A REPORT
FROM
THE FINANCIAL PLANNING WORKGROUP

MARCH, 1999

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I. BACKGROUND AND INTRODUCTION

The Board of Selectmen appointed the Financial Planning Workgroup in June 1998. It was comprised of 10 people: two Selectmen, the Town Administrator, the Finance Director, the School Superintendent, the School Business Manager, one member of the School Committee and three members of Finance Committee. Rick Atherton, a member of both the Finance and Capital Program Committees served as chair.

While not given a specific mandate by the Selectmen, the Workgroup's efforts largely focused on a.) evaluating the Town's current financial condition, b.) preparing a five-year financial forecast, c.) identifying and analyzing issues that emerged with the development of the forecast, and d.) making recommendations to the Selectmen as to how those issues could best be addressed.

The scope of the Workgroup's efforts concentrated primarily on the general fund and not the various enterprise funds (airport, sewer, landfill, water), in that the latter's finances are not incorporated into the general Town budget. In addition, the complexity associated with several of the enterprise funds is such that the limited time available to the Workgroup simply did not allow for their analysis, except in the broadest of terms.

The Workgroup was aware of the Selectmen's resolve to present the Finance Committee with an expense budget that fit into the expected revenues. We believe that helps to develop a method to assure that the planning process for the Town's service levels corresponds with the resources available. Also, during our discussions covering the projected operating expenses, it was clear that compensation is one of the most important elements of the expense forecast. The Workgroup recognized that there are many variables that impact the Town's compensation policy and supports policies that aim to promote effective utilization of our most important resource of the Town – its staff.

II. OVERVIEW

The Workgroup thoroughly analyzed recent financial trends and developed a realistic five-year projection of both revenues and expenditures based upon reasonable, if not conservative, assumptions.

While the forecast and the assumptions upon which it is based will be discussed in greater detail in subsequent sections of this report the conclusions it led to can be summarized as follows:

1.) *Expenses are growing at a rate dramatically faster than are revenues.* While total revenue growth, severely restricted by the limitation imposed by Proposition 2 1/2, is projected to increase by no more than 4% annually over the next five years, expenses, driven largely by the cost of compensating employees faced with the island's rapidly increasing cost of living, are forecast to grow in excess of 6.5% annually.

2.) *If steps are not taken to either slow the growth of expenditures or raise additional revenues, and absent any unexpected windfall, the Town's budget will soon move into deficit.* Given the growth rates involved in the equation, it is only a matter of time before the expenditure line overtakes the revenue line of the accompanying graph.

3.) *In order to balance the budget over the long term the Town must either a.) raise existing tax rates (i.e. a Proposition 2½ override), b.) develop new sources of revenue or increase existing fee schedule(s), c.) reduce the rate of increase in expenditures to no more than that of revenues, or d) consider funding long-term capital needs with debt. Any plan could draw upon all four elements in combination.* Unfortunately, in the short run our options are quite limited. "New" sources of revenue can be time-consuming to implement. While raising fees is recommended, we do not anticipate that this will raise significant additional revenue. Expense control options are limited. In addition to the options noted above to balance the budget over the long term, the only other option is to use borrowing to bridge the operating deficit in the short-run while we develop a long-term plan. We do not believe this option to be a prudent one.

III. FIVE YEAR FINANCIAL FORECAST

A. REVENUE

The general fund has four primary categories of revenue:

1. Taxes (including real estate, motor vehicle and boat excise and room tax)
2. Local Receipts (fees collected by departments charged to provide specific services)
3. State Aid (a detailed list of state aid is attached)
4. Other Sources (including free cash, direct and indirect chargebacks to the enterprise funds for services rendered by the general fund, and stabilization fund contributions).

REVENUE FORECAST

Critical to any financial forecast are the assumptions upon which it is based. The group reviewed past budgetary trends and considered the recommendations of the Town and School staff in adopting the parameters highlighted below:

1. Taxes

A. Personal property and real estate taxes will grow by the maximum 2.5% per year, as allowed by Proposition Two and One Half.

B. New growth will generate additional taxes of $750,000 each year, which is then included in the tax base for Proposition 2 ½ purposes in subsequent years.

C. Annual growth factors for motor vehicle, boat excise, and room occupancy taxes were applied at 3%, 2%, and 5% respectively.

2. Local Receipts

A zero growth factor (0%) was assumed with the following exceptions:

Category	Factor Used
Board of Selectmen	1%
Finance Department	2%
Our Island Home	1%
Parking Clerk	5%

Historic data and the current economic outlook drive the rationale for using constant or small growth factors. It is not expected that external factors and trends will change significantly. One exception may be the impact of the building cap on building permit revenue. As a means to offset the potential decrease in these fees, a modification to the renovation/addition permit fee schedule should be examined.

3. *State Aid*

Given Nantucket's relatively high level of income, it is unrealistic to assume any increase in the level of state aid.

4. *Other Sources of Revenue*

An amount of $4,675,000 is used for FY 2001 and $2,200,000 in subsequent years of the forecast. Other sources of revenue include, free cash, stabilization fund and indirect costs.

B. EXPENSES

The Town's expense budget consists of three major components:

1. *Compensation*

In fiscal year 1999, appropriated payroll of $19,416,997 represented 61% of the total operating budget. Between fiscal years 1996 and 2000 compensation grew at an annualized rate of 13.25%; however, based on a review of the existing union contracts, it is anticipated that payroll expenses could increase annually between 5% and 8%. It is important to note that this forecast assumes that there will be no new employees added to the town payroll. The budgetary impact on compensation for each assumption, based on annual percent increases, is outlined below.

Percent Assumption	Fiscal Year 2001	Fiscal Year 2002	Fiscal Year 2003	Fiscal Year 2004	Fiscal Year 2005	Annualized Growth Rate
5%	22,290,877	23,401,213	24,566,982	25,790,953	27,076,036	5.37%
6%	22,501,835	23,844,335	25,271,393	26,781,841	28,382,797	6.53%
7%	22,712,794	24,295,677	25,989,221	27,801,171	29,739,811	7.73%
8%	22,923,752	24,749,237	26,720,593	28,849,485	31,148,514	8.97%

[Refer to the schedule "Payroll Summary Based on Various Growth Rate Factors" in the Appendix, for a payroll review based on the different assumptions and the impact on gross payroll and the percent of budget.]

2. *Operating Expenses*

In fiscal year 1999, operating expenses of $12,582,656 represented roughly 39% of the total operating budget. Based on specific growth assumptions that range between 1% and 3%, it is forecast that operating expenses will increase approximately 2% per year growing to $17,301,744 in FY 2005representing approximately 35% of the operating budget.

