

**TOWN OF WESTFORD
DRAFT OPERATING BUDGET
FISCAL 2021**

			FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
GENERAL GOVERNMENT										
122		SELECTMEN								
		Personal Services	-	-	-	-	-	-		-
		Expenses	21,440.03	21,993.00	22,808.00	22,123.00	23,078.00	23,406.00	0.59%	130.00
		TOTAL 122	21,440.03	21,993.00	22,808.00	22,123.00	23,078.00	23,406.00	0.59%	130.00
123		TOWN MANAGER								
		Personal Services	409,087.08	432,500.00	423,202.00	423,202.00	431,530.00	431,530.00	-2.15%	(9,298.00)
		Expenses	18,784.36	19,885.00	19,705.00	19,705.00	19,825.00	19,825.00	-0.91%	(180.00)
		TOTAL 123	427,871.44	452,385.00	442,907.00	442,907.00	451,355.00	451,355.00	-2.10%	(9,478.00)
131		FINANCE COMMITTEE								
		Personal Services	-	-	-	-	-	-		-
		Expenses	8,207.15	8,665.00	8,865.00	8,865.00	8,865.00	8,865.00	2.31%	200.00
		Reserve Fund	-	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
		(Transfers out)	-	(15,292.00)	-	-	-	-	-100.00%	15,292.00
		TOTAL 131	8,207.15	143,373.00	158,865.00	158,865.00	158,865.00	158,865.00	10.81%	15,492.00
132		FINANCE DEPARTMENT								
		Personal Services	133,540.49	145,145.00	148,370.00	148,370.00	152,039.00	152,039.00	2.22%	3,225.00
		Expenses	865.53	1,715.00	895.00	895.00	1,315.00	1,715.00	-47.81%	(820.00)
		TOTAL 132	134,406.02	146,860.00	149,265.00	149,265.00	153,354.00	153,754.00	1.64%	2,405.00
135		TOWN ACCOUNTANT								
		Personal Services	248,882.49	279,134.00	285,248.00	285,067.00	292,538.00	292,621.00	2.13%	5,933.00
		Expenses	40,683.97	44,260.00	44,075.00	44,075.00	45,225.00	47,275.00	-0.42%	(185.00)
		TOTAL 135	289,566.46	323,394.00	329,323.00	329,142.00	337,763.00	339,896.00	1.78%	5,748.00
141		BOARD OF ASSESSORS								
		Personal Services	268,914.02	289,422.00	296,998.00	296,998.00	306,194.00	306,294.00	2.62%	7,576.00
		Expenses	22,667.85	92,400.00	45,900.00	45,900.00	45,900.00	45,900.00	-50.32%	(46,500.00)
		TOTAL 141	291,581.87	381,822.00	342,898.00	342,898.00	352,094.00	352,194.00	-10.19%	(38,924.00)
145		TREASURER/COLLECTOR								
		Personal Services	249,646.77	261,570.00	269,410.00	269,410.00	276,856.00	278,752.00	3.00%	7,840.00
		Expenses	43,684.74	45,305.00	45,275.00	45,275.00	45,355.00	45,355.00	-0.07%	(30.00)
		TOTAL 145	293,331.51	306,875.00	314,685.00	314,685.00	322,211.00	324,107.00	2.55%	7,810.00
151		LEGAL SERVICES								
		Personal Services	-	-	-	-	-	-		-
		Expenses	148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%	(30,000.00)
		TOTAL 151	148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%	(30,000.00)
152		HUMAN RESOURCES								
		Personal Services	218,797.10	227,536.00	232,170.00	232,170.00	236,757.00	236,757.00	2.04%	4,634.00
		Expenses	18,536.51	21,145.00	22,384.00	22,384.00	22,384.00	22,384.00	5.86%	1,239.00
		Compensation Reserve	13,647.12	500,000.00	400,000.00	350,000.00	600,000.00	1,000,000.00	-30.00%	(150,000.00)
		Transfers out	-	(275,490.00)	-	-	-	-	-100.00%	275,490.00
		TOTAL 152	250,980.73	473,191.00	654,554.00	604,554.00	859,141.00	1,259,141.00	27.76%	131,363.00
155		TECHNOLOGY								
		Personal Services	433,568.74	450,864.00	460,045.00	460,045.00	470,033.00	470,033.00	2.04%	9,181.00
		Expenses	570,526.92	689,153.00	621,770.00	609,770.00	628,762.00	636,520.00	-11.52%	(79,383.00)
		TOTAL 155	1,004,095.66	1,140,017.00	1,081,815.00	1,069,815.00	1,098,795.00	1,106,553.00	-6.16%	(70,202.00)
161		TOWN CLERK								
		Personal Services	238,271.18	267,549.00	279,744.00	279,744.00	267,881.00	288,074.00	4.56%	12,195.00
		Expenses	21,377.15	21,680.00	24,459.00	23,180.00	22,529.00	22,629.00	6.92%	1,500.00
		TOTAL 161	259,648.33	289,229.00	304,203.00	302,924.00	290,410.00	310,703.00	4.74%	13,695.00
170		PERMITTING DEPARTMENT								
		Personal Services	218,373.13	260,685.00	270,580.00	265,705.00	277,645.00	279,777.00	1.93%	5,020.00
		Expenses	38,556.39	43,088.00	44,549.00	44,549.00	45,597.00	46,100.00	3.39%	1,461.00
		TOTAL 170	256,929.52	303,773.00	315,129.00	310,254.00	323,242.00	325,877.00	2.13%	6,481.00
171		CONSERVATION COMMISSION								
		Personal Services	87,626.19	91,293.00	93,107.00	93,107.00	94,957.00	94,957.00	1.99%	1,814.00
		Expenses	5,932.66	6,325.00	6,640.00	6,640.00	6,600.00	6,600.00	4.98%	315.00
		TOTAL 171	93,558.85	97,618.00	99,747.00	99,747.00	101,557.00	101,557.00	2.18%	2,129.00
			FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
175		PLANNING BOARD								
		Personal Services	74,546.58	87,198.00	92,507.00	92,507.00	94,357.00	94,957.00	6.09%	5,309.00
		Expenses	8,134.57	13,660.00	23,660.00	13,160.00	23,660.00	13,660.00	-3.66%	(500.00)
		TOTAL 175	82,681.15	100,858.00	116,167.00	105,667.00	118,017.00	108,617.00	4.77%	4,809.00
176		ZONING BOARD OF APPEALS								
		Personal Services	-	-	-	-	-	-		-
		Expenses	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
		TOTAL 176	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
192		TOWN HALL MAINTENANCE								
		Personal Services	42,997.40	44,791.00	46,412.00	45,912.00	47,242.00	47,242.00	2.50%	1,121.00
		Expenses	77,629.23	77,090.00	78,590.00	68,990.00	79,640.00	80,590.00	-10.51%	(8,100.00)
		TOTAL 192	120,626.63	121,881.00	125,002.00	114,902.00	126,882.00	127,832.00	-5.73%	(6,979.00)
199		PUBLIC BUILDINGS & PROPERTIES MAINTENANCE								
		Personal Services	53,402.70	96,725.00	97,072.00	96,572.00	99,238.00	99,692.00	-0.16%	(153.00)
		Expenses	16,150.83	18,625.00	22,910.00	22,200.00	23,575.00	24,275.00	19.19%	3,575.00
		Stormwater Assessment	-	-	43,650.00	43,650.00	43,650.00	43,650.00		43,650.00
		TOTAL 199	69,553.53	115,350.00	163,632.00	162,422.00	166,463.00	167,617.00	40.81%	47,072.00
		TOTAL GENERAL GOVERNMENT	3,755,799.50	4,611,014.00	4,813,395.00	4,692,565.00	5,045,622.00	5,473,869.00	1.77%	81,551.00

	PUBLIC SAFETY									
210	POLICE DEPARTMENT									
	Personal Services	4,659,028.41	5,011,337.00	5,317,197.00	5,205,030.00	5,542,991.00	5,611,871.00	3.87%	193,693.00	
	Expenses	571,078.28	573,231.00	638,391.00	545,070.00	657,140.00	665,140.00	-4.91%	(28,161.00)	
	TOTAL 210	5,230,106.69	5,584,568.00	5,955,588.00	5,750,100.00	6,200,131.00	6,277,011.00	2.96%	165,532.00	
215	PUBLIC SAFETY COMMUNICATIONS									
	Personal Services	755,716.88	815,897.00	892,220.00	826,127.00	927,303.00	947,402.00	1.25%	10,230.00	
	Expenses	53,171.33	40,093.00	50,134.00	48,354.00	51,290.00	52,481.00	20.60%	8,261.00	
	TOTAL 215	808,888.21	855,990.00	942,354.00	874,481.00	978,593.00	999,883.00	2.16%	18,491.00	
220	FIRE DEPARTMENT									
	Personal Services	3,158,197.59	3,263,612.00	3,428,396.00	3,331,109.00	3,456,380.00	3,474,758.00	2.07%	67,497.00	
	Expenses	310,609.71	371,775.00	375,346.00	355,196.00	384,164.00	388,667.00	-4.46%	(16,579.00)	
	TOTAL 220	3,468,807.30	3,635,387.00	3,803,742.00	3,686,305.00	3,840,544.00	3,863,425.00	1.40%	50,918.00	
241	BUILDING DEPARTMENT									
	Personal Services	382,175.71	398,298.00	446,286.00	418,031.00	442,395.00	446,965.00	4.95%	19,733.00	
	Expenses	18,564.35	19,465.00	21,205.00	19,055.00	18,305.00	18,565.00	-2.11%	(410.00)	
	TOTAL 241	400,740.06	417,763.00	467,491.00	437,086.00	460,700.00	465,530.00	4.63%	19,323.00	
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%	-	
	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	8,784.00	8,960.00	9,140.00	9,140.00	9,322.00	9,322.00	2.01%	180.00	
	Expenses	4,376.01	4,400.00	4,400.00	2,450.00	4,500.00	4,600.00	-44.32%	(1,950.00)	
	TOTAL 291	13,160.01	13,360.00	13,540.00	11,590.00	13,822.00	13,922.00	-13.25%	(1,770.00)	
292	ANIMAL CONTROL									
	Personal Services	30,127.14	62,236.00	58,070.00	48,070.00	59,816.00	60,843.00	-22.76%	(14,166.00)	
	Expenses	4,943.06	7,800.00	8,705.00	4,005.00	8,705.00	8,705.00	-48.65%	(3,795.00)	
	TOTAL 292	35,070.20	70,036.00	66,775.00	52,075.00	68,521.00	69,548.00	-25.65%	(17,961.00)	
294	TREE WARDEN									
	Personal Services	2,176.00	2,220.00	2,265.00	2,265.00	2,311.00	2,311.00	2.03%	45.00	
	Expenses	33,601.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-	
	TOTAL 294	35,777.00	37,220.00	37,265.00	37,265.00	37,311.00	37,311.00	0.12%	45.00	
	TOTAL PUBLIC SAFETY	9,995,549.47	10,617,324.00	11,289,755.00	10,851,902.00	11,602,622.00	11,729,630.00	2.21%	234,578.00	
		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
	EDUCATION									
300	WESTFORD PUBLIC SCHOOLS									
	Budget	57,990,047.60	59,626,571.00	61,117,236.00	61,194,859.00	62,724,730.00	64,292,848.00	2.63%	1,568,288.00	
	Stormwater Assessment			46,500.00	46,500.00	46,500.00	46,500.00		46,500.00	
	TOTAL 300	57,990,047.60	59,626,571.00	61,163,736.00	61,241,359.00	62,771,230.00	64,339,348.00	2.71%	1,614,788.00	
310	NASHOBA TECH									
	Personal Services									
	Expenses									
	Capital									
	TOTAL 310	828,888.00	1,000,697.00	1,025,714.00	1,078,168.00	1,105,122.00	1,132,750.00	7.74%	77,471.00	
	TOTAL EDUCATION	58,818,935.60	60,627,268.00	62,189,450.00	62,319,527.00	63,876,352.00	65,472,098.00	2.79%	1,692,259.00	
	PUBLIC WORKS									
405	DEPARTMENT OF PUBLIC WORKS									
	Personal Services	-	-	307,804.00	307,804.00	313,874.00	313,874.00		307,804.00	
	Expenses	-	-	500.00	500.00	500.00	500.00		500.00	
	TOTAL 410	-	-	308,304.00	308,304.00	314,374.00	314,374.00		308,304.00	
410	ENGINEERING DEPARTMENT									
	Personal Services	241,419.26	250,520.00	255,482.00	213,761.00	260,544.00	260,669.00	-14.67%	(36,759.00)	
	Expenses	4,325.84	8,910.00	8,910.00	7,910.00	8,910.00	8,910.00	-11.22%	(1,000.00)	
	TOTAL 410	245,745.10	259,430.00	264,392.00	221,671.00	269,454.00	269,579.00	-14.55%	(37,759.00)	
421	HIGHWAY DEPARTMENT									
	Personal Services	1,646,500.11	1,602,154.00	1,614,449.00	1,530,910.00	1,600,768.00	1,612,862.00	-4.45%	(71,244.00)	
	Expenses	1,375,442.24	1,311,540.00	1,177,453.00	1,044,812.00	1,177,453.00	1,177,453.00	-20.34%	(266,728.00)	
	TOTAL 421	3,021,942.35	2,913,694.00	2,791,902.00	2,575,722.00	2,778,221.00	2,790,315.00	-11.60%	(337,972.00)	
427	STORMWATER MANAGEMENT									
	Personal Services	-	-	-	-	-	-		-	
	Expenses	44,396.34	37,500.00	-	-	-	-	-100.00%	(37,500.00)	
	TOTAL 427	44,396.34	37,500.00	-	-	-	-	-100.00%	(37,500.00)	
432	RECYCLING									
	Personal Services	-	-	-	-	-	-		-	
	Expenses	639,813.77	718,104.00	728,812.00	723,812.00	735,715.00	773,314.00	0.79%	5,708.00	
	TOTAL 432	639,813.77	718,104.00	728,812.00	723,812.00	735,715.00	773,314.00	0.79%	5,708.00	
433	SOLID WASTE									
	Personal Services	-	-	-	-	-	-		-	
	Expenses	1,195,439.87	1,256,500.00	1,271,405.00	1,271,405.00	1,354,852.00	1,427,103.00	1.19%	14,905.00	
	TOTAL 433	1,195,439.87	1,256,500.00	1,271,405.00	1,271,405.00	1,354,852.00	1,427,103.00	1.19%	14,905.00	
442	WASTEWATER TREATMENT MANAGEMENT									
	Personal Services	-	-	-	-	-	-		-	
	Expenses	224,826.66	239,215.00	245,148.00	238,648.00	255,003.00	260,256.00	-0.24%	(567.00)	
	TOTAL 442	224,826.66	239,215.00	245,148.00	238,648.00	255,003.00	260,256.00	-0.24%	(567.00)	
491	CEMETERY DEPARTMENT									
	Personal Services	89,628.72	94,980.00	97,407.00	95,407.00	98,494.00	99,613.00	0.45%	427.00	
	Expenses	17,820.00	37,300.00	45,523.00	38,183.00	44,611.00	45,058.00	2.37%	883.00	
	TOTAL 491	107,448.72	132,280.00	142,930.00	133,590.00	143,105.00	144,671.00	0.99%	1,310.00	
	TOTAL PUBLIC WORKS	5,479,612.81	5,556,723.00	5,752,893.00	5,473,152.00	5,850,724.00	5,979,612.00	-1.50%	(83,571.00)	
		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	

		HEALTH & HUMAN SERVICES								
510		BOARD OF HEALTH								
		Personal Services	440,758.04	453,054.00	471,648.00	421,404.00	481,664.00	484,505.00	-6.99%	(31,650.00)
		Expenses	25,974.35	31,630.00	43,880.00	27,180.00	44,050.00	44,050.00	-14.07%	(4,450.00)
		TOTAL 510	466,732.39	484,684.00	515,528.00	448,584.00	525,714.00	528,555.00	-7.45%	(36,100.00)
541		COUNCIL ON AGING								
		Personal Services	412,657.17	434,566.00	447,588.00	447,588.00	456,621.00	461,532.00	3.00%	13,022.00
		Expenses	92,305.91	112,853.00	126,200.00	101,000.00	141,400.00	151,100.00	-10.50%	(11,853.00)
		TOTAL 541	504,963.08	547,419.00	573,788.00	548,588.00	598,021.00	612,632.00	0.21%	1,169.00
543		VETERANS SERVICES								
		Personal Services	70,881.11	74,355.00	75,838.00	75,838.00	77,374.00	77,631.00	1.99%	1,483.00
		Expenses	52,085.06	76,200.00	73,200.00	81,900.00	73,200.00	73,200.00	7.48%	5,700.00
		TOTAL 543	122,966.17	150,555.00	149,038.00	157,738.00	150,574.00	150,831.00	4.77%	7,183.00
		TOTAL HEALTH & HUMAN SVCS	1,094,661.64	1,182,658.00	1,238,354.00	1,154,910.00	1,274,309.00	1,292,018.00	-2.35%	(27,748.00)
		CULTURE & RECREATION								
610		LIBRARY								
		Personal Services	1,281,113.90	1,352,552.00	1,391,921.00	1,391,921.00	1,435,172.00	1,473,409.00	2.91%	39,369.00
		Expenses	350,647.61	358,786.00	359,419.00	353,050.00	359,419.00	348,250.00	-1.60%	(5,736.00)
		TOTAL 610	1,631,761.51	1,711,338.00	1,751,340.00	1,744,971.00	1,794,591.00	1,821,659.00	1.97%	33,633.00
650		PARKS								
		Personal Services	198,784.52	224,024.00	266,186.00	243,019.00	268,285.00	271,842.00	8.48%	18,995.00
		Expenses	49,260.22	53,490.00	57,931.00	44,581.00	60,216.00	61,741.00	-16.66%	(8,909.00)
		TOTAL 650	248,044.74	277,514.00	324,117.00	287,600.00	328,501.00	333,583.00	3.63%	10,086.00
660		LAND MANAGEMENT								
		Personal Services	-	-	-	-	-	-		-
		Expenses	41,900.77	40,500.00	52,900.00	42,200.00	64,100.00	64,100.00	4.20%	1,700.00
		TOTAL 660	41,900.77	40,500.00	52,900.00	42,200.00	64,100.00	64,100.00	4.20%	1,700.00
670		HISTORICAL COMMISSION								
		Personal Services								-
		Expenses	16,041.02	16,650.00	18,200.00	11,800.00	18,200.00	18,200.00	-29.13%	(4,850.00)
		TOTAL 670	16,041.02	16,650.00	18,200.00	11,800.00	18,200.00	18,200.00	-29.13%	(4,850.00)
		TOTAL CULTURE & RECREATION	1,937,748.04	2,046,002.00	2,146,557.00	2,086,571.00	2,205,392.00	2,237,542.00	1.98%	40,569.00
			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
		DEBT SERVICE								
710		DEBT SERVICE								
		Principal & Interest	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)
		TOTAL 710	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)
		TOTALS FOR DEBT SERVICE	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)
			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
		UNCLASSIFIED								
940		OTHERWISE UNCLASSIFIED								
		Expenses	(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%	(446,416.00)
		TOTAL 940	(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%	(446,416.00)
945		EMPLOYEE BENEFITS & MISCELLANEOUS								
		Expenses	16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%	1,274,678.00
		TOTAL 945	16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%	1,274,678.00
990		TRANSFERS TO/FROM OTHER TRUSTS								
		Transfers	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00
		TOTAL 990	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00
		TOTAL UNCLASSIFIED	16,829,926.42	17,695,026.00	19,608,915.00	18,731,219.00	20,190,210.00	21,967,092.00	5.86%	1,036,193.00
		Reserve Fund Transfers to Capital								
		TOTAL GENERAL FUND	104,783,958.80	109,822,941.00	113,259,703.00	111,386,796.00	116,332,493.00	120,889,478.00	1.42%	1,563,855.00
			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
240		COMMUNITY PRESERVATION FUND								
		Personal Services	4,731.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
		Expenses	4,439.04	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
		Principal & Interest	1,002,179.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%	(30,116.00)
		TOTAL COMMUNITY PRESERVATION FUND	1,011,349.04	837,443.00	807,327.00	807,327.00	805,406.00	793,363.00	-3.60%	(30,116.00)
		TOTAL COMMUNITY PRESERVATION FUND	1,011,349.04	837,443.00	807,327.00	807,327.00	805,406.00	793,363.00	-3.60%	(30,116.00)
		WATER ENTERPRISE FUND								
600		WATER ENTERPRISE								
		Personal Services	1,160,836.63	1,284,233.00	1,219,621.00	1,219,621.00	1,258,121.00	1,271,505.00	-5.03%	(64,612.00)
		Expenses	1,508,258.87	1,598,830.00	1,645,510.00	1,682,720.00	1,692,720.00	1,692,720.00	5.25%	83,890.00
		Reserve Fund	-	230,000.00	250,000.00	250,000.00	250,000.00	250,000.00	8.70%	20,000.00
		Principal & Interest	996,163.34	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%	188,515.00
		TOTAL WATER ENTERPRISE	3,665,258.84	4,439,549.00	4,630,132.00	4,667,342.00	4,878,592.00	5,064,320.00	5.13%	227,793.00
		TOTAL WATER ENTERPRISE FUND	3,665,258.84	4,439,549.00	4,630,132.00	4,667,342.00	4,878,592.00	5,064,320.00	5.13%	227,793.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
122 SELECTMEN				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01122200	524090	01122200-524090	CONTRACTUAL CLERICAL SERVICES	4,625.00	5,550.00	5,550.00	5,365.00	5,500.00	5,500.00	-3.33%
01122200	534030	01122200-534030	ADVERTISING-LEGAL	264.20	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%
01122200	570000	01122200-570000	OTHER CHARGES AND EXPENSES	3,750.00	500.00	500.00	500.00	500.00	500.00	0.00%
01122200	573010	01122200-573010	DUES & MEMBERSHIPS	5,790.00	5,000.00	5,641.00	5,641.00	5,783.00	5,928.00	12.82%
01122200	573020	01122200-573020	NMCOG MEMBERSHIP	6,772.71	6,943.00	7,117.00	7,117.00	7,295.00	7,478.00	2.51%
01122200	578020	01122200-578020	COMMUNITY INITIATIVES	238.12	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
01122800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				21,440.03	21,993.00	22,808.00	22,123.00	23,078.00	23,406.00	0.59%
DEPARTMENT TOTAL				21,440.03	21,993.00	22,808.00	22,123.00	23,078.00	23,406.00	0.59%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
123 TOWN MANAGER				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01123100	511010	01123100-511010	TOWN MANAGER	192,006.92	201,723.00	205,757.00	205,757.00	209,872.00	209,872.00	2.00%
01123100	511030	01123100-511030	ASSISTANT TOWN MANAGER	115,972.49	124,236.00	126,721.00	126,721.00	129,256.00	129,256.00	2.00%
01123100	511510	01123100-511510	RECORDS SUPERVISOR	22,604.14	9,274.00					-100.00%
01123100	511525	01123100-511525	PROJECT/PROCUREMENT SPECIALIST	61,610.59	77,559.00	69,384.00	69,384.00	70,772.00	70,772.00	-10.54%
01123100	511530	01123100-511530	SECRETARY (VACATION/SICK COVERAGE)	10,562.26	14,158.00	14,440.00	14,440.00	14,730.00	14,730.00	1.99%
01123100	511590	01123100-511590	VACATION COVERAGE	2,500.00	1,500.00	2,250.00	2,250.00	2,250.00	2,250.00	50.00%
01123100	515050	01123100-515050	LONGEVITY	850.00	850.00	1,450.00	1,450.00	1,450.00	1,450.00	70.59%
01123100	517160	01123100-517160	LIFE INSURANCE / LONG TERM DISABILITY	2,980.68	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%
CATEGORY TOTAL				409,087.08	432,500.00	423,202.00	423,202.00	431,530.00	431,530.00	-2.15%
EXPENSES										
01123200	530500	01123200-530500	MANAGEMENT PERFORMANCE TRAINING	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
01123200	530920	01123200-530920	CONTRACTED SERVICES	4,857.60	500.00	500.00	500.00	500.00	500.00	0.00%
01123200	534030	01123200-534030	ADVERTISING-LEGAL	198.74	800.00	800.00	800.00	800.00	800.00	0.00%
01123200	542010	01123200-542010	OFFICE SUPPLIES	999.87	700.00	700.00	700.00	700.00	700.00	0.00%
01123200	542040	01123200-542040	FORMS/PRINTING	3,905.67	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
01123200	555015	01123200-555015	BOOKS & SUBSCRIPTIONS	1,186.54	850.00	850.00	850.00	850.00	850.00	0.00%
01123200	571010	01123200-571010	TRAVEL - MILEAGE	1,214.50	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
01123200	571100	01123200-571100	MEETINGS & CONFERENCES	3,570.75	4,180.00	3,680.00	3,680.00	3,800.00	3,800.00	-11.96%
01123200	573010	01123200-573010	DUES AND MEMBERSHIPS	2,850.69	2,655.00	2,975.00	2,975.00	2,975.00	2,975.00	12.05%
01123800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				18,784.36	19,885.00	19,705.00	19,705.00	19,825.00	19,825.00	-0.91%
DEPARTMENT TOTAL				427,871.44	452,385.00	442,907.00	442,907.00	451,355.00	451,355.00	-2.10%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
131 FINANCE COMMITTEE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01131200	534040	01131200-534040	PRINTING/POSTAGE SERVICES	6,077.15	6,000.00	6,200.00	6,200.00	6,200.00	6,200.00	3.33%
01131200	538090	01131200-538090	OTHER PURCHASED SERVICES	1,850.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%
01131200	571100	01131200-571100	MEETINGS & CONFERENCES	-	165.00	165.00	165.00	165.00	165.00	0.00%
01131200	573010	01131200-573010	DUES & MEMBERSHIPS	280.00	280.00	280.00	280.00	280.00	280.00	0.00%
01131800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				8,207.15	8,665.00	8,865.00	8,865.00	8,865.00	8,865.00	2.31%
DEPARTMENT TOTAL				8,207.15	143,373.00	158,865.00	158,865.00	158,865.00	158,865.00	10.81%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
132 FINANCE DEPARTMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01132100	511020	01132100-511020	FINANCE DIRECTOR	116,235.60	126,000.00	128,520.00	128,520.00	131,091.00	131,091.00	2.00%
01132100	511510	01132100-511510	ADMINISTRATIVE ANALYST	16,454.89	17,853.00	18,558.00	18,558.00	19,656.00	19,656.00	3.95%
01132100	515050	01132100-515050	LONGEVITY	850.00	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	0.00%
CATEGORY TOTAL				133,540.49	145,145.00	148,370.00	148,370.00	152,039.00	152,039.00	2.22%
EXPENSES										
01132200	542010	01132200-542010	OFFICE SUPPLIES	406.42	200.00	200.00	200.00	200.00	200.00	0.00%
01132200	571010	01132200-571010	TRAVEL - MILEAGE	46.62	100.00	100.00	100.00	100.00	100.00	0.00%
01132200	571100	01132200-571100	MEETINGS & CONFERENCES	274.53	1,280.00	460.00	460.00	880.00	1,280.00	-64.06%
01132200	573010	01132200-573010	DUES & MEMBERSHIPS	110.00	135.00	135.00	135.00	135.00	135.00	0.00%
01132800	570000	01132800-570000	ENCUMBRANCES	27.96						-
CATEGORY TOTAL				865.53	1,715.00	895.00	895.00	1,315.00	1,715.00	-47.81%
DEPARTMENT TOTAL				134,406.02	146,860.00	149,265.00	149,265.00	153,354.00	153,754.00	1.64%

