

TOWN OF WESTFORD									
OPERATING BUDGET									
FISCAL 2017									
		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017	
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	
GENERAL GOVERNMENT									
122	SELECTMEN								
	Personal Services	-	-	-	-	-	-	-	
	Expenses	25,933.32	32,689.00	32,292.00	31,292.00	32,292.00	32,292.00	-4.27%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 122	25,933.32	32,689.00	32,292.00	31,292.00	32,292.00	32,292.00	-4.27%	
123	TOWN MANAGER								
	Personal Services	335,788.51	361,214.00	366,534.00	366,534.00	366,534.00	367,284.00	1.47%	
	Expenses	35,301.14	29,527.00	30,660.00	27,160.00	32,785.00	32,785.00	-8.02%	
	Perchlorate Expenses	-	-	-	-	-	-	-	
	TOTAL 123	371,089.65	390,741.00	397,194.00	393,694.00	399,319.00	400,069.00	0.76%	
131	FINANCE COMMITTEE								
	Personal Services	-	-	-	-	-	-	-	
	Expenses	8,977.23	10,113.00	10,113.00	10,113.00	10,513.00	10,513.00	0.00%	
	Capital	-	-	-	-	-	-	-	
	Reserve Fund	191,000.00	191,000.00	191,000.00	150,000.00	191,000.00	191,000.00	-21.47%	
	(Transfers out)	(61,659.30)	(34,359.00)	-	-	-	-	-100.00%	
	TOTAL 131	138,317.93	166,754.00	201,113.00	160,113.00	201,513.00	201,513.00	-3.98%	
132	FINANCE DEPARTMENT								
	Personal Services	103,022.14	114,301.00	112,350.00	112,350.00	112,783.00	113,215.00	-1.71%	
	Expenses	370.16	2,460.00	2,460.00	860.00	2,460.00	2,460.00	-65.04%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 132	103,392.30	116,761.00	114,810.00	113,210.00	115,243.00	115,675.00	-3.04%	
135	TOWN ACCOUNTANT								
	Personal Services	235,386.37	250,427.00	251,214.00	251,214.00	251,860.00	253,105.00	0.31%	
	Expenses	44,932.12	36,560.00	45,460.00	45,360.00	36,760.00	48,760.00	24.07%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 135	280,318.49	286,987.00	296,674.00	296,574.00	288,620.00	301,865.00	3.34%	
141	BOARD OF ASSESSORS								
	Personal Services	222,332.61	237,702.00	238,181.00	238,181.00	239,184.00	239,997.00	0.20%	
	Expenses	22,944.09	39,700.00	24,700.00	23,900.00	24,700.00	39,700.00	-39.80%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 141	245,276.70	277,402.00	262,881.00	262,081.00	263,884.00	279,697.00	-5.52%	
145	TREASURER/COLLECTOR								
	Personal Services	230,905.49	241,510.00	241,951.00	241,521.00	242,489.00	243,027.00	0.00%	
	Expenses	48,281.46	53,155.00	53,155.00	53,155.00	53,155.00	53,155.00	0.00%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 145	279,186.95	294,665.00	295,106.00	294,676.00	295,644.00	296,182.00	0.00%	
151	LEGAL SERVICES								
	Personal Services	-	-	-	-	-	-	-	
	Expenses	164,058.90	375,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-33.33%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 151	164,058.90	375,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-33.33%	
152	HUMAN RESOURCES								
	Personal Services	186,230.99	195,633.00	195,207.00	195,207.00	195,207.00	195,207.00	-0.22%	
	Expenses	21,875.62	31,700.00	34,200.00	32,200.00	33,200.00	31,200.00	1.58%	
	Compensation Reserve	106,929.14	200,000.00	435,945.00	435,945.00	740,000.00	940,000.00	117.97%	
	Transfers out	-	(85,153.00)	-	-	-	-	-100.00%	
	Capital	-	-	-	-	-	-	-	
	TOTAL 152	315,035.75	342,180.00	665,352.00	663,352.00	968,407.00	1,166,407.00	94.45%	

			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	
155	TECHNOLOGY								
	Personal Services		376,458.47	403,048.00	409,753.00	409,753.00	413,322.00	415,130.00	1.66%
	Expenses		492,016.59	542,044.00	603,183.00	592,083.00	623,171.00	601,779.00	9.23%
	Capital		-	-	-	-	-	-	
	TOTAL 155		868,475.06	945,092.00	1,012,936.00	1,001,836.00	1,036,493.00	1,016,909.00	6.00%
161	TOWN CLERK								
	Personal Services		218,173.51	242,130.00	262,641.00	258,210.00	244,960.00	260,754.00	6.64%
	Expenses		21,463.87	23,601.00	24,111.00	23,585.00	21,215.00	24,303.00	-0.07%
	Capital		-	-	-	-	-	-	
	TOTAL 161		239,637.38	265,731.00	286,752.00	281,795.00	266,175.00	285,057.00	6.05%
170	PERMITTING DEPARTMENT								
	Personal Services		200,682.88	211,255.00	208,922.00	208,922.00	212,409.00	213,953.00	-1.10%
	Expenses		36,190.80	44,865.00	46,275.00	41,875.00	46,065.00	46,065.00	-6.66%
	Capital		-	-	-	-	-	-	
	TOTAL 170		236,873.68	256,120.00	255,197.00	250,797.00	258,474.00	260,018.00	-2.08%
171	CONSERVATION COMMISSION								
	Personal Services		67,118.14	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00	2.50%
	Expenses		1,467.41	7,040.00	7,060.00	4,060.00	7,080.00	7,102.00	-42.33%
	Receipts Reserved Offset		-	-	-	-	-	-	
	TOTAL 171		68,585.55	86,022.00	88,016.00	85,016.00	90,060.00	90,082.00	-1.17%
175	PLANNING BOARD								
	Personal Services		71,903.94	78,982.00	80,956.00	80,956.00	83,580.00	83,580.00	2.50%
	Expenses		13,518.55	7,970.00	25,045.00	20,045.00	22,870.00	22,645.00	151.51%
	Capital		-	-	-	-	-	-	
	TOTAL 175		85,422.49	86,952.00	106,001.00	101,001.00	106,450.00	106,225.00	16.16%
176	ZONING BOARD OF APPEALS								
	Personal Services		-	-	-	-	-	-	
	Expenses		-	2,250.00	2,275.00	2,275.00	2,275.00	2,275.00	1.11%
	Capital		-	-	-	-	-	-	
	TOTAL 176		-	2,250.00	2,275.00	2,275.00	2,275.00	2,275.00	1.11%
192	TOWN HALL MAINTENANCE								
	Personal Services		40,809.03	52,784.00	53,140.00	42,700.00	53,140.00	53,140.00	-19.10%
	Expenses		98,649.95	92,990.00	89,585.00	89,585.00	90,696.00	90,696.00	-3.66%
	Capital		-	-	-	-	-	-	
	TOTAL 192		139,458.98	145,774.00	142,725.00	132,285.00	143,836.00	143,836.00	-9.25%
199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE								
	Personal Services		48,738.67	55,510.00	82,687.00	51,510.00	53,685.00	53,685.00	-7.21%
	Expenses		12,916.02	27,800.00	26,900.00	21,900.00	31,900.00	31,900.00	-21.22%
	Capital		-	-	-	-	-	-	
	TOTAL 192		61,654.69	83,310.00	109,587.00	73,410.00	85,585.00	85,585.00	-11.88%
	TOTAL GENERAL GOVERNMENT		3,622,717.82	4,154,430.00	4,518,911.00	4,393,407.00	4,804,270.00	5,033,687.00	5.75%

		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
	PUBLIC SAFETY							
	210 POLICE DEPARTMENT							
	Personal Services	4,574,192.20	4,841,047.00	4,477,823.00	4,264,032.00	4,294,135.00	4,323,831.00	-11.92%
	Expenses	619,387.38	613,566.00	629,661.00	592,653.00	589,653.00	589,653.00	-3.41%
	Capital	-	-	-	-	-	-	
	TOTAL 210	5,193,579.58	5,454,613.00	5,107,484.00	4,856,685.00	4,883,788.00	4,913,484.00	-10.96%
	215 PUBLIC SAFETY COMMUNICATIONS							
	Personal Services	-	-	866,519.00	815,349.00	827,186.00	834,234.00	
	Expenses	-	-	37,652.00	37,652.00	37,652.00	37,652.00	
	Capital	-	-	-	-	-	-	
	TOTAL 215	-	-	904,171.00	853,001.00	864,838.00	871,886.00	
	220 FIRE DEPARTMENT							
	Personal Services	2,896,050.87	3,030,782.00	2,810,631.00	2,802,631.00	2,910,375.00	2,928,459.00	-7.53%
	Expenses	308,927.18	293,432.00	288,405.00	265,647.00	269,467.00	269,467.00	-9.47%
	Capital	-	-	-	-	-	-	
	TOTAL 220	3,204,978.05	3,324,214.00	3,099,036.00	3,068,278.00	3,179,842.00	3,197,926.00	-7.70%
	241 BUILDING DEPARTMENT							
	Personal Services	280,377.64	301,114.00	301,511.00	301,511.00	301,493.00	286,598.00	0.13%
	Expenses	12,382.75	18,800.00	19,425.00	18,125.00	16,425.00	16,725.00	-3.59%
	Capital	-	-	-	-	-	-	
	TOTAL 241	292,760.39	319,914.00	320,936.00	319,636.00	317,918.00	303,323.00	-0.09%
	244 SEALER WGHTS/MEASURE							
	Personal Services	-	-	-	-	-	-	
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
	Capital	-	-	-	-	-	-	
	TOTAL 244	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
	291 EMERGENCY MANAGEMENT							
	Personal Services	8,240.00	8,446.00	8,446.00	8,446.00	8,446.00	8,446.00	0.00%
	Expenses	5,218.62	5,500.00	5,475.00	4,575.00	5,475.00	5,475.00	-16.82%
	Capital	-	-	-	-	-	-	
	TOTAL 291	13,458.62	13,946.00	13,921.00	13,021.00	13,921.00	13,921.00	-6.63%
	292 ANIMAL CONTROL							
	Personal Services	61,051.09	64,883.00	64,705.00	64,705.00	64,705.00	64,955.00	-0.27%
	Expenses	4,987.24	5,700.00	5,700.00	5,400.00	5,940.00	6,040.00	-5.26%
	Capital	-	-	-	-	-	-	
	TOTAL 292	66,038.33	70,583.00	70,405.00	70,105.00	70,645.00	70,995.00	-0.68%
	294 TREE WARDEN							
	Personal Services	2,060.00	2,112.00	2,112.00	2,112.00	2,112.00	2,112.00	0.00%
	Expenses	55,490.12	50,000.00	50,000.00	35,000.00	50,000.00	50,000.00	-30.00%
	Capital	-	-	-	-	-	-	
	TOTAL 294	57,550.12	52,112.00	52,112.00	37,112.00	52,112.00	52,112.00	-28.78%
	TOTAL PUBLIC SAFETY	8,831,365.09	9,238,382.00	9,571,065.00	9,220,838.00	9,386,064.00	9,426,647.00	-0.19%

			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
		EDUCATION							
	300	WESTFORD PUBLIC SCHOOLS							
		Personal Services	50,982,636.34	53,361,373.00	55,229,021.00	54,695,407.00	56,609,747.00	58,024,991.00	2.50%
		Expenses							
		Capital							
		TOTAL 300	50,982,636.34	53,361,373.00	55,229,021.00	54,695,407.00	56,609,747.00	58,024,991.00	2.50%
	310	NASHOBA TECH							
		Personal Services							
		Expenses							
		Capital							
		TOTAL 310	708,371.00	718,189.00	694,652.00	694,652.00	754,548.00	773,412.00	-3.28%
		TOTAL EDUCATION	51,691,007.34	54,079,562.00	55,923,673.00	55,390,059.00	57,364,295.00	58,798,403.00	2.42%

			FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
		PUBLIC WORKS							
	410	ENGINEERING DEPARTMENT							
		Personal Services	203,677.27	216,613.00	216,613.00	214,363.00	216,788.00	216,788.00	-1.04%
		Expenses	12,827.08	12,910.00	12,910.00	12,410.00	12,910.00	12,910.00	-3.87%
		Capital	-	-	-	-	-	-	
		TOTAL 410	216,504.35	229,523.00	229,523.00	226,773.00	229,698.00	229,698.00	-1.20%
	421	HIGHWAY DEPARTMENT							
		Personal Services	1,698,600.81	1,475,481.00	1,516,611.00	1,491,122.00	1,527,327.00	1,533,132.00	1.06%
		Expenses	1,436,763.73	1,164,418.00	1,164,411.00	1,138,936.00	1,164,411.00	1,164,411.00	-2.19%
		Capital	-	-	-	-	-	-	
		TOTAL 421	3,135,364.54	2,639,899.00	2,681,022.00	2,630,058.00	2,691,738.00	2,697,543.00	-0.37%
	427	STORMWATER MANAGEMENT							
		Personal Services	-	-	-	-	-	-	
		Expenses	63,667.64	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
		Capital	-	-	-	-	-	-	
		TOTAL 427	63,667.64	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
	432	RECYCLING							
		Personal Services	-	-	-	-	-	-	
		Expenses	255,081.44	400,000.00	430,000.00	430,000.00	420,000.00	462,000.00	7.50%
		Offset/Recycling Revolving	-	-	-	-	-	-	
		TOTAL 432	255,081.44	400,000.00	430,000.00	430,000.00	420,000.00	462,000.00	7.50%
	433	SOLID WASTE							
		Personal Services	-	-	-	-	-	-	
		Expenses	1,136,839.03	1,197,912.00	1,164,012.00	1,164,012.00	1,164,012.00	1,164,012.00	-2.83%
		Capital	-	-	-	-	-	-	
		TOTAL 433	1,136,839.03	1,197,912.00	1,164,012.00	1,164,012.00	1,164,012.00	1,164,012.00	-2.83%
	**	NESWC ONLY	496,912.72	558,900.00	525,000.00	525,000.00	525,000.00	525,000.00	-6.07%
	440	SEWERAGE COLLECTION							
		Personal Services	-	-	-	-	-	-	
		Expenses	2,305.49	-	-	-	-	-	
		Capital	-	-	-	-	-	-	
		TOTAL 440	2,305.49	-	-	-	-	-	
	442	WASTEWATER TREATMENT MANAGEMENT							
		Personal Services	-	-	-	-	-	-	
		Expenses	204,389.65	234,303.00	238,888.00	228,888.00	243,126.00	247,858.00	-2.31%
		Capital	-	-	-	-	-	-	
		TOTAL 442	204,389.65	234,303.00	238,888.00	228,888.00	243,126.00	247,858.00	-2.31%
	491	CEMETERY DEPARTMENT							
		Personal Services	71,887.71	79,648.00	79,637.00	79,637.00	80,107.00	80,597.00	-0.01%
		Expenses	18,560.74	22,935.00	21,905.00	20,755.00	21,155.00	21,405.00	-9.51%
		Capital	-	-	-	-	-	-	
		TOTAL 491	90,448.45	102,583.00	101,542.00	100,392.00	101,262.00	102,002.00	-2.14%
		TOTAL PUBLIC WORKS	5,104,600.59	4,852,220.00	4,892,987.00	4,828,123.00	4,897,836.00	4,951,113.00	-0.50%

		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
	HEALTH & HUMAN SERVICES							
	510 BOARD OF HEALTH							
	Personal Services	395,088.10	411,109.00	414,903.00	414,903.00	415,792.00	417,466.00	0.92%
	Expenses	36,918.72	33,400.00	35,275.00	32,775.00	36,775.00	37,575.00	-1.87%
	Capital	-	-	-	-	-	-	
	TOTAL 510	432,006.82	444,509.00	450,178.00	447,678.00	452,567.00	455,041.00	0.71%
	540 SENIOR CENTER							
	Personal Services	123,474.25	139,229.00	133,085.00	133,085.00	134,083.00	135,140.00	-4.41%
	Expenses	61,849.32	69,679.00	76,873.00	68,850.00	81,775.00	85,650.00	-1.19%
	Capital	-	-	-	-	-	-	
	TOTAL 540	185,323.57	208,908.00	209,958.00	201,935.00	215,858.00	220,790.00	-3.34%
	541 COUNCIL ON AGING							
	Personal Services	223,126.77	230,033.00	241,337.00	241,337.00	241,837.00	241,837.00	4.91%
	Expenses	29,994.48	33,000.00	35,900.00	31,900.00	36,200.00	37,800.00	-3.33%
	Capital	-	-	-	-	-	-	
	TOTAL 541	253,121.25	263,033.00	277,237.00	273,237.00	278,037.00	279,637.00	3.88%
	543 VETERANS SERVICES							
	Personal Services	54,899.92	64,173.00	63,965.00	59,665.00	68,965.00	68,965.00	-7.02%
	Expenses	97,232.19	105,800.00	106,600.00	106,500.00	116,600.00	116,600.00	0.66%
	Capital	-	-	-	-	-	-	
	TOTAL 543	152,132.11	169,973.00	170,565.00	166,165.00	185,565.00	185,565.00	-2.24%
	TOTAL HEALTH & HUMAN SVCS	1,022,583.75	1,086,423.00	1,107,938.00	1,089,015.00	1,132,027.00	1,141,033.00	0.24%

			FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
		CULTURE & RECREATION							
	610	LIBRARY							
		Personal Services	1,147,885.24	1,197,321.00	1,225,743.00	1,225,803.00	1,251,628.00	1,257,899.00	2.38%
		Expenses	345,834.11	349,971.00	362,149.00	358,094.00	366,643.00	367,583.00	2.32%
		Capital	-	-	-	-	-	-	
		TOTAL 610	1,493,719.35	1,547,292.00	1,587,892.00	1,583,897.00	1,618,271.00	1,625,482.00	2.37%
	630	RECREATION							
		Personal Services	236,527.63	244,083.00	240,646.00	240,646.00	243,004.00	243,004.00	-1.41%
		Expenses	-	12,365.00	12,750.00	12,750.00	13,350.00	13,350.00	3.11%
		Offsets / Shared Costs	(228,931.63)	(254,527.00)	(253,396.00)	(253,396.00)	(256,354.00)	(256,354.00)	-0.44%
		Capital	-	-	-	-	-	-	
		Shared Costs	-	-	-	-	-	-	
		TOTAL 630	7,596.00	1,921.00	-	-	-	-	-100.00%
	650	PARKS							
		Personal Services	258,157.07	337,129.00	337,864.00	305,943.00	340,563.00	342,967.00	-9.25%
		Expenses	44,647.83	46,735.00	47,725.00	43,425.00	48,125.00	48,125.00	-7.08%
		Capital	-	-	-	-	-	-	
		TOTAL 650	302,804.90	383,864.00	385,589.00	349,368.00	388,688.00	391,092.00	-8.99%
	660	LAND MANAGEMENT							
		Personal Services	-	-	-	-	-	-	
		Expenses	41,200.00	33,000.00	39,800.00	37,500.00	39,800.00	39,800.00	13.64%
		Capital	-	-	-	-	-	-	
		TOTAL 660	41,200.00	33,000.00	39,800.00	37,500.00	39,800.00	39,800.00	13.64%
	670	HISTORICAL COMMISSION							
		Personal Services	-	-	-	-	-	-	
		Expenses	19,217.70	23,900.00	24,098.00	24,098.00	32,368.00	32,368.00	0.83%
		Capital	-	-	-	-	-	-	
		TOTAL 670	19,217.70	23,900.00	24,098.00	24,098.00	32,368.00	32,368.00	0.83%
		TOTAL CULTURE & RECREATION	1,864,537.95	1,989,977.00	2,037,379.00	1,994,863.00	2,079,127.00	2,088,742.00	0.25%

			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
		DEBT SERVICE							
	710	DEBT SERVICE							
		Principal & Interest	6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%
		TOTAL 710	6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%
		TOTALS FOR DEBT SERVICE	6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%