3. *Capital Expenditures*

The Town's capital needs for infrastructure improvements are difficult to project, but could be very sizeable. The base forecast assumes $2,000,000 for the years 2001 through 2005 as representing a "normal" level of capital spending. For further detail, a 4-year capital forecast is contained in the Appendix.

It should be noted that many of the anticipated infrastructure expenditures will be met through the enterprise funds.

IV. RECOMMENDATIONS

The next five years will present significant challenges to the Town. With tax revenue constraints imposed by Proposition 2½ the Town must identify new sources of revenue just to meet the increasing costs of maintaining current levels of service.

Some possible additional revenue sources include:

1. Impact fees

Impact fees are fees charged to a developer for the cost of any additional municipal infrastructure necessary as a result of the growth a development will cause. Impact fees require special legislation.

2. Seasonal (or Rental) tax

Broadening the commercial tax base to include residential properties primarily used as seasonal rentals. The idea here is to charge ALL residential properties a special tax, unless it is proven the residence is NOT rented out during the summer. Special legislation would be required to classify homes rented for the summer as commercial property.

3. Head tax

A "head tax" charged to every person arriving on Nantucket, would require special legislation. There are also some Constitutional issues involving *how* people arrive on Nantucket. Those arriving by air cannot be charged a tax as per federal law. It might be possible, however, through the establishment of a "Nantucket Port Authority" to charge people arriving by boat. No distinction could be made though between residents and non-residents.

4. Revision of the local fee structure

Over the past few years, the Town has not substantially raised its fees to keep up with increasing costs. A fee schedule revision should be implemented and in the future, the Selectmen should regularly review and increase fees as appropriate to accommodate increases in costs. Annually the Town Administrator should prepare a report and recommend any changes necessary. An attachment to this document presents the existing schedule of fees.

5. Betterment fees

Betterment fees can more effectively target the individual tax or fee payers who directly benefit from a service. The Town has adopted a bylaw that enables the Board of Selectmen to charge betterment fees, such as road improvements, which should be used to offset related expense.

6. *Bond/debt on long-term capital expenditures*

As part of the Town's long-term planning effort, consideration should be given to issuing debt to fund its long-term capital needs.

7. *Balancing the Fiscal Year 2001 Budget*

For FY 2001, there is a potential surplus of revenue over expenditures (including an estimated $2,000,000 of capital items). For FY 2002, however, there is a projected deficit of between $1,300,000 and $2,700,000 and by FY 2005, the figure ranges from $2,000,000 to $6,200,000. Balancing these future budgets could be done through one of the previously identified options. Other options include:

- Overrides

1. Operating override – permanently increases the tax levy base
2. Capital override – a one-time override matched to a specific capital expenditure(s)
3. Debt override – an override matched to debt service incurred for a specific appropriation(s); once the debt service is retired, the related tax impact can no longer be applied.

Although the above overrides are somewhat different in application, their impact on the tax rate is the same. The following charts show the tax rate impact for various override amounts, based on the FY 1999 tax rate:

Override Amount	Residential 5.89/$1,000 assessed value	Open Space 6.08/$1,000 assessed value	Commercial 11.63/$1,000 assessed value
$ 100,000	5.91/ .02 increase	6.11/ .03 increase	11.67/ .04 increase
$ 500,000	5.99/ .10 increase	6.19/ .11 increase	11.84/ .21 increase
$1,000,000	6.10/ .21 increase	6.30/ .22 increase	12.04/ .41 increase
$5,000,000	6.92/1.03 increase	7.15/1.07 increase	13.67/2.04 increase

Based on an average FY 1999 residential assessment of $438,445, the respective tax impact per $1,000 of assessed value would be:

$8.76 for $100,000
$43.80 for $500,000
$91.98 for $1,000,000
$451.14 for $5,000,000.

- Reappropriation of prior year general fund capital articles and bond proceeds

1. Prior year articles – should be reviewed annually to determine whether their purpose has been achieved
2. Bond proceeds – approximate balance in sewer and landfill enterprise accounts equals $7,200,000; reappropriation must be for "like" purposes

- Appropriation of Stabilization Fund – while this is not necessarily recommended, it is an option. Current Stabilization Fund balance is $685,000.

Appendix Index

Draft Mission Statement
Five Year Financial Forecast
Town Fee Schedule
5 Year Capital Forecast

FINANCIAL PLANNING WORKGROUP
MISSION STATEMENT

PURPOSE: to engage in sound financial planning for the Town of Nantucket

GOALS:

- To develop a five-year financial plan for the Town of Nantucket which will contain:
    - Projections of anticipated income, including real estate taxes, other local receipts and fees
    - Projections of anticipated expenditures, including operating expenses and compensation costs for both the Town and the School system
    - Anticipated capital expenses, as contained in the five-year capital plan developed annually by the Capital Program Committee
- To recommend strategies for balancing the difference between anticipated revenue and expense projections – strategies to be considered include:
    - Raising additional revenue
    - Increasing taxes
    - Limiting operating expenses
    - Limiting capital expenses
    - Combinations of the above

OBJECTIVE: to prepare a draft five-year financial plan and accompanying recommendations for submission to the Board of Selectmen, the Finance Committee and the School Committee.