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
135 TOWN ACCOUNTANT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01135100	511020	01135100-511020	TOWN ACCOUNTANT	95,445.90	98,513.00	100,573.00	100,573.00	102,675.00	102,675.00	2.09%
01135100	511030	01135100-511030	ASST. TOWN ACCOUNTANT / FINANCE & BU	55,952.69	76,159.00	77,385.00	77,385.00	78,933.00	78,933.00	1.61%
01135100	511508	01135100-511508	PAYROLL ADMINISTRATOR	69,587.34	73,500.00	74,684.00	74,684.00	76,177.00	76,177.00	1.61%
01135100	511510	01135100-511510	ADMINISTRATIVE ANALYST	24,682.35	26,274.00	27,837.00	27,837.00	29,484.00	29,484.00	5.95%
01135100	513120	01135100-513120	OVERTIME	1,514.21	2,700.00	2,781.00	2,600.00	2,781.00	2,864.00	-3.70%
01135100	515050	01135100-515050	LONGEVITY	1,700.00	1,988.00	1,988.00	1,988.00	2,488.00	2,488.00	0.00%
CATEGORY TOTAL				248,882.49	279,134.00	285,248.00	285,067.00	292,538.00	292,621.00	2.13%
EXPENSES										
01135200	530200	01135200-530200	ACCOUNTING & AUDITING SERVICES	35,600.00	37,500.00	37,750.00	37,750.00	38,750.00	40,000.00	0.67%
01135200	542010	01135200-542010	OFFICE SUPPLIES	888.89	1,000.00	1,000.00	1,000.00	1,050.00	1,100.00	0.00%
01135200	542040	01135200-542040	FORMS/PRINTING	1,271.25	1,300.00	1,350.00	1,350.00	1,400.00	1,450.00	3.85%
01135200	571100	01135200-571100	MEETINGS & CONFERENCES	2,798.83	4,000.00	3,850.00	3,850.00	3,900.00	4,000.00	-3.75%
01135200	573010	01135200-573010	DUES AND MEMBERSHIPS	125.00	460.00	125.00	125.00	125.00	725.00	-72.83%
01135800	570000		ENCUMBRANCES							
CATEGORY TOTAL				40,683.97	44,260.00	44,075.00	44,075.00	45,225.00	47,275.00	-0.42%
DEPARTMENT TOTAL				289,566.46	323,394.00	329,323.00	329,142.00	337,763.00	339,896.00	1.78%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
141 ASSESSORS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01141100	511020	01141100-511020	PRINCIPAL ASSESSOR	104,735.81	108,433.00	110,602.00	110,602.00	112,814.00	112,814.00	2.00%
01141100	511390	01141100-511390	ADMINISTRATIVE ASSESSOR	74,044.88	74,045.00	73,684.00	73,684.00	76,537.00	76,637.00	-0.49%
01141100	511510	01141100-511510	RECORDS SUPERVISOR	52,435.77	57,300.00	60,448.00	60,448.00	61,662.00	61,662.00	5.49%
01141100	511550	01141100-511550	SENIOR ASSISTANT	34,897.56	46,944.00	49,564.00	49,564.00	52,481.00	52,481.00	5.58%
01141100	515050	01141100-515050	LONGEVITY	2,800.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	0.00%
CATEGORY TOTAL				268,914.02	289,422.00	296,998.00	296,998.00	306,194.00	306,294.00	2.62%
EXPENSES										
01141200	524090	01141200-524090	CONTRACTED SERVICES	15,000.00	83,500.00	37,000.00	37,000.00	37,000.00	37,000.00	-55.69%
01141200	542010	01141200-542010	OFFICE SUPPLIES	939.61	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
01141200	571010	01141200-571010	TRAVEL - MILEAGE	4,922.78	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
01141200	571100	01141200-571100	MEETINGS & CONFERENCES	160.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
01141200	573010	01141200-573010	DUES & MEMBERSHIPS	1,645.46	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
01141800	570000		ENCUMBRANCES							
CATEGORY TOTAL				22,667.85	92,400.00	45,900.00	45,900.00	45,900.00	45,900.00	-50.32%
DEPARTMENT TOTAL				291,581.87	381,822.00	342,898.00	342,898.00	352,094.00	352,194.00	-10.19%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
145 TREASURER/COLLECTOR				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01145100	511020	01145100-511020	TREASURER/COLLECTOR	102,299.09	108,707.00	110,882.00	110,882.00	113,099.00	113,099.00	2.00%
01145100	511030	01145100-511030	ASSISTANT TREASURER & ASST COLLECTOR	131,150.71	134,785.00	138,724.00	138,724.00	143,034.00	144,312.00	2.92%
01145100	511550	01145100-511550	SENIOR ASSISTANT	10,869.22	14,628.00	15,354.00	15,354.00	16,273.00	16,891.00	4.96%
01145100	511590	01145100-511590	ADDITIONAL COVERAGE	1,027.75	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
01145100	513120	01145100-513120	OVERTIME	-	150.00	150.00	150.00	150.00	150.00	0.00%
01145100	515050	01145100-515050	LONGEVITY	4,300.00	2,300.00	3,300.00	3,300.00	3,300.00	3,300.00	43.48%
CATEGORY TOTAL				249,646.77	261,570.00	269,410.00	269,410.00	276,856.00	278,752.00	3.00%
EXPENSES										
01145200	530130	01145200-530130	LEGAL SERVICES - TAX TITLE	11,834.06	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
01145200	530920	01145200-530920	CONTRACTED SERVICES	3,378.00	3,800.00	4,000.00	4,000.00	4,000.00	4,000.00	5.26%
01145200	534010	01145200-534010	POSTAGE	20,995.90	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%
01145200	534040	01145200-534040	PRINTING SERVICES	4,983.80	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
01145200	542010	01145200-542010	OFFICE SUPPLIES	1,192.98	1,200.00	1,250.00	1,250.00	1,200.00	1,200.00	4.17%
01145200	571010	01145200-571010	TRAVEL - MILEAGE	-	125.00	75.00	75.00	75.00	75.00	-40.00%
01145200	571100	01145200-571100	MEETINGS & CONFERENCES	-	500.00	350.00	350.00	400.00	400.00	-30.00%
01145200	573010	01145200-573010	DUES AND MEMBERSHIPS	100.00	180.00	100.00	100.00	180.00	180.00	-44.44%
01145200	574120	01145200-574120	PUBLIC EMPLOYEE BOND	1,200.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
01141800	570000		ENCUMBRANCES							
CATEGORY TOTAL				43,684.74	45,305.00	45,275.00	45,275.00	45,355.00	45,355.00	-0.07%
DEPARTMENT TOTAL				293,331.51	306,875.00	314,685.00	314,685.00	322,211.00	324,107.00	2.55%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
151 LEGAL SERVICES				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01151200	530110	01151200-530110	LEGAL SERVICES - TOWN COUNSEL	126,789.07	160,000.00	160,000.00	140,000.00	140,000.00	140,000.00	-12.50%
01151200	530120	01151200-530120	LEGAL SERVICES - LABOR COUNSEL	19,956.55	30,000.00	30,000.00	20,000.00	20,000.00	20,000.00	-33.33%
01151200	530130	01151200-530130	LEGAL SERVICES - SPECIAL COUNSEL	-						
01151800	570000		ENCUMBRANCES	2,180.00						
CATEGORY TOTAL				148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%
DEPARTMENT TOTAL				148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
152 HUMAN RESOURCES			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01152100	511020	01152100-511020	HUMAN RESOURCES DIRECTOR	109,025.30	112,874.00	115,132.00	115,132.00	117,435.00	117,435.00	2.00%	2,258.00
01152100	511070	01152100-511070	BENEFITS COORDINATOR	64,525.78	67,317.00	68,396.00	68,396.00	69,766.00	69,766.00	1.60%	1,079.00
01152100	511520	01152100-511520	ADMINISTRATIVE ASSISTANT	42,809.02	44,658.00	45,375.00	45,375.00	46,289.00	46,289.00	1.61%	717.00
01152100	515050	01152100-515050	LONGEVITY	2,437.00	2,687.00	3,267.00	3,267.00	3,267.00	3,267.00	21.59%	580.00
CATEGORY TOTAL			218,797.10	227,536.00	232,170.00	232,170.00	236,757.00	236,757.00	2.04%	4,634.00	
EXPENSES											
01152200	517020	01152200-517020	PRE-EMPLOY MEDICAL EXAM	6,046.90	5,300.00	6,000.00	6,000.00	6,000.00	6,000.00	13.21%	700.00
01152200	524090	01152200-524090	OTHER CONTRACTED SERVICES	1,000.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
01152200	534035	01152200-534035	LEGAL ADVERTISING	3,305.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01152200	542010	01152200-542010	OFFICE SUPPLIES	1,333.98	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
01152200	550030	01152200-550030	MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01152200	557010	01152200-557010	PROGRAMS & ACTIVITIES	2,902.92	2,800.00	3,000.00	3,000.00	3,000.00	3,000.00	7.14%	200.00
01152200	570000	01152200-570000	PROFESSIONAL DEVELOPMENT	2,114.62	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01152200	571100	01152200-571100	MEETINGS & CONFERENCES	-	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
01152200	573010	01152200-573010	DUES & MEMBERSHIPS	1,284.00	1,245.00	1,284.00	1,284.00	1,284.00	1,284.00	3.13%	39.00
01152800	570000		ENCUMBRANCES	549.09							-
CATEGORY TOTAL			18,536.51	21,145.00	22,384.00	22,384.00	22,384.00	22,384.00	5.86%	1,239.00	
01152600	519010	01152600-519010	COMPENSATION RESERVE	13,647.12	500,000.00	400,000.00	350,000.00	600,000.00	1,000,000.00	-20.00%	(100,000.00)
01152600	519010		TRANSFERS OUT		(275,490.00)					-100.00%	275,490.00
DEPARTMENT TOTAL			250,980.73	473,191.00	654,554.00	604,554.00	859,141.00	1,259,141.00	38.33%	181,363.00	
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
155 TECHNOLOGY			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01155100	511020	01155100-511020	TECHNOLOGY DIRECTOR	117,835.20	122,997.00	125,457.00	125,457.00	127,966.00	127,966.00	2.00%	2,460.00
01155100	511040	01155100-511040	GIS COORDINATOR	78,235.04	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
01155100	511540	01155100-511540	IT TECHNICIAN	78,235.03	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
01155100	511545	01155100-511545	APPLICATIONS MANAGER	87,626.24	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
01155100	511580	01155100-511580	OPERATIONS ADMINISTRATOR	69,587.23	72,578.00	73,747.00	73,747.00	75,222.00	75,222.00	1.61%	1,169.00
01155100	515050	01155100-515050	LONGEVITY	2,050.00	2,650.00	3,150.00	3,150.00	4,000.00	4,000.00	18.87%	500.00
CATEGORY TOTAL			433,568.74	450,864.00	460,045.00	460,045.00	470,033.00	470,033.00	2.04%	9,181.00	
EXPENSES											
01155200	521010	01155200-521010	ELECTRICITY	6,157.82	8,000.00	7,000.00	7,000.00	7,140.00	7,283.00	-12.50%	(1,000.00)
01155200	521020	01155200-521020	NATURAL GAS	647.63	1,000.00	1,000.00	1,000.00	1,020.00	1,041.00	0.00%	-
01155200	523010	01155200-523010	WATER	443.87	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
01155200	524010	01155200-524010	BUILDING MAINTENANCE	2,566.78	3,000.00	5,000.00	3,000.00	5,100.00	5,202.00	0.00%	-
01155200	527050	01155200-527050	COPIER MACHINE LEASE	2,052.36	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
01155200	530400	01155200-530400	NETWORK SUPPORT	4,504.00	28,200.00	34,000.00	34,000.00	34,780.00	35,576.00	20.57%	5,800.00
01155200	530430	01155200-530430	DATA COMMUNICATIONS SERVICE	6,252.44	8,270.00	6,750.00	6,750.00	6,885.00	7,861.00	-18.38%	(1,520.00)
01155200	530460	01155200-530460	PRINTER SUPPORT	7,387.35	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
01155200	530470	01155200-530470	WORKSTATION SUPPORT	42,263.00	22,500.00	22,910.00	22,910.00	25,000.00	25,000.00	1.82%	410.00
01155200	530490	01155200-530490	SERVER SUPPORT	83,732.14	72,000.00	58,940.00	58,940.00	61,618.00	62,438.00	-18.14%	(13,060.00)
01155200	530500	01155200-530500	TRAINING & DEVELOPMENT	2,171.00	3,000.00	2,828.00	2,828.00	3,181.00	3,234.00	-5.73%	(172.00)
01155200	530850	01155200-530850	MUNIS SOFTWARE SUPPORT	60,300.71	65,363.00	64,000.00	64,000.00	65,280.00	66,586.00	-2.09%	(1,363.00)
01155200	530920	01155200-530920	CONTRACTED SERVICES	204,975.78	195,620.00	242,700.00	232,700.00	246,130.00	250,629.00	18.96%	37,080.00
01155200	530950	01155200-530950	CONSULTING SERVICES	-	5,400.00	7,452.00	7,452.00	5,454.00	5,452.00	38.00%	2,052.00
01155200	534020	01155200-534020	TELEPHONE	31,125.33	40,100.00	41,500.00	41,500.00	36,930.00	33,369.00	3.49%	1,400.00
01155200	534025	01155200-534025	CELLULAR PHONES / MOBILE DATA	70,006.74	68,800.00	74,950.00	74,950.00	76,449.00	77,978.00	8.94%	6,150.00
01155200	542010	01155200-542010	OFFICE SUPPLIES	31,590.73	39,900.00	38,000.00	38,000.00	38,760.00	39,535.00	-4.76%	(1,900.00)
01155200	542052	01155200-542052	NETWORK HARDWARE	627.01	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
01155200	542053	01155200-542053	SERVER HARDWARE	953.28	2,200.00	4,000.00	4,000.00	4,080.00	4,162.00	81.82%	1,800.00
01155200	542054	01155200-542054	WORKSTATION HARDWARE	6,553.13	2,200.00	3,000.00	3,000.00	3,060.00	3,121.00	36.36%	800.00
01155200	542100	01155200-542100	TOWN COMPUTERS		15,000.00					-100.00%	(15,000.00)
01155200	542105	01155200-542105	SCHOOL COMPUTERS		102,000.00					-100.00%	(102,000.00)
01155200	571010	01155200-571010	MILEAGE	2,275.63	2,200.00	2,640.00	2,640.00	2,693.00	2,747.00	20.00%	440.00
01155200	571100	01155200-571100	MEETINGS & CONFERENCES	100.00	200.00	100.00	100.00	102.00	104.00	-50.00%	(100.00)
01155200	579020	01155200-579020	BILL OF PRIOR YEAR	-							-
01155800	570000		ENCUMBRANCES	3,840.19							-
CATEGORY TOTAL			570,526.92	689,153.00	621,770.00	609,770.00	628,762.00	636,520.00	-11.52%	(79,383.00)	
DEPARTMENT TOTAL			1,004,095.66	1,140,017.00	1,081,815.00	1,069,815.00	1,098,795.00	1,106,553.00	-6.16%	(70,202.00)	

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
161 TOWN CLERK											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
PERSONAL SERVICES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01161100	511020	01161100-511020	TOWN CLERK	84,894.66	87,892.00	89,650.00	89,650.00	91,443.00	91,443.00	2.00%	1,758.00
01161100	511030	01161100-511030	ASST TOWN CLERK	66,722.25	72,165.00	75,159.00	75,159.00	79,734.00	79,734.00	4.15%	2,994.00
01161100	511510	01161100-511510	RECORDS SUPERVISOR	30,736.11	51,461.00	47,794.00	47,794.00	50,641.00	52,604.00	-7.13%	(3,667.00)
01161100	511520	01161100-511520	ADMINISTRATIVE ASSISTANT	25,169.04	25,785.00	26,302.00	26,302.00	26,828.00	26,828.00	2.01%	517.00
01161100	512010	01161100-512010	ELECTION WORKERS	21,476.50	22,439.00	33,550.00	33,550.00	13,402.00	30,534.00	49.52%	11,111.00
01161100	512015	01161100-512015	REGISTRARS	5,314.62	3,099.00	4,181.00	4,181.00	2,725.00	3,703.00	34.91%	1,082.00
01161100	515050	01161100-515050	LONGEVITY	3,958.00	4,708.00	3,108.00	3,108.00	3,108.00	3,228.00	-33.98%	(1,600.00)
CATEGORY TOTAL				238,271.18	267,549.00	279,744.00	279,744.00	267,881.00	288,074.00	4.56%	12,195.00
EXPENSES											
01161200	534010	01161200-534010	POSTAGE	3,494.23	4,000.00	5,000.00	4,000.00	5,000.00	5,000.00	0.00%	-
01161200	534030	01161200-534030	ADVERTISING-LEGAL	460.56	600.00	600.00	600.00	600.00	600.00	0.00%	-
01161200	534040	01161200-534040	PRINTING SERVICES	5,769.06	4,700.00	5,000.00	5,000.00	5,000.00	5,000.00	6.38%	300.00
01161200	538040	01161200-538040	RECORDS PRESERVATION	181.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
01161200	542010	01161200-542010	OFFICE SUPPLIES	517.00	600.00	600.00	500.00	600.00	600.00	-16.67%	(100.00)
01161200	542012	01161200-542012	ELECTION RELATED SUPPLIES & SERVICES	9,095.30	8,725.00	10,250.00	10,250.00	7,900.00	7,900.00	17.48%	1,525.00
01161200	571010	01161200-571010	TRAVEL - MILEAGE	969.50	700.00	1,100.00	1,000.00	900.00	1,000.00	42.86%	300.00
01161200	571100	01161200-571100	MEETINGS & CONFERENCES	465.00	1,650.00	1,130.00	1,130.00	1,750.00	1,750.00	-31.52%	(520.00)
01161200	573010	01161200-573010	DUES & MEMBERSHIPS	425.50	505.00	579.00	500.00	579.00	579.00	-0.99%	(5.00)
01161800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				21,377.15	21,680.00	24,459.00	23,180.00	22,529.00	22,629.00	6.92%	1,500.00
DEPARTMENT TOTAL				259,648.33	289,229.00	304,203.00	302,924.00	290,410.00	310,703.00	4.74%	13,695.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
170 PERMITTING OFFICE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01170100	511020	01170100-511020	ASSISTANT PLANNER	42,026.61	68,811.00	71,943.00	71,943.00	75,216.00	77,098.00	4.55%	3,132.00
01170100	511050	01170100-511050	DIRECTOR LAND USE MANAGEMENT	108,706.50	113,544.00	115,815.00	115,815.00	118,132.00	118,132.00	2.00%	2,271.00
01170100	511560	01170100-511560	PERMITTING PROGRAM ASST	66,009.66	69,855.00	73,747.00	73,747.00	75,222.00	75,222.00	5.57%	3,892.00
01170100	511590	01170100-511590	OTHER SUPPORT STAFF	877.50	7,875.00	7,875.00	3,000.00	7,875.00	7,875.00	-61.90%	(4,875.00)
01170100	513120	01170100-513120	SCHEDULED OVERTIME	152.86							-
01170100	515050	01170100-515050	LONGEVITY	600.00	600.00	1,200.00	1,200.00	1,200.00	1,450.00	100.00%	600.00
CATEGORY TOTAL				218,373.13	260,685.00	270,580.00	265,705.00	277,645.00	279,777.00	1.93%	5,020.00
EXPENSES											
01170200	530920	01170200-530920	CONTRACTED SERVICES	30,038.00	36,913.00	38,404.00	38,404.00	39,172.00	39,955.00	4.04%	1,491.00
01170200	542010	01170200-542010	OFFICE SUPPLIES	3,341.39	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
01170200	571010	01170200-571010	TRAVEL-MILEAGE	1,200.00	1,200.00	1,350.00	1,350.00	1,350.00	1,350.00	12.50%	150.00
01170200	571100	01170200-571100	MEETINGS & CONFERENCES	75.00	600.00	600.00	600.00	600.00	600.00	0.00%	-
01170200	573010	01170200-573010	DUES AND MEMBERSHIPS	826.00	1,175.00	995.00	995.00	1,275.00	995.00	-15.32%	(180.00)
01170200	579020	01170200-579020	BILL OF PRIOR YEAR	-							-
01170800	570000		ENCUMBRANCES	3,076.00							-
CATEGORY TOTAL				38,556.39	43,088.00	44,549.00	44,549.00	45,597.00	46,100.00	3.39%	1,461.00
DEPARTMENT TOTAL				256,929.52	303,773.00	315,129.00	310,254.00	323,242.00	325,877.00	2.13%	6,481.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
171 CONSERVATION COMMISSION				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01171100	511020	01171100-511020	CONSERVATION RESOURCE PLANNER	87,626.19	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
01171100	515050	01171100-515050	LONGEVITY		600.00	600.00	600.00	600.00	600.00	0.00%	-
CATEGORY TOTAL				87,626.19	91,293.00	93,107.00	93,107.00	94,957.00	94,957.00	1.99%	1,814.00
EXPENSES											
01171200	524090	01171200-524090	CONTRACTED CLERICAL SERVICES	3,885.00	4,440.00	4,440.00	4,440.00	4,400.00	4,400.00	0.00%	-
01171200	534030	01171200-534030	ADVERTISING - LEGAL	674.97	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
01171200	557090	01171200-557090	CONSERVATION SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
01171200	571010	01171200-571010	TRAVEL - MILEAGE	235.69	300.00	300.00	300.00	300.00	300.00	0.00%	-
01171200	571100	01171200-571100	MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
01171200	573010	01171200-573010	DUES AND MEMBERSHIPS	767.00	785.00	800.00	800.00	800.00	800.00	1.91%	15.00
01171800	570000		ENCUMBRANCES	370.00							-
CATEGORY TOTAL				5,932.66	6,325.00	6,640.00	6,640.00	6,600.00	6,600.00	4.98%	315.00
DEPARTMENT TOTAL				93,558.85	97,618.00	99,747.00	99,747.00	101,557.00	101,557.00	2.18%	2,129.00

