision-makers, ensuring that each department's funding needs and expenditures are clear and justifiable.

Carlson

- The department has aimed to stabilize costs by locking in contracts for set periods. The \$500,000 budget was initially formulated by aggregating existing contracts or quotes, ensuring coverage for expected needs.
- A percentage of the budget is reserved as a contingency to handle unexpected needs, such as unforeseen environmental testing related to specific events like harmful algal blooms that occurred this year.
- The budgeted amount for the upcoming year (\$500,000) remains consistent with the current year's budget, suggesting a stable financial plan for ongoing environmental monitoring activities.
- The budget is currently deemed sufficient for the department's planned activities. It accommodates regular operations and allows for some unforeseen testing within the fiscal year.
- While the current budget is adequate, there is an acknowledgment that future requirements, as directed by town leadership for additional investigations or projects, may necessitate adjustments to the funding.
- Any significant project-specific testing that goes beyond the standard environmental monitoring would likely require additional funding, which would be accounted for separately within those specific project budgets.

Welch

- Participants are encouraged to review the RORI criteria closely when previewing requests.
- There's a strategic approach to placing projects that are more than three years out into the capital improvement program as placeholders. This helps maintain general awareness of potential future projects.
- While placeholders broadcast potential projects to the public and help with long-term planning, they also generate questions that may be premature for the department heads to answer due to the early stage of project conception.

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	- The discussion includes how the Natural Resources Department maintains a list of goals and objectives that inform their projects. These are contingent on ongoing plans, programs, and studies that are evolving. - As these plans mature, they help in developing a more refined list of capital requests. The department prefers to wait until they have a clearer understanding of their priorities before finalizing and submitting capital requests. - There's an emphasis on the importance of not being premature with capital requests to ensure that they genuinely reflect the department's needs and objectives once they are more fully understood. - The conversation also highlights the intention to keep other departments and stakeholders informed about the expectations and approaches to capital requests. - Emphasizes the importance of having backup details for any budget requests with a specific dollar value. - There's a standard policy and practice mentioned that involves linking detailed plans and programs relevant to the budget requests. Carlson Discussed the scheduling and coordination of various infrastructure projects, with specific attention to integration with other town plans and considerations for staffing and resource management. - Detailed communication with relevant department heads (e.g., discussing sewerage timelines and bike path planning) ensures that the projects are well-coordinated with broader town initiatives. - New or updated plans such as the Coast Resiliency Plan and the upcoming Harbor Plan significantly influence project planning. There is a conscious effort to ensure that the department has the necessary staffing and resources to manage and execute the projects effectively.
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IV. GREEN SHEET / COMMITTEE REPORTS

Discussion:	Welch - Green sheets serve as a formalized method for liaisons from the Select Board to request direct communication on specific topics of interest or concern. - The introduction of a form as part of the green sheet process was highlighted as a best practice. This form helps document requests or issues systematically, ensuring they are effectively communicated and tracked. Once completed, the form can be forwarded or brought to the relevant meeting, serving as a documented reminder and ensuring that all parties are updated accordingly.
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V. GOOD OF THE ORDER

Discussion:	Welch - The "Good of the Order" section on a meeting agenda is designed to provide a flexible space for participants to offer feedback or suggestions about the meeting's process.
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VI. DATE OF NEXT MEETING

Regular Meeting: September 14, 2023, at 1:00pm

VII. ADJOURNMENT

Motion:	Motion to adjourn at 2:24. (made by: Vieth) (seconded)
Roll-Call Vote:	Carried 6:0//Welch, Mohr, Kaizer, Matz, Rector, Vieth (Aye)

Submitted by: Elaina Cano



Town of Nantucket

Capital Program Committee

September 14, 2023 Minutes

Members: Stephen Welch, (Chair) Peter Kaizer, (Vice Chair), Howard Matz, Jill Vieth, Brooke Mohr, Christy Kickham, Barry Rector

Staff:	Susan Carmel, Assistant Finance Director
Attending Members:	Stephen Welch - <i>Chair</i> , Peter (PJ) Kaizer – <i>Vice Chair</i> , Christy Kickham – <i>Secretary</i> , Howard Matz, Brooke Mohr – Select Board Representative, Barry Rector, NP&EDC Representative, Jill Vieth, Finance Committee Representative
Absent Members:	-
Documents Used:	Departmental Capital Request Spreadsheet

Chair Welch called to order at 1:00 p.m. and made the audio/visual announcements.