Town of Nantucket
5 Year Proforma Analysis
As of 19 March 1999

Revenue/Source of Funds	FY 2000 Forecast	FY 2001 Forecast	FY 2002 Forecast	FY 2003 Forecast	FY 2004 Forecast	FY 2005 Forecast
Tax Receipts						
Personal Property	930,947	954,221	978,076	1,002,528	1,027,591	1,053,281
Real Estate	29,134,995	30,522,918	31,960,806	33,448,501	34,955,641	36,508,722
Subtotal; RE Tax Levy	30,065,942	31,477,139	32,938,882	34,451,029	35,983,233	37,562,003
Tax Liens Redeemed	400,000	400,000	400,000	400,000	400,000	400,000
Motor Vehicle	772,500	795,675	819,545	844,132	869,456	895,539
Boat Excise	20,400	20,808	21,224	21,649	22,082	22,528
Room Tax	1,120,000	1,176,000	1,234,800	1,296,540	1,361,367	1,429,435
Subtotal; Tax Receipts	32,378,842	33,869,622	35,414,452	37,013,349	38,636,137	40,309,501
Department Local Receipts						
Board of Selectmen	216,000	218,160	220,342	222,545	224,770	227,018
Finance Department	510,000	520,200	530,604	541,216	552,040	563,081
Town Clerk	37,650	37,650	37,650	37,650	37,650	37,650
Conservation Commission	10,000	10,000	10,000	10,000	10,000	10,000
NP&EDC	200	200	200	200	200	200
Planning Board	15,200	15,200	15,200	15,200	15,200	15,200
ZBA	20,000	20,000	20,000	20,000	20,000	20,000
Police	38,375	38,375	38,375	38,375	38,375	38,375
Fire	5,744	5,744	5,744	5,744	5,744	5,744
Inspectors	714,000	714,000	714,000	714,000	714,000	714,000
Animal Control	12,800	12,800	12,800	12,800	12,800	12,800
Shellfish & Marine	294,325	294,325	294,325	294,325	294,325	294,325
Parking Clerk	150,000	157,500	165,375	173,644	182,326	191,442
Public Works	1,000	1,000	1,000	1,000	1,000	1,000
Health	84,630	84,630	84,630	84,630	84,630	84,630
Our Island Home	2,257,156	2,279,728	2,302,525	2,325,550	2,348,806	2,372,294
Visitor Services	0					
HDC	150,000	150,000	150,000	150,000	150,000	150,000
Park and Recreation	100,000	100,000	100,000	100,000	100,000	100,000
Subtotal; Dept Receipts	4,617,080	4,659,512	4,702,769	4,746,879	4,791,866	4,837,759
State Aid						
Chapter 70	509,410	509,410	509,410	509,410	509,410	509,410
School Transportation	48,093	48,093	48,093	48,093	48,093	48,093
School Construction	0	0	0	0	0	0
School Lunch	5,589	5,589	5,589	5,589	5,589	5,589
Loterary	59,550	59,550	59,550	59,550	59,550	59,550
Police Career Incentive	62,757	62,757	62,757	62,757	62,757	62,757
Vets Exemptions	4,075	4,075	4,075	4,075	4,075	4,075
Elderly Exemptions	4,500	4,500	4,500	4,500	4,500	4,500
Public Libraires	4,892	4,892	4,892	4,892	4,892	4,892
State Owned Land	51,658	51,658	51,658	51,658	51,658	51,658
Other State- Bike Path Grants	218,363					
Other State- Town Pier Grants	237,500					
Subtotal; State Aid	1,206,387	750,524	750,524	750,524	750,524	750,524
Other Sources of Funds						
Free Cash from Ops-Revenue (1)	5,400,000	3,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Free Cash from Ops-Expense (1)						
Free Cash- prior yr rev/adj.						
Stabilization Fund	0	700,000				
Prior year articles	46,142					
FEMA Proceeds						
Re-allocation of landfill borrowing	794,000					
Ambulance Reserve Fund Trans						
Other Revenue						
DEBT OVERRIDE	6,750,000					
Indirect Charge Backs	162,000	174,960	188,957	204,073	220,399	238,031
Subtotal; Other Sources	13,152,142	4,374,960	2,188,957	2,204,073	2,220,399	2,238,031
Total Sources of Funds	51,354,451	43,654,618	43,056,702	44,714,825	46,398,928	48,135,816

Town of Nantucket
5 Year Proforma Expense Analysis
As of 19 March 1999

1.05	Fiscal Year 2000			Fiscal Year 2001			Fiscal Year 2002		
EXPENDITURES	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*
GENERAL GOVRN'MT									
Building Leases	-	-	-	-	-	-	-	-	-
Conservation Comm.	105,337	20,429	125,766	110,604	20,836	131,441	116,134	21,254	137,388
Disability Commision	7,600	3,400	11,000	7,980	3,434	11,414	8,379	3,468	11,847
Finance Committee	-	21,000	21,000	-	21,420	21,420	-	21,848	21,848
Finance Department	924,831	439,246	1,364,077	971,073	448,031	1,419,103	1,019,626	456,992	1,476,618
Historic Dist. Comm.	143,272	34,150	177,422	150,436	34,833	185,269	157,957	35,530	193,487
Legal	-	290,000	290,000	-	295,800	295,800	-	301,716	301,716
Moderator	150	200	350	158	200	358	165	200	365
Non Voting Tax Payer	-	500	500	-	500	500	-	500	500
NP & EDC	240,479	47,273	287,752	252,503	48,218	300,721	265,128	49,183	314,311
Personnel Board	-	9,900	9,900	-	9,900	9,900	-	9,900	9,900
Planning Board	33,896	7,230	41,126	35,591	7,375	42,965	37,370	7,522	44,892
Right-to-Know Comm	-	-	-	-	-	-	-	-	-
Selectmen	223,733	81,555	305,288	234,920	83,186	318,106	246,666	84,850	331,516
Town Clerk	88,310	67,010	155,320	92,728	68,350	161,076	97,362	69,717	167,079
Zoning Brd of Appeals	57,208	18,725	75,933	60,068	18,912	78,981	63,072	19,101	82,173
SUBTOTAL	1,824,816	1,040,818	2,865,434	1,916,057	1,060,997	2,977,054	2,011,860	1,081,782	3,093,641
SAFETY & PROTECTION:									
Animal Control	52,851	20,050	72,901	55,494	20,451	75,945	58,268	20,860	79,128
Code Enforcement	432,149	43,650	475,799	453,756	44,523	498,279	476,444	45,413	521,858
Emergency Prepared	-	11,300	11,300	-	11,526	11,526	-	11,757	11,757
Fire Department	1,283,319	147,767	1,431,086	1,347,485	150,722	1,498,207	1,414,859	153,737	1,568,596
Health Department	131,779	46,785	178,564	138,368	47,721	186,089	145,286	48,675	193,961
Parking Clerk	-	13,100	13,100	-	13,362	13,362	-	13,629	13,629
Police Department	2,092,594	378,400	2,470,994	2,197,224	385,968	2,583,192	2,307,085	393,687	2,700,772
Street Lighting	-	70,000	70,000	-	71,400	71,400	-	72,828	72,828
SUBTOTAL	3,992,692	731,052	4,723,744	4,192,327	745,673	4,938,000	4,401,943	760,587	5,162,529
MARINE:									
Marine Department	576,818	93,500	670,318	605,659	95,370	701,029	635,942	97,277	733,219
SUBTOTAL	576,818	93,500	670,318	605,659	95,370	701,029	635,942	97,277	733,219
EDUCATION:									
Community Schools	200,000	70,300	270,300	210,000	71,706	281,706	220,500	73,140	293,640
School Department	9,503,680	2,670,998	12,174,678	9,978,864	2,724,418	12,703,282	10,477,807	2,778,906	13,256,714
SUBTOTAL	9,703,680	2,741,298	12,444,978	10,188,864	2,796,124	12,984,988	10,698,307	2,852,046	13,550,354
MAINTENANCE:									
Gas - Town Vehicles	-	145,000	145,000	-	148,450	148,450	-	147,915	147,915
Public Buildings	-	367,720	367,720	-	386,106	386,106	-	405,411	405,411
Landfill Override		-	-		-	-		-	-
Public Works	1,263,877	607,350	1,871,227	1,327,071	619,497	1,946,568	1,393,424	631,887	2,025,311
SUBTOTAL	1,263,877	1,120,070	2,383,947	1,327,071	1,152,053	2,479,124	1,393,424	1,185,213	2,578,637
HUMAN SERVICES:									
Council on Aging	99,761	34,728	134,489	104,749	35,423	140,172	109,987	36,131	146,118
Human Services Council	55,925	12,275	68,200	58,721	12,521	71,242	61,657	12,771	74,428
Our Island Home	2,205,795	496,700	2,702,495	2,316,085	506,634	2,822,719	2,431,889	516,767	2,948,656
Veterans' Services	10,000	400	10,400	10,500	408	10,908	11,025	416	11,441
SUBTOTAL	2,371,481	544,103	2,915,584	2,490,055	554,985	3,045,040	2,614,558	566,085	3,180,643
CULTURE & RECREATION:									
Atheneaum	-	281,817	281,817	-	287,453	287,453	-	293,202	293,202
Park & Recreation	235,440	148,100	383,540	247,212	151,062	398,274	259,573	154,083	413,656
Visitor Services	155,923	164,120	320,043	163,719	167,402	331,122	171,905	170,750	342,656
Town Clock	-	8,300	8,300	-	8,300	8,300	-	8,300	8,300
SUBTOTAL	391,363	602,337	993,700	410,931	614,218	1,025,149	431,478	626,336	1,057,814
Tot. Before Non-Allocated Exp	20,124,727	6,872,978	26,997,705	21,130,963	7,019,420	28,150,383	22,187,512	7,169,326	29,356,837