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
175 PLANNING BOARD											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01175100	511020	01175100-511020	TOWN PLANNER	73,106.58	87,198.00	92,507.00	92,507.00	94,357.00	94,357.00	6.09%	5,309.00
01175100	511590	01175100-511590	OTHER SUPPORT STAFF	1,440.00							-
01175100	515050	01175100-515050	LONGEVITY	-					600.00		-
CATEGORY TOTAL				74,546.58	87,198.00	92,507.00	92,507.00	94,357.00	94,957.00	6.09%	5,309.00
EXPENSES											
01175200	524090	01175200-524090	CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
01175200	534030	01175200-534030	ADVERTISING - LEGAL	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01175200	534040	01175200-534040	PRINTING SERVICES	807.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	538010	01175200-538010	REGISTRY EXPENSES	150.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	555015	01175200-555015	BOOKS & SUBSCRIPTIONS	-	600.00	600.00	600.00	600.00	600.00	0.00%	-
01175200	570000	01175200-570000	PLANNING STUDIES	3,678.44	5,000.00	15,000.00	5,000.00	15,000.00	5,000.00	0.00%	-
01175200	571010	01175200-571010	TRAVEL-MILEAGE	19.13	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	571100	01175200-571100	MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	573010	01175200-573010	DUES & MEMBERSHIPS	-	320.00	320.00	320.00	320.00	320.00	0.00%	-
01175800	570000		ENCUMBRANCES	185.00							-
CATEGORY TOTAL				8,134.57	13,660.00	23,660.00	13,160.00	23,660.00	13,660.00	-3.66%	(500.00)
DEPARTMENT TOTAL				82,681.15	100,858.00	116,167.00	105,667.00	118,017.00	108,617.00	4.77%	4,809.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
176 ZONING BOARD OF APPEALS											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
EXPENSES											
01176200	524090	01176200-524090	CONTRACTUAL CLERICAL SERVICES	2,035.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
01176200	571100	01176200-571100	MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%	-
01176800	570000		ENCUMBRANCES	360.00							-
CATEGORY TOTAL				2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
DEPARTMENT TOTAL				2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
192 TOWN HALL											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01192100	511590	01192100-511590	ADDITIONAL COVERAGE	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01192100	511650	01192100-511650	CUSTODIANS	39,546.16	40,691.00	41,312.00	41,312.00	42,142.00	42,142.00	1.53%	621.00
01192100	513120	01192100-513120	OVERTIME	2,351.24	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%	500.00
01192100	515050	01192100-515050	LONGEVITY	1,100.00	1,100.00	1,600.00	1,600.00	1,600.00	1,600.00	45.45%	500.00
CATEGORY TOTAL				42,997.40	44,791.00	46,412.00	45,912.00	47,242.00	47,242.00	2.50%	1,121.00
EXPENSES											
01192200	517070	01192200-517070	CLOTHING ALLOWANCE	540.00	540.00	540.00	540.00	540.00	540.00	0.00%	-
01192200	521010	01192200-521010	ELECTRICITY	10,176.55	16,500.00	15,000.00	15,000.00	15,500.00	16,000.00	-9.09%	(1,500.00)
01192200	521030	01192200-521030	HEATING FUEL	7,613.69	7,000.00	8,000.00	8,000.00	8,500.00	9,000.00	14.29%	1,000.00
01192200	523010	01192200-523010	WATER	1,895.46	1,950.00	1,950.00	1,950.00	1,950.00	1,850.00	0.00%	-
01192200	524010	01192200-524010	BUILDING MAINTENANCE	7,212.99	8,000.00	8,000.00	5,000.00	8,000.00	8,000.00	-37.50%	(3,000.00)
01192200	524015	01192200-524015	GROUPS MAINTENANCE	322.98	3,000.00	500.00	250.00	500.00	500.00	-91.67%	(2,750.00)
01192200	524020	01192200-524020	VEHICLE MAINTENANCE	2,560.98	700.00	1,000.00	1,000.00	1,000.00	1,000.00	42.86%	300.00
01192200	524030	01192200-524030	EQUIPMENT MAINTENANCE	-							-
01192200	524040	01192200-524040	OFFICE EQUIPMENT MAINTENANCE	219.99	50.00	200.00	200.00	200.00	200.00	300.00%	150.00
01192200	524100	01192200-524100	BLDG MAINT SVCS - HVAC	7,959.87	3,000.00	8,000.00	5,000.00	8,000.00	8,000.00	66.67%	2,000.00
01192200	524103	01192200-524103	BLD MAINT SVCS - GENERATOR & ELECTRIC	1,265.88	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192200	524110	01192200-524110	BLDG MAINT SVCS - ELEVATOR	3,976.00	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%	(1,000.00)
01192200	524112	01192200-524112	BLD MAINT SVCS - FIRE/ALARM	1,028.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192200	527030	01192200-527030	POSTAGE METER RENTAL	2,061.81	2,400.00	2,000.00	2,000.00	2,000.00	2,000.00	-16.67%	(400.00)
01192200	534010	01192200-534010	POSTAGE	15,417.15	20,000.00	20,000.00	17,000.00	20,000.00	20,000.00	-15.00%	(3,000.00)
01192200	541010	01192200-541010	GASOLINE	498.19	800.00	750.00	600.00	750.00	750.00	-25.00%	(200.00)
01192200	542020	01192200-542020	COPIER SUPPLIES	3,667.64	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01192200	543010	01192200-543010	BULDING MAINTENANCE SUPPLIES	-	50.00	250.00	250.00	250.00	250.00	400.00%	200.00
01192200	543060	01192200-543060	CUSTODIAL/CLEANING SUPPLIES	2,562.84	1,800.00	2,000.00	1,800.00	2,000.00	2,000.00	0.00%	-
01192200	549080	01192200-549080	BOTTLED WATER	1,364.24	1,300.00	1,400.00	1,400.00	1,450.00	1,500.00	7.69%	100.00
01192200	570000	01192200-570000	OTHER CHARGES AND EXPENSES	61.03							-
01192800	570000		ENCUMBRANCES	7,223.44							-
CATEGORY TOTAL				77,629.23	77,090.00	78,590.00	68,990.00	79,640.00	80,590.00	-10.51%	(8,100.00)
DEPARTMENT TOTAL				120,626.63	121,881.00	125,002.00	114,902.00	126,882.00	127,832.00	-5.73%	(6,979.00)

Town of Westford Budget Worksheet										
199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01199100	511020	01199100-511020	FACILITIES DIRECTOR	3,963.31	28,893.00	29,392.00	29,392.00	29,980.00	1.73%	499.00
01199100	511500	01199100-511500	OFFICE MANAGER	-	15,834.00	14,669.00	14,669.00	15,146.00	-7.36%	(1,165.00)
01199100	511540	01199100-511540	PROJECT INSPECTOR - FACILITIES TECH	38,967.76	40,487.00	41,297.00	41,297.00	42,122.00	2.00%	810.00
01199100	511650	01199100-511650	CUSTODIAN	9,886.76	10,086.00	10,289.00	10,289.00	10,495.00	2.01%	203.00
01199100	513120	01199100-513120	OVERTIME	159.87	1,000.00	1,000.00	500.00	1,000.00	-50.00%	(500.00)
01199100	515050	01199100-515050	LONGEVITY	425.00	425.00	425.00	425.00	495.00	0.00%	-
CATEGORY TOTAL			53,402.70	96,725.00	97,072.00	96,572.00	99,238.00	99,692.00	-0.16%	(153.00)
EXPENSES										
01199200	517070	01199200-517070	UNIFORM ALLOWANCES	-	350.00	350.00	350.00	350.00	0.00%	-
01199200	521010	01199200-521010	ELECTRICITY	1,488.76	1,450.00	1,500.00	1,500.00	1,550.00	3.45%	50.00
01199200	521030	01199200-521030	HEATING FUEL	3,532.45	3,700.00	3,885.00	3,675.00	4,000.00	-0.68%	(25.00)
01199200	523010	01199200-523010	WATER	-	25.00	25.00	25.00	25.00	0.00%	-
01199200	NEW	01199200-NEW	STORMWATER UTILITY FEE			43,650.00	43,650.00	43,650.00		43,650.00
01199200	524010	01199200-524010	BUILDING MAINTENANCE	7,128.72	4,000.00	5,000.00	5,000.00	5,500.00	25.00%	1,000.00
01199200	524015	01199200-524015	GROUNDS MAINTENANCE	-	500.00	500.00	500.00	500.00	0.00%	-
01199200	524100	01199200-524100	BLDG MAINT SVCS - HVAC	-	2,100.00	5,000.00	5,000.00	5,000.00	138.10%	2,900.00
01199200	524102	01199200-524102	BLDG MAINT SVCS -PLUMBING	-	500.00	500.00	500.00	500.00	0.00%	-
01199200	524103	01199200-524103	BLDG MAINT SVCS -ELECTRICAL REPAIRS	603.04	500.00	500.00	500.00	500.00	0.00%	-
01199200	524107	01199200-524107	BLDG MAINT SVCS -PAINT	-	500.00	500.00	500.00	500.00	0.00%	-
01199200	524108	01199200-524108	BLDG MAINT SVCS -ROOF	870.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01199200	524115	01199200-524115	BLDG MAINT - SECURITY	268.06	1,000.00	1,000.00	500.00	1,000.00	-50.00%	(500.00)
01199200	530500	01199200-530500	TRAINING & DEVELOPMENT	-		150.00	150.00	150.00		150.00
01199200	530920	01199200-530920	CONTRACTED SERVICES	2,140.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01199200	571010	01199200-571010	TRAVEL - MILEAGE	-						-
01199800	570000		ENCUMBRANCES	119.80						-
CATEGORY TOTAL			16,150.83	18,625.00	66,560.00	65,850.00	67,225.00	67,925.00	253.56%	47,225.00
DEPARTMENT TOTAL			69,553.53	115,350.00	163,632.00	162,422.00	166,463.00	167,617.00	40.81%	47,072.00
Town of Westford Budget Worksheet Fiscal Year 2021										
210 POLICE DEPARTMENT			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01210100	511200	01210100-511200	POLICE CHIEF	156,417.32	161,319.00	163,915.00	163,915.00	167,193.00	1.61%	2,596.00
01210100	511210	01210100-511210	DEPUTY CHIEF	123,917.28	130,333.00	132,940.00	132,940.00	135,599.00	2.00%	2,607.00
01210100	511220	01210100-511220	CAPTAIN	207,850.73	222,006.00	280,373.00	280,373.00	285,972.00	26.29%	58,367.00
01210100	511230	01210100-511230	LIEUTENANTS	373,724.63	380,110.00	479,960.00	479,960.00	498,400.00	26.27%	99,850.00
01210100	511240	01210100-511240	SERGEANTS	636,163.05	742,964.00	770,238.00	770,238.00	805,336.00	3.67%	27,274.00
01210100	511250	01210100-511250	PATROLMEN	1,922,567.40	2,035,246.00	2,253,158.00	2,165,599.00	2,395,429.00	6.40%	130,353.00
01210100	511500	01210100-511500	OFFICE MANAGER	63,093.59	65,805.00	66,865.00	66,865.00	68,202.00	1.61%	1,060.00
01210100	511511	01210100-511511	RECORDS SUPERVISOR-OPERATIONAL	61,734.40	63,446.00	64,478.00	64,478.00	65,772.00	1.63%	1,032.00
01210100	511530	01210100-511530	ADMINISTRATIVE ASSISTANT	49,413.00	53,900.00	54,771.00	54,771.00	55,868.00	1.62%	871.00
01210100	511650	01210100-511650	MAINTENANCE WORKER II	51,714.02	54,203.00	55,082.00	55,082.00	56,189.00	1.62%	879.00
01210100	512100	01210100-512100	QUINN BILL	201,645.71	201,953.00	67,567.00	67,567.00	68,918.00	-66.54%	(134,386.00)
01210100	513120	01210100-513120	OVERTIME	358,459.76	408,700.00	396,219.00	396,219.00	400,000.00	-3.05%	(12,481.00)
01210100	513240	01210100-513240	COURT APPEARANCES	35,575.00	45,542.00	44,151.00	40,000.00	45,000.00	-12.17%	(5,542.00)
01210100	513250	01210100-513250	SPECIAL DETAILS	21,474.78	27,000.00	27,000.00	23,000.00	27,000.00	-14.81%	(4,000.00)
01210100	513260	01210100-513260	TRAINING WAGES	51,010.02	60,149.00	68,312.00	60,149.00	68,312.00	0.00%	-
01210100	514010	01210100-514010	SHIFT DIFFERENTIAL	52,864.53	46,500.00	52,000.00	52,000.00	52,000.00	11.83%	5,500.00
01210100	514080	01210100-514080	SPECIALTY STIPENDS	3,750.00	3,750.00	4,000.00	4,000.00	4,000.00	6.67%	250.00
01210100	514090	01210100-514090	STIPEND / ACCREDITATION	53,400.00	54,400.00	56,400.00	54,900.00	57,400.00	0.92%	500.00
01210100	515010	01210100-515010	HOLIDAY PAY	149,489.63	162,174.00	180,160.00	175,866.00	189,281.00	8.44%	13,692.00
01210100	515050	01210100-515050	LONGEVITY	41,823.56	44,200.00	45,450.00	45,450.00	47,150.00	2.83%	1,250.00
01210100	515060	01210100-515060	ON CALL	21,006.72	23,627.00	26,588.00	26,588.00	27,120.00	12.53%	2,961.00
01210100	517090	01210100-517090	RETIREMENT NOTICE INCENTIVE	2,860.00	4,160.00	4,720.00	4,720.00	-	13.46%	560.00
01210100	519020	01210100-519020	SICK TIME BUYBACK	3,165.40	5,700.00	5,700.00	5,700.00	5,700.00	0.00%	-
01210100	519023	01210100-519023	SICK TIME INCENTIVE	9,950.00	8,650.00	8,650.00	8,650.00	8,650.00	0.00%	-
01210100	519025	01210100-519025	COMP TIME BUYOUT	5,957.88	5,500.00	8,500.00	6,000.00	8,500.00	9.09%	500.00
CATEGORY TOTAL			4,659,028.41	5,011,337.00	5,317,197.00	5,205,030.00	5,542,991.00	5,611,871.00	3.87%	193,693.00
EXPENSES										
01210200	517020	01210200-517020	PSYCHE/MED TESTING	3,607.00	10,040.00	10,040.00	3,500.00	10,000.00	-65.14%	(6,540.00)
01210200	517070	01210200-517070	UNIFORM ALLOWANCES	57,509.13	58,940.00	61,340.00	61,340.00	62,540.00	4.07%	2,400.00
01210200	521010	01210200-521010	ELECTRICITY	45,438.59	49,000.00	64,253.00	49,000.00	64,300.00	0.00%	-
01210200	521020	01210200-521020	NATURAL GAS	21,801.06	21,708.00	21,708.00	22,000.00	21,700.00	1.35%	292.00
01210200	521030	01210200-521030	GENERATOR FUEL - DIESEL	942.16	452.00	1,000.00	1,000.00	1,000.00	121.24%	548.00
01210200	523010	01210200-523010	WATER	3,472.09	3,700.00	3,500.00	3,500.00	3,500.00	-5.41%	(200.00)
01210200	524010	01210200-524010	MAINTENANCE BLDG & GRD	44,831.03	50,000.00	50,000.00	40,000.00	52,000.00	-20.00%	(10,000.00)
01210200	524020	01210200-524020	VEHICLE MAINTENANCE	52,295.14	50,000.00	55,000.00	53,000.00	55,000.00	6.00%	3,000.00
01210200	524030	01210200-524030	EQUIPMENT MAINTENANCE	5,457.47	6,000.00	5,731.00	5,458.00	6,000.00	-9.03%	(542.00)
01210200	524060	01210200-524060	COMMUNICATION EQUIP	745.00	19,500.00	3,500.00	3,500.00	10,000.00	-82.05%	(16,000.00)
01210200	530500	01210200-530500	TRAINING CLASSES	30,004.50	28,719.00	31,500.00	31,500.00	31,500.00	9.68%	2,781.00
01210200	534									

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
215 PUBLIC SAFETY COMMUNICATIONS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01215100	511280	01215100-511280	UNIFORMED DISPATCH PERS	518,821.85	560,707.00	622,270.00	577,326.00	648,148.00	662,184.00	2.96%
01215100	511608	01215100-511608	OPERATIONS ADMINISTRATOR	87,290.21	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%
01215100	513120	01215100-513120	OVERTIME	87,015.67	95,499.00	98,364.00	88,000.00	101,315.00	103,342.00	-7.85%
01215100	513170	01215100-513170	HOLIDAY OVERTIME	11,755.46	9,928.00	11,200.00	11,200.00	11,536.00	11,883.00	-12.81%
01215100	513260	01215100-513260	TRAINING WAGES	471.89	5,000.00	7,000.00	1,000.00	7,700.00	8,085.00	-80.00%
01215100	514010	01215100-514010	SHIFT DIFFERENTIAL	14,159.34	15,690.00	17,618.00	15,500.00	18,597.00	19,155.00	-1.21%
01215100	514090	01215100-514090	STIPEND / ACCREDITATION	7,200.00	7,200.00	7,800.00	7,200.00	7,800.00	8,050.00	0.00%
01215100	515010	01215100-515010	HOLIDAY PAY	23,602.46	25,780.00	28,611.00	26,544.00	29,800.00	30,446.00	2.96%
01215100	515050	01215100-515050	LONGEVITY	5,400.00	5,400.00	6,850.00	6,850.00	8,050.00	9,900.00	26.85%
CATEGORY TOTAL				755,716.88	815,897.00	892,220.00	826,127.00	927,303.00	947,402.00	1.25%
EXPENSES										
01215200	517070	01215200-517070	UNIFORM ALLOWANCES	6,167.49	7,875.00	8,505.00	7,875.00	8,505.00	8,505.00	0.00%
01215200	524060	01215200-524060	COMMUNICATIONS EQUIPMENT	24,187.34	5,000.00	8,500.00	8,500.00	8,755.00	9,018.00	70.00%
01215200	530920	01215200-530920	CONTRACTED SERVICES	19,901.74	23,118.00	29,029.00	29,029.00	29,900.00	30,797.00	25.57%
01215200	542010	01215200-542010	OFFICE SUPPLIES	810.99	1,000.00	1,000.00	500.00	1,030.00	1,061.00	-50.00%
01215200	555015	01215200-555015	BOOKS & SUBSCRIPTIONS	-	500.00	500.00	250.00	500.00	500.00	-50.00%
01215200	571100	01215200-571100	MEETINGS & CONFERENCES	542.77	1,000.00	1,000.00	600.00	1,000.00	1,000.00	-40.00%
01215200	573010	01215200-573010	DUES & MEMBERSHIPS	1,561.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
01215800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				53,171.33	40,093.00	50,134.00	48,354.00	51,290.00	52,481.00	20.60%
DEPARTMENT TOTAL				808,888.21	855,990.00	942,354.00	874,481.00	978,593.00	999,883.00	2.16%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
220 FIRE DEPARTMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01220100	511200	01220100-511200	FIRE CHIEF	142,874.82	150,419.00	153,427.00	153,427.00	156,496.00	156,496.00	2.00%
01220100	511210	01220100-511210	DEPUTY CHIEF	100,361.01	104,904.00	107,002.00	107,002.00	109,142.00	109,142.00	2.00%
01220100	511215	01220100-511215	FIRE PREVENTION OFFICER	82,180.81	84,532.00	84,210.00	84,210.00	84,210.00	84,210.00	-0.38%
01220100	511220	01220100-511220	CAPTAINS	357,446.98	355,034.00	353,678.00	353,678.00	353,678.00	353,678.00	-0.38%
01220100	511230	01220100-511230	LIEUTENANTS	310,562.93	318,060.00	318,797.00	318,797.00	318,797.00	318,797.00	0.23%
01220100	511260	01220100-511260	FIREFIGHTERS	1,292,324.50	1,438,718.00	1,547,791.00	1,486,535.00	1,557,175.00	1,564,826.00	3.32%
01220100	511265	01220100-511265	CALL FIREFIGHTERS	1,743.02	5,000.00	3,000.00	2,000.00	3,000.00	3,000.00	-60.00%
01220100	511500	01220100-511500	OFFICE MANAGER	63,093.58	65,805.00	66,865.00	66,865.00	68,202.00	68,202.00	1.61%
01220100	513120	01220100-513120	OVERTIME	429,574.06	350,000.00	390,000.00	360,000.00	397,800.00	405,756.00	2.86%
01220100	513170	01220100-513170	HOLIDAY OVERTIME	32,390.63	43,462.00	43,462.00	43,462.00	43,462.00	43,462.00	0.00%
01220100	513260	01220100-513260	TRAINING	28,284.97	20,300.00	22,000.00	20,300.00	22,440.00	22,889.00	0.00%
01220100	514050	01220100-514050	EDUCATION INCENTIVE	175,092.28	179,136.00	181,248.00	180,498.00	181,822.00	181,822.00	0.76%
01220100	514080	01220100-514080	CALL FF STIPENDS	-	500.00	500.00	500.00	500.00	500.00	0.00%
01220100	514090	01220100-514090	EMT STIPENDS	6,080.90	6,510.00	6,511.00	6,511.00	6,641.00	6,641.00	0.02%
01220100	515010	01220100-515010	HOLIDAY PAY	93,927.55	99,232.00	104,205.00	101,624.00	104,715.00	105,037.00	2.41%
01220100	515050	01220100-515050	LONGEVITY	39,650.00	42,000.00	45,700.00	45,700.00	48,300.00	50,300.00	8.81%
01220100	519020	01220100-519020	SICK LEAVE / VACATION BUY BACK	2,609.55						-
CATEGORY TOTAL				3,158,197.59	3,263,612.00	3,428,396.00	3,331,109.00	3,456,380.00	3,474,758.00	2.07%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
220 FIRE DEPARTMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01220200	517020	01220200-517020	PRE-EMPLOYMENT MEDICAL EXPENSES	1,530.80	1,432.00	3,000.00	1,500.00	3,060.00	3,121.00	4.75%
01220200	517070	01220200-517070	UNIFORM ALLOWANCES	27,398.87	34,375.00	32,000.00	30,800.00	33,950.00	31,450.00	-10.40%
01220200	521010	01220200-521010	ELECTRICITY	21,817.83	32,492.00	33,380.00	33,380.00	34,048.00	34,729.00	2.73%
01220200	521020	01220200-521020	NATURAL GAS	12,443.58	33,052.00	33,708.00	33,708.00	34,382.00	35,070.00	1.98%
01220200	523010	01220200-523010	WATER	4,266.83	3,000.00	4,250.00	4,250.00	4,335.00	4,422.00	41.67%
01220200	523020	01220200-523020	SEWER/SEPTIC	1,920.00	1,500.00	2,000.00	2,000.00	2,040.00	2,081.00	33.33%
01220200	524010	01220200-524010	BUILDING MAINTENANCE	21,962.17	18,500.00	22,000.00	18,500.00	22,440.00	22,889.00	0.00%
01220200	524015	01220200-524015	GROUPS MAINTENANCE	1,793.94	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%
01220200	524020	01220200-524020	VEHICLE MAINTENANCE	33,081.54	28,000.00	30,000.00	30,000.00	30,600.00	31,212.00	7.14%
01220200	524030	01220200-524030	EQUIPMENT MAINTENANCE	13,533.73	11,775.00	11,000.00	9,500.00	11,220.00	11,444.00	-19.32%
01220200	524060	01220200-524060	COMMUNICATIONS EQUIP	6,722.05	12,820.00	12,850.00	10,000.00	13,107.00	13,369.00	-22.00%
01220200	530500	01220200-530500	TRAINING & DEVELOPMENT	7,110.00	6,200.00	7,150.00	7,150.00	7,293.00	7,439.00	15.32%
01220200	534010	01220200-534010	POSTAGE	219.91	400.00	350.00	300.00	357.00	364.00	-25.00%
01220200	534030	01220200-534030	ADVERTISING-LEGAL	243.93	300.00	250.00	250.00	255.00	260.00	-16.67%
01220200	534040	01220200-534040	PRINTING SERVICES		100.00	150.00	100.00	153.00	156.00	0.00%
01220200	538090	01220200-538090	FIRE ALARM PURCHASED SERVICES	24,237.38	32,000.00	35,700.00	35,700.00	36,414.00	37,142.00	11.56%
01220200	541010	01220200-541010	GASOLINE	27,675.90	27,800.00	29,033.00	29,033.00	29,614.00	30,206.00	4.44%
01220200	542010	01220200-542010	OFFICE SUPPLIES	1,941.88	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%
01220200	542050	01220200-542050	HARDWARE SUPPLIES	651.06	500.00	600.00	600.00	612.00	624.00	20.00%
01220200	542120	01220200-542120	PROTECTIVE CLOTHING	31,457.03	30,000.00	35,000.00	32,000.00	35,700.00	36,414.00	6.67%
01220200	543010	01220200-543010	BUILDING MAINTENANCE SUPPLIES	505.63	1,000.00	500.00	500.00	510.00	520.00	-50.00%
01220200	543060	01220200-543060	CUSTODIAL / CLEANING SUPPLIES	3,141.29	5,000.00	3,500.00	3,200.00	3,570.00	3,641.00	-36.00%
01220200	548010	01220200-548010	VEHICULAR PARTS & ACCESSORIES	32,027.56	30,319.00	30,000.00	26,500.00	30,600.00	31,212.00	-12.60%
01220200	548020	01220200-548020	VEHICULAR TIRES & TUBES	3,244.96	8,400.00	5,000.00	4,000.00	5,100.00	5,202.00	-50.00%
01220200	549080	01220200-549080	BOTTLED WATER	2,907.26	3,500.00	3,200.00	3,000.00	3,264.00	3,329.00	-14.29%
01220200	552060	01220200-552060	FIREFIGHTING SUPPLIES	16,839.02	17,000.00	18,500.00	17,000.00	18,870.00	19,247.00	0.00%
01220200	571010	01220200-571010	TRAVEL-MILEAGE	2,913.83	2,228.00	2,500.00	2,500.00	2,550.00	2,601.00	12.21%
01220200	571100	01220200-571100	MEETINGS & CONFERENCES	1,305.70	2,800.00	1,800.00	1,800.00	1,836.00	1,873.00	-35.71%
01220200	573010	01220200-573010	DUES & MEMBERSHIPS	6,570.08	24,682.00	14,925.00	14,925.00	15,224.00	15,528.00	-39.53%
01220800	570000		ENCUMBRANCES	1,145.95						-
CATEGORY TOTAL				310,609.71	371,775.00	375,346.00	355,196.00	384,164.00	388,667.00	-4.46%
DEPARTMENT TOTAL				3,468,807.30	3,635,387.00	3,803,742.00	3,686,305.00	3,840,544.00	3,863,425.00	1.40%