			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
		UNCLASSIFIED							
	940	OTHERWISE UNCLASSIFIED							
		Expenses	(936,824.00)	(919,772.00)	(969,342.00)	(1,007,109.00)	(1,056,417.00)	(1,078,835.00)	9.50%
	945	EMPLOYEE BENEFITS & MISCELLANEOUS							
		Expenses	14,145,546.64	15,709,857.00	16,919,797.00	16,605,834.00	18,212,463.00	20,026,057.00	5.70%
		TOTAL UNCLASSIFIED	14,145,546.64	15,709,857.00	16,919,797.00	16,605,834.00	18,212,463.00	20,026,057.00	5.70%
		TOTAL UNCLASSIFIED	13,208,722.64	14,790,085.00	15,950,455.00	15,598,725.00	17,156,046.00	18,947,222.00	5.47%
		Reserve Fund Transfers to Capital		7,859.00					
		TOTAL GENERAL FUND	92,111,108.79	96,761,360.00	100,731,373.66	99,248,997.00	104,381,256.89	107,696,584.84	

		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
240	COMMUNITY PRESERVATION FUND							
	Personal Services	4,075.50	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
	Expenses	4,427.35	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
	Principal & Interest	872,022.08	870,610.00	869,528.00	869,528.00	866,574.00	834,704.00	-0.12%
	TOTAL COMMUNITY PRESERVATION FUND	880,524.93	885,610.00	884,528.00	884,528.00	881,574.00	849,704.00	-0.12%
	TOTAL COMMUNITY PRESERVATION FUND	880,524.93	885,610.00	884,528.00	884,528.00	881,574.00	849,704.00	-0.12%
	WATER ENTERPRISE FUND							
600	WATER ENTERPRISE							
	Personal Services	1,012,480.24	1,149,258.00	1,139,241.00	1,139,241.00	1,143,202.00	1,152,841.00	-0.87%
	Expenses	1,477,314.73	1,666,117.00	1,751,375.00	1,703,446.00	1,774,525.00	1,798,443.00	2.24%
	Reserve Fund	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
	Principal & Interest	966,202.24	1,129,298.00	1,120,040.00	1,120,040.00	1,160,189.00	1,220,875.00	-0.82%
	TOTAL WATER ENTERPRISE	3,455,997.21	4,194,673.00	4,260,656.00	4,212,727.00	4,327,916.00	4,422,159.00	0.43%
	TOTAL WATER ENTERPRISE FUND	3,455,997.21	4,194,673.00	4,260,656.00	4,212,727.00	4,327,916.00	4,422,159.00	0.43%
	RECREATION ENTERPRISE FUND							
630	RECREATION ENTERPRISE							
	Personal Services	993,494.00	1,010,915.00	1,010,499.00	1,010,499.00	1,024,006.00	1,034,235.00	-0.04%
	Expenses	318,579.00	351,516.00	352,706.00	364,675.00	365,705.00	366,705.00	3.74%
	Capital							
	TOTAL RECREATION ENTERPRISE	1,312,073.00	1,362,431.00	1,363,205.00	1,375,174.00	1,389,711.00	1,400,940.00	0.94%
	TOTAL RECREATION ENTERPRISE FUND	1,312,073.00	1,362,431.00	1,363,205.00	1,375,174.00	1,389,711.00	1,400,940.00	0.94%
	AMBULANCE ENTERPRISE FUND							
640	AMBULANCE ENTERPRISE							
	Personal Services	666,237.30	698,292.00	740,106.00	740,106.00	755,992.00	769,326.00	5.99%
	Expenses	477,125.15	453,556.00	458,671.00	512,427.00	512,427.00	512,427.00	12.98%
	Capital							
	TOTAL AMBULANCE ENTERPRISE	1,143,362.45	1,151,848.00	1,198,777.00	1,252,533.00	1,268,419.00	1,281,753.00	8.74%
	TOTAL AMBULANCE ENTERPRISE FUND	1,143,362.45	1,151,848.00	1,198,777.00	1,252,533.00	1,268,419.00	1,281,753.00	8.74%

OPERATING BUDGET SUMMARY									
			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
APPROPRIATION SUMMARY									
	GENERAL GOVERNMENT		3,622,717.82	4,154,430.00	4,518,911.00	4,393,407.00	4,804,270.00	5,033,687.00	5.75%
	PUBLIC SAFETY		8,831,365.09	9,238,382.00	9,571,065.00	9,220,838.00	9,386,064.00	9,426,647.00	-0.19%
	EDUCATION		51,691,007.34	54,079,562.00	55,923,673.00	55,390,059.00	57,364,295.00	58,798,403.00	2.42%
	PUBLIC WORKS		5,104,600.59	4,852,220.00	4,892,987.00	4,828,123.00	4,897,836.00	4,951,113.00	-0.50%
	HEALTH & HUMAN SERVICES		1,022,583.75	1,086,423.00	1,107,938.00	1,089,015.00	1,132,027.00	1,141,033.00	0.24%
	CULTURE & RECREATION		1,864,537.95	1,989,977.00	2,037,379.00	1,994,863.00	2,079,127.00	2,088,742.00	0.25%
	DEBT SERVICE		6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%
	UNCLASSIFIED		13,208,722.64	14,790,085.00	15,950,455.00	15,598,725.00	17,156,046.00	18,947,222.00	5.47%
	RESERVE FUND TRANSFERS TO CAPITAL / SPECIAL ARTICLE		-	7,859.00	-	-	-	-	-100.00%
	COMMUNITY PRESERVATION FUND		880,524.93	885,610.00	884,528.00	884,528.00	881,574.00	849,704.00	-0.12%
	WATER ENTERPRISE FUND		3,455,997.21	4,194,673.00	4,260,656.00	4,212,727.00	4,327,916.00	4,422,159.00	0.43%
	RECREATION ENTERPRISE FUND		1,312,073.00	1,362,431.00	1,363,205.00	1,375,174.00	1,389,711.00	1,400,940.00	0.94%
	AMBULANCE ENTERPRISE FUND		1,143,362.45	1,151,848.00	1,198,777.00	1,252,533.00	1,268,419.00	1,281,753.00	8.74%
	TOTAL ARTICLE		98,903,066.38	104,355,922.00	108,438,539.66	106,973,959.00	112,248,876.89	115,651,140.84	2.51%

DEPARTMENTAL OPERATING BUDGET DETAIL								
Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
122 SELECTMEN			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								% INC/DEC
01122200	524090	CONTRACTUAL CLERICAL SERVICES	4,200.00	6,300.00	5,250.00	5,250.00	5,250.00	5,250.00
01122200	534030	ADVERTISING-LEGAL	172.68	500.00	500.00	500.00	500.00	500.00
01122200	570000	OTHER CHARGES AND EXPENSES	845.62	2,500.00	2,400.00	2,400.00	2,400.00	2,400.00
01122200	571100	MEETINGS & CONFERENCES	410.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
01122200	573010	DUES & MEMBERSHIPS	7,768.00	9,900.00	10,464.00	10,464.00	10,464.00	10,464.00
01122200	573020	NMCOG MEMBERSHIP	6,313.58	6,289.00	6,478.00	6,478.00	6,478.00	6,478.00
01122200	578020	COMMUNITY INITIATIVES	2,627.44	6,000.00	6,000.00	5,000.00	6,000.00	6,000.00
01122800	570000	ENCUMBRANCES	3,596.00					
CATEGORY TOTAL			25,933.32	32,689.00	32,292.00	31,292.00	32,292.00	32,292.00
DEPARTMENT TOTAL			25,933.32	32,689.00	32,292.00	31,292.00	32,292.00	32,292.00