Town of Nantucket
5 Year Proforma Expense Analysis
As of 19 March 1999

1.05		Fiscal Year 2000			Fiscal Year 2001			Fiscal Year 2002	
EXPENDITURES	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*
Debt Service Principle									
Genneral Obligation	-	2,035,000	2,035,000	-	2,035,000	2,035,000	-	2,035,000	2,035,000
Loring	-	-	-	-	-	-	-	-	-
Washington Street	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
SUBTOTAL	-	2,035,000	2,035,000	-	2,035,000	2,035,000	-	2,035,000	2,035,000
Debt Service Interest									
Genneral Obligation	-	2,424,330	2,424,330	-	2,424,330	2,424,330	-	2,424,330	2,424,330
Loring	-	-	-	-	-	-	-	-	-
Washington Street	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
SUBTOTAL	-	2,424,330	2,424,330	-	2,424,330	2,424,330	-	2,424,330	2,424,330
Insurance Etc									
Auto	-	90,750	90,750	-	92,565	92,565	-	94,416	94,416
Blanket	-	272,855	272,855	-	281,041	281,041	-	289,472	289,472
Claims Deductible	-	11,000	11,000	-	11,220	11,220	-	11,444	11,444
FICA	-	120,000	120,000	-	129,800	129,800	-	139,968	139,968
Insurance Counsulting	-	16,500	16,500	-	16,665	16,665	-	16,832	16,832
Life	-	10,000	10,000	-	10,100	10,100	-	10,908	10,908
Labor Union Pension	-	25,000	25,000	-	25,250	25,250	-	25,503	25,503
Medical	-	2,390,000	2,390,000	-	2,629,000	2,629,000	-	2,891,900	2,891,900
State Unemployement	-	42,000	42,000	-	44,100	44,100	-	46,305	46,305
Workers Compensation	-	137,500	137,500	-	144,375	144,375	-	151,594	151,594
SUBTOTAL	-	3,115,605	3,115,605	-	3,383,916	3,383,916	-	3,678,341	3,678,341
Total Dept. Appropriation/ATM	20,124,727	14,447,913	34,572,640	21,130,963	14,862,666	35,993,629	22,187,512	15,306,997	37,494,509
Other Approp and									
Non Appropriated Expend.	-	-	-	-	-	-	-	-	-
Cherry Sheet Offsets	-	195,700	195,700	-	201,571	201,571	-	207,618	207,618
Overlay	-	700,000	700,000	-	700,000	700,000	-	707,000	707,000
Stabilization Fund		-	-	-	-	-	-	-	-
FinCom Reserve Fund	-	300,000	300,000	-	307,500	307,500	-	315,188	315,188
Unpaid Bills	-	4,979	4,979	-	-	-	-	-	-
Landfill Override	-	1,900,000	1,900,000	-	1,900,000	1,900,000	-	1,900,000	1,900,000
Health and Human Serv.	-	429,017	429,017	-	439,742	439,742	-	450,736	450,736
County Appropriation	-	300,000	300,000	-	300,000	300,000	-	300,000	300,000
Barnstable County Ret.	1,643,000	-	1,643,000	1,807,300	-	1,807,300	1,988,030	-	1,988,030
CAPTIAL- Inside budget	-	4,378,363	4,378,363	-	2,000,000	2,000,000	-	2,000,000	2,000,000
CAPTIAL- override/outside bdgt	-	6,750,000	6,750,000	-	-	-	-	-	-
OTHER- Art. 88 Fayette St.	-	200,000	200,000	-	-	-	-	-	-
OTHER- drug task force	-	25,000	25,000	-	-	-	-	-	-
Subtotal	1,643,000	15,183,059	16,826,059	1,807,300	5,848,813	7,656,113	1,988,030	5,880,642	7,868,672
TOTAL EXPENDITURES	21,767,727	29,630,972	51,398,699	22,938,263	20,711,479	43,649,742	24,175,542	21,187,539	45,363,080