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
241 BUILDING DEPARTMENT			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01241100	511020	01241100-511020	BUILDING COMMISSIONER	89,298.57	91,085.00	92,907.00	92,907.00	94,765.00	94,765.00	2.00%	1,822.00
01241100	511020		BUILDING COMMISSIONER COVERAGE		7,125.00		7,125.00	7,125.00			-
01241100	511270	01241100-511270	ASST BUILDING INSPECTOR	78,235.04	78,235.00	86,773.00	86,773.00	90,721.00	94,357.00	10.91%	8,538.00
01241100	511275	01241100-511275	WIRING INSPECTOR	55,289.40	47,607.00	48,560.00	48,560.00	49,525.00	49,525.00	2.00%	953.00
01241100	511275	01241100-511275	WIRING INSPECTOR COVERAGE		3,184.00	16,000.00	8,000.00	7,000.00	7,000.00	151.26%	4,816.00
01241100	511277	01241100-511277	GAS & PLUMBING INSPECTOR	59,956.81	53,658.00	48,325.00	48,325.00	49,290.00	49,290.00	-9.94%	(5,333.00)
01241100	511277		GAS & PLUMBING COVERAGE		12,000.00	8,000.00	7,000.00	7,000.00	7,000.00		8,000.00
01241100	511278	01241100-511278	ZONING ENFORCEMENT INSPECTOR	27,802.36	34,666.00	35,357.00	35,357.00	36,068.00	36,068.00	1.99%	691.00
01241100	511510	01241100-511510	RECORDS SUPERVISOR II	61,052.27	65,435.00	66,497.00	66,497.00	67,828.00	67,828.00	1.62%	1,062.00
01241100	512020	01241100-512020	INTERN/DMS SUPPORT	4,449.26	8,466.00	16,530.00	8,500.00	16,861.00	16,861.00	0.40%	34.00
01241100	515050	01241100-515050	LONGEVITY	1,922.00	4,922.00	5,172.00	4,072.00	5,172.00	6,106.00	-17.27%	(850.00)
01241100	571010	01241100-571010	TRAVEL - MILEAGE	4,170.00	11,040.00	11,040.00	11,040.00	11,040.00	11,040.00	0.00%	-
CATEGORY TOTAL			382,175.71	398,298.00	446,286.00	418,031.00	442,395.00	446,965.00	4.95%	19,733.00	
EXPENSES											
01241200	517070	01241200-517070	UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
01241200	524020	01241200-524020	VEHICLE MAINTENANCE	1,367.00	2,000.00	2,500.00	1,500.00	2,500.00	2,500.00	-25.00%	(500.00)
01241200	530500	01241200-530500	TRAINING & DEVELOPMENT	-	3,465.00	3,175.00	-	3,175.00	3,175.00	-100.00%	(3,465.00)
01241200	534040	01241200-534040	PRINTING SERVICES	45.00	300.00	300.00	100.00	300.00	300.00	-66.67%	(200.00)
01241200	538030	01241200-538030	MICROFILMING SERVICE (ARCHIVING)	4,703.76	4,200.00	4,500.00	4,500.00	4,500.00	4,600.00	7.14%	300.00
01241200	541010	01241200-541010	GASOLINE	668.20	650.00	670.00	670.00	680.00	690.00	3.08%	20.00
01241200	542010	01241200-542010	OFFICE SUPPLIES	477.39	400.00	500.00	500.00	500.00	500.00	25.00%	100.00
01241200	555015	01241200-555015	BOOKS & SUBSCRIPTIONS	25.45	750.00	1,500.00	750.00	750.00	750.00	0.00%	-
01241200	571010	01241200-571010	TRAVEL - MILEAGE	8,506.95	5,000.00	5,000.00	5,000.00	3,000.00	3,000.00	0.00%	-
01241200	571100	01241200-571100	MEETINGS & CONFERENCES	1,329.00	1,500.00	1,700.00	4,675.00	1,500.00	1,500.00	211.67%	3,175.00
01241200	573010	01241200-573010	DUES AND MEMBERSHIPS	979.58	900.00	1,060.00	1,060.00	1,100.00	1,250.00	17.78%	160.00
01241800	570000		ENCUMBRANCES	462.02							-
CATEGORY TOTAL			18,564.35	19,465.00	21,205.00	19,055.00	18,305.00	18,565.00	-2.11%	(410.00)	
DEPARTMENT TOTAL			400,740.06	417,763.00	467,491.00	437,086.00	460,700.00	465,530.00	4.63%	19,323.00	
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
244 SEALER WEIGHTS & MEASURES			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
EXPENSES											
01244200	530920	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	0.00%	-	
DEPARTMENT TOTAL			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 2021											
291 EMERGENCY MANAGEMENT			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01291100	511050	01291100-511050	CO-DIRECTOR	4,392.00	4,480.00	4,570.00	4,570.00	4,661.00	4,661.00	2.01%	90.00
01291100	511055	01291100-511055	CO-DIRECTOR	4,392.00	4,480.00	4,570.00	4,570.00	4,661.00	4,661.00	2.01%	90.00
CATEGORY TOTAL			8,784.00	8,960.00	9,140.00	9,140.00	9,322.00	9,322.00	2.01%	180.00	
EXPENSES											
01291200	524020	01291200-524020	VEHICLE MAINTENANCE	51.70	500.00	500.00	100.00	500.00	550.00	-80.00%	(400.00)
01291200	524030	01291200-524030	EQUIPMENT MAINTENANCE		350.00	400.00	100.00	400.00	450.00	-71.43%	(250.00)
01291200	524060	01291200-524060	COMMUNICATIONS EQUIP MAINT	161.52	1,650.00	1,650.00	500.00	1,650.00	1,650.00	-69.70%	(1,150.00)
01291200	534010	01291200-534010	POSTAGE	-	100.00					-100.00%	(100.00)
01291200	541010	01291200-541010	GASOLINE	-							-
01291200	545010	01291200-545010	CUSTODIAL / CLEANING SUPPLIES	-							-
01291200	548010	01291200-548010	VEHICULAR PARTS & ACCESSORIES	103.94	250.00	300.00	200.00	300.00	300.00	-20.00%	(50.00)
01291200	552090	01291200-552090	OTHER PUBLIC SAFETY SUPPLIES	4,058.85	1,500.00	1,500.00	1,500.00	1,600.00	1,600.00	0.00%	-
01291200	571010	01291200-571010	TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
01291200	585000	01291200-585000	ADDITIONAL EQUIPMENT	-							-
CATEGORY TOTAL			4,376.01	4,400.00	4,400.00	2,450.00	4,500.00	4,600.00	-44.32%	(1,950.00)	
DEPARTMENT TOTAL			13,160.01	13,360.00	13,540.00	11,590.00	13,822.00	13,922.00	-13.25%	(1,770.00)	
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
292 ANIMAL CONTROL			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01292100	511020	01292100-511020	ANIMAL CONTROL OFFICER	25,764.91	58,236.00	38,070.00	38,070.00	39,816.00	40,843.00	-34.63%	(20,166.00)
01292100	513110	01292100-513110	VACATION / SICK / EMERG.OVERTIME	4,362.23	4,000.00	20,000.00	10,000.00	20,000.00	20,000.00	150.00%	6,000.00
01292100	515050	01292100-515050	LONGEVITY	-							-
CATEGORY TOTAL			30,127.14	62,236.00	58,070.00	48,070.00	59,816.00	60,843.00	-22.76%	(14,166.00)	
EXPENSES											
01292200	517070	01292200-517070	UNIFORM ALLOWANCES	395.00	670.00	875.00	875.00	875.00	875.00	30.60%	205.00
01292200	521010	01292200-521010	ELECTRICITY	259.65	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01292200	523010	01292200-523010	WATER / SEWER	83.15	100.00	100.00	-	100.00	100.00	-100.00%	(100.00)
01292200	524010	01292200-524010	KENNEL MAINTENANCE	-	2,000.00	2,000.00	-	2,000.00	2,000.00	-100.00%	(2,000.00)
01292200	524020	01292200-524020	VEHICLE MAINTENANCE	1,008.71	1,000.00	1,000.00	100.00	1,000.00	1,000.00	-90.00%	(900.00)
01292200	541010	01292200-541010	GASOLINE	973.10	500.00	1,200.00	1,200.00	1,200.00	1,200.00	140.00%	700.00
01292200	542010	01292200-542010	OFFICE SUPPLIES	-	500.00	500.00	-	500.00	500.00	-100.00%	(500.00)
01292200	543060	01292200-543060	CUSTODIAL / CLEANING SUPPLIES	-	250.00	250.00	50.00	250.00	250.00	-80.00%	(200.00)
01292200	550040	01292200-550040	VETERINARY SERVICES	290.59	500.00	500.00	500.00	500.00	500.00	0.00%	-
01292200	552080	01292200-552080	ANIMAL CONTROL SUPPLIES	650.28	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01292200	571100	01292200-571100	MEETINGS & CONFERENCES	550.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
01292200	573010	01292200-573010	DUES AND MEMBERSHIPS	-	80.00	80.00	80.00	80.00	80.00	0.00%	-
01292800	570000		ENCUMBRANCES	732.58							-
CATEGORY TOTAL			4,943.06	7,800.00	8,705.00	4,005.00	8,705.00	8,705.00	-48.65%	(3,795.00)	
DEPARTMENT TOTAL			35,070.20	70,036.00	66,775.00	52,075.00	68,521.00	69,548.00	-25.65%	(17,961.00)	

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
294 TREE WARDEN				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01294100	511020	01294100-511020	TREE WARDEN	2,176.00	2,220.00	2,265.00	2,265.00	2,311.00	2,311.00	2.03%	45.00
CATEGORY TOTAL				2,176.00	2,220.00	2,265.00	2,265.00	2,311.00	2,311.00	2.03%	45.00
EXPENSES											
01294200	530920	01294200-530920	CONTRACTED SERVICES	33,601.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
01294200	570000	01294200-570000	TOWN FOREST MGMT EXPENSES								-
01294800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				33,601.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
DEPARTMENT TOTAL				35,777.00	37,220.00	37,265.00	37,265.00	37,311.00	37,311.00	0.12%	45.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
300 WESTFORD PUBLIC SCHOOLS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01300100	510000	01300100-510000	OPERATING BUDGET	57,549,056.21	59,626,571.00	61,117,236.00	61,194,859.00	62,724,730.00	64,292,848.00	2.63%	1,568,288.00
01300100	NEW	01300100-NEW	STORMWATER UTILITY FEE			46,500.00	46,500.00	46,500.00	46,500.00		46,500.00
01300800	570000		ENCUMBRANCES	440,991.39							
DEPARTMENT TOTAL				57,990,047.60	59,626,571.00	61,163,736.00	61,241,359.00	62,771,230.00	64,339,348.00	2.71%	1,614,788.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
310 NASHOBA VALLEY TECH				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01310200	569010	01310200-569010	NASHOBA TECH ASSESSMENT	828,888.00	1,000,697.00	1,025,714.00	1,078,168.00	1,105,122.00	1,132,750.00	7.74%	77,471.00
DEPARTMENT TOTAL				828,888.00	1,000,697.00	1,025,714.00	1,078,168.00	1,105,122.00	1,132,750.00	7.74%	77,471.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
405 DEPARTMENT OF PUBLIC WORKS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01405100	511020	01405100-511020	DPW DIRECTOR			132,600.00	132,600.00	135,252.00	135,252.00		132,600.00
01405100	511505	01405100-511505	DPW BUSINESS MANAGER			104,040.00	104,040.00	106,121.00	106,121.00		104,040.00
01405100	511500	01405100-511500	OFFICE MANAGER			66,864.00	66,864.00	68,201.00	68,201.00		66,864.00
01405100	515050	01405100-515050	LONGEVITY			4,300.00	4,300.00	4,300.00	4,300.00		4,300.00
CATEGORY TOTAL				-	-	307,804.00	307,804.00	313,874.00	313,874.00		307,804.00
EXPENSES											
01405200	534030	01405200-534030	ADVERTISING			200.00	200.00	200.00	200.00		200.00
01405200	542010	01405200-542010	OFFICE SUPPLIES			200.00	200.00	200.00	200.00		200.00
01405200	571010	01405200-571010	TRAVEL-MILEAGE			100.00	100.00	100.00	100.00		100.00
01405200	571100	01405200-571100	MEETINGS & CONFERENCES								-
01405200	573010	01405200-573010	DUES AND MEMBERSHIPS								-
01405800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				-	-	500.00	500.00	500.00	500.00		500.00
DEPARTMENT TOTAL				-	-	308,304.00	308,304.00	314,374.00	314,374.00		308,304.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
410 ENGINEERING				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01410100	511020	01410100-511020	TOWN ENGINEER	108,049.26	111,864.00	114,101.00	114,101.00	116,383.00	116,383.00	2.00%	2,237.00
01410100	511030	01410100-511030	ASST TOWN ENGINEER	92,527.24	95,794.00	97,710.00	97,710.00	99,664.00	99,664.00	2.00%	1,916.00
01410100	511540	01410100-511540	PROJECT INSPECTOR - FACILITIES TECH	38,967.76	40,487.00	41,296.00	-	42,122.00	42,122.00	-100.00%	(40,487.00)
01410100	515050	01410100-515050	LONGEVITY	1,875.00	2,375.00	2,375.00	1,950.00	2,375.00	2,500.00	-17.89%	(425.00)
CATEGORY TOTAL				241,419.26	250,520.00	255,482.00	213,761.00	260,544.00	260,669.00	-14.67%	(36,759.00)
EXPENSES											
01410200	513250	01410200-513250	SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%	-
01410200	524030	01410200-524030	EQUIPMENT MAINTENANCE	705.90	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01410200	530700	01410200-530700	ENGINEERING SERVICES	-	2,000.00	2,000.00	1,000.00	2,000.00	2,000.00	-50.00%	(1,000.00)
01410200	534030	01410200-534030	ADVERTISING	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
01410200	541010	01410200-541010	GASOLINE	-							-
01410200	542010	01410200-542010	OFFICE SUPPLIES	1,552.96	850.00	850.00	850.00	850.00	850.00	0.00%	-
01410200	555015	01410200-555015	BOOKS & SUBSCRIPTIONS	585.47	250.00	250.00	250.00	250.00	250.00	0.00%	-
01410200	571010	01410200-571010	TRAVEL-MILEAGE	134.56	200.00	200.00	200.00	200.00	200.00	0.00%	-
01410200	571100	01410200-571100	MEETINGS & CONFERENCES	180.95	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
01410200	573010	01410200-573010	DUES AND MEMBERSHIPS	1,166.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
01410200	585000	01410200-585000	EQUIPMENT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01410800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				4,325.84	8,910.00	8,910.00	7,910.00	8,910.00	8,910.00	-11.22%	(1,000.00)
DEPARTMENT TOTAL				245,745.10	259,430.00	264,392.00	221,671.00	269,454.00	269,579.00	-14.55%	(37,759.00)

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
421 HIGHWAY DEPARTMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01421100	511020	01421100-511020	HIGHWAY SUPERINTENDENT	110,856.70	114,770.00	117,065.00	117,065.00	119,407.00	119,407.00	2.00%	2,295.00
01421100	511500	01421100-511500	OFFICE MANAGER	63,093.57	65,805.00					-100.00%	(65,805.00)
01421100	511520	01421100-511520	ADMINISTRATIVE ASSISTANT	52,435.84	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%	871.00
01421100	511610	01421100-511610	CREW SUPERVISORS	155,483.90	156,472.00	155,978.00	155,978.00	155,978.00	155,978.00	-0.32%	(494.00)
01421100	511611	01421100-511611	OPERATIONS SUPERVISOR	80,080.00	80,696.00	80,388.00	73,540.00	75,774.00	78,029.00	-8.87%	(7,156.00)
01421100	511612	01421100-511612	MECHANICS SUPERVISOR	69,742.45	70,279.00	70,011.00	70,011.00	70,011.00	70,011.00	-0.38%	(268.00)
01421100	511613	01421100-511613	PARKS SUPERVISOR	29,506.41	29,507.00	29,507.00	29,507.00	29,507.00	29,507.00	0.00%	-
01421100	511614	01421100-511614	CEMETERY SUPERVISOR	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	0.00%	-
01421100	511630	01421100-511630	MECHANIC	48,442.84	55,146.00	56,585.00	56,585.00	58,297.00	60,030.00	2.61%	1,439.00
01421100	511660	01421100-511660	EQUIPMENT OPERATORS / LABORERS	609,604.23	702,143.00	772,813.00	706,922.00	761,195.00	766,851.00	0.68%	4,779.00
01421100	512280	01421100-512280	SEASONAL STAFF	15,422.26	20,000.00	21,013.00	21,013.00	31,032.00	31,032.00	5.07%	1,013.00
01421100	513120	01421100-513120	OVERTIME - WEEKEND CALL	35,346.00	37,223.00	37,223.00	37,223.00	37,223.00	37,223.00	0.00%	-
01421100	513160	01421100-513160	OTHER OVERTIME	32,882.60	32,000.00	31,032.00	31,032.00	21,013.00	21,013.00	-3.03%	(968.00)
01421100	514090	01421100-514090	DEPARTMENTAL STIPENDS	41,720.00	58,440.00	62,040.00	56,440.00	62,040.00	62,040.00	-3.42%	(2,000.00)
01421100	515050	01421100-515050	LONGEVITY	21,275.00	22,625.00	22,875.00	17,675.00	20,275.00	22,725.00	-21.88%	(4,950.00)
01421100	519020	01421100-519020	INCEN/SICK LEAVE/VACATION BUYBACK	4,560.64							-
CATEGORY TOTAL				1,397,600.44	1,526,154.00	1,538,449.00	1,454,910.00	1,524,768.00	1,536,862.00	-4.67%	(71,244.00)
EXPENSES											
01421200	513250	01421200-513250	SPECIAL DETAILS	56,661.72	55,000.00	55,000.00	44,000.00	55,000.00	55,000.00	-20.00%	(11,000.00)
01421200	517070	01421200-517070	UNIFORM ALLOWANCES	15,917.21	21,000.00	21,875.00	21,000.00	21,875.00	21,875.00	0.00%	-
01421200	521010	01421200-521010	ELECTRICITY	35,174.96	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	0.00%	-
01421200	521020	01421200-521020	NATURAL GAS	26,615.04	26,500.00	26,500.00	26,500.00	26,500.00	26,500.00	0.00%	-
01421200	523010	01421200-523010	WATER	4,037.38	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
01421200	524010	01421200-524010	BUILDING MAINTENANCE	27,232.63	33,500.00	33,500.00	28,000.00	33,500.00	33,500.00	-16.42%	(5,500.00)
01421200	524014	01421200-524014	ROAD MAINTENANCE	39,797.15	70,000.00	70,000.00	50,000.00	70,000.00	70,000.00	-28.57%	(20,000.00)
01421200	524020	01421200-524020	VEHICLE MAINTENANCE	173,310.14	178,635.00	178,635.00	149,829.00	178,635.00	178,635.00	-16.13%	(28,806.00)
01421200	524030	01421200-524030	EQUIPMENT MAINTENANCE	55,184.54	55,500.00	55,500.00	54,240.00	55,500.00	55,500.00	-2.27%	(1,260.00)
01421200	524053	01421200-524053	PHONE ALLOWANCE	4,023.92	5,400.00	5,400.00	5,400.00	5,400.00	5,400.00	0.00%	-
01421200	524060	01421200-524060	COMMUNICATIONS EQUIPMENT MAINTENA	3,919.16	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01421200	524100	01421200-524100	BLD MAINT SVCS - HVAC	7,191.26	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01421200	524110	01421200-524110	BLD MAINT SVCS - ELEVATOR	2,169.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
01421200	524112	01421200-524112	BLD MAINT SVCS - FIRE/ALARM	6,232.06	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	525020	01421200-525020	DRAINAGE MAINTENANCE	42,863.85	34,000.00	34,000.00	-	34,000.00	34,000.00	-100.00%	(34,000.00)
01421200	525030	01421200-525030	SIDEWALK MAINTENANCE	1,523.40	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01421200	525040	01421200-525040	TRAFFIC LINES / CROSSWALK MAINTENANC	7,479.67	34,500.00	34,500.00	34,500.00	34,500.00	34,500.00	0.00%	-
01421200	525050	01421200-525050	SIGNAL MAINTENANCE	2,879.17	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
01421200	525092	01421200-525092	BRUSH CHIPPING SERVICES	2,554.69	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	529090	01421200-529090	DAM REPAIR	1,445.50	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
01421200	530310	01421200-530310	DRUG AND ALCOHOL TESTING	1,155.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01421200	530500	01421200-530500	TRAINING & DEVELOPMENT	2,721.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01421200	530920	01421200-530920	CONTRACTED SERVICES	14,367.00	8,000.00	8,000.00	-	8,000.00	8,000.00	-100.00%	(8,000.00)
01421200	534030	01421200-534030	ADVERTISING	3,971.07	800.00	800.00	800.00	800.00	800.00	0.00%	-
01421200	541020	01421200-541020	DIESEL FUEL	41,055.40	44,000.00	44,000.00	39,800.00	44,000.00	44,000.00	-9.55%	(4,200.00)
01421200	542010	01421200-542010	OFFICE SUPPLIES	2,744.82	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	552030	01421200-552030	SIGNS / POSTS SUPPLIES	8,412.08	11,000.00	11,000.00	9,000.00	11,000.00	11,000.00	-18.18%	(2,000.00)
01421200	554010	01421200-554010	RESURFACE MATERIAL	61,405.66	60,000.00	77,000.00	60,000.00	77,000.00	77,000.00	0.00%	-
01421200	554100	01421200-554100	OTHER PUBLIC WORKS SUPPLIES	13,997.07	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
01421200	571100	01421200-571100	MEETINGS & CONFERENCES	3,754.60	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01421200	573010	01421200-573010	DUES AND MEMBERSHIPS	395.00	443.00	443.00	443.00	443.00	443.00	0.00%	-
01421200	578010	01421200-578010	APPROVED SPECIAL EXPENSES		211,962.00					-100.00%	(211,962.00)
01421800	570000		ENCUMBRANCES	32,388.16							-
CATEGORY TOTAL				702,579.31	933,040.00	738,953.00	606,312.00	738,953.00	738,953.00	-35.02%	(326,728.00)
DEPARTMENT TOTAL				2,100,179.75	2,459,194.00	2,277,402.00	2,061,222.00	2,263,721.00	2,275,815.00	-16.18%	(397,972.00)
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
423 SNOW & ICE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01423100	513110	01423100-513110	EMERGENCY OVERTIME	248,899.67	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
CATEGORY TOTAL				248,899.67	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
EXPENSES											
01423200	524030	01423200-524030	EQUIPMENT MAINTENANCE	-							-
01423200	529030	01423200-529030	CONTRACTED SNOW REMOVAL	107,382.20	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
01423200	541010	01423200-541010	GASOLINE	25,891.72	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
01423200	548050	01423200-548050	PLOW BLADES	1,065.84							-
01423200	554020	01423200-554020	SAND AND SALT	416,468.31	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
01423200	570000	01423200-570000	SUPPLEMENTAL EXPS	-							-
CATEGORY TOTAL				550,808.07	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%	-
DEPARTMENT TOTAL				799,707.74	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	0.00%	-
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
424 STREET LIGHTS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01424200	521010	01424200-521010	ELECTRICITY STREET LIGHTS	114,693.31	40,000.00	100,000.00	100,000.00	100,000.00	100,000.00	150.00%	60,000.00
01424200	525015	01424200-525015	STREET LIGHT MAINTENANCE	7,361.55	14,500.00	14,500.00	14,500.00	14,500.00	14,500.00	0.00%	-
01424200	579020	01424200-579020	BILL OF PRIOR YEAR								-
01424800	570000	01424800-570000	ENCUMBRANCES								-
CATEGORY TOTAL				122,054.86	54,500.00	114,500.00	114,500.00	114,500.00	114,500.00	110.09%	60,000.00
DEPARTMENT TOTAL				122,054.86	54,500.00	114,500.00					