I. APPROVAL OF AGENDA

Motion:	Motion to Approve, as submitted. (made by: Rector)
Roll-Call Vote:	Carried 6:0//Welch, Mohr, Matz, Rector, Kaizer, Vieth (Aye)

II. PUBLIC COMMENT

Welch called for public comment. (None)

III. FY25 CAPITAL REQUESTS AND OUT-YEAR DISCUSSION: POLICE AND FIRE DEPARTMENTS

Discussion:	Deputy Police Chief, Charles Gibson, provided a brief overview of each of the requests as outlined below: Public Safety Auxiliary Building - Public Safety Auxiliary Building: Initially proposed as an additional structure during the 2009-2010 construction of the police station, this combined police and fire facility was dropped due to budget cuts. - Integration into Fire Station Project: Later attempted to be included in the fire station project but abandoned again when the bids exceeded budget. - Reintroduction of the Project: The necessity for the building has been underscored by Fire Chief Cranston, highlighting the needs for equipment storage and vehicle maintenance. The project has been reintroduced to address these issues. - Cost Considerations: Delay in execution has led to rising costs. A current professional cost estimate and previous bids have been incorporated into the town's capital project management software. - Project History: The building has been a pending project for over a decade, reflecting ongoing community and administrative commitment to its completion. Public Safety Technology Upgrades - Technology Upgrades Necessitated by Security Concerns: Triggered by a significant hacking incident within the school department in late 2022, a thorough review of the town's computer systems, including those used by the fire department, was conducted. - Implementation of Enhanced Security Measures: Upgrades included the installation of new security software demanding two-factor authentication, where users receive a login code on their phone or another device to ensure secure access. - Compatibility Issues with Existing Hardware: The current computers, running Windows 10 or older operating systems, proved incompatible with the new security enhancements, necessitating the purchase of new machines capable of supporting these upgrades. - Urgency and Scope of Upgrades: The requirement to replace computers is urgent to comply with updated security protocols, leading to a significant one-time expenditure. This is due to the need to replace multiple machines simultaneously to meet the new security standards.
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- **Fire Chief's Experience and Support:** The Fire Chief has personally experienced issues with the older, slower computers and supports the comprehensive upgrade to more capable machines.
- **Budget Impact:** The cost is substantial because all computers need to be upgraded at once to handle the new security software effectively, highlighting the urgency and scale of this investment.

Replacement of Duty Firearms

- **Out Years of Duty Firearms Project:** The town is currently engaged in a project concerning the upgrading of duty firearms.
- **Potential No-Cost Upgrade:** There's an opportunity for a no-cost upgrade, as the vendor is interested in a trade arrangement, which may provide financial relief.
- **Adjustment to Fiscal Planning:** Initially earmarked for FY 2030 with a budget of \$83,500, this expense could be deferred to FY 2034. This deferral could improve the appearance of the town's long-term financial projections.

Public Safety Building Maintenance

- **Public Safety Maintenance (Painting):** The town conducts maintenance painting of public safety buildings on a 10-year cycle.
- **Previous Painting Coordination:** During the construction of the fire station, contractors were also utilized to paint the police station building, capitalizing on the availability and timing of skilled labor.
- **Upcoming Painting Needs:** By FY 2029, the entire structure, likely including both the fire and police stations, will require repainting as part of routine maintenance to keep the facilities in good condition.

Deputy Police Chief Gibson – General Comments

- **Technology Budgeting Approach:** Typically, the town does not allocate specific numbers for technology in the out years' budget because technology needs are managed on an "as-needed" basis.
- **Operational Budget Inclusion:** Routine technology replacements, such as updating two or three devices at a time, are integrated into the operating budget rather than treated as capital expenses.
- **Exceptional Circumstances for Current Upgrades:** The current comprehensive technology upgrade, prompted by the need to implement two-factor security, is an atypical expense that arose unexpectedly. This requirement was not previously planned due to the complexities and user inconvenience associated with such upgrades.
- **Delayed Implementation and Technological Limitations:** The urgency of this security upgrade was underestimated, leading to a delayed response. The existing technology was found inadequate for these new security measures, necessitating significant and immediate upgrades.