Town of Nantucket
5 Year Proforma Expense Analysis
As of 19 March 1999

1.05		Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005	
EXPENDITURES	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*
GENERAL GOVRN'MT									
Building Leases	-	-	-	-	-	-			
Conservation Comm.	121,941	21,679	143,620	128,038	22,113	150,151	134,440	22,555	156,995
Disability Commision	8,798	3,503	12,301	9,236	3,538	12,776	9,700	3,573	13,273
Finance Committee	-	22,285	22,285	-	22,731	22,731	-	23,186	23,186
Finance Department	1,070,607	466,131	1,536,739	1,124,138	475,454	1,599,592	1,180,345	484,963	1,665,308
Historic Dist. Comm.	165,855	36,240	202,096	174,148	36,965	211,113	182,855	37,704	220,560
Legal	-	307,750	307,750	-	313,905	313,905	-	320,183	320,183
Moderator	174	200	374	182	200	382	191	200	391
Non Voting Tax Payer	-	500	500	-	500	500	-	500	500
NP & EDC	278,385	50,166	328,551	292,304	51,170	343,474	306,919	52,193	359,112
Personnel Board	-	9,900	9,900	-	9,900	9,900	-	9,900	9,900
Planning Board	39,239	7,673	46,911	41,201	7,826	49,027	43,261	7,983	51,243
Right-to-Know Comm	-	-	-	-	-	-	-	-	-
Selectmen	258,999	86,547	345,546	271,949	88,278	360,227	285,546	90,043	375,590
Town Clerk	102,230	71,112	173,341	107,341	72,534	179,875	112,708	73,984	186,693
Zoning Brd of Appeals	66,225	19,292	85,518	69,537	19,485	89,022	73,014	19,680	92,694
SUBTOTAL	2,112,453	1,102,980	3,215,432	2,218,075	1,124,599	3,342,674	2,328,979	1,146,649	3,475,628
SAFETY & PROTECTION:									
Animal Control	61,182	21,277	82,459	64,241	21,703	85,943	67,453	22,137	89,590
Code Enforcement	500,268	46,322	546,588	525,280	47,248	572,528	551,544	48,193	599,737
Emergency Prepared	-	11,992	11,992	-	12,231	12,231	-	12,476	12,476
Fire Department	1,485,602	156,812	1,642,414	1,559,882	159,948	1,719,830	1,637,876	163,147	1,801,023
Health Department	152,551	49,649	202,199	160,178	50,642	210,820	168,187	51,654	219,842
Parking Clerk	-	13,902	13,902	-	14,180	14,180	-	14,463	14,463
Police Department	2,422,439	401,561	2,824,000	2,543,661	409,592	2,953,153	2,670,739	417,784	3,088,523
Street Lighting	-	74,285	74,285	-	75,770	75,770	-	77,288	77,286
SUBTOTAL	4,622,040	775,798	5,397,838	4,853,142	791,314	5,644,456	5,095,799	807,140	5,902,940
MARINE:									
Marine Department	667,739	99,223	766,962	701,126	101,207	802,333	736,182	103,232	839,414
SUBTOTAL	667,739	99,223	766,962	701,126	101,207	802,333	736,182	103,232	839,414
EDUCATION:									
Community Schools	231,525	74,603	306,128	243,101	76,095	319,196	255,256	77,617	332,873
School Department	11,001,698	2,834,484	13,836,182	11,551,782	2,891,174	14,442,957	12,129,372	2,948,996	15,078,369
SUBTOTAL	11,233,223	2,909,087	14,142,310	11,794,884	2,967,269	14,762,153	12,384,628	3,026,614	15,411,242
MAINTENANCE:									
Gas - Town Vehicles	-	149,394	149,394	-	150,888	150,888	-	152,396	152,396
Public Buildings	-	425,682	425,682	-	446,966	446,966	-	469,314	469,314
Landfill Override		-	-		-	-	-	-	-
Public Works	1,463,096	644,525	2,107,620	1,536,250	657,415	2,193,666	1,613,063	670,563	2,283,626
SUBTOTAL	1,463,096	1,219,600	2,682,696	1,536,250	1,255,269	2,791,519	1,613,063	1,292,274	2,905,337
HUMAN SERVICES:									
Council on Aging	115,486	36,854	152,339	121,260	37,591	158,851	127,323	38,343	165,666
Human Services Council	64,740	13,026	77,767	67,977	13,287	81,264	71,376	13,553	84,929
Our Island Home	2,553,483	527,102	3,080,585	2,681,168	537,844	3,218,802	2,815,215	548,397	3,363,612
Veterans' Services	11,576	424	12,001	12,155	433	12,588	12,763	442	13,204
SUBTOTAL	2,745,286	577,406	3,322,692	2,882,550	588,955	3,471,505	3,026,677	600,734	3,627,411
CULTURE & RECREATION:									
Athenaeum	-	299,066	299,066	-	305,048	305,048	-	311,149	311,149
Park & Recreation	272,551	157,165	429,716	286,179	160,308	446,487	300,488	163,514	464,002
Visitor Services	180,500	174,165	354,666	189,525	177,649	367,174	199,002	181,202	380,203
Town Clock	-	8,300	8,300	-	8,300	8,300	-	8,300	8,300
SUBTOTAL	453,052	638,697	1,091,748	475,704	651,305	1,127,009	499,489	664,165	1,163,654
Tot. Before Non-Allocated Exp	23,296,887	7,322,792	30,619,679	24,461,731	7,479,918	31,941,649	25,664,818	7,640,808	33,325,626

Town of Nantucket
5 Year Proforma Expense Analysis
As of 19 March 1999

1.05		Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005	
EXPENDITURES	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*	*Payroll*	*Operating*	*Gross Bdgt*
Debt Service Principle									
Genneral Obligation	-	2,035,000	2,035,000	-	2,035,000	2,035,000	-	2,035,000	2,035,000
Loring	-	-	-	-	-	-	-	-	-
Washington Street	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
SUBTOTAL	-	2,035,000	2,035,000	-	2,035,000	2,035,000	-	2,035,000	2,035,000
Debt Service Interest									
Genneral Obligation	-	2,424,330	2,424,330	-	2,424,330	2,424,330	-	2,424,330	2,424,330
Loring	-	-	-	-	-	-	-	-	-
Washington Street	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
SUBTOTAL	-	2,424,330	2,424,330	-	2,424,330	2,424,330	-	2,424,330	2,424,330
Insurance Etc									
Auto	-	96,305	96,305	-	98,231	98,231	-	100,195	100,195
Blanket	-	298,156	298,156	-	307,101	307,101	-	316,314	316,314
Claims Deductible	-	11,673	11,673	-	11,907	11,907	-	12,145	12,145
FICA	-	151,165	151,165	-	163,259	163,259	-	176,319	176,319
Insurance Counsulting	-	17,000	17,000	-	17,170	17,170	-	17,342	17,342
Life	-	11,017	11,017	-	11,127	11,127	-	11,239	11,239
Labor Union Pension	-	25,758	25,758	-	26,015	26,015	-	26,275	26,275
Medical	-	3,181,090	3,181,090	-	3,499,199	3,499,199	-	3,849,119	3,849,119
State Unemployement	-	48,620	48,620	-	51,051	51,051	-	53,604	53,604
Workers Compensation	-	159,173	159,173	-	167,132	167,132	-	175,489	175,489
SUBTOTAL	-	3,999,958	3,999,958	-	4,352,192	4,352,192	-	4,738,040	4,738,040
Total Dept. Appropriation/ATM	23,296,887	15,782,079	39,078,966	24,461,731	16,291,439	40,753,171	25,684,818	16,838,178	42,522,996
Other Approp and									
Non Appropriated Expend.:	-	-	-	-	-	-			
Cherry Sheet Offsets	-	213,847	213,847	-	220,262	220,262	-	226,870	226,870
Overlay	-	714,070	714,070	-	721,211	721,211	-	728,423	728,423
Stabilization Fund	-	-	-	-	-	-	-	-	-
FinCom Reserve Fund	-	323,067	323,067	-	331,144	331,144	-	339,422	339,422
Unpaid Bills	-	-	-	-	-	-	-	-	-
Landfill Override	-	1,900,000	1,900,000	-	1,900,000	1,900,000	-	1,900,000	1,900,000
Health and Human Serv.	-	462,004	462,004	-	473,554	473,554	-	485,393	485,393
County Appropriation	-	300,000	300,000	-	300,000	300,000	-	300,000	300,000
Barnstable County Ret.	2,186,833	-	2,186,833	2,405,516	-	2,405,516	2,646,068	-	2,646,068
CAPTIAL- Inside budget	-	2,000,000	2,000,000	-	2,000,000	2,000,000	-	2,000,000	2,000,000
CAPTIAL- override/outside bdgt	-	-	-	-	-	-	-	-	-
OTHER- Art. 88 Fayette St.	-	-	-	-	-	-	-	-	-
OTHER- drug task force	-	-	-	-	-	-	-	-	-
Subtotal	2,186,833	5,912,988	8,099,821	2,405,516	5,946,171	8,351,687	2,646,068	5,980,109	8,626,176
TOTAL EXPENDITURES	25,483,720	21,695,067	47,178,788	26,867,248	22,237,611	49,104,858	28,330,886	22,818,287	51,149,173