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
427 STORMWATER MANAGEMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01427200	529060	01427200-529060	STREET WASTE DISPOSAL SERV	17,743.28	24,500.00					-100.00%	(24,500.00)
01427200	529080	01427200-529080	TESTING / WATER QUALITY SERV	-							
01427200	530700	01427200-530700	ENGINEERING SERVICES	4,908.36	5,000.00					-100.00%	(5,000.00)
01427200	530920	01427200-530920	SYSTEM UPGRADE SERVICES	21,744.70	8,000.00					-100.00%	(8,000.00)
01427800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				44,396.34	37,500.00	-	-	-	-	-100.00%	(37,500.00)
DEPARTMENT TOTAL				44,396.34	37,500.00	-	-	-	-	-100.00%	(37,500.00)
HIGHWAY DEPARTMENT TOTAL				3,066,338.69	2,951,194.00	2,791,902.00	2,575,722.00	2,778,221.00	2,790,315.00	-12.72%	(375,472.00)
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
432 RECYCLING				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01432200	529050	01432200-529050	CURBSIDE COLLECTION-RECYCLING	405,790.87	485,004.00	499,572.00	499,572.00	515,048.00	531,027.00	3.00%	14,568.00
01432200	529060	01432200-529060	DISPOSAL SERVICES	158,872.90	230,500.00	214,240.00	214,240.00	220,667.00	227,287.00	-7.05%	(16,260.00)
01432200	529065	01432200-529065	FUEL SURCHARGE/CREDIT	14,801.86	-						-
01432200	529070	01432200-529070	HAZARDOUS WASTE DISPOSAL	8,878.00		15,000.00	10,000.00		15,000.00		10,000.00
01432200	542040	01432200-542040	FORMS-PRINTING	-	2,600.00					-100.00%	(2,600.00)
01432800	570000		ENCUMBRANCES	51,470.14							-
CATEGORY TOTAL				639,813.77	718,104.00	728,812.00	723,812.00	735,715.00	773,314.00	0.79%	5,708.00
DEPARTMENT TOTAL				639,813.77	718,104.00	728,812.00	723,812.00	735,715.00	773,314.00	0.79%	5,708.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
433 SOLID WASTE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01433200	529040	01433200-529040	CURBSIDE COLLECTION-SOLID WASTE	649,746.50	667,500.00	688,000.00	688,000.00	750,000.00	800,000.00	3.07%	20,500.00
01433200	529060	01433200-529060	NESWC FEES	535,528.82	579,000.00	571,905.00	571,905.00	593,352.00	615,603.00	-1.23%	(7,095.00)
01433200	529080	01433200-529080	LANDFILL MONITORING	9,956.15	10,000.00	11,500.00	11,500.00	11,500.00	11,500.00	15.00%	1,500.00
01433200	540000	01433200-540000	SUPPLIES	-							-
01433800	570000		ENCUMBRANCES	208.40							-
CATEGORY TOTAL				1,195,439.87	1,256,500.00	1,271,405.00	1,271,405.00	1,354,852.00	1,427,103.00	1.19%	14,905.00
DEPARTMENT TOTAL				1,195,439.87	1,256,500.00	1,271,405.00	1,271,405.00	1,354,852.00	1,427,103.00	1.19%	14,905.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
442 WASTEWATER TREATMENT MANAGEMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01442200	525025	01442200-525025	CENTER SEWER SYSTEM MAINTENANCE	5,951.81	4,000.00	6,000.00	6,000.00	6,150.00	6,304.00	50.00%	2,000.00
01442226	524085	01442226-524085	ABBOT REPAIRS & SERVICES	3,665.40	10,000.00	10,000.00	5,000.00	10,000.00	10,000.00	-50.00%	(5,000.00)
01442226	524101	01442226-524101	ABBOT BUILDING MAINTENANCE SVCS - SE	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
01442226	529060	01442226-529060	ABBOT SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
01442226	529080	01442226-529080	ABBOT MONITORING / TESTING SERVICES	3,618.03	4,134.00	3,989.00	3,989.00	4,188.00	4,293.00	-3.51%	(145.00)
01442226	530920	01442226-530920	ABBOT CONTRACTED SERVICES	25,181.96	27,920.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.56%	(157.00)
01442226	543195	01442226-543195	ABBOT SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
01442227	524085	01442227-524085	BLANCHARD REPAIRS & SERVICES	11,637.37	12,500.00	12,500.00	12,000.00	12,500.00	12,500.00	-4.00%	(500.00)
01442227	524101	01442227-524101	BLANCHARD BUILDING MAINTENANCE SVCS	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
01442227	529060	01442227-529060	BLANCHARD SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
01442227	529080	01442227-529080	BLANCHARD MONITORING / TESTING SERVICES	5,045.82	4,831.00	5,563.00	5,563.00	5,841.00	5,987.00	15.15%	732.00
01442227	530920	01442227-530920	BLANCHARD CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
01442227	543195	01442227-543195	BLANCHARD SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
01442228	524085	01442228-524085	STONY BROOK REPAIRS & SERVICES	8,378.71	10,000.00	10,000.00	9,000.00	10,000.00	10,000.00	-10.00%	(1,000.00)
01442228	524101	01442228-524101	STONY BROOK BUILDING MAINTENANCE SVCS	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
01442228	529060	01442228-529060	STONY BROOK SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
01442228	529080	01442228-529080	STONY BROOK MONITORING / TESTING SERVICES	13,084.49	13,591.00	14,426.00	14,426.00	15,147.00	15,526.00	6.14%	835.00
01442228	530920	01442228-530920	STONY BROOK CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
01442228	543195	01442228-543195	STONY BROOK SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
01442229	524085	01442229-524085	WA REPAIRS & SERVICES	19,095.54	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%	-
01442229	524101	01442229-524101	WA BUILDING MAINTENANCE SVCS - SEPTIC	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
01442229	529060	01442229-529060	WA SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
01442229	529080	01442229-529080	WA MONITORING / TESTING SERVICES	22,688.04	22,260.00	25,014.00	25,014.00	26,265.00	26,922.00	12.37%	2,754.00
01442229	530920	01442229-530920	WA CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
01442229	543195	01442229-543195	WA SEPTIC SUPPLIES	565.10	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
01442800	570000	01442800-570000	ENCUMBRANCES								-
CATEGORY TOTAL				224,826.66	239,215.00	245,148.00	238,648.00	255,003.00	260,256.00	-0.24%	(567.00)
DEPARTMENT TOTAL				224,826.66	239,215.00	245,148.00	238,648.00	255,003.00	260,256.00	-0.24%	(567.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
491 CEMETERY DEPARTMENT				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01491100	511530	01491100-511530	SENIOR ASSISTANT	14,516.32	15,581.00	16,502.00	16,502.00	17,489.00	18,168.00	5.91%
01491100	511614	01491100-511614	CEMETERY SUPERVISOR	37,020.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%
01491100	511660	01491100-511660	EQUIPMENT OPERATORS / LABORERS	28,913.28	30,382.00	31,288.00	31,288.00	31,288.00	31,288.00	2.98%
01491100	512280	01491100-512280	SEASONAL STAFF	1,691.64	6,400.00	6,400.00	5,000.00	6,400.00	6,400.00	-21.88%
01491100	513160	01491100-513160	SEASONAL OVERTIME	6,437.48	4,300.00	4,900.00	4,300.00	5,000.00	5,200.00	0.00%
01491100	515050	01491100-515050	LONGEVITY	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	1,290.00	0.00%
CATEGORY TOTAL				89,628.72	94,980.00	97,407.00	95,407.00	98,494.00	99,613.00	0.45%
EXPENSES										
01491200	521010	01491200-521010	ELECTRICITY	421.81	750.00	535.00	535.00	551.00	568.00	-28.67%
01491200	521040	01491200-521040	PROPANE GAS	2,492.68	2,600.00	2,500.00	2,500.00	2,700.00	2,800.00	-3.85%
01491200	523010	01491200-523010	WATER	99.61	1,000.00	6,813.00	6,813.00	5,500.00	5,500.00	581.30%
01491200	524015	01491200-524015	GROUNDS MAINTENANCE	3,981.77	20,000.00	20,000.00	15,000.00	20,000.00	20,000.00	-25.00%
01491200	524020	01491200-524020	VEHICLE MAINTENANCE	2,840.27	2,000.00	3,000.00	3,000.00	3,000.00	3,000.00	50.00%
01491200	524030	01491200-524030	EQUIPMENT MAINTENANCE	2,125.93	5,000.00	5,000.00	4,000.00	5,000.00	5,000.00	-20.00%
01491200	524090	01491200-524090	OTHER CONTRACTUAL SERVICES	1,083.46	750.00	1,000.00	1,000.00	1,000.00	1,000.00	33.33%
01491200	541010	01491200-541010	GASOLINE	4,206.60	4,500.00	5,840.00	4,500.00	6,000.00	6,300.00	0.00%
01491200	542010	01491200-542010	OFFICE SUPPLIES	200.00	200.00	200.00	200.00	200.00	200.00	0.00%
01491200	543060	01491200-543060	CLEANING/CUSTODIAL SUPPLIES	-	250.00	250.00	250.00	250.00	250.00	0.00%
01491200	571100	01491200-571100	MEETINGS & CONFERENCES	267.87	150.00	285.00	285.00	300.00	330.00	90.00%
01491200	573010	01491200-573010	DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	110.00	110.00	0.00%
01491800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				17,820.00	37,300.00	45,523.00	38,183.00	44,611.00	45,058.00	2.37%
DEPARTMENT TOTAL				107,448.72	132,280.00	142,930.00	133,590.00	143,105.00	144,671.00	0.99%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
510 BOARD OF HEALTH				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
01510100	511020	01510100-511020	HEALTH DIRECTOR	96,357.10	98,396.00	100,364.00	100,364.00	102,371.00	102,371.00	2.00%
01510100	511030	01510100-511030	HEALTH AGENT	78,234.96	77,061.00	71,943.00	71,943.00	75,216.00	77,098.00	-6.64%
01510100	511050	01510100-511050	DIRECTOR - ENVIRON SERVICES	79,917.97	86,000.00	87,720.00	87,720.00	89,475.00	89,475.00	2.00%
01510100	511272	01510100-511272	FOOD INSPECTOR	33,401.71	34,705.00	35,399.00	35,399.00	36,107.00	36,107.00	2.00%
01510100	511380	01510100-511380	NURSE	63,382.80	65,789.00	83,566.00	66,853.00	85,230.00	85,230.00	1.62%
01510100	511390	01510100-511390	SUBSTANCE ABUSE COORDINATOR	33,401.70	33,531.00	33,531.00	-	33,043.00	33,869.00	-100.00%
01510100	511520	01510100-511520	ADMINISTRATIVE ASSISTANT	52,435.80	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%
01510100	511590	01510100-511590	OTHER SUPPORT STAFF	-						-
01510100	515050	01510100-515050	LONGEVITY	3,626.00	3,672.00	4,354.00	4,354.00	4,354.00	4,487.00	18.57%
CATEGORY TOTAL				440,758.04	453,054.00	471,648.00	421,404.00	481,664.00	484,505.00	-6.99%
EXPENSES										
01510200	524020	01510200-524020	VEHICLE MAINTENANCE	877.46	1,700.00	1,300.00	400.00	1,300.00	1,300.00	-76.47%
01510200	524090	01510200-524090	CONTRACTED CLERICAL SERVICES	1,650.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
01510200	529070	01510200-529070	BIOHAZARD WASTE DISPOSAL	839.57	1,200.00	1,200.00	900.00	1,200.00	1,200.00	-25.00%
01510200	529080	01510200-529080	LABORATORY SERVICES	210.00	500.00	500.00	200.00	500.00	500.00	-60.00%
01510200	530350	01510200-530350	DENTAL SERVICES	3,470.16	3,200.00	3,400.00	3,400.00	3,400.00	3,400.00	6.25%
01510200	530920	01510200-530920	CONTRACTED SERVICES			12,500.00	-	12,500.00	12,500.00	-
01510200	530950	01510200-530950	CONSULTING SERVICES	2,815.99	3,500.00	3,500.00	3,000.00	3,500.00	3,500.00	-14.29%
01510200	534030	01510200-534030	ADVERTISING - LEGAL	517.72	500.00	500.00	500.00	500.00	500.00	0.00%
01510200	534040	01510200-534040	PRINTING SERVICES	3,539.79	4,800.00	4,700.00	3,500.00	4,700.00	4,700.00	-27.08%
01510200	541010	01510200-541010	GASOLINE	1,052.21	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
01510200	542010	01510200-542010	OFFICE SUPPLIES	3,243.71	3,800.00	3,700.00	3,300.00	3,700.00	3,700.00	-13.16%
01510200	550010	01510200-550010	HEALTH / MEDICAL SUPPLIES	1,629.77	2,200.00	2,200.00	1,800.00	2,200.00	2,200.00	-18.18%
01510200	555015	01510200-555015	BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
01510200	571010	01510200-571010	TRAVEL - MILEAGE	1,759.12	2,000.00	2,000.00	1,800.00	2,000.00	2,000.00	-10.00%
01510200	571100	01510200-571100	MEETINGS & CONFERENCES	2,920.65	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
01510200	573010	01510200-573010	DUES & MEMBERSHIPS	1,448.20	1,080.00	1,230.00	1,230.00	1,400.00	1,400.00	13.89%
01510800	570000		ENCUMBRANCES							-
CATEGORY TOTAL				25,974.35	31,630.00	43,880.00	27,180.00	44,050.00	44,050.00	-14.07%
DEPARTMENT TOTAL				466,732.39	484,684.00	515,528.00	448,584.00	525,714.00	528,555.00	-7.45%

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
541 COUNCIL ON AGING											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01541100	511050	01541100-511050	DIRECTOR	88,605.42	91,733.00	93,568.00	93,568.00	93,568.00	95,440.00	2.00%	1,835.00
01541100	511390	01541100-511390	SOCIAL WORKER	80,468.44	83,309.00	84,976.00	84,976.00	86,675.00	86,675.00	2.00%	1,667.00
01541100	511510	01541100-511510	RECORDS SUPERVISOR	41,445.15	28,333.00	28,904.00	28,904.00	29,484.00	29,484.00	2.02%	571.00
01541100	511550	01541100-511550	SENIOR ASSISTANT	52,578.65	64,979.00	68,840.00	68,840.00	72,961.00	75,750.00	5.94%	3,861.00
01541100	511590	01541100-511590	OUTREACH COORDINATOR	34,747.38	36,251.00	36,835.00	36,835.00	37,571.00	37,571.00	1.61%	584.00
01541100	511591	01541100-511591	EVENT SUPPORT WORKER	-	10,966.00	11,185.00	11,185.00	11,409.00	11,409.00	2.00%	219.00
01541100	511650	01541100-511650	MAINTENANCE WORKER I	45,402.12	51,639.00	51,639.00	51,639.00	52,677.00	52,677.00	0.00%	-
01541100	511710	01541100-511710	VAN DRIVERS	33,712.97	23,700.00	28,050.00	28,050.00	28,050.00	28,050.00	18.35%	4,350.00
01541100	512040	01541100-512040	EVENING SUPERVISOR	8,369.04	9,080.00	9,261.00	9,261.00	9,446.00	9,446.00	1.99%	181.00
01541100	513120	01541100-513120	OVERTIME	152.10							
01541100	515050	01541100-515050	LONGEVITY	2,870.00	3,576.00	3,330.00	3,330.00	3,780.00	4,030.00	-6.88%	(246.00)
01541100	529030	01541100-529030	SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01541100	578050	01541100-578050	SENIOR REBATE PROGRAM	24,305.90	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CATEGORY TOTAL				412,657.17	434,566.00	447,588.00	447,588.00	456,621.00	461,532.00	3.00%	13,022.00
EXPENSES											
01541200	517070	01541200-517070	UNIFORM ALLOWANCES	251.43	250.00	250.00	250.00	250.00	250.00	0.00%	-
01541200	521010	01541200-521010	ELECTRICITY	17,709.70	26,500.00	26,500.00	26,500.00	28,000.00	28,000.00	0.00%	-
01541200	521020	01541200-521020	NATURAL GAS	11,256.64	11,500.00	13,500.00	13,500.00	15,200.00	16,400.00	17.39%	2,000.00
01541200	523010	01541200-523010	WATER	2,194.58	1,800.00	2,800.00	2,300.00	3,000.00	3,400.00	27.78%	500.00
01541200	523020	01541200-523020	SEWER/SEPTIC	6,404.00	3,200.00	6,200.00	3,200.00	6,200.00	6,400.00	0.00%	-
01541200	524010	01541200-524010	BUILDING MAINTENANCE	9,924.73	6,000.00	12,000.00	6,000.00	15,000.00	18,000.00	0.00%	-
01541200	524020	01541200-524020	VEHICLE MAINTENANCE	2,558.48	4,000.00	4,000.00	3,000.00	4,600.00	4,600.00	-25.00%	(1,000.00)
01541200	524030	01541200-524030	EQUIPMENT MAINTENANCE	668.13	3,000.00	2,000.00	2,000.00	2,500.00	2,900.00	-33.33%	(1,000.00)
01541200	524100	01541200-524100	BLDG MAINT SVCS - HVAC	6,570.93	12,000.00	14,000.00	7,000.00	15,500.00	16,800.00	-41.67%	(5,000.00)
01541200	524103	01541200-524103	BLDG MAINT SVCS - GENERATOR	275.00	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01541200	524110	01541200-524110	BLDG MAINT SVCS - ELEVATOR	910.00	2,000.00	2,000.00	1,500.00	2,400.00	2,400.00	-25.00%	(500.00)
01541200	524112	01541200-524112	BLD MAINT SVCS - FIRE/ALARM	1,747.00	2,000.00	2,000.00	1,800.00	2,300.00	2,400.00	-10.00%	(200.00)
01541200	529030	01541200-529030	CONTRACTED SNOW REMOVAL	180.00	1,000.00	1,000.00	-	1,000.00	1,000.00	-100.00%	(1,000.00)
01541200	530300	01541200-530300	HEALTH / NUTRITION SERVICES	-	1,600.00	1,000.00	500.00	1,000.00	1,000.00	-68.75%	(1,100.00)
01541200	534010	01541200-534010	POSTAGE	6,667.00	7,000.00	7,400.00	7,000.00	7,800.00	8,200.00	0.00%	-
01541200	541010	01541200-541010	GASOLINE	9,305.67	10,500.00	12,000.00	10,500.00	14,500.00	16,000.00	0.00%	-
01541200	542010	01541200-542010	OFFICE SUPPLIES	2,223.60	3,000.00	3,200.00	2,300.00	3,800.00	3,800.00	-23.33%	(700.00)
01541200	542080	01541200-542080	OFFICE EQUIPMENT	687.91	600.00	800.00	600.00	1,200.00	1,800.00	0.00%	-
01541200	543060	01541200-543060	CUSTODIAL / CLEANING SUPPLIES	5,473.78	7,000.00	7,000.00	5,500.00	7,500.00	7,800.00	-21.43%	(1,500.00)
01541200	543110	01541200-543110	LIGHTING / ELECTRICAL SUPPLIES	138.76	500.00	500.00	-	650.00	650.00	-100.00%	(500.00)
01541200	549080	01541200-549080	BOTTLED WATER	448.54	800.00					-100.00%	(800.00)
01541200	557010	01541200-557010	PROGRAMS & ACTIVITIES	413.38	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	0.00%	-
01541200	557020	01541200-557020	SOCIAL & CULTURAL PROGRAMS	938.80	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01541200	571010	01541200-571010	TRAVEL - MILEAGE	1,362.69	700.00	1,600.00	1,600.00	1,900.00	2,100.00	128.57%	900.00
01541200	573010	01541200-573010	DUES & MEMBERSHIPS	-	703.00	750.00	750.00	1,000.00	1,000.00	6.69%	47.00
01541200	571100	01541200-571100	MEETINGS & CONFERENCES	1,970.80	4,000.00	2,500.00	2,500.00	2,700.00	2,800.00	-37.50%	(1,500.00)
01541800	570000		ENCUMBRANCES	2,024.36							-
CATEGORY TOTAL				92,305.91	112,853.00	126,200.00	101,000.00	141,400.00	151,100.00	-10.50%	(11,853.00)
DEPARTMENT TOTAL				504,963.08	547,419.00	573,788.00	548,588.00	598,021.00	612,632.00	0.21%	1,169.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
543 VETERAN'S SERVICES											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01543100	511050	01543100-511050	DIRECTOR	59,079.59	61,559.00	62,791.00	62,791.00	64,046.00	64,046.00	2.00%	1,232.00
01543100	511550	01543100-511550	SENIOR ASSISTANT	4,147.52	4,446.00	4,697.00	4,697.00	4,978.00	5,171.00	5.65%	251.00
01543100	515050	01543100-515050	LONGEVITY	850.00	850.00	850.00	850.00	850.00	914.00	0.00%	-
01543100	578060	01543100-578060	VETERANS TAX WORK PROGRAM	6,804.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
CATEGORY TOTAL				70,881.11	74,355.00	75,838.00	75,838.00	77,374.00	77,631.00	1.99%	1,483.00
EXPENSES											
01543200	524080	01543200-524080	MONUMENT MAINT SERVICES	66.50	1,000.00	1,000.00	200.00	1,000.00	1,000.00	-80.00%	(800.00)
01543200	530920	01543200-530920	CONTRACTED SERVICES	898.00		500.00	500.00	500.00	500.00		500.00
01543200	542010	01543200-542010	OFFICE SUPPLIES	121.12	1,200.00	700.00	200.00	700.00	700.00	-83.33%	(1,000.00)
01543200	557010	01543200-557010	PROGRAMS & ACTIVITIES	4,952.34	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01543200	571100	01543200-571100	MEETINGS & CONFERENCES	846.97	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01543200	577010	01543200-577010	VETERAN'S SERVICES	45,200.13	68,000.00	65,000.00	75,000.00	65,000.00	65,000.00	10.29%	7,000.00
01543800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				52,085.06	76,200.00	73,200.00	81,900.00	73,200.00	73,200.00	7.48%	5,700.00
DEPARTMENT TOTAL				122,966.17	150,555.00	149,038.00	157,738.00	150,574.00	150,831.00	4.77%	7,183.00