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
123 TOWN MANAGER			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01123100	511010	TOWN MANAGER	159,725.21	166,993.00	166,993.00	166,993.00	166,993.00	166,993.00
01123100	511030	ASSISTANT TOWN MANAGER	97,524.22	104,962.00	104,962.00	104,962.00	104,962.00	104,962.00
01123100	511030	VACATION COVERAGE		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01123100	511510	RECORDS SUPERVISOR	6,476.60	11,145.00	8,784.00	8,784.00	8,784.00	8,784.00
01123100	511525	PROJECT/PROCUREMENT SPECIALIST	59,064.74	64,000.00	67,006.00	67,006.00	67,006.00	67,006.00
01123100	511530	SECRETARY (VACATION/SICK COVERAGE)	8,263.70	8,064.00	12,739.00	12,739.00	12,739.00	12,739.00
01123100	515050	LONGEVITY	1,000.00	1,250.00	1,250.00	1,250.00	1,250.00	2,000.00
01123100	517160	LIFE INSURANCE / LONG TERM DISABILITY	3,734.04	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00
CATEGORY TOTAL			335,788.51	361,214.00	366,534.00	366,534.00	366,534.00	367,284.00
EXPENSES								
01123200	530500	MANAGEMENT PERFORMANCE TRAINING	7,440.00	7,500.00	7,500.00	5,000.00	7,500.00	7,500.00
01123200	530920	CONTRACTED SERVICES	3,589.70	6,000.00	4,000.00	3,000.00	5,000.00	5,000.00
01123200	534030	ADVERTISING-LEGAL	857.63	600.00	600.00	600.00	850.00	850.00
01123200	542010	OFFICE SUPPLIES	703.87	600.00	600.00	600.00	600.00	600.00
01123200	542040	FORMS/PRINTING	6,067.65	3,900.00	4,400.00	4,400.00	6,080.00	6,080.00
01123200	555015	BOOKS & SUBSCRIPTIONS	364.66	240.00	375.00	375.00	400.00	400.00
01123200	571010	TRAVEL - MILEAGE	5,328.80	5,090.00	5,090.00	5,090.00	5,090.00	5,090.00
01123200	571100	MEETINGS & CONFERENCES	4,047.27	3,000.00	5,430.00	5,430.00	4,600.00	4,600.00
01123200	573010	DUES AND MEMBERSHIPS	4,401.56	2,597.00	2,665.00	2,665.00	2,665.00	2,665.00
01123800	570000	ENCUMBRANCES	2,500.00					
CATEGORY TOTAL			35,301.14	29,527.00	30,660.00	27,160.00	32,785.00	32,785.00
DEPARTMENT TOTAL			371,089.65	390,741.00	397,194.00	393,694.00	399,319.00	400,069.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
131 FINANCE COMMITTEE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01131200	534040	PRINTING/POSTAGE SERVICES	5,504.23	6,100.00	6,100.00	6,100.00	6,500.00	6,500.00	0.00%
01131200	538090	OTHER PURCHASED SERVICES	3,150.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
01131200	571100	MEETINGS & CONFERENCES	50.00	165.00	165.00	165.00	165.00	165.00	0.00%
01131200	573010	DUES & MEMBERSHIPS	273.00	348.00	348.00	348.00	348.00	348.00	0.00%
01131800	570000	ENCUMBRANCES							
CATEGORY TOTAL			8,977.23	10,113.00	10,113.00	10,113.00	10,513.00	10,513.00	0.00%
01131600	579010	RESERVE FUND	191,000.00	191,000.00	191,000.00	150,000.00	191,000.00	191,000.00	-21.47%
		TRANSFERS OUT	(61,659.30)	(34,359.00)					-100.00%
CATEGORY TOTAL			129,340.70	156,641.00	191,000.00	150,000.00	191,000.00	191,000.00	-4.24%
DEPARTMENT TOTAL			138,317.93	166,754.00	201,113.00	160,113.00	201,513.00	201,513.00	-3.98%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
132 FINANCE DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01132100	511020	FINANCE DIRECTOR	93,177.00	97,417.00	97,417.00	97,417.00	97,417.00	97,417.00	0.00%
01132100	511520	ADMINISTRATIVE ASSISTANT	9,095.14	15,964.00	14,183.00	14,183.00	14,616.00	15,048.00	-11.16%
01132100	515050	LONGEVITY	750.00	920.00	750.00	750.00	750.00	750.00	-18.48%
CATEGORY TOTAL			103,022.14	114,301.00	112,350.00	112,350.00	112,783.00	113,215.00	-1.71%
EXPENSES									
01132200	542010	OFFICE SUPPLIES	310.16	700.00	700.00	300.00	700.00	700.00	-57.14%
01132200	542040	FORMS/PRINTING	-	1,200.00	1,200.00	-	1,200.00	1,200.00	-100.00%
01132200	571010	TRAVEL - MILEAGE	-	200.00	200.00	200.00	200.00	200.00	0.00%
01132200	571100	MEETINGS & CONFERENCES		300.00	300.00	300.00	300.00	300.00	0.00%
01132200	573010	DUES & MEMBERSHIPS	60.00	60.00	60.00	60.00	60.00	60.00	0.00%
01132800	570000	ENCUMBRANCES							
CATEGORY TOTAL			370.16	2,460.00	2,460.00	860.00	2,460.00	2,460.00	-65.04%
DEPARTMENT TOTAL			103,392.30	116,761.00	114,810.00	113,210.00	115,243.00	115,675.00	-3.04%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
135 TOWN ACCOUNTANT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01135100	511020	TOWN ACCOUNTANT	87,233.09	93,203.00	93,203.00	93,203.00	93,203.00	93,203.00	0.00%
01135100	511030	ASSISTANT TOWN ACCOUNTANT	61,730.10	64,786.00	66,152.00	66,152.00	66,152.00	66,152.00	2.11%
01135100	511508	PAYROLL ADMINISTRATOR	64,855.01	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
01135100	511520	ADMINISTRATIVE ASSISTANT	18,899.96	23,922.00	21,173.00	21,173.00	21,819.00	22,464.00	-11.49%
01135100	513120	OVERTIME	1,068.21		2,434.00	2,434.00	2,434.00	2,434.00	
01135100	515050	LONGEVITY	1,600.00	2,110.00	2,100.00	2,100.00	2,100.00	2,700.00	-0.47%
CATEGORY TOTAL			235,386.37	250,427.00	251,214.00	251,214.00	251,860.00	253,105.00	0.31%
EXPENSES									
01135200	530200	ACCOUNTING & AUDITING SERVICES	39,800.00	31,000.00	39,800.00	39,800.00	31,000.00	43,000.00	28.39%
01135200	542010	OFFICE SUPPLIES	1,452.71	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
01135200	542040	FORMS/PRINTING	1,124.12	1,600.00	1,400.00	1,300.00	1,500.00	1,500.00	-18.75%
01135200	571100	MEETINGS & CONFERENCES	2,395.29	2,300.00	2,600.00	2,600.00	2,600.00	2,600.00	13.04%
01135200	573010	DUES AND MEMBERSHIPS	160.00	160.00	160.00	160.00	160.00	160.00	0.00%
01135800	570000	ENCUMBRANCES							
CATEGORY TOTAL			44,932.12	36,560.00	45,460.00	45,360.00	36,760.00	48,760.00	24.07%
DEPARTMENT TOTAL			280,318.49	286,987.00	296,674.00	296,574.00	288,620.00	301,865.00	3.34%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
141 ASSESSORS			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01141100	511020	PRINCIPAL ASSESSOR	87,233.09	93,203.00	93,203.00	93,203.00	93,203.00	93,203.00	0.00%
01141100	511390	ADMINISTRATIVE ASSESSOR	64,855.04	66,152.00	66,152.00	66,152.00	66,152.00	66,152.00	0.00%
01141100	511520	ADMIN ASSISTANT	48,859.20	50,029.00	49,838.00	49,838.00	49,838.00	49,838.00	-0.38%
01141100	511550	SENIOR ASSISTANT	18,935.28	25,118.00	25,788.00	25,788.00	26,541.00	27,354.00	2.67%
01141100	515050	LONGEVITY	2,450.00	3,200.00	3,200.00	3,200.00	3,450.00	3,450.00	0.00%
CATEGORY TOTAL			222,332.61	237,702.00	238,181.00	238,181.00	239,184.00	239,997.00	0.20%
EXPENSES									
01141200	524090	CONTRACTED SERVICES	820.00	30,000.00	15,000.00	15,000.00	15,000.00	30,000.00	-50.00%
01141200	542010	OFFICE SUPPLIES	1,114.44	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
01141200	571010	TRAVEL - MILEAGE	4,800.65	5,800.00	5,800.00	5,000.00	5,800.00	5,800.00	-13.79%
01141200	571100	MEETINGS & CONFERENCES	825.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
01141200	573010	DUES & MEMBERSHIPS	1,204.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
01141800	570000	ENCUMBRANCES	14,180.00						
CATEGORY TOTAL			22,944.09	39,700.00	24,700.00	23,900.00	24,700.00	39,700.00	-39.80%
DEPARTMENT TOTAL			245,276.70	277,402.00	262,881.00	262,081.00	263,884.00	279,697.00	-5.52%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
145 TREASURER/COLLECTOR			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01145100	511020	COLLECTOR	86,779.36	91,738.00	91,738.00	91,738.00	91,738.00	91,738.00	0.00%
01145100	511030	ASSISTANT TREASURER & ASST COLLECTOR	123,363.94	126,615.00	126,131.00	126,131.00	126,131.00	126,131.00	-0.38%
01145100	511530	ADMIN SECRETARY	16,268.08	17,277.00	17,644.00	17,644.00	18,182.00	18,720.00	2.12%
01145100	511590	ADDITIONAL COVERAGE	932.29	1,680.00	1,680.00	1,250.00	1,680.00	1,680.00	-25.60%
01145100	513120	OVERTIME	111.82		558.00	558.00	558.00	558.00	
01145100	515050	LONGEVITY	3,450.00	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	0.00%
CATEGORY TOTAL			230,905.49	241,510.00	241,951.00	241,521.00	242,489.00	243,027.00	0.00%
EXPENSES									
01145200	530130	LEGAL SERVICES - TAX TITLE	15,512.74	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
01145200	530920	CONTRACTED SERVICES	1,500.00	4,500.00	4,500.00	2,850.00	4,500.00	4,500.00	-36.67%
01145200	534010	POSTAGE	21,117.72	20,250.00	20,250.00	21,500.00	20,250.00	20,250.00	6.17%
01145200	534040	PRINTING SERVICES	5,056.48	4,600.00	4,600.00	5,000.00	4,600.00	4,600.00	8.70%
01145200	542010	OFFICE SUPPLIES	1,189.52	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
01145200	571010	TRAVEL - MILEAGE	-	125.00	125.00	125.00	125.00	125.00	0.00%
01145200	571100	MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%
01145200	573010	DUES AND MEMBERSHIPS	100.00	180.00	180.00	180.00	180.00	180.00	0.00%
01145200	574120	PUBLIC EMPLOYEE BOND	1,325.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
01145200	574000	PENALTIES & INTEREST		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
01141800	570000	ENCUMBRANCES	2,480.00						
CATEGORY TOTAL			48,281.46	53,155.00	53,155.00	53,155.00	53,155.00	53,155.00	0.00%
DEPARTMENT TOTAL			279,186.95	294,665.00	295,106.00	294,676.00	295,644.00	296,182.00	0.00%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
151 LEGAL SERVICES			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01151200	530110	LEGAL SERVICES - TOWN COUNSEL	147,009.06	325,000.00	200,000.00	200,000.00	200,000.00	200,000.00	-38.46%
01151200	530120	LEGAL SERVICES - LABOR COUNSEL	16,359.84	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
01151800	570000	ENCUMBRANCES	690.00						
CATEGORY TOTAL			164,058.90	375,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-33.33%
DEPARTMENT TOTAL			164,058.90	375,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-33.33%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
152 HUMAN RESOURCES			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01152100	511020	HUMAN RESOURCES DIRECTOR	92,589.19	96,802.00	96,802.00	96,802.00	96,802.00	96,802.00	0.00%
01152100	511070	BENEFITS COORDINATOR	55,012.63	57,729.00	57,509.00	57,509.00	57,509.00	57,509.00	-0.38%
01152100	511520	ADMINISTRATIVE ASSISTANT	36,876.67	38,731.00	38,525.00	38,525.00	38,525.00	38,525.00	-0.53%
01152100	515050	LONGEVITY	1,752.50	2,371.00	2,371.00	2,371.00	2,371.00	2,371.00	0.00%
CATEGORY TOTAL			186,230.99	195,633.00	195,207.00	195,207.00	195,207.00	195,207.00	-0.22%
EXPENSES									
01152200	517020	PRE-EMPLOY MEDICAL EXAM	5,439.90	9,000.00	8,000.00	7,000.00	8,000.00	8,000.00	-22.22%
01152200	524090	OTHER CONTRACTED SERVICES	-	500.00	1,000.00	500.00	1,000.00	1,000.00	0.00%
01152200	534035	LEGAL ADVERTISING	4,871.90	3,000.00	4,000.00	4,000.00	4,000.00	4,000.00	33.33%
01152200	542010	OFFICE SUPPLIES	1,702.18	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
01152200	550030	MEDICAL RELATED EXPENSES		1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%
01152200	557010	PROGRAMS & ACTIVITIES	2,415.38	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01152200	570000	PROFESSIONAL DEVELOPMENT	6,921.26	12,000.00	14,000.00	14,000.00	14,000.00	12,000.00	16.67%
01152200	571100	MEETINGS & CONFERENCES	40.00	300.00	300.00	300.00	300.00	300.00	0.00%
01152200	573010	DUES & MEMBERSHIPS	485.00	1,100.00	1,100.00	1,100.00	100.00	100.00	0.00%
01152800	570000	ENCUMBRANCES							
CATEGORY TOTAL			21,875.62	31,700.00	34,200.00	32,200.00	33,200.00	31,200.00	1.58%
01152600	519010	COMPENSATION RESERVE	106,929.14	200,000.00	435,945.00	435,945.00	740,000.00	940,000.00	117.97%
01152600	519010	TRANSFERS OUT		(85,153.00)					
DEPARTMENT TOTAL			315,035.75	342,180.00	665,352.00	663,352.00	968,407.00	1,166,407.00	93.86%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
155	TECHNOLOGY								
ORG	OBJ	DESCRIPTION	FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01155100	511020	TECHNOLOGY DIRECTOR	97,627.05	102,070.00	102,070.00	102,070.00	102,070.00	102,070.00	0.00%
01155100	511040	GIS COORDINATOR	67,450.23	70,519.00	72,280.00	72,280.00	74,088.00	74,088.00	2.50%
01155100	511540	COMPUTER TECHNICIAN	56,283.10	68,799.00	70,519.00	70,519.00	72,280.00	74,088.00	2.50%
01155100	511545	APPLICATIONS MANAGER	76,091.04	80,252.00	82,980.00	82,980.00	82,980.00	82,980.00	3.40%
01155100	511580	HELP DESK COORDINATOR	64,855.05	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
01155100	512075	SHARED PURCHASING	4,500.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
01155100	512090	SHARED NETWORK ADMIN	8,452.00	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	0.00%
01155100	515050	LONGEVITY	1,200.00	2,050.00	2,800.00	2,800.00	2,800.00	2,800.00	36.59%
CATEGORY TOTAL			376,458.47	403,048.00	409,753.00	409,753.00	413,322.00	415,130.00	1.66%
EXPENSES									
01155200	521010	ELECTRICITY	12,546.55	17,000.00	15,000.00	14,000.00	15,000.00	15,000.00	-17.65%
01155200	521020	NATURAL GAS	788.96	1,100.00	1,000.00	1,000.00	1,000.00	1,000.00	-9.09%
01155200	523010	WATER	152.31	200.00	200.00	200.00	200.00	200.00	0.00%
01155200	527050	LIBRARY COPIER LEASE	31,017.98	26,000.00	31,500.00	31,500.00	37,000.00	37,000.00	21.15%
01155200	530400	NETWORK SUPPORT	19,195.91	23,000.00	23,000.00	23,000.00	24,000.00	25,000.00	0.00%
01155200	530430	DATA COMMUNICATIONS SERVICE	2,451.94	12,900.00	5,745.00	5,745.00	6,665.00	7,145.00	-55.47%
01155200	530460	PRINTER SUPPORT	312.04	2,800.00	500.00	500.00	500.00	500.00	-82.14%
01155200	530470	WORKSTATION SUPPORT	1,765.35	2,500.00	22,500.00	22,500.00	22,500.00	10,000.00	800.00%
01155200	530490	SERVER SUPPORT	6,801.60	58,000.00	74,600.00	69,600.00	71,500.00	71,500.00	20.00%
01155200	530500	TRAINING & DEVELOPMENT	398.00	8,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-37.50%
01155200	530850	MUNIS SOFTWARE SUPPORT	56,431.15	55,054.00	58,543.00	55,443.00	59,561.00	61,088.00	0.71%
01155200	530920	CONTRACTED SERVICES	184,903.06	193,422.00	210,850.00	210,850.00	223,250.00	208,850.00	9.01%
01155200	530950	CONSULTING SERVICES	9,768.00	2,500.00	9,000.00	7,000.00	9,000.00	9,000.00	180.00%
01155200	534020	TELEPHONE	41,875.45	38,497.00	37,400.00	37,400.00	38,400.00	38,400.00	-2.85%
01155200	534025	CELLULAR PHONES / MOBILE DATA	54,784.24	58,371.00	55,645.00	55,645.00	56,895.00	59,396.00	-4.67%
01155200	534080	PAGING SERVICES	1,086.96	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
01155200	542010	OFFICE SUPPLIES	30,014.57	27,000.00	32,000.00	32,000.00	32,000.00	32,000.00	18.52%
01155200	542050	HARDWARE SUPPLIES	3,399.03						
01155200	542052	NETWORK HARDWARE	8,079.38	4,000.00	6,000.00	6,000.00	6,000.00	6,000.00	50.00%
01155200	542053	SERVER HARDWARE	5,057.50	3,000.00	6,000.00	6,000.00	6,000.00	6,000.00	100.00%
01155200	542054	WORKSTATION HARDWARE	11,134.22	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
01155200	542070	IT SUPPLIES	149.62						
01155200	571010	MILEAGE	2,272.24	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01155200	571100	MEETINGS & CONFERENCES	2,053.75	500.00	500.00	500.00	500.00	500.00	0.00%
01155200	579020	BILL OF PRIOR YEAR	432.78						
01155800	570000	ENCUMBRANCES	5,144.00						
CATEGORY TOTAL			492,016.59	542,044.00	603,183.00	592,083.00	623,171.00	601,779.00	9.23%
DEPARTMENT TOTAL			868,475.06	945,092.00	1,012,936.00	1,001,836.00	1,036,493.00	1,016,909.00	6.00%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
161 TOWN CLERK			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	
PERSONAL SERVICES								FISCAL 2017	
								% INC/DEC	
01161100	511020	TOWN CLERK	80,032.01	84,440.00	84,440.00	84,440.00	84,440.00	84,440.00	0.00%
01161100	511030	ASST TOWN CLERK	64,854.92	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
01161100	511510	RECORDS SUPERVISOR	36,956.27	47,353.00	55,026.00	50,595.00	55,026.00	55,026.00	6.85%
01161100	511520	ADMINISTRATIVE ASSISTANT	24,109.78	20,949.00	21,893.00	21,893.00	22,918.00	23,933.00	4.51%
01161100	512010	ELECTION WORKERS	5,581.38	16,530.00	25,746.00	25,746.00	10,266.00	25,170.00	55.75%
01161100	512015	REGISTRARS	3,449.15	3,261.00	5,944.00	5,944.00	2,550.00	1,925.00	82.28%
01161100	515050	LONGEVITY	3,190.00	3,191.00	3,440.00	3,440.00	3,608.00	4,108.00	7.80%
CATEGORY TOTAL			218,173.51	242,130.00	262,641.00	258,210.00	244,960.00	260,754.00	6.64%
EXPENSES									
01161200	530920	CONTRACTED SERVICES	6,294.72	6,295.00					-100.00%
01161200	534010	POSTAGE	3,621.49	4,615.00	3,705.00	3,705.00	3,800.00	3,895.00	-19.72%
01161200	534030	ADVERTISING-LEGAL	161.74	600.00	600.00	600.00	600.00	600.00	0.00%
01161200	534040	PRINTING SERVICES	6,024.53	7,100.00	4,600.00	4,600.00	4,600.00	4,600.00	-35.21%
01161200	538040	RECORDS PRESERVATION	89.96	500.00	500.00	500.00	500.00	500.00	0.00%
01161200	542010	OFFICE SUPPLIES	2,024.54	1,700.00	1,000.00	1,000.00	1,000.00	1,000.00	-41.18%
01161200	542012	ELECTION RELATED SUPPLIES & SERVICES			10,075.00	10,075.00	7,175.00	10,075.00	
01161200	571010	TRAVEL - MILEAGE	1,338.77	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
01161200	571100	MEETINGS & CONFERENCES	350.00	1,000.00	1,752.00	1,226.00	1,660.00	1,660.00	22.60%
01161200	573010	DUES & MEMBERSHIPS	533.12	791.00	879.00	879.00	880.00	973.00	11.13%
01161800	570000	ENCUMBRANCES	1,025.00						
CATEGORY TOTAL			21,463.87	23,601.00	24,111.00	23,585.00	21,215.00	24,303.00	-0.07%
DEPARTMENT TOTAL			239,637.38	265,731.00	286,752.00	281,795.00	266,175.00	285,057.00	6.05%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
170 PERMITTING OFFICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01170100	511020	ASSISTANT PLANNER	42,331.26	44,144.00	45,248.00	45,248.00	46,378.00	47,538.00	2.50%
01170100	511050	DIRECTOR LAND USE MANAGEMENT	96,205.08	100,583.00	100,583.00	100,583.00	100,583.00	100,583.00	0.00%
01170100	511560	PERMITTING PROGRAM ASST	57,864.78	60,209.00	57,622.00	57,622.00	59,979.00	59,979.00	-4.30%
01170100	512020	INTERN / DMS SUPPORT	3,431.76	4,969.00	4,969.00	4,969.00	4,969.00	4,969.00	0.00%
01170100	515050	LONGEVITY	850.00	1,350.00	500.00	500.00	500.00	884.00	-62.96%
CATEGORY TOTAL			200,682.88	211,255.00	208,922.00	208,922.00	212,409.00	213,953.00	-1.10%
EXPENSES									
01170200	530920	CONTRACTED SERVICES	30,900.00	38,900.00	39,830.00	35,830.00	39,830.00	39,830.00	-7.89%
01170200	542010	OFFICE SUPPLIES	2,890.80	3,200.00	3,400.00	3,000.00	3,200.00	3,200.00	-6.25%
01170200	571010	TRAVEL-MILEAGE	1,440.00	1,440.00	1,560.00	1,560.00	1,560.00	1,560.00	8.33%
01170200	571100	MEETINGS & CONFERENCES	615.00	500.00	500.00	500.00	500.00	500.00	0.00%
01170200	573010	DUES AND MEMBERSHIPS	345.00	825.00	985.00	985.00	975.00	975.00	19.39%
01170800	570000	ENCUMBRANCES							
CATEGORY TOTAL			36,190.80	44,865.00	46,275.00	41,875.00	46,065.00	46,065.00	-6.66%
DEPARTMENT TOTAL			236,873.68	256,120.00	255,197.00	250,797.00	258,474.00	260,018.00	-2.08%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
171 CONSERVATION COMMISSION			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01171100	511020	CONSERVATION COORDINATOR	65,018.14	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00
01171100	511020	STIPEND						
01171100	515050	LONGEVITY	2,100.00					
CATEGORY TOTAL			67,118.14	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00
EXPENSES								
01171200	530950	CONSULTING SERVICES		5,000.00	5,000.00	2,000.00	5,000.00	5,000.00
01171200	538090	OTHER PURCHASED SERVICES	165.94	300.00	300.00	300.00	300.00	300.00
01171200	542080	OFFICE EQUIPMENT			100.00	100.00	100.00	100.00
01171200	557090	CONSERVATION SUPPLIES	6.96	100.00				
01171200	571010	TRAVEL - MILEAGE	494.51	600.00	600.00	600.00	600.00	600.00
01171200	571100	MEETINGS & CONFERENCES	110.00	350.00	350.00	350.00	350.00	350.00
01171200	573010	DUES AND MEMBERSHIPS	690.00	690.00	710.00	710.00	730.00	752.00
01171800	570000	ENCUMBRANCES						
CATEGORY TOTAL			1,467.41	7,040.00	7,060.00	4,060.00	7,080.00	7,102.00
Note-\$7,500 to be appropriated from								
Wetlands Receipts Reserved								
DEPARTMENT TOTAL			68,585.55	86,022.00	88,016.00	85,016.00	90,060.00	90,082.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
175 PLANNING BOARD			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01175100	511020	TOWN PLANNER	71,903.94	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00	2.50%
01175100	511050	LONGEVITY					600.00	600.00	
CATEGORY TOTAL			71,903.94	78,982.00	80,956.00	80,956.00	83,580.00	83,580.00	2.50%
EXPENSES									
01175200	524090	CONTRACTED CLERICAL SERVICES		4,400.00	4,375.00	4,375.00	4,375.00	4,375.00	-0.57%
01175200	534030	ADVERTISING - LEGAL	259.02	1,500.00	1,500.00	1,000.00	1,500.00	1,500.00	-33.33%
01175200	538010	REGISTRY EXPENSES	-	75.00	75.00	75.00	75.00	75.00	0.00%
01175200	555015	BOOKS & SUBSCRIPTIONS	413.58	200.00	600.00	600.00	200.00	200.00	200.00%
01175200	570000	PLANNING STUDIES	12,128.95		17,000.00	12,500.00	15,000.00	15,000.00	
01175200	571010	TRAVEL-MILEAGE		150.00	150.00	150.00	150.00	150.00	0.00%
01175200	571100	MEETINGS & CONFERENCES	272.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
01175200	573010	DUES & MEMBERSHIPS	445.00	545.00	245.00	245.00	470.00	245.00	-55.05%
01175800	570000	ENCUMBRANCES							
CATEGORY TOTAL			13,518.55	7,970.00	25,045.00	20,045.00	22,870.00	22,645.00	151.51%
DEPARTMENT TOTAL			85,422.49	86,952.00	106,001.00	101,001.00	106,450.00	106,225.00	16.16%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
176 ZONING BOARD OF APPEALS		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES								
01176200	524090	CONTRACTUAL CLERICAL SERVICES	2,100.00	2,100.00	2,100.00	2,100.00	2,100.00	0.00%
01176200	571100	MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	16.67%
01176800	570000	ENCUMBRANCES						
CATEGORY TOTAL		-	2,250.00	2,275.00	2,275.00	2,275.00	2,275.00	1.11%
DEPARTMENT TOTAL		-	2,250.00	2,275.00	2,275.00	2,275.00	2,275.00	1.11%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
192 TOWN HALL			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01192100	511590	ADDITIONAL COVERAGE	-	10,440.00	10,440.00	-	10,440.00	10,440.00
01192100	511650	CUSTODIANS	34,748.58	37,744.00	37,600.00	37,600.00	37,600.00	37,600.00
01192100	513120	OVERTIME	5,210.45	3,500.00	4,000.00	4,000.00	4,000.00	4,000.00
01192100	515050	LONGEVITY	850.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00
CATEGORY TOTAL			40,809.03	52,784.00	53,140.00	42,700.00	53,140.00	53,140.00
EXPENSES								
01192200	517070	CLOTHING ALLOWANCE	540.00	740.00	740.00	740.00	740.00	740.00
01192200	521010	ELECTRICITY	26,461.72	27,000.00	25,602.00	25,602.00	25,602.00	25,602.00
01192200	521030	HEATING FUEL	5,878.79	8,000.00	6,504.00	6,504.00	6,504.00	6,504.00
01192200	523010	WATER	1,609.29	1,600.00	1,650.00	1,650.00	1,650.00	1,650.00
01192200	524010	BUILDING MAINTENANCE	15,132.52	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
01192200	524015	GROUNDS MAINTENANCE	2,499.00	3,000.00	2,500.00	2,500.00	3,000.00	3,000.00
01192200	524020	VEHICLE MAINTENANCE	1,196.65	850.00	1,000.00	1,000.00	1,000.00	1,000.00
01192200	524030	EQUIPMENT MAINTENANCE	2,525.87	5,000.00	3,000.00	3,000.00	4,500.00	4,500.00
01192200	524040	OFFICE EQUIPMENT MAINTENANCE	686.49		750.00	750.00	750.00	750.00
01192200	524100	BLDG MAINT SVCS - HVAC	7,492.00	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00
01192200	524103	BLD MAINT SVCS - GENERATOR & ELECTRIC	-	2,000.00	1,500.00	1,500.00	1,500.00	1,500.00
01192200	524110	BLDG MAINT SVCS - ELEVATOR	1,525.00	2,400.00	2,000.00	2,000.00	2,000.00	2,000.00
01192200	524112	BLD MAINT SVCS - FIRE/ALARM	2,254.71	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00
01192200	527030	POSTAGE METER RENTAL	2,575.68	2,800.00	2,389.00	2,389.00	2,800.00	2,800.00
01192200	534010	POSTAGE	15,330.00	15,000.00	16,000.00	16,000.00	15,000.00	15,000.00
01192200	541010	GASOLINE	635.03	800.00	800.00	800.00	600.00	600.00
01192200	542020	COPIER SUPPLIES	5,073.97	5,400.00	5,100.00	5,100.00	5,000.00	5,000.00
01192200	543060	CUSTODIAL/CLEANING SUPPLIES	1,519.43	1,800.00	1,600.00	1,600.00	1,600.00	1,600.00
01192200	549080	BOTTLED WATER	427.80	600.00	450.00	450.00	450.00	450.00
01192800	570000	ENCUMBRANCES	5,286.00					
CATEGORY TOTAL			98,649.95	92,990.00	89,585.00	89,585.00	90,696.00	90,696.00
DEPARTMENT TOTAL			139,458.98	145,774.00	142,725.00	132,285.00	143,836.00	143,836.00

