

| TOWN OF WESTFORD                |                                                      |                     |                     |                     |                     |                     |                     |                |                     |
|---------------------------------|------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|---------------------|
| DRAFT OPERATING BUDGET          |                                                      |                     |                     |                     |                     |                     |                     |                |                     |
| FISCAL 2022                     |                                                      |                     |                     |                     |                     |                     |                     |                |                     |
|                                 |                                                      | FISCAL 2020         | FISCAL 2021         | FISCAL 2022         | FISCAL 2022         | FISCAL 2023         | FISCAL 2024         | FISCAL 2022    | FISCAL 2022         |
|                                 |                                                      | ACTUAL              | BUDGET              | REQUEST             | TMR                 | PROJECTED           | PROJECTED           | % INC/DEC      | \$ INC/DEC          |
| <b>GENERAL GOVERNMENT</b>       |                                                      |                     |                     |                     |                     |                     |                     |                |                     |
| 122                             | <b>SELECT BOARD</b>                                  |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | -                   | -                   | -                   | -                   | -                   | -                   |                | -                   |
|                                 | Expenses                                             | 19,322.79           | 22,123.00           | 21,608.00           | 19,608.00           | 21,789.00           | 21,975.00           | -11.37%        | (2,515.00)          |
|                                 | <b>TOTAL 122</b>                                     | <b>19,322.79</b>    | <b>22,123.00</b>    | <b>21,608.00</b>    | <b>19,608.00</b>    | <b>21,789.00</b>    | <b>21,975.00</b>    | <b>-11.37%</b> | <b>(2,515.00)</b>   |
| 123                             | <b>TOWN MANAGER</b>                                  |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 411,498.39          | 423,802.00          | 435,956.00          | 422,007.00          | 435,956.00          | 436,206.00          | -0.42%         | (1,795.00)          |
|                                 | Expenses                                             | 19,651.78           | 19,705.00           | 12,143.00           | 11,143.00           | 12,143.00           | 12,143.00           | -43.45%        | (8,562.00)          |
|                                 | <b>TOTAL 123</b>                                     | <b>431,150.17</b>   | <b>443,507.00</b>   | <b>448,099.00</b>   | <b>433,150.00</b>   | <b>448,099.00</b>   | <b>448,349.00</b>   | <b>-2.34%</b>  | <b>(10,357.00)</b>  |
| 131                             | <b>FINANCE COMMITTEE</b>                             |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | -                   | -                   | -                   | -                   | -                   | -                   |                | -                   |
|                                 | Expenses                                             | 8,039.45            | 8,865.00            | 8,865.00            | 8,865.00            | 9,065.00            | 9,165.00            | 0.00%          | -                   |
|                                 | Reserve Fund                                         | -                   | 150,000.00          | 150,000.00          | 125,000.00          | 150,000.00          | 150,000.00          | -16.67%        | (25,000.00)         |
|                                 | (Transfers out)                                      | -                   | (11,500.00)         | -                   | -                   | -                   | -                   | -100.00%       | 11,500.00           |
|                                 | <b>TOTAL 131</b>                                     | <b>8,039.45</b>     | <b>147,365.00</b>   | <b>158,865.00</b>   | <b>133,865.00</b>   | <b>159,065.00</b>   | <b>159,165.00</b>   | <b>-9.16%</b>  | <b>(13,500.00)</b>  |
| 132                             | <b>FINANCE DEPARTMENT</b>                            |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 145,144.57          | 148,370.00          | 152,039.00          | 152,039.00          | 152,039.00          | 152,039.00          | 2.47%          | 3,669.00            |
|                                 | Expenses                                             | 1,663.19            | 895.00              | 435.00              | 435.00              | 1,790.00            | 1,790.00            | -51.40%        | (460.00)            |
|                                 | <b>TOTAL 132</b>                                     | <b>146,807.76</b>   | <b>149,265.00</b>   | <b>152,474.00</b>   | <b>152,474.00</b>   | <b>153,829.00</b>   | <b>153,829.00</b>   | <b>2.15%</b>   | <b>3,209.00</b>     |
| 135                             | <b>TOWN ACCOUNTANT</b>                               |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 277,565.95          | 285,067.00          | 296,246.00          | 286,933.00          | 287,233.00          | 287,294.00          | 0.65%          | 1,866.00            |
|                                 | Expenses                                             | 42,094.27           | 44,075.00           | 43,285.00           | 42,455.00           | 45,125.00           | 46,125.00           | -3.68%         | (1,620.00)          |
|                                 | <b>TOTAL 135</b>                                     | <b>319,660.22</b>   | <b>329,142.00</b>   | <b>339,531.00</b>   | <b>329,388.00</b>   | <b>332,358.00</b>   | <b>333,419.00</b>   | <b>0.07%</b>   | <b>246.00</b>       |
| 141                             | <b>BOARD OF ASSESSORS</b>                            |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 266,634.68          | 298,472.00          | 294,976.00          | 294,976.00          | 295,476.00          | 296,513.00          | -1.17%         | (3,496.00)          |
|                                 | Expenses                                             | 89,759.38           | 45,900.00           | 47,100.00           | 47,100.00           | 47,100.00           | 47,100.00           | 2.61%          | 1,200.00            |
|                                 | <b>TOTAL 141</b>                                     | <b>356,394.06</b>   | <b>344,372.00</b>   | <b>342,076.00</b>   | <b>342,076.00</b>   | <b>342,576.00</b>   | <b>343,613.00</b>   | <b>-0.67%</b>  | <b>(2,296.00)</b>   |
| 145                             | <b>TREASURER/COLLECTOR</b>                           |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 253,904.22          | 254,410.00          | 275,632.00          | 260,278.00          | 278,128.00          | 282,941.00          | 2.31%          | 5,868.00            |
|                                 | Expenses                                             | 38,857.66           | 45,275.00           | 45,050.00           | 45,050.00           | 45,475.00           | 45,475.00           | -0.50%         | (225.00)            |
|                                 | <b>TOTAL 145</b>                                     | <b>292,761.88</b>   | <b>299,685.00</b>   | <b>320,682.00</b>   | <b>305,328.00</b>   | <b>323,603.00</b>   | <b>328,416.00</b>   | <b>1.88%</b>   | <b>5,643.00</b>     |
| 151                             | <b>LEGAL SERVICES</b>                                |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | -                   | -                   | -                   | -                   | -                   | -                   |                | -                   |
|                                 | Expenses                                             | 145,422.82          | 160,000.00          | 160,000.00          | 160,000.00          | 147,500.00          | 147,500.00          | 0.00%          | -                   |
|                                 | <b>TOTAL 151</b>                                     | <b>145,422.82</b>   | <b>160,000.00</b>   | <b>160,000.00</b>   | <b>160,000.00</b>   | <b>147,500.00</b>   | <b>147,500.00</b>   | <b>0.00%</b>   | <b>-</b>            |
| 152                             | <b>HUMAN RESOURCES</b>                               |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 227,638.14          | 232,189.00          | 236,757.00          | 236,757.00          | 236,757.00          | 237,024.00          | 1.97%          | 4,568.00            |
|                                 | Expenses                                             | 20,253.52           | 26,484.00           | 28,868.00           | 26,868.00           | 23,384.00           | 23,384.00           | 1.45%          | 384.00              |
|                                 | Compensation Reserve                                 | 429.86              | 350,000.00          | 150,000.00          | 150,000.00          | 500,000.00          | 1,000,000.00        | -57.14%        | (200,000.00)        |
|                                 | Transfers out                                        | -                   | (230,941.00)        | -                   | -                   | -                   | -                   | -100.00%       | 230,941.00          |
|                                 | <b>TOTAL 152</b>                                     | <b>248,321.52</b>   | <b>377,732.00</b>   | <b>415,625.00</b>   | <b>413,625.00</b>   | <b>760,141.00</b>   | <b>1,260,408.00</b> | <b>9.50%</b>   | <b>35,893.00</b>    |
| 155                             | <b>TECHNOLOGY</b>                                    |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 450,862.75          | 424,045.00          | 338,439.00          | 338,439.00          | 339,347.00          | 341,086.00          | -20.19%        | (85,606.00)         |
|                                 | Expenses                                             | 644,808.91          | 669,770.00          | 566,957.00          | 559,825.00          | 591,751.00          | 597,168.00          | -16.42%        | (109,945.00)        |
|                                 | <b>TOTAL 155</b>                                     | <b>1,095,671.66</b> | <b>1,093,815.00</b> | <b>905,396.00</b>   | <b>898,264.00</b>   | <b>931,098.00</b>   | <b>938,254.00</b>   | <b>-17.88%</b> | <b>(195,551.00)</b> |
| 161                             | <b>TOWN CLERK</b>                                    |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 244,097.07          | 262,744.00          | 247,126.00          | 247,126.00          | 278,032.00          | 265,870.00          | -5.94%         | (15,618.00)         |
|                                 | Expenses                                             | 17,757.17           | 23,180.00           | 21,309.00           | 20,809.00           | 21,934.00           | 23,284.00           | -10.23%        | (2,371.00)          |
|                                 | <b>TOTAL 161</b>                                     | <b>261,854.24</b>   | <b>285,924.00</b>   | <b>268,435.00</b>   | <b>267,935.00</b>   | <b>299,966.00</b>   | <b>289,154.00</b>   | <b>-6.29%</b>  | <b>(17,989.00)</b>  |
| 170                             | <b>PERMITTING DEPARTMENT</b>                         |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 245,589.30          | 265,705.00          | 272,770.00          | 272,770.00          | 274,902.00          | 277,715.00          | 2.66%          | 7,065.00            |
|                                 | Expenses                                             | 40,081.28           | 44,549.00           | 44,416.00           | 44,416.00           | 46,380.00           | 47,180.00           | -0.30%         | (133.00)            |
|                                 | <b>TOTAL 170</b>                                     | <b>285,670.58</b>   | <b>310,254.00</b>   | <b>317,186.00</b>   | <b>317,186.00</b>   | <b>321,282.00</b>   | <b>324,895.00</b>   | <b>2.23%</b>   | <b>6,932.00</b>     |
| 171                             | <b>CONSERVATION COMMISSION</b>                       |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 91,292.82           | 93,107.00           | 94,357.00           | 84,243.00           | 86,348.00           | 89,108.00           | -9.52%         | (8,864.00)          |
|                                 | Expenses                                             | 4,984.48            | 6,640.00            | 6,640.00            | 6,640.00            | 6,640.00            | 6,640.00            | 0.00%          | -                   |
|                                 | <b>TOTAL 171</b>                                     | <b>96,277.30</b>    | <b>99,747.00</b>    | <b>100,997.00</b>   | <b>90,883.00</b>    | <b>92,988.00</b>    | <b>95,748.00</b>    | <b>-8.89%</b>  | <b>(8,864.00)</b>   |
| 175                             | <b>PLANNING BOARD</b>                                |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 87,197.82           | 92,507.00           | 94,357.00           | 86,348.00           | 88,508.00           | 90,721.00           | -6.66%         | (6,159.00)          |
|                                 | Expenses                                             | 3,296.29            | 13,160.00           | 12,722.00           | 8,422.00            | 23,722.00           | 23,722.00           | -36.00%        | (4,738.00)          |
|                                 | <b>TOTAL 175</b>                                     | <b>90,494.11</b>    | <b>105,667.00</b>   | <b>107,079.00</b>   | <b>94,770.00</b>    | <b>112,230.00</b>   | <b>114,443.00</b>   | <b>-10.31%</b> | <b>(10,897.00)</b>  |
| 176                             | <b>ZONING BOARD OF APPEALS</b>                       |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | -                   | -                   | -                   | -                   | -                   | -                   |                | -                   |
|                                 | Expenses                                             | 2,220.00            | 2,395.00            | 2,405.00            | 2,405.00            | 2,580.00            | 2,580.00            | 0.42%          | 10.00               |
|                                 | <b>TOTAL 176</b>                                     | <b>2,220.00</b>     | <b>2,395.00</b>     | <b>2,405.00</b>     | <b>2,405.00</b>     | <b>2,580.00</b>     | <b>2,580.00</b>     | <b>0.42%</b>   | <b>10.00</b>        |
| 192                             | <b>TOWN HALL MAINTENANCE</b>                         |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 43,122.51           | 45,912.00           | 46,242.00           | 45,742.00           | 46,242.00           | 46,242.00           | -0.37%         | (170.00)            |
|                                 | Expenses                                             | 68,714.64           | 68,990.00           | 73,400.00           | 72,900.00           | 73,400.00           | 73,400.00           | 5.67%          | 3,910.00            |
|                                 | <b>TOTAL 192</b>                                     | <b>111,837.15</b>   | <b>114,902.00</b>   | <b>119,642.00</b>   | <b>118,642.00</b>   | <b>119,642.00</b>   | <b>119,642.00</b>   | <b>3.25%</b>   | <b>3,740.00</b>     |
| 199                             | <b>PUBLIC BUILDINGS &amp; PROPERTIES MAINTENANCE</b> |                     |                     |                     |                     |                     |                     |                |                     |
|                                 | Personal Services                                    | 93,209.22           | 89,380.00           | 96,761.00           | 96,761.00           | 96,761.00           | 96,761.00           | 8.26%          | 7,381.00            |
|                                 | Expenses                                             | 16,593.42           | 22,200.00           | 22,975.00           | 51,625.00           | 22,975.00           | 22,975.00           | 132.55%        | 29,425.00           |
|                                 | Stormwater Assessment                                | -                   | 43,650.00           | 28,650.00           | -                   | 28,650.00           | 28,650.00           | -100.00%       | (43,650.00)         |
|                                 | <b>TOTAL 199</b>                                     | <b>109,802.64</b>   | <b>155,230.00</b>   | <b>148,386.00</b>   | <b>148,386.00</b>   | <b>148,386.00</b>   | <b>148,386.00</b>   | <b>-4.41%</b>  | <b>(6,844.00)</b>   |
| <b>TOTAL GENERAL GOVERNMENT</b> |                                                      | <b>4,021,708.35</b> | <b>4,441,125.00</b> | <b>4,328,486.00</b> | <b>4,227,985.00</b> | <b>4,717,132.00</b> | <b>5,228,981.00</b> | <b>-4.80%</b>  | <b>(213,140.00)</b> |

|            |                                        | FISCAL 2020<br>ACTUAL | FISCAL 2021<br>BUDGET | FISCAL 2022<br>REQUEST | FISCAL 2022<br>TMR   | FISCAL 2023<br>PROJECTED | FISCAL 2024<br>PROJECTED | FISCAL 2022<br>% INC/DEC | FISCAL 2022<br>\$ INC/DEC |
|------------|----------------------------------------|-----------------------|-----------------------|------------------------|----------------------|--------------------------|--------------------------|--------------------------|---------------------------|
|            | <b>PUBLIC SAFETY</b>                   |                       |                       |                        |                      |                          |                          |                          |                           |
| <b>210</b> | <b>POLICE DEPARTMENT</b>               |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 4,861,335.69          | 5,205,030.00          | 5,484,301.00           | 5,347,048.00         | 5,502,740.00             | 5,592,175.00             | 2.73%                    | 142,018.00                |
|            | Expenses                               | 519,786.84            | 545,070.00            | 581,052.00             | 551,146.00           | 602,469.00               | 617,869.00               | 1.11%                    | 6,076.00                  |
|            | <b>TOTAL 210</b>                       | <b>5,381,122.53</b>   | <b>5,750,100.00</b>   | <b>6,065,353.00</b>    | <b>5,898,194.00</b>  | <b>6,105,209.00</b>      | <b>6,210,044.00</b>      | <b>2.58%</b>             | <b>148,094.00</b>         |
| <b>215</b> | <b>PUBLIC SAFETY COMMUNICATIONS</b>    |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 748,525.64            | 826,127.00            | 853,369.00             | 847,596.00           | 915,320.00               | 933,003.00               | 2.60%                    | 21,469.00                 |
|            | Expenses                               | 29,343.71             | 48,354.00             | 52,540.00              | 52,540.00            | 54,567.00                | 55,491.00                | 8.66%                    | 4,186.00                  |
|            | <b>TOTAL 215</b>                       | <b>777,869.35</b>     | <b>874,481.00</b>     | <b>905,909.00</b>      | <b>900,136.00</b>    | <b>969,887.00</b>        | <b>988,494.00</b>        | <b>2.93%</b>             | <b>25,655.00</b>          |
| <b>220</b> | <b>FIRE DEPARTMENT</b>                 |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 3,163,701.96          | 3,480,607.00          | 3,545,655.00           | 3,545,655.00         | 3,566,211.00             | 3,585,549.00             | 1.87%                    | 65,048.00                 |
|            | Expenses                               | 370,519.47            | 387,196.00            | 358,145.00             | 351,435.00           | 358,525.00               | 365,043.00               | -9.24%                   | (35,761.00)               |
|            | <b>TOTAL 220</b>                       | <b>3,534,221.43</b>   | <b>3,867,803.00</b>   | <b>3,903,800.00</b>    | <b>3,897,090.00</b>  | <b>3,924,736.00</b>      | <b>3,950,592.00</b>      | <b>0.76%</b>             | <b>29,287.00</b>          |
| <b>241</b> | <b>BUILDING DEPARTMENT</b>             |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 366,196.24            | 400,031.00            | 424,778.00             | 391,704.00           | 425,712.00               | 428,687.00               | -2.08%                   | (8,327.00)                |
|            | Expenses                               | 6,693.72              | 19,055.00             | 11,570.00              | 11,470.00            | 19,265.00                | 19,265.00                | -39.81%                  | (7,585.00)                |
|            | <b>TOTAL 241</b>                       | <b>372,889.96</b>     | <b>419,086.00</b>     | <b>436,348.00</b>      | <b>403,174.00</b>    | <b>444,977.00</b>        | <b>447,952.00</b>        | <b>-3.80%</b>            | <b>(15,912.00)</b>        |
| <b>244</b> | <b>SEALER WGHTS/MEASURE</b>            |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | 3,000.00              | 3,000.00              | 3,000.00               | 3,000.00             | 3,000.00                 | 3,000.00                 | 0.00%                    | -                         |
|            | <b>TOTAL 244</b>                       | <b>3,000.00</b>       | <b>3,000.00</b>       | <b>3,000.00</b>        | <b>3,000.00</b>      | <b>3,000.00</b>          | <b>3,000.00</b>          | <b>0.00%</b>             | <b>-</b>                  |
| <b>291</b> | <b>EMERGENCY MANAGEMENT</b>            |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 8,960.00              | 9,140.00              | 9,324.00               | 9,324.00             | 9,324.00                 | 9,324.00                 | 2.01%                    | 184.00                    |
|            | Expenses                               | 4,390.57              | 2,450.00              | 2,450.00               | 2,450.00             | 2,450.00                 | 2,450.00                 | 0.00%                    | -                         |
|            | <b>TOTAL 291</b>                       | <b>13,350.57</b>      | <b>11,590.00</b>      | <b>11,774.00</b>       | <b>11,774.00</b>     | <b>11,774.00</b>         | <b>11,774.00</b>         | <b>1.59%</b>             | <b>184.00</b>             |
| <b>292</b> | <b>ANIMAL CONTROL</b>                  |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 38,845.70             | 48,070.00             | 40,390.00              | 40,390.00            | 41,417.00                | 42,870.00                | -15.98%                  | (7,680.00)                |
|            | Expenses                               | 5,418.03              | 4,005.00              | 3,875.00               | 3,875.00             | 3,875.00                 | 3,875.00                 | -3.25%                   | (130.00)                  |
|            | <b>TOTAL 292</b>                       | <b>44,263.73</b>      | <b>52,075.00</b>      | <b>44,265.00</b>       | <b>44,265.00</b>     | <b>45,292.00</b>         | <b>46,745.00</b>         | <b>-15.00%</b>           | <b>(7,810.00)</b>         |
| <b>294</b> | <b>TREE WARDEN</b>                     |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 2,220.00              | 2,265.00              | 2,311.00               | 2,311.00             | 2,311.00                 | 2,311.00                 | 2.03%                    | 46.00                     |
|            | Expenses                               | 35,000.00             | 35,000.00             | 35,000.00              | 35,000.00            | 35,000.00                | 35,000.00                | 0.00%                    | -                         |
|            | <b>TOTAL 294</b>                       | <b>37,220.00</b>      | <b>37,265.00</b>      | <b>37,311.00</b>       | <b>37,311.00</b>     | <b>37,311.00</b>         | <b>37,311.00</b>         | <b>0.12%</b>             | <b>46.00</b>              |
|            | <b>TOTAL PUBLIC SAFETY</b>             | <b>10,163,937.57</b>  | <b>11,015,400.00</b>  | <b>11,407,760.00</b>   | <b>11,194,944.00</b> | <b>11,542,186.00</b>     | <b>11,695,912.00</b>     | <b>1.63%</b>             | <b>179,544.00</b>         |
|            | <b>EDUCATION</b>                       |                       |                       |                        |                      |                          |                          |                          |                           |
| <b>300</b> | <b>WESTFORD PUBLIC SCHOOLS</b>         |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Budget                                 | 59,534,537.21         | 61,194,859.00         | 62,493,499.00          | 62,189,167.00        | 63,292,619.00            | 64,558,471.00            | 1.62%                    | 994,308.00                |
|            | Stormwater Assessment                  | -                     | 46,500.00             | 47,700.00              | 47,700.00            | 47,700.00                | 47,700.00                | 2.58%                    | 1,200.00                  |
|            | <b>TOTAL 300</b>                       | <b>59,534,537.21</b>  | <b>61,241,359.00</b>  | <b>62,541,199.00</b>   | <b>62,236,867.00</b> | <b>63,340,319.00</b>     | <b>64,606,171.00</b>     | <b>1.63%</b>             | <b>995,508.00</b>         |
| <b>310</b> | <b>NASHOBA TECH</b>                    |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | <b>TOTAL 310</b>                       | <b>1,000,697.00</b>   | <b>1,078,168.00</b>   | <b>1,105,122.00</b>    | <b>1,184,421.00</b>  | <b>1,214,032.00</b>      | <b>1,235,278.00</b>      | <b>9.85%</b>             | <b>106,253.00</b>         |
|            | <b>TOTAL EDUCATION</b>                 | <b>60,535,234.21</b>  | <b>62,319,527.00</b>  | <b>63,646,321.00</b>   | <b>63,421,288.00</b> | <b>64,554,351.00</b>     | <b>65,841,449.00</b>     | <b>1.77%</b>             | <b>1,101,761.00</b>       |
|            | <b>PUBLIC WORKS</b>                    |                       |                       |                        |                      |                          |                          |                          |                           |
| <b>405</b> | <b>DEPARTMENT OF PUBLIC WORKS</b>      |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | 242,804.00            | 243,073.00             | 243,073.00           | 243,073.00               | 243,073.00               | 0.11%                    | 269.00                    |
|            | Expenses                               | -                     | 500.00                | 500.00                 | 500.00               | 500.00                   | 500.00                   | 0.00%                    | -                         |
|            | <b>TOTAL 410</b>                       | <b>-</b>              | <b>243,304.00</b>     | <b>243,573.00</b>      | <b>243,573.00</b>    | <b>243,573.00</b>        | <b>243,573.00</b>        | <b>0.11%</b>             | <b>269.00</b>             |
| <b>410</b> | <b>ENGINEERING DEPARTMENT</b>          |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 250,517.88            | 213,761.00            | 303,091.00             | 303,091.00           | 303,091.00               | 303,091.00               | 41.79%                   | 89,330.00                 |
|            | Expenses                               | 3,938.67              | 7,910.00              | 13,362.00              | 11,862.00            | 13,362.00                | 13,362.00                | 49.96%                   | 3,952.00                  |
|            | <b>TOTAL 410</b>                       | <b>254,456.55</b>     | <b>221,671.00</b>     | <b>316,453.00</b>      | <b>314,953.00</b>    | <b>316,453.00</b>        | <b>316,453.00</b>        | <b>42.08%</b>            | <b>93,282.00</b>          |
| <b>421</b> | <b>HIGHWAY DEPARTMENT</b>              |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 1,732,901.51          | 1,598,974.00          | 1,653,029.00           | 1,637,720.00         | 1,648,257.00             | 1,660,730.00             | 2.42%                    | 38,746.00                 |
|            | Expenses                               | 1,240,047.58          | 1,104,812.00          | 1,025,100.00           | 1,025,100.00         | 1,025,100.00             | 1,025,100.00             | -7.21%                   | (79,712.00)               |
|            | <b>TOTAL 421</b>                       | <b>2,972,949.09</b>   | <b>2,703,786.00</b>   | <b>2,678,129.00</b>    | <b>2,662,820.00</b>  | <b>2,673,357.00</b>      | <b>2,685,830.00</b>      | <b>-1.52%</b>            | <b>(40,966.00)</b>        |
| <b>427</b> | <b>STORMWATER MANAGEMENT</b>           |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | 37,478.82             | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | <b>TOTAL 427</b>                       | <b>37,478.82</b>      | <b>-</b>              | <b>-</b>               | <b>-</b>             | <b>-</b>                 | <b>-</b>                 | <b>-</b>                 | <b>-</b>                  |
| <b>432</b> | <b>RECYCLING</b>                       |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | 706,349.26            | 723,812.00            | 740,048.00             | 740,048.00           | 778,027.00               | 792,525.00               | 2.24%                    | 16,236.00                 |
|            | <b>TOTAL 432</b>                       | <b>706,349.26</b>     | <b>723,812.00</b>     | <b>740,048.00</b>      | <b>740,048.00</b>    | <b>778,027.00</b>        | <b>792,525.00</b>        | <b>2.24%</b>             | <b>16,236.00</b>          |
| <b>433</b> | <b>SOLID WASTE</b>                     |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | 1,256,411.24          | 1,311,405.00          | 1,440,139.00           | 1,440,139.00         | 1,468,760.00             | 1,498,526.00             | 9.82%                    | 128,734.00                |
|            | <b>TOTAL 433</b>                       | <b>1,256,411.24</b>   | <b>1,311,405.00</b>   | <b>1,440,139.00</b>    | <b>1,440,139.00</b>  | <b>1,468,760.00</b>      | <b>1,498,526.00</b>      | <b>9.82%</b>             | <b>128,734.00</b>         |
| <b>442</b> | <b>WASTEWATER TREATMENT MANAGEMENT</b> |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | -                     | -                     | -                      | -                    | -                        | -                        | -                        | -                         |
|            | Expenses                               | 203,354.46            | 238,648.00            | 224,917.00             | 224,917.00           | 233,930.00               | 243,402.00               | -5.75%                   | (13,731.00)               |
|            | <b>TOTAL 442</b>                       | <b>203,354.46</b>     | <b>238,648.00</b>     | <b>224,917.00</b>      | <b>224,917.00</b>    | <b>233,930.00</b>        | <b>243,402.00</b>        | <b>-5.75%</b>            | <b>(13,731.00)</b>        |
| <b>491</b> | <b>CEMETERY DEPARTMENT</b>             |                       |                       |                        |                      |                          |                          |                          |                           |
|            | Personal Services                      | 93,648.45             | 101,505.00            | 103,691.00             | 103,691.00           | 106,209.00               | 108,981.00               | 2.15%                    | 2,186.00                  |
|            | Expenses                               | 26,523.91             | 38,183.00             | 38,443.00              | 35,443.00            | 39,430.00                | 39,755.00                | -7.18%                   | (2,740.00)                |
|            | <b>TOTAL 491</b>                       | <b>120,172.36</b>     | <b>139,688.00</b>     | <b>142,134.00</b>      | <b>139,134.00</b>    | <b>145,639.00</b>        | <b>148,736.00</b>        | <b>-0.40%</b>            | <b>(554.00)</b>           |
|            | <b>TOTAL PUBLIC WORKS</b>              | <b>5,551,171.78</b>   | <b>5,582,314.00</b>   | <b>5,785,393.00</b>    | <b>5,765,584.00</b>  | <b>5,859,739.00</b>      | <b>5,929,045.00</b>      | <b>3.28%</b>             | <b>183,270.00</b>         |