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
610 LIBRARY											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01610100	511020	01610100-511020	LIBRARY DIRECTOR	110,856.17	114,769.00	117,065.00	117,065.00	119,407.00	119,407.00	2.00%	2,296.00
01610100	511030	01610100-511030	ASSISTANT DIRECTOR	75,693.76	78,366.00	79,933.00	79,933.00	81,532.00	81,532.00	2.00%	1,567.00
01610100	511340	01610100-511340	SENIOR LIBRARIANS	278,193.78	289,661.00	294,325.00	294,325.00	300,213.00	300,213.00	1.61%	4,664.00
01610100	511470	01610100-511470	LIBRARY ASSISTANTS	649,515.30	687,966.00	708,893.00	708,893.00	734,597.00	746,835.00	3.04%	20,927.00
01610100	511500	01610100-511500	OFFICE MANAGER	54,914.66	57,633.00	60,254.00	60,254.00	62,995.00	64,572.00	4.55%	2,621.00
01610100	511590	01610100-511590	7 SATURDAY, JULY-AUG	11,014.33	14,428.00	14,796.00	14,796.00	15,092.00	15,092.00	2.55%	368.00
01610100	511590		OTHER SUPPORT STAFF	-					21,287.00		-
01610100	511650	01610100-511650	CUSTODIANS	64,225.13	67,010.00	68,689.00	68,689.00	70,689.00	71,341.00	2.51%	1,679.00
01610100	512010	01610100-512010	PAGES	16,880.77	17,675.00	20,556.00	20,556.00	21,726.00	22,901.00	16.30%	2,881.00
01610100	513160	01610100-513160	CUSTODIAL OVERTIME	-	2,909.00	2,968.00	2,968.00	3,028.00	3,028.00	2.03%	59.00
01610100	514090	01610100-514090	MLS STIPENDS	2,500.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	
01610100	515050	01610100-515050	LONGEVITY	17,320.00	19,135.00	21,442.00	21,442.00	22,893.00	24,201.00	12.06%	2,307.00
CATEGORY TOTAL				1,281,113.90	1,352,552.00	1,391,921.00	1,391,921.00	1,435,172.00	1,473,409.00	2.91%	39,369.00
EXPENSES											
01610200	517070	01610200-517070	UNIFORM ALLOWANCES	1,072.58	1,170.00	1,260.00	1,260.00	1,260.00	1,260.00	7.69%	90.00
01610200	521010	01610200-521010	ELECTRICITY	21,276.18	23,850.00	26,529.00	23,000.00	26,529.00	26,750.00	-3.56%	(850.00)
01610200	521030	01610200-521030	HEATING FUEL	15,492.45	16,500.00	16,640.00	15,800.00	16,640.00	16,750.00	-4.24%	(700.00)
01610200	523010	01610200-523010	WATER	1,507.61	1,500.00	1,565.00	1,565.00	1,565.00	1,565.00	4.33%	65.00
01610200	524030	01610200-524030	EQUIPMENT MAINTENANCE	21,891.29	24,800.00	22,000.00	22,000.00	22,000.00	22,000.00	-11.29%	(2,800.00)
01610200	530400	01610200-530400	MVLC NETWORK MAINTENANCE	36,000.00	36,000.00	38,000.00	36,000.00	38,000.00	38,000.00	0.00%	-
01610200	534010	01610200-534010	POSTAGE	4,206.73	3,250.00	3,500.00	3,500.00	3,500.00	3,500.00	7.69%	250.00
01610200	534040	01610200-534040	PRINTING SERVICES	3,876.18	3,500.00	3,750.00	3,750.00	3,750.00	3,750.00	7.14%	250.00
01610200	542010	01610200-542010	OFFICE SUPPLIES	15,601.42	17,000.00	15,000.00	15,000.00	15,000.00	13,500.00	-11.76%	(2,000.00)
01610200	543060	01610200-543060	CUSTODIAL / CLEANING SUPPLIES	5,034.69	6,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-16.67%	(1,000.00)
01610200	555015	01610200-555015	BOOKS & SUBSCRIPTIONS	217,971.21	219,000.00	220,000.00	220,000.00	220,000.00	210,000.00	0.46%	1,000.00
01610200	571010	01610200-571010	MILEAGE	1,729.16	2,500.00	1,800.00	1,800.00	1,800.00	1,800.00	-28.00%	(700.00)
01610200	571100	01610200-571100	MEETINGS & CONFERENCES	3,016.63	2,640.00	3,000.00	3,000.00	3,000.00	3,000.00	13.64%	360.00
01610200	573010	01610200-573010	DUES & MEMBERSHIPS	1,607.00	1,076.00	1,375.00	1,375.00	1,375.00	1,375.00	27.79%	299.00
01610200	574120	01610200-574120	PUBLIC EMPLOYEE BOND	364.48							-
01610800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				350,647.61	358,786.00	359,419.00	353,050.00	359,419.00	348,250.00	-1.60%	(5,736.00)
DEPARTMENT TOTAL				1,631,761.51	1,711,338.00	1,751,340.00	1,744,971.00	1,794,591.00	1,821,659.00	1.97%	33,633.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
650 PARKS-GROUNDS & BLDG MAINT											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
01650100	511610	01650100-511610	CREW SUPERVISOR	37,020.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
01650100	511613	01650100-511613	PARKS OPERATIONS SUPERVISOR	40,236.06	40,505.00	40,505.00	40,505.00	40,505.00	40,505.00	0.00%	-
01650100	511620	01650100-511620	HEAVY EQUIPMENT OPERATOR	106,301.40	134,777.00	163,564.00	147,772.00	165,388.00	166,245.00	9.64%	12,995.00
01650100	512280	01650100-512280	SEASONAL STAFF	3,597.79	5,350.00	9,025.00	5,350.00	10,000.00	12,000.00	0.00%	-
01650100	513120	01650100-513120	OVERTIME	7,754.27	2,000.00	11,700.00	8,000.00	11,000.00	11,700.00	300.00%	6,000.00
01650100	515050	01650100-515050	LONGEVITY	3,875.00	4,125.00	4,125.00	4,125.00	4,125.00	4,125.00	0.00%	-
CATEGORY TOTAL				198,784.52	224,024.00	266,186.00	243,019.00	268,285.00	271,842.00	8.48%	18,995.00
EXPENSES											
01650200	521010	01650200-521010	ELECTRICITY	-	719.00	795.00	795.00	819.00	844.00	10.57%	76.00
01650200	523010	01650200-523010	WATER	2,069.63	225.00	225.00	225.00	225.00	225.00	0.00%	-
01650200	524015	01650200-524015	GROUNDS MAINTENANCE	16,410.45	22,000.00	26,250.00	22,000.00	27,000.00	28,000.00	0.00%	-
01650200	524020	01650200-524020	VEHICLE MAINTENANCE	3,139.41	4,000.00	4,000.00	4,000.00	4,500.00	4,500.00	0.00%	-
01650200	524030	01650200-524030	EQUIPMENT MAINTENANCE	1,723.72	4,000.00	4,000.00	2,000.00	4,200.00	4,200.00	-50.00%	(2,000.00)
01650200	527010	01650200-527010	BUILDING LEASE	12,000.00	-	-	-	-	-		-
01650200	527015	01650200-527015	ADDL BUILDING EXPENSES - LEASED	150.00	-	-	-	-	-		-
01650200	530920	01650200-530920	CONTRACTED SERVICES	1,106.20	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01650200	540000	01650200-540000	SUPPLIES	1,549.98	-	-	-	-	-		-
01650200	541010	01650200-541010	GASOLINE	6,000.00	10,000.00	10,000.00	7,000.00	10,500.00	11,000.00	-30.00%	(3,000.00)
01650200	542010	01650200-542010	OFFICE SUPPLIES	233.91	500.00	500.00	500.00	500.00	500.00	0.00%	-
01650200	542017	01650200-542017	TOWN COMMON EXPENSE	1,797.42	5,000.00	5,000.00	3,000.00	5,000.00	5,000.00	-40.00%	(2,000.00)
01650200	542018	01650200-542018	MONUMENT MAINT SERVICES		1,000.00	1,000.00	500.00	1,100.00	1,100.00	-50.00%	(500.00)
01650200	571010	01650200-571010	TRAVEL-MILEAGE	622.10	1,800.00	1,800.00	200.00	1,800.00	1,800.00	-88.89%	(1,600.00)
01650200	571100	01650200-571100	MEETING & CONFERENCES	172.00	2,039.00	2,066.00	2,066.00	2,150.00	2,150.00	1.32%	27.00
01650200	573010	01650200-573010	DUES AND MEMBERSHIPS	175.00	422.00	510.00	510.00	422.00	422.00	20.85%	88.00
01650200	585000	01650200-585000	RECREATIONAL EQUIPMENT	2,110.40	785.00	785.00	785.00	1,000.00	1,000.00	0.00%	-
CATEGORY TOTAL				49,260.22	53,490.00	57,931.00	44,581.00	60,216.00	61,741.00	-16.66%	(8,909.00)
DEPARTMENT TOTAL				248,044.74	277,514.00	324,117.00	287,600.00	328,501.00	333,583.00	3.63%	10,086.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
660 LAND MANAGEMENT											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
EXPENSES											
01660200	521010	01660200-521010	ELECTRICITY	4,372.09	3,000.00	4,400.00	4,400.00	4,500.00	4,500.00	46.67%	1,400.00
01660200	521020	01660200-521020	NATURAL GAS	609.40	1,500.00	1,500.00	800.00	1,600.00	1,600.00	-46.67%	(700.00)
01660200	523010	01660200-523010	WATER	4,445.33	3,500.00	4,500.00	4,500.00	5,000.00	5,000.00	28.57%	1,000.00
01660200	524010	01660200-524010	BUILDING MAINTENANCE	6,943.22	7,000.00	7,000.00	7,000.00	10,000.00	10,000.00	0.00%	-
01660200	524015	01660200-524015	GROUNDS MAINTENANCE	4,596.65	5,500.00	5,500.00	5,500.00	8,000.00	8,000.00	0.00%	-
01660200	530920	01660200-530920	CARETAKER SERVICES	20,934.08	20,000.00	30,000.00	20,000.00	35,000.00	35,000.00	0.00%	-
01660200	570000		ENCUMBRANCES								-
CATEGORY TOTAL				41,900.77	40,500.00	52,900.00	42,200.00	64,100.00	64,100.00	4.20%	1,700.00
DEPARTMENT TOTAL				41,900.77	40,500.00	52,900.00	42,200.00	64,100.00	64,100.00	4.20%	1,700.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
670 HISTORICAL COMM/MUSEUM			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01670200	521010	01670200-521010	ELECTRICITY	3,966.87	3,900.00	4,000.00	4,000.00	4,000.00	2.56%	100.00
01670200	521030	01670200-521030	HEATING FUEL	3,750.26	3,500.00	3,800.00	3,800.00	3,800.00	8.57%	300.00
01670200	523010	01670200-523010	WATER	212.16	800.00	500.00	500.00	500.00	-37.50%	(300.00)
01670200	523020	01670200-523020	SEWER / SEPTIC	1,650.00	250.00	500.00	500.00	500.00	100.00%	250.00
01670200	524010	01670200-524010	BUILDING MAINTENANCE	281.46	3,000.00	3,000.00	500.00	3,000.00	-83.33%	(2,500.00)
01670200	524015	01670200-524015	GROUNDS MAINTENANCE	-	300.00	300.00	100.00	300.00	-66.67%	(200.00)
01670200	524030	01670200-524030	EQUIPMENT MAINTENANCE	26.97	400.00	400.00	100.00	400.00	-75.00%	(300.00)
01670200	525060	01670200-525060	SIGNAGE	-	500.00	500.00	100.00	500.00	-80.00%	(400.00)
01670200	529090	01670200-529090	SECURITY SYSTEM SERVICES	1,153.30	1,000.00	1,200.00	1,200.00	1,200.00	20.00%	200.00
01670200	530920	01670200-530920	CONTRACTED SERVICES	-	3,000.00	4,000.00	1,000.00	4,000.00	-66.67%	(2,000.00)
01670800	570000		ENCUMBRANCES	5,000.00						-
CATEGORY TOTAL			16,041.02	16,650.00	18,200.00	11,800.00	18,200.00	18,200.00	-29.13%	(4,850.00)
DEPARTMENT TOTAL			16,041.02	16,650.00	18,200.00	11,800.00	18,200.00	18,200.00	-29.13%	(4,850.00)
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
710 DEBT SERVICE			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
		LONG TERM DEBT EXEMPT	5,883,795.00	5,973,188.00	4,510,020.00	4,510,020.00	4,570,850.00	4,919,906.00	-24.50%	(1,463,168.00)
		ELEMENTARY SCHOOL CONST 040103								
01710003	591030	01710003-591030	PRINCIPAL LONG TERM DEBT	1,305,000.00	1,360,000.00	1,425,000.00	1,425,000.00	1,490,000.00	4.78%	65,000.00
01710003	592030	01710003-592030	INTEREST LONG TERM DEBT	339,637.50	271,125.00	199,725.00	199,725.00	137,025.00	-26.33%	(71,400.00)
		MIDDLE SCHOOL CONST 040103								
01710003	591031	01710003-591031	PRINCIPAL LONG TERM DEBT	1,245,000.00	1,300,000.00	1,355,000.00	1,355,000.00	1,415,000.00	4.23%	55,000.00
01710003	592031	01710003-592031	INTEREST LONG TERM DEBT	323,507.50	258,145.00	189,895.00	189,895.00	130,275.00	-26.44%	(68,250.00)
		ACADEMY REFUNDING 1								
01710008	591038	01710008-591038	PRINCIPAL LONG TERM DEBT	1,320,000.00	1,295,000.00				-100.00%	(1,295,000.00)
01710008	592038	01710008-592038	INTEREST LONG TERM DEBT	104,600.00	51,800.00				-100.00%	(51,800.00)
		SENIOR CENTER CONSTRUCTION 11-09								
01710011	591046	01710011-591046	PRINCIPAL LONG TERM DEBT	185,000.00	190,000.00	190,000.00	190,000.00	195,000.00	0.00%	-
01710011	592046	01710011-592046	INTEREST LONG TERM DEBT	85,350.00	76,100.00	66,600.00	66,600.00	57,100.00	-12.48%	(9,500.00)
		HIGHWAY GARAGE CONSTRUCTION REFUNDING								
01710012	591064	01710012-591064	PRINCIPAL LONG TERM DEBT	515,000.00	500,000.00	480,000.00	480,000.00	465,000.00	-4.00%	(20,000.00)
01710012	592064	01710012-592064	INTEREST LONG TERM DEBT	50,700.00	40,400.00	30,400.00	30,400.00	20,800.00	-24.75%	(10,000.00)
		FLETCHER FIRE STATION 02-18								
01710013	591069	01710013-591069	PRINCIPAL LONG TERM DEBT	100,000.00	290,000.00	210,000.00	210,000.00	310,000.00	-27.59%	(80,000.00)
01710013	592069	01710013-592069	INTEREST LONG TERM DEBT	310,000.00	305,000.00	290,500.00	290,500.00	280,000.00	-4.75%	(14,500.00)
		FLETCHER FIRE STATION \$1.772M								
01710014	591069	01710014-591069	PRINCIPAL LONG TERM DEBT		35,618.00	45,000.00	45,000.00	45,000.00	26.34%	9,382.00
01710014	592069	01710014-592069	INTEREST LONG TERM DEBT			27,900.00	27,900.00	25,650.00		27,900.00
		OTHER PROJECTED DEBT								
		New Center Building						589,868.00		-
		JV Fletcher Library Expansion								-
		School Administration Building								-

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
710 DEBT SERVICE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
			LONG TERM DEBT NON-EXEMPT	917,999.92	1,391,507.00	1,640,364.00	1,526,930.00	1,673,112.00	1,774,411.00	9.73%	135,423.00
			TITLE V								
01750001	591037	01750001-591037	PRINCIPAL LONG TERM DEBT	4,014.00	4,014.00					-100.00%	(4,014.00)
			INTEREST LONG TERM DEBT								-
			SEWER EXTENSION 061506								
01750006	591000	01750006-591000	PRINCIPAL LONG TERM DEBT	90,000.00							-
01750006	592000	01750006-592000	INTEREST LONG TERM DEBT	1,800.00							-
			GROTON ROAD WATER MAIN 061506								
01750010	591044	01750010-591044	PRINCIPAL LONG TERM DEBT	10,693.65	10,906.00	11,123.00	11,123.00	11,344.00	11,570.00	1.99%	217.00
01750010	592044	01750010-592044	INTEREST LONG TERM DEBT	3,030.34	2,815.00	2,595.00	2,595.00	2,370.00	2,140.00	-7.82%	(220.00)
01750010	593544	01750010-593544	ADMINISTRATIVE FEE	227.28	211.00	195.00	195.00	178.00	161.00	-7.58%	(16.00)
			TOWN HALL CONSTRUCTION								
01750011	591047	01750011-591047	PRINCIPAL LONG TERM DEBT	85,500.00	54,150.00	65,550.00	65,550.00	65,550.00	65,550.00	21.05%	11,400.00
01750011	592047	01750011-592047	INTEREST LONG TERM DEBT	14,871.00	39,091.00	26,733.00	26,733.00	23,456.00	20,178.00	-31.61%	(12,358.00)
			PERCHLORATE REMEDIATION WPAT CONTRACT 1								
01750012	591048	01750012-591048	PRINCIPAL LONG TERM DEBT	36,278.61	37,011.00	37,757.00	37,757.00	38,519.00	39,296.00	2.02%	746.00
01750012	592048	01750012-592048	INTEREST LONG TERM DEBT	10,300.03	9,567.00	8,819.00	8,819.00	8,057.00	7,279.00	-7.82%	(748.00)
01750012	593548	01750012-593548	ADMINISTRATIVE FEE	772.51	718.00	662.00	662.00	604.00	546.00	-7.80%	(56.00)
			ABBOT ELEVATOR								
01750013	591051	01750013-591051	PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
01750013	592051	01750013-592051	INTEREST LONG TERM DEBT	4,500.00	3,600.00	2,700.00	2,700.00	1,800.00	900.00	-25.00%	(900.00)
			DEPARTMENTAL EQUIPMENT (POLICE RADIO)								
01750014	591052	01750014-591052	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00		0.00%	-
01750014	592052	01750014-592052	INTEREST LONG TERM DEBT	1,600.00	1,200.00	800.00	800.00	400.00		-33.33%	(400.00)
			DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER								
01750016	591054	01750016-591054	PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00		0.00%	-
01750016	592054	01750016-592054	INTEREST LONG TERM DEBT	800.00	600.00	400.00	400.00	200.00		-33.33%	(200.00)
			FIRE TRUCK - \$44,000								
01750017	591056	01750017-591056	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
01750017	592056	01750017-592056	INTEREST LONG TERM DEBT	6,500.00	5,400.00	4,300.00	4,300.00	3,200.00	2,100.00	-20.37%	(1,100.00)
			WA BLEACHERS - 550,000								
01750018	591057	01750018-591057	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
01750018	592057	01750018-592057	INTEREST LONG TERM DEBT	6,600.00	5,500.00	4,400.00	4,400.00	3,300.00	2,200.00	-20.00%	(1,100.00)
			1ST ROBINSON BOILER & 2ND ABBOT BOILER								
01750019	591058	01750019-591058	PRINCIPAL LONG TERM DEBT	20,000.00							-
01750019	592058	01750019-592058	INTEREST LONG TERM DEBT	400.00							-
			DESIGN & ENGINEERING: HIGHWAY - 600,000								
01750021	591060	01750021-591060	PRINCIPAL LONG TERM DEBT	167,000.00							-
01750021	592060	01750021-592060	INTEREST LONG TERM DEBT	-							-
			10 WHEEL DUMPTRUCK: HIGHWAY - 195,792								
01750022	591061	01750022-591061	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	17,000.00	17,000.00	17,000.00	-15.00%	(3,000.00)
01750022	592061	01750022-592061	INTEREST LONG TERM DEBT	2,300.00	1,900.00	1,500.00	1,275.00	935.00	595.00	-32.89%	(625.00)
			MSBA DAY & ROBINSON WINDOWS (\$2M)								
01750023	591063	01750023-591063	PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
01750023	592063	01750023-592063	INTEREST LONG TERM DEBT	43,450.00	40,450.00	37,450.00	37,450.00	35,200.00	32,950.00	-7.42%	(3,000.00)
			MSBA DAY & ROBINSON WINDOWS (\$1M est)								
01750024	591066	01750024-591066	PRINCIPAL LONG TERM DEBT	25,000.00	69,688.00	30,000.00	30,000.00	30,000.00	30,000.00	-56.95%	(39,688.00)
01750024	592066	01750024-592066	INTEREST LONG TERM DEBT			15,288.00	15,288.00	13,788.00	12,288.00		15,288.00
			DISPATCH CENTER								
01750024	591065	01750024-591065	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
01750024	592065	01750024-592065	INTEREST LONG TERM DEBT	22,362.50	20,713.00	19,063.00	19,063.00	17,825.00	16,588.00	-7.97%	(1,650.00)
			PLAIN ROAD SIDEWALK								
01750025	591070	01750025-591070	PRINCIPAL LONG TERM DEBT		55,725.00	55,000.00	55,000.00	50,000.00	50,000.00	-1.30%	(725.00)
01750025	592070	01750025-592070	INTEREST LONG TERM DEBT		31,251.00	20,750.00	20,750.00	18,000.00	15,500.00	-33.60%	(10,501.00)
			MAIN STREET RECONSTRUCTION								
01750025	591071	01750025-591071	PRINCIPAL LONG TERM DEBT		190,000.00	190,000.00	111,794.00	111,794.00	111,794.00	-41.16%	(78,206.00)
01750025	592071	01750025-592071	INTEREST LONG TERM DEBT		115,849.00	77,750.00	45,747.00	40,158.00	34,568.00	-60.51%	(70,102.00)
			ENGINE 4 REPLACEMENT - \$615,000								
01750026	591072	01750026-591072	PRINCIPAL LONG TERM DEBT		64,275.00	65,000.00	65,000.00	65,000.00	65,000.00	1.13%	725.00
01750026	592072	01750026-592072	INTEREST LONG TERM DEBT		35,869.00	23,800.00	23,800.00	20,550.00	17,300.00	-33.65%	(12,069.00)
			WASTE WATER UPGRADE DEP								
01750026	591073	01750026-591073	PRINCIPAL LONG TERM DEBT		50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	0.00%	-
01750026	592073	01750026-592073	INTEREST LONG TERM DEBT		28,481.00	18,950.00	18,950.00	16,450.00	13,950.00	-33.46%	(9,531.00)
			ROUDENBUSH REHABILITATION								
01750026	591074	01750026-591074	PRINCIPAL LONG TERM DEBT		50,595.00	20,000.00	20,000.00	22,000.00	22,500.00	-60.47%	(30,595.00)
01750026	592074	01750026-592074	INTEREST LONG TERM DEBT			21,728.00	21,728.00	20,928.00	20,048.00		21,728.00