Town of Nantucket
5 Year Proforma Analysis
As of 19 March 1999

	Forecast Fiscal Year 2000	Forecast Fiscal Year 2001	Forecast Fiscal Year 2002	Forecast Fiscal Year 2003	Forecast Fiscal Year 2004	Forecast Fiscal Year 2005
ESTIMATED REVENUE AND OTHER SOURCES OF FUNDS						
Total Sources of Funds	51,354,451	43,654,618	43,056,702	44,714,825	46,398,926	48,135,816
ESTIMATED APPROPRIATIONS AND OTHER USES OF FUNDS						
Department Compensation	10,421,047	10,942,099	11,489,204	12,063,665	12,666,848	13,300,190
Departmental Operating	4,131,680	4,223,296	4,317,279	4,413,704	4,512,649	4,614,194
Subtotal: Department Appropriations	14,552,727	15,165,395	15,806,483	16,477,369	17,179,497	17,914,384
School Compensation	9,703,680	10,188,864	10,698,307	11,233,223	11,794,884	12,384,628
School Operating	2,741,298	2,796,124	2,852,046	2,909,087	2,967,269	3,026,614
Subtotal:School Appropriations	12,444,978	12,984,988	13,550,354	14,142,310	14,762,153	15,411,242
Total Before Non-Allocated	26,997,705	28,150,383	29,356,837	30,619,679	31,941,649	33,325,626
Insurance and other Employee Benefits	2,724,500	2,982,425	3,266,177	3,576,824	3,917,783	0
Barnstable County Retirement	1,643,000	1,807,300	1,988,030	2,186,833	2,405,516	2,646,068
Subtotal: Non-Allocated Employee Benefits	4,367,500	4,789,725	5,254,207	5,763,657	6,323,300	2,646,068
Total Employee Expense	31,365,205	32,940,108	34,611,044	36,383,335	38,264,949	35,971,694
Other Appropriated and Non Appropriated Expend.	20,033,494	10,709,634	10,752,036	10,795,452	10,839,909	15,177,479
Total Uses of Funds before capital & Other	51,398,699	43,649,742	45,363,080	47,178,788	49,104,858	51,149,173
Capital and other article appropriations(above)	0	0	0	0	0	0
Total Expenditures	51,398,699	43,649,742	45,363,080	47,178,788	49,104,858	51,149,173
Estimated Budget Surplus <Deficit>	(44,248)	4,875	(2,306,378)	(2,463,962)	(2,705,932)	(3,013,357)

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*	
Animal Control	Pickup Fee	$ 25.00				
	Impounding Fee	$ 10.00				
	Leash Law Violation	$ 10.00				
	Lapsed Rabies Vacc.	$ 35.00				
	Boarding Fee per Day	$ 15.00				
	Nuisance Citation	$ 50.00				
	Collections for FY 98			$ 13,485.00		
Building Dept.	Auction License	$ 200.00				
	Cert. of Insp.	$ 50.00	277	$ 13,850.00		
	Bldg. Permits	Varies per sq. ft.		$ 695,012.00	Raised 1995	
Conservation Commission	Request for Determ.	$ 15.00	84	$ 1,260.00		
	Cert. of Compliance	$ 10.00	30	$ 300.00		
	Notice of Intent	Varies per category		$ 10,627.00		
	Fines	Varies		$ 4,478.00		
Council on Aging	NO FEES					
Council for Human Services	NO FEES					
Finance	MLC	$ 25.00	2,300	$ 57,500.00		
	Tax Title Fees	$ 40.00	353	$ 14,120.00		
	Admin. Fees	10% on 3rd Prty Det.		$ 12,974.00		
	Bounced Checks	$ 25.00				

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*	
Fire Department	Ambulance	$ 175.00			Raised from $50 7/1/97	
	Fire Alarm Insp.	$ 50.00	2	$ 100.00		
	Smoke Detector Insp.	$ 10.00	496	$ 4,960.00		
	Gas Storage Insp.	$ 10.00				
	Oil Burner Insp.*	$ 5.00	172	$ 860.00		
	Fire Works Permit*	$ 5.00				
	Charcoal Fire Permit*	$ 1.00	365	$ 365.00		
	Flmm. Strg. Permit*	$ 5.00	695	$ 3,475.00		
	Tank Rmvl. Permit*	$ 5.00				
	Over-the-Road Permit	$ 50.00				
	Open Burning Permit*	$ 5.00				
	Fire Reports*	$ 5.00	3	$ 15.00		
	Model Rocket Permit*	$ 5.00				
	Local Mandate Reimb.			$ 1,376.00		
Health Department	Scallop Shanty Permit	$ 10.00				
	Disp. Wrks. Inst. Permit	$ 20.00				
	Ldg/Inn/B&B Permit	$ 50.00	119	$ 5,950.00		
	Recreational Camp	$ 50.00				
	Massage Permit	$ 50.00				
	FSE & RFS Permit	$ 100.00	181	$ 18,100.00		
	MFS Permit	$ 100.00				
	Catering & Bakeries	$ 100.00				
	Public Pool	$ 100.00				
	Gasoline Fuel Meters	$10.00/pump			Raised from $5.00/1996	
	Balances & Scales	$5.00 - $10.00				