|     |                                              | FISCAL 2020<br>ACTUAL | FISCAL 2021<br>BUDGET | FISCAL 2022<br>REQUEST | FISCAL 2022<br>TMR    | FISCAL 2023<br>PROJECTED | FISCAL 2024<br>PROJECTED | FISCAL 2022<br>% INC/DEC | FISCAL 2022<br>\$ INC/DEC |
|-----|----------------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------------|---------------------------|
|     | <b>HEALTH &amp; HUMAN SERVICES</b>           |                       |                       |                        |                       |                          |                          |                          |                           |
| 510 | <b>BOARD OF HEALTH</b>                       |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 396,869.86            | 421,404.00            | 446,842.00             | 431,460.00            | 448,857.00               | 451,482.00               | 2.39%                    | 10,056.00                 |
|     | Expenses                                     | 18,298.90             | 27,180.00             | 26,600.00              | 24,500.00             | 26,600.00                | 26,600.00                | -9.86%                   | (2,680.00)                |
|     | <b>TOTAL 510</b>                             | <b>415,168.76</b>     | <b>448,584.00</b>     | <b>473,442.00</b>      | <b>455,960.00</b>     | <b>475,457.00</b>        | <b>478,082.00</b>        | <b>1.64%</b>             | <b>7,376.00</b>           |
| 541 | <b>COUNCIL ON AGING</b>                      |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 424,426.61            | 447,588.00            | 467,127.00             | 461,493.00            | 470,166.00               | 471,361.00               | 3.11%                    | 13,905.00                 |
|     | Expenses                                     | 95,582.66             | 101,000.00            | 101,300.00             | 94,000.00             | 117,750.00               | 124,800.00               | -6.93%                   | (7,000.00)                |
|     | <b>TOTAL 541</b>                             | <b>520,009.27</b>     | <b>548,588.00</b>     | <b>568,427.00</b>      | <b>555,493.00</b>     | <b>587,916.00</b>        | <b>596,161.00</b>        | <b>1.26%</b>             | <b>6,905.00</b>           |
| 543 | <b>VETERANS SERVICES</b>                     |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 74,278.23             | 75,838.00             | 77,374.00              | 77,374.00             | 77,631.00                | 78,083.00                | 2.03%                    | 1,536.00                  |
|     | Expenses                                     | 70,940.42             | 81,900.00             | 70,600.00              | 70,500.00             | 71,700.00                | 71,700.00                | -13.92%                  | (11,400.00)               |
|     | <b>TOTAL 543</b>                             | <b>145,218.65</b>     | <b>157,738.00</b>     | <b>147,974.00</b>      | <b>147,874.00</b>     | <b>149,331.00</b>        | <b>149,783.00</b>        | <b>-6.25%</b>            | <b>(9,864.00)</b>         |
|     | <b>TOTAL HEALTH &amp; HUMAN SVCS</b>         | <b>1,080,396.68</b>   | <b>1,154,910.00</b>   | <b>1,189,843.00</b>    | <b>1,159,327.00</b>   | <b>1,212,704.00</b>      | <b>1,224,026.00</b>      | <b>0.38%</b>             | <b>4,417.00</b>           |
|     | <b>CULTURE &amp; RECREATION</b>              |                       |                       |                        |                       |                          |                          |                          |                           |
| 610 | <b>LIBRARY</b>                               |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 1,315,711.09          | 1,377,921.00          | 1,399,972.00           | 1,399,972.00          | 1,466,817.00             | 1,481,740.00             | 1.60%                    | 22,051.00                 |
|     | Expenses                                     | 320,493.90            | 364,550.00            | 365,874.00             | 360,788.00            | 351,250.00               | 351,250.00               | -1.03%                   | (3,762.00)                |
|     | <b>TOTAL 610</b>                             | <b>1,636,204.99</b>   | <b>1,742,471.00</b>   | <b>1,765,846.00</b>    | <b>1,760,760.00</b>   | <b>1,818,067.00</b>      | <b>1,832,990.00</b>      | <b>1.05%</b>             | <b>18,289.00</b>          |
| 650 | <b>PARKS</b>                                 |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 216,148.85            | 247,399.00            | 255,633.00             | 255,633.00            | 257,167.00               | 259,959.00               | 3.33%                    | 8,234.00                  |
|     | Expenses                                     | 38,003.17             | 44,581.00             | 42,765.00              | 32,765.00             | 47,210.00                | 49,260.00                | -26.50%                  | (11,816.00)               |
|     | <b>TOTAL 650</b>                             | <b>254,152.02</b>     | <b>291,980.00</b>     | <b>298,398.00</b>      | <b>288,398.00</b>     | <b>304,377.00</b>        | <b>309,219.00</b>        | <b>-1.23%</b>            | <b>(3,582.00)</b>         |
| 660 | <b>LAND MANAGEMENT</b>                       |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | -                     | -                     | -                      | -                     | -                        | -                        |                          | -                         |
|     | Expenses                                     | 37,301.37             | 42,200.00             | 42,666.00              | 32,266.00             | 42,666.00                | 42,666.00                | -23.54%                  | (9,934.00)                |
|     | <b>TOTAL 660</b>                             | <b>37,301.37</b>      | <b>42,200.00</b>      | <b>42,666.00</b>       | <b>32,266.00</b>      | <b>42,666.00</b>         | <b>42,666.00</b>         | <b>-23.54%</b>           | <b>(9,934.00)</b>         |
| 670 | <b>HISTORICAL COMMISSION</b>                 |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            |                       |                       |                        |                       |                          |                          |                          | -                         |
|     | Expenses                                     | 9,658.57              | 11,800.00             | 17,950.00              | 12,650.00             | 17,950.00                | 17,950.00                | 7.20%                    | 850.00                    |
|     | <b>TOTAL 670</b>                             | <b>9,658.57</b>       | <b>11,800.00</b>      | <b>17,950.00</b>       | <b>12,650.00</b>      | <b>17,950.00</b>         | <b>17,950.00</b>         | <b>7.20%</b>             | <b>850.00</b>             |
|     | <b>TOTAL CULTURE &amp; RECREATION</b>        | <b>1,937,316.95</b>   | <b>2,088,451.00</b>   | <b>2,124,860.00</b>    | <b>2,094,074.00</b>   | <b>2,183,060.00</b>      | <b>2,202,825.00</b>      | <b>0.27%</b>             | <b>5,623.00</b>           |
|     | <b>DEBT SERVICE</b>                          |                       |                       |                        |                       |                          |                          |                          |                           |
| 710 | <b>DEBT SERVICE</b>                          |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Principal & Interest                         | 7,315,769.61          | 5,951,950.00          | 6,164,354.00           | 6,164,354.00          | 6,591,574.00             | 5,400,182.00             | 3.57%                    | 212,404.00                |
|     | <b>TOTAL 710</b>                             | <b>7,315,769.61</b>   | <b>5,951,950.00</b>   | <b>6,164,354.00</b>    | <b>6,164,354.00</b>   | <b>6,591,574.00</b>      | <b>5,400,182.00</b>      | <b>3.57%</b>             | <b>212,404.00</b>         |
|     | <b>TOTALS FOR DEBT SERVICE</b>               | <b>7,315,769.61</b>   | <b>5,951,950.00</b>   | <b>6,164,354.00</b>    | <b>6,164,354.00</b>   | <b>6,591,574.00</b>      | <b>5,400,182.00</b>      | <b>3.57%</b>             | <b>212,404.00</b>         |
|     | <b>UNCLASSIFIED</b>                          |                       |                       |                        |                       |                          |                          |                          |                           |
| 940 | <b>OTHERWISE UNCLASSIFIED</b>                |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Expenses                                     | (949,632.00)          | (1,396,048.00)        | (1,396,048.00)         | (1,475,963.00)        | (1,475,963.00)           | (1,475,963.00)           | 5.72%                    | (79,915.00)               |
|     | <b>TOTAL 940</b>                             | <b>(949,632.00)</b>   | <b>(1,396,048.00)</b> | <b>(1,396,048.00)</b>  | <b>(1,475,963.00)</b> | <b>(1,475,963.00)</b>    | <b>(1,475,963.00)</b>    | <b>5.72%</b>             | <b>(79,915.00)</b>        |
| 945 | <b>EMPLOYEE BENEFITS &amp; MISCELLANEOUS</b> |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Expenses                                     | 17,627,188.41         | 18,494,774.00         | 20,170,147.00          | 19,943,747.00         | 21,380,176.00            | 22,902,026.00            | 7.83%                    | 1,448,973.00              |
|     | <b>TOTAL 945</b>                             | <b>17,627,188.41</b>  | <b>18,494,774.00</b>  | <b>20,170,147.00</b>   | <b>19,943,747.00</b>  | <b>21,380,176.00</b>     | <b>22,902,026.00</b>     | <b>7.83%</b>             | <b>1,448,973.00</b>       |
| 990 | <b>TRANSFERS TO/FROM OTHER TRUSTS</b>        |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Transfers                                    | 1,011,026.00          | 1,218,957.00          | 1,218,957.00           | 680,957.00            | 1,870,951.00             | 2,137,201.00             | -44.14%                  | (538,000.00)              |
|     | <b>TOTAL 990</b>                             | <b>1,011,026.00</b>   | <b>1,218,957.00</b>   | <b>1,218,957.00</b>    | <b>680,957.00</b>     | <b>1,870,951.00</b>      | <b>2,137,201.00</b>      | <b>-44.14%</b>           | <b>(538,000.00)</b>       |
|     | <b>TOTAL UNCLASSIFIED</b>                    | <b>17,688,582.41</b>  | <b>18,317,683.00</b>  | <b>19,993,056.00</b>   | <b>19,148,741.00</b>  | <b>21,775,164.00</b>     | <b>23,563,264.00</b>     | <b>4.54%</b>             | <b>831,058.00</b>         |
|     | <b>Reserve Fund Transfers to Capital</b>     |                       |                       |                        |                       |                          |                          |                          |                           |
|     | <b>TOTAL GENERAL FUND</b>                    | <b>108,294,117.56</b> | <b>110,871,360.00</b> | <b>114,640,073.00</b>  | <b>113,176,297.00</b> | <b>118,435,910.00</b>    | <b>121,085,684.00</b>    | <b>2.08%</b>             | <b>2,304,937.00</b>       |
| 240 | <b>COMMUNITY PRESERVATION FUND</b>           |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 4,500.00              | 9,000.00              | 9,000.00               | 9,000.00              | 9,000.00                 | 9,000.00                 | 0.00%                    | -                         |
|     | Expenses                                     | 4,439.80              | 6,000.00              | 6,000.00               | 6,000.00              | 6,000.00                 | 6,000.00                 | 0.00%                    | -                         |
|     | Principal & Interest                         | 750,505.13            | 792,327.00            | 820,406.00             | 820,406.00            | 942,350.00               | 1,029,128.00             | 3.54%                    | 28,079.00                 |
|     | <b>TOTAL COMMUNITY PRESERVATION FUND</b>     | <b>759,444.93</b>     | <b>807,327.00</b>     | <b>835,406.00</b>      | <b>835,406.00</b>     | <b>957,350.00</b>        | <b>1,044,128.00</b>      | <b>3.48%</b>             | <b>28,079.00</b>          |
|     | <b>TOTAL COMMUNITY PRESERVATION FUND</b>     | <b>759,444.93</b>     | <b>807,327.00</b>     | <b>835,406.00</b>      | <b>835,406.00</b>     | <b>957,350.00</b>        | <b>1,044,128.00</b>      | <b>3.48%</b>             | <b>28,079.00</b>          |
|     | <b>WATER ENTERPRISE FUND</b>                 |                       |                       |                        |                       |                          |                          |                          |                           |
| 600 | <b>WATER ENTERPRISE</b>                      |                       |                       |                        |                       |                          |                          |                          |                           |
|     | Personal Services                            | 1,165,257.74          | 1,219,621.00          | 1,247,414.00           | 1,247,414.00          | 1,264,195.00             | 1,281,292.00             | 2.28%                    | 27,793.00                 |
|     | Expenses                                     | 1,475,926.09          | 1,682,720.00          | 1,695,720.00           | 1,570,768.00          | 1,570,768.00             | 1,570,768.00             | -6.65%                   | (111,952.00)              |
|     | Reserve Fund                                 | -                     | 250,000.00            | 250,000.00             | 250,000.00            | 250,000.00               | 250,000.00               | 0.00%                    | -                         |
|     | Principal & Interest                         | 1,273,351.37          | 1,515,001.00          | 1,587,804.00           | 1,587,804.00          | 1,551,535.00             | 1,366,743.00             | 4.81%                    | 72,803.00                 |
|     | <b>TOTAL WATER ENTERPRISE</b>                | <b>3,914,535.20</b>   | <b>4,667,342.00</b>   | <b>4,780,938.00</b>    | <b>4,655,986.00</b>   | <b>4,636,498.00</b>      | <b>4,468,803.00</b>      | <b>-0.24%</b>            | <b>(11,356.00)</b>        |
|     | <b>TOTAL WATER ENTERPRISE FUND</b>           | <b>3,914,535.20</b>   | <b>4,667,342.00</b>   | <b>4,780,938.00</b>    | <b>4,655,986.00</b>   | <b>4,636,498.00</b>      | <b>4,468,803.00</b>      | <b>-0.24%</b>            | <b>(11,356.00)</b>        |

|                                 |                                               | FISCAL 2020           | FISCAL 2021           | FISCAL 2022           | FISCAL 2022           | FISCAL 2023           | FISCAL 2024           | FISCAL 2022   | FISCAL 2022         |
|---------------------------------|-----------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|---------------------|
|                                 |                                               | ACTUAL                | BUDGET                | REQUEST               | TMR                   | PROJECTED             | PROJECTED             | % INC/DEC     | \$ INC/DEC          |
|                                 | <b>RECREATION ENTERPRISE FUND</b>             |                       |                       |                       |                       |                       |                       |               |                     |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
| 630                             | <b>RECREATION ENTERPRISE</b>                  |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | Personal Services                             | 926,505.76            | 1,131,798.00          | 1,176,216.00          | 1,126,216.00          | 1,212,991.00          | 1,249,224.00          | -0.49%        | (5,582.00)          |
|                                 | Expenses                                      | 204,407.61            | 275,455.00            | 273,650.00            | 303,780.00            | 305,780.00            | 305,980.00            | 10.28%        | 28,325.00           |
|                                 | <b>TOTAL RECREATION ENTERPRISE</b>            | <b>1,130,913.37</b>   | <b>1,407,253.00</b>   | <b>1,449,866.00</b>   | <b>1,429,996.00</b>   | <b>1,518,771.00</b>   | <b>1,555,204.00</b>   | <b>1.62%</b>  | <b>22,743.00</b>    |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>TOTAL RECREATION ENTERPRISE FUND</b>       | <b>1,130,913.37</b>   | <b>1,407,253.00</b>   | <b>1,449,866.00</b>   | <b>1,429,996.00</b>   | <b>1,518,771.00</b>   | <b>1,555,204.00</b>   | <b>1.62%</b>  | <b>22,743.00</b>    |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>AMBULANCE ENTERPRISE FUND</b>              |                       |                       |                       |                       |                       |                       |               |                     |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
| 640                             | <b>AMBULANCE ENTERPRISE</b>                   |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | Personal Services                             | 767,561.15            | 821,523.00            | 865,768.00            | 865,768.00            | 882,552.00            | 897,566.00            | 5.39%         | 44,245.00           |
|                                 | Expenses                                      | 599,049.71            | 540,555.00            | 542,903.00            | 650,556.00            | 666,437.00            | 670,854.00            | 20.35%        | 110,001.00          |
|                                 | <b>TOTAL AMBULANCE ENTERPRISE</b>             | <b>1,366,610.86</b>   | <b>1,362,078.00</b>   | <b>1,408,671.00</b>   | <b>1,516,324.00</b>   | <b>1,548,989.00</b>   | <b>1,568,420.00</b>   | <b>11.32%</b> | <b>154,246.00</b>   |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>TOTAL AMBULANCE ENTERPRISE FUND</b>        | <b>1,366,610.86</b>   | <b>1,362,078.00</b>   | <b>1,408,671.00</b>   | <b>1,516,324.00</b>   | <b>1,548,989.00</b>   | <b>1,568,420.00</b>   | <b>11.32%</b> | <b>154,246.00</b>   |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>STORMWATER ENTERPRISE FUND</b>             |                       |                       |                       |                       |                       |                       |               |                     |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
| 650                             | <b>STORMWATER ENTERPRISE</b>                  |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | Personal Services                             | -                     | 93,564.00             | 135,190.00            | 135,190.00            | 136,025.00            | 136,894.00            | 44.49%        | 41,626.00           |
|                                 | Expenses                                      | -                     | 862,440.00            | 876,704.00            | 913,648.00            | 863,648.00            | 863,648.00            | 5.94%         | 51,208.00           |
|                                 | Principal & Interest                          | -                     | 294,134.00            | 160,824.00            | 160,824.00            | 226,093.00            | 401,618.00            | -45.32%       | (133,310.00)        |
|                                 | <b>TOTAL STORMWATER ENTERPRISE</b>            | <b>-</b>              | <b>1,250,138.00</b>   | <b>1,172,718.00</b>   | <b>1,209,662.00</b>   | <b>1,225,766.00</b>   | <b>1,402,160.00</b>   | <b>-3.24%</b> | <b>(40,476.00)</b>  |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>TOTAL STORMWATER ENTERPRISE FUND</b>       | <b>-</b>              | <b>1,250,138.00</b>   | <b>1,172,718.00</b>   | <b>1,209,662.00</b>   | <b>1,225,766.00</b>   | <b>1,402,160.00</b>   | <b>-3.24%</b> | <b>(40,476.00)</b>  |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
| <b>OPERATING BUDGET SUMMARY</b> |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 |                                               | FISCAL 2020           | FISCAL 2021           | FISCAL 2022           | FISCAL 2022           | FISCAL 2023           | FISCAL 2024           | FISCAL 2022   | FISCAL 2022         |
|                                 |                                               | ACTUAL                | BUDGET                | REQUEST               | TMR                   | PROJECTED             | PROJECTED             | % INC/DEC     | \$ INC/DEC          |
|                                 | <b>APPROPRIATION SUMMARY</b>                  |                       |                       |                       |                       |                       |                       |               |                     |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | GENERAL GOVERNMENT                            | 4,021,708.35          | 4,441,125.00          | 4,328,486.00          | 4,227,985.00          | 4,717,132.00          | 5,228,981.00          | -4.80%        | (213,140.00)        |
|                                 | PUBLIC SAFETY                                 | 10,163,937.57         | 11,015,400.00         | 11,407,760.00         | 11,194,944.00         | 11,542,186.00         | 11,695,912.00         | 1.63%         | 179,544.00          |
|                                 | EDUCATION                                     | 60,535,234.21         | 62,319,527.00         | 63,646,321.00         | 63,421,288.00         | 64,554,351.00         | 65,841,449.00         | 1.77%         | 1,101,761.00        |
|                                 | PUBLIC WORKS                                  | 5,551,171.78          | 5,582,314.00          | 5,785,393.00          | 5,765,584.00          | 5,859,739.00          | 5,929,045.00          | 3.28%         | 183,270.00          |
|                                 | HEALTH & HUMAN SERVICES                       | 1,080,396.68          | 1,154,910.00          | 1,189,843.00          | 1,159,327.00          | 1,212,704.00          | 1,224,026.00          | 0.38%         | 4,417.00            |
|                                 | CULTURE & RECREATION                          | 1,937,316.95          | 2,088,451.00          | 2,124,860.00          | 2,094,074.00          | 2,183,060.00          | 2,202,825.00          | 0.27%         | 5,623.00            |
|                                 | DEBT SERVICE                                  | 7,315,769.61          | 5,951,950.00          | 6,164,354.00          | 6,164,354.00          | 6,591,574.00          | 5,400,182.00          | 3.57%         | 212,404.00          |
|                                 | UNCLASSIFIED                                  | 17,688,582.41         | 18,317,683.00         | 19,993,056.00         | 19,148,741.00         | 21,775,164.00         | 23,563,264.00         | 4.54%         | 831,058.00          |
|                                 | RESERVE FUND TRANSFERS TO CAPITAL / SPECIAL A | -                     | -                     | -                     | -                     | -                     | -                     | -             | -                   |
|                                 | COMMUNITY PRESERVATION FUND                   | 759,444.93            | 807,327.00            | 835,406.00            | 835,406.00            | 957,350.00            | 1,044,128.00          | 3.48%         | 28,079.00           |
|                                 | WATER ENTERPRISE FUND                         | 3,914,535.20          | 4,667,342.00          | 4,780,938.00          | 4,655,986.00          | 4,636,498.00          | 4,468,803.00          | -0.24%        | (11,356.00)         |
|                                 | RECREATION ENTERPRISE FUND                    | 1,130,913.37          | 1,407,253.00          | 1,449,866.00          | 1,429,996.00          | 1,518,771.00          | 1,555,204.00          | 1.62%         | 22,743.00           |
|                                 | AMBULANCE ENTERPRISE FUND                     | 1,366,610.86          | 1,362,078.00          | 1,408,671.00          | 1,516,324.00          | 1,548,989.00          | 1,568,420.00          | 11.32%        | 154,246.00          |
|                                 | STORMWATER ENTERPRISE FUND                    | -                     | 1,250,138.00          | 1,172,718.00          | 1,209,662.00          | 1,225,766.00          | 1,402,160.00          | -3.24%        | (40,476.00)         |
|                                 |                                               |                       |                       |                       |                       |                       |                       |               |                     |
|                                 | <b>TOTAL ARTICLE</b>                          | <b>115,465,621.92</b> | <b>120,365,498.00</b> | <b>124,287,672.00</b> | <b>122,823,671.00</b> | <b>128,323,284.00</b> | <b>131,124,399.00</b> | <b>2.04%</b>  | <b>2,458,173.00</b> |