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
710 DEBT SERVICE											
OBJ		DESCRIPTION	DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
			LONG TERM DEBT NON-EXEMPT CONT'D								
			ROADWAY IMPROVEMENT 03/24/18								
01750027	591000	01750027-591000	PRINCIPAL LONG TERM DEBT		101,928.00	80,000.00	80,000.00	80,000.00	75,000.00	-21.51%	(21,928.00)
01750027	592000	01750027-592000	INTEREST LONG TERM DEBT			31,250.00	31,250.00	27,250.00	23,250.00		31,250.00
			ABBOT ROOF MSBA CONSTRUCTION								
01750028	591000	01750028-591000	PRINCIPAL LONG TERM DEBT			191,638.00	191,638.00	142,000.00	142,000.00		191,638.00
01750028	592000	01750028-592000	INTEREST LONG TERM DEBT								-
			ROADWAY IMPROVEMENT 03/23/19								
TBD	591000	TBD-591000	PRINCIPAL LONG TERM DEBT			60,313.00	60,313.00	60,313.00	60,313.00		60,313.00
TBD	592000	TBD-592000	INTEREST LONG TERM DEBT								-
			OTHER PROJECTED DEBT								-
			Town Lighting			8,948.00	8,948.00				8,948.00
			Oak Hill, Plain Road, Moore Rd					81,925.00	120,069.00		-
			63 Main Street					-	-		-
			Robinson Roof MSBA					-	-		-
			Blanchard Roof MSBA					-	-		-
			TSSTF Access Controls (\$500k)			61,000.00	61,000.00	61,000.00	61,000.00		61,000.00
			TSSTF Communication (\$106,704)			23,902.00	23,902.00	23,902.00	23,902.00		23,902.00
			Carlisle Road Sidewalk / Pedestrian Safety			11,000.00	11,000.00	48,800.00	48,800.00		11,000.00
			Senior Center HVAC and Roof Ext over Sidewalk					35,136.00	35,136.00		-
			Fire Truck					84,180.00	84,180.00		-
			Tower Truck						133,760.00		-
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
710 DEBT SERVICE											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
			LONG & SHORT TERM DEBT	834,704.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%	(30,116.00)
			COMMUNITY PRESERVATION FUND								
			EAST BOSTON CAMPS LAND PURCHASE								
24164519	591000	24164519-591000	PRINCIPAL LONG TERM DEBT	730,000.00							-
24164519	592000	24164519-592000	INTEREST LONG TERM DEBT	29,200.00							-
			TOWN HALL CONSTRUCTION								
24164529	591000	24164529-591000	PRINCIPAL LONG TERM DEBT	64,500.00	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	21.05%	8,600.00
24164529	592000	24164529-592000	INTEREST LONG TERM DEBT	11,004.00	29,490.00	20,167.00	20,167.00	17,695.00	15,222.00	-31.61%	(9,323.00)
			ROUDENBUSH CONSTRUCTION								
264164539	591000	264164539-591000	PRINCIPAL LONG TERM DEBT	-	447,300.00	180,000.00	180,000.00	198,000.00	202,500.00	-59.76%	(267,300.00)
264164539	592000	264164539-592000	INTEREST LONG TERM DEBT	-	-	195,547.00	195,547.00	188,348.00	180,428.00		195,547.00
			ADAMS PROPERTY								
24164569	591000	24164569-591000	PRINCIPAL LONG TERM DEBT	-	304,803.00	205,000.00	205,000.00	205,000.00	205,000.00	-32.74%	(99,803.00)
24164569	592000	24164569-592000	INTEREST LONG TERM DEBT	-	-	142,163.00	142,163.00	131,913.00	125,763.00		142,163.00
24164499	592008		INTEREST SHORT TERM DEBT	-	-	-	-	-	-		-

EXPENSES											
			LONG TERM DEBT WATER (BUDGETED IN WATER ENTERPRISE)	989,318.90	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%	188,515.00
			FILTRATION PLANTS WPAT LOAN 1 072601								
60450701	591023	60450701-591023	PRINCIPAL LONG TERM DEBT	98,817.30	100,657.00	100,270.00	100,270.00	-	-	-0.38%	(387.00)
60450701	592023	60450701-592023	INTEREST LONG TERM DEBT	4,642.89	2,361.00	-	-	-	-	-100.00%	(2,361.00)
60450701	563000	60450701-563000	MWPAT FEES	675.00	458.00	233.00	233.00	-	-	-49.13%	(225.00)
			FILTRATION PLANTS WPAT LOAN 2 112602								
60450702	591025	60450702-591025	PRINCIPAL LONG TERM DEBT	485,394.77	481,374.00	501,894.00	501,894.00	525,120.00	527,850.00	4.26%	20,520.00
60450702	592025	60450702-592025	INTEREST LONG TERM DEBT	46,925.18	36,059.00	24,458.00	24,458.00	12,188.00	-	-32.17%	(11,601.00)
60450702	563000	60450702-563000	MWPAT FEES	4,920.00	3,885.00	2,817.00	2,817.00	1,710.00	574.00	-27.49%	(1,068.00)
			STEPINSKI LAND ACQUISITION 091608								
60450710	591041	60450710-591041	PRINCIPAL LONG TERM DEBT	39,000.00	25,000.00	25,000.00	25,000.00	26,000.00	26,000.00	0.00%	-
60450710	592041	60450710-592041	INTEREST LONG TERM DEBT	7,830.00	5,880.00	4,630.00	4,630.00	3,380.00	2,080.00	-21.26%	(1,250.00)
			BYRNE AVE LINE REPL 091608								
60450710	591039	60450710-591039	PRINCIPAL LONG TERM DEBT	31,000.00	20,000.00	20,000.00	20,000.00	24,000.00	24,000.00	0.00%	-
60450710	592039	60450710-592039	INTEREST LONG TERM DEBT	6,670.00	5,120.00	4,120.00	4,120.00	3,120.00	1,920.00	-19.53%	(1,000.00)
			PERCHLORATE REMEDIATION WPAT CONTRACT 1								
60450712	591048	60450712-591048	PRINCIPAL LONG TERM DEBT	3,465.11	3,535.00	3,607.00	3,607.00	3,679.00	3,754.00	2.04%	72.00
60450712	592048	60450712-592048	INTEREST LONG TERM DEBT	983.79	914.00	843.00	843.00	770.00	695.00	-7.77%	(71.00)
			PERCHLORATE REMEDIATION WPAT CONTRACT 2								
60450712	591050	60450712-591050	PRINCIPAL LONG TERM DEBT	49,115.62	50,106.00	51,117.00	51,117.00	52,148.00	53,201.00	2.02%	1,011.00
60450712	592050	60450712-592050	INTEREST LONG TERM DEBT	13,944.62	12,952.00	11,941.00	11,941.00	10,908.00	9,854.00	-7.81%	(1,011.00)
60450712	563000	60450712-563000	MWPAT FEES	1,119.62	1,040.00	959.00	959.00	876.00	792.00	-7.79%	(81.00)
			GRANITEVILLE UPGRADE MAIN								
60450713	591055	60450713-591055	PRINCIPAL LONG TERM DEBT	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	0.00%	-
60450713	592055	60450713-592055	INTEREST LONG TERM DEBT	29,537.50	28,238.00	26,838.00	26,838.00	25,438.00	24,038.00	-4.96%	(1,400.00)
			RTE 110 UPGRADE MAIN								
60450713	591062	60450713-591062	PRINCIPAL LONG TERM DEBT	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
60450713	592062	60450713-592062	INTEREST LONG TERM DEBT	10,725.00	10,225.00	9,725.00	9,725.00	9,225.00	8,725.00	-4.89%	(500.00)
			GRANITEVILLE MAIN (PATRIOT TO MAIN)								
60450714	591067	60450714-591067	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
60450714	592067	60450714-592067	INTEREST LONG TERM DEBT	8,690.00	8,090.00	7,490.00	7,490.00	7,040.00	6,590.00	-7.42%	(600.00)
			PLEASANT ST MAIN (ABBOT TO PINE)								
60450714	591068	60450714-591068	PRINCIPAL LONG TERM DEBT	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
60450714	592068	60450714-592068	INTEREST LONG TERM DEBT	10,862.50	10,112.00	9,363.00	9,363.00	8,800.00	8,238.00	-7.41%	(749.00)
			GROTON/DUNSTABLE								
60450778	591000	60450778-591000	PRINCIPAL LONG TERM DEBT	-	-	35,000.00	35,000.00	35,000.00	35,000.00		35,000.00
60450778	592000	60450778-592000	INTEREST LONG TERM DEBT	-	-	16,638.00	16,638.00	14,888.00	13,138.00		16,638.00
			VINEBROOK WATER MAIN EXTENSION BETTERMENT								
60450779	591000	60450779-591000	PRINCIPAL LONG TERM DEBT	-	-	55,000.00	55,000.00	55,000.00	55,000.00		55,000.00
60450779	592000	60450779-592000	INTEREST LONG TERM DEBT	-	-	30,650.00	30,650.00	27,900.00	25,150.00		30,650.00
60450700	590000	60450700-590000	DEBT BORROWED NOT BUDGETED	-	380,480.00	432,408.00	432,408.00	690,561.00	878,496.00	13.65%	51,928.00
Town of Westford Budget Worksheet Fiscal Year 2021 EXPENSES											
			LONG TERM DEBT STORMWATER (BUDGETED IN STORMWATER ENTERPRISE)	-	-	294,134.00	294,134.00	336,413.00	516,053.00		294,134.00
			10 WHEEL DUMPTRUCK: HIGHWAY								
65450700	591061	65450700-591061	PRINCIPAL LONG TERM DEBT			3,000.00	3,000.00	3,000.00	3,000.00		3,000.00
65450700	592061	65450700-592061	INTEREST LONG TERM DEBT			225.00	225.00	165.00	105.00		225.00
			MAIN STREET RECONSTRUCTION								
65450700	591071	65450700-591071	PRINCIPAL LONG TERM DEBT			78,206.00	78,206.00	78,206.00	78,206.00		78,206.00
65450700	592071	65450700-592071	INTEREST LONG TERM DEBT			32,003.00	32,003.00	28,092.00	24,182.00		32,003.00
			OAK HILL RECONSTRUCTION PROJECT								
65450700	590000	65450700-590000	PRINCIPAL LONG TERM DEBT						101,000.00		-
65450700	590000	65450700-590000	INTEREST LONG TERM DEBT			40,400.00	40,400.00	40,400.00	76,760.00		40,400.00
			CULVERT DESIGN, PERMITTING & REPLACEMENT								
65450700	590000	65450700-590000	PRINCIPAL LONG TERM DEBT			25,000.00	25,000.00	50,000.00	75,000.00		25,000.00
65450700	590000	65450700-590000	INTEREST LONG TERM DEBT			21,250.00	21,250.00	42,500.00	63,750.00		21,250.00
			DRAINAGE IMPROVEMENT PROGRAM								
65450700	590000	65450700-590000	PRINCIPAL LONG TERM DEBT			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
65450700	590000	65450700-590000	INTEREST LONG TERM DEBT			28,050.00	28,050.00	28,050.00	28,050.00		28,050.00
65450700	592008	65450700-592008	INTEREST ON SHORT-TERM DEBT								-

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
710 DEBT SERVICE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
			SHORT TERM DEBT	69,930.40	122,231.00	70,000.00	40,000.00	43,300.00	43,300.00	-67.28%
										(82,231.00)
01790200	592008	01790200-592008	INTEREST ON SHORT-TERM DEBT	69,930.40	118,931.00	70,000.00	40,000.00	40,000.00	40,000.00	-66.37%
01790200	592520	01790200-592520	MISCELLANOUS INTEREST							-
01790200	592900	01790200-592900	BOND ISSUANCE COSTS		3,300.00			3,300.00	3,300.00	-100.00%
										(3,300.00)
			SUMMARY							
			TOTAL EXEMPTED DEBT(G/F)	5,883,795.00	5,973,188.00	4,510,020.00	4,510,020.00	4,570,850.00	4,919,906.00	-24.50%
			TOTAL NON EXEMPTED DEBT(G/F)	917,999.92	1,391,507.00	1,640,364.00	1,526,930.00	1,673,112.00	1,774,411.00	9.73%
			TOTAL COMMUNITY PRES FUND	834,704.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%
			TOTAL WATER DEBT(Water Enterprise)	989,318.90	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%
			TOTAL STORMWATER ENTEPRISE DEBT	-	-	294,134.00	294,134.00	336,413.00	516,053.00	
			TOTAL SHORT TERM DEBT	69,930.40	122,231.00	70,000.00	40,000.00	43,300.00	43,300.00	-67.28%
			TOTAL APPROPRIATION	8,695,748.22	9,635,855.00	8,821,846.00	8,678,412.00	9,091,832.00	9,882,128.00	-9.94%
			LESS WATER(BUDGETED IN WATER ENT)	(989,318.90)	(1,326,486.00)	(1,515,001.00)	(1,515,001.00)	(1,677,751.00)	(1,850,095.00)	14.21%
			LESS STORMWATER(BUDGET IN SW ENT)	-	-	(294,134.00)	(294,134.00)	(336,413.00)	(516,053.00)	
			LESS COMMUNITY PRES FUND	(834,704.00)	(822,443.00)	(792,327.00)	(792,327.00)	(790,406.00)	(778,363.00)	-3.66%
			APPROPRIATION G/F	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%
										(1,409,976.00)
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
940 OTHERWISE UNCLASSIFIED				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01940200	579040	01940200-579040	WATER DIRECT / INDIRECT COSTS	(454,145.00)	(459,080.00)	(459,080.00)	(575,652.00)	(575,652.00)	(575,652.00)	25.39%
01940200	579045	01940200-579045	RECREATION DIRECT / INDIRECT COSTS	(242,283.00)	(109,721.00)	(109,721.00)	(108,049.00)	(108,049.00)	(108,049.00)	-1.52%
01940200	579050	01940200-579050	AMBULANCE DIRECT / INDIRECT COSTS	(341,908.00)	(380,831.00)	(380,831.00)	(318,383.00)	(318,383.00)	(318,383.00)	-16.40%
01940200	NEW	01940200-NEW	STORMWATER DIRECT / INDIRECT COSTS			(393,964.00)	(393,964.00)	(393,964.00)	(393,964.00)	
										(393,964.00)
			CATEGORY TOTAL	(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%
										(446,416.00)
DEPARTMENT TOTAL				(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
945 GENERAL LIABILITY INSURANCE				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01945200	517100	01945200-517100	RETIREMENT ASSESSMENT	4,902,690.00	5,152,765.00	5,473,719.00	5,473,719.00	5,878,774.00	6,313,804.00	6.23%
01945200	517120	01945200-517120	MILITARY RETIREMENT ASSESSMENT	-	518.00	1,783.00	1,783.00			244.21%
01945200	517150	01945200-517150	HEALTH INSURANCE	9,812,913.52	10,449,659.00	11,902,516.00	11,289,358.00	11,903,338.00	12,923,538.00	8.04%
01945200	517152	01945200-517152	MEDICARE PART B PENALTY	13,384.20	13,700.00	13,700.00	13,700.00	13,700.00	13,700.00	0.00%
										-
01945200	517155	01945200-517155	HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	64,479.89						
01945200	517160	01945200-517160	LIFE INSURANCE	4,712.89	5,800.00	5,400.00	5,200.00	5,400.00	5,400.00	-10.34%
01945200	517170	01945200-517170	MEDICARE TAX	967,545.87	960,000.00	1,020,000.00	1,020,000.00	1,050,600.00	1,082,118.00	6.25%
01945200	517180	01945200-517180	WORKERS COMPENSATION	419,619.34	431,483.00	461,687.00	495,000.00	510,000.00	535,500.00	14.72%
01945200	517185	01945200-517185	WORKERS COMPENSATION RUNOUT	-	20,000.00	21,400.00	-	-	-	-100.00%
01945200	517190	01945200-517190	UNEMPLOYMENT COMPENSATION	48,953.77	80,000.00	80,000.00	80,000.00	84,000.00	88,200.00	0.00%
01945200	519020	01945200-519020	SICK LEAVE/VAC BUY BACK-PR	65,626.06	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
01945200	530960	01945200-530960	HEALTH CONSULTING	24,000.00	22,000.00	25,000.00	25,000.00			13.64%
01945200	550030	01945200-550030	HEALTH RELATED PROGRAMS	3,847.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
01945200	574010	01945200-574010	COMPREHENSIVE LIABILITY	161,902.60	162,062.00	173,407.00	160,000.00	160,000.00	168,000.00	-1.27%
01945200	574020	01945200-574020	EXCESS UMBRELLA LIABILITY	13,096.60	12,067.00	12,912.00	13,000.00	13,000.00	13,650.00	7.73%
01945200	574030	01945200-574030	AUTO LIABILITY	80,203.94	85,772.00	91,777.00	90,000.00	90,000.00	94,500.00	4.93%
01945200	574040	01945200-574040	PUBLIC OFFICIALS LIABILITY	29,489.66	31,555.00	33,764.00	35,000.00	35,000.00	36,750.00	10.92%
01945200	574045	01945200-574045	EDUCATION LIABILITY	18,192.17	19,466.00	20,829.00	22,000.00	22,000.00	23,100.00	13.02%
01945200	574050	01945200-574050	POLICE/FIRE LIABILITY	63,237.97	65,000.00	69,550.00	69,550.00	73,028.00	76,679.00	7.00%
01945200	574090	01945200-574090	GENERAL LIABILITY INSURANCE	54,300.38	51,785.00	55,410.00	45,000.00	45,000.00	47,250.00	-13.10%
01945200	574190	01945200-574190	DEDUCTIBLES	11,357.02	10,000.00	10,700.00	10,000.00	10,000.00	10,000.00	0.00%
01945800	570000	01945800-570000	ENCUMBRANCES	48,594.54						
										-
			CATEGORY TOTAL	16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%
										1,274,678.00
DEPARTMENT TOTAL				16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
990 TRANSFERS TO/FROM TRUSTS				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
EXPENSES										\$ INC/DEC
01990200	596080	01990200-596080	OPEB TRANSFER TO TRUST	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%
										207,931.00
			CATEGORY TOTAL	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%
										207,931.00
DEPARTMENT TOTAL				1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
240 COMMUNITY PRESERVATION FUND				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
24164119	510000	24164119-510000	SUPPORT STAFF	4,731.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
CATEGORY TOTAL				4,731.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
EXPENSES										
24164219	570000	24164219-570000	ADMIN EXPENSES	4,439.04	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
CATEGORY TOTAL				4,439.04	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
DEBT SERVICE										
24164519	591000	24164519-591000	EAST BOSTON CAMPS - PRINCIPAL	730,000.00						-
24164519	592000	24164519-592000	EAST BOSTON CAMPS - INTEREST	29,200.00						-
24164529	591000	24164529-591000	TOWN HALL - PRINCIPAL	64,500.00	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	21.05%
24164529	592000	24164529-592000	TOWN HALL - INTEREST	11,004.00	29,490.00	20,167.00	20,167.00	17,695.00	15,222.00	-31.61%
24164539	591000	24164539-591000	ROUDENBUSH - PRINCIPAL	-	447,300.00	180,000.00	180,000.00	198,000.00	202,500.00	-59.76%
24164539	592000	24164539-592000	ROUDENBUSH - INTEREST	-		195,547.00	195,547.00	188,348.00	180,428.00	
24164569	591000	24164569-591000	ADAMS PROPERTY - PRINCIPAL	-	304,803.00	205,000.00	205,000.00	205,000.00	205,000.00	-32.74%
24164569	592000	24164569-592000	ADAMS PROPERTY - INTEREST	-		142,163.00	142,163.00	131,913.00	125,763.00	
24164499	592008	24164499-592008	INTEREST ON SHORT TERM DEBT	167,475.00						-
CATEGORY TOTAL				1,002,179.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%
DEPARTMENT TOTAL				1,011,349.04	837,443.00	807,327.00	807,327.00	805,406.00	793,363.00	-3.60%
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
600 WATER ENTERPRISE FUND				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
60450100	511020	60450100-511020	SUPERINTENDENT	113,073.97	120,000.00	91,800.00	91,800.00	93,636.00	93,636.00	-23.50%
60450100	511040	60450100-511040	GIS/PROJECT MANAGEMENT ANALYST	-	65,000.00	66,300.00	66,300.00	67,626.00	67,626.00	2.00%
60450100	511505	60450100-511505	BUSINESS MANAGER	93,306.19	96,600.00					-100.00%
60450100	511510	60450100-511510	RECORDS SUPERVISOR II	64,937.60	69,797.00	70,929.00	70,929.00	72,349.00	72,349.00	1.62%
60450100	511510	60450100-511510	RECORDS SUPERVISOR	54,288.00	58,835.00	62,097.00	62,097.00	65,772.00	65,772.00	5.54%
60450100	511520	60450100-511520	ADMINISTRATIVE ASSISTANT	24,017.42	33,028.00	46,500.00	46,500.00	49,235.00	51,156.00	40.79%
60450100	511605	60450100-511605	TREATMENT MANAGER	85,483.36	88,065.00	88,937.00	88,937.00	90,716.00	90,716.00	0.99%
60450100	511615	60450100-511615	COMPLIANCE MANAGER	79,564.60	82,373.00	82,779.00	82,779.00	84,434.00	84,434.00	0.49%
60450100	511660	60450100-511660	LABORER	489,860.91	509,370.00	521,896.00	521,896.00	536,930.00	541,711.00	2.46%
60450100	512280	60450100-512280	SEASONAL STAFF	10,104.77	12,230.00	15,715.00	15,715.00	16,030.00	16,030.00	28.50%
60450100	513120	60450100-513120	SCHEDULED OVERTIME	60,565.82	62,853.00	64,113.00	64,113.00	65,393.00	65,393.00	2.00%
60450100	513140	60450100-513140	OVERTIME - NON SCHED	28,730.58	21,423.00	35,000.00	35,000.00	35,000.00	35,000.00	63.38%
60450100	514090	60450100-514090	STIPENDS / LICENSES	14,600.00	20,325.00	17,325.00	17,325.00	17,325.00	17,325.00	-14.76%
60450100	515050	60450100-515050	LONGEVITY	16,563.20	17,700.00	17,850.00	17,850.00	18,930.00	19,430.00	0.85%
60450100	515060	60450100-515060	ON CALL	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	0.00%
60450100	519020	60450100-519020	SICK LEAVE / VACATION BUYBACK	1,040.21	1,934.00	2,000.00	2,000.00	2,040.00	2,040.00	3.41%
60450600	519010	60450600-519010	COMPENSATION RESERVE	-	-	11,680.00	11,680.00	18,005.00	24,187.00	
CATEGORY TOTAL				1,160,836.63	1,284,233.00	1,219,621.00	1,219,621.00	1,258,121.00	1,271,505.00	-5.03%
EXPENSES										
60450200	513250	60450200-513250	SPECIAL DETAILS	5,767.14	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
60450200	517070	60450200-517070	UNIFORM ALLOWANCES	7,702.31	8,600.00	8,600.00	8,600.00	8,600.00	8,600.00	0.00%
60450200	521010	60450200-521010	ELECTRICITY	138,553.81	210,000.00	210,000.00	200,000.00	210,000.00	210,000.00	-4.76%
60450200	521030	60450200-521030	HEATING FUEL	44,180.17	40,000.00	45,000.00	45,000.00	45,000.00	45,000.00	12.50%
60450200	NEW	60450200-NEW	STORMWATER UTILITY FEE			7,200.00	7,200.00	7,200.00	7,200.00	
60450200	524010	60450200-524010	BUILDING MAINTENANCE	56,911.31	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
60450200	524020	60450200-524020	VEHICLE MAINTENANCE	26,863.12	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
60450200	524040	60450200-524040	OFFICE EQUIPMENT MAINTENANCE	8,666.96	7,000.00	8,000.00	8,000.00	8,000.00	8,000.00	14.29%
60450200	524050	60450200-524050	IT MAINTENANCE SUPPORT	14,098.70	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
60450200	525075	60450200-525075	WATER INFRASTRUCTURE MAINT.	82,670.17	100,000.00	100,000.00	96,904.00	96,904.00	96,904.00	-3.10%
60450200	525080	60450200-525080	WELL REPAIRS / IMPROVEMENTS	34,557.00	65,000.00	65,000.00	62,984.00	62,984.00	62,984.00	-3.10%
60450200	525090	60450200-525090	LEAK SURVEY SERVICES	4,752.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
60450200	529080	60450200-529080	LABORATORY SERVICES	39,034.69	40,000.00	52,850.00	52,850.00	52,850.00	52,850.00	32.13%
60450200	530110	60450200-530110	LEGAL SERVICES	75.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
60450200	530310	60450200-530310	DRUG AND ALCOHOL TESTING	665.00	550.00	700.00	700.00	700.00	700.00	27.27%
60450200	530500	60450200-530500	TRAINING & DEVELOPMENT	5,399.53	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
60450200	530700	60450200-530700	ENGINEERING SERVICES	19,110.86	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
60450200	530920	60450200-530920	CONTRACTED SERVICES	7,029.33	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
60450200	534010	60450200-534010	POSTAGE	18,250.83	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
60450200	534020	60450200-534020	TELEPHONE	15,092.75	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%
60450200	534030	60450200-534030	ADVERTISING - LEGAL	1,088.38	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
60450200	534090	60450200-534090	CONSUMER AWARENESS	9,158.16	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.00%
60450200	541010	60450200-541010	GASOLINE	17,304.13	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
60450200	542010	60450200-542010	OFFICE SUPPLIES	6,959.81	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
60450200	542050	60450200-542050	HARDWARE SUPPLIES	5,520.11	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
60450200	542080	60450200-542080	OFFICE EQUIPMENT	-						-
60450200	554010	60450200-554010	RESURFACE MATERIAL	4,315.01	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
60450200	554035	60450200-554035	WELL TREATMENT / CHEMICALS	156,170.86	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	0.00%
60450200	554080	60450200-554080	PIPE & PIPE SUPPLIES	218,923.45	70,000.00	70,000.00	67,912.00	67,912.00	67,912.00	-2.98%
60450200	554085	60450200-554085	METER REPLACEMENT	32,909.58	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%
60450200	554088	60450200-554088	HYDRANT REPLACEMENTS	15,536.61	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
60450200	563100	60450200-563100	DEP ASSESSMENTS	4,224.02	5,100.00	5,100.00	5,100.00	5,100.00	5,100.00	0.00%
60450200	571100	60450200-571100	MEETINGS & CONFERENCES	135.89	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
60450200	573010	60450200-573010	DUES AND MEMBERSHIPS	3,835.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
60450200	578010	60450200-578010	APPROVED SPECIAL EXPENSES		20,000.00					
60450200	596010	60450200-596010	XFER TO GF - DIRECT/INDIRECT COSTS	454,145.00	459,080.00	499,560.00	553,970.00	553,970.00	553,970.00	20.67%
60450200	596080	60450200-596080	OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
60450200	579020	60450200-579020	BILL OF PRIOR YEAR	-						-
60450800	570000	60450800-570000	ENCUMBRANCES	18,652.18						-
CATEGORY TOTAL				1,508,258.87	1,598,830.00	1,645,510.00	1,682,720.00	1,692,720.00	1,692,720.00	6.50%