Town of Westford								
Budget Worksheet								
199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								FISCAL 2017
								% INC/DEC
01199100	511540	PROJECT INSPECTOR - FACILITIES TECH	32,542.35	32,993.00	-	32,993.00	32,993.00	32,993.00
01199100	NEW	FACILITY PROJECT MANAGER			70,000.00			0.00%
01199100	511570	OPM STIPEND	6,804.42	7,830.00	-	7,830.00	7,830.00	7,830.00
01199100	511650	CUSTODIAN	8,601.84	9,437.00	9,437.00	9,437.00	9,437.00	9,437.00
01199100	513120	OVERTIME	540.06	5,000.00	3,000.00	1,000.00	3,000.00	3,000.00
01199100	515050	LONGEVITY	250.00	250.00	250.00	250.00	425.00	425.00
								0.00%
CATEGORY TOTAL			48,738.67	55,510.00	82,687.00	51,510.00	53,685.00	53,685.00
								-7.21%
EXPENSES								
01199200	517070	UNIFORM ALLOWANCES	349.96	350.00	350.00	350.00	350.00	350.00
01199200	521010	ELECTRICITY	1,086.72	2,800.00	1,200.00	1,200.00	1,200.00	1,200.00
01199200	521030	HEATING FUEL	2,036.61	2,200.00	2,100.00	2,100.00	2,100.00	2,100.00
01199200	524010	BUILDING MAINTENANCE	-	10,000.00	10,000.00	5,000.00	15,000.00	15,000.00
01199200	524015	GROUNDNS MAINTENANCE	-	500.00	500.00	500.00	500.00	500.00
01199200	524100	BLDG MAINT SVCS - HVAC	1,100.00	750.00	1,000.00	1,000.00	1,000.00	1,000.00
01199200	524102	BLDG MAINT SVCS -PLUMBING	-	500.00	1,000.00	1,000.00	1,000.00	1,000.00
01199200	524103	BLDG MAINT SVCS -ELECTRICAL REPAIRS	1,477.36	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01199200	524107	BLDG MAINT SVCS -PAINT	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01199200	524108	BLDG MAINT SVCS -ROOF	4,335.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
01199200	524115	BLDG MAINT - SECURITY	-	1,200.00	1,000.00	1,000.00	1,000.00	1,000.00
01199200	530500	TRAINING & DEVELOPMENT	99.00		150.00	150.00	150.00	150.00
01199200	530920	CONTRACTED SERVICES	2,371.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
01199200	571010	TRAVEL - MILEAGE	60.37		100.00	100.00	100.00	100.00
01199800	570000	ENCUMBRANCES						
CATEGORY TOTAL			12,916.02	27,800.00	26,900.00	21,900.00	31,900.00	31,900.00
								-21.22%
DEPARTMENT TOTAL			61,654.69	83,310.00	109,587.00	73,410.00	85,585.00	85,585.00
								-11.88%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
210 POLICE DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01210100	511200	POLICE CHIEF	133,650.33	139,732.00	139,732.00	139,732.00	139,732.00	139,732.00
01210100	511210	DEPUTY CHIEF	110,395.36	108,488.00	108,074.00	108,074.00	108,074.00	108,074.00
01210100	511220	CAPTAIN	186,510.60	187,226.00	186,511.00	186,511.00	186,511.00	186,511.00
01210100	511230	LIEUTENANTS	318,091.88	323,838.00	322,910.00	322,910.00	322,910.00	322,910.00
01210100	511240	SERGEANTS	502,662.21	527,299.00	523,201.00	523,201.00	525,863.00	528,780.00
01210100	511250	PATROLMEN	1,552,522.65	1,642,377.00	1,732,036.00	1,636,588.00	1,653,912.00	1,670,061.00
01210100	511280	UNIFORMED DISPATCH PERS	296,531.58	310,824.00	-	-		
01210100	511500	OFFICE MANAGER	58,508.95	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00
01210100	511510	RECORDS SUPERVISOR-ADMINISTRATIVE	47,292.64	58,919.00	55,026.00	55,026.00	55,026.00	55,026.00
01210100	511511	RECORDS SUPERVISOR-OPERATIONAL	57,545.28	58,919.00	58,694.00	58,694.00	58,694.00	58,694.00
01210100	511608	OPERATIONS ADMINISTRATOR	73,588.95	77,911.00	-	-		
01210100	511650	MAINTENANCE WORKER II	49,092.67	50,325.00	48,693.00	48,693.00	50,133.00	50,133.00
01210100	512100	QUINN BILL	457,413.53	468,857.00	463,875.00	444,786.00	447,064.00	454,837.00
01210100	513120	OVERTIME	331,904.63	404,605.00	378,105.00	290,605.00	290,605.00	290,605.00
01210100	513240	COURT APPEARANCES	30,855.21	28,373.00	30,855.00	30,855.00	30,855.00	30,855.00
01210100	513250	SPECIAL DETAILS	17,312.32	17,293.00	17,293.00	17,293.00	17,293.00	17,293.00
01210100	513260	TRAINING WAGES	45,624.86	51,510.00	52,540.00	51,510.00	51,510.00	51,510.00
01210100	514010	SHIFT DIFFERENTIAL	50,207.02	54,433.00	54,433.00	50,000.00	50,000.00	50,000.00
01210100	514080	SPECIALTY STIPENDS	3,000.00	4,000.00	3,750.00	3,750.00	3,750.00	3,750.00
01210100	514090	STIPEND / ACCREDITATION	66,397.81	55,200.00	52,400.00	50,400.00	50,400.00	50,400.00
01210100	515010	HOLIDAY PAY	107,231.24	115,640.00	104,597.00	100,306.00	101,205.00	102,062.00
01210100	515050	LONGEVITY	49,188.88	52,750.00	42,700.00	42,700.00	48,200.00	50,200.00
01210100	515060	ON CALL	11,891.04	19,709.00	19,709.00	19,709.00	19,709.00	19,709.00
01210100	517090	RETIREMENT NOTICE INCENTIVE	6,075.71	2,860.00	2,860.00	2,860.00	2,860.00	2,860.00
01210100	519020	SICK TIME BUYBACK	5,728.48	5,600.00	5,700.00	5,700.00	5,700.00	5,700.00
01210100	519023	SICK TIME INCENTIVE		8,650.00	8,650.00	8,650.00	8,650.00	8,650.00
01210100	519025	COMP TIME BUYOUT	4,968.37	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00
CATEGORY TOTAL			4,574,192.20	4,841,047.00	4,477,823.00	4,264,032.00	4,294,135.00	4,323,831.00
EXPENSES								
01210200	517020	PSYCHE/MED TESTING	4,828.28	2,450.00	2,450.00	1,450.00	2,450.00	2,450.00
01210200	517070	UNIFORM ALLOWANCES	58,195.62	59,265.00	56,940.00	54,940.00	54,940.00	54,940.00
01210200	521010	ELECTRICITY	48,310.38	56,600.00	48,600.00	48,600.00	48,600.00	48,600.00
01210200	521020	NATURAL GAS	19,174.03	19,629.00	21,708.00	20,000.00	20,000.00	20,000.00
01210200	521030	GENERATOR FUEL - DIESEL	-	600.00	600.00	500.00	500.00	500.00
01210200	523010	WATER	2,627.01	3,600.00	3,600.00	3,000.00	3,000.00	3,000.00
01210200	524010	MAINTENANCE BLDG & GRD	65,479.29	37,986.00	37,986.00	37,986.00	37,986.00	37,986.00
01210200	524020	VEHICLE MAINTENANCE	52,738.72	51,880.00	52,739.00	52,739.00	52,739.00	52,739.00
01210200	524030	EQUIPMENT MAINTENANCE	23,937.83	25,500.00	12,500.00	12,500.00	12,500.00	12,500.00
01210200	524060	COMMUNICATION EQUIP	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
01210200	530500	TRAINING CLASSES	20,300.98	24,319.00	24,319.00	24,319.00	24,319.00	24,319.00
01210200	534010	POSTAGE	829.59	1,500.00	1,500.00	1,000.00	1,000.00	1,000.00
01210200	534030	ADVERTISING-LEGAL	-	400.00	400.00	400.00	400.00	400.00
01210200	541010	GASOLINE	98,712.26	98,842.00	105,000.00	100,000.00	100,000.00	100,000.00
01210200	542010	OFFICE SUPPLIES	7,644.34	6,500.00	7,600.00	6,500.00	6,500.00	6,500.00
01210200	542120	BULLET PROOF VESTS	4,475.00	4,800.00	18,000.00	-	5,000.00	5,000.00
01210200	549030	PRISONER MEALS	175.04	200.00	200.00	200.00	200.00	200.00
01210200	552010	FIREARMS SUPPLIES	17,544.24	26,995.00	18,000.00	18,000.00	18,000.00	18,000.00
01210200	552025	DEFENSIVE TACTICS EQUIPMENT			16,000.00	16,000.00	-	-
01210200	552050	PHOTOGRAPHIC	4,406.40	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
01210200	555015	BOOKS & SUBSCRIPTIONS	1,784.53	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
01210200	571100	MEETINGS & CONFERENCES	3,376.85	3,059.00	3,500.00	3,500.00	3,500.00	3,500.00
01210200	573010	DUES & MEMBERSHIPS	5,378.70	6,892.00	6,650.00	6,650.00	6,650.00	6,650.00
01210200	573020	NEMLEC	6,528.89	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00
01210200	580700	VEHICLES/CRUISERS	158,007.48	157,804.00	166,624.00	166,624.00	166,624.00	166,624.00
01210200	585100	OFFICE FURNITURE	7,067.92	7,000.00	7,000.00	-	7,000.00	7,000.00
01210800	570000	ENCUMBRANCES	2,864.00					
CATEGORY TOTAL			619,387.38	613,566.00	629,661.00	592,653.00	589,653.00	589,653.00
DEPARTMENT TOTAL			5,193,579.58	5,454,613.00	5,107,484.00	4,856,685.00	4,883,788.00	4,913,484.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
215 PUBLIC SAFETY COMMUNICATIONS			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01215100	511280	UNIFORMED DISPATCH PERS			521,548.00	530,717.00	537,354.00	542,698.00	
01215100	511608	OPERATIONS ADMINISTRATOR			80,253.00	80,253.00	82,980.00	82,980.00	
01215100	513120	OVERTIME			190,000.00	137,500.00	137,500.00	137,500.00	
01215100	513170	HOLIDAY OVERTIME			8,582.00	9,240.00	9,240.00	9,240.00	
01215100	513260	TRAINING WAGES			8,000.00	8,000.00	8,200.00	8,800.00	
01215100	514010	SHIFT DIFFERENTIAL			15,000.00	9,788.00	9,788.00	9,788.00	
01215100	514050	EDUCATION			3,508.00	-	-	-	
01215100	514090	STIPEND / ACCREDITATION			5,400.00	7,200.00	7,200.00	7,200.00	
01215100	515010	HOLIDAY PAY			25,978.00	24,401.00	25,824.00	26,078.00	
01215100	515050	LONGEVITY			8,250.00	8,250.00	9,100.00	9,950.00	
CATEGORY TOTAL			-	-	866,519.00	815,349.00	827,186.00	834,234.00	
EXPENSES									
01215200	517070	UNIFORM ALLOWANCES			8,190.00	8,190.00	8,190.00	8,190.00	
01215200	524060	COMMUNICATIONS EQUIPMENT			9,200.00	9,200.00	9,200.00	9,200.00	
01215200	530920	CONTRACTED SERVICES			12,912.00	12,912.00	12,912.00	12,912.00	
01215200	542010	OFFICE SUPPLIES			2,000.00	2,000.00	2,000.00	2,000.00	
01215200	555015	BOOKS & SUBSCRIPTIONS			900.00	900.00	900.00	900.00	
01215200	571100	MEETINGS & CONFERENCES			3,000.00	3,000.00	3,000.00	3,000.00	
01215200	573010	DUES & MEMBERSHIPS			1,450.00	1,450.00	1,450.00	1,450.00	
01215800	570000	ENCUMBRANCES							
CATEGORY TOTAL			-	-	37,652.00	37,652.00	37,652.00	37,652.00	
DEPARTMENT TOTAL			-	-	904,171.00	853,001.00	864,838.00	871,886.00	