|                        |        |                                       |             |             |             |             |             |             |             |
|------------------------|--------|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford       |        |                                       |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                       |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
| 122 SELECT BOARD       |        |                                       | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   |
| EXPENSES               |        |                                       |             |             |             |             |             |             |             |
| 01122200               | 524090 | CONTRACTUAL CLERICAL SERVICES         | 5,365.00    | 5,365.00    | 5,180.00    | 5,180.00    | 5,180.00    | 5,180.00    | -3.45%      |
| 01122200               | 534030 | ADVERTISING-LEGAL                     | 281.04      | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       |
| 01122200               | 570000 | OTHER CHARGES AND EXPENSES            | -           | 500.00      | -           | -           | -           | -           | -100.00%    |
| 01122200               | 573010 | DUES & MEMBERSHIPS                    | 5,616.00    | 5,641.00    | 5,693.00    | 5,693.00    | 5,693.00    | 5,693.00    | 0.92%       |
| 01122200               | 573020 | NMCOG MEMBERSHIP                      | 6,942.03    | 7,117.00    | 7,235.00    | 7,235.00    | 7,416.00    | 7,602.00    | 1.66%       |
| 01122200               | 578020 | COMMUNITY INITIATIVES                 | 433.72      | 3,000.00    | 3,000.00    | 1,000.00    | 3,000.00    | 3,000.00    | -66.67%     |
| 01122800               | 570000 | ENCUMBRANCES                          | 685.00      |             |             |             |             |             | -           |
| CATEGORY TOTAL         |        |                                       | 19,322.79   | 22,123.00   | 21,608.00   | 19,608.00   | 21,789.00   | 21,975.00   | -11.37%     |
| DEPARTMENT TOTAL       |        |                                       | 19,322.79   | 22,123.00   | 21,608.00   | 19,608.00   | 21,789.00   | 21,975.00   | -11.37%     |
| Town of Westford       |        |                                       |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                       |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
| 123 TOWN MANAGER       |        |                                       | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   |
| PERSONAL SERVICES      |        |                                       |             |             |             |             |             |             |             |
| 01123100               | 511010 | TOWN MANAGER                          | 201,722.16  | 209,557.00  | 213,748.00  | 213,748.00  | 213,748.00  | 213,748.00  | 2.00%       |
| 01123100               | 511030 | ASSISTANT TOWN MANAGER                | 124,236.22  | 126,721.00  | 129,256.00  | 129,256.00  | 129,256.00  | 129,256.00  | 2.00%       |
| 01123100               | 511520 | ADMIN - ANNUAL TOWN REPORT            |             |             | 3,500.00    | 3,500.00    | 3,500.00    | 3,500.00    |             |
| 01123100               | 511525 | PROJECT/PROCUREMENT SPECIALIST        | 68,446.70   | 69,384.00   | 70,803.00   | 70,803.00   | 70,803.00   | 70,803.00   | 2.05%       |
| 01123100               | 511530 | SECRETARY (VACATION/SICK COVERAGE)    | 11,615.99   | 14,440.00   | 14,949.00   | 1,000.00    | 14,949.00   | 14,949.00   | -93.07%     |
| 01123100               | 511590 | VACATION COVERAGE                     | 1,650.00    | 2,250.00    | 2,250.00    | 2,250.00    | 2,250.00    | 2,250.00    | 0.00%       |
| 01123100               | 515050 | LONGEVITY                             | 850.00      | 1,450.00    | 1,450.00    | 1,450.00    | 1,450.00    | 1,700.00    | 0.00%       |
| 01123100               | 517160 | LIFE INSURANCE / LONG TERM DISABILITY | 2,977.32    | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL         |        |                                       | 411,498.39  | 423,802.00  | 435,956.00  | 422,007.00  | 435,956.00  | 436,206.00  | -0.42%      |
| EXPENSES               |        |                                       |             |             |             |             |             |             |             |
| 01123200               | 530500 | MANAGEMENT PERFORMANCE TRAINING       | 5,000.00    | 5,000.00    | 1,000.00    | -           | 1,000.00    | 1,000.00    | -100.00%    |
| 01123200               | 530920 | CONTRACTED SERVICES                   | -           | 500.00      | -           | -           | -           | -           | -100.00%    |
| 01123200               | 534030 | ADVERTISING-LEGAL                     | 1,477.15    | 800.00      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 25.00%      |
| 01123200               | 542010 | OFFICE SUPPLIES                       | 629.50      | 700.00      | 700.00      | 700.00      | 700.00      | 700.00      | 0.00%       |
| 01123200               | 542040 | FORMS/PRINTING                        | 4,384.78    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 0.00%       |
| 01123200               | 555015 | BOOKS & SUBSCRIPTIONS                 | 1,643.99    | 850.00      | 1,250.00    | 1,250.00    | 1,250.00    | 1,250.00    | 47.06%      |
| 01123200               | 571010 | TRAVEL - MILEAGE                      | 800.00      | 1,200.00    | 1,200.00    | 1,200.00    | 1,200.00    | 1,200.00    | 0.00%       |
| 01123200               | 571100 | MEETINGS & CONFERENCES                | 3,362.55    | 3,680.00    | -           | -           | -           | -           | -100.00%    |
| 01123200               | 573010 | DUES AND MEMBERSHIPS                  | 2,327.41    | 2,975.00    | 2,993.00    | 2,993.00    | 2,993.00    | 2,993.00    | 0.61%       |
| 01123800               | 570000 | ENCUMBRANCES                          | 26.40       |             |             |             |             |             | -           |
| CATEGORY TOTAL         |        |                                       | 19,651.78   | 19,705.00   | 12,143.00   | 11,143.00   | 12,143.00   | 12,143.00   | -43.45%     |
| DEPARTMENT TOTAL       |        |                                       | 431,150.17  | 443,507.00  | 448,099.00  | 433,150.00  | 448,099.00  | 448,349.00  | -2.34%      |
| Town of Westford       |        |                                       |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                       |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
| 131 FINANCE COMMITTEE  |        |                                       | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   |
| EXPENSES               |        |                                       |             |             |             |             |             |             |             |
| 01131200               | 534040 | PRINTING/POSTAGE SERVICES             | 5,539.45    | 6,200.00    | 6,200.00    | 6,200.00    | 6,400.00    | 6,500.00    | 0.00%       |
| 01131200               | 538090 | OTHER PURCHASED SERVICES              | 2,220.00    | 2,220.00    | 2,220.00    | 2,220.00    | 2,220.00    | 2,220.00    | 0.00%       |
| 01131200               | 571100 | MEETINGS & CONFERENCES                | -           | 165.00      | 165.00      | 165.00      | 165.00      | 165.00      | 0.00%       |
| 01131200               | 573010 | DUES & MEMBERSHIPS                    | 280.00      | 280.00      | 280.00      | 280.00      | 280.00      | 280.00      | 0.00%       |
| 01131800               | 570000 | ENCUMBRANCES                          |             |             |             |             |             |             | -           |
| CATEGORY TOTAL         |        |                                       | 8,039.45    | 8,865.00    | 8,865.00    | 8,865.00    | 9,065.00    | 9,165.00    | 0.00%       |
|                        |        |                                       |             |             |             |             |             |             |             |
| 01131600               | 579010 | RESERVE FUND                          |             | 150,000.00  | 150,000.00  | 125,000.00  | 150,000.00  | 150,000.00  | -16.67%     |
|                        |        | TRANSFERS OUT                         |             | (11,500.00) |             |             |             |             | -100.00%    |
| CATEGORY TOTAL         |        |                                       | -           | 138,500.00  | 150,000.00  | 125,000.00  | 150,000.00  | 150,000.00  | 8.30%       |
| DEPARTMENT TOTAL       |        |                                       | 8,039.45    | 147,365.00  | 158,865.00  | 133,865.00  | 159,065.00  | 159,165.00  | 7.80%       |
| Town of Westford       |        |                                       |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                       |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
|                        |        |                                       |             |             |             |             |             |             |             |
| 132 FINANCE DEPARTMENT |        |                                       | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   |
| PERSONAL SERVICES      |        |                                       |             |             |             |             |             |             |             |
| 01132100               | 511020 | FINANCE DIRECTOR                      | 126,000.00  | 128,520.00  | 131,091.00  | 131,091.00  | 131,091.00  | 131,091.00  | 2.00%       |
| 01132100               | 511510 | ADMINISTRATIVE ANALYST                | 17,852.57   | 18,558.00   | 19,656.00   | 19,656.00   | 19,656.00   | 19,656.00   | 5.92%       |
| 01132100               | 515050 | LONGEVITY                             | 1,292.00    | 1,292.00    | 1,292.00    | 1,292.00    | 1,292.00    | 1,292.00    | 0.00%       |
| CATEGORY TOTAL         |        |                                       | 145,144.57  | 148,370.00  | 152,039.00  | 152,039.00  | 152,039.00  | 152,039.00  | 2.47%       |
| EXPENSES               |        |                                       |             |             |             |             |             |             |             |
| 01132200               | 542010 | OFFICE SUPPLIES                       | 3.18        | 200.00      | 200.00      | 200.00      | 200.00      | 300.00      | 0.00%       |
| 01132200               | 571010 | TRAVEL - MILEAGE                      | 202.36      | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 0.00%       |
| 01132200               | 571100 | MEETINGS & CONFERENCES                | 1,322.65    | 460.00      | -           | -           | 1,355.00    | 460.00      | -100.00%    |
| 01132200               | 573010 | DUES & MEMBERSHIPS                    | 135.00      | 135.00      | 135.00      | 135.00      | 135.00      | 135.00      | 0.00%       |
| 01132800               | 570000 | ENCUMBRANCES                          |             |             |             |             |             |             | -           |
| CATEGORY TOTAL         |        |                                       | 1,663.19    | 895.00      | 435.00      | 435.00      | 1,790.00    | 995.00      | -51.40%     |
| DEPARTMENT TOTAL       |        |                                       | 146,807.76  | 149,265.00  | 152,474.00  | 152,474.00  | 153,829.00  | 153,034.00  | 2.15%       |

|                         |        |                                      |             |             |             |             |             |             |             |             |
|-------------------------|--------|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford        |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                      |             |             |             |             |             |             |             |             |
|                         |        |                                      |             |             |             |             |             |             |             |             |
| 135 TOWN ACCOUNTANT     |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES       |        |                                      |             |             |             |             |             |             |             |             |
| 01135100                | 511020 | TOWN ACCOUNTANT                      | 98,512.11   | 100,573.00  | 107,175.00  | 107,175.00  | 107,175.00  | 107,175.00  | 6.56%       | 6,602.00    |
| 01135100                | 511030 | ASST. TOWN ACCOUNTANT / FINANCE & BU | 76,158.19   | 77,385.00   | 78,933.00   | 69,920.00   | 69,920.00   | 69,920.00   | -9.65%      | (7,465.00)  |
| 01135100                | 511508 | PAYROLL ADMINISTRATOR                | 73,499.82   | 74,684.00   | 76,177.00   | 76,177.00   | 76,177.00   | 76,177.00   | 2.00%       | 1,493.00    |
| 01135100                | 511510 | ADMINISTRATIVE ANALYST               | 26,273.54   | 27,837.00   | 29,673.00   | 29,673.00   | 29,673.00   | 29,484.00   | 6.60%       | 1,836.00    |
| 01135100                | 513120 | OVERTIME                             | 1,134.29    | 2,600.00    | 1,800.00    | 1,500.00    | 1,800.00    | 1,800.00    | -42.31%     | (1,100.00)  |
| 01135100                | 515050 | LONGEVITY                            | 1,988.00    | 1,988.00    | 2,488.00    | 2,488.00    | 2,488.00    | 2,738.00    | 25.15%      | 500.00      |
| CATEGORY TOTAL          |        |                                      | 277,565.95  | 285,067.00  | 296,246.00  | 286,933.00  | 287,233.00  | 287,294.00  | 0.65%       | 1,866.00    |
| EXPENSES                |        |                                      |             |             |             |             |             |             |             |             |
| 01135200                | 530200 | ACCOUNTING & AUDITING SERVICES       | 37,250.00   | 37,750.00   | 38,750.00   | 38,750.00   | 40,000.00   | 41,000.00   | 2.65%       | 1,000.00    |
| 01135200                | 542010 | OFFICE SUPPLIES                      | 402.08      | 1,000.00    | 1,000.00    | 1,000.00    | 1,050.00    | 1,100.00    | 0.00%       | -           |
| 01135200                | 542040 | FORMS/PRINTING                       | 1,378.69    | 1,350.00    | 1,400.00    | 1,400.00    | 1,450.00    | 1,500.00    | 3.70%       | 50.00       |
| 01135200                | 571100 | MEETINGS & CONFERENCES               | 2,388.50    | 3,850.00    | 2,010.00    | 1,180.00    | 2,200.00    | 2,400.00    | -69.35%     | (2,670.00)  |
| 01135200                | 573010 | DUES AND MEMBERSHIPS                 | 675.00      | 125.00      | 125.00      | 125.00      | 425.00      | 125.00      | 0.00%       | -           |
| 01135800                | 570000 | ENCUMBRANCES                         |             |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                      | 42,094.27   | 44,075.00   | 43,285.00   | 42,455.00   | 45,125.00   | 46,125.00   | -3.68%      | (1,620.00)  |
| DEPARTMENT TOTAL        |        |                                      | 319,660.22  | 329,142.00  | 339,531.00  | 329,388.00  | 332,358.00  | 333,419.00  | 0.07%       | 246.00      |
| Town of Westford        |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                      |             |             |             |             |             |             |             |             |
|                         |        |                                      |             |             |             |             |             |             |             |             |
| 141 ASSESSORS           |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES       |        |                                      |             |             |             |             |             |             |             |             |
| 01141100                | 511020 | PRINCIPAL ASSESSOR                   | 108,432.90  | 110,602.00  | 100,000.00  | 100,000.00  | 100,000.00  | 100,000.00  | -9.59%      | (10,602.00) |
| 01141100                | 511390 | ADMINISTRATIVE ASSESSOR              | 51,258.26   | 75,158.00   | 79,733.00   | 79,733.00   | 79,733.00   | 79,733.00   | 6.09%       | 4,575.00    |
| 01141100                | 511510 | RECORDS SUPERVISOR                   | 57,299.40   | 60,448.00   | 61,662.00   | 61,662.00   | 61,662.00   | 61,898.00   | 2.01%       | 1,214.00    |
| 01141100                | 511550 | SENIOR ASSISTANT                     | 46,944.12   | 49,564.00   | 52,481.00   | 52,481.00   | 52,481.00   | 52,682.00   | 5.89%       | 2,917.00    |
| 01141100                | 515050 | LONGEVITY                            | 2,700.00    | 2,700.00    | 1,100.00    | 1,100.00    | 1,600.00    | 2,200.00    | -59.26%     | (1,600.00)  |
| CATEGORY TOTAL          |        |                                      | 266,634.68  | 298,472.00  | 294,976.00  | 294,976.00  | 295,476.00  | 296,513.00  | -1.17%      | (3,496.00)  |
| EXPENSES                |        |                                      |             |             |             |             |             |             |             |             |
| 01141200                | 517070 | UNIFORM ALLOWANCE                    | 166.48      | -           |             |             |             |             |             | -           |
| 01141200                | 524090 | CONTRACTED SERVICES                  | 58,032.50   | 37,000.00   | 40,700.00   | 40,700.00   | 40,700.00   | 40,700.00   | 10.00%      | 3,700.00    |
| 01141200                | 542010 | OFFICE SUPPLIES                      | 310.78      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01141200                | 571010 | TRAVEL - MILEAGE                     | 3,885.12    | 5,000.00    | 2,500.00    | 2,500.00    | 2,500.00    | 2,500.00    | -50.00%     | (2,500.00)  |
| 01141200                | 571100 | MEETINGS & CONFERENCES               | 1,144.00    | 1,600.00    | 1,600.00    | 1,600.00    | 1,600.00    | 1,600.00    | 0.00%       | -           |
| 01141200                | 573010 | DUES & MEMBERSHIPS                   | 753.00      | 1,300.00    | 1,300.00    | 1,300.00    | 1,300.00    | 1,300.00    | 0.00%       | -           |
| 01141800                | 570000 | ENCUMBRANCES                         | 25,467.50   |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                      | 89,759.38   | 45,900.00   | 47,100.00   | 47,100.00   | 47,100.00   | 47,100.00   | 2.61%       | 1,200.00    |
| DEPARTMENT TOTAL        |        |                                      | 356,394.06  | 344,372.00  | 342,076.00  | 342,076.00  | 342,576.00  | 343,613.00  | -0.67%      | (2,296.00)  |
| Town of Westford        |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                      |             |             |             |             |             |             |             |             |
|                         |        |                                      |             |             |             |             |             |             |             |             |
| 145 TREASURER/COLLECTOR |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES       |        |                                      |             |             |             |             |             |             |             |             |
| 01145100                | 511020 | TREASURER/COLLECTOR                  | 108,706.94  | 110,882.00  | 113,099.00  | 113,099.00  | 113,099.00  | 113,099.00  | 2.00%       | 2,217.00    |
| 01145100                | 511030 | ASSISTANT TREASURER & ASST COLLECTOR | 134,784.30  | 138,724.00  | 142,729.00  | 142,729.00  | 144,306.00  | 148,501.00  | 2.89%       | 4,005.00    |
| 01145100                | 511550 | SENIOR ASSISTANT                     | 7,676.25    | 354.00      | 15,354.00   | -           | 16,273.00   | 16,891.00   | -100.00%    | (354.00)    |
| 01145100                | 511590 | ADDITIONAL COVERAGE                  | 436.73      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01145100                | 513120 | OVERTIME                             | -           | 150.00      | 150.00      | 150.00      | 150.00      | 150.00      | 0.00%       | -           |
| 01145100                | 515050 | LONGEVITY                            | 2,300.00    | 3,300.00    | 3,300.00    | 3,300.00    | 3,300.00    | 3,300.00    | 0.00%       | -           |
| CATEGORY TOTAL          |        |                                      | 253,904.22  | 254,410.00  | 275,632.00  | 260,278.00  | 278,128.00  | 282,941.00  | 2.31%       | 5,868.00    |
| EXPENSES                |        |                                      |             |             |             |             |             |             |             |             |
| 01145200                | 530130 | LEGAL SERVICES - TAX TITLE           | 8,017.37    | 10,000.00   | 10,000.00   | 10,000.00   | 10,000.00   | 10,000.00   | 0.00%       | -           |
| 01145200                | 530920 | CONTRACTED SERVICES                  | 3,484.75    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 0.00%       | -           |
| 01145200                | 534010 | POSTAGE                              | 19,074.05   | 22,500.00   | 22,750.00   | 22,750.00   | 22,750.00   | 22,750.00   | 1.11%       | 250.00      |
| 01145200                | 534040 | PRINTING SERVICES                    | 5,728.83    | 5,500.00    | 5,750.00    | 5,750.00    | 5,750.00    | 5,750.00    | 4.55%       | 250.00      |
| 01145200                | 542010 | OFFICE SUPPLIES                      | 1,252.66    | 1,250.00    | 1,250.00    | 1,250.00    | 1,250.00    | 1,250.00    | 0.00%       | -           |
| 01145200                | 571010 | TRAVEL - MILEAGE                     | -           | 75.00       | -           | -           | 75.00       | 75.00       | -100.00%    | (75.00)     |
| 01145200                | 571100 | MEETINGS & CONFERENCES               | -           | 350.00      | -           | -           | 350.00      | 350.00      | -100.00%    | (350.00)    |
| 01145200                | 573010 | DUES AND MEMBERSHIPS                 | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 0.00%       | -           |
| 01145200                | 574120 | PUBLIC EMPLOYEE BOND                 | 1,200.00    | 1,500.00    | 1,200.00    | 1,200.00    | 1,200.00    | 1,200.00    | -20.00%     | (300.00)    |
| 01141800                | 570000 | ENCUMBRANCES                         |             |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                      | 38,857.66   | 45,275.00   | 45,050.00   | 45,050.00   | 45,475.00   | 45,475.00   | -0.50%      | (225.00)    |
| DEPARTMENT TOTAL        |        |                                      | 292,761.88  | 299,685.00  | 320,682.00  | 305,328.00  | 323,603.00  | 328,416.00  | 1.88%       | 5,643.00    |
| Town of Westford        |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                      |             |             |             |             |             |             |             |             |
|                         |        |                                      |             |             |             |             |             |             |             |             |
| 151 LEGAL SERVICES      |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                |        |                                      |             |             |             |             |             |             |             |             |
| 01151200                | 530110 | LEGAL SERVICES - TOWN COUNSEL        | 126,401.47  | 140,000.00  | 140,000.00  | 140,000.00  | 135,000.00  | 135,000.00  | 0.00%       | -           |
| 01151200                | 530120 | LEGAL SERVICES - LABOR COUNSEL       | 12,021.35   | 20,000.00   | 20,000.00   | 20,000.00   | 12,500.00   | 12,500.00   | 0.00%       | -           |
| 01151800                | 570000 | ENCUMBRANCES                         | 7,000.00    |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                      | 145,422.82  | 160,000.00  | 160,000.00  | 160,000.00  | 147,500.00  | 147,500.00  | 0.00%       | -           |
| DEPARTMENT TOTAL        |        |                                      | 145,422.82  | 160,000.00  | 160,000.00  | 160,000.00  | 147,500.00  | 147,500.00  | 0.00%       | -           |