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
600 WATER ENTERPRISE FUND				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
RESERVE FUND										\$ INC/DEC
60450600	579010	60450600-579010	EMERGENCY RESERVE FUND TRANSFERS		250,000.00 (20,000.00)	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
CATEGORY TOTAL				-	230,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-100.00%
										8.70%
PRINCIPAL & INTEREST										
60450701	591023	60450701-591023	MWPAT FILTRATION 1 - PRINCIPAL	98,817.30	100,657.00	100,270.00	100,270.00			-0.38%
60450701	592023	60450701-592023	MWPAT FILTRATION 1 - INTEREST	4,642.89	2,361.00	-	-			-100.00%
60450701	563000	60450701-563000	MWPAT FEES	675.00	458.00	233.00	233.00			-49.13%
60450702	591025	60450702-591025	MWPAT FILTRATION 2 - PRINCIPAL	485,394.77	481,374.00	501,894.00	501,894.00	525,120.00	527,850.00	4.26%
60450702	592025	60450702-592025	MWPAT FILTRATION 2 - INTEREST	46,925.18	36,059.00	24,458.00	24,458.00	12,188.00	-	-32.17%
60450702	563000	60450702-563000	MWPAT FEES	4,920.00	3,885.00	2,817.00	2,817.00	1,710.00	574.00	-27.49%
60450710	591039	60450710-591039	UPGRADE BYRNE AVE MAIN - PRINCIPAL	31,000.00	20,000.00	20,000.00	20,000.00	24,000.00	24,000.00	0.00%
60450710	591041	60450710-591041	STEPINSKI LAND - PRINCIPAL	39,000.00	25,000.00	25,000.00	25,000.00	26,000.00	26,000.00	0.00%
60450710	592039	60450710-592039	UPGRADE BYRNE AVE MAIN - INTEREST	6,670.00	5,120.00	4,120.00	4,120.00	3,120.00	1,920.00	-19.53%
60450710	592041	60450710-592041	STEPINSKI LAND - INTEREST	7,830.00	5,880.00	4,630.00	4,630.00	3,380.00	2,080.00	-21.26%
60450712	591048	60450712-591048	WPAT PERCHLORATE CONTRACT 1 - PRINCIPAL	3,465.11	3,535.00	3,607.00	3,607.00	3,679.00	3,754.00	2.04%
60450712	591050	60450712-591050	WPAT PERCHLORATE CONTRACT 2 - PRINCIPAL	49,115.62	50,106.00	51,117.00	51,117.00	52,148.00	53,201.00	2.02%
60450712	592048	60450712-592048	WPAT PERCHLORATE CONTRACT 1 - INTEREST	983.79	914.00	843.00	843.00	770.00	695.00	-7.77%
60450712	592050	60450712-592050	WPAT PERCHLORATE CONTRACT 2 - INTEREST	13,944.62	12,952.00	11,941.00	11,941.00	10,908.00	9,854.00	-7.81%
60450712	563000	60450712-563000	MWPAT FEES	1,119.62	1,040.00	959.00	959.00	876.00	792.00	-7.79%
60450713	591055	60450713-591055	GRANITEVILLE UPGRADE MAIN-PRINCIPAL	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	0.00%
60450713	592055	60450713-592055	GRANITEVILLE UPGRADE MAIN-INTEREST	29,537.50	28,238.00	26,838.00	26,838.00	25,438.00	24,038.00	-4.96%
60450713	591062	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	60450713-592062	RTE 110 UPGRADE MAIN-INTEREST	10,725.00	10,225.00	9,725.00	9,725.00	9,225.00	8,725.00	-4.89%
60450714	591067	60450714-591067	GRANITEVILLE MAIN (PATRIOT TO MAIN)-PRINCIPAL	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
60450714	592067	60450714-592067	GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTEREST	8,690.00	8,090.00	7,490.00	7,490.00	7,040.00	6,590.00	-7.42%
60450714	591068	60450714-591068	PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
60450714	592068	60450714-592068	PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST	10,862.50	10,112.00	9,363.00	9,363.00	8,800.00	8,238.00	-7.41%
60450778	591000	60450778-591000	GROTON/DUNSTABLE PRINCIPAL			35,000.00	35,000.00	35,000.00	35,000.00	
60450778	592000	60450778-592000	GROTON/DUNSTABLE INTEREST			16,638.00	16,638.00	14,888.00	13,138.00	
60450779	591000	60450779-591000	VINE BROOK PRINCIPAL			55,000.00	55,000.00	55,000.00	55,000.00	
60450779	592000	60450779-592000	VINE BROOK INTEREST			30,650.00	30,650.00	27,900.00	25,150.00	
SUBTOTAL - ISSUED BONDS				989,318.90	946,006.00	1,082,593.00	1,082,593.00	987,190.00	971,599.00	14.44%
										136,587.00
60450700	590000	60450700-590000	PROSPECT HILL WATER TANK	-	296,000.00	281,200.00	281,200.00	274,740.00	268,280.00	-5.00%
60450700	590000	60450700-590000	VINE BROOK WATER MAIN EXTENSION BETA	-	43,680.00					-100.00%
60450700	590000	60450700-590000	ROUTE 40 @ DUNSTABLE ROAD	-	12,000.00					-100.00%
60450700	590000	60450700-590000	TOWN FARM TANK REHABILITATION	-	28,800.00	28,800.00	28,800.00	114,000.00	111,300.00	0.00%
60450700	590000	60450700-590000	NABNASSET AREA WATER SYSTEM IMPROVEMENT	-		24,000.00	24,000.00	92,500.00	90,375.00	
60450700	590000	60450700-590000	FILTER MEDIA REPLACEMENT (NUTTING ROAD)	-		70,958.00	70,958.00	69,117.00	67,275.00	
60450700	590000	60450700-590000	KIRSI CIRCLE MAIN REPLACEMENT	-		27,450.00	27,450.00	104,941.00	198,850.00	
60450700	590000	60450700-590000	PLAIN RD, MOORE RD, BROOKSIDE RD	-				18,200.00	65,333.00	
60450700	590000	60450700-590000	FORGE VILLAGE PUMP STATIONS 1&2 UPGRADE	-				17,063.00	53,083.00	
60450700	590000	60450700-590000	UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-FORGE VILLAGE	-					24,000.00	
60450700	590000	60450700-590000	BOSTON ROAD 12" WATER MAIN	-						
60450700	592008	60450700-592008	INTEREST ON SHORT-TERM DEBT	6,844.44						
60450700	590000	60450700-590000	SUBTOTAL - NON-ISSUED BONDS	6,844.44	380,480.00	432,408.00	432,408.00	690,561.00	878,496.00	13.65%
										51,928.00
CATEGORY TOTAL				996,163.34	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%
										188,515.00
DEPARTMENT TOTAL				3,665,258.84	4,439,549.00	4,630,132.00	4,667,342.00	4,878,592.00	5,064,320.00	5.58%
										247,793.00
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
630 RECREATION ENTERPRISE FUND				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
ORG	OBJ		DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES										\$ INC/DEC
63630100	511020	63630100-511020	DIRECTOR	105,905.48	112,544.00	114,795.00	114,795.00	117,091.00	117,091.00	2.00%
63630100	511030	63630100-511030	ASSISTANT DIRECTOR	79,537.47	85,072.00	88,942.00	88,942.00	94,357.00	94,357.00	4.55%
63630100	511500	63630100-511500	OFFICE MANAGER	63,093.60	65,805.00	66,865.00	66,865.00	68,202.00	68,202.00	1.61%
63630100	512230	63630100-512230	RECREATION SUPERVISOR/ASST	401,282.16	469,005.00	475,113.00	475,113.00	501,778.00	520,038.00	1.30%
63630100	512270	63630100-512270	OTHER RECREATION STAFF	336,216.19	447,500.00	380,000.00	380,000.00	400,000.00	420,000.00	-15.08%
63630100	515050	63630100-515050	SHARED - LONGEVITY	4,980.00	6,196.00	6,083.00	6,083.00	6,083.00	7,085.00	-1.82%
CATEGORY TOTAL				991,014.90	1,186,122.00	1,131,798.00	1,131,798.00	1,187,511.00	1,226,773.00	-4.58%
										(54,324.00)
EXPENSES										
63630200	521010	63630200-521010	ELECTRICITY	1,143.94	719.00	795.00	795.00	819.00	844.00	10.57%
63630200	523010	63630200-523010	WATER	103.66	235.00	235.00	235.00	235.00	235.00	0.00%
63630200	524010	63630200-524010	BUILDING MAINTENANCE	240.00	800.00	800.00	800.00	800.00	800.00	0.00%
63630200	527010	63630200-527010	BUILDING LEASE	24,000.00						
63630200	527015	63630200-527015	ADDL BUILDING EXPENSES - LEASED	171.74						
63630200	530920	63630200-530920	CONTRACTED SERVICES	3,086.20	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
63630200	534040	63630200-534040	PRINTING SERVICES	2,674.97	6,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-75.00%
63630200	538080	63630200-538080	FIELD TRIPS	12,128.17	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%
63630200	538100	63630200-538100	RECREATION SQUIRT EXPENSE	245.15	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
63630200	538200	63630200-538200	RECREATION YOUTH EXPENSE	47,711.75	40,000.00	50,000.00	50,000.00	50,000.00	50,000.00	25.00%
63630200	538300	63630200-538300	RECREATION ADULT EXPENSE	7,934.64	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
63630200	538400	63630200-538400	RECREATION WPC/REC CLUB EXP	26,933.84	37,000.00	37,000.00	37,000.00	40,000.00	40,000.00	0.00%
63630200	538500	63630200-538500	RECREATION SUMMER WEEKLY EXP	13,289.92	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
63630200	538700	63630200-538700	RECREATION WATERFRONT EXP	8,144.42	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
63630200	538800	63630200-538800	RECREATION BROCHURE EXPENSE	9,999.70	7,000.00	14,000.00	14,000.00	14,000.00	14,500.00	100.00%
63630200	540000	63630200-540000	SUPPLIES	779.93	-					
63630200	541010	63630200-541010	GASOLINE		314.00	435.00	435.00	450.00	475.00	38.54%
63630200	542010	63630200-542010	OFFICE SUPPLIES	224.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
63630200	556090	63630200-556090	OTHER RECREATION SUPPLIES		6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
63630200	571010	63630200-571010	TRAVEL-MILEAGE	1,214.28	2,000.00	2,000.00	1,500.00	2,000.00	2,000.00	-25.00%
63630200	571100	63630200-571100	MEETINGS & CONFERENCES	-	1,839.00	1,866.00	1,866.00	1,866.00	1,866.00	1.47%
63630200	573010	63630200-573010	DUES AND MEMBERSHIPS	-	188.00	275.00	275.00	275.00	300.00	46.28%
63630200	596010	63630200-596010	XFER TO GF - DIRECT/INDIRECT COSTS	242,283.00	109,721.00	175,000.00	108,049.00	175,000.00	175,000.00	-1

Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
640 AMBULANCE ENTERPRISE FUND										
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
PERSONAL SERVICES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
64230100	511260	64230100-511260	FIREFIGHTERS	563,318.54	599,762.00	595,347.00	595,347.00	609,071.00	618,718.00	-0.74%
64230100	511265	64230100-511265	CALL EMTS	-	300.00	250.00	250.00	250.00	250.00	-16.67%
64230100	513120	64230100-513120	OVERTIME	134,158.31	128,800.00	140,000.00	135,000.00	142,800.00	145,656.00	4.81%
64230100	513170	64230100-513170	HOLIDAY OVERTIME	11,356.90	10,948.00	10,948.00	10,948.00	10,948.00	10,948.00	0.00%
64230100	513260	64230100-513260	TRAINING	33,678.18	28,000.00	34,000.00	34,000.00	34,680.00	35,374.00	21.43%
64230100	514050	64230100-514050	EDUCATION INCENTIVE PAY	22,874.61	22,270.00	18,486.00	18,486.00	18,583.00	18,679.00	-16.99%
64230100	515010	64230100-515010	HOLIDAY PAY	23,373.88	25,181.00	25,092.00	25,092.00	25,670.00	26,077.00	-0.35%
64230100	515050	64230100-515050	LONGEVITY	2,400.00	3,600.00	2,400.00	2,400.00	2,400.00	3,850.00	-33.33%
CATEGORY TOTAL				791,160.42	818,861.00	826,523.00	821,523.00	844,402.00	859,552.00	0.33%
EXPENSES										
64230200	517070	64230200-517070	UNIFORM ALLOWANCE	11,338.35	9,575.00	10,825.00	10,825.00	8,325.00	8,325.00	13.05%
64230200	521010	64230200-521010	ELECTRICITY	10,750.00	8,415.00	8,346.00	8,346.00	8,513.00	8,683.00	-0.82%
64230200	521020	64230200-521020	NATURAL GAS	7,056.64	4,080.00	4,167.00	4,167.00	4,250.00	4,335.00	2.13%
64230200	523010	64230200-523010	WATER	954.08	650.00	950.00	950.00	969.00	988.00	46.15%
64230200	524010	64230200-524010	BUILDING MAINTENANCE	3,575.41	5,250.00	5,000.00	4,000.00	5,100.00	5,202.00	-23.81%
64230200	524020	64230200-524020	VEHICLE MAINTENANCE	6,526.16	7,000.00	7,000.00	7,000.00	7,140.00	7,283.00	0.00%
64230200	524030	64230200-524030	EQUIPMENT MAINTENANCE	12,893.42	9,000.00	12,500.00	12,500.00	12,750.00	13,005.00	38.89%
64230200	524060	64230200-524060	COMMUNICATION EQUIPMENT MAINTENAN	1,548.68	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%
64230200	527070	64230200-527070	LAUNDRY SERVICES	46.59	-	-	-	-	-	-
64230200	530500	64230200-530500	TRAINING & DEVELOPMENT	5,685.10	13,700.00	6,000.00	6,000.00	6,120.00	6,242.00	-56.20%
64230200	530920	64230200-530920	CONTRACTED SERVICES	57,936.45	62,000.00	63,240.00	60,000.00	64,505.00	65,795.00	-3.23%
64230200	534010	64230200-534010	POSTAGE	532.23	200.00	400.00	400.00	408.00	416.00	100.00%
64230200	534030	64230200-534030	ADVERTISING - GENERAL	-	100.00	100.00	-	102.00	104.00	-100.00%
64230200	534040	64230200-534040	PRINTING SERVICES	503.56	200.00	400.00	400.00	408.00	416.00	100.00%
64230200	541010	64230200-541010	GASOLINE	16,204.14	14,739.00	15,634.00	15,634.00	15,947.00	16,266.00	6.07%
64230200	542010	64230200-542010	OFFICE SUPPLIES	987.23	600.00	750.00	600.00	765.00	780.00	0.00%
64230200	545010	64230200-545010	CUSTODIAL/CLEANING SUPPLIES	594.74	1,000.00	550.00	550.00	561.00	572.00	-45.00%
64230200	548010	64230200-548010	VEHICULAR PARTS & ACCESSORIES	12,001.92	8,000.00	11,000.00	11,000.00	11,220.00	11,444.00	37.50%
64230200	548020	64230200-548020	VEHICULAR TIRES & TUBES	-	3,500.00	3,000.00	3,000.00	3,060.00	3,121.00	-14.29%
64230200	550010	64230200-550010	HEALTH / MEDICAL SUPPLIES	69,483.29	72,000.00	74,000.00	70,000.00	75,480.00	76,990.00	-2.78%
64230200	550020	64230200-550020	OXYGEN	996.00	1,100.00	1,100.00	1,100.00	1,122.00	1,144.00	0.00%
64230200	571100	64230200-571100	MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,020.00	1,040.00	0.00%
64230200	573010	64230200-573010	DUES & MEMBERSHIPS	2,643.60	3,500.00	3,200.00	3,200.00	3,264.00	3,329.00	-8.57%
64230200	596010	64230200-596010	XFER TO GF - DIRECT/INDIRECT COSTS	341,908.00	380,831.00	380,831.00	318,383.00	318,383.00	318,383.00	-16.40%
64230800	570000	64230800-570000	ENCUMBRANCES	241.94	-	-	-	-	-	-
CATEGORY TOTAL				564,557.53	607,940.00	611,493.00	540,555.00	550,942.00	555,424.00	-11.08%
DEPARTMENT TOTAL				1,355,717.95	1,426,801.00	1,438,016.00	1,362,078.00	1,395,344.00	1,414,976.00	-4.54%

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
650 STORMWATER ENTERPRISE FUND											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PERSONAL SERVICES											
65427100	511512	65427100-511512	STAFF ENGINEER					80,000.00	80,000.00		-
65427100	511520	65427100-511520	ADMINISTRATIVE ASSISTANT			28,000.00	24,660.00	26,133.00	27,151.00		24,660.00
65427100	511540	65427100-511540	PROJECT INSPECTOR - FACILITIES TECH			41,296.00	41,296.00	-	-		41,296.00
65427100	511660	65427100-511660	EQUIPMENT OPERATORS / LABORERS			28,000.00	24,033.00	24,754.00	25,495.00		24,033.00
65427100	513160	65427100-513160	OTHER OVERTIME			2,000.00	2,000.00	2,000.00	2,000.00		2,000.00
65427100	514090	65427100-514090	DEPARTMENTAL STIPENDS			1,150.00	1,150.00	1,150.00	1,150.00		1,150.00
65427100	515050	65427100-515050	LONGEVITY			425.00	425.00	-	-		425.00
CATEGORY TOTAL				-	-	100,871.00	93,564.00	134,037.00	135,796.00		93,564.00
EXPENSES											
65427200	513250	65427200-513250	SPECIAL DETAILS			11,000.00	11,000.00	11,000.00	11,000.00		11,000.00
65427200	524020	65427200-524020	VEHICLE MAINTENANCE			28,806.00	28,806.00	28,806.00	28,806.00		28,806.00
65427200	524030	65427200-524030	EQUIPMENT MAINTENANCE			1,260.00	1,260.00	1,260.00	1,260.00		1,260.00
65427200	525020	65427200-525020	DRAINAGE MAINTENANCE			34,000.00	34,000.00	34,000.00	34,000.00		34,000.00
65427200	525022	65427200-525022	DRAINAGE INVESTIGATION			50,000.00	50,000.00	50,000.00	50,000.00		50,000.00
65427200	529045	65427200-529045	CATCH BASIN CLEANING			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
65427200	529055	65427200-529055	STREET SWEEPING			75,000.00	75,000.00	75,000.00	75,000.00		75,000.00
65427200	529060	65427200-529060	STREET WASTE DISIPOSAL SERV			30,000.00	30,000.00	30,000.00	30,000.00		30,000.00
65427200	529080	65427200-529080	TESTING / WATER QUALITY SERV			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
65427200	529085	65427200-529085	PIPE MONITORING			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
65427200	530700	65427200-530700	ENGINEERING SERVICES			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
65427200	530750	65427200-530750	MS4 GENERAL PERMIT COMPLIANCE			93,500.00	93,500.00	93,500.00	93,500.00		93,500.00
65427200	530760	65427200-530760	MS4 CORRECTIVE ACTIONS			15,000.00	15,000.00	15,000.00	15,000.00		15,000.00
65427200	530920	65427200-530920	CONTRACTED SERVICES			8,000.00	8,000.00	8,000.00	8,000.00		8,000.00
65427200	530950	65427200-530950	FEE CONSULTING SERVICES			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
65427200	534010	65427200-534010	POSTAGE AND PRINTING EXPENSE			12,000.00	12,000.00	12,000.00	12,000.00		12,000.00
65427200	541020	65427200-541020	DIESEL FUEL/GAS			2,200.00	2,200.00	2,200.00	2,200.00		2,200.00
65427200	542060	65427200-542060	SOFTWARE SERVICES			11,710.00	11,710.00	11,710.00	11,710.00		11,710.00
65427200	596010	65427200-596010	XFER TO GF - DIRECT/INDIRECT COSTS			393,964.00	393,964.00	393,964.00	393,964.00		393,964.00
65427800	570000	65427800-570000	ENCUMBRANCES								-
CATEGORY TOTAL				-	-	862,440.00	862,440.00	862,440.00	862,440.00		862,440.00
650 STORMWATER ENTERPRISE FUND											
ORG	OBJ		DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
PRINCIPAL & INTEREST											
65427700	591061	65427700-591061	10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL			3,000.00	3,000.00	3,000.00	3,000.00		3,000.00
65427700	592061	65427700-592061	10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST			225.00	225.00	165.00	105.00		225.00
65427700	591071	65427700-591071	MAIN STREET RECONSTRUCTION - PRINCIPAL			78,206.00	78,206.00	78,206.00	78,206.00		78,206.00
65427700	592071	65427700-592071	MAIN STREET RECONSTRUCTION - INTEREST			32,003.00	32,003.00	28,092.00	24,182.00		32,003.00
SUBTOTAL - ISSUED BONDS				-	-	113,434.00	113,434.00	109,463.00	105,493.00		113,434.00
65427700	590000	65427700-590000	OAK HILL RECONSTRUCTION PROJECT - PRINCIPAL						101,000.00		-
65427700	590000	65427700-590000	OAK HILL RECONSTRUCTION PROJECT - INTEREST			40,400.00	40,400.00	40,400.00	76,760.00		40,400.00
65427700	590000	65427700-590000	CULVERT DESIGN, PERMITTING & REPLACEMENT - PRINCIPAL			25,000.00	25,000.00	50,000.00	75,000.00		25,000.00
65427700	590000	65427700-590000	CULVERT DESIGN, PERMITTING & REPLACEMENT - INTEREST			21,250.00	21,250.00	42,500.00	63,750.00		21,250.00
65427700	590000	65427700-590000	DRAINAGE IMPROVEMENT PROGRAM - PRINCIPAL			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
65427700	590000	65427700-590000	DRAINAGE IMPROVEMENT PROGRAM - INTEREST			28,050.00	28,050.00	28,050.00	28,050.00		28,050.00
65427700	592008	65427700-592008	INTEREST ON SHORT-TERM DEBT								-
60450700	590000	60450700-590000	SUBTOTAL - NON-ISSUED BONDS	-	-	180,700.00	180,700.00	226,950.00	410,560.00		180,700.00
CATEGORY TOTAL				-	-	294,134.00	294,134.00	336,413.00	516,053.00		294,134.00
DEPARTMENT TOTAL				-	-	1,257,445.00	1,250,138.00	1,332,890.00	1,514,289.00		1,250,138.00