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
220 FIRE DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01220100	511200	FIRE CHIEF	122,559.36	128,125.00	128,125.00	128,125.00	128,125.00	128,125.00	0.00%
01220100	511210	DEPUTY CHIEF		90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	0.00%
01220100	511215	FIRE PREVENTION OFFICER	66,857.76	68,791.00	70,240.00	70,240.00	70,240.00	70,240.00	2.11%
01220100	511220	CAPTAINS	290,201.42	301,664.00	308,010.00	308,010.00	309,918.00	309,918.00	2.10%
01220100	511260	FIREFIGHTERS	1,344,208.14	1,339,231.00	1,362,642.00	1,362,642.00	1,370,447.00	1,376,630.00	1.75%
01220100	511265	CALL FIREFIGHTERS	24,729.23	23,000.00	28,000.00	20,000.00	28,700.00	28,700.00	-13.04%
01220100	511280	FIRE ALARM OPERATORS	198,889.35	197,060.00					-100.00%
01220100	511500	OFFICE MANAGER	58,508.94	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00	-0.38%
01220100	513120	OVERTIME	324,631.73	338,250.00	295,159.00	295,159.00	357,107.00	366,035.00	-12.74%
01220100	513170	HOLIDAY OVERTIME	33,206.07	37,670.00	33,797.00	33,797.00	38,495.00	38,495.00	-10.28%
01220100	513260	TRAINING	24,364.24	13,147.00	17,800.00	17,800.00	18,400.00	18,810.00	35.39%
01220100	514010	SHIFT DIFFERENTIAL	5,161.50	5,856.00					-100.00%
01220100	514050	EDUCATION INCENTIVE	133,664.09	151,023.00	147,464.00	147,464.00	151,153.00	150,853.00	-2.36%
01220100	514080	CALL FF STIPENDS		4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
01220100	514090	EMT STIPENDS	147,634.62	147,220.00	152,553.00	152,553.00	153,565.00	154,601.00	3.62%
01220100	515010	HOLIDAY PAY	86,484.42	90,836.00	79,262.00	79,262.00	88,846.00	89,173.00	-12.74%
01220100	515050	LONGEVITY	34,950.00	34,200.00	33,100.00	33,100.00	40,900.00	42,400.00	-3.22%
01220100	519020	SICK LEAVE / VACATION BUY BACK							
CATEGORY TOTAL			2,896,050.87	3,030,782.00	2,810,631.00	2,802,631.00	2,910,375.00	2,928,459.00	-7.53%
Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
220 FIRE DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01220200	517070	UNIFORM ALLOWANCES	30,056.27	26,120.00	25,700.00	25,700.00	25,720.00	25,720.00	-1.61%
01220200	521010	ELECTRICITY	18,823.44	15,008.00	15,272.00	15,272.00	15,272.00	15,272.00	1.76%
01220200	521020	NATURAL GAS	10,584.27	10,725.00	10,452.00	10,452.00	10,452.00	10,452.00	-2.55%
01220200	523010	WATER	2,671.31	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01220200	523020	SEWER/SEPTIC	800.00	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%
01220200	524010	BUILDING MAINTENANCE	17,126.97	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	0.00%
01220200	524015	GROUPS MAINTENANCE	2,042.08	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%
01220200	524020	VEHICLE MAINTENANCE	44,735.66	20,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25.00%
01220200	524030	EQUIPMENT MAINTENANCE	2,466.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01220200	524060	COMMUNICATIONS EQUIP	5,195.15	6,200.00	6,200.00	6,200.00	6,200.00	6,200.00	0.00%
01220200	534010	POSTAGE	291.29	850.00	850.00	850.00	850.00	850.00	0.00%
01220200	534015	PORTABLE RADIOS	5,166.00	6,800.00	-	-			-100.00%
01220200	534030	ADVERTISING-LEGAL	96.00	400.00	300.00	300.00	300.00	300.00	-25.00%
01220200	534040	PRINTING SERVICES	34.96	500.00	400.00	400.00	400.00	400.00	-20.00%
01220200	538090	FIRE ALARM PURCHASED SERVICES	26,809.68	32,000.00	32,000.00	32,000.00	32,000.00	32,000.00	0.00%
01220200	541010	GASOLINE	35,345.54	38,048.00	35,765.00	35,765.00	35,765.00	35,765.00	-6.00%
01220200	542010	OFFICE SUPPLIES	966.90	1,000.00	1,200.00	1,000.00	1,200.00	1,200.00	0.00%
01220200	542050	HARDWARE SUPPLIES	257.78	400.00	400.00	300.00	400.00	400.00	-25.00%
01220200	542120	PROTECTIVE CLOTHING	43,516.00	45,866.00	45,866.00	26,908.00	26,908.00	26,908.00	-41.33%
01220200	543010	BUILDING MAINTENANCE SUPPLIES	462.09	500.00	500.00	500.00	500.00	500.00	0.00%
01220200	543060	CUSTODIAL / CLEANING SUPPLIES	2,464.63	3,000.00	3,500.00	3,000.00	3,500.00	3,500.00	0.00%
01220200	548010	VEHICULAR PARTS & ACCESSORIES	25,611.15	15,000.00	17,500.00	17,500.00	17,500.00	17,500.00	16.67%
01220200	548020	VEHICULAR TIRES & TUBES	10,810.41	19,170.00	14,000.00	14,000.00	14,000.00	14,000.00	-26.97%
01220200	549080	BOTTLED WATER	3,070.24	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01220200	552060	FIREFIGHTING SUPPLIES	10,993.01	14,000.00	14,000.00	11,000.00	14,000.00	14,000.00	-21.43%
01220200	571010	TRAVEL-MILEAGE	1,368.73	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
01220200	571100	MEETINGS & CONFERENCES	1,989.26	2,345.00	2,800.00	2,800.00	2,800.00	2,800.00	19.40%
01220200	573010	DUES & MEMBERSHIPS	3,114.36	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%
01220800	570000	ENCUMBRANCES	2,058.00						
CATEGORY TOTAL			308,927.18	293,432.00	288,405.00	265,647.00	269,467.00	269,467.00	-9.47%
DEPARTMENT TOTAL			3,204,978.05	3,324,214.00	3,099,036.00	3,068,278.00	3,179,842.00	3,197,926.00	-7.70%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
241 BUILDING DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01241100	511020	BUILDING COMMISSIONER	75,060.97	80,477.00	80,477.00	80,477.00	80,477.00	80,477.00	0.00%
01241100	511270	ASST BUILDING INSPECTOR	52,591.20	58,965.00	59,139.00	59,139.00	59,546.00	59,964.00	0.30%
01241100	511275	WIRING INSPECTOR	41,350.48	42,287.00	42,907.00	42,907.00	42,482.00	42,482.00	1.47%
01241100	511275	WIRING INSPECTOR COVERAGE		3,137.00	3,137.00	3,137.00	3,137.00	3,137.00	0.00%
01241100	511277	GAS & PLUMBING INSPECTOR	45,948.88	47,800.00	47,808.00	47,808.00	47,808.00	32,002.00	0.02%
01241100	511510	RECORDS SUPERVISOR II	59,332.11	60,758.00	60,526.00	60,526.00	60,526.00	60,526.00	-0.38%
01241100	515050	LONGEVITY	2,270.00	3,190.00	3,017.00	3,017.00	3,017.00	3,510.00	-5.42%
01241100	571010	TRAVEL - MILEAGE	3,824.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
CATEGORY TOTAL			280,377.64	301,114.00	301,511.00	301,511.00	301,493.00	286,598.00	0.13%
EXPENSES									
01241200	517070	UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
01241200	524020	VEHICLE MAINTENANCE	2,987.57	2,800.00	2,000.00	2,000.00	2,000.00	2,000.00	-28.57%
01241200	530500	TRAINING & DEVELOPMENT	875.00	1,900.00	2,100.00	2,100.00	2,100.00	2,100.00	10.53%
01241200	534040	PRINTING SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%
01241200	538030	MICROFILMING SERVICE (ARCHIVING)	-	2,200.00	3,500.00	2,200.00	3,750.00	4,000.00	0.00%
01241200	541010	GASOLINE	1,260.08	2,000.00	750.00	750.00	1,200.00	1,250.00	-62.50%
01241200	555015	BOOKS & SUBSCRIPTIONS	327.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
01241200	571010	TRAVEL - MILEAGE	5,765.30	6,000.00	6,700.00	6,700.00	3,000.00	3,000.00	11.67%
01241200	571100	MEETINGS & CONFERENCES	450.00	1,200.00	1,650.00	1,650.00	1,650.00	1,650.00	37.50%
01241200	573010	DUES AND MEMBERSHIPS	717.80	700.00	725.00	725.00	725.00	725.00	3.57%
01241800	570000	ENCUMBRANCES							
CATEGORY TOTAL			12,382.75	18,800.00	19,425.00	18,125.00	16,425.00	16,725.00	-3.59%
DEPARTMENT TOTAL			292,760.39	319,914.00	320,936.00	319,636.00	317,918.00	303,323.00	-0.09%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
244 SEALER WEIGHTS & MEASURES		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01244200	530920	CONTRACTED SERVICES	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
CATEGORY TOTAL		3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
DEPARTMENT TOTAL		3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
291 EMERGENCY MANAGEMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								% INC/DEC
01291100	511050	CO-DIRECTOR	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	4,223.00
01291100	511055	CO-DIRECTOR	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	4,223.00
CATEGORY TOTAL			8,240.00	8,446.00	8,446.00	8,446.00	8,446.00	8,446.00
								0.00%
EXPENSES								
01291200	517070	CLOTHING ALLOWANCE	266.20	100.00	100.00	100.00	100.00	100.00
01291200	524020	VEHICLE MAINTENANCE	343.76	400.00	400.00	400.00	400.00	400.00
01291200	524030	EQUIPMENT MAINTENANCE	11.69	350.00	350.00	350.00	350.00	350.00
01291200	524060	COMMUNICATIONS EQUIP MAINT	1,545.35	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00
01291200	534010	POSTAGE						
01291200	541010	GASOLINE	101.18	100.00	100.00	100.00	100.00	100.00
01291200	542010	OFFICE SUPPLIES	175.02	150.00	150.00	150.00	150.00	150.00
01291200	545010	CUSTODIAL / CLEANING SUPPLIES	131.53	25.00	25.00	25.00	25.00	25.00
01291200	548010	VEHICULAR PARTS & ACCESSORIES	836.20	250.00	250.00	250.00	250.00	250.00
01291200	552090	OTHER PUBLIC SAFETY SUPPLIES	1,807.69	2,400.00	2,400.00	1,500.00	2,400.00	2,400.00
01291200	571010	TRAVEL - MILEAGE	-	75.00	50.00	50.00	50.00	50.00
01291200	585000	ADDITIONAL EQUIPMENT						
CATEGORY TOTAL			5,218.62	5,500.00	5,475.00	4,575.00	5,475.00	5,475.00
								-16.82%
DEPARTMENT TOTAL			13,458.62	13,946.00	13,921.00	13,021.00	13,921.00	13,921.00
								-6.63%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
292 ANIMAL CONTROL			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								% INC/DEC
01292100	511020	ANIMAL CONTROL OFFICER	49,974.80	52,883.00	52,681.00	52,681.00	52,681.00	52,681.00
01292100	513110	VACATION / SICK / EMERG.OVERTIME	10,106.29	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00
01292100	515050	LONGEVITY	970.00	1,000.00	1,024.00	1,024.00	1,024.00	1,274.00
CATEGORY TOTAL			61,051.09	64,883.00	64,705.00	64,705.00	64,705.00	64,955.00
EXPENSES								
01292200	517070	UNIFORM ALLOWANCES	197.14	900.00	900.00	900.00	900.00	900.00
01292200	521010	ELECTRICITY	1,260.41	1,050.00	1,100.00	1,100.00	1,100.00	1,100.00
01292200	523010	WATER / SEWER	77.12	100.00	90.00	90.00	90.00	90.00
01292200	524010	KENNEL MAINTENANCE	-	1,000.00	600.00	600.00	750.00	750.00
01292200	524020	VEHICLE MAINTENANCE	2,327.16	900.00	1,200.00	1,200.00	1,400.00	1,500.00
01292200	541010	GASOLINE	725.79	1,100.00	1,200.00	900.00	1,100.00	1,100.00
01292200	542010	OFFICE SUPPLIES	-	50.00	-	-	25.00	25.00
01292200	543060	CUSTODIAL / CLEANING SUPPLIES	-	50.00	-	-	25.00	25.00
01292200	552080	ANIMAL CONTROL SUPPLIES	42.42	300.00	250.00	250.00	250.00	250.00
01292200	571100	MEETINGS & CONFERENCES	357.20	250.00	360.00	360.00	300.00	300.00
01292200	573010	DUES AND MEMBERSHIPS	-					
01292800	570000	ENCUMBRANCES						
CATEGORY TOTAL			4,987.24	5,700.00	5,700.00	5,400.00	5,940.00	6,040.00
DEPARTMENT TOTAL			66,038.33	70,583.00	70,405.00	70,105.00	70,645.00	70,995.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
294 TREE WARDEN			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01294100	511020	TREE WARDEN	2,060.00	2,112.00	2,112.00	2,112.00	2,112.00	2,112.00	0.00%
CATEGORY TOTAL			2,060.00	2,112.00	2,112.00	2,112.00	2,112.00	2,112.00	0.00%
EXPENSES									
01294200	530920	CONTRACTED SERVICES	55,490.12	50,000.00	50,000.00	35,000.00	50,000.00	50,000.00	-30.00%
01294800	570000	ENCUMBRANCES							
CATEGORY TOTAL			55,490.12	50,000.00	50,000.00	35,000.00	50,000.00	50,000.00	-30.00%
DEPARTMENT TOTAL			57,550.12	52,112.00	52,112.00	37,112.00	52,112.00	52,112.00	-28.78%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
300 WESTFORD PUBLIC SCHOOLS			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
					3.50%	2.50%	2.50%	2.50%	
01300100	510000	OPERATING BUDGET	50,100,640.88	53,361,373.00	55,229,021.00	54,695,407.00	56,609,747.00	58,024,991.00	2.50%
01300800	570000	ENCUMBRANCES	881,995.46						
DEPARTMENT TOTAL			50,982,636.34	53,361,373.00	55,229,021.00	54,695,407.00	56,609,747.00	58,024,991.00	2.50%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
310 NASHOBA VALLEY TECH			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
								FISCAL 2017
					2.50%	2.50%		% INC/DEC
01310200	569010	NASHOBA TECH ASSESSMENT	708,371.00	718,189.00	694,652.00	694,652.00	754,548.00	773,412.00
								-3.28%
DEPARTMENT TOTAL			708,371.00	718,189.00	694,652.00	694,652.00	754,548.00	773,412.00
								-3.28%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
410 ENGINEERING			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								FISCAL 2017
01410100	511020	TOWN ENGINEER	92,678.02	96,895.00	96,895.00	96,895.00	96,895.00	96,895.00
01410100	511030	ASST TOWN ENGINEER	77,450.70	82,975.00	82,975.00	82,975.00	82,975.00	82,975.00
01410100	511540	PROJECT INSPECTOR - FACILITIES TECH	32,048.55	32,993.00	32,993.00	32,993.00	32,993.00	32,993.00
01410100	512020	INTERN		2,250.00	2,250.00	-	2,250.00	2,250.00
01410100	515050	LONGEVITY	1,500.00	1,500.00	1,500.00	1,500.00	1,675.00	1,675.00
CATEGORY TOTAL			203,677.27	216,613.00	216,613.00	214,363.00	216,788.00	216,788.00
EXPENSES								
01410200	513250	SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00
01410200	524030	EQUIPMENT MAINTENANCE	1,032.31	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01410200	530700	ENGINEERING SERVICES	5,867.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
01410200	534030	ADVERTISING	300.00	250.00	250.00	250.00	250.00	250.00
01410200	542010	OFFICE SUPPLIES	1,486.56	850.00	850.00	850.00	850.00	850.00
01410200	555015	BOOKS & SUBSCRIPTIONS	585.90	250.00	250.00	250.00	250.00	250.00
01410200	571010	TRAVEL-MILEAGE	166.81	200.00	200.00	200.00	200.00	200.00
01410200	571100	MEETINGS & CONFERENCES	2,233.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
01410200	573010	DUES AND MEMBERSHIPS	1,155.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00
01410200	585000	EQUIPMENT		1,500.00	1,500.00	1,000.00	1,500.00	1,500.00
01410800	570000	ENCUMBRANCES						
CATEGORY TOTAL			12,827.08	12,910.00	12,910.00	12,410.00	12,910.00	12,910.00
DEPARTMENT TOTAL			216,504.35	229,523.00	229,523.00	226,773.00	229,698.00	229,698.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
421 HIGHWAY DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01421100	511020	HIGHWAY SUPERINTENDENT	95,084.92	99,413.00	99,413.00	99,413.00	99,413.00	99,413.00	0.00%
01421100	511500	OFFICE MANAGER	58,508.94	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00	-0.38%
01421100	511520	ADMINISTRATIVE ASSISTANT	39,924.00	45,805.00	46,980.00	46,980.00	48,370.00	49,838.00	2.57%
01421100	511610	CREW SUPERVISORS	140,405.21	143,690.00	143,237.00	143,237.00	143,237.00	143,237.00	-0.32%
01421100	511611	OPERATIONS SUPERVISOR	75,000.96	76,798.00	76,505.00	76,505.00	76,505.00	76,505.00	-0.38%
01421100	511612	MECHANICS SUPERVISOR	62,256.61	64,536.00	64,290.00	64,290.00	64,290.00	64,290.00	-0.38%
01421100	511613	PARKS SUPERVISOR	26,567.22	27,096.00	27,096.00	27,096.00	27,096.00	27,096.00	0.00%
01421100	511614	CEMETERY SUPERVISOR	24,437.60	24,931.00	24,931.00	24,931.00	24,931.00	24,931.00	0.00%
01421100	511630	MECHANIC	53,849.57	57,033.00	56,815.00	56,815.00	56,815.00	56,815.00	-0.38%
01421100	511660	EQUIPMENT OPERATORS / LABORERS	597,913.32	659,362.00	665,499.00	642,610.00	672,325.00	675,537.00	-2.54%
01421100	512280	SEASONAL STAFF	20,860.55	29,664.00	30,720.00	30,720.00	30,720.00	30,720.00	3.56%
01421100	513120	OVERTIME - WEEKEND CALL	31,528.56	35,216.00	38,843.00	38,843.00	38,843.00	38,843.00	10.30%
01421100	513160	OTHER OVERTIME	29,668.92	21,013.00	21,013.00	21,013.00	21,013.00	21,013.00	0.00%
01421100	514090	DEPARTMENTAL STIPENDS	20,096.27	36,240.00	63,940.00	61,840.00	63,940.00	63,940.00	70.64%
01421100	515050	LONGEVITY	19,100.00	18,475.00	21,350.00	20,850.00	23,850.00	24,975.00	12.86%
CATEGORY TOTAL			1,295,202.65	1,399,481.00	1,440,611.00	1,415,122.00	1,451,327.00	1,457,132.00	1.12%
EXPENSES									
01421200	513250	SPECIAL DETAILS	70,322.89	48,000.00	64,000.00	60,000.00	64,000.00	64,000.00	25.00%
01421200	517070	UNIFORM ALLOWANCES	19,165.07	21,000.00	21,000.00	20,125.00	21,000.00	21,000.00	-4.17%
01421200	521010	ELECTRICITY	51,708.44	53,000.00	53,000.00	50,000.00	53,000.00	53,000.00	-5.66%
01421200	521020	NATURAL GAS	27,375.33	30,000.00	30,000.00	27,400.00	30,000.00	30,000.00	-8.67%
01421200	523010	WATER	1,994.45	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	-20.00%
01421200	524010	BUILDING MAINTENANCE	48,622.09	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%
01421200	524014	ROAD MAINTENANCE	29,010.87	33,625.00	72,625.00	72,625.00	72,625.00	72,625.00	115.99%
01421200	524020	VEHICLE MAINTENANCE	229,534.82	167,795.00	167,795.00	167,795.00	167,795.00	167,795.00	0.00%
01421200	524030	EQUIPMENT MAINTENANCE	4,302.52	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
01421200	524060	COMMUNICATIONS EQUIPMENT MAINTENANCE	11,715.25	5,670.00	5,670.00	5,670.00	5,670.00	5,670.00	0.00%
01421200	524100	BLD MAINT SVCS - HVAC	12,721.18	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
01421200	524110	BLD MAINT SVCS - ELEVATOR	950.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
01421200	524112	BLD MAINT SVCS - FIRE/ALARM	2,849.36	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
01421200	525020	DRAINAGE MAINTENANCE	27,655.16	25,500.00	38,000.00	34,000.00	38,000.00	38,000.00	33.33%
01421200	525020	SIDEWALK MAINTENANCE			10,000.00	10,000.00	10,000.00	10,000.00	
01421200	525040	TRAFFIC LINES / CROSSWALK MAINTENANCE	8,142.57	35,500.00	35,500.00	34,500.00	35,500.00	35,500.00	-2.82%
01421200	525050	SIGNAL MAINTENANCE	5,373.97	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
01421200	525092	BRUSH CHIPPING SERVICES	2,759.75	2,650.00	2,650.00	2,650.00	2,650.00	2,650.00	0.00%
01421200	529090	DAM REPAIR	-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
01421200	530310	DRUG AND ALCOHOL TESTING	490.00	1,270.00	1,270.00	1,270.00	1,270.00	1,270.00	0.00%
01421200	530500	TRAINING & DEVELOPMENT	765.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01421200	530920	CONTRACTED SERVICES	15,024.96	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
01421200	534030	ADVERTISING	999.07	800.00	800.00	800.00	800.00	800.00	0.00%
01421200	541020	DIESEL FUEL	34,151.47	66,507.00	40,000.00	35,000.00	40,000.00	40,000.00	-47.37%
01421200	542010	OFFICE SUPPLIES	4,157.54	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
01421200	552030	SIGNS / POSTS SUPPLIES	10,989.47	12,000.00	12,000.00	11,000.00	12,000.00	12,000.00	-8.33%
01421200	554010	RESURFACE MATERIAL	8,587.20	92,676.00	93,176.00	89,176.00	93,176.00	93,176.00	-3.78%
01421200	554015	ROAD MAINTENANCE MATERIALS	1,095.94	25,000.00	-	-			-100.00%
01421200	554030	SAND & GRAVEL	9,220.65	14,000.00	-	-			-100.00%
01421200	554080	PIPE & PIPE SUPPLIES	20,976.24	12,500.00	-	-			-100.00%
01421200	554100	OTHER PUBLIC WORKS SUPPLIES	14,347.37	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
01421200	571100	MEETINGS & CONFERENCES	2,980.78	2,500.00	3,000.00	3,000.00	3,000.00	3,000.00	20.00%
01421200	573010	DUES AND MEMBERSHIPS	407.50	325.00	325.00	325.00	325.00	325.00	0.00%
01421800	570000	ENCUMBRANCES							
CATEGORY TOTAL			678,396.91	725,918.00	725,911.00	700,436.00	725,911.00	725,911.00	-3.51%
DEPARTMENT TOTAL			1,973,599.56	2,125,399.00	2,166,522.00	2,115,558.00	2,177,238.00	2,183,043.00	-0.46%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
423 SNOW & ICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01423100	513110	EMERGENCY OVERTIME	403,398.16	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00
								0.00%
CATEGORY TOTAL			403,398.16	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00
								0.00%
EXPENSES								
01423200	524030	EQUIPMENT MAINTENANCE	43,786.44	32,345.00	32,345.00	32,345.00	32,345.00	32,345.00
01423200	525092	TREE/BRUSH REMOVAL						
01423200	529030	CONTRACTED SNOW REMOVAL	133,016.62	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00
01423200	541010	GASOLINE	52,307.47	11,820.00	11,820.00	11,820.00	11,820.00	11,820.00
01423200	548050	PLOW BLADES	26,759.60	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
01423200	554020	SAND AND SALT	388,697.17	173,025.00	173,025.00	173,025.00	173,025.00	173,025.00
								0.00%
CATEGORY TOTAL			644,567.30	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00
								0.00%
DEPARTMENT TOTAL			1,047,965.46	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
								0.00%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
424 STREET LIGHTS			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01424200	521010	ELECTRICITY STREET LIGHTS	108,913.12	110,000.00	109,500.00	109,500.00	109,500.00	109,500.00	-0.45%
01424200	525015	STREET LIGHT MAINTENANCE	4,886.40	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
CATEGORY TOTAL			113,799.52	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%
DEPARTMENT TOTAL			113,799.52	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
427 STORMWATER MANAGEMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01427200	529060	STREET WASTE DISPOSAL SERV	42,115.87	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
01427200	529080	TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
01427200	530700	ENGINEERING SERVICES	5,078.37	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
01427200	530920	SYSTEM UPGRADE SERVICES	16,473.40	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
01427800	570000	ENCUMBRANCES							
CATEGORY TOTAL			63,667.64	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
DEPARTMENT TOTAL			63,667.64	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
HIGHWAY DEPARTMENT TOTAL			3,199,032.18	2,687,899.00	2,729,022.00	2,678,058.00	2,739,738.00	2,745,543.00	-0.37%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
432 RECYCLING			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01432200	529050	CURBSIDE COLLECTION-RECYCLING	243,596.00	400,000.00	418,000.00	418,000.00	420,000.00	450,000.00	4.50%
01432200	529070	HAZARDOUS WASTE DISPOSAL	11,485.44		12,000.00	12,000.00		12,000.00	
01432800	570000	ENCUMBRANCES							
CATEGORY TOTAL			255,081.44	400,000.00	430,000.00	430,000.00	420,000.00	462,000.00	7.50%
DEPARTMENT TOTAL			255,081.44	400,000.00	430,000.00	430,000.00	420,000.00	462,000.00	7.50%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
433 SOLID WASTE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01433200	529040	CURBSIDE COLLECTION-SOLID WASTE	629,012.40	629,012.00	629,012.00	629,012.00	629,012.00	629,012.00	0.00%
01433200	529060	NESWC FEES	496,912.72	558,900.00	525,000.00	525,000.00	525,000.00	525,000.00	-6.07%
01433200	529080	LANDFILL MONITORING	10,913.91	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
01433200	540000	SUPPLIES	-						
01433800	570000	ENCUMBRANCES							
CATEGORY TOTAL			1,136,839.03	1,197,912.00	1,164,012.00	1,164,012.00	1,164,012.00	1,164,012.00	-2.83%
DEPARTMENT TOTAL			1,136,839.03	1,197,912.00	1,164,012.00	1,164,012.00	1,164,012.00	1,164,012.00	-2.83%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
440 SEWERAGE COLLECTION			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01440200	525025	CENTER SEWER SYSTEM MAINTENANCE	2,305.49	-	-	-	-	-	
CATEGORY TOTAL			2,305.49	-	-	-	-	-	
DEPARTMENT TOTAL			2,305.49	-	-	-	-	-	