|                     |        |                               |              |              |             |             |             |              |             |              |
|---------------------|--------|-------------------------------|--------------|--------------|-------------|-------------|-------------|--------------|-------------|--------------|
| Town of Westford    |        |                               |              |              |             |             |             |              |             |              |
| Budget Worksheet    |        |                               |              |              |             |             |             |              |             |              |
| Fiscal Year 2022    |        |                               |              |              |             |             |             |              |             |              |
|                     |        |                               |              |              |             |             |             |              |             |              |
| 152 HUMAN RESOURCES |        |                               | FISCAL 2020  | FISCAL 2021  | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024  | FISCAL 2022 | FISCAL 2022  |
| ORG                 | OBJ    | DESCRIPTION                   | ACTUAL       | BUDGET       | REQUEST     | TMR         | PROJECTED   | PROJECTED    | % INC/DEC   | \$ INC/DEC   |
| PERSONAL SERVICES   |        |                               |              |              |             |             |             |              |             |              |
| 01152100            | 511020 | HUMAN RESOURCES DIRECTOR      | 112,873.73   | 115,132.00   | 117,435.00  | 117,435.00  | 117,435.00  | 117,435.00   | 2.00%       | 2,303.00     |
| 01152100            | 511070 | BENEFITS COORDINATOR          | 67,317.20    | 68,415.00    | 69,766.00   | 69,766.00   | 69,766.00   | 70,033.00    | 1.97%       | 1,351.00     |
| 01152100            | 511520 | ADMINISTRATIVE ASSISTANT      | 44,760.21    | 45,375.00    | 46,289.00   | 46,289.00   | 46,289.00   | 46,289.00    | 2.01%       | 914.00       |
| 01152100            | 515050 | LONGEVITY                     | 2,687.00     | 3,267.00     | 3,267.00    | 3,267.00    | 3,267.00    | 3,267.00     | 0.00%       | -            |
| CATEGORY TOTAL      |        |                               | 227,638.14   | 232,189.00   | 236,757.00  | 236,757.00  | 236,757.00  | 237,024.00   | 1.97%       | 4,568.00     |
| EXPENSES            |        |                               |              |              |             |             |             |              |             |              |
| 01152200            | 517020 | PRE-EMPLOY MEDICAL EXAM       | 9,871.90     | 6,000.00     | 8,000.00    | 6,000.00    | 8,000.00    | 8,000.00     | 0.00%       | -            |
| 01152200            | 524090 | OTHER CONTRACTED SERVICES     | -            | 500.00       | 500.00      | 500.00      | 500.00      | 500.00       | 0.00%       | -            |
| 01152200            | 534035 | LEGAL ADVERTISING             | 1,075.00     | 4,000.00     | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00     | -25.00%     | (1,000.00)   |
| 01152200            | 542010 | OFFICE SUPPLIES               | 799.89       | 1,500.00     | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00     | 0.00%       | -            |
| 01152200            | 550030 | MEDICAL RELATED EXPENSES      | -            | 500.00       | 500.00      | 500.00      | 500.00      | 500.00       | 0.00%       | -            |
| 01152200            | 557010 | PROGRAMS & ACTIVITIES         | 2,898.17     | 3,000.00     | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00     | 0.00%       | -            |
| 01152200            | 570000 | PROFESSIONAL DEVELOPMENT      | 3,418.56     | 9,100.00     | 11,034.00   | 11,034.00   | 5,000.00    | 5,000.00     | 21.25%      | 1,934.00     |
| 01152200            | 571100 | MEETINGS & CONFERENCES        | 220.00       | 600.00       | 50.00       | 50.00       | 600.00      | 600.00       | -91.67%     | (550.00)     |
| 01152200            | 573010 | DUES & MEMBERSHIPS            | 1,370.00     | 1,284.00     | 1,284.00    | 1,284.00    | 1,284.00    | 1,284.00     | 0.00%       | -            |
| 01152800            | 570000 | ENCUMBRANCES                  | 600.00       |              |             |             |             |              |             | -            |
| CATEGORY TOTAL      |        |                               | 20,253.52    | 26,484.00    | 28,868.00   | 26,868.00   | 23,384.00   | 23,384.00    | 1.45%       | 384.00       |
| 01152600            | 519010 | COMPENSATION RESERVE          | 429.86       | 350,000.00   | 150,000.00  | 150,000.00  | 500,000.00  | 1,000,000.00 | -57.14%     | (200,000.00) |
| 01152600            | 519010 | TRANSFERS OUT                 |              | (230,941.00) |             |             |             |              | -100.00%    | 230,941.00   |
| DEPARTMENT TOTAL    |        |                               | 248,321.52   | 377,732.00   | 415,625.00  | 413,625.00  | 760,141.00  | 1,260,408.00 | 9.50%       | 35,893.00    |
| Town of Westford    |        |                               |              |              |             |             |             |              |             |              |
| Budget Worksheet    |        |                               |              |              |             |             |             |              |             |              |
| Fiscal Year 2022    |        |                               |              |              |             |             |             |              |             |              |
|                     |        |                               |              |              |             |             |             |              |             |              |
| 155 TECHNOLOGY      |        |                               | FISCAL 2020  | FISCAL 2021  | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024  | FISCAL 2022 | FISCAL 2022  |
| ORG                 | OBJ    | DESCRIPTION                   | ACTUAL       | BUDGET       | REQUEST     | TMR         | PROJECTED   | PROJECTED    | % INC/DEC   | \$ INC/DEC   |
| PERSONAL SERVICES   |        |                               |              |              |             |             |             |              |             |              |
| 01155100            | 511020 | TECHNOLOGY DIRECTOR           | 122,996.42   | 125,457.00   | 127,966.00  | 127,966.00  | 127,966.00  | 127,966.00   | 2.00%       | 2,509.00     |
| 01155100            | 511040 | GIS COORDINATOR               | 80,973.18    | 82,592.00    | -           | -           | -           | -            | -100.00%    | (82,592.00)  |
| 01155100            | 511500 | OFFICE MANAGER                | 72,577.11    | 37,747.00    | 29,822.00   | 29,822.00   | 30,730.00   | 31,619.00    | -21.00%     | (7,925.00)   |
| 01155100            | 511540 | IT TECHNICIAN                 | 80,973.20    | 82,592.00    | 84,244.00   | 84,244.00   | 84,244.00   | 84,244.00    | 2.00%       | 1,652.00     |
| 01155100            | 511545 | APPLICATIONS MANAGER          | 90,692.84    | 92,507.00    | 94,357.00   | 94,357.00   | 94,357.00   | 94,357.00    | 2.00%       | 1,850.00     |
| 01155100            | 515050 | LONGEVITY                     | 2,650.00     | 3,150.00     | 2,050.00    | 2,050.00    | 2,050.00    | 2,900.00     | -34.92%     | (1,100.00)   |
| CATEGORY TOTAL      |        |                               | 450,862.75   | 424,045.00   | 338,439.00  | 338,439.00  | 339,347.00  | 341,086.00   | -20.19%     | (85,606.00)  |
| EXPENSES            |        |                               |              |              |             |             |             |              |             |              |
| 01155200            | 521010 | ELECTRICITY                   | 6,539.53     | 7,000.00     | 7,000.00    | 7,000.00    | 7,140.00    | 7,283.00     | 0.00%       | -            |
| 01155200            | 521020 | NATURAL GAS                   | 835.80       | 1,000.00     | 1,000.00    | 1,000.00    | 1,020.00    | 1,040.00     | 0.00%       | -            |
| 01155200            | 523010 | WATER                         | 435.75       | 500.00       | 500.00      | 500.00      | 510.00      | 520.00       | 0.00%       | -            |
| 01155200            | 524010 | BUILDING MAINTENANCE          | 1,972.90     | 3,000.00     | 3,300.00    | 3,300.00    | 3,306.00    | 3,312.00     | 10.00%      | 300.00       |
| 01155200            | 527050 | COPIER MACHINE LEASE          | 1,605.60     | 2,000.00     | 2,000.00    | 2,000.00    | 2,040.00    | 2,081.00     | 0.00%       | -            |
| 01155200            | 530400 | NETWORK SUPPORT               | 33,167.70    | 34,000.00    | 33,400.00   | 33,400.00   | 40,728.00   | 41,243.00    | -1.76%      | (600.00)     |
| 01155200            | 530430 | DATA COMMUNICATIONS SERVICE   | 7,773.20     | 6,750.00     | 8,000.00    | 8,000.00    | 8,160.00    | 8,121.00     | 18.52%      | 1,250.00     |
| 01155200            | 530460 | PRINTER SUPPORT               | 1,269.23     | 500.00       | 1,000.00    | 1,000.00    | 1,030.00    | 1,040.00     | 100.00%     | 500.00       |
| 01155200            | 530470 | WORKSTATION SUPPORT           | 9,397.81     | 22,910.00    | 24,900.00   | 24,900.00   | 26,918.00   | 26,936.00    | 8.69%       | 1,990.00     |
| 01155200            | 530490 | SERVER SUPPORT                | 65,340.65    | 58,940.00    | 55,500.00   | 55,500.00   | 57,410.00   | 58,338.00    | -5.84%      | (3,440.00)   |
| 01155200            | 530500 | TRAINING & DEVELOPMENT        | 3,928.00     | 2,828.00     | 3,000.00    | 3,000.00    | 3,560.00    | 3,621.00     | 6.08%       | 172.00       |
| 01155200            | 530850 | MUNIS SOFTWARE SUPPORT        | 65,283.73    | 64,000.00    | 71,322.00   | 64,190.00   | 72,748.00   | 74,203.00    | 0.30%       | 190.00       |
| 01155200            | 530920 | CONTRACTED SERVICES           | 175,301.10   | 232,700.00   | 202,355.00  | 202,355.00  | 213,782.00  | 217,258.00   | -13.04%     | (30,345.00)  |
| 01155200            | 530950 | CONSULTING SERVICES           | 5,220.00     | 7,452.00     | -           | -           | -           | -            | -100.00%    | (7,452.00)   |
| 01155200            | 534020 | TELEPHONE                     | 36,099.01    | 41,500.00    | 41,840.00   | 41,840.00   | 39,377.00   | 35,924.00    | 0.82%       | 340.00       |
| 01155200            | 534025 | CELLULAR PHONES / MOBILE DATA | 63,422.03    | 74,950.00    | 66,000.00   | 66,000.00   | 67,320.00   | 68,666.00    | -11.94%     | (8,950.00)   |
| 01155200            | 542010 | OFFICE SUPPLIES               | 34,687.53    | 38,000.00    | 34,100.00   | 34,100.00   | 34,782.00   | 35,478.00    | -10.26%     | (3,900.00)   |
| 01155200            | 542052 | NETWORK HARDWARE              | 840.02       | 2,000.00     | 2,000.00    | 2,000.00    | 2,040.00    | 2,081.00     | 0.00%       | -            |
| 01155200            | 542053 | SERVER HARDWARE               | 11,901.81    | 4,000.00     | 5,000.00    | 5,000.00    | 5,100.00    | 5,202.00     | 25.00%      | 1,000.00     |
| 01155200            | 542054 | WORKSTATION HARDWARE          | 5,749.51     | 3,000.00     | 2,000.00    | 2,000.00    | 2,040.00    | 2,081.00     | -33.33%     | (1,000.00)   |
| 01155200            | 542100 | TOWN COMPUTERS                | 8,480.50     |              |             |             |             |              |             | -            |
| 01155200            | 542105 | SCHOOL COMPUTERS              | 97,440.00    | 60,000.00    |             |             |             |              | -100.00%    | (60,000.00)  |
| 01155200            | 571010 | MILEAGE                       | 2,072.50     | 2,640.00     | 2,640.00    | 2,640.00    | 2,640.00    | 2,640.00     | 0.00%       | -            |
| 01155200            | 571100 | MEETINGS & CONFERENCES        | -            | 100.00       | 100.00      | 100.00      | 100.00      | 100.00       | 0.00%       | -            |
| 01155800            | 570000 | ENCUMBRANCES                  | 6,045.00     |              |             |             |             |              |             | -            |
| CATEGORY TOTAL      |        |                               | 644,808.91   | 669,770.00   | 566,957.00  | 559,825.00  | 591,751.00  | 597,168.00   | -16.42%     | (109,945.00) |
| DEPARTMENT TOTAL    |        |                               | 1,095,671.66 | 1,093,815.00 | 905,396.00  | 898,264.00  | 931,098.00  | 938,254.00   | -17.88%     | (195,551.00) |

|                             |        |                                      |             |             |             |             |             |             |             |             |
|-----------------------------|--------|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford            |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                      |             |             |             |             |             |             |             |             |
| 161 TOWN CLERK              |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES           |        |                                      |             |             |             |             |             |             |             |             |
| 01161100                    | 511020 | TOWN CLERK                           | 87,891.54   | 89,650.00   | 91,443.00   | 91,443.00   | 91,443.00   | 91,443.00   | 2.00%       | 1,793.00    |
| 01161100                    | 511030 | ASST TOWN CLERK                      | 72,164.34   | 75,159.00   | 79,734.00   | 79,734.00   | 79,734.00   | 80,039.00   | 6.09%       | 4,575.00    |
| 01161100                    | 511500 | OFFICE MANAGER                       | 43,569.60   | 30,794.00   | 29,981.00   | 29,981.00   | 30,730.00   | 31,619.00   | -2.64%      | (813.00)    |
| 01161100                    | 511520 | ADMINISTRATIVE ASSISTANT             | 26,058.50   | 26,302.00   | 26,828.00   | 26,828.00   | 26,828.00   | 26,828.00   | 2.00%       | 526.00      |
| 01161100                    | 512010 | ELECTION WORKERS                     | 8,736.01    | 33,550.00   | 13,402.00   | 13,402.00   | 42,586.00   | 29,260.00   | -60.05%     | (20,148.00) |
| 01161100                    | 512015 | REGISTRARS                           | 2,569.08    | 4,181.00    | 2,630.00    | 2,630.00    | 3,483.00    | 2,953.00    | -37.10%     | (1,551.00)  |
| 01161100                    | 515050 | LONGEVITY                            | 3,108.00    | 3,108.00    | 3,108.00    | 3,108.00    | 3,228.00    | 3,728.00    | 0.00%       | -           |
| CATEGORY TOTAL              |        |                                      | 244,097.07  | 262,744.00  | 247,126.00  | 247,126.00  | 278,032.00  | 265,870.00  | -5.94%      | (15,618.00) |
| EXPENSES                    |        |                                      |             |             |             |             |             |             |             |             |
| 01161200                    | 534010 | POSTAGE                              | 3,540.45    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 0.00%       | -           |
| 01161200                    | 534030 | ADVERTISING-LEGAL                    | 203.74      | 600.00      | 700.00      | 700.00      | 700.00      | 700.00      | 16.67%      | 100.00      |
| 01161200                    | 534040 | PRINTING SERVICES                    | 4,427.54    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 0.00%       | -           |
| 01161200                    | 538040 | RECORDS PRESERVATION                 | -           | 200.00      | 200.00      | 200.00      | 200.00      | 200.00      | 0.00%       | -           |
| 01161200                    | 542010 | OFFICE SUPPLIES                      | 577.01      | 500.00      | 600.00      | 600.00      | 600.00      | 600.00      | 20.00%      | 100.00      |
| 01161200                    | 542012 | ELECTION RELATED SUPPLIES & SERVICES | 7,439.00    | 10,250.00   | 8,100.00    | 8,100.00    | 8,725.00    | 10,075.00   | -20.98%     | (2,150.00)  |
| 01161200                    | 571010 | TRAVEL - MILEAGE                     | 279.35      | 1,000.00    | 1,000.00    | 500.00      | 1,000.00    | 1,000.00    | -50.00%     | (500.00)    |
| 01161200                    | 571100 | MEETINGS & CONFERENCES               | 837.58      | 1,130.00    | 1,130.00    | 1,130.00    | 1,130.00    | 1,130.00    | 0.00%       | -           |
| 01161200                    | 573010 | DUES & MEMBERSHIPS                   | 452.50      | 500.00      | 579.00      | 579.00      | 579.00      | 579.00      | 15.80%      | 79.00       |
| 01161800                    | 570000 | ENCUMBRANCES                         | -           | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL              |        |                                      | 17,757.17   | 23,180.00   | 21,309.00   | 20,809.00   | 21,934.00   | 23,284.00   | -10.23%     | (2,371.00)  |
| DEPARTMENT TOTAL            |        |                                      | 261,854.24  | 285,924.00  | 268,435.00  | 267,935.00  | 299,966.00  | 289,154.00  | -6.29%      | (17,989.00) |
| Town of Westford            |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                      |             |             |             |             |             |             |             |             |
| 170 PERMITTING OFFICE       |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES           |        |                                      |             |             |             |             |             |             |             |             |
| 01170100                    | 511020 | ASSISTANT PLANNER                    | 59,776.38   | 71,943.00   | 75,216.00   | 75,216.00   | 77,098.00   | 79,023.00   | 4.55%       | 3,273.00    |
| 01170100                    | 511050 | DIRECTOR LAND USE MANAGEMENT         | 113,543.99  | 115,815.00  | 118,132.00  | 118,132.00  | 118,132.00  | 118,132.00  | 2.00%       | 2,317.00    |
| 01170100                    | 511560 | PERMITTING PROGRAM ASST              | 69,779.38   | 73,747.00   | 75,222.00   | 75,222.00   | 75,222.00   | 75,510.00   | 2.00%       | 1,475.00    |
| 01170100                    | 511590 | OTHER SUPPORT STAFF                  | 1,889.55    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 0.00%       | -           |
| 01170100                    | 515050 | LONGEVITY                            | 600.00      | 1,200.00    | 1,200.00    | 1,200.00    | 1,450.00    | 2,050.00    | 0.00%       | -           |
| CATEGORY TOTAL              |        |                                      | 245,589.30  | 265,705.00  | 272,770.00  | 272,770.00  | 274,902.00  | 277,715.00  | 2.66%       | 7,065.00    |
| EXPENSES                    |        |                                      |             |             |             |             |             |             |             |             |
| 01170200                    | 530920 | CONTRACTED SERVICES                  | 36,912.00   | 38,404.00   | 39,172.00   | 39,172.00   | 39,955.00   | 40,755.00   | 2.00%       | 768.00      |
| 01170200                    | 542010 | OFFICE SUPPLIES                      | 2,002.25    | 3,200.00    | 3,200.00    | 3,200.00    | 3,200.00    | 3,200.00    | 0.00%       | -           |
| 01170200                    | 571010 | TRAVEL-MILEAGE                       | 800.00      | 1,350.00    | 1,350.00    | 1,350.00    | 1,350.00    | 1,350.00    | 0.00%       | -           |
| 01170200                    | 571100 | MEETINGS & CONFERENCES               | 87.03       | 600.00      | -           | -           | 600.00      | 600.00      | -100.00%    | (600.00)    |
| 01170200                    | 573010 | DUES AND MEMBERSHIPS                 | 280.00      | 995.00      | 694.00      | 694.00      | 1,275.00    | 1,275.00    | -30.25%     | (301.00)    |
| 01170800                    | 570000 | ENCUMBRANCES                         | -           | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL              |        |                                      | 40,081.28   | 44,549.00   | 44,416.00   | 44,416.00   | 46,380.00   | 47,180.00   | -0.30%      | (133.00)    |
| DEPARTMENT TOTAL            |        |                                      | 285,670.58  | 310,254.00  | 317,186.00  | 317,186.00  | 321,282.00  | 324,895.00  | 2.23%       | 6,932.00    |
| Town of Westford            |        |                                      |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                      |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                      |             |             |             |             |             |             |             |             |
| 171 CONSERVATION COMMISSION |        |                                      | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                          | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES           |        |                                      |             |             |             |             |             |             |             |             |
| 01171100                    | 511020 | CONSERVATION RESOURCE PLANNER        | 90,692.82   | 92,507.00   | 94,357.00   | 84,243.00   | 86,348.00   | 88,508.00   | -8.93%      | (8,264.00)  |
| 01171100                    | 515050 | LONGEVITY                            | 600.00      | 600.00      | -           | -           | -           | 600.00      | -100.00%    | (600.00)    |
| CATEGORY TOTAL              |        |                                      | 91,292.82   | 93,107.00   | 94,357.00   | 84,243.00   | 86,348.00   | 89,108.00   | -9.52%      | (8,864.00)  |
| EXPENSES                    |        |                                      |             |             |             |             |             |             |             |             |
| 01171200                    | 517070 | UNIFORM ALLOWANCES                   | 67.19       | -           | -           | -           | -           | -           | -           | -           |
| 01171200                    | 524090 | CONTRACTED CLERICAL SERVICES         | 3,330.00    | 4,440.00    | 4,440.00    | 4,440.00    | 4,440.00    | 4,440.00    | 0.00%       | -           |
| 01171200                    | 534030 | ADVERTISING - LEGAL                  | 279.19      | 600.00      | 600.00      | 600.00      | 600.00      | 600.00      | 0.00%       | -           |
| 01171200                    | 557090 | CONSERVATION SUPPLIES                | 72.13       | 200.00      | 200.00      | 200.00      | 200.00      | 200.00      | 0.00%       | -           |
| 01171200                    | 571010 | TRAVEL - MILEAGE                     | 83.97       | 300.00      | 300.00      | 300.00      | 300.00      | 300.00      | 0.00%       | -           |
| 01171200                    | 571100 | MEETINGS & CONFERENCES               | -           | 300.00      | 300.00      | 300.00      | 300.00      | 300.00      | 0.00%       | -           |
| 01171200                    | 573010 | DUES AND MEMBERSHIPS                 | 782.00      | 800.00      | 800.00      | 800.00      | 800.00      | 800.00      | 0.00%       | -           |
| 01171800                    | 570000 | ENCUMBRANCES                         | 370.00      | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL              |        |                                      | 4,984.48    | 6,640.00    | 6,640.00    | 6,640.00    | 6,640.00    | 6,640.00    | 0.00%       | -           |
| DEPARTMENT TOTAL            |        |                                      | 96,277.30   | 99,747.00   | 100,997.00  | 90,883.00   | 92,988.00   | 95,748.00   | -8.89%      | (8,864.00)  |

|                             |        |                                        |             |             |             |             |             |             |             |             |
|-----------------------------|--------|----------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford            |        |                                        |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                        |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                        |             |             |             |             |             |             |             |             |
|                             |        |                                        |             |             |             |             |             |             |             |             |
| 175 PLANNING BOARD          |        |                                        | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                            | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES           |        |                                        |             |             |             |             |             |             |             |             |
| 01175100                    | 511020 | TOWN PLANNER                           | 87,197.82   | 92,507.00   | 94,357.00   | 86,348.00   | 88,508.00   | 90,721.00   | -6.66%      | (6,159.00)  |
| 01175100                    | 515050 | LONGEVITY                              | -           | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL              |        |                                        | 87,197.82   | 92,507.00   | 94,357.00   | 86,348.00   | 88,508.00   | 90,721.00   | -6.66%      | (6,159.00)  |
| EXPENSES                    |        |                                        |             |             |             |             |             |             |             |             |
| 01175200                    | 524090 | CONTRACTED CLERICAL SERVICES           | 2,590.00    | 4,440.00    | 4,440.00    | 4,440.00    | 4,440.00    | 4,440.00    | 0.00%       | -           |
| 01175200                    | 534030 | ADVERTISING - LEGAL                    | -           | 500.00      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 100.00%     | 500.00      |
| 01175200                    | 534040 | PRINTING SERVICES                      | 135.00      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01175200                    | 538010 | REGISTRY EXPENSES                      | 176.29      | 150.00      | 150.00      | 150.00      | 150.00      | 150.00      | 0.00%       | -           |
| 01175200                    | 555015 | BOOKS & SUBSCRIPTIONS                  | -           | 600.00      | 600.00      | 300.00      | 600.00      | 600.00      | -50.00%     | (300.00)    |
| 01175200                    | 570000 | PLANNING STUDIES                       | -           | 5,000.00    | 5,000.00    | 1,000.00    | 15,000.00   | 15,000.00   | -80.00%     | (4,000.00)  |
| 01175200                    | 571010 | TRAVEL-MILEAGE                         | -           | 150.00      | 150.00      | 150.00      | 150.00      | 150.00      | 0.00%       | -           |
| 01175200                    | 571100 | MEETINGS & CONFERENCES                 | 25.00       | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | -100.00%    | (1,000.00)  |
| 01175200                    | 573010 | DUES & MEMBERSHIPS                     | -           | 320.00      | 382.00      | 382.00      | 382.00      | 382.00      | 19.38%      | 62.00       |
| 01175800                    | 570000 | ENCUMBRANCES                           | 370.00      |             |             |             |             |             |             | -           |
| CATEGORY TOTAL              |        |                                        | 3,296.29    | 13,160.00   | 12,722.00   | 8,422.00    | 23,722.00   | 23,722.00   | -36.00%     | (4,738.00)  |
| DEPARTMENT TOTAL            |        |                                        | 90,494.11   | 105,667.00  | 107,079.00  | 94,770.00   | 112,230.00  | 114,443.00  | -10.31%     | (10,897.00) |
| Town of Westford            |        |                                        |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                        |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                        |             |             |             |             |             |             |             |             |
|                             |        |                                        |             |             |             |             |             |             |             |             |
| 176 ZONING BOARD OF APPEALS |        |                                        | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                            | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                    |        |                                        |             |             |             |             |             |             |             |             |
| 01176200                    | 524090 | CONTRACTUAL CLERICAL SERVICES          | 2,220.00    | 2,220.00    | 2,405.00    | 2,405.00    | 2,405.00    | 2,405.00    | 8.33%       | 185.00      |
| 01176200                    | 571100 | MEETINGS & CONFERENCES                 | -           | 175.00      | -           | -           | 175.00      | 175.00      | -100.00%    | (175.00)    |
| 01176800                    | 570000 | ENCUMBRANCES                           |             |             |             |             |             |             |             |             |
| CATEGORY TOTAL              |        |                                        | 2,220.00    | 2,395.00    | 2,405.00    | 2,405.00    | 2,580.00    | 2,580.00    | 0.42%       | 10.00       |
| DEPARTMENT TOTAL            |        |                                        | 2,220.00    | 2,395.00    | 2,405.00    | 2,405.00    | 2,580.00    | 2,580.00    | 0.42%       | 10.00       |
| Town of Westford            |        |                                        |             |             |             |             |             |             |             |             |
| Budget Worksheet            |        |                                        |             |             |             |             |             |             |             |             |
| Fiscal Year 2022            |        |                                        |             |             |             |             |             |             |             |             |
|                             |        |                                        |             |             |             |             |             |             |             |             |
| 192 TOWN HALL               |        |                                        | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                         | OBJ    | DESCRIPTION                            | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES           |        |                                        |             |             |             |             |             |             |             |             |
| 01192100                    | 511590 | ADDITIONAL COVERAGE                    | -           | 500.00      | 500.00      | -           | 500.00      | 500.00      | -100.00%    | (500.00)    |
| 01192100                    | 511650 | CUSTODIANS                             | 40,729.50   | 41,312.00   | 42,142.00   | 42,142.00   | 42,142.00   | 42,142.00   | 2.01%       | 830.00      |
| 01192100                    | 513120 | OVERTIME                               | 1,293.01    | 2,500.00    | 2,000.00    | 2,000.00    | 2,000.00    | 2,000.00    | -20.00%     | (500.00)    |
| 01192100                    | 515050 | LONGEVITY                              | 1,100.00    | 1,600.00    | 1,600.00    | 1,600.00    | 1,600.00    | 1,600.00    | 0.00%       | -           |
| CATEGORY TOTAL              |        |                                        | 43,122.51   | 45,912.00   | 46,242.00   | 45,742.00   | 46,242.00   | 46,242.00   | -0.37%      | (170.00)    |
| EXPENSES                    |        |                                        |             |             |             |             |             |             |             |             |
| 01192200                    | 517070 | CLOTHING ALLOWANCE                     | 600.00      | 540.00      | 600.00      | 600.00      | 600.00      | 600.00      | 11.11%      | 60.00       |
| 01192200                    | 521010 | ELECTRICITY                            | 16,105.90   | 15,000.00   | 16,500.00   | 16,500.00   | 16,500.00   | 16,500.00   | 10.00%      | 1,500.00    |
| 01192200                    | 521030 | HEATING FUEL                           | 5,445.97    | 8,000.00    | 8,000.00    | 7,500.00    | 8,000.00    | 8,000.00    | -6.25%      | (500.00)    |
| 01192200                    | 523010 | WATER                                  | 1,647.22    | 1,950.00    | 1,950.00    | 1,950.00    | 1,950.00    | 1,950.00    | 0.00%       | -           |
| 01192200                    | 524010 | BUILDING MAINTENANCE                   | 4,479.91    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 0.00%       | -           |
| 01192200                    | 524015 | GROUPS MAINTENANCE                     | 1,674.57    | 250.00      | 250.00      | 250.00      | 250.00      | 250.00      | 0.00%       | -           |
| 01192200                    | 524020 | VEHICLE MAINTENANCE                    | 359.66      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01192200                    | 524030 | EQUIPMENT MAINTENANCE                  | 224.98      | 250.00      | 250.00      | 250.00      | 250.00      | 250.00      | 0.00%       | 250.00      |
| 01192200                    | 524040 | OFFICE EQUIPMENT MAINTENANCE           | -           | 200.00      | 200.00      | 200.00      | 200.00      | 200.00      | 0.00%       | -           |
| 01192200                    | 524100 | BLDG MAINT SVCS - HVAC                 | 3,318.78    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 0.00%       | -           |
| 01192200                    | 524103 | BLDG MAINT SVCS - GENERATOR & ELECTRIC | 514.97      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01192200                    | 524110 | BLDG MAINT SVCS - ELEVATOR             | 1,199.50    | 4,000.00    | 3,500.00    | 3,500.00    | 3,500.00    | 3,500.00    | -12.50%     | (500.00)    |
| 01192200                    | 524112 | BLDG MAINT SVCS - FIRE/ALARM           | 1,195.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01192200                    | 527030 | POSTAGE METER RENTAL                   | 2,557.08    | 2,000.00    | 2,500.00    | 2,500.00    | 2,500.00    | 2,500.00    | 25.00%      | 500.00      |
| 01192200                    | 534010 | POSTAGE                                | 19,473.39   | 17,000.00   | 20,000.00   | 20,000.00   | 20,000.00   | 20,000.00   | 17.65%      | 3,000.00    |
| 01192200                    | 541010 | GASOLINE                               | -           | 600.00      | -           | -           | -           | -           | -100.00%    | (600.00)    |
| 01192200                    | 542020 | COPIER SUPPLIES                        | 2,614.64    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 0.00%       | -           |
| 01192200                    | 543010 | BUILDING MAINTENANCE SUPPLIES          | -           | 250.00      | 250.00      | 250.00      | 250.00      | 250.00      | 0.00%       | -           |
| 01192200                    | 543060 | CUSTODIAL/CLEANING SUPPLIES            | 1,899.02    | 1,800.00    | 2,000.00    | 2,000.00    | 2,000.00    | 2,000.00    | 11.11%      | 200.00      |
| 01192200                    | 549080 | BOTTLED WATER                          | 1,070.05    | 1,400.00    | 1,400.00    | 1,400.00    | 1,400.00    | 1,400.00    | 0.00%       | -           |
| 01192800                    | 570000 | ENCUMBRANCES                           | 4,334.00    |             |             |             |             |             |             | -           |
| CATEGORY TOTAL              |        |                                        | 68,714.64   | 68,990.00   | 73,400.00   | 72,900.00   | 73,400.00   | 73,400.00   | 5.67%       | 3,910.00    |
| DEPARTMENT TOTAL            |        |                                        | 111,837.15  | 114,902.00  | 119,642.00  | 118,642.00  | 119,642.00  | 119,642.00  | 3.25%       | 3,740.00    |