Welch provided the following explanations:

- **IT Capital Requests at Town Meeting:** Information Technology (IT) capital requests presented at town meetings are typically not detailed by individual line items. Instead, they are categorized broadly under IT-related expenses in the annual warrant.
- **Case-by-Case Considerations:** An example provided involves vehicle purchases—whether to buy two vehicles in one fiscal year instead of one each year over two years. This flexibility shows some interpretive leeway in how capital requests are handled.
- **Oversight and Decision-Making:** Despite the broader categorization, it is crucial for town officials, particularly those involved in capital request reviews, to maintain vigilance and ensure that expenditures are justified and necessary, adhering to both the spirit and guidelines of capital budgeting.

Matz

- During the review of the RORI (Ranking of Relative Importance) data, a discrepancy was observed between two figures. The explanation mentioned \$3.1 million for 2022, but the detailed breakdown showed \$4.1 million.
- The question raised concerns whether the increased amount in the breakdown, specifically the \$4.1 million, reflects an adjustment or projection for the year 2025, potentially accounting for an additional \$1 million.

Deputy Police Chief Gibson

- Highlighted challenges related to escalating costs in municipal projects, using the Harbor Master building as a case study. This project has faced repeated issues with bids coming in higher than the funds allocated, requiring reinitiation from scratch.
- The process of public procurement and securing town meeting appropriations is described as problematic. The nature of this process involves constantly adjusting to changing cost estimates, which can lag behind real-time requirements due to the time taken from approval to construction.
- The finance committee requires precise figures to proceed, yet the dynamic nature of construction costs means that these figures can become outdated quickly, typically within a year and a half, making them unreliable for actual construction needs.
- The figure of \$4.1 million is clarified as an "educated guesstimate," incorporating expected cost escalations. This estimate was provided by the estimating company, Bucknell Writer
- There is a recognition that any changes or updates to the architectural plans could influence bid amounts, likely increasing them. Redesigning would necessitate a new contract with an architectural firm, incurring additional costs.
- If presented with a specific budget (e.g., \$3 million), the plan would be to construct a building that complies with Historic District Commission (HDC) requirements, focusing on foundational needs first and considering potential upgrades later.
- The urgency to provide shelter for certain vehicles is driving the decision to proceed with the 2018 plans. This approach is seen as the most feasible given current resources and requirements, emphasizing practicality in execution over ideal upgrades.
- The proposed facility will be heated, featuring radiant floor heating designed to maintain an ambient temperature of about 55 degrees Fahrenheit during the winter.
- The police will utilize the facility for storing three vehicles and various equipment such as light towers and generators, which are currently scattered across different locations on the island.
- The new facility aims to centralize maintenance operations and storage, providing a singular location for access and upkeep of essential equipment.
- The fire department has faced issues with equipment degradation, with generators rusting and deteriorating in the open due to exposure to the salt air prevalent in Nantucket.

Fire Chief Cranson

- Despite having a state-of-the-art facility, several vehicles are stored outdoors year-round, highlighting a shortfall in available indoor storage space.
- There is a clear need for more space to both perform maintenance on and store vehicles.

Welch

- Acknowledgment that initiating the project earlier would have been financially advantageous, as costs have risen over time.
- The new facility, which combines both maintenance and storage capabilities, represents an improvement over previous plans that focused mainly on storage.
- Inquiry about the feasibility of integrating sustainable energy solutions, specifically geothermal energy, into the facility's design. The discussion includes exploring potential green energy grants to offset high utility costs.

Deputy Police Chief Gibson

- Current Use of Geothermal Energy: The public safety facility is already utilizing geothermal heating, indicating familiarity with this technology.
- Cost Challenges with Geothermal: Despite its environmental benefits, the significant upfront cost of geothermal systems is highlighted as a barrier. Comparatively, installing a propane boiler is much cheaper, with a typical geothermal system costing five times more than a propane boiler.
- The new facility currently plans for radiant floor heating powered by a propane boiler, which could be replaced by a geothermal system if budget permits.
- The discussion about funding reflects the need for initial appropriations to explore alternative, potentially more expensive options like geothermal heating.

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- The Historical District Commission (HDC) imposes specific aesthetic requirements on buildings, influencing construction costs. For instance, the preference for shingled finishes over cheaper steel constructions affects the budget significantly.