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
442 WASTEWATER TREATMENT MANAGEMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01442200	525025	CENTER SEWER SYSTEM MAINTENANCE		8,940.00	8,940.00	8,940.00	8,940.00	8,940.00	0.00%
01442226	524085	ABBOT REPAIRS & SERVICES	6,420.26	15,000.00	15,000.00	10,000.00	15,000.00	15,000.00	-33.33%
01442226	524101	ABBOT BUILDING MAINTENANCE SVCS - SEPTIC	3,505.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
01442226	529060	ABBOT SLUDGE PUMPING & REMOVAL	2,438.94	2,536.00	2,599.00	2,599.00	2,664.00	2,731.00	2.48%
01442226	529080	ABBOT MONITORING / TESTING SERVICES	3,844.01	3,997.00	4,097.00	4,097.00	4,199.00	4,304.00	2.50%
01442226	530920	ABBOT CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
01442226	543195	ABBOT SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
01442227	524085	BLANCHARD REPAIRS & SERVICES	11,362.39	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
01442227	524101	BLANCHARD BUILDING MAINTENANCE SVCS - SEP	3,505.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
01442227	529060	BLANCHARD SLUDGE PUMPING & REMOVAL	3,181.22	3,308.00	3,390.00	3,390.00	3,475.00	3,562.00	2.48%
01442227	529080	BLANCHARD MONITORING / TESTING SERVICES	4,940.43	5,137.00	5,265.00	5,265.00	5,397.00	5,532.00	2.49%
01442227	530920	BLANCHARD CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
01442227	543195	BLANCHARD SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
01442228	524085	STONY BROOK REPAIRS & SERVICES	8,753.03	15,000.00	15,000.00	10,000.00	15,000.00	15,000.00	-33.33%
01442228	524101	STONY BROOK BUILDING MAINTENANCE SVCS - SE	3,582.31	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
01442228	529060	STONY BROOK SLUDGE PUMPING & REMOVAL	2,438.94	2,536.00	2,599.00	2,599.00	2,664.00	2,731.00	2.48%
01442228	529080	STONY BROOK MONITORING / TESTING SERVICES	11,405.57	11,858.00	12,155.00	12,155.00	12,459.00	12,770.00	2.50%
01442228	530920	STONY BROOK CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
01442228	543195	STONY BROOK SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
01442229	524085	WA REPAIRS & SERVICES	18,643.04	15,000.00	15,450.00	15,450.00	15,450.00	15,836.00	3.00%
01442229	524101	WA BUILDING MAINTENANCE SVCS - SEPTIC	3,590.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
01442229	529060	WA SLUDGE PUMPING & REMOVAL	3,181.22	3,308.00	3,390.00	3,390.00	3,475.00	3,562.00	2.48%
01442229	529080	WA MONITORING / TESTING SERVICES	17,407.99	18,099.00	18,551.00	18,551.00	19,015.00	19,490.00	2.50%
01442229	530920	WA CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
01442229	543195	WA SEPTIC SUPPLIES	530.20	551.00	565.00	565.00	579.00	594.00	2.54%
01442800	570000	ENCUMBRANCES							
CATEGORY TOTAL			204,389.65	234,303.00	238,888.00	228,888.00	243,126.00	247,858.00	-2.31%
DEPARTMENT TOTAL			204,389.65	234,303.00	238,888.00	228,888.00	243,126.00	247,858.00	-2.31%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
491 CEMETERY DEPARTMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01491100	511020	DIRECTOR	14,053.00	14,404.00	14,692.00	14,692.00	14,692.00	14,692.00
01491100	511530	SENIOR ASSISTANT	13,709.36	18,794.00	18,722.00	18,722.00	18,722.00	18,722.00
01491100	511614	CEMETERY SUPERVISOR	33,546.17	34,450.00	34,223.00	34,223.00	34,223.00	34,223.00
01491100	512280	SEASONAL STAFF	5,941.83	5,400.00	6,500.00	6,500.00	6,620.00	6,860.00
01491100	513160	SEASONAL OVERTIME	3,037.35	5,000.00	3,900.00	3,900.00	4,000.00	4,000.00
01491100	515050	LONGEVITY	1,600.00	1,600.00	1,600.00	1,600.00	1,850.00	2,100.00
CATEGORY TOTAL			71,887.71	79,648.00	79,637.00	79,637.00	80,107.00	80,597.00
EXPENSES								
01491200	521010	ELECTRICITY	431.76	500.00	500.00	500.00	500.00	500.00
01491200	521040	PROPANE GAS	2,895.17	3,200.00	3,200.00	3,000.00	3,200.00	3,200.00
01491200	523010	WATER	175.21	375.00	350.00	200.00	350.00	350.00
01491200	524015	GROUND MAINTENANCE	4,487.22	5,300.00	5,300.00	5,000.00	5,300.00	5,300.00
01491200	524030	EQUIPMENT MAINTENANCE	5,409.10	5,625.00	5,625.00	5,625.00	5,625.00	5,625.00
01491200	524090	OTHER CONTRACTUAL SERVICES	721.13	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01491200	541010	GASOLINE	4,179.18	6,500.00	5,500.00	5,000.00	4,750.00	5,000.00
01491200	542010	OFFICE SUPPLIES	106.97	200.00	200.00	200.00	200.00	200.00
01491200	571100	MEETINGS & CONFERENCES	55.00	135.00	130.00	130.00	130.00	130.00
01491200	573010	DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00
01491800	570000	ENCUMBRANCES						
CATEGORY TOTAL			18,560.74	22,935.00	21,905.00	20,755.00	21,155.00	21,405.00
DEPARTMENT TOTAL			90,448.45	102,583.00	101,542.00	100,392.00	101,262.00	102,002.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
510 BOARD OF HEALTH			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01510100	511020	DIRECTOR HEALTH CARE	93,616.00	97,876.00	97,876.00	97,876.00	97,876.00	97,876.00	0.00%
01510100	511030	HEALTH AGENT	64,979.06	66,152.00	66,152.00	66,152.00	66,152.00	66,152.00	0.00%
01510100	511050	DIRECTOR - ENVIRON SERVICES	68,101.81	72,639.00	77,000.00	77,000.00	77,000.00	77,000.00	6.00%
01510100	511272	FOOD INSPECTOR	31,243.12	31,875.00	31,753.00	31,753.00	31,753.00	31,753.00	-0.38%
01510100	511380	NURSE	54,575.10	57,268.00	57,050.00	57,050.00	57,050.00	57,050.00	-0.38%
01510100	511390	SUBSTANCE ABUSE COORDINATOR	27,644.26	29,600.00	30,224.00	30,224.00	30,979.00	31,753.00	2.11%
01510100	511520	ADMINISTRATIVE ASSISTANT	49,528.75	50,029.00	49,838.00	49,838.00	49,838.00	49,838.00	-0.38%
01510100	515050	LONGEVITY	5,400.00	5,670.00	5,010.00	5,010.00	5,144.00	6,044.00	-11.64%
CATEGORY TOTAL			395,088.10	411,109.00	414,903.00	414,903.00	415,792.00	417,466.00	0.92%
EXPENSES									
01510200	524020	VEHICLE MAINTENANCE	1,063.21	1,500.00	1,600.00	1,600.00	2,000.00	2,200.00	6.67%
01510200	524090	CONTRACTED CLERICAL SERVICES	1,275.00	1,800.00	1,800.00	1,800.00	1,800.00	2,000.00	0.00%
01510200	529070	BIOHAZARD WASTE DISPOSAL	2,294.12	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	0.00%
01510200	529080	LABORATORY SERVICES	150.00	800.00	800.00	800.00	800.00	800.00	0.00%
01510200	530350	DENTAL SERVICES	3,173.17	3,500.00	3,500.00	3,200.00	3,600.00	3,600.00	-8.57%
01510200	530950	CONSULTING SERVICES	4,398.80	4,000.00	4,000.00	4,000.00	4,200.00	4,200.00	0.00%
01510200	534030	ADVERTISING - LEGAL	244.12	700.00	700.00	500.00	700.00	700.00	-28.57%
01510200	534040	PRINTING SERVICES	4,143.08	4,500.00	4,500.00	4,500.00	4,700.00	4,800.00	0.00%
01510200	541010	GASOLINE	1,373.79	2,000.00	2,000.00	1,500.00	2,100.00	2,200.00	-25.00%
01510200	542010	OFFICE SUPPLIES	3,696.44	4,000.00	4,000.00	3,600.00	4,200.00	4,300.00	-10.00%
01510200	550010	HEALTH / MEDICAL SUPPLIES	1,507.06	3,100.00	3,100.00	2,000.00	3,100.00	3,100.00	-35.48%
01510200	555015	BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
01510200	571010	TRAVEL - MILEAGE	2,127.17	2,200.00	2,300.00	2,300.00	2,400.00	2,500.00	4.55%
01510200	571100	MEETINGS & CONFERENCES	1,164.62	2,400.00	4,000.00	4,000.00	4,000.00	4,000.00	66.67%
01510200	573010	DUES & MEMBERSHIPS	795.00	750.00	825.00	825.00	825.00	825.00	10.00%
01510200	578010	FLU CLINIC	9,513.14						
01510800	570000	ENCUMBRANCES							
CATEGORY TOTAL			36,918.72	33,400.00	35,275.00	32,775.00	36,775.00	37,575.00	-1.87%
DEPARTMENT TOTAL			432,006.82	444,509.00	450,178.00	447,678.00	452,567.00	455,041.00	0.71%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
540 SENIOR CENTER			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01540100	511510	RECORDS SUPERVISOR	53,948.70	55,237.00	55,026.00	55,026.00	55,026.00	55,026.00	-0.38%
01540100	511560	SENIOR ASSISTANT	-	40,814.00	34,198.00	34,198.00	35,196.00	36,253.00	-16.21%
01540100	511650	MAINTENANCE WORKER I	31,943.78	32,712.00	32,587.00	32,587.00	32,587.00	32,587.00	-0.38%
01540100	512015	REGISTRAR	31,564.80						
01540100	512040	EVENING SUPERVISORS	4,929.47	8,619.00	8,834.00	8,834.00	8,834.00	8,834.00	2.49%
01540100	515050	LONGEVITY	885.00	847.00	1,440.00	1,440.00	1,440.00	1,440.00	70.01%
01540100	529030	SNOW REMOVAL COVERAGE	202.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
CATEGORY TOTAL			123,474.25	139,229.00	133,085.00	133,085.00	134,083.00	135,140.00	-4.41%
EXPENSES									
01540200	517070	UNIFORM ALLOWANCES	119.98	270.00	250.00	250.00			-7.41%
01540200	521010	ELECTRICITY	31,290.87	32,000.00	35,000.00	32,000.00	32,000.00	32,000.00	0.00%
01540200	521020	NATURAL GAS	9,290.28	11,209.00	10,923.00	10,000.00	14,000.00	16,250.00	-10.79%
01540200	523010	WATER	1,958.27	2,000.00	2,100.00	2,100.00	2,500.00	2,900.00	5.00%
01540200	523020	SEWER/SEPTIC	2,899.00	3,000.00	4,000.00	3,000.00	5,000.00	6,000.00	0.00%
01540200	524010	BUILDING MAINTENANCE	3,004.81	3,000.00	6,100.00	4,000.00	3,800.00	4,200.00	33.33%
01540200	524030	EQUIPMENT MAINTENANCE	325.12	1,800.00	1,000.00	1,000.00			-44.44%
01540200	524100	BLDG MAINT SVCS - HVAC	4,797.32	5,000.00	5,300.00	5,300.00	5,500.00	5,500.00	6.00%
01540200	524103	BLDG MAINT SVCS - GENERATOR	190.00	500.00	300.00	300.00	500.00	300.00	-40.00%
01540200	524110	BLDG MAINT SVCS - ELEVATOR	950.00	1,500.00	1,100.00	1,100.00	1,300.00	1,300.00	-26.67%
01540200	524112	BLD MAINT SVCS - FIRE/ALARM	1,447.87	1,500.00	1,700.00	1,700.00	1,800.00	1,800.00	13.33%
01540200	529030	CONTRACTED SNOW REMOVAL	1,100.00	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%
01540200	542080	OFFICE EQUIPMENT	-	600.00	600.00	600.00	600.00	600.00	0.00%
01540200	543060	CUSTODIAL / CLEANING SUPPLIES	4,047.42	4,500.00	5,000.00	4,000.00	4,500.00	4,500.00	-11.11%
01540200	543110	LIGHTING / ELECTRICAL SUPPLIES	214.98	1,000.00	400.00	400.00	400.00	400.00	-60.00%
01540200	549080	BOTTLED WATER	-	200.00	300.00	300.00	400.00	400.00	50.00%
01540200	571010	TRAVEL-MILEAGE	213.40	300.00	400.00	400.00	475.00	500.00	33.33%
01540200	571100	MEETINGS & CONFERENCES	-	300.00	400.00	400.00	7,000.00	7,000.00	33.33%
01540800	570000	ENCUMBRANCES							
CATEGORY TOTAL			61,849.32	69,679.00	76,873.00	68,850.00	81,775.00	85,650.00	-1.19%
DEPARTMENT TOTAL			185,323.57	208,908.00	209,958.00	201,935.00	215,858.00	220,790.00	-3.34%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
541 COUNCIL ON AGING			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01541100	511050	DIRECTOR	71,477.46	80,032.00	79,458.00	79,458.00	79,458.00	79,458.00	-0.72%
01541100	511390	SOCIAL WORKER	71,457.10	73,244.00	73,244.00	73,244.00	73,244.00	73,244.00	0.00%
01541100	511590	OUTREACH COORDINATOR	21,575.01	23,027.00	29,195.00	29,195.00	29,195.00	29,195.00	26.79%
01541100	511710	VAN DRIVERS	31,337.20	33,436.00	39,000.00	39,000.00	39,000.00	39,000.00	16.64%
01541100	515050	LONGEVITY	2,280.00	294.00	440.00	440.00	940.00	940.00	49.66%
01541100	578050	SENIOR REBATE PROGRAM	25,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
CATEGORY TOTAL			223,126.77	230,033.00	241,337.00	241,337.00	241,837.00	241,837.00	4.91%
EXPENSES									
01541200	524020	VEHICLE MAINTENANCE	1,508.49	3,000.00	2,300.00	2,300.00	2,600.00	2,800.00	-23.33%
01541200	530100	LEGAL SERVICES	-	100.00	-	-	100.00	100.00	-100.00%
01541200	530300	HEALTH / NUTRITION SERVICES	504.01	500.00	-	-	500.00	500.00	-100.00%
01541200	534010	POSTAGE	8,630.15	7,000.00	8,900.00	8,900.00	9,300.00	9,600.00	27.14%
01541200	538090	SENIOR VOLUNTEER SERVICES	-	100.00	300.00	300.00	300.00	300.00	200.00%
01541200	541010	GASOLINE	10,739.73	13,500.00	14,000.00	11,000.00	13,500.00	13,700.00	-18.52%
01541200	542010	OFFICE SUPPLIES	2,025.53	3,000.00	3,000.00	2,000.00	2,800.00	3,000.00	-33.33%
01541200	557010	PROGRAMS & ACTIVITIES	534.34	400.00	600.00	600.00			50.00%
01541200	557020	SOCIAL & CULTURAL PROGRAMS	476.73	400.00	600.00	600.00	600.00	1,000.00	50.00%
01541200	571010	TRAVEL - MILEAGE	1,830.77	2,000.00	2,200.00	2,200.00	2,500.00	2,500.00	10.00%
01541200	571100	MEETINGS & CONFERENCES	3,744.73	3,000.00	4,000.00	4,000.00	4,000.00	4,300.00	33.33%
01541800	570000	ENCUMBRANCES							
CATEGORY TOTAL			29,994.48	33,000.00	35,900.00	31,900.00	36,200.00	37,800.00	-3.33%
DEPARTMENT TOTAL			253,121.25	263,033.00	277,237.00	273,237.00	278,037.00	279,637.00	3.88%
TOTAL: CSC/Council On Aging			438,444.82	471,941.00	487,195.00	475,172.00	493,895.00	500,427.00	0.68%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
543 VETERAN'S SERVICES			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01543100	511050	DIRECTOR	49,899.92	54,373.00	54,165.00	54,165.00	54,165.00	54,165.00	-0.38%
01543100	515050	LONGEVITY		500.00	500.00	500.00	500.00	500.00	0.00%
01543100	511590	ADMIN SUPPORT		4,300.00	4,300.00	-	4,300.00	4,300.00	-100.00%
01543100	578060	VETERANS TAX WORK PROGRAM	5,000.00	5,000.00	5,000.00	5,000.00	10,000.00	10,000.00	0.00%
CATEGORY TOTAL			54,899.92	64,173.00	63,965.00	59,665.00	68,965.00	68,965.00	-7.02%
EXPENSES									
01543200	524080	MONUMENT MAINT SERVICES							
01543200	542010	OFFICE SUPPLIES	408.62	450.00	600.00	500.00	600.00	600.00	11.11%
01543200	557010	PROGRAMS & ACTIVITIES	5,816.06	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
01543200	571100	MEETINGS & CONFERENCES	1,234.28	850.00	1,000.00	1,000.00	1,000.00	1,000.00	17.65%
01543200	577010	VETERAN'S SERVICES	89,773.23	100,000.00	100,000.00	100,000.00	110,000.00	110,000.00	0.00%
01543800	570000	ENCUMBRANCES	-						
CATEGORY TOTAL			97,232.19	105,800.00	106,600.00	106,500.00	116,600.00	116,600.00	0.66%
DEPARTMENT TOTAL			152,132.11	169,973.00	170,565.00	166,165.00	185,565.00	185,565.00	-2.24%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
610 LIBRARY			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01610100	511020	LIBRARY DIRECTOR	95,084.92	99,413.00	99,413.00	99,413.00	99,412.00	99,412.00	0.00%
01610100	511030	ASSISTANT DIRECTOR	69,884.83	73,063.00	73,065.00	73,065.00	73,065.00	73,065.00	0.00%
01610100	511340	SENIOR LIBRARIANS	242,303.60	251,806.00	254,974.00	254,974.00	256,183.00	256,183.00	1.26%
01610100	511470	LIBRARY ASSISTANTS	586,332.11	602,520.00	621,800.00	621,800.00	631,892.00	642,795.00	3.20%
01610100	511500	OFFICE MANAGER	52,723.00	57,339.00	59,979.00	59,979.00	59,979.00	59,979.00	4.60%
01610100	511590	7 SATURDAY, JULY-AUG	10,304.82	12,366.00	12,493.00	12,493.00	12,493.00	20,243.00	1.03%
01610100	511590	OTHER SUPPORT STAFF	-				13,261.00		
01610100	511650	CUSTODIANS	60,851.71	63,933.00	62,065.00	62,065.00	62,247.00	62,413.00	-2.92%
01610100	512010	PAGES	11,345.25	14,934.00	16,443.00	16,443.00	17,226.00	17,226.00	10.10%
01610100	513160	CUSTODIAL OVERTIME	-	2,779.00	2,702.00	2,702.00	2,702.00	2,702.00	-2.77%
01610100	514090	MLS STIPENDS		-	3,000.00	3,000.00	3,000.00	3,000.00	
01610100	515050	LONGEVITY	19,055.00	19,168.00	19,809.00	19,869.00	20,168.00	20,881.00	3.66%
CATEGORY TOTAL			1,147,885.24	1,197,321.00	1,225,743.00	1,225,803.00	1,251,628.00	1,257,899.00	2.38%
EXPENSES									
01610200	517070	UNIFORM ALLOWANCES	3,530.00	3,530.00	1,260.00	1,260.00	1,260.00	1,260.00	-64.31%
01610200	521010	ELECTRICITY	34,997.77	34,560.00	33,955.00	33,000.00	33,955.00	33,955.00	-4.51%
01610200	521030	HEATING FUEL	13,183.40	15,000.00	15,600.00	14,000.00	15,600.00	15,600.00	-6.67%
01610200	523010	WATER	1,734.06	2,000.00	2,060.00	2,060.00	2,060.00	2,060.00	3.00%
01610200	524030	EQUIPMENT MAINTENANCE	26,928.47	24,550.00	24,911.00	24,911.00	24,911.00	24,911.00	1.47%
01610200	530400	MVLC NETWORK MAINTENANCE	33,141.00	34,500.00	34,550.00	34,550.00	34,550.00	34,550.00	0.14%
01610200	534010	POSTAGE	3,506.75	4,500.00	4,000.00	3,500.00	4,000.00	4,000.00	-22.22%
01610200	534040	PRINTING SERVICES	2,608.53	2,850.00	2,850.00	2,850.00	2,850.00	2,850.00	0.00%
01610200	542010	OFFICE SUPPLIES	16,773.41	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%
01610200	543060	CUSTODIAL / CLEANING SUPPLIES	4,934.49	7,500.00	6,000.00	5,000.00	6,000.00	6,000.00	-33.33%
01610200	555015	BOOKS & SUBSCRIPTIONS	200,203.68	198,916.00	214,648.00	214,648.00	219,142.00	220,082.00	7.91%
01610200	571010	MILEAGE	2,029.07	1,750.00	2,000.00	2,000.00	2,000.00	2,000.00	14.29%
01610200	571100	MEETINGS & CONFERENCES	1,239.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	0.00%
01610200	573010	DUES & MEMBERSHIPS	660.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
01610200	574120	PUBLIC EMPLOYEE BOND	364.48	365.00	365.00	365.00	365.00	365.00	0.00%
01610800	570000	ENCUMBRANCES							
CATEGORY TOTAL			345,834.11	349,971.00	362,149.00	358,094.00	366,643.00	367,583.00	2.32%
DEPARTMENT TOTAL			1,493,719.35	1,547,292.00	1,587,892.00	1,583,897.00	1,618,271.00	1,625,482.00	2.37%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
630 RECREATION			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
01630100	511020	DIRECTOR	93,680.21	97,944.00	97,944.00	97,944.00	97,944.00	97,944.00	0.00%
01630100	511030	ASSISTANT DIRECTOR	81,353.21	82,980.00	82,980.00	82,980.00	82,980.00	82,980.00	0.00%
01630100	511500	OFFICE MANAGER	58,794.21	60,209.00	57,622.00	57,622.00	59,980.00	59,980.00	
01630100	515050	LONGEVITY	2,700.00	2,950.00	2,100.00	2,100.00	2,100.00	2,100.00	-28.81%
01630100	519083	SHARED COSTS - SEE DEPT. 650	(77,055.00)	(80,964.00)	(81,470.00)	(81,470.00)	(82,059.00)	(82,059.00)	0.62%
01630100	519086	SHARED COSTS - SEE DEPT. 491	(14,053.00)	(14,404.00)	(14,692.00)	(14,692.00)	(14,692.00)	(14,692.00)	2.00%
01630100	519088	SHARED COSTS - SEE ENTERPRISE FD 630	(137,823.63)	(146,794.00)	(144,484.00)	(144,484.00)	(146,253.00)	(146,253.00)	-1.57%
CATEGORY TOTAL			7,596.00	1,921.00	-	-	-	-	-100.00%
EXPENSES									
01630200	521010	ELECTRICITY	-	2,620.00	2,900.00	2,900.00	3,000.00	3,000.00	10.69%
01630200	521030	HEATING FUEL	265.00	5,000.00	5,000.00	5,000.00	5,500.00	5,500.00	0.00%
01630200	523010	WATER	-	400.00	500.00	500.00	500.00	500.00	25.00%
01630200	542010	OFFICE SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%
01630200	571010	TRAVEL - MILEAGE	-	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
01630200	571100	MEETINGS & CONFERENCES	40.00	250.00	250.00	250.00	250.00	250.00	0.00%
01630200	573010	DUES AND MEMBERSHIPS	(305.00)	295.00	300.00	300.00	300.00	300.00	1.69%
01630200	579083	SHARED COSTS - SEE ENTERPRISE FD 630	-	(12,365.00)	(12,750.00)	(12,750.00)	(13,350.00)	(13,350.00)	3.11%
01630800	570000	ENCUMBRANCES							
CATEGORY TOTAL			-	-	-	-	-	-	
DEPARTMENT TOTAL			7,596.00	1,921.00	-	-	-	-	-100.00%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
650 PARKS-GROUNDS & BLDG MAINT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
01650100	511020	DIRECTOR	56,209.00	57,614.00	58,766.00	58,766.00	58,766.00	58,766.00
01650100	511030	ASSISTANT DIRECTOR	7,819.00	8,298.00	8,298.00	8,298.00	8,298.00	8,298.00
01650100	511500	OFFICE MANAGER	-	15,052.00	14,406.00	14,406.00	14,995.00	14,995.00
01650100	511610	CREW SUPERVISOR	33,546.17	34,450.00	34,223.00	34,223.00	34,223.00	34,223.00
01650100	511613	PARKS OPERATIONS SUPERVISOR	36,469.61	37,441.00	37,195.00	37,195.00	37,195.00	37,195.00
01650100	511620	HEAVY EQUIPMENT OPERATOR	117,300.00	179,774.00	180,476.00	149,055.00	182,336.00	184,365.00
01650100	513120	OVERTIME	3,313.29	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01650100	515050	LONGEVITY	3,500.00	3,500.00	3,500.00	3,000.00	3,750.00	4,125.00
CATEGORY TOTAL			258,157.07	337,129.00	337,864.00	305,943.00	340,563.00	342,967.00
EXPENSES								
01650200	521010	ELECTRICITY	1,364.00	1,310.00	1,450.00	1,450.00	1,500.00	1,500.00
01650200	521030	HEATING FUEL	2,500.00	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00
01650200	523010	WATER	325.00	200.00	250.00	250.00	250.00	250.00
01650200	524015	GROUNDS MAINTENANCE	24,992.47	18,000.00	19,000.00	19,000.00	19,000.00	19,000.00
01650200	524030	EQUIPMENT MAINTENANCE	2,023.20	4,100.00	4,200.00	3,000.00	4,200.00	4,200.00
01650200	524020	VEHICLE MAINTENANCE	2,012.09	7,200.00	7,200.00	5,000.00	7,200.00	7,200.00
01650200	541010	GASOLINE	5,200.00	5,400.00	6,400.00	5,500.00	6,500.00	6,500.00
01650200	542010	OFFICE SUPPLIES	100.00	100.00	100.00	100.00	100.00	100.00
01650200	542017	TOWN COMMON EXPENSE	3,372.53	4,800.00	3,500.00	3,500.00	3,500.00	3,500.00
01650200	542018	MONUMENT MAINT SERVICES	633.54	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
01650200	571010	TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
01650200	571100	MEETING & CONFERENCES		200.00	200.00	200.00	200.00	200.00
01650200	573010	DUES AND MEMBERSHIPS	325.00	125.00	125.00	125.00	125.00	125.00
CATEGORY TOTAL			44,647.83	46,735.00	47,725.00	43,425.00	48,125.00	48,125.00
		Note-15,000 to be appropriated from						
		Field Maintenance 53 E 1/2 Revolving						
DEPARTMENT TOTAL			302,804.90	383,864.00	385,589.00	349,368.00	388,688.00	391,092.00