|                                                          |        |                                      |              |              |              |              |              |              |             |             |
|----------------------------------------------------------|--------|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford<br>Budget Worksheet                     |        |                                      |              |              |              |              |              |              |             |             |
|                                                          |        |                                      |              |              |              |              |              |              |             |             |
| 199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE            |        | FISCAL 2020                          | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022  | FISCAL 2022 |             |
| ORG                                                      | OBJ    | DESCRIPTION                          | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES                                        |        |                                      |              |              |              |              |              |              |             |             |
| 01199100                                                 | 511020 | FACILITIES DIRECTOR                  | 29,243.04    | 29,980.00    | 30,579.00    | 30,579.00    | 30,579.00    | 30,579.00    | 2.00%       | 599.00      |
| 01199100                                                 | 511500 | OFFICE MANAGER                       | 12,348.89    | 14,889.00    | 15,187.00    | 15,187.00    | 15,187.00    | 15,187.00    | 2.00%       | 298.00      |
| 01199100                                                 | 511540 | PROJECT INSPECTOR - FACILITIES TECH  | 40,796.65    | 33,297.00    | 40,000.00    | 40,000.00    | 40,000.00    | 40,000.00    | 20.13%      | 6,703.00    |
| 01199100                                                 | 511650 | CUSTODIAN                            | 10,085.40    | 10,289.00    | 10,495.00    | 10,495.00    | 10,495.00    | 10,495.00    | 2.00%       | 206.00      |
| 01199100                                                 | 513120 | OVERTIME                             | 310.24       | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199100                                                 | 515050 | LONGEVITY                            | 425.00       | 425.00       | -            | -            | -            | -            | -100.00%    | (425.00)    |
| CATEGORY TOTAL                                           |        |                                      | 93,209.22    | 89,380.00    | 96,761.00    | 96,761.00    | 96,761.00    | 96,761.00    | 8.26%       | 7,381.00    |
| EXPENSES                                                 |        |                                      |              |              |              |              |              |              |             |             |
| 01199200                                                 | 517070 | UNIFORM ALLOWANCES                   | 282.97       | 350.00       |              |              |              |              | -100.00%    | (350.00)    |
| 01199200                                                 | 521010 | ELECTRICITY                          | 1,092.03     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 0.00%       | -           |
| 01199200                                                 | 521030 | HEATING FUEL                         | 584.37       | 3,675.00     | 3,675.00     | 3,675.00     | 3,675.00     | 3,675.00     | 0.00%       | -           |
| 01199200                                                 | 523010 | WATER                                | 57.84        | 25.00        | 50.00        | 50.00        | 50.00        | 50.00        | 100.00%     | 25.00       |
| 01199200                                                 | 524010 | BUILDING MAINTENANCE                 | 2,694.16     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       | -           |
| 01199200                                                 | 524015 | GROUNDS MAINTENANCE                  | -            | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199200                                                 | 524100 | BLDG MAINT SVCS - HVAC               | 5,265.24     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       | -           |
| 01199200                                                 | 524102 | BLDG MAINT SVCS - PLUMBING           | 670.62       | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199200                                                 | 524103 | BLDG MAINT SVCS - ELECTRICAL REPAIRS | 11.67        | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199200                                                 | 524107 | BLDG MAINT SVCS - PAINT              | 2,375.00     | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199200                                                 | 524108 | BLDG MAINT SVCS - ROOF               | -            | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       | -           |
| 01199200                                                 | 524115 | BLDG MAINT - SECURITY                | 14.52        | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01199200                                                 | 530500 | TRAINING & DEVELOPMENT               | 795.00       | 150.00       | 150.00       | 150.00       | 150.00       | 150.00       | 0.00%       | -           |
| 01199200                                                 | 530920 | CONTRACTED SERVICES                  | 750.00       | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 0.00%       | -           |
| 01199200                                                 | 571010 | TRAVEL - MILEAGE                     | 1,100.00     |              | 1,100.00     | 1,100.00     | 1,100.00     | 1,100.00     |             | 1,100.00    |
| 01199200                                                 | 578005 | STORMWATER UTILITY FEE               | -            | 43,650.00    | 28,650.00    | 28,650.00    | 28,650.00    | 28,650.00    | -34.36%     | (15,000.00) |
| 01199800                                                 | 570000 | ENCUMBRANCES                         | 900.00       |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                                           |        |                                      | 16,593.42    | 65,850.00    | 51,625.00    | 51,625.00    | 51,625.00    | 51,625.00    | -21.60%     | (14,225.00) |
| DEPARTMENT TOTAL                                         |        |                                      | 109,802.64   | 155,230.00   | 148,386.00   | 148,386.00   | 148,386.00   | 148,386.00   | -4.41%      | (6,844.00)  |
| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                      |              |              |              |              |              |              |             |             |
|                                                          |        |                                      |              |              |              |              |              |              |             |             |
| 210 POLICE DEPARTMENT                                    |        | FISCAL 2020                          | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022  | FISCAL 2022 |             |
| ORG                                                      | OBJ    | DESCRIPTION                          | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES                                        |        |                                      |              |              |              |              |              |              |             |             |
| 01210100                                                 | 511200 | POLICE CHIEF                         | 161,318.18   | 163,915.00   | 167,836.00   | 162,718.00   | 162,718.00   | 162,718.00   | -0.73%      | (1,197.00)  |
| 01210100                                                 | 511210 | DEPUTY CHIEF                         | 130,407.58   | 132,940.00   | 135,599.00   | 161,075.00   | 161,075.00   | 161,075.00   | 21.16%      | 28,135.00   |
| 01210100                                                 | 511220 | CAPTAIN                              | 222,006.21   | 280,373.00   | 285,972.00   | 283,564.00   | 287,636.00   | 292,943.00   | 1.14%       | 3,191.00    |
| 01210100                                                 | 511230 | LIEUTENANTS                          | 379,385.20   | 479,960.00   | 496,697.00   | 484,736.00   | 488,123.00   | 493,510.00   | 1.00%       | 4,776.00    |
| 01210100                                                 | 511240 | SERGEANTS                            | 742,302.45   | 770,238.00   | 812,363.00   | 804,690.00   | 820,389.00   | 827,501.00   | 4.47%       | 34,452.00   |
| 01210100                                                 | 511250 | PATROLMEN                            | 1,985,930.55 | 2,165,599.00 | 2,339,993.00 | 2,256,603.00 | 2,353,500.00 | 2,404,293.00 | 4.20%       | 91,004.00   |
| 01210100                                                 | 511500 | OFFICE MANAGER                       | 65,804.04    | 66,865.00    | 68,202.00    | 68,202.00    | 68,202.00    | 68,463.00    | 2.00%       | 1,337.00    |
| 01210100                                                 | 511511 | RECORDS SUPERVISOR-OPERATIONAL       | 63,445.96    | 64,478.00    | 65,772.00    | 65,772.00    | 66,024.00    | 66,024.00    | 2.01%       | 1,294.00    |
| 01210100                                                 | 511530 | ADMINISTRATIVE ASSISTANT             | 53,900.29    | 54,771.00    | 55,868.00    | 55,868.00    | 55,868.00    | 56,082.00    | 2.00%       | 1,097.00    |
| 01210100                                                 | 511650 | MAINTENANCE WORKER II                | 54,202.56    | 55,082.00    | 56,189.00    | 56,189.00    | 56,189.00    | 56,404.00    | 2.01%       | 1,107.00    |
| 01210100                                                 | 512100 | QUINN BILL                           | 201,952.61   | 67,567.00    | 75,859.00    | 36,612.00    | 40,680.00    | 40,680.00    | -45.81%     | (30,955.00) |
| 01210100                                                 | 513120 | OVERTIME                             | 339,731.81   | 396,219.00   | 396,219.00   | 396,219.00   | 404,000.00   | 412,080.00   | 0.00%       | -           |
| 01210100                                                 | 513240 | COURT APPEARANCES                    | 34,478.04    | 40,000.00    | 40,000.00    | 40,000.00    | 40,800.00    | 41,616.00    | 0.00%       | -           |
| 01210100                                                 | 513250 | SPECIAL DETAILS                      | 16,635.52    | 23,000.00    | 23,460.00    | 23,460.00    | 24,000.00    | 24,480.00    | 2.00%       | 460.00      |
| 01210100                                                 | 513260 | TRAINING WAGES                       | 54,323.89    | 60,149.00    | 61,352.00    | 61,352.00    | 63,000.00    | 64,260.00    | 2.00%       | 1,203.00    |
| 01210100                                                 | 514010 | SHIFT DIFFERENTIAL                   | 52,849.99    | 52,000.00    | 53,000.00    | 53,000.00    | 53,000.00    | 54,000.00    | 1.92%       | 1,000.00    |
| 01210100                                                 | 514080 | SPECIALTY STIPENDS                   | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 0.00%       | -           |
| 01210100                                                 | 514090 | STIPEND / ACCREDITATION              | 52,400.00    | 54,900.00    | 56,400.00    | 55,400.00    | 57,400.00    | 57,400.00    | 0.91%       | 500.00      |
| 01210100                                                 | 515010 | HOLIDAY PAY                          | 156,413.34   | 175,866.00   | 187,113.00   | 182,841.00   | 188,238.00   | 190,592.00   | 3.97%       | 6,975.00    |
| 01210100                                                 | 515050 | LONGEVITY                            | 44,728.38    | 45,450.00    | 47,050.00    | 44,550.00    | 51,950.00    | 57,050.00    | -1.98%      | (900.00)    |
| 01210100                                                 | 515060 | ON CALL                              | 24,308.16    | 26,588.00    | 28,417.00    | 28,417.00    | 29,000.00    | 29,580.00    | 6.88%       | 1,829.00    |
| 01210100                                                 | 517090 | RETIREMENT NOTICE INCENTIVE          | -            | 4,720.00     | 10,960.00    | 5,800.00     | 10,000.00    | 10,000.00    | 22.88%      | 1,080.00    |
| 01210100                                                 | 519020 | SICK TIME BUYBACK                    | 4,833.60     | 5,700.00     | 4,669.00     | 4,669.00     | 4,800.00     | 4,896.00     | -18.09%     | (1,031.00)  |
| 01210100                                                 | 519023 | SICK TIME INCENTIVE                  | 7,125.00     | 8,650.00     | 5,000.00     | 5,000.00     | 6,000.00     | 6,000.00     | -42.20%     | (3,650.00)  |
| 01210100                                                 | 519025 | COMP TIME BUYOUT                     | 8,852.33     | 6,000.00     | 6,311.00     | 6,311.00     | 6,400.00     | 6,528.00     | 5.18%       | 311.00      |
| CATEGORY TOTAL                                           |        |                                      | 4,861,335.69 | 5,205,030.00 | 5,484,301.00 | 5,347,048.00 | 5,502,740.00 | 5,592,175.00 | 2.73%       | 142,018.00  |
| EXPENSES                                                 |        |                                      |              |              |              |              |              |              |             |             |
| 01210200                                                 | 517020 | PSYCHE/MED TESTING                   | 2,042.81     | 3,500.00     | 3,765.00     | 3,765.00     | 4,000.00     | 4,200.00     | 7.57%       | 265.00      |
| 01210200                                                 | 517070 | UNIFORM ALLOWANCES                   | 55,987.97    | 61,340.00    | 61,400.00    | 60,200.00    | 62,600.00    | 63,800.00    | -1.86%      | (1,140.00)  |
| 01210200                                                 | 521010 | ELECTRICITY                          | 43,266.62    | 49,000.00    | 47,000.00    | 45,000.00    | 49,000.00    | 51,000.00    | -8.16%      | (4,000.00)  |
| 01210200                                                 | 521020 | NATURAL GAS                          | 18,841.46    | 22,000.00    | 20,000.00    | 17,500.00    | 22,000.00    | 24,000.00    | -20.45%     | (4,500.00)  |
| 01210200                                                 | 521030 | GENERATOR FUEL - DIESEL              | -            | 1,000.00     | 500.00       | 500.00       | 500.00       | 500.00       | -50.00%     | (500.00)    |
| 01210200                                                 | 523010 | WATER                                | 3,525.61     | 3,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 0.00%       | -           |
| 01210200                                                 | 524010 | MAINTENANCE BLDG & GRD               | 21,359.70    | 40,000.00    | 28,000.00    | 28,000.00    | 30,000.00    | 32,000.00    | -30.00%     | (12,000.00) |
| 01210200                                                 | 524020 | VEHICLE MAINTENANCE                  | 49,890.48    | 53,000.00    | 53,000.00    | 53,000.00    | 55,000.00    | 55,000.00    | 0.00%       | -           |
| 01210200                                                 | 524030 | EQUIPMENT MAINTENANCE                | 5,866.99     | 5,458.00     | 8,409.00     | 8,409.00     | 8,500.00     | 9,000.00     | 54.07%      | 2,951.00    |
| 01210200                                                 | 524060 | COMMUNICATION EQUIP                  | 18,083.60    | 3,500.00     | 3,500.00     | 3,500.00     | 4,000.00     | 4,200.00     | 0.00%       | -           |
| 01210200                                                 | 530500 | TRAINING CLASSES                     | 23,609.00    | 31,500.00    | 31,500.00    | 31,500.00    | 32,500.00    | 34,500.00    | 0.00%       | -           |
| 01210200                                                 | 534010 | POSTAGE                              | 1,575.82     | 1,000.00     | 1,575.00     | 1,575.00     | 1,600.00     | 1,700.00     | 57.50%      | 575.00      |
| 01210200                                                 | 534020 | TELEPHONE                            | 253.96       |              | 300.00       |              | 300.00       | 300.00       |             | -           |
| 01210200                                                 | 534030 | ADVERTISING-LEGAL                    | 100.00       | 400.00       | 400.00       | 400.00       | 400.00       | 400.00       | 0.00%       | -           |
| 01210200                                                 | 541010 | GASOLINE                             | 85,619.24    | 87,000.00    | 80,000.00    | 80,000.00    | 85,000.00    | 87,000.00    | -8.05%      | (7,000.00)  |
| 01210200                                                 | 542010 | OFFICE SUPPLIES                      | 6,789.47     | 6,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 16.67%      | 1,000.00    |
| 01210200                                                 | 542080 | EQUIPMENT                            | 11,861.09    | -            | 12,000.00    | 12,000.00    | 12,000.00    | 12,000.00    |             | 12,000.00   |
| 01210200                                                 | 549030 | PRISONER MEALS                       | 232.19       | 300.00       | 300.00       | 300.00       | 300.00       | 300.00       | 0.00%       | -           |
| 01210200                                                 | 552010 | FIREARMS SUPPLIES                    | 12,080.17    | 16,000.00    | 16,000.00    | 16,000.00    | 18,000.00    | 20,000.00    | 0.00%       | -           |
| 01210200                                                 | 552025 | DEFENSIVE TACTICS EQUIPMENT          | 4,525.00     | 7,000.00     | 7,000.00     | 7,000.00     | 8,000.00     | 9,000.00     | 0.00%       | -           |
| 01210200                                                 | 552050 | PHOTOGRAPHIC                         | 3,884.37     | 4,000.00     | 4,000.00     | 4,000.00     | 6,000.00     | 6,000.00     | 0.00%       | -           |
| 01210200                                                 | 555015 | BOOKS & SUBSCRIPTIONS                | 2,111.30     | 2,200.00     | 2,200.00     | 2,200.00     | 2,300.00     | 2,400.00     | 0.00%       | -           |
| 01210200                                                 | 571010 | TRAVEL - MILEAGE                     | 182.75       | -            | 200.00       | 200.00       | 200.00       | 200.00       |             | 200.00      |
| 01210200                                                 | 571100 | MEETINGS & CONFERENCES               | 5,328.22     | 6,300.00     | 6,300.00     | 6,300.00     | 6,500.00     | 6,500.00     | 0.00%       | -           |
| 01210200                                                 | 573010 | DUES & MEMBERSHIPS                   | 8,340.74     | 8,359.00     | 8,834.00     | 8,834.00     | 8,900.00     | 9,000.00     | 5.68%       | 475.00      |
| 01210200                                                 | 573020 | NEMLEC                               | 6,735.93     | 6,745.00     | 6,745.00     | 6,745.00     | 6,745.00     | 6,745.00     | 0.00%       | -           |
| 01210200                                                 | 580700 | VEHICLES/CRUISERS                    | 125,307.65   | 124,968.00   | 166,624.00   | 142,718.00   | 166,624.00   | 166,624.00   | 14.20%      | 17,750.00   |
| 01210200                                                 | 585100 | OFFICE FURNITURE                     | 1,699.70     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       | -           |
| 01210800                                                 | 570000 | ENCUMBRANCES                         | 685.00       |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                                           |        |                                      | 519,786.84   | 545,070.00   | 581,052.00   | 551,146.00   | 602,469.00   | 617,869.00   | 1.11%       | 6,076.00    |
| DEPARTMENT TOTAL                                         |        |                                      | 5,381,122.53 | 5,750,100.00 | 6,065,353.00 | 5,898,194.00 | 6,105,209.00 | 6,210,044.00 | 2.58%       | 148,094.00  |