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*	
Health Department	Tobacco Sales	$ 30.00	71	$ 2,130.00		
	Septic Sys. New/Repair	Ranges $200 - $400		$ 56,250.00	Raised from $100.00 - $300.00/1997	
	Septic Syst. Inst. w/o Prmt	Double Orig. Fee				
	Reinsp. due to Vltn.	Equal to Orig. Fee				
	Other			$ 2,575.00		
HDC	New Cnst. Appl. Fee	Ranges $50 - $100				
	Appl. Fees for Signs, etc.	$ 25.00				
	Minor Renovations	$ 15.00				
	Major Renovations	$ 50.00				
	Late Filing Fee	4 x initial fee				
	Moving	$ 25.00				
	Primary Structure Demo.	$ 50.00				
	Access. Struct. Demo.	$ 15.00				
	Guidebooks	$ 10.00				
	Pools, Tennis Courts	$ 50.00				
	Color/Mat. Chngs	N/C				
	Total for FY 98			$ 148,873.00		
Marine	Mooring Fees	Ranges $25 - $100		$ 68,095.00	Raised from $10.00/1995	
	Pier Slip Fees	Ranges $800 - $1,200		$ 51,650.00	Raised from $700.00/1997	
	Day Dockage	$5/hr; $25/day		$ 4,112.00	Raised from $3.00/hour; $20.00/day/1995	
	Rec'l Shellfish/Resident	$ 15.00				
	Rec'l Shellfish/Non-Res.	$ 30.00				
	Commercial Scallop	$ 250.00			Raised from $150.00/1997	
	Commercial Other	$ 150.00				
	Ice	Ranges $1.50 - $3		$ 1,411.00		
	Other			$ 27,654.00		

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*
Our Island Home	Private Pay	$154.00/day		$ 919,975.00	Raised from $139.00/day/1997 & $122.00/day/1994
	Medicaid*	Ranges $90/day - $162/day		$ 1,103,137.00	
	Patient Paid Amt.			$ 232,885.00	
Parking Clerk	Parking Tickets			$ 142,898.00	
Park & Recreation	Special Events	$ 25.00			
	P. A. System Rental	$40.00/day			
	Tennis Ct/Lesson Fees	Ranges N/C - $165		$ 42,172.00	
	Concessions	Varies as per Bid		$ 115,000.00	
	Other			$ 437.00	
Planning Board	Application Fees	Ranges $50 - $150		$ 22,052.00	
	Publications	Ranges $3 - $10		$ 485.00	
Police Department	Beach Stickers	$ 20.00			
	Pistol Permits	$ 20.00	79	$ 1,580.00	
	Firearms Cards	$ 2.00			
	Res. Parking Permits	$ 2.00		$ 3,326.00	
	Temp. Parking Permits	$ 1.00			
	Gst. Hse. Pkng Permits	$ 10.00			
	Taxi Op. Permit/New	$ 50.00			
	Taxi Op. Permit/Renewal	$ 25.00			
	Alarm Registration	$ 25.00	610	$ 15,250.00	
	Alarm Fines	$50/flse aftr 3 flse in 1 yr		$ 12,950.00	
	Insurance Reports	$ 5.00	175	$ 875.00	
	St. Performer License	$ 25.00	24	$ 600.00	
	Keg Tags	$ 1.00			
	District Court Fines			$ 5,077.00	
	Misc. Revenues			$ 10,580.00	

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*	
Public Works	Over-the-Rd Permit	$ 50.00	23	$ 1,150.00		
	Sweeping Private Rds	$93.00/hr				
	Private Catch Basin Cleaning	$85.00/hr				
	Other			$ 2,056.00		
Selectmen	Liquor/AAB-Inn	$ 2,750.00	13	$ 35,750.00		
	Liquor/WM-Inn	$ 600.00	2	$ 1,200.00		
	Liquor/AAB-Rest.	$ 2,750.00	35	$ 96,250.00		
	Liquor/WM-Rest.	$ 600.00	8	$ 4,800.00		
	Liquor/AAB-Pkg St.	$ 2,000.00	7	$ 14,000.00		
	Liquor/WM-Pkg St.	$ 400.00	4	$ 1,600.00		
	Liquor/AAB-Club	$ 825.00	10	$ 8,250.00		
	Common Vict.	$ 50.00	86	$ 4,300.00		
	Entertainment	$ 100.00	27	$ 2,700.00		
	Motor Vehicle Rent.	$ 50.00				
	Motor Vehicle Sales - I, II, III	$ 25.00				
	Flower Vendor	$ 50.00				
	MFU	$ 100.00				
	Animals	$ 5.00				
	Cable TV Franchise Fee	$ 2,642.00	1	$ 2,642.00		
	Cable TV Tower Lease	$ 2,250.00	1	$ 2,250.00		
	Courthouse Rental			$ 53,671.00		
Town Clerk	Birth & Death Records	Ranges $4 - $10				
	Marriage Records	Ranges $4 - $15				
	Domestic P-ship Filing	$ 15.00				
	Voters Certificate	$ 5.00				
	Street List	$ 5.00				
	DBA Filing	Ranges $5 - $20				
	Certifs. & Recrdngs	Ranges $4 - $5		$ 7,000.00		
	UCC Filings	Ranges $5 - $10		$ 3,335.00		
	Tour Licenses	$ 150.00				

FY 98 Fee Schedule/Collections

Department	*Type of Fee/Charge*	*Cost per unit*	*Total Units Sold in FY 98(if known)*	*Total*	*When Fee was Last Revised*	
Town Clerk	Charter Licenses	$ 100.00				
	Taxi/Limo Licenses	$ 75.00	60	$ 4,500.00		
	Pool Table License	$ 100.00				
	Transient Vendor	$ 500.00	7	$ 3,500.00		
	Junk Dealer	$ 10.00				
	Dog Licenses	Ranges $3 - $50		$ 1,633.00		
	Fuel Storage Permits	Ranges $10 - $500				
	Raffle Permits	$ 10.00				
	General Code Books	$ 50.00				
	Zng/Wtlnd Bylaws	$ 15.00				
	Misc. Sales			$ 5,661.00		
	Other Bus. License			$ 3,080.00		
	Other Non. Bus. License			$ 3,500.00		
	Other Bus. Permit			$ 1,500.00		
	Code Violations			$ 7,290.00		
Zoning Board of Appeals	Application Fee	$ 200.00	100	$ 20,000.00	Raised from $150.00/1989	
				$ 4,142,454.00		