Fire Chief Cranson

- If the trucks are guaranteed covered storage, it's anticipated that this would positively affect their life expectancy. This would allow the fire department to delay the replacement of trucks, leading to potential cost savings and more efficient use of resources.

Deputy Police Chief Gibson

- The life expectancy of the vehicles in the emergency fleet is not determined by their age but by their hours of use and maintenance history. This indicates a more practical approach to vehicle management based on actual usage rather than time-based metrics.

Vieth

- Suggested to reconsider how the replacement schedule is described, as the current terminology may imply a time-based approach rather than reflecting the actual usage and condition of the vehicles.
- Stated that the recurring costs of maintaining the building are a point of frustration, particularly as the necessity of these expenses is questioned.
- There is explicit dissatisfaction expressed regarding the Historical District Commission (HDC) regulations.

Kickham

- There's a strong emphasis on the lack of adequate indoor storage for the supplemental equipment used by the fire and police stations. Despite having ample area, the current facilities do not meet the storage needs.
- Concerns were voiced about the continuous increase in costs over the last few years.
- Strongly advocates for the construction of an indoor facility, emphasizing the urgent need to protect valuable equipment and improve operational efficiency.
- Argued that while the initial costs might be high, the investment in the facility will provide substantial benefits over the long term, potentially extending 20 years or more, depending on the durability and maintenance of the building.

Welch

- Requested a more detailed and structured breakdown of the costs associated with the proposed facility.
- The breakdown should include major phases and components of the project, specifically:
 - Costs related to preparing the site for construction, including any necessary environmental assessments, landscaping, or foundational work.
 - Expenses tied to the architectural and engineering design of the building itself.
 - A detailed estimate of costs for each significant structural component involved in the building's construction.
 - Costs for the interior setup, including heating, electrical work, and any specialized equipment that needs to be installed.

Deputy Police Chief Gibson

- The proposed structure incorporates significant use of masonry, specifically concrete masonry unit (CMU) blocks, which add to the complexity and potentially the cost of the construction.
- The use of CMU blocks for the side walls is a major element of the design, differing substantially from simpler steel-paneled walls.
- These are added to the masonry walls, enhancing insulation but also increasing material and labor costs.
- The building uses a steel frame, but this is primarily for supporting the roof rather than forming the entire structure.
- In contrast, a typical steel building would consist entirely of a steel frame clad in steel panels.
- Emphasizes that the cost analysis should consider the square footage of the proposed masonry building versus a simpler steel building.

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- Emphasizes that when discussing shingle costs, it's important to recognize that these costs are part of a larger category that includes additional architectural details such as corner boards, window trim, and other elements that contribute to the overall aesthetics and functionality of the building.

Fire Chief Cranson provided a brief overview of each of the requests as outlined below:

Ladder Truck Replacement

- The fire department's 2005 ladder truck has been frequently out of service, impacting its reliability.
- The truck's unique features require parts and technicians from Germany, causing long downtimes.
- The truck's basket, essential for operations, has been unusable since the official's arrival.
- Due to its unreliability and the lack of local support options, the replacement of the truck has been moved up from FY 2026 to FY 2025 to ensure continuous emergency service availability.
- Plans are in place to acquire a new truck through a competitive bidding process, ensuring the best price for the required specifications.
- Emphasis will be placed on choosing a manufacturer known for reliable and timely service, aiming to avoid the maintenance and service challenges experienced with the current truck.
- The fire department conducts comprehensive annual maintenance on their fire trucks. This includes routine preventive maintenance like oil changes.
- Each year, they perform specific tests on the ladders and pumps of all trucks to ensure they meet safety and operational standards.
- A complete inspection and maintenance based on NFPA 1911 standards are carried out annually to ensure all trucks are functioning properly and are in compliance with required guidelines.
- The responsibility for determining how to finance the new fire truck, such as through municipal leasing or paying outright, primarily falls on the finance department.

Matz

- Questioned the basis for financial approvals, whether to focus on outright purchase costs or to evaluate the feasibility of leasing as well.

Welch

- Explained the purchasing approach through collaboration among department heads, finance, and the town manager, considering all ongoing projects and financial implications.
- Suggested a follow-up inquiry to clarify and justify the chosen method of acquisition, ensuring transparency and understanding of the decision-making process.
- Discussed how funding requests are categorized and the implications of choosing between leasing and outright purchase, incorporating municipal finance law into these considerations.