|                                  |        |                                 |              |              |              |              |              |              |             |             |
|----------------------------------|--------|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford                 |        |                                 |              |              |              |              |              |              |             |             |
| Budget Worksheet                 |        |                                 |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                 |        |                                 |              |              |              |              |              |              |             |             |
|                                  |        |                                 |              |              |              |              |              |              |             |             |
| 215 PUBLIC SAFETY COMMUNICATIONS |        |                                 | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                              | OBJ    | DESCRIPTION                     | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES                |        |                                 |              |              |              |              |              |              |             |             |
| 01215100                         | 511280 | UNIFORMED DISPATCH PERS         | 494,296.66   | 577,326.00   | 596,842.00   | 591,322.00   | 648,951.00   | 660,735.00   | 2.42%       | 13,996.00   |
| 01215100                         | 511608 | OPERATIONS ADMINISTRATOR        | 91,040.34    | 92,507.00    | 94,357.00    | 94,357.00    | 96,245.00    | 98,170.00    | 2.00%       | 1,850.00    |
| 01215100                         | 513120 | OVERTIME                        | 101,712.81   | 88,000.00    | 90,640.00    | 90,640.00    | 93,360.00    | 96,161.00    | 3.00%       | 2,640.00    |
| 01215100                         | 513170 | HOLIDAY OVERTIME                | 10,643.35    | 11,200.00    | 11,200.00    | 11,200.00    | 11,200.00    | 11,200.00    | 0.00%       | -           |
| 01215100                         | 513260 | TRAINING WAGES                  | 4,982.95     | 1,000.00     | 1,000.00     | 1,000.00     | 1,030.00     | 1,061.00     | 0.00%       | -           |
| 01215100                         | 514010 | SHIFT DIFFERENTIAL              | 14,405.40    | 15,500.00    | 16,639.00    | 16,639.00    | 18,597.00    | 18,597.00    | 7.35%       | 1,139.00    |
| 01215100                         | 514090 | STIPEND / ACCREDITATION         | 6,000.00     | 7,200.00     | 7,200.00     | 7,200.00     | 7,800.00     | 7,800.00     | 0.00%       | -           |
| 01215100                         | 515010 | HOLIDAY PAY                     | 20,894.13    | 26,544.00    | 27,441.00    | 27,188.00    | 29,837.00    | 30,379.00    | 2.43%       | 644.00      |
| 01215100                         | 515050 | LONGEVITY                       | 4,550.00     | 6,850.00     | 8,050.00     | 8,050.00     | 8,300.00     | 8,900.00     | 17.52%      | 1,200.00    |
| CATEGORY TOTAL                   |        |                                 | 748,525.64   | 826,127.00   | 853,369.00   | 847,596.00   | 915,320.00   | 933,003.00   | 2.60%       | 21,469.00   |
| EXPENSES                         |        |                                 |              |              |              |              |              |              |             |             |
| 01215200                         | 517070 | UNIFORM ALLOWANCES              | 6,509.55     | 7,875.00     | 8,190.00     | 8,190.00     | 8,820.00     | 8,820.00     | 4.00%       | 315.00      |
| 01215200                         | 524060 | COMMUNICATIONS EQUIPMENT        | 5,000.00     | 8,500.00     | 8,500.00     | 8,500.00     | 8,500.00     | 8,500.00     | 0.00%       | -           |
| 01215200                         | 530500 | TRAINING                        |              |              | 2,500.00     | 2,500.00     | 2,500.00     | 2,500.00     |             | 2,500.00    |
| 01215200                         | 530920 | CONTRACTED SERVICES             | 13,676.89    | 29,029.00    | 29,900.00    | 29,900.00    | 30,797.00    | 31,721.00    | 3.00%       | 871.00      |
| 01215200                         | 542010 | OFFICE SUPPLIES                 | 580.27       | 500.00       | 1,000.00     | 1,000.00     | 1,500.00     | 1,500.00     | 100.00%     | 500.00      |
| 01215200                         | 555015 | BOOKS & SUBSCRIPTIONS           | 293.00       | 250.00       | 250.00       | 250.00       | 250.00       | 250.00       | 0.00%       | -           |
| 01215200                         | 571100 | MEETINGS & CONFERENCES          | 1,000.00     | 600.00       | 600.00       | 600.00       | 600.00       | 600.00       | 0.00%       | -           |
| 01215200                         | 573010 | DUES & MEMBERSHIPS              | 1,627.00     | 1,600.00     | 1,600.00     | 1,600.00     | 1,600.00     | 1,600.00     | 0.00%       | -           |
| 01215800                         | 570000 | ENCUMBRANCES                    | 657.00       |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                   |        |                                 | 29,343.71    | 48,354.00    | 52,540.00    | 52,540.00    | 54,567.00    | 55,491.00    | 8.66%       | 4,186.00    |
| DEPARTMENT TOTAL                 |        |                                 | 777,869.35   | 874,481.00   | 905,909.00   | 900,136.00   | 969,887.00   | 988,494.00   | 2.93%       | 25,655.00   |
| Town of Westford                 |        |                                 |              |              |              |              |              |              |             |             |
| Budget Worksheet                 |        |                                 |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                 |        |                                 |              |              |              |              |              |              |             |             |
| 220 FIRE DEPARTMENT              |        |                                 | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                              | OBJ    | DESCRIPTION                     | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES                |        |                                 |              |              |              |              |              |              |             |             |
| 01220100                         | 511200 | FIRE CHIEF                      | 150,998.77   | 153,427.00   | 156,496.00   | 156,496.00   | 156,496.00   | 156,496.00   | 2.00%       | 3,069.00    |
| 01220100                         | 511210 | DEPUTY CHIEF                    | 104,903.76   | 107,002.00   | 109,142.00   | 109,142.00   | 109,142.00   | 109,142.00   | 2.00%       | 2,140.00    |
| 01220100                         | 511215 | FIRE PREVENTION OFFICER         | 84,531.68    | 86,757.00    | 86,757.00    | 86,757.00    | 86,757.00    | 86,757.00    | 0.00%       | -           |
| 01220100                         | 511220 | CAPTAINS                        | 351,522.55   | 362,185.00   | 364,377.00   | 364,377.00   | 364,377.00   | 364,377.00   | 0.61%       | 2,192.00    |
| 01220100                         | 511230 | LIEUTENANTS                     | 319,388.34   | 332,456.00   | 334,605.00   | 334,605.00   | 334,605.00   | 334,605.00   | 0.65%       | 2,149.00    |
| 01220100                         | 511260 | FIREFIGHTERS                    | 1,389,508.90 | 1,628,647.00 | 1,654,320.00 | 1,654,320.00 | 1,667,759.00 | 1,679,598.00 | 1.58%       | 25,673.00   |
| 01220100                         | 511265 | CALL FIREFIGHTERS               | 1,355.88     | 2,000.00     | 750.00       | 750.00       | 750.00       | 750.00       | -62.50%     | (1,250.00)  |
| 01220100                         | 511500 | OFFICE MANAGER                  | 64,480.90    | 66,865.00    | 68,202.00    | 68,202.00    | 68,202.00    | 68,202.00    | 2.00%       | 1,337.00    |
| 01220100                         | 513120 | OVERTIME                        | 322,475.41   | 372,955.00   | 395,000.00   | 395,000.00   | 400,000.00   | 405,000.00   | 5.91%       | 22,045.00   |
| 01220100                         | 513170 | HOLIDAY OVERTIME                | 35,788.01    | 45,026.00    | 45,352.00    | 45,352.00    | 45,352.00    | 45,352.00    | 0.72%       | 326.00      |
| 01220100                         | 513260 | TRAINING                        | 15,558.88    | 20,300.00    | 20,300.00    | 20,300.00    | 20,300.00    | 20,300.00    | 0.00%       | -           |
| 01220100                         | 514050 | EDUCATION INCENTIVE             | 177,648.25   | 144,822.00   | 148,180.00   | 148,180.00   | 147,980.00   | 147,980.00   | 2.32%       | 3,358.00    |
| 01220100                         | 514080 | CALL FF STIPENDS                | 400.00       | 500.00       | 400.00       | 400.00       | 400.00       | 400.00       | -20.00%     | (100.00)    |
| 01220100                         | 514090 | EMT STIPENDS                    | 6,425.87     | 6,511.00     | 6,641.00     | 6,641.00     | 6,641.00     | 6,641.00     | 2.00%       | 130.00      |
| 01220100                         | 515010 | HOLIDAY PAY                     | 95,856.50    | 108,654.00   | 110,033.00   | 110,033.00   | 110,600.00   | 111,099.00   | 1.27%       | 1,379.00    |
| 01220100                         | 515050 | LONGEVITY                       | 41,750.00    | 42,500.00    | 45,100.00    | 45,100.00    | 46,850.00    | 48,850.00    | 6.12%       | 2,600.00    |
| 01220100                         | 519020 | SICK LEAVE / VACATION BUY BACK  | 1,108.26     |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                   |        |                                 | 3,163,701.96 | 3,480,607.00 | 3,545,655.00 | 3,545,655.00 | 3,566,211.00 | 3,585,549.00 | 1.87%       | 65,048.00   |
| Town of Westford                 |        |                                 |              |              |              |              |              |              |             |             |
| Budget Worksheet                 |        |                                 |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                 |        |                                 |              |              |              |              |              |              |             |             |
| 220 FIRE DEPARTMENT              |        |                                 | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                              | OBJ    | DESCRIPTION                     | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                         |        |                                 |              |              |              |              |              |              |             |             |
| 01220200                         | 517020 | PRE-EMPLOYMENT MEDICAL EXPENSES | 2,001.60     | 1,500.00     |              |              |              |              | -100.00%    | (1,500.00)  |
| 01220200                         | 517070 | UNIFORM ALLOWANCES              | 36,205.65    | 30,800.00    | 39,250.00    | 39,250.00    | 33,250.00    | 33,250.00    | 27.44%      | 8,450.00    |
| 01220200                         | 521010 | ELECTRICITY                     | 29,571.77    | 33,380.00    | 32,410.00    | 32,410.00    | 33,059.00    | 33,721.00    | -2.91%      | (970.00)    |
| 01220200                         | 521020 | NATURAL GAS                     | 23,718.45    | 33,708.00    | 29,210.00    | 24,000.00    | 29,795.00    | 30,391.00    | -28.80%     | (9,708.00)  |
| 01220200                         | 523010 | WATER                           | 6,328.13     | 4,250.00     | 6,000.00     | 6,000.00     | 6,120.00     | 6,243.00     | 41.18%      | 1,750.00    |
| 01220200                         | 523020 | SEWER/SEPTIC                    | 310.00       | 2,000.00     | 2,000.00     | 2,000.00     | 2,040.00     | 2,081.00     | 0.00%       | -           |
| 01220200                         | 524010 | BUILDING MAINTENANCE            | 23,737.34    | 18,500.00    | 18,500.00    | 18,500.00    | 18,870.00    | 19,248.00    | 0.00%       | -           |
| 01220200                         | 524015 | GROUND MAINTENANCE              | 1,568.53     | 1,500.00     | 1,500.00     | 1,500.00     | 1,530.00     | 1,561.00     | 0.00%       | -           |
| 01220200                         | 524020 | VEHICLE MAINTENANCE             | 29,521.54    | 46,000.00    | 30,000.00    | 30,000.00    | 30,600.00    | 31,212.00    | -34.78%     | (16,000.00) |
| 01220200                         | 524030 | EQUIPMENT MAINTENANCE           | 14,585.36    | 9,500.00     | 9,500.00     | 9,500.00     | 9,690.00     | 9,884.00     | 0.00%       | -           |
| 01220200                         | 524060 | COMMUNICATIONS EQUIP            | 14,689.39    | 10,000.00    | 10,000.00    | 10,000.00    | 10,200.00    | 10,404.00    | 0.00%       | -           |
| 01220200                         | 530500 | TRAINING & DEVELOPMENT          | 837.23       | 7,150.00     | 7,150.00     | 7,150.00     | 7,293.00     | 7,439.00     | 0.00%       | -           |
| 01220200                         | 534010 | POSTAGE                         | 326.90       | 300.00       | 300.00       | 300.00       | 306.00       | 313.00       | 0.00%       | -           |
| 01220200                         | 534030 | ADVERTISING-LEGAL               | -            | 250.00       | 250.00       | 250.00       | 255.00       | 261.00       | 0.00%       | -           |
| 01220200                         | 534040 | PRINTING SERVICES               | 147.50       | 100.00       | 200.00       | 200.00       | 204.00       | 209.00       | 100.00%     | 100.00      |
| 01220200                         | 538090 | FIRE ALARM PURCHASED SERVICES   | 32,768.10    | 35,700.00    | 35,700.00    | 35,700.00    | 36,414.00    | 37,143.00    | 0.00%       | -           |
| 01220200                         | 541010 | GASOLINE                        | 26,467.18    | 29,033.00    | 29,250.00    | 29,250.00    | 29,835.00    | 30,432.00    | 0.75%       | 217.00      |
| 01220200                         | 542010 | OFFICE SUPPLIES                 | 985.07       | 1,500.00     | 1,500.00     | 1,500.00     | 1,530.00     | 1,561.00     | 0.00%       | -           |
| 01220200                         | 542050 | HARDWARE SUPPLIES               | 602.56       | 600.00       | 600.00       | 600.00       | 612.00       | 625.00       | 0.00%       | -           |
| 01220200                         | 542120 | PROTECTIVE CLOTHING             | 28,872.93    | 32,000.00    | 32,000.00    | 32,000.00    | 32,640.00    | 33,293.00    | 0.00%       | -           |
| 01220200                         | 543010 | BUILDING MAINTENANCE SUPPLIES   | 707.28       | 500.00       | 500.00       | 500.00       | 510.00       | 521.00       | 0.00%       | -           |
| 01220200                         | 543060 | CUSTODIAL / CLEANING SUPPLIES   | 5,372.80     | 3,200.00     | 3,200.00     | 3,200.00     | 3,264.00     | 3,330.00     | 0.00%       | -           |
| 01220200                         | 548010 | VEHICULAR PARTS & ACCESSORIES   | 31,431.32    | 42,500.00    | 26,500.00    | 26,500.00    | 27,030.00    | 27,571.00    | -37.65%     | (16,000.00) |
| 01220200                         | 548020 | VEHICULAR TIRES & TUBES         | 17,159.10    | 4,000.00     | 4,000.00     | 4,000.00     | 4,080.00     | 4,162.00     | 0.00%       | -           |
| 01220200                         | 549080 | BOTTLED WATER                   | 3,466.52     | 3,000.00     | 3,200.00     | 3,200.00     | 3,264.00     | 3,330.00     | 6.67%       | 200.00      |
| 01220200                         | 552060 | FIREFIGHTING SUPPLIES           | 17,326.44    | 17,000.00    | 17,000.00    | 17,000.00    | 17,340.00    | 17,687.00    | 0.00%       | -           |
| 01220200                         | 571010 | TRAVEL-MILEAGE                  | 2,921.09     | 2,500.00     | 2,000.00     | 2,000.00     | 2,040.00     | 2,081.00     | -20.00%     | (500.00)    |
| 01220200                         | 571100 | MEETINGS & CONFERENCES          | 608.59       | 1,800.00     | 1,500.00     | -            | 1,530.00     | 1,561.00     | -100.00%    | (1,800.00)  |
| 01220200                         | 573010 | DUES & MEMBERSHIPS              | 24,586.10    | 14,925.00    | 14,925.00    | 14,925.00    | 15,224.00    | 15,529.00    | 0.00%       | -           |
| 01220800                         | 570000 | ENCUMBRANCES                    | 3,695.00     |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                   |        |                                 | 370,519.47   | 387,196.00   | 358,145.00   | 351,435.00   | 358,525.00   | 365,043.00   | -9.24%      | (35,761.00) |
| DEPARTMENT TOTAL                 |        |                                 | 3,534,221.43 | 3,867,803.00 | 3,903,800.00 | 3,897,090.00 | 3,924,736.00 | 3,950,592.00 | 0.76%       | 29,287.00   |

|                               |        |                                  |             |             |             |             |             |             |             |             |
|-------------------------------|--------|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford              |        |                                  |             |             |             |             |             |             |             |             |
| Budget Worksheet              |        |                                  |             |             |             |             |             |             |             |             |
| Fiscal Year 2022              |        |                                  |             |             |             |             |             |             |             |             |
| 241 BUILDING DEPARTMENT       |        |                                  | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                           | OBJ    | DESCRIPTION                      | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES             |        |                                  |             |             |             |             |             |             |             |             |
| 01241100                      | 511020 | BUILDING COMMISSIONER            | 93,751.67   | 98,430.00   | 100,399.00  | 100,399.00  | 100,399.00  | 100,399.00  | 2.00%       | 1,969.00    |
| 01241100                      | 511270 | LOCAL BUILDING INSPECTOR         | 27,116.47   | 63,250.00   | 82,190.00   | 80,184.00   | 82,190.00   | 84,243.00   | 26.77%      | 16,934.00   |
| 01241100                      | 511275 | WIRING INSPECTOR                 | 61,073.81   | 48,560.00   | 49,525.00   | 49,525.00   | 49,525.00   | 49,525.00   | 1.99%       | 965.00      |
| 01241100                      | 511275 | WIRING INSPECTOR COVERAGE        |             | 8,000.00    | 7,000.00    | 7,000.00    | 7,000.00    | 7,000.00    | -12.50%     | (1,000.00)  |
| 01241100                      | 511277 | GAS & PLUMBING INSPECTOR         | 61,245.90   | 48,325.00   | 49,277.00   | 49,277.00   | 49,277.00   | 49,277.00   | 1.97%       | 952.00      |
| 01241100                      | 511277 | GAS & PLUMBING COVERAGE          |             | 8,000.00    | 7,000.00    | 7,000.00    | 7,000.00    | 7,000.00    | -12.50%     | (1,000.00)  |
| 01241100                      | 511278 | ZONING ENFORCEMENT INSPECTOR     | 30,856.00   | 35,357.00   | 36,068.00   | 5,000.00    | 36,068.00   | 36,068.00   | -85.86%     | (30,357.00) |
| 01241100                      | 511510 | RECORDS SUPERVISOR II            | 65,434.55   | 66,497.00   | 67,828.00   | 67,828.00   | 67,828.00   | 68,088.00   | 2.00%       | 1,331.00    |
| 01241100                      | 512020 | INTERN/DMS SUPPORT               | 12,645.84   | 8,500.00    | 10,379.00   | 10,379.00   | 10,379.00   | 10,379.00   | 22.11%      | 1,879.00    |
| 01241100                      | 515050 | LONGEVITY                        | 4,072.00    | 4,072.00    | 4,072.00    | 4,072.00    | 5,006.00    | 5,668.00    | 0.00%       | -           |
| 01241100                      | 571010 | TRAVEL - MILEAGE                 | 10,000.00   | 11,040.00   | 11,040.00   | 11,040.00   | 11,040.00   | 11,040.00   | 0.00%       | -           |
| CATEGORY TOTAL                |        |                                  | 366,196.24  | 400,031.00  | 424,778.00  | 391,704.00  | 425,712.00  | 428,687.00  | -2.08%      | (8,327.00)  |
| EXPENSES                      |        |                                  |             |             |             |             |             |             |             |             |
| 01241200                      | 517070 | UNIFORM ALLOWANCES               | 217.94      | 300.00      | 300.00      | 300.00      | 300.00      | 300.00      | 0.00%       | -           |
| 01241200                      | 524020 | VEHICLE MAINTENANCE              | 530.67      | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | 0.00%       | -           |
| 01241200                      | 530500 | TRAINING & DEVELOPMENT           | 80.75       | -           | -           | -           | 1,500.00    | 1,500.00    | -           | -           |
| 01241200                      | 534040 | PRINTING SERVICES                | 190.00      | 100.00      | 300.00      | 300.00      | 300.00      | 300.00      | 200.00%     | 200.00      |
| 01241200                      | 538030 | MICROFILMING SERVICE (ARCHIVING) | -           | 4,500.00    | 4,700.00    | 4,700.00    | 4,700.00    | 4,700.00    | 4.44%       | 200.00      |
| 01241200                      | 541010 | GASOLINE                         | 442.80      | 670.00      | 670.00      | 670.00      | 690.00      | 690.00      | 0.00%       | -           |
| 01241200                      | 542010 | OFFICE SUPPLIES                  | 171.23      | 500.00      | 500.00      | 400.00      | 500.00      | 500.00      | -20.00%     | (100.00)    |
| 01241200                      | 555015 | BOOKS & SUBSCRIPTIONS            | 849.75      | 750.00      | 500.00      | 500.00      | 1,000.00    | 1,000.00    | -33.33%     | (250.00)    |
| 01241200                      | 571010 | TRAVEL - MILEAGE                 | 2,146.08    | 5,000.00    | 2,000.00    | 2,000.00    | 3,000.00    | 3,000.00    | -60.00%     | (3,000.00)  |
| 01241200                      | 571100 | MEETINGS & CONFERENCES           | 934.50      | 4,675.00    | -           | -           | 4,675.00    | 4,675.00    | -100.00%    | (4,675.00)  |
| 01241200                      | 573010 | DUES AND MEMBERSHIPS             | 330.00      | 1,060.00    | 1,100.00    | 1,100.00    | 1,100.00    | 1,100.00    | 3.77%       | 40.00       |
| 01241800                      | 570000 | ENCUMBRANCES                     | 800.00      |             |             |             |             |             |             | -           |
| CATEGORY TOTAL                |        |                                  | 6,693.72    | 19,055.00   | 11,570.00   | 11,470.00   | 19,265.00   | 19,265.00   | -39.81%     | (7,585.00)  |
| DEPARTMENT TOTAL              |        |                                  | 372,889.96  | 419,086.00  | 436,348.00  | 403,174.00  | 444,977.00  | 447,952.00  | -3.80%      | (15,912.00) |
| Town of Westford              |        |                                  |             |             |             |             |             |             |             |             |
| Budget Worksheet              |        |                                  |             |             |             |             |             |             |             |             |
| Fiscal Year 2022              |        |                                  |             |             |             |             |             |             |             |             |
| 244 SEALER WEIGHTS & MEASURES |        |                                  | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                           | OBJ    | DESCRIPTION                      | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                      |        |                                  |             |             |             |             |             |             |             |             |
| 01244200                      | 530920 | CONTRACTED SERVICES              | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 0.00%       | -           |
| CATEGORY TOTAL                |        |                                  | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 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 2022              |        |                                  |             |             |             |             |             |             |             |             |
| 291 EMERGENCY MANAGEMENT      |        |                                  | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                           | OBJ    | DESCRIPTION                      | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES             |        |                                  |             |             |             |             |             |             |             |             |
| 01291100                      | 511050 | CO-DIRECTOR                      | 4,480.00    | 4,570.00    | 4,662.00    | 4,662.00    | 4,662.00    | 4,662.00    | 2.01%       | 92.00       |
| 01291100                      | 511055 | CO-DIRECTOR                      | 4,480.00    | 4,570.00    | 4,662.00    | 4,662.00    | 4,662.00    | 4,662.00    | 2.01%       | 92.00       |
| CATEGORY TOTAL                |        |                                  | 8,960.00    | 9,140.00    | 9,324.00    | 9,324.00    | 9,324.00    | 9,324.00    | 2.01%       | 184.00      |
| EXPENSES                      |        |                                  |             |             |             |             |             |             |             |             |
| 01291200                      | 524020 | VEHICLE MAINTENANCE              | -           | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 0.00%       | -           |
| 01291200                      | 524030 | EQUIPMENT MAINTENANCE            | 953.00      | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 0.00%       | -           |
| 01291200                      | 524060 | COMMUNICATIONS EQUIP MAINT       | 2,610.37    | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       | -           |
| 01291200                      | 548010 | VEHICULAR PARTS & ACCESSORIES    | -           | 200.00      | 200.00      | 200.00      | 200.00      | 200.00      | 0.00%       | -           |
| 01291200                      | 552090 | OTHER PUBLIC SAFETY SUPPLIES     | 827.20      | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | 0.00%       | -           |
| 01291200                      | 571010 | TRAVEL - MILEAGE                 | -           | 50.00       | 50.00       | 50.00       | 50.00       | 50.00       | 0.00%       | -           |
| 01291200                      | 585000 | ADDITIONAL EQUIPMENT             | -           |             |             |             |             |             |             | -           |
| CATEGORY TOTAL                |        |                                  | 4,390.57    | 2,450.00    | 2,450.00    | 2,450.00    | 2,450.00    | 2,450.00    | 0.00%       | -           |
| DEPARTMENT TOTAL              |        |                                  | 13,350.57   | 11,590.00   | 11,774.00   | 11,774.00   | 11,774.00   | 11,774.00   | 1.59%       | 184.00      |
| Town of Westford              |        |                                  |             |             |             |             |             |             |             |             |
| Budget Worksheet              |        |                                  |             |             |             |             |             |             |             |             |
| Fiscal Year 2022              |        |                                  |             |             |             |             |             |             |             |             |
| 292 ANIMAL CONTROL            |        |                                  | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                           | OBJ    | DESCRIPTION                      | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES             |        |                                  |             |             |             |             |             |             |             |             |
| 01292100                      | 511020 | ANIMAL CONTROL OFFICER           | 36,391.47   | 38,070.00   | 35,390.00   | 35,390.00   | 36,417.00   | 37,678.00   | -7.04%      | (2,680.00)  |
| 01292100                      | 513110 | VACATION / SICK / EMERG.OVERTIME | 2,454.23    | 10,000.00   | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | -50.00%     | (5,000.00)  |
| 01292100                      | 515050 | LONGEVITY                        | -           |             |             |             |             | 192.00      |             | -           |
| CATEGORY TOTAL                |        |                                  | 38,845.70   | 48,070.00   | 40,390.00   | 40,390.00   | 41,417.00   | 42,870.00   | -15.98%     | (7,680.00)  |
| EXPENSES                      |        |                                  |             |             |             |             |             |             |             |             |
| 01292200                      | 517070 | UNIFORM ALLOWANCES               | 699.32      | 875.00      | 875.00      | 875.00      | 875.00      | 875.00      | 0.00%       | -           |
| 01292200                      | 521010 | ELECTRICITY                      | 205.90      | 500.00      | 300.00      | 300.00      | 300.00      | 300.00      | -40.00%     | (200.00)    |
| 01292200                      | 523010 | WATER / SEWER                    | 77.12       | -           | 100.00      | 100.00      | 100.00      | 100.00      |             | 100.00      |
| 01292200                      | 524010 | KENNEL MAINTENANCE               | 8.25        | -           | -           | -           | -           | -           |             | -           |
| 01292200                      | 524020 | VEHICLE MAINTENANCE              | 1,264.47    | 100.00      | 100.00      | 100.00      | 100.00      | 100.00      | 0.00%       | -           |
| 01292200                      | 541010 | GASOLINE                         | 1,618.15    | 1,200.00    | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | 25.00%      | 300.00      |
| 01292200                      | 542010 | OFFICE SUPPLIES                  | -           | -           | -           | -           | -           | -           |             | -           |
| 01292200                      | 543060 | CUSTODIAL / CLEANING SUPPLIES    | -           | 50.00       | -           | -           | -           | -           | -100.00%    | (50.00)     |
| 01292200                      | 550040 | VETERINARY SERVICES              | 489.78      | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       | -           |
| 01292200                      | 552080 | ANIMAL CONTROL SUPPLIES          | 632.04      | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       | -           |
| 01292200                      | 571100 | MEETINGS & CONFERENCES           | -           | 200.00      | -           | -           | -           | -           | -100.00%    | (200.00)    |
| 01292200                      | 573010 | DUES AND MEMBERSHIPS             | -           | 80.00       | -           | -           | -           | -           | -100.00%    | (80.00)     |
| 01292800                      | 570000 | ENCUMBRANCES                     | 423.00      |             |             |             |             |             |             | -           |
| CATEGORY TOTAL                |        |                                  | 5,418.03    | 4,005.00    | 3,875.00    | 3,875.00    | 3,875.00    | 3,875.00    | -3.25%      | (130.00)    |
| DEPARTMENT TOTAL              |        |                                  | 44,263.73   | 52,075.00   | 44,265.00   | 44,265.00   | 45,292.00   | 46,745.00   | -15.00%     | (7,810.00)  |
| Town of Westford              |        |                                  |             |             |             |             |             |             |             |             |
| Budget Worksheet              |        |                                  |             |             |             |             |             |             |             |             |
| Fiscal Year 2022              |        |                                  |             |             |             |             |             |             |             |             |