TOWN OF NANTUCKET
Five Year Capital Plan
As of January 1999

Department/ Project	Proforma Amounts----------->>> 2000	2001	2002	2003	2004	Total 5 Years
General Fund						
Finance Dept.						
GIS	$50,000	$0	$0	$0		$50,000
Permit Tracking	$50,000	$0	$0	$0		$50,000
Accounting Software	$0	$250,000	$0	$0		$250,000
Town Computer Network	$150,000	$200,000	$100,000	$50,000	$50,000	$550,000
Subtotal; Finance	$250,000	$450,000	$100,000	$50,000	$50,000	$900,000
Fire Dept.						
Vehicle Exhaust System						$0
Ambulance						$0
Vehicle Replacement					$50,000	$50,000
Station Expansion	$750,000					$750,000
Engine 3		$225,000				$225,000
Engine 2			$225,000			$225,000
Engine 5		$125,000				$125,000
Ambulance		$125,000	$135,000			$260,000
Engine 6			$225,000			$225,000
Engine 7			$225,000			$225,000
Tanker 1				$150,000		$150,000
Tanker 2				$150,000		$150,000
Engine 1					$250,000	$250,000
Equipment						
Subtotal; Fire	$750,000	$475,000	$810,000	$300,000	$300,000	$2,635,000
Marine						
Town Pier Expansion	$475,000		$0	$0		$475,000
(before 50%-75% grant reimburse.)						$0
In Town Boat Ramp	$0	$50,000	$0	$0		$50,000
Jackson Pt. Boat Ramp	$0	$0	$0	$0		$0
Town Pier Redecking	$0	$0	$0	$0		$0
Pond Management		$25,000	$25,000	$25,000		$75,000
Dredging and Harbor Study						$0
Equipment/Vehicle						$0
Brant Point Pier Repairs	$50,000					$50,000
Maintenance and Storage Facility	$70,000					$70,000
Bathroom Expansion/Blding Renov	$0	$0	$0	$0		$0
Patrol Boat Replacement	$70,000		$0	$0		$70,000
Subtotal; Shellfish & Marine	$665,000	$75,000	$25,000	$25,000	$0	$790,000
NP&EDC						
New Roads						$0
Bikepaths	$0	$0	$162,000	$287,000	$87,000	$536,000
Sidewalks	$0	$0	$0	$110,880		$110,880
Comprehensive Plan						$0
Subtotal; NP&EDC	$0	$0	$162,000	$397,880	$87,000	$646,880
Our Island Home						
Dinning Room Expansion	$410,000	$0	$0	$0	$0	$410,000
Furniture Replacement						$0
Walkway						$0
Construction of Day Care	$0	$0	$0	$0	$0	$0
Subtotal; OIH	$410,000	$0	$0	$0	$0	$410,000

TOWN OF NANTUCKET
Five Year Capital Plan
As of January 1999

Department/ Project	Proforma Amounts----------->>> 2000	2001	2002	2003	2004	Total 5 Years
Park and Rec.						
Playing Fields						$0
Madaket Bathhouse/Beach Facil	$0	$0	$0	$0		$0
Tom Nevers Comfort Station	$110,000	$0	$0	$0		$110,000
Facility Improvements						$0
Jetties Tennis Courts (revolving fund)		$250,000				$250,000
Essex Road Sports Field	$250,000					$250,000
Ames Ave Parking Lot	$80,000					$80,000
Jetties Office Bldg.	$0	$150,000	$0	$0		$150,000
Subtotal; Park & Rec	$440,000	$400,000	$0	$0	$0	$840,000
Public Works						
Storm & Sewer Evaluation/Const.	$250,000	$0	$2,000,000			$2,250,000
Road, Sidewalk, Bicycle Path Imprv	$150,000	$300,000	$270,000	$270,000	$250,000	$1,240,000
Dump Truck/Plow & Sander	$85,000	$92,000	$110,000	$65,000	$52,000	$404,000
Trash Truck	$95,000					$95,000
Private Road Acquisition/Maint	$0		$0			$0
Communication Upgrade		$150,000				$150,000
Fleet Maintenance Garage	$1,200,000					$1,200,000
Design/Const. Monomoy Sewer	$600,000	$0				$600,000
Repairs to Garage Roof						$0
Purch- Pickup/Dump Truck						$0
Purch- Roadside Mower						$0
Subtotal; DPW	$2,380,000	$542,000	$2,380,000	$335,000	$302,000	$5,939,000
Selectmen						
Police St. Renovation/Loran Station	$600,000	$0	$0	$0		$600,000
Bartlett Road Bicycle Path	$60,000	$115,000				$175,000
Quaker Road Bicycle Path	$50,000					$50,000
Fairgrounds Road Bike Path	$310,750					$310,750
Old South Road Bike Path	$326,563					$326,563
Nobadeer Farm Road Bike Path		$30,000	$100,000			$130,000
Fixed Asset Purch- (All Depts)						$0
Our Island Home- Roof						$0
Equipment, etc.						$0
NP&EDC Bldg. Renovation	$0	$0	$0	$0		$0
Town Bldg. Renovation	$6,750,000	$0	$0	$0		$6,750,000
Town Bldg. Electrical	$0	$0	$0	$0		$0
Town Bldg. Painting	$0	$0	$0	$0		$0
Town Building Elevator		$0	$0	$0		$0
Washington Street Parks	$50,000					$50,000
22 Federal Porch Lift	$50,000	$0	$0	$0		$50,000
Town Bldg Electrical Upgrade						$0
Improvements 22 Federal Street						$0
Town Pier Parking Lot Const						$0
Underground Wiring Sconset						$0
Acquire Property for School						$0
Subtotal; BoS	$8,197,313	$145,000	$100,000	$0	$0	$8,442,313
Subtotal; General Government	$13,092,313	$2,087,000	$3,577,000	$1,107,880	$739,000	$20,603,193

TOWN OF NANTUCKET
Five Year Capital Plan
As of January 1999

Department/ Project	Proforma Amounts----------->>> 2000	2001	2002	2003	2004	Total 5 Years
Schools						
Sport Facility Upgrades	$ 20,000	$240,000	$135,000			$395,000
Traffic and Parking						$0
Elementary Improvements	$ 70,000					$70,000
Middle School Improvements						$0
High School Improvements	$ 28,500					$28,500
Pool Improvements		$90,000				$90,000
Equipment/Vehicle Purchases		$20,000				$20,000
Other Non-Allocated	$ 100,000	$75,000		$500,000		$675,000
Computers	$ 1,510,000		$75,000			$1,585,000
Purch/Install Phone System						$0
Expand Parking Area						$0
Purch Lockers/Furniture H.S.						$0
Replace Skylights H.S. Gym						$0
Purch- Heating/Ventilation/AC						$0
Subtotal; School System	$ 1,728,500	$425,000	$210,000	$500,000	$0	$2,863,500
Total: General Fund	$14,820,813	$2,512,000	$3,787,000	$1,607,880	$739,000	$23,466,693