Kaizer

- Examined the quotes showing a \$1.56 million estimate versus a requested \$1.75 million, inquiring about the \$190,000 difference.
- Questioned whether the additional funds are meant as an escalation buffer for future cost increases, or if they will cover extra outfitting and equipment not included in the initial quote.

Fire Chief Cranson

- Clarified that the additional \$190,000 serves as a buffer to accommodate potential cost increases between the current time and the potential approval and order of the truck.
- Confirmed that maintenance and inspections are typically managed by regional service providers who hold the necessary certifications.

Welch

- Requested a meeting to review the items involved in a funding request exceeding three million dollars, emphasizing the importance of an onsite walkthrough.
- Highlighted the value of the Capital Program Committee members seeing the items to be replaced firsthand to facilitate informed discussions on the merits of the requests.

Engine 2 Replacement

- Described Engine Two, one of two identical 2006 fire engines with military backgrounds, featuring capabilities that allow operation of hoses while the truck is moving, crucial for wildfire responses.
- Emphasized the importance of these trucks due to their ability to navigate tight spaces not accessible to larger apparatus, enhancing their utility in diverse situations.
- Addressed the aging issues of these trucks, noting their 17-year service span, and expressed the need for replacement to maintain operational readiness.
- Proposed a strategy to stagger the replacement of the identical trucks to avoid simultaneous future replacements, planning to replace the one in poorer condition first.

Fire Chief Cranson continued with the following requests:

Fire Prevention Vehicle Replacement

- Identified the fire prevention vehicle as an F-2090, which refers to the license plate of one of the fire department's vehicles used for fire prevention duties.
- Outlined the daily usage of two fire prevention vehicles by fire prevention officers for conducting various inspections and responding to emergencies.
- Specified that the vehicle in question is an eight-year-old Ford Expedition, noting its extensive wear and tear due to constant use and outdoor storage, which accelerates the need for replacement.
- Planned for the replacement of this vehicle in FY25.

Ambulance 4 Replacement

- Explained the operational setup of the ambulance service, which includes maintaining three ambulances in active service and one as a reserve for use during repairs or high-demand periods, like summer.
- Described the usage hierarchy for ambulances: starting as first-run vehicles for a couple of years, then transitioning to second and third runs, and finally moving to reserve status after about eight years, as part of a structured replacement cycle.
- Highlighted the urgency of maintaining a reliable ambulance fleet, emphasizing the impossibility of borrowing from other services when an ambulance is out of service.
- Noted that the ambulance currently discussed is seven years old, approaching the end of its preferred eight-year service life. Given the lead time of over a year to acquire a new ambulance, replacement planning is critical to ensure it occurs before the vehicle exceeds its effective operational lifespan.

NEW: Administration Car – EMS/Training Deputy Chief

- Secured funding and approval for a new deputy chief of training and EMS position within the department, highlighting this role as either the second or third highest in department hierarchy.
- Stressed the need for a reliable vehicle for this new deputy chief, who will be on call 24/7 and expected to respond to emergencies even when off duty.
- Pointed out the current lack of an appropriate vehicle for this position, underscoring the urgency to procure one to ensure readiness and effective response capabilities.

Susan Carmel, Assistant Finance Director

- Clarified that the supplemental funding request for \$50,000 in FY25 is for equipping Engine One, which was previously approved for purchase in the fiscal year 2024.
- Confirmed that this supplemental funding was planned as part of the initial appropriation for Engine One, and it is intended to fully equip the engine for service.
- Reassured that this funding request was not an oversight or error in planning but a scheduled part of the engine's procurement and outfitting process.

Fire Chief Cranson

- Noted that the Sconset Renovation project, initially planned for FY25, was postponed to the following year, making the cost estimates outdated.
- Acknowledged that the original cost projections were rough, based on an estimate of \$1,000 per square foot, which may no longer be accurate.