|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|---------------------------------------|------------|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|--------------------|
| <b>294 TREE WARDEN</b>                |            |                                     | <b>FISCAL 2020</b>   | <b>FISCAL 2021</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2023</b>   | <b>FISCAL 2024</b>   | <b>FISCAL 2022</b> | <b>FISCAL 2022</b> |
| <b>ORG</b>                            | <b>OBJ</b> | <b>DESCRIPTION</b>                  | <b>ACTUAL</b>        | <b>BUDGET</b>        | <b>REQUEST</b>       | <b>TMR</b>           | <b>PROJECTED</b>     | <b>PROJECTED</b>     | <b>% INC/DEC</b>   | <b>\$ INC/DEC</b>  |
| <b>PERSONAL SERVICES</b>              |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01294100                              | 511020     | TREE WARDEN                         | 2,220.00             | 2,265.00             | 2,311.00             | 2,311.00             | 2,311.00             | 2,311.00             | 2.03%              | 46.00              |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>2,220.00</b>      | <b>2,265.00</b>      | <b>2,311.00</b>      | <b>2,311.00</b>      | <b>2,311.00</b>      | <b>2,311.00</b>      | <b>2.03%</b>       | <b>46.00</b>       |
| <b>EXPENSES</b>                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01294200                              | 530920     | CONTRACTED SERVICES                 | 23,197.32            | 35,000.00            | 35,000.00            | 35,000.00            | 35,000.00            | 35,000.00            | 0.00%              | -                  |
| 01294800                              | 570000     | ENCUMBRANCES                        | 11,802.68            |                      |                      |                      |                      |                      |                    | -                  |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>35,000.00</b>     | <b>35,000.00</b>     | <b>35,000.00</b>     | <b>35,000.00</b>     | <b>35,000.00</b>     | <b>35,000.00</b>     | <b>0.00%</b>       | <b>-</b>           |
| <b>DEPARTMENT TOTAL</b>               |            |                                     | <b>37,220.00</b>     | <b>37,265.00</b>     | <b>37,311.00</b>     | <b>37,311.00</b>     | <b>37,311.00</b>     | <b>37,311.00</b>     | <b>0.12%</b>       | <b>46.00</b>       |
| Town of Westford                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Budget Worksheet                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Fiscal Year 2022                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| <b>300 WESTFORD PUBLIC SCHOOLS</b>    |            |                                     | <b>FISCAL 2020</b>   | <b>FISCAL 2021</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2023</b>   | <b>FISCAL 2024</b>   | <b>FISCAL 2022</b> | <b>FISCAL 2022</b> |
| <b>ORG</b>                            | <b>OBJ</b> | <b>DESCRIPTION</b>                  | <b>ACTUAL</b>        | <b>BUDGET</b>        | <b>REQUEST</b>       | <b>TMR</b>           | <b>PROJECTED</b>     | <b>PROJECTED</b>     | <b>% INC/DEC</b>   | <b>\$ INC/DEC</b>  |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01300100                              | 510000     | OPERATING BUDGET                    | 59,347,322.38        | 61,194,859.00        | 62,493,499.00        | 62,189,167.00        | 63,292,619.00        | 64,558,471.00        | 1.62%              | 994,308.00         |
| 01300100                              | NEW        | STORMWATER UTILITY FEE              |                      | 46,500.00            | 47,700.00            | 47,700.00            | 47,700.00            | 47,700.00            | 2.58%              | 1,200.00           |
| 01300800                              | 570000     | ENCUMBRANCES                        | 187,214.83           |                      |                      |                      |                      |                      |                    |                    |
| <b>DEPARTMENT TOTAL</b>               |            |                                     | <b>59,534,537.21</b> | <b>61,241,359.00</b> | <b>62,541,199.00</b> | <b>62,236,867.00</b> | <b>63,340,319.00</b> | <b>64,606,171.00</b> | <b>1.63%</b>       | <b>995,508.00</b>  |
| Town of Westford                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Budget Worksheet                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Fiscal Year 2022                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| <b>310 NASHOBA VALLEY TECH</b>        |            |                                     | <b>FISCAL 2020</b>   | <b>FISCAL 2021</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2023</b>   | <b>FISCAL 2024</b>   | <b>FISCAL 2022</b> | <b>FISCAL 2022</b> |
| <b>ORG</b>                            | <b>OBJ</b> | <b>DESCRIPTION</b>                  | <b>ACTUAL</b>        | <b>BUDGET</b>        | <b>REQUEST</b>       | <b>TMR</b>           | <b>PROJECTED</b>     | <b>PROJECTED</b>     | <b>% INC/DEC</b>   | <b>\$ INC/DEC</b>  |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01310200                              | 569010     | NASHOBA TECH ASSESSMENT             | 1,000,697.00         | 1,078,168.00         | 1,105,122.00         | 1,184,421.00         | 1,214,032.00         | 1,235,278.00         | 9.85%              | 106,253.00         |
| <b>DEPARTMENT TOTAL</b>               |            |                                     | <b>1,000,697.00</b>  | <b>1,078,168.00</b>  | <b>1,105,122.00</b>  | <b>1,184,421.00</b>  | <b>1,214,032.00</b>  | <b>1,235,278.00</b>  | <b>9.85%</b>       | <b>106,253.00</b>  |
| Town of Westford                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Budget Worksheet                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| <b>CATEGORY TOTAL</b>                 |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| <b>405 DEPARTMENT OF PUBLIC WORKS</b> |            |                                     | <b>FISCAL 2020</b>   | <b>FISCAL 2021</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2023</b>   | <b>FISCAL 2024</b>   | <b>FISCAL 2022</b> | <b>FISCAL 2022</b> |
| <b>ORG</b>                            | <b>OBJ</b> | <b>DESCRIPTION</b>                  | <b>ACTUAL</b>        | <b>BUDGET</b>        | <b>REQUEST</b>       | <b>TMR</b>           | <b>PROJECTED</b>     | <b>PROJECTED</b>     | <b>% INC/DEC</b>   | <b>\$ INC/DEC</b>  |
| <b>PERSONAL SERVICES</b>              |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01405100                              | 511020     | DPW DIRECTOR                        |                      | 132,600.00           | 135,252.00           | 135,252.00           | 135,252.00           | 135,252.00           | 2.00%              | 2,652.00           |
| 01405100                              | 511505     | DPW BUSINESS MANAGER                |                      | 104,040.00           | 106,121.00           | 106,121.00           | 106,121.00           | 106,121.00           | 2.00%              | 2,081.00           |
| 01405100                              | 511500     | OFFICE MANAGER                      |                      | 1,864.00             | -                    | -                    | -                    | -                    | -100.00%           | (1,864.00)         |
| 01405100                              | 515050     | LONGEVITY                           |                      | 4,300.00             | 1,700.00             | 1,700.00             | 1,700.00             | 1,700.00             | -60.47%            | (2,600.00)         |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>-</b>             | <b>242,804.00</b>    | <b>243,073.00</b>    | <b>243,073.00</b>    | <b>243,073.00</b>    | <b>243,073.00</b>    | <b>0.11%</b>       | <b>269.00</b>      |
| <b>EXPENSES</b>                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01405200                              | 534030     | ADVERTISING                         |                      | 200.00               | -                    | -                    |                      |                      | -100.00%           | (200.00)           |
| 01405200                              | 542010     | OFFICE SUPPLIES                     |                      | 200.00               | 200.00               | 200.00               | 200.00               | 200.00               | 0.00%              | -                  |
| 01405200                              | 571010     | TRAVEL-MILEAGE                      |                      | 100.00               | 300.00               | 300.00               | 300.00               | 300.00               | 200.00%            | 200.00             |
| 01405200                              | 571100     | MEETINGS & CONFERENCES              |                      |                      |                      |                      |                      |                      |                    | -                  |
| 01405200                              | 573010     | DUES AND MEMBERSHIPS                |                      |                      |                      |                      |                      |                      |                    | -                  |
| 01405800                              | 570000     | ENCUMBRANCES                        |                      |                      |                      |                      |                      |                      |                    | -                  |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>-</b>             | <b>500.00</b>        | <b>500.00</b>        | <b>500.00</b>        | <b>500.00</b>        | <b>500.00</b>        | <b>0.00%</b>       | <b>-</b>           |
| <b>DEPARTMENT TOTAL</b>               |            |                                     | <b>-</b>             | <b>243,304.00</b>    | <b>243,573.00</b>    | <b>243,573.00</b>    | <b>243,573.00</b>    | <b>243,573.00</b>    | <b>0.11%</b>       | <b>269.00</b>      |
| Town of Westford                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Budget Worksheet                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| Fiscal Year 2022                      |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
|                                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| <b>410 ENGINEERING</b>                |            |                                     | <b>FISCAL 2020</b>   | <b>FISCAL 2021</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2022</b>   | <b>FISCAL 2023</b>   | <b>FISCAL 2024</b>   | <b>FISCAL 2022</b> | <b>FISCAL 2022</b> |
| <b>ORG</b>                            | <b>OBJ</b> | <b>DESCRIPTION</b>                  | <b>ACTUAL</b>        | <b>BUDGET</b>        | <b>REQUEST</b>       | <b>TMR</b>           | <b>PROJECTED</b>     | <b>PROJECTED</b>     | <b>% INC/DEC</b>   | <b>\$ INC/DEC</b>  |
| <b>PERSONAL SERVICES</b>              |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01410100                              | 511020     | TOWN ENGINEER                       | 111,863.52           | 114,101.00           | 116,383.00           | 116,383.00           | 116,383.00           | 116,383.00           | 2.00%              | 2,282.00           |
| 01410100                              | 511030     | ASST TOWN ENGINEER                  | 95,792.95            | 97,710.00            | 99,664.00            | 99,664.00            | 99,664.00            | 99,664.00            | 2.00%              | 1,954.00           |
| 01410100                              | 511040     | GIS COORDINATOR                     |                      |                      | 84,244.00            | 84,244.00            | 84,244.00            | 84,244.00            |                    | 84,244.00          |
| 01410100                              | 511540     | PROJECT INSPECTOR - FACILITIES TECH | 40,486.41            | -                    |                      |                      |                      |                      |                    | -                  |
| 01410100                              | 515050     | LONGEVITY                           | 2,375.00             | 1,950.00             | 2,800.00             | 2,800.00             | 2,800.00             | 2,800.00             | 43.59%             | 850.00             |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>250,517.88</b>    | <b>213,761.00</b>    | <b>303,091.00</b>    | <b>303,091.00</b>    | <b>303,091.00</b>    | <b>303,091.00</b>    | <b>41.79%</b>      | <b>89,330.00</b>   |
| <b>EXPENSES</b>                       |            |                                     |                      |                      |                      |                      |                      |                      |                    |                    |
| 01410200                              | 513250     | SPECIAL DETAILS                     | -                    | 560.00               | 560.00               | 560.00               | 560.00               | 560.00               | 0.00%              | -                  |
| 01410200                              | 524030     | EQUIPMENT MAINTENANCE               | 225.00               | 1,000.00             | 1,000.00             | 1,000.00             | 1,000.00             | 1,000.00             | 0.00%              | -                  |
| 01410200                              | 530700     | ENGINEERING SERVICES                | 225.00               | 1,000.00             | 1,000.00             | 1,000.00             | 1,000.00             | 1,000.00             | 0.00%              | -                  |
| 01410200                              | 530950     | GIS CONSULTING SERVICES             |                      |                      | 5,452.00             | 5,452.00             | 5,452.00             | 5,452.00             |                    | 5,452.00           |
| 01410200                              | 534030     | ADVERTISING                         | -                    | 250.00               | 250.00               | 250.00               | 250.00               | 250.00               | 0.00%              | -                  |
| 01410200                              | 542010     | OFFICE SUPPLIES                     | 440.54               | 850.00               | 850.00               | 850.00               | 850.00               | 850.00               | 0.00%              | -                  |
| 01410200                              | 555015     | BOOKS & SUBSCRIPTIONS               | 193.09               | 250.00               | 250.00               | 250.00               | 250.00               | 250.00               | 0.00%              | -                  |
| 01410200                              | 571010     | TRAVEL-MILEAGE                      | -                    | 200.00               | 200.00               | 200.00               | 200.00               | 200.00               | 0.00%              | -                  |
| 01410200                              | 571100     | MEETINGS & CONFERENCES              | 150.00               | 2,000.00             | 2,000.00             | 500.00               | 2,000.00             | 2,000.00             | -75.00%            | (1,500.00)         |
| 01410200                              | 573010     | DUES AND MEMBERSHIPS                | 1,808.04             | 1,300.00             | 1,300.00             | 1,300.00             | 1,300.00             | 1,300.00             | 0.00%              | -                  |
| 01410200                              | 585000     | EQUIPMENT                           | 897.00               | 500.00               | 500.00               | 500.00               | 500.00               | 500.00               | 0.00%              | -                  |
| 01410800                              | 570000     | ENCUMBRANCES                        |                      |                      |                      |                      |                      |                      |                    | -                  |
| <b>CATEGORY TOTAL</b>                 |            |                                     | <b>3,938.67</b>      | <b>7,910.00</b>      | <b>13,362.00</b>     | <b>11,862.00</b>     | <b>13,362.00</b>     | <b>13,362.00</b>     | <b>49.96%</b>      | <b>3,952.00</b>    |
| <b>DEPARTMENT TOTAL</b>               |            |                                     | <b>254,456.55</b>    | <b>221,671.00</b>    | <b>316,453.00</b>    | <b>314,953.00</b>    | <b>316,453.00</b>    | <b>316,453.00</b>    | <b>42.08%</b>      | <b>93,282.00</b>   |

|                        |        |                                       |              |              |              |              |              |              |             |             |
|------------------------|--------|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford       |        |                                       |              |              |              |              |              |              |             |             |
| Budget Worksheet       |        |                                       |              |              |              |              |              |              |             |             |
| Fiscal Year 2022       |        |                                       |              |              |              |              |              |              |             |             |
|                        |        |                                       |              |              |              |              |              |              |             |             |
| 421 HIGHWAY DEPARTMENT |        |                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES      |        |                                       |              |              |              |              |              |              |             |             |
| 01421100               | 511020 | HIGHWAY SUPERINTENDENT                | 114,769.60   | 117,065.00   | 119,406.00   | 119,406.00   | 119,406.00   | 119,406.00   | 2.00%       | 2,341.00    |
| 01421100               | 511500 | OFFICE MANAGER                        | 65,301.72    |              |              |              |              |              |             | -           |
| 01421100               | 511510 | RECORDS SUPERVISOR                    | 53,900.24    | 61,642.00    | 65,283.00    | 65,283.00    | 67,827.00    | 68,087.00    | 5.91%       | 3,641.00    |
| 01421100               | 511610 | CREW SUPERVISORS                      | 166,029.84   | 231,466.00   | 237,609.00   | 237,609.00   | 237,609.00   | 238,408.00   | 2.65%       | 6,143.00    |
| 01421100               | 511611 | OPERATIONS SUPERVISOR                 | 77,581.40    | 76,588.00    | 78,112.00    | 82,000.00    | 82,000.00    | 82,315.00    | 7.07%       | 5,412.00    |
| 01421100               | 511612 | MECHANICS SUPERVISOR                  | 73,234.24    | 74,417.00    | 76,400.00    | 76,400.00    | 76,400.00    | 76,693.00    | 2.66%       | 1,983.00    |
| 01421100               | 511613 | PARKS SUPERVISOR                      | 30,747.20    | 31,364.00    | 32,199.00    | 32,199.00    | 32,199.00    | 32,199.00    | 2.66%       | 835.00      |
| 01421100               | 511614 | CEMETERY SUPERVISOR                   | 27,948.80    | 28,512.00    | 29,269.00    | 29,269.00    | 29,269.00    | 29,269.00    | 2.66%       | 757.00      |
| 01421100               | 511630 | MECHANIC                              | 71,057.51    | 123,882.00   | 128,182.00   | 121,313.00   | 122,921.00   | 125,111.00   | -2.07%      | (2,569.00)  |
| 01421100               | 511660 | EQUIPMENT OPERATORS / LABORERS        | 616,160.07   | 611,055.00   | 636,776.00   | 626,148.00   | 631,179.00   | 638,615.00   | 2.47%       | 15,093.00   |
| 01421100               | 512280 | SEASONAL STAFF                        | 31,716.26    | 21,013.00    | 13,171.00    | 13,171.00    | 13,171.00    | 13,171.00    | -37.32%     | (7,842.00)  |
| 01421100               | 513120 | OVERTIME - WEEKEND CALL               | 35,953.32    | 37,223.00    | 36,757.00    | 36,757.00    | 36,861.00    | 36,991.00    | -1.25%      | (466.00)    |
| 01421100               | 513160 | OTHER OVERTIME                        | 52,199.33    | 31,032.00    | 42,500.00    | 42,500.00    | 42,500.00    | 42,500.00    | 36.96%      | 11,468.00   |
| 01421100               | 514090 | DEPARTMENTAL STIPENDS                 | 45,717.79    | 56,440.00    | 57,240.00    | 57,240.00    | 57,240.00    | 57,390.00    | 1.42%       | 800.00      |
| 01421100               | 515050 | LONGEVITY                             | 25,025.00    | 21,275.00    | 24,125.00    | 22,425.00    | 23,675.00    | 24,575.00    | 5.41%       | 1,150.00    |
| 01421100               | 519020 | INCEN/SICK LEAVE/VACATION BUYBACK     | 3,614.50     |              |              |              |              |              |             | -           |
| CATEGORY TOTAL         |        |                                       | 1,490,956.82 | 1,522,974.00 | 1,577,029.00 | 1,561,720.00 | 1,572,257.00 | 1,584,730.00 | 2.54%       | 38,746.00   |
| EXPENSES               |        |                                       |              |              |              |              |              |              |             |             |
| 01421200               | 513250 | SPECIAL DETAILS                       | 82,440.36    | 44,000.00    | 63,000.00    | 63,000.00    | 63,000.00    | 63,000.00    | 43.18%      | 19,000.00   |
| 01421200               | 517070 | UNIFORM ALLOWANCES                    | 16,367.65    | 21,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | -19.05%     | (4,000.00)  |
| 01421200               | 521010 | ELECTRICITY                           | 29,695.66    | 32,500.00    | 33,000.00    | 33,000.00    | 33,000.00    | 33,000.00    | 1.54%       | 500.00      |
| 01421200               | 521020 | NATURAL GAS                           | 23,576.66    | 26,500.00    | 25,500.00    | 25,500.00    | 25,500.00    | 25,500.00    | -3.77%      | (1,000.00)  |
| 01421200               | 523010 | WATER                                 | 2,170.37     | 3,200.00     | 3,200.00     | 3,200.00     | 3,200.00     | 3,200.00     | 0.00%       | -           |
| 01421200               | 524010 | BUILDING MAINTENANCE                  | 43,989.00    | 28,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 21.43%      | 6,000.00    |
| 01421200               | 524014 | ROAD MAINTENANCE                      | 64,463.66    | 50,000.00    | 51,000.00    | 51,000.00    | 51,000.00    | 51,000.00    | 2.00%       | 1,000.00    |
| 01421200               | 524020 | VEHICLE MAINTENANCE                   | 168,806.94   | 209,829.00   | 178,000.00   | 178,000.00   | 178,000.00   | 178,000.00   | -15.17%     | (31,829.00) |
| 01421200               | 524030 | EQUIPMENT MAINTENANCE                 | 72,298.94    | 54,240.00    | 55,500.00    | 55,500.00    | 55,500.00    | 55,500.00    | 2.32%       | 1,260.00    |
| 01421200               | 524053 | PHONE ALLOWANCE                       | 4,454.24     | 5,400.00     | 4,500.00     | 4,500.00     | 4,500.00     | 4,500.00     | -16.67%     | (900.00)    |
| 01421200               | 524060 | COMMUNICATIONS EQUIPMENT MAINTENANCE  | 2,485.05     | 3,000.00     | 2,800.00     | 2,800.00     | 2,800.00     | 2,800.00     | -6.67%      | (200.00)    |
| 01421200               | 524100 | BLD MAINT SVCS - HVAC                 | 5,156.57     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       | -           |
| 01421200               | 524110 | BLD MAINT SVCS - ELEVATOR             | 5,547.00     | 1,100.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 172.73%     | 1,900.00    |
| 01421200               | 524112 | BLD MAINT SVCS - FIRE/ALARM           | 3,383.99     | 2,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 40.00%      | 1,000.00    |
| 01421200               | 525020 | DRAINAGE MAINTENANCE                  | 38,474.60    | -            | -            | -            | -            | -            | -           | -           |
| 01421200               | 525030 | SEWAGE MAINTENANCE                    | -            | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 0.00%       | -           |
| 01421200               | 525040 | TRAFFIC LINES / CROSSWALK MAINTENANCE | 6,075.42     | 34,500.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | -13.04%     | (4,500.00)  |
| 01421200               | 525050 | SIGNAL MAINTENANCE                    | 9,034.68     | 3,500.00     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 14.29%      | 500.00      |
| 01421200               | 525092 | BRUSH CHIPPING SERVICES               | 1,563.04     | 2,500.00     | -            | -            | -            | -            | -100.00%    | (2,500.00)  |
| 01421200               | 529090 | DAM REPAIR                            | 868.00       | 2,000.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | -25.00%     | (500.00)    |
| 01421200               | 530310 | DRUG AND ALCOHOL TESTING              | 830.00       | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       | -           |
| 01421200               | 530500 | TRAINING & DEVELOPMENT                | 3,312.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 0.00%       | -           |
| 01421200               | 530920 | CONTRACTED SERVICES                   | 11,152.50    | -            | 13,000.00    | 13,000.00    | 13,000.00    | 13,000.00    | -           | 13,000.00   |
| 01421200               | 534030 | ADVERTISING                           | 294.52       | 800.00       | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 87.50%      | 700.00      |
| 01421200               | 541020 | DIESEL FUEL                           | 54,491.44    | 39,800.00    | 44,000.00    | 44,000.00    | 44,000.00    | 44,000.00    | 10.55%      | 4,200.00    |
| 01421200               | 542010 | OFFICE SUPPLIES                       | 2,655.29     | 2,500.00     | 2,600.00     | 2,600.00     | 2,600.00     | 2,600.00     | 4.00%       | 100.00      |
| 01421200               | 552030 | SIGNS / POSTS SUPPLIES                | 9,942.97     | 9,000.00     | 8,200.00     | 8,200.00     | 8,200.00     | 8,200.00     | -8.89%      | (800.00)    |
| 01421200               | 554010 | RESURFACE MATERIAL                    | -            | 60,000.00    | 33,000.00    | 33,000.00    | 33,000.00    | 33,000.00    | -45.00%     | (27,000.00) |
| 01421200               | 554100 | OTHER PUBLIC WORKS SUPPLIES           | 3,294.12     | 8,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | -12.50%     | (1,000.00)  |
| 01421200               | 571100 | MEETINGS & CONFERENCES                | 2,666.14     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 0.00%       | -           |
| 01421200               | 573010 | DUES AND MEMBERSHIPS                  | 125.00       | 443.00       | 300.00       | 300.00       | 300.00       | 300.00       | -32.28%     | (143.00)    |
| 01421200               | 578010 | APPROVED SPECIAL EXPENSES             | 207,812.00   |              |              |              |              |              |             | -           |
| 01421800               | 570000 | ENCUMBRANCES                          | 57,995.00    |              |              |              |              |              |             | -           |
| CATEGORY TOTAL         |        |                                       | 935,422.81   | 666,312.00   | 641,100.00   | 641,100.00   | 641,100.00   | 641,100.00   | -3.78%      | (25,212.00) |
| DEPARTMENT TOTAL       |        |                                       | 2,426,379.63 | 2,189,286.00 | 2,218,129.00 | 2,202,820.00 | 2,213,357.00 | 2,225,830.00 | 0.62%       | 13,534.00   |
| Town of Westford       |        |                                       |              |              |              |              |              |              |             |             |
| Budget Worksheet       |        |                                       |              |              |              |              |              |              |             |             |
| Fiscal Year 2022       |        |                                       |              |              |              |              |              |              |             |             |
|                        |        |                                       |              |              |              |              |              |              |             |             |
| 423 SNOW & ICE         |        |                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES      |        |                                       |              |              |              |              |              |              |             |             |
| 01423100               | 513110 | EMERGENCY OVERTIME                    | 241,944.69   | 76,000.00    | 76,000.00    | 76,000.00    | 76,000.00    | 76,000.00    | 0.00%       | -           |
| CATEGORY TOTAL         |        |                                       | 241,944.69   | 76,000.00    | 76,000.00    | 76,000.00    | 76,000.00    | 76,000.00    | 0.00%       | -           |
| EXPENSES               |        |                                       |              |              |              |              |              |              |             |             |
| 01423200               | 524030 | EQUIPMENT MAINTENANCE                 |              |              |              |              |              |              |             |             |
| 01423200               | 529030 | CONTRACTED SNOW REMOVAL               | 84,695.00    | 101,090.00   | 101,090.00   | 101,090.00   | 101,090.00   | 101,090.00   | 0.00%       | -           |
| 01423200               | 541010 | GASOLINE                              | 21,168.31    | 21,820.00    | 21,820.00    | 21,820.00    | 21,820.00    | 21,820.00    | 0.00%       | -           |
| 01423200               | 548050 | PLOW BLADES                           |              |              |              |              |              |              |             | -           |
| 01423200               | 554020 | SAND AND SALT                         | 162,652.06   | 201,090.00   | 201,090.00   | 201,090.00   | 201,090.00   | 201,090.00   | 0.00%       | -           |
| 01423200               | 570000 | SUPPLEMENTAL EXPS                     |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL         |        |                                       | 268,515.37   | 324,000.00   | 324,000.00   | 324,000.00   | 324,000.00   | 324,000.00   | 0.00%       | -           |
| DEPARTMENT TOTAL       |        |                                       | 510,460.06   | 400,000.00   | 400,000.00   | 400,000.00   | 400,000.00   | 400,000.00   | 0.00%       | -           |
| Town of Westford       |        |                                       |              |              |              |              |              |              |             |             |
| Budget Worksheet       |        |                                       |              |              |              |              |              |              |             |             |
| Fiscal Year 2022       |        |                                       |              |              |              |              |              |              |             |             |
|                        |        |                                       |              |              |              |              |              |              |             |             |
| 424 STREET LIGHTS      |        |                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES               |        |                                       |              |              |              |              |              |              |             |             |
| 01424200               | 521010 | ELECTRICITY STREET LIGHTS             | 29,780.40    | 100,000.00   | 40,000.00    | 40,000.00    | 40,000.00    | 40,000.00    | -60.00%     | (60,000.00) |
| 01424200               | 525015 | STREET LIGHT MAINTENANCE              | 6,329.00     | 14,500.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 37.93%      | 5,500.00    |
| 01424800               | 570000 | ENCUMBRANCES                          |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL         |        |                                       | 36,109.40    | 114,500.00   | 60,000.00    | 60,000.00    | 60,000.00    | 60,000.00    | -47.60%     | (54,500.00) |
| DEPARTMENT TOTAL       |        |                                       | 36,109.40    | 114,500.00   | 60,000.00    | 60,000.00    | 60,000.00    | 60,000.00    | -47.60%     | (54,500.00) |