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
660 LAND MANAGEMENT			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								
01660200	521010	ELECTRICITY	2,710.55	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
01660200	521020	NATURAL GAS	1,046.89	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
01660200	523010	WATER	3,808.46	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
01660200	524010	BUILDING MAINTENANCE	4,429.70	8,000.00	8,000.00	7,000.00	8,000.00	8,000.00
01660200	524015	GROUPS MAINTENANCE	5,204.40	6,500.00	8,300.00	3,500.00	4,800.00	4,800.00
01660200	530920	CARETAKER SERVICES	24,000.00	10,000.00	15,000.00	18,500.00	18,500.00	18,500.00
01660200	557090	OTHER DEPARTMENTAL EXPENSES						
01660200	570000	ENCUMBRANCES						
CATEGORY TOTAL			41,200.00	33,000.00	39,800.00	37,500.00	39,800.00	39,800.00
DEPARTMENT TOTAL			41,200.00	33,000.00	39,800.00	37,500.00	39,800.00	39,800.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
670 HISTORICAL COMM/MUSEUM			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
01670200	521010	ELECTRICITY	2,670.99	2,700.00	2,835.00	2,835.00	2,977.00	2,977.00	5.00%
01670200	521030	HEATING FUEL	4,703.72	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
01670200	523010	WATER	224.22	500.00	500.00	500.00	500.00	500.00	0.00%
01670200	523020	SEWER / SEPTIC	-	250.00	250.00	250.00	250.00	250.00	0.00%
01670200	524010	BUILDING MAINTENANCE	931.24	4,150.00	4,150.00	4,150.00	9,150.00	9,150.00	0.00%
01670200	524015	GROUPS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%
01670200	524030	EQUIPMENT MAINTENANCE	354.65	400.00	420.00	420.00	441.00	441.00	5.00%
01670200	525060	SIGNAGE	247.20	250.00	263.00	263.00	250.00	250.00	5.20%
01670200	529090	SECURITY SYSTEM SERVICES	876.50	850.00	880.00	880.00	4,000.00	4,000.00	3.53%
01670200	530920	CONTRACTED SERVICES	6,139.18	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
01670800	570000	ENCUMBRANCES	3,070.00						
CATEGORY TOTAL			19,217.70	23,900.00	24,098.00	24,098.00	32,368.00	32,368.00	0.83%
DEPARTMENT TOTAL			19,217.70	23,900.00	24,098.00	24,098.00	32,368.00	32,368.00	0.83%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
710 DEBT SERVICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								FISCAL 2017
								% INC/DEC
		LONG TERM DEBT EXEMPT	5,921,423.75	5,902,545.00	5,734,507.50	5,734,508.00	6,458,020.00	6,307,920.00
			-					-2.85%
		HIGHWAY GARAGE A&E 040103	-					
01710003	591026	PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
01710003	592026	INTEREST LONG TERM DEBT	8,000.00	6,000.00	4,000.00	4,000.00	2,000.00	-33.33%
			-					
		HIGHWAY GARAGE CONSTRUCTION	-					
01710004	591033	PRINCIPAL LONG TERM DEBT	605,000.00					
01710004	592033	INTEREST LONG TERM DEBT	135,253.75					
			-					
		HIGHWAY GARAGE CONSTRUCTION REFUNDING	-					
01710012	591064	PRINCIPAL LONG TERM DEBT		622,800.00	530,000.00	530,000.00	525,000.00	515,000.00
01710012	592064	INTEREST LONG TERM DEBT			77,100.00	77,100.00	61,200.00	50,700.00
			-					-14.90%
			-					
		ELEMENTARY SCHOOL CONST 040103	-					
01710003	591030	PRINCIPAL LONG TERM DEBT	1,095,000.00	1,140,000.00	1,195,000.00	1,195,000.00	1,250,000.00	1,305,000.00
01710003	592030	INTEREST LONG TERM DEBT	526,837.50	483,038.00	437,437.50	437,438.00	389,637.50	339,637.50
			-					-9.44%
			-					
		MIDDLE SCHOOL CONST 040103	-					
01710003	591031	PRINCIPAL LONG TERM DEBT	1,040,000.00	1,090,000.00	1,140,000.00	1,140,000.00	1,190,000.00	1,245,000.00
01710003	592031	INTEREST LONG TERM DEBT	501,907.50	460,307.00	416,707.50	416,708.00	371,107.50	323,507.50
			-					4.59%
			-					-9.47%
		HIGHWAY GARAGE CONST 2 061506	-					
01710006	591033	PRINCIPAL LONG TERM DEBT	80,000.00	80,000.00				
01710006	592033	INTEREST LONG TERM DEBT	4,000.00	1,600.00				
			-					-100.00%
			-					-100.00%
		ACADEMY REFUNDING 1	-					
01710008	591038	PRINCIPAL LONG TERM DEBT	1,235,000.00	1,395,000.00	1,375,000.00	1,375,000.00	1,350,000.00	1,320,000.00
01710008	592038	INTEREST LONG TERM DEBT	332,825.00	271,700.00	213,162.50	213,162.00	158,600.00	104,600.00
			-					-1.43%
			-					-21.55%
		SENIOR CENTER CONSTRUCTION 11-09	-					
01710011	591046	PRINCIPAL LONG TERM DEBT	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
01710011	592046	INTEREST LONG TERM DEBT	107,600.00	102,100.00	96,100.00	96,100.00	90,100.00	84,100.00
								0.00%
								-5.88%
		CENTER FIRE STATION 03-15						
01710025	591065	PRINCIPAL LONG TERM DEBT					820,375.00	820,375.00
01710025	592065	INTEREST LONG TERM DEBT						

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
710 DEBT SERVICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								FISCAL 2017
		LONG TERM DEBT NON-EXEMPT	830,582.49	639,877.00	954,458.16	954,459.00	1,063,571.89	961,817.84
								49.16%
		TITLE V	-					
01750001	591037	PRINCIPAL LONG TERM DEBT	4,087.00	4,014.00	4,014.00	4,014.00	4,014.00	4,014.00
		INTEREST LONG TERM DEBT	-					0.00%
			-					
		SEWER EXTENSION 061506	-					
01750006	591000	PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	95,000.00	95,000.00	95,000.00	90,000.00
01750006	592000	INTEREST LONG TERM DEBT	10,600.00	7,600.00	5,600.00	5,600.00	3,700.00	1,800.00
			-					-5.00%
		GROTON ROAD WATER MAIN 061506	-					-26.32%
01750010	591044	PRINCIPAL LONG TERM DEBT	9,883.92	10,080.00	10,280.79	10,281.00	10,484.73	10,693.65
01750010	592044	INTEREST LONG TERM DEBT	4,168.85	3,653.00	3,449.79	3,450.00	3,242.13	3,030.34
01750010	593544	ADMINISTRATIVE FEE	-	274.00	258.73	259.00	243.16	227.28
			-					-5.47%
		MODULAR CLASSROOMS REFUNDING 1	-					
01750010	591045	PRINCIPAL LONG TERM DEBT	190,000.00					
01750010	592045	INTEREST LONG TERM DEBT	4,940.00					
			-					
		TOWN HALL CONSTRUCTION	-					
01750011	591047	PRINCIPAL LONG TERM DEBT	74,500.00	71,600.00	71,600.00	71,600.00	71,600.00	71,600.00
01750011	592047	INTEREST LONG TERM DEBT	39,742.92	37,881.00	35,732.42	35,732.00	33,226.42	29,646.42
			-					0.00%
		PERCHLORATE REMEDIATION WPAT CONTRACT 1	-					-5.67%
01750012	591048	PRINCIPAL LONG TERM DEBT	33,493.56	34,169.00	34,858.60	34,859.00	35,561.63	36,278.61
01750012	592048	INTEREST LONG TERM DEBT	13,089.53	12,413.00	11,722.63	11,723.00	11,018.43	10,300.03
01750012	593548	ADMINISTRATIVE FEE	-	931.00	879.20	879.00	826.39	772.51
			-					-5.59%
		ABBOT ELEVATOR	-					
01750013	591051	PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
01750013	592051	INTEREST LONG TERM DEBT	8,550.00	7,200.00	6,300.00	6,300.00	5,400.00	4,500.00
			-					0.00%
		DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEE	-					-12.50%
01750014	591052	PRINCIPAL LONG TERM DEBT	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	20,000.00
01750014	592052	INTEREST LONG TERM DEBT	7,000.00	5,200.00	4,000.00	4,000.00	2,800.00	1,600.00
			-					0.00%
		DEPARTMENTAL EQUIPMENT - AMBULANCE	-					-23.08%
01750015	591053	PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	
01750015	592053	INTEREST LONG TERM DEBT	4,050.00	2,700.00	1,800.00	1,800.00	900.00	
			-					0.00%
		DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	-					-33.33%
01750016	591054	PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
01750016	592054	INTEREST LONG TERM DEBT	1,700.00	1,400.00	1,200.00	1,200.00	1,000.00	800.00
			-					0.00%
		FIRE TRUCK - 544,000	-					-14.29%
01750017	591056	PRINCIPAL LONG TERM DEBT	54,000.00	65,350.00	55,000.00	55,000.00	55,000.00	55,000.00
01750017	592056	INTEREST LONG TERM DEBT	3,302.00		9,250.00	9,250.00	7,600.00	6,500.00
			-					-15.84%
		WA BLEACHERS - 550,000	-					
01750018	591057	PRINCIPAL LONG TERM DEBT	55,000.00	65,450.00	55,000.00	55,000.00	55,000.00	55,000.00
01750018	592057	INTEREST LONG TERM DEBT	3,336.67		9,350.00	9,350.00	7,700.00	6,600.00
			-					-15.97%
		1ST ROBINSON BOILER & 2ND ABBOT BOILER	-					
01750019	591058	PRINCIPAL LONG TERM DEBT	13,334.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
01750019	592058	INTEREST LONG TERM DEBT	673.02	1,800.00	1,400.00	1,400.00	800.00	400.00
			-					0.00%
		1ST ROBINSON BOILER - 90,000	-					-22.22%
01750020	591059	PRINCIPAL LONG TERM DEBT	13,150.00					
01750020	592059	INTEREST LONG TERM DEBT						
			-					
		DESIGN & ENGINEERING: HIGHWAY - 600,000	-					
01750021	591060	PRINCIPAL LONG TERM DEBT	-	-	138,125.00	138,125.00	138,125.00	138,125.00
01750021	592060	INTEREST LONG TERM DEBT						
		10 WHEEL DUMPTRUCK: HIGHWAY - 195,792						
01750022	591061	PRINCIPAL LONG TERM DEBT	20,792.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
01750022	592061	INTEREST LONG TERM DEBT	1,189.02	3,700.00	3,300.00	3,300.00	2,700.00	2,300.00
								0.00%
		MSBA DAY & ROBINSON WINDOWS						
01750023	591063	PRINCIPAL LONG TERM DEBT		4,462.00	196,337.00	196,337.00	196,337.00	196,337.00
01750023	592063	INTEREST LONG TERM DEBT						4300.20%
		DISPATCH CENTER						
01750024	591064	PRINCIPAL LONG TERM DEBT					121,293.00	121,293.00
01750024	592064	INTEREST LONG TERM DEBT						

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
710 DEBT SERVICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								
		LONG & SHORT TERM DEBT	872,022.08	870,610.00	869,528.00	869,528.00	866,574.00	834,704.00
		COMMUNITY PRESERVATION FUND						
		EAST BOSTON CAMPS LAND PURCHASE						
24164516	591000	PRINCIPAL LONG TERM DEBT	655,000.00	680,000.00	705,000.00	705,000.00	730,000.00	730,000.00
24164516	592000	INTEREST LONG TERM DEBT	131,890.00	108,965.00	84,485.00	84,485.00	58,400.00	29,200.00
		TOWN HALL CONSTRUCTION						
24164526	591000	PRINCIPAL LONG TERM DEBT	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00
24164526	592000	INTEREST LONG TERM DEBT	29,632.08	28,245.00	26,643.00	26,643.00	24,774.00	22,104.00
24164500	592008	INTEREST SHORT TERM DEBT						
EXPENSES								
		LONG TERM DEBT WATER	966,202.24	1,129,298.00	1,120,040.00	1,120,040.00	1,160,189.00	1,220,875.00
		(BUDGETED IN WATER DEPT)						
		FILTRATION PLANTS WPAT LOAN 1 072601						
60450701	591023	PRINCIPAL LONG TERM DEBT	90,430.64	92,979.00	95,462.00	95,462.00	97,415.00	98,817.00
60450701	592023	INTEREST LONG TERM DEBT	13,646.85	11,523.00	9,315.00	9,315.00	7,021.00	4,643.00
60450701	563000	MWPAT FEES	1,470.00	1,283.00	1,088.00	1,088.00	885.00	675.00
		FILTRATION PLANTS WPAT LOAN 2 112602						
60450702	591025	PRINCIPAL LONG TERM DEBT	419,423.60	434,679.00	443,566.00	443,566.00	459,516.00	485,395.00
60450702	592025	INTEREST LONG TERM DEBT	88,108.94	78,247.00	68,368.00	68,368.00	57,848.00	46,925.00
60450702	563000	MWPAT FEES	8,730.00	7,826.00	6,889.00	6,889.00	5,921.00	4,920.00
		STEPINSKI LAND ACQUISITION 091608						
60450710	591041	PRINCIPAL LONG TERM DEBT	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00
60450710	592041	INTEREST LONG TERM DEBT	11,703.75	10,371.00	8,988.00	8,988.00	7,553.00	6,117.00
		BYRNE AVE LINE REPL 091608						
60450710	591039	PRINCIPAL LONG TERM DEBT	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00
60450710	592039	INTEREST LONG TERM DEBT	9,827.50	8,723.00	7,575.00	7,575.00	6,385.00	5,195.00
		COUNTRY ROAD II WELL & PUMP HOUSE						
60450710	591040	PRINCIPAL LONG TERM DEBT	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	-
60450710	592040	INTEREST LONG TERM DEBT	10,710.00	9,800.00	6,800.00	6,800.00	4,000.00	-
		PERCHLORATE REMEDIATION WPAT CONTRACT 1						
60450712	591048	PRINCIPAL LONG TERM DEBT	3,199.10	3,264.00	3,329.00	3,329.00	3,397.00	3,465.00
60450712	592048	INTEREST LONG TERM DEBT	1,250.23	1,186.00	1,120.00	1,120.00	1,052.00	984.00
		PERCHLORATE REMEDIATION WPAT CONTRACT 2						
60450712	591050	PRINCIPAL LONG TERM DEBT	45,345.09	46,260.00	47,193.00	47,193.00	48,145.00	49,116.00
60450712	592050	INTEREST LONG TERM DEBT	17,721.19	16,805.00	15,871.00	15,871.00	14,917.00	13,945.00
60450712	563000	MWPAT FEES	1,422.85	1,349.00	1,274.00	1,274.00	1,198.00	1,120.00
		GRANITEVILLE UPGRADE MAIN						
60450713	591055	PRINCIPAL LONG TERM DEBT	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00
60450713	592055	INTEREST LONG TERM DEBT	35,237.50	33,438.00	32,137.00	32,137.00	30,838.00	29,537.00
		RTE 110 UPGRADE MAIN						
60450713	591062	PRINCIPAL LONG TERM DEBT	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
60450713	592062	INTEREST LONG TERM DEBT	12,975.00	12,225.00	11,725.00	11,725.00	11,225.00	10,725.00
60450700	590000	DEBT BORROWED NOT BUDGETED	-	94,340.00	94,340.00	94,340.00	137,873.00	294,296.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
710 DEBT SERVICE			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES									
		SHORT TERM DEBT	13,567.37	20,000.00	40,000.00	45,000.00	40,000.00	40,000.00	125.00%
01790200	592500	INTEREST SHORT TERM DEBT	3,358.78	20,000.00	40,000.00	45,000.00	40,000.00	40,000.00	125.00%
01790200	592520	MISCELLANOUS INTEREST	10,208.59						
01790200	592900	BOND ISSUANCE COSTS							
		SUMMARY							
		TOTAL EXEMPTED DEBT(G/F)	5,921,423.75	5,902,545.00	5,734,507.50	5,734,508.00	6,458,020.00	6,307,920.00	-2.85%
		TOTAL NON EXEMPTED DEBT(G/F)	830,582.49	639,877.00	954,458.16	954,459.00	1,063,571.89	961,817.84	49.16%
		TOTAL COMMUNITY PRES FUND	872,022.08	870,610.00	869,528.00	869,528.00	866,574.00	834,704.00	-0.12%
		TOTAL WATER DEBT(Water Enterprise)	966,202.24	1,129,298.00	1,120,040.00	1,120,040.00	1,160,189.00	1,220,875.00	-0.82%
		TOTAL SHORT TERM DEBT	13,567.37	20,000.00	40,000.00	45,000.00	40,000.00	40,000.00	125.00%
		TOTAL APPROPRIATION	8,603,797.93	8,562,330.00	8,718,533.66	8,723,535.00	9,588,354.89	9,365,316.84	1.88%
		LESS WATER(BUDGETED IN WATER ENT	(966,202.24)	(1,129,298.00)	(1,120,040.00)	(1,120,040.00)	(1,160,189.00)	(1,220,875.00)	-0.82%
		LESS COMMUNITY PRES FUND	(872,022.08)	(870,610.00)	(869,528.00)	(869,528.00)	(866,574.00)	(834,704.00)	-0.12%
		APPROPRIATION G/F	6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
940 OTHERWISE UNCLASSIFIED			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
EXPENSES								
01940200	579040	WATER DIRECT / INDIRECT COSTS	(386,268.00)	(377,430.00)	(427,000.00)	(399,042.00)	(448,350.00)	(470,768.00)
01940200	579045	RECREATION DIRECT / INDIRECT COSTS	(246,654.00)	(280,561.00)	(280,561.00)	(292,530.00)	(292,530.00)	(292,530.00)
01940200	579050	AMBULANCE DIRECT / INDIRECT COSTS	(303,902.00)	(261,781.00)	(261,781.00)	(315,537.00)	(315,537.00)	(315,537.00)
CATEGORY TOTAL			(936,824.00)	(919,772.00)	(969,342.00)	(1,007,109.00)	(1,056,417.00)	(1,078,835.00)
DEPARTMENT TOTAL			(936,824.00)	(919,772.00)	(969,342.00)	(1,007,109.00)	(1,056,417.00)	(1,078,835.00)