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- Outlined plans to spend the next year collaborating with the Town Administration and the town's architect to evaluate the most feasible option for the 'Sconset station—whether to renovate the existing location or seek a new site.
- Committed to returning to the committee next year with a more precise and updated cost estimate and a well-defined plan for the project.
- Discussed the current use of the Sconset fire station, noting that historically it housed engines and served a local volunteer or call group that could respond directly from 'Sconset.
- Explained the shift in operations with the absence of a local response group in Sconset, resulting in the relocation of trucks to the central station. Now, emergency responders come to the central station to pick up necessary apparatus before heading to emergencies.
- Expressed a future vision for the 'Sconset station, aiming to eventually station a few firefighters there, especially during the busy summer months, along with an engine and an ambulance.
- Emphasized the importance of pushing the renovation project forward to support this vision but committed to gathering more detailed and accurate information before presenting a finalized plan to the committee.
- Mentioned that although a fire engine has been replaced, the engine is still kept in Madaket. This decision is similar to the situation previously described for Sconset.
- Noted the absence of local responders in Madaket, which means there are no call groups to operate the engine from that location.
- Explained that the engine remains stationed in Madaket primarily to avoid leaving it exposed to the elements outside.

Rector

- Acknowledged the challenges faced by the team in managing with limited equipment, expressing admiration for their resourcefulness.
- Emphasized the importance of prioritizing support for this critical service, urging serious consideration and focus when addressing their needs in future planning and resource allocation.

Carmel

- Clarified potential implications of changing evaluation parameters, noting that adjustments would affect all historical project data.
- Decided with Brian to preserve historical project evaluations as they are and apply changes only to new projects moving forward to avoid altering past records.
- Acknowledged that implementing these changes will require more effort and extend the timeline, with no exact estimated time of arrival (ETA) available yet for completion.

Welch

- Expressed a desire to be kept in the loop on updates related to Plumb's work, emphasizing its importance to the committee's planning and decision-making processes.
- Requested involvement in discussions concerning the programmatic aspects of the database where evaluations are recorded, stressing the need to understand how changes affect stored data.
- Outlined a technical understanding that new inputs should not alter existing records if database fields are designed to be mutually exclusive, which should prevent past data from being influenced by new entries.
- Proposed an offline discussion with Brian to clarify these points and establish a concrete timeline for when Ranking of Relative Importance (RORI) evaluations can be expected.

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IV. REPORT WORKGROUP	
Discussion:	Welch - Described the previous year's approach to creating the report, which involved splitting the task among three members focusing on substance, style, and timeline. - Noted the strategy of involving three members was intended to distribute responsibilities and ensure a smooth succession for future report preparations. - Explained the operational details where members assigned to handle the substance would track and annotate inputs related to grants on their worksheets. - Encouraged planning for the upcoming report's preparation, suggesting that volunteers from last year might choose successors to maintain continuity and institutional knowledge. - Recommended that if only two people are involved this year, at least one should be a returning member to preserve the integrity and continuity of information.

V. GREEN SHEET / COMMITTEE REPORTS	
Discussion:	Kickham - Outlined the current focus of the Coastal Resiliency Committee, which is shifting from merely setting aside money into a fund to identifying specific projects that can be actively implemented. - Emphasized the importance of considering coastal resiliency implications in all project reviews. This consideration is critical as the committee prepares to report back on their findings and actions. - Stressed the value that the finance and capital committees bring to the table, highlighting the eagerness of the Coastal Resiliency Committee to understand the financial and strategic aspects of the projects under consideration. - Acknowledged the eventual need for substantial funding for these projects, indicating that while the concept of such funding is daunting, there's a recognized need to detail and plan beyond just having a fund for coastal resiliency. Vieth - Reported on the initial meeting of the Finance Committee, where Brian presented an overview of the general fund, focusing on major points. - Scheduled the next meeting for the following week, during which discussions will include topics from the Short-Term Rental Workgroup. Confirmed that there is at least one capital project on the agenda for the forthcoming special town meeting.

VI. GOOD OF THE ORDER	
Discussion:	Welch - Highlighted the shift in the financial environment due to rising interest rates, contrasting with the previously favorable low rates. - Addressed the increasing burden of capital requests facing the community, occurring simultaneously with historically high interest rates. - Warned of the potential for the Finance Committee's recommendations to diverge from those of the Town Administration in the near future. - Expressed the need for heightened awareness and caution in financial planning and decision-making given the current economic climate, indicating a likely shift from the usual alignment with the Town Administration's recommendations.

VII. DATE OF NEXT MEETING	
Regular Meeting: September 21, 2023, at 1:00pm	

VIII. ADJOURNMENT	
Motion:	Motion to adjourn at 2:31pm. (made by: Rector)
Roll-Call Vote:	Carried 7:0//Welch, Mohr, Kaizer, Kickham, Matz, Rector, Vieth (Aye)

Town of Nantucket, Massachusetts
Capital Improvement Plan
FY22 thru FY31

CRP													
Project Name	#	Priority	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
Millie's Bridge Structural Sustainability & Access	CRP-19-009	medium	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
	CRP Total		-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
Hazard Mitigation													
Project Name	#	Priority	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
Harbors Plan HMP Implementation (Year 1) (HMP ID #SC2)	HMP-22-002	medium	100,000	-	-	-	-	-	-	-	-	-	100,000
5-Year Review of Natural Hazard and Hazard Mitigation Plans	HMP-23-004	medium	-	150,000	-	-	-	-	-	-	-	-	150,000
Harbors Plan HMP Implementation (Year 2) (#SC2)	HMP-23-009	medium	-	100,000	-	-	-	-	-	-	-	-	100,000
Madaket/Long Pond Hardening (#F14)	HMP-23-010	medium	-	-	-	-	-	250,000	-	-	-	-	250,000
Madaket/Long Pond Hardening (#F15)	HMP-23-011	medium	-	-	-	-	-	250,000	-	-	-	-	250,000
Miacomet Pond Dredging Design and Permitting	HMP-23-013	medium	-	300,000	-	-	-	-	-	-	-	-	300,000
Miacomet Pond Dredging - Phase 2	HMP-23-013	medium	-	-	4,000,000	-	-	-	-	-	-	-	4,000,000
Harbors Plan HMP Implementation-Year 3 (#SC2)	HMP-24-001	medium	-	-	100,000	-	-	-	-	-	-	-	100,000
Groundwater Mapping, Nutrient Flow Investigation-Nantucket Harbor Watershed	NRD-23-002	high	-	900,000	-	-	-	-	-	-	-	-	900,000
Hazard Mitigation Total			100,000	1,450,000	4,100,000	-	-	500,000	-	-	-	-	6,150,000
Natural Resources													
Project Name	#	Priority	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
Replacement Vehicle	ADMIN-22-002	low	35,000	-	-	-	-	-	-	-	-	-	35,000
Comprehensive Plan and Design for Baxter Road	ADMIN-23-002	medium	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
Coastal Resiliency	ADMIN-23-005	high	-	-	1,000,000	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,250,000
Downtown Neighborhood Flood Barrier Design (Phase 1)	CRP-25-001	high	-	-	-	-	2,100,000	-	-	-	-	-	2,100,000
Sesachacha Pond Living Shoreline Construction (supplemental funding)	HMP-22-003	high	-	250,000	-	-	5,120,000	-	-	10,000,000	-	-	15,370,000
Dredge Plan Implementation/Maintenance Dredging	HMP-22-005	medium	-	550,000	-	-	2,000,000	2,000,000	2,000,000	2,000,000	-	-	8,550,000
Climate Action Plan/Sustainability Framework	HMP-24-003	high	-	-	-	-	500,000	-	-	-	-	-	500,000
Environmental Justice Assessment & Policy Development	HMP-24-006	medium	-	-	-	125,000	-	-	-	-	-	-	125,000
Vehicles- Replacement (1), New (1)	NRD-23-001	medium	-	100,000	-	-	-	-	-	-	-	-	100,000
Baseline Environmental Data Program	NRD-24-001	high	-	-	500,000	500,000	500,000	500,000	500,000	-	-	-	2,500,000
Brant Point Hatchery Deck and Pier Adaptation and Repair (Phase 1)	NRD-26-001	high	-	-	-	-	250,000	-	-	-	-	-	250,000
Sesachacha Pond Watershed Nutrient Loading and Groundwater Mapping	NRD-26-002	medium	-	-	-	-	350,000	200,000	-	-	-	-	550,000
Natural Resources Total			35,000	2,400,000	1,500,000	1,875,000	11,820,000	3,700,000	3,500,000	13,000,000	1,000,000	1,000,000	39,830,000
OVERALL													
Project Name	#	Priority	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
GRAND TOTAL			135,000	3,850,000	6,600,000	1,875,000	11,820,000	4,200,000	3,500,000	13,000,000	1,000,000	1,000,000	46,980,000