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
945 GENERAL LIABILITY INSURANCE									
ORG	OBJ	DESCRIPTION	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
EXPENSES									
01945200	517100	RETIREMENT ASSESSMENT	3,808,963.00	3,993,806.00	4,238,879.00	4,238,879.00	4,552,556.00	4,889,445.00	6.14%
01945200	517150	HEALTH INSURANCE	8,186,030.58	9,293,000.00	9,940,000.00	9,697,491.00	10,616,178.00	11,773,473.00	4.35%
01945200	517152	MEDICARE PART B PENALTY	12,615.00	14,000.00	14,000.00	13,000.00	14,000.00	14,000.00	-7.14%
01945200	517160	LIFE INSURANCE		7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
01945200	517165	RETIREE HEALTH ALLOCATION	6,435.91	6,000.00	8,000.00	8,000.00	9,000.00	10,000.00	33.33%
01945200	517155	HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES							
01945200	517170	MEDICARE TAX	824,658.67	822,016.00	875,000.00	875,000.00	892,500.00	910,350.00	6.45%
01945200	517180	WORKERS COMPENSATION	277,881.06	312,400.00	343,640.00	342,000.00	378,004.00	415,805.00	9.48%
01945200	517185	WORKERS COMPENSATION RUNOUT	-	40,000.00	40,000.00	20,000.00	40,000.00	40,000.00	-50.00%
01945200	517190	UNEMPLOYMENT COMPENSATION	62,161.05	140,000.00	140,000.00	100,000.00	120,000.00	120,000.00	-28.57%
01945200	519020	SICK LEAVE/VAC BUY BACK-PR	53,804.09	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
01945200	550030	HEALTH RELATED PROGRAMS	18,110.53		10,000.00	10,000.00	10,000.00	10,000.00	
01945200	574010	COMPREHENSIVE LIABILITY	114,823.08	107,956.00	160,000.00	140,000.00	165,000.00	165,000.00	29.68%
01945200	574020	EXCESS UMBRELLA LIABILITY	7,577.26	8,260.00	9,000.00	9,136.00	11,000.00	11,000.00	10.61%
01945200	574030	AUTO LIABILITY	69,402.28	66,410.00	71,000.00	88,550.00	73,000.00	73,000.00	33.34%
01945200	574040	PUBLIC OFFICIALS LIABILITY	19,576.90	23,840.00	27,000.00	27,500.00	30,000.00	30,000.00	15.35%
01945200	574045	EDUCATION LIABILITY	11,901.23	14,681.00	16,000.00	15,000.00	18,000.00	18,000.00	2.17%
01945200	574050	POLICE/FIRE LIABILITY	53,457.93	42,661.00	55,000.00	49,000.00	58,000.00	58,000.00	14.86%
01945200	574090	GENERAL LIABILITY INSURANCE	52,604.07	45,402.00	53,000.00	53,000.00	56,000.00	56,000.00	16.73%
01945200	574190	DEDUCTIBLES	525.00	10,000.00	10,000.00	10,000.00	12,000.00	12,000.00	0.00%
01945200	578000	OPEB TRUST EXPENSE	500,000.00	712,425.00	852,278.00	852,278.00	1,100,225.00	1,362,984.00	19.63%
01945800	570000	ENCUMBRANCES	65,019.00						
CATEGORY TOTAL			14,145,546.64	15,709,857.00	16,919,797.00	16,605,834.00	18,212,463.00	20,026,057.00	5.70%
DEPARTMENT TOTAL			14,145,546.64	15,709,857.00	16,919,797.00	16,605,834.00	18,212,463.00	20,026,057.00	5.70%

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
240 COMMUNITY PRESERVATION FUND			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
24164116	510000	SUPPORT STAFF	4,075.50	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
CATEGORY TOTAL			4,075.50	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
EXPENSES									
24164216	570000	ADMIN EXPENSES	4,427.35	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
CATEGORY TOTAL			4,427.35	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
DEBT SERVICE									
24164516	591000	EAST BOSTON CAMPS - PRINCIPAL	655,000.00	680,000.00	705,000.00	705,000.00	730,000.00	730,000.00	3.68%
24164516	592000	EAST BOSTON CAMPS - INTEREST	131,890.00	108,965.00	84,485.00	84,485.00	58,400.00	29,200.00	-22.47%
24164526	591000	TOWN HALL - PRINCIPAL	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00	0.00%
24164526	592000	TOWN HALL - INTEREST	29,632.08	28,245.00	26,643.00	26,643.00	24,774.00	22,104.00	-5.67%
24164500	592008	INTEREST ON SHORT TERM DEBT	-						
CATEGORY TOTAL			872,022.08	870,610.00	869,528.00	869,528.00	866,574.00	834,704.00	-0.12%
DEPARTMENT TOTAL			880,524.93	885,610.00	884,528.00	884,528.00	881,574.00	849,704.00	-0.12%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
600 WATER ENTERPRISE FUND			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
RESERVE FUND								FISCAL 2017
								% INC/DEC
60450600	579010	EMERGENCY RESERVE FUND	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
								0.00%
CATEGORY TOTAL			-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
								0.00%
PRINCIPAL & INTEREST								
60450701	591023	MWPAT FILTRATION 1 - PRINCIPAL	90,430.64	92,979.00	95,462.00	95,462.00	97,415.00	98,817.00
								2.67%
60450701	592023	MWPAT FILTRATION 1 - INTEREST	13,646.85	11,523.00	9,315.00	9,315.00	7,021.00	4,643.00
								-19.16%
60450701	563000	MWPAT FEES	1,470.00	1,283.00	1,088.00	1,088.00	885.00	675.00
								-15.20%
60450702	591025	MWPAT FILTRATION 2 - PRINCIPAL	419,423.60	434,679.00	443,566.00	443,566.00	459,516.00	485,395.00
								2.04%
60450702	592025	MWPAT FILTRATION 2 - INTEREST	88,108.94	78,247.00	68,368.00	68,368.00	57,848.00	46,925.00
								-12.63%
60450702	563000	MWPAT FEES	8,730.00	7,826.00	6,889.00	6,889.00	5,921.00	4,920.00
								-11.97%
60450710	591039	UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00
								0.00%
60450710	591040	COUNTRY ROAD II WELL & PUMP HOUSE - PRINCIPAL	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	-
								0.00%
60450710	591041	STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00
								0.00%
60450710	592039	UPGRADE BYRNE AVE MAIN - INTEREST	9,827.50	8,723.00	7,575.00	7,575.00	6,385.00	5,195.00
								-13.16%
60450710	592040	COUNTRY ROAD II WELL & PUMP HOUSE - INTEREST	10,710.00	9,800.00	6,800.00	6,800.00	4,000.00	-
								-30.61%
60450710	592041	STEPINSKI LAND - INTEREST	11,703.75	10,371.00	8,988.00	8,988.00	7,553.00	6,117.00
								-13.34%
60450712	591048	WPAT PERCHLORATE CONTRACT 1 - PRINCIPAL	3,199.10	3,264.00	3,329.00	3,329.00	3,397.00	3,465.00
								1.99%
60450712	591050	WPAT PERCHLORATE CONTRACT 2 - PRINCIPAL	45,345.09	46,260.00	47,193.00	47,193.00	48,145.00	49,116.00
								2.02%
60450712	592048	WPAT PERCHLORATE CONTRACT 1 - INTEREST	1,250.23	1,186.00	1,120.00	1,120.00	1,052.00	984.00
								-5.56%
60450712	592050	WPAT PERCHLORATE CONTRACT 2 - INTEREST	17,721.19	16,805.00	15,871.00	15,871.00	14,917.00	13,945.00
								-5.56%
60450712	563000	MWPAT FEES	1,422.85	1,349.00	1,274.00	1,274.00	1,198.00	1,120.00
								-5.56%
60450713	591055	GRANITEVILLE UPGRADE MAIN-PRINCIPAL	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00
								0.00%
60450713	592055	GRANITEVILLE UPGRADE MAIN-INTEREST	35,237.50	33,438.00	32,137.00	32,137.00	30,838.00	29,537.00
								-3.89%
60450713	591062	RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
								0.00%
60450713	592062	RTE 110 UPGRADE MAIN-INTEREST	12,975.00	12,225.00	11,725.00	11,725.00	11,225.00	10,725.00
								-4.09%
SUBTOTAL - ISSUED BONDS			966,202.24	1,034,958.00	1,025,700.00	1,025,700.00	1,022,316.00	926,579.00
								-0.89%
60450700	590000	GRANITEVILLE/MAIN ST./PLEASEANT ST.-PRINCIPAL	-	94,340.00	94,340.00	94,340.00	92,273.00	90,206.00
								0.00%
60450700	590000	GRANITEVILLE/MAIN ST. MAIN-INTEREST	-					
60450700	590000	PROSPECT HILL/SLUDGE STORAGE TEMP INT.	-				36,000.00	121,250.00
60450700	590000	ROUTE 40 @ DUNSTABLE ROAD					9,600.00	39,000.00
60450700	590000	NABNASSET AREA WATER SYSTEM IMPROVEMENTS						43,840.00
60450700	590000	SUBTOTAL - NON-ISSUED BONDS	-	94,340.00	94,340.00	94,340.00	137,873.00	294,296.00
								0.00%
CATEGORY TOTAL			966,202.24	1,129,298.00	1,120,040.00	1,120,040.00	1,160,189.00	1,220,875.00
								-0.82%
DEPARTMENT TOTAL			3,455,997.21	4,194,673.00	4,260,656.00	4,212,727.00	4,327,916.00	4,422,159.00
								0.43%

Town of Westford								
Budget Worksheet								
Fiscal Year 2017								
630 RECREATION ENTERPRISE FUND			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED
PERSONAL SERVICES								
63630100	511020	DIRECTOR	23,074.00	24,006.00	24,486.00	24,486.00	24,486.00	24,486.00
63630100	511030	ASSISTANT DIRECTOR	70,375.00	74,682.00	74,682.00	74,682.00	74,682.00	74,682.00
63630100	511500	OFFICE MANAGER	39,082.00	45,157.00	43,217.00	43,217.00	44,984.00	44,984.00
63630100	512230	RECREATION SUPERVISOR/ASST	468,373.05	601,286.00	597,071.00	597,071.00	608,229.00	617,979.00
63630100	512270	OTHER RECREATION STAFF	386,047.32	257,843.00	264,850.00	264,850.00	265,000.00	265,000.00
63630100	515050	SHARED - LONGEVITY	6,542.63	7,941.00	6,193.00	6,193.00	6,625.00	7,104.00
CATEGORY TOTAL			993,494.00	1,010,915.00	1,010,499.00	1,010,499.00	1,024,006.00	1,034,235.00
EXPENSES								
63630200	521010	ELECTRICITY	1,280.00	1,310.00	1,450.00	1,450.00	1,500.00	1,500.00
63630200	521030	HEATING FUEL	2,500.00	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00
63630200	523010	WATER	300.00	200.00	250.00	250.00	250.00	250.00
63630200	524010	BUILDING MAINTENANCE	872.12	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
63630200	534040	PRINTING SERVICES	9,500.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00
63630200	542010	OFFICE SUPPLIES	30.33	100.00	100.00	100.00	100.00	100.00
63630200	557010	PROGRAMS AND ACTIVITIES	55,347.55	55,000.00	56,000.00	56,000.00	57,000.00	58,000.00
63630200	571010	TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
63630200	571100	MEETINGS & CONFERENCES	-	250.00	250.00	250.00	125.00	125.00
63630200	573010	DUES AND MEMBERSHIPS	295.00	295.00	295.00	295.00	150.00	150.00
63630200	579040	DIRECT/INDIRECT COSTS	246,654.00	280,561.00	280,561.00	292,530.00	292,530.00	292,530.00
63630800	570000	ENCUMBRANCES						
CATEGORY TOTAL			318,579.00	351,516.00	352,706.00	364,675.00	365,705.00	366,705.00
DEPARTMENT TOTAL			1,312,073.00	1,362,431.00	1,363,205.00	1,375,174.00	1,389,711.00	1,400,940.00

Town of Westford									
Budget Worksheet									
Fiscal Year 2017									
640 AMBULANCE ENTERPRISE FUND			FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES									
64230100	511260	FIREFIGHTERS	443,901.03	471,521.00	490,615.00	490,615.00	500,130.00	508,089.00	4.05%
64230100	511265	CALL EMTS	73.88	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
64230100	513120	OVERTIME	96,490.84	89,615.00	92,303.00	92,303.00	94,611.00	96,976.00	3.00%
64230100	513170	HOLIDAY OVERTIME	7,831.13	8,771.00	8,991.00	8,991.00	8,991.00	8,991.00	2.51%
64230100	513260	TRAINING	16,883.65	13,698.00	19,000.00	19,000.00	19,325.00	19,658.00	38.71%
64230100	514050	EDUCATION INCENTIVE PAY	18,631.24	20,912.00	26,772.00	26,772.00	27,086.00	27,404.00	28.02%
64230100	514090	EMT STIPENDS	61,099.22	70,728.00	78,498.00	78,498.00	80,021.00	81,294.00	10.99%
64230100	515010	HOLIDAY PAY	18,576.31	19,797.00	20,677.00	20,677.00	21,078.00	21,414.00	4.45%
64230100	515050	LONGEVITY	2,750.00	2,250.00	2,250.00	2,250.00	3,750.00	4,500.00	0.00%
CATEGORY TOTAL			666,237.30	698,292.00	740,106.00	740,106.00	755,992.00	769,326.00	5.99%
EXPENSES									
64230200	517070	UNIFORM ALLOWANCE	10,481.50	9,700.00	7,200.00	7,200.00	7,200.00	7,200.00	-25.77%
64230200	521010	ELECTRICITY	7,218.64	7,392.00	7,522.00	7,522.00	7,522.00	7,522.00	1.76%
64230200	521020	NATURAL GAS	3,155.20	5,283.00	5,148.00	5,148.00	5,148.00	5,148.00	-2.56%
64230200	523010	WATER	613.61	600.00	600.00	600.00	600.00	600.00	0.00%
64230200	524010	BUILDING MAINTENANCE	2,498.89	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
64230200	524020	VEHICLE MAINTENANCE	9,516.96	6,720.00	7,500.00	7,500.00	7,500.00	7,500.00	11.61%
64230200	524030	EQUIPMENT MAINTENANCE	362.17	3,200.00	3,000.00	3,000.00	3,000.00	3,000.00	-6.25%
64230200	524060	COMMUNICATION EQUIPMENT MAINTENANCE	311.10	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
64230200	527070	LAUNDRY SERVICES	191.10	200.00	200.00	200.00	200.00	200.00	0.00%
64230200	530500	TRAINING & DEVELOPMENT	3,637.80	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
64230200	530920	CONTRACTED SERVICES	52,826.00	57,500.00	59,500.00	59,500.00	59,500.00	59,500.00	3.48%
64230200	534010	POSTAGE	86.93	150.00	150.00	150.00	150.00	150.00	0.00%
64230200	534030	ADVERTISING - GENERAL	82.76	105.00	105.00	105.00	105.00	105.00	0.00%
64230200	534040	PRINTING SERVICES	41.38	440.00	350.00	350.00	350.00	350.00	-20.45%
64230200	541010	GASOLINE	11,686.69	14,752.00	17,615.00	17,615.00	17,615.00	17,615.00	19.41%
64230200	542010	OFFICE SUPPLIES	175.35	300.00	300.00	300.00	300.00	300.00	0.00%
64230200	545010	CUSTODIAL/CLEANING SUPPLIES	199.18	300.00	300.00	300.00	300.00	300.00	0.00%
64230200	548010	VEHICULAR PARTS & ACCESSORIES	6,116.75	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
64230200	548020	VEHICULAR TIRES & TUBES	2,889.52	5,478.00	4,200.00	4,200.00	4,200.00	4,200.00	-23.33%
64230200	550010	HEALTH / MEDICAL SUPPLIES	56,138.96	60,000.00	63,500.00	63,500.00	63,500.00	63,500.00	5.83%
64230200	550020	OXYGEN	873.00	2,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-25.00%
64230200	571100	MEETINGS & CONFERENCES	856.00	1,155.00	1,200.00	1,200.00	1,200.00	1,200.00	3.90%
64230200	573010	DUES & MEMBERSHIPS	3,263.66	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	33.33%
64230200	579040	DIRECT/INDIRECT COSTS	303,902.00	261,781.00	261,781.00	315,537.00	315,537.00	315,537.00	20.53%
64230800	570000	ENCUMBRANCES							
CATEGORY TOTAL			477,125.15	453,556.00	458,671.00	512,427.00	512,427.00	512,427.00	12.98%
DEPARTMENT TOTAL			1,143,362.45	1,151,848.00	1,198,777.00	1,252,533.00	1,268,419.00	1,281,753.00	8.74%