|                                     |        |                                           |              |              |              |              |              |              |             |             |
|-------------------------------------|--------|-------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford                    |        |                                           |              |              |              |              |              |              |             |             |
| Budget Worksheet                    |        |                                           |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                    |        |                                           |              |              |              |              |              |              |             |             |
|                                     |        |                                           |              |              |              |              |              |              |             |             |
| 427 STORMWATER MANAGEMENT           |        |                                           | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                                 | OBJ    | DESCRIPTION                               | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                            |        |                                           |              |              |              |              |              |              |             |             |
| 01427200                            | 529060 | STREET WASTE DISPOSAL SERV                | 23,097.57    |              |              |              |              |              |             | -           |
| 01427200                            | 529080 | TESTING / WATER QUALITY SERV              | -            |              |              |              |              |              |             | -           |
| 01427200                            | 530700 | ENGINEERING SERVICES                      | 5,100.00     |              |              |              |              |              |             | -           |
| 01427200                            | 530920 | SYSTEM UPGRADE SERVICES                   | 8,819.90     |              |              |              |              |              |             | -           |
| 01427800                            | 570000 | ENCUMBRANCES                              | 461.35       |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                      |        |                                           | 37,478.82    | -            | -            | -            | -            | -            |             | -           |
| DEPARTMENT TOTAL                    |        |                                           | 37,478.82    | -            | -            | -            | -            | -            |             | -           |
| HIGHWAY DEPARTMENT TOTAL            |        |                                           | 3,010,427.91 | 2,703,786.00 | 2,678,129.00 | 2,662,820.00 | 2,673,357.00 | 2,685,830.00 | -1.52%      | (40,966.00) |
| Town of Westford                    |        |                                           |              |              |              |              |              |              |             |             |
| Budget Worksheet                    |        |                                           |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                    |        |                                           |              |              |              |              |              |              |             |             |
|                                     |        |                                           |              |              |              |              |              |              |             |             |
| 432 RECYCLING                       |        |                                           | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                                 | OBJ    | DESCRIPTION                               | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                            |        |                                           |              |              |              |              |              |              |             |             |
| 01432200                            | 529050 | CURBSIDE COLLECTION-RECYCLING             | 481,977.60   | 499,572.00   | 515,048.00   | 515,048.00   | 531,027.00   | 547,525.00   | 3.10%       | 15,476.00   |
| 01432200                            | 529060 | DISPOSAL SERVICES                         | 208,012.16   | 214,240.00   | 225,000.00   | 225,000.00   | 235,000.00   | 245,000.00   | 5.02%       | 10,760.00   |
| 01432200                            | 529065 | FUEL SURCHARGE/CREDIT                     | -            |              |              |              |              |              |             | -           |
| 01432200                            | 529070 | HAZARDOUS WASTE DISPOSAL                  | -            | 10,000.00    |              |              | 12,000.00    |              | -100.00%    | (10,000.00) |
| 01432200                            | 542040 | FORMS-PRINTING                            | -            |              |              |              |              |              |             | -           |
| 01432800                            | 570000 | ENCUMBRANCES                              | 16,359.50    |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                      |        |                                           | 706,349.26   | 723,812.00   | 740,048.00   | 740,048.00   | 778,027.00   | 792,525.00   | 2.24%       | 16,236.00   |
| DEPARTMENT TOTAL                    |        |                                           | 706,349.26   | 723,812.00   | 740,048.00   | 740,048.00   | 778,027.00   | 792,525.00   | 2.24%       | 16,236.00   |
| Town of Westford                    |        |                                           |              |              |              |              |              |              |             |             |
| Budget Worksheet                    |        |                                           |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                    |        |                                           |              |              |              |              |              |              |             |             |
|                                     |        |                                           |              |              |              |              |              |              |             |             |
| 433 SOLID WASTE                     |        |                                           | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                                 | OBJ    | DESCRIPTION                               | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                            |        |                                           |              |              |              |              |              |              |             |             |
| 01433200                            | 529040 | CURBSIDE COLLECTION-SOLID WASTE           | 667,500.00   | 688,000.00   | 715,520.00   | 715,520.00   | 744,141.00   | 773,907.00   | 4.00%       | 27,520.00   |
| 01433200                            | 529060 | NESWC FEES                                | 577,444.00   | 611,905.00   | 712,354.00   | 712,354.00   | 712,354.00   | 712,354.00   | 16.42%      | 100,449.00  |
| 01433200                            | 529080 | LANDFILL MONITORING                       | 9,574.24     | 11,500.00    | 12,265.00    | 12,265.00    | 12,265.00    | 12,265.00    | 6.65%       | 765.00      |
| 01433200                            | 540000 | SUPPLIES                                  | 1,893.00     |              |              |              |              |              |             | -           |
| 01433800                            | 570000 | ENCUMBRANCES                              |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                      |        |                                           | 1,256,411.24 | 1,311,405.00 | 1,440,139.00 | 1,440,139.00 | 1,468,760.00 | 1,498,526.00 | 9.82%       | 128,734.00  |
| DEPARTMENT TOTAL                    |        |                                           | 1,256,411.24 | 1,311,405.00 | 1,440,139.00 | 1,440,139.00 | 1,468,760.00 | 1,498,526.00 | 9.82%       | 128,734.00  |
| Town of Westford                    |        |                                           |              |              |              |              |              |              |             |             |
| Budget Worksheet                    |        |                                           |              |              |              |              |              |              |             |             |
| Fiscal Year 2022                    |        |                                           |              |              |              |              |              |              |             |             |
|                                     |        |                                           |              |              |              |              |              |              |             |             |
| 442 WASTEWATER TREATMENT MANAGEMENT |        |                                           | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                                 | OBJ    | DESCRIPTION                               | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                            |        |                                           |              |              |              |              |              |              |             |             |
| 01442200                            | 525025 | CENTER SEWER SYSTEM MAINTENANCE           | 1,488.40     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       | -           |
| 01442226                            | 524085 | ABBOT REPAIRS & SERVICES                  | 2,316.42     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       | -           |
| 01442226                            | 524101 | ABBOT BUILDING MAINTENANCE SVCS - SE      | 1,576.59     | 3,417.00     | 399.00       | 399.00       | 418.00       | 439.00       | -88.32%     | (3,018.00)  |
| 01442226                            | 529060 | ABBOT SLUDGE PUMPING & REMOVAL            | 5,153.51     | 4,486.00     | 6,031.00     | 6,031.00     | 6,332.00     | 6,649.00     | 34.44%      | 1,545.00    |
| 01442226                            | 529080 | ABBOT MONITORING / TESTING SERVICES       | 4,277.30     | 3,989.00     | 4,741.00     | 4,741.00     | 4,978.00     | 5,227.00     | 18.85%      | 752.00      |
| 01442226                            | 530920 | ABBOT CONTRACTED SERVICES                 | 25,386.30    | 27,763.00    | 25,843.00    | 25,843.00    | 27,134.00    | 28,491.00    | -6.92%      | (1,920.00)  |
| 01442226                            | 543195 | ABBOT SEPTIC SUPPLIES                     | 525.97       | 623.00       | 503.00       | 503.00       | 528.00       | 554.00       | -19.26%     | (120.00)    |
| 01442227                            | 524085 | BLANCHARD REPAIRS & SERVICES              | 4,079.02     | 12,000.00    | 12,000.00    | 12,000.00    | 12,000.00    | 12,000.00    | 0.00%       | -           |
| 01442227                            | 524101 | BLANCHARD BUILDING MAINTENANCE SVCS       | 1,547.59     | 3,417.00     | 399.00       | 399.00       | 418.00       | 439.00       | -88.32%     | (3,018.00)  |
| 01442227                            | 529060 | BLANCHARD SLUDGE PUMPING & REMOVAL        | 5,153.51     | 4,486.00     | 6,031.00     | 6,031.00     | 6,332.00     | 6,649.00     | 34.44%      | 1,545.00    |
| 01442227                            | 529080 | BLANCHARD MONITORING / TESTING SERVICES   | 5,642.60     | 5,563.00     | 6,677.00     | 6,677.00     | 7,011.00     | 7,361.00     | 20.03%      | 1,114.00    |
| 01442227                            | 530920 | BLANCHARD CONTRACTED SERVICES             | 25,386.30    | 27,763.00    | 25,842.00    | 25,842.00    | 27,134.00    | 28,491.00    | -6.92%      | (1,921.00)  |
| 01442227                            | 543195 | BLANCHARD SEPTIC SUPPLIES                 | 525.97       | 623.00       | 503.00       | 503.00       | 528.00       | 554.00       | -19.26%     | (120.00)    |
| 01442228                            | 524085 | STONY BROOK REPAIRS & SERVICES            | 2,259.90     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 0.00%       | -           |
| 01442228                            | 524101 | STONY BROOK BUILDING MAINTENANCE SVCS     | 1,547.59     | 3,417.00     | 399.00       | 399.00       | 418.00       | 439.00       | -88.32%     | (3,018.00)  |
| 01442228                            | 529060 | STONY BROOK SLUDGE PUMPING & REMOVAL      | 5,153.51     | 4,486.00     | 6,031.00     | 6,031.00     | 6,332.00     | 6,649.00     | 34.44%      | 1,545.00    |
| 01442228                            | 529080 | STONY BROOK MONITORING / TESTING SERVICES | 12,827.05    | 14,426.00    | 13,408.00    | 13,408.00    | 14,078.00    | 14,782.00    | -7.06%      | (1,018.00)  |
| 01442228                            | 530920 | STONY BROOK CONTRACTED SERVICES           | 25,386.30    | 27,763.00    | 25,842.00    | 25,842.00    | 27,134.00    | 28,491.00    | -6.92%      | (1,921.00)  |
| 01442228                            | 543195 | STONY BROOK SEPTIC SUPPLIES               | 525.97       | 623.00       | 503.00       | 503.00       | 528.00       | 554.00       | -19.26%     | (120.00)    |
| 01442229                            | 524085 | WA REPAIRS & SERVICES                     | 15,197.74    | 12,500.00    | 12,500.00    | 12,500.00    | 12,500.00    | 12,500.00    | 0.00%       | -           |
| 01442229                            | 524101 | WA BUILDING MAINTENANCE SVCS - SEPTIC     | 1,547.58     | 3,417.00     | 399.00       | 399.00       | 418.00       | 439.00       | -88.32%     | (3,018.00)  |
| 01442229                            | 529060 | WA SLUDGE PUMPING & REMOVAL               | 5,153.51     | 4,486.00     | 6,031.00     | 6,031.00     | 6,332.00     | 6,649.00     | 34.44%      | 1,545.00    |
| 01442229                            | 529080 | WA MONITORING / TESTING SERVICES          | 24,807.70    | 25,014.00    | 24,490.00    | 24,490.00    | 25,715.00    | 27,000.00    | -2.09%      | (524.00)    |
| 01442229                            | 530920 | WA CONTRACTED SERVICES                    | 25,362.18    | 27,763.00    | 25,842.00    | 25,842.00    | 27,134.00    | 28,491.00    | -6.92%      | (1,921.00)  |
| 01442229                            | 543195 | WA SEPTIC SUPPLIES                        | 525.95       | 623.00       | 503.00       | 503.00       | 528.00       | 554.00       | -19.26%     | (120.00)    |
| 01442800                            | 570000 | ENCUMBRANCES                              |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                      |        |                                           | 203,354.46   | 238,648.00   | 224,917.00   | 224,917.00   | 233,930.00   | 243,402.00   | -5.75%      | (13,731.00) |
| DEPARTMENT TOTAL                    |        |                                           | 203,354.46   | 238,648.00   | 224,917.00   | 224,917.00   | 233,930.00   | 243,402.00   | -5.75%      | (13,731.00) |

|                         |        |                                |             |             |             |             |             |             |             |             |
|-------------------------|--------|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford        |        |                                |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                |             |             |             |             |             |             |             |             |
|                         |        |                                |             |             |             |             |             |             |             |             |
| 491 CEMETERY DEPARTMENT |        |                                | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                    | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES       |        |                                |             |             |             |             |             |             |             |             |
| 01491100                | 511530 | SENIOR ASSISTANT               | 15,712.84   | 16,502.00   | 17,488.00   | 17,488.00   | 18,167.00   | 18,876.00   | 5.98%       | 986.00      |
| 01491100                | 511614 | CEMETERY SUPERVISOR            | 38,620.16   | 40,178.00   | 40,178.00   | 40,178.00   | 40,178.00   | 40,445.00   | 0.00%       | -           |
| 01491100                | 511660 | EQUIPMENT OPERATORS / LABORERS | 31,190.40   | 34,175.00   | 34,175.00   | 34,175.00   | 35,226.00   | 36,772.00   | 0.00%       | -           |
| 01491100                | 512280 | SEASONAL STAFF                 | -           | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 0.00%       | -           |
| 01491100                | 513160 | SEASONAL OVERTIME              | 7,075.05    | 4,300.00    | 5,500.00    | 5,500.00    | 6,000.00    | 6,000.00    | 27.91%      | 1,200.00    |
| 01491100                | 515050 | LONGEVITY                      | 1,050.00    | 1,350.00    | 1,350.00    | 1,350.00    | 1,638.00    | 1,888.00    | 0.00%       | -           |
| CATEGORY TOTAL          |        |                                | 93,648.45   | 101,505.00  | 103,691.00  | 103,691.00  | 106,209.00  | 108,981.00  | 2.15%       | 2,186.00    |
| EXPENSES                |        |                                |             |             |             |             |             |             |             |             |
| 01491200                | 521010 | ELECTRICITY                    | 677.28      | 535.00      | 593.00      | 593.00      | 625.00      | 650.00      | 10.84%      | 58.00       |
| 01491200                | 521040 | PROPANE GAS                    | 1,900.61    | 2,500.00    | 2,400.00    | 2,400.00    | 2,500.00    | 2,300.00    | -4.00%      | (100.00)    |
| 01491200                | 523010 | WATER                          | 7,173.43    | 6,813.00    | 7,000.00    | 7,000.00    | 7,000.00    | 7,000.00    | 2.74%       | 187.00      |
| 01491200                | 524015 | GROUNDS MAINTENANCE            | 8,042.78    | 15,000.00   | 15,000.00   | 12,000.00   | 15,000.00   | 15,000.00   | -20.00%     | (3,000.00)  |
| 01491200                | 524020 | VEHICLE MAINTENANCE            | 1,237.77    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | 0.00%       | -           |
| 01491200                | 524030 | EQUIPMENT MAINTENANCE          | 2,504.00    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 4,000.00    | 0.00%       | -           |
| 01491200                | 524090 | OTHER CONTRACTUAL SERVICES     | -           | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01491200                | 541010 | GASOLINE                       | 4,406.36    | 4,500.00    | 5,000.00    | 5,000.00    | 5,500.00    | 6,000.00    | 11.11%      | 500.00      |
| 01491200                | 542010 | OFFICE SUPPLIES                | 19.42       | 200.00      | 150.00      | 150.00      | 150.00      | 150.00      | -25.00%     | (50.00)     |
| 01491200                | 543060 | CLEANING/CUSTODIAL SUPPLIES    | 87.26       | 250.00      | 200.00      | 200.00      | 200.00      | 200.00      | -20.00%     | (50.00)     |
| 01491200                | 571100 | MEETINGS & CONFERENCES         | 100.00      | 285.00      | -           | -           | 330.00      | 330.00      | -100.00%    | (285.00)    |
| 01491200                | 573010 | DUES & MEMBERSHIPS             | -           | 100.00      | 100.00      | 100.00      | 125.00      | 125.00      | 0.00%       | -           |
| 01491800                | 570000 | ENCUMBRANCES                   | 375.00      |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                | 26,523.91   | 38,183.00   | 38,443.00   | 35,443.00   | 39,430.00   | 39,755.00   | -7.18%      | (2,740.00)  |
| DEPARTMENT TOTAL        |        |                                | 120,172.36  | 139,688.00  | 142,134.00  | 139,134.00  | 145,639.00  | 148,736.00  | -0.40%      | (554.00)    |
| Town of Westford        |        |                                |             |             |             |             |             |             |             |             |
| Budget Worksheet        |        |                                |             |             |             |             |             |             |             |             |
| Fiscal Year 2022        |        |                                |             |             |             |             |             |             |             |             |
|                         |        |                                |             |             |             |             |             |             |             |             |
| 510 BOARD OF HEALTH     |        |                                | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                     | OBJ    | DESCRIPTION                    | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES       |        |                                |             |             |             |             |             |             |             |             |
| 01510100                | 511020 | HEALTH DIRECTOR                | 98,395.65   | 100,364.00  | 102,377.00  | 102,377.00  | 102,377.00  | 102,377.00  | 2.01%       | 2,013.00    |
| 01510100                | 511030 | HEALTH AGENT                   | 53,952.08   | 71,943.00   | 75,216.00   | 75,216.00   | 77,098.00   | 79,023.00   | 4.55%       | 3,273.00    |
| 01510100                | 511050 | DIRECTOR - ENVIRON SERVICES    | 78,449.05   | 87,720.00   | 89,475.00   | 89,475.00   | 89,475.00   | 89,475.00   | 2.00%       | 1,755.00    |
| 01510100                | 511272 | FOOD INSPECTOR                 | 34,829.64   | 35,399.00   | 36,106.00   | 36,106.00   | 36,106.00   | 36,106.00   | 2.00%       | 707.00      |
| 01510100                | 511380 | NURSE                          | 65,788.20   | 66,853.00   | 83,566.00   | 68,184.00   | 83,566.00   | 83,566.00   | 1.99%       | 1,331.00    |
| 01510100                | 511390 | SUBSTANCE ABUSE COORDINATOR    | 8,138.98    | -           |             |             |             |             |             | -           |
| 01510100                | 511520 | ADMINISTRATIVE ASSISTANT       | 53,900.22   | 54,771.00   | 55,868.00   | 55,868.00   | 55,868.00   | 55,868.00   | 2.00%       | 1,097.00    |
| 01510100                | 511590 | OTHER SUPPORT STAFF            | 78.04       |             |             |             |             |             |             | -           |
| 01510100                | 515050 | LONGEVITY                      | 3,338.00    | 4,354.00    | 4,234.00    | 4,234.00    | 4,367.00    | 5,067.00    | -2.76%      | (120.00)    |
| CATEGORY TOTAL          |        |                                | 396,869.86  | 421,404.00  | 446,842.00  | 431,460.00  | 448,857.00  | 451,482.00  | 2.39%       | 10,056.00   |
| EXPENSES                |        |                                |             |             |             |             |             |             |             |             |
| 01510200                | 517070 | UNIFORM ALLOWANCE              | 315.06      | -           | 450.00      | 450.00      | 450.00      | 450.00      |             | 450.00      |
| 01510200                | 524020 | VEHICLE MAINTENANCE            | 527.45      | 400.00      | 400.00      | 400.00      | 400.00      | 400.00      | 0.00%       | -           |
| 01510200                | 524090 | CONTRACTED CLERICAL SERVICES   | 1,800.00    | 1,800.00    | 1,800.00    | 1,800.00    | 1,800.00    | 1,800.00    | 0.00%       | -           |
| 01510200                | 529070 | BIOHAZARD WASTE DISPOSAL       | 876.50      | 900.00      | 900.00      | 900.00      | 900.00      | 900.00      | 0.00%       | -           |
| 01510200                | 529080 | LABORATORY SERVICES            | 50.00       | 200.00      | 200.00      | 200.00      | 200.00      | 200.00      | 0.00%       | -           |
| 01510200                | 530350 | DENTAL SERVICES                | 2,205.00    | 3,400.00    | 3,400.00    | 3,400.00    | 3,400.00    | 3,400.00    | 0.00%       | -           |
| 01510200                | 530920 | CONTRACTED SERVICES            | -           | -           |             |             |             |             |             | -           |
| 01510200                | 530950 | CONSULTING SERVICES            | -           | 3,000.00    | 2,800.00    | 2,800.00    | 2,800.00    | 2,800.00    | -6.67%      | (200.00)    |
| 01510200                | 534030 | ADVERTISING - LEGAL            | 409.43      | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       | -           |
| 01510200                | 534040 | PRINTING SERVICES              | 2,931.47    | 3,500.00    | 3,000.00    | 3,000.00    | 3,000.00    | 3,000.00    | -14.29%     | (500.00)    |
| 01510200                | 541010 | GASOLINE                       | 648.71      | 1,200.00    | 1,200.00    | 1,200.00    | 1,200.00    | 1,200.00    | 0.00%       | -           |
| 01510200                | 542010 | OFFICE SUPPLIES                | 2,749.66    | 3,300.00    | 3,100.00    | 3,000.00    | 3,100.00    | 3,100.00    | -9.09%      | (300.00)    |
| 01510200                | 550010 | HEALTH / MEDICAL SUPPLIES      | 713.23      | 1,800.00    | 1,800.00    | 1,800.00    | 1,800.00    | 1,800.00    | 0.00%       | -           |
| 01510200                | 555015 | BOOKS & SUBSCRIPTIONS          | 89.00       | 150.00      | 150.00      | 150.00      | 150.00      | 150.00      | 0.00%       | -           |
| 01510200                | 571010 | TRAVEL - MILEAGE               | 1,073.82    | 1,800.00    | 1,500.00    | 1,500.00    | 1,500.00    | 1,500.00    | -16.67%     | (300.00)    |
| 01510200                | 571100 | MEETINGS & CONFERENCES         | 2,362.02    | 4,000.00    | 4,000.00    | 2,000.00    | 4,000.00    | 4,000.00    | -50.00%     | (2,000.00)  |
| 01510200                | 573010 | DUES & MEMBERSHIPS             | 1,397.55    | 1,230.00    | 1,400.00    | 1,400.00    | 1,400.00    | 1,400.00    | 13.82%      | 170.00      |
| 01510800                | 570000 | ENCUMBRANCES                   | 150.00      |             |             |             |             |             |             | -           |
| CATEGORY TOTAL          |        |                                | 18,298.90   | 27,180.00   | 26,600.00   | 24,500.00   | 26,600.00   | 26,600.00   | -9.86%      | (2,680.00)  |
| DEPARTMENT TOTAL        |        |                                | 415,168.76  | 448,584.00  | 473,442.00  | 455,960.00  | 475,457.00  | 478,082.00  | 1.64%       | 7,376.00    |

|                        |        |                                |             |             |             |             |             |             |             |             |
|------------------------|--------|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Town of Westford       |        |                                |             |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                |             |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                |             |             |             |             |             |             |             |             |
|                        |        |                                |             |             |             |             |             |             |             |             |
| 541 COUNCIL ON AGING   |        |                                | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                    | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES      |        |                                |             |             |             |             |             |             |             |             |
| 01541100               | 511050 | DIRECTOR                       | 91,733.14   | 93,568.00   | 95,440.00   | 95,440.00   | 95,440.00   | 95,440.00   | 2.00%       | 1,872.00    |
| 01541100               | 511390 | SOCIAL WORKER                  | 83,309.18   | 84,976.00   | 86,675.00   | 86,675.00   | 86,675.00   | 86,675.00   | 2.00%       | 1,699.00    |
| 01541100               | 511510 | RECORDS SUPERVISOR             | 28,514.34   | 28,904.00   | 29,484.00   | 29,484.00   | 29,484.00   | 29,484.00   | 2.01%       | 580.00      |
| 01541100               | 511550 | SENIOR ASSISTANT               | 65,449.00   | 68,840.00   | 72,961.00   | 72,961.00   | 75,750.00   | 76,658.00   | 5.99%       | 4,121.00    |
| 01541100               | 511590 | OUTREACH COORDINATOR           | 36,238.79   | 36,835.00   | 37,571.00   | 37,571.00   | 37,571.00   | 37,571.00   | 2.00%       | 736.00      |
| 01541100               | 511591 | EVENT SUPPORT WORKER           | 12,004.01   | 11,185.00   | 11,409.00   | 11,409.00   | 11,409.00   | 11,409.00   | 2.00%       | 224.00      |
| 01541100               | 511650 | MAINTENANCE WORKER I           | 46,780.74   | 51,639.00   | 52,677.00   | 52,677.00   | 52,677.00   | 52,677.00   | 2.01%       | 1,038.00    |
| 01541100               | 511710 | VAN DRIVERS                    | 22,320.61   | 28,050.00   | 31,050.00   | 31,050.00   | 31,050.00   | 31,050.00   | 10.70%      | 3,000.00    |
| 01541100               | 512040 | EVENING SUPERVISOR             | 7,458.30    | 9,261.00    | 15,080.00   | 9,446.00    | 15,080.00   | 15,080.00   | 2.00%       | 185.00      |
| 01541100               | 515050 | LONGEVITY                      | 3,168.00    | 3,330.00    | 3,780.00    | 3,780.00    | 4,030.00    | 4,317.00    | 13.51%      | 450.00      |
| 01541100               | 529030 | SNOW REMOVAL COVERAGE          | 200.00      | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | 0.00%       | -           |
| 01541100               | 578050 | SENIOR REBATE PROGRAM          | 27,250.50   | 30,000.00   | 30,000.00   | 30,000.00   | 30,000.00   | 30,000.00   | 0.00%       | -           |
| CATEGORY TOTAL         |        |                                | 424,426.61  | 447,588.00  | 467,127.00  | 461,493.00  | 470,166.00  | 471,361.00  | 3.11%       | 13,905.00   |
| EXPENSES               |        |                                |             |             |             |             |             |             |             |             |
| 01541200               | 517070 | UNIFORM ALLOWANCES             | 222.92      | 250.00      | 250.00      | 250.00      | 250.00      | 250.00      | 0.00%       | -           |
| 01541200               | 521010 | ELECTRICITY                    | 21,788.59   | 26,500.00   | 24,000.00   | 22,500.00   | 28,500.00   | 29,500.00   | -15.09%     | (4,000.00)  |
| 01541200               | 521020 | NATURAL GAS                    | 12,155.39   | 13,500.00   | 14,000.00   | 11,500.00   | 15,000.00   | 16,000.00   | -14.81%     | (2,000.00)  |
| 01541200               | 523010 | WATER                          | 1,957.83    | 2,300.00    | 3,300.00    | 2,000.00    | 4,300.00    | 5,300.00    | -13.04%     | (300.00)    |
| 01541200               | 523020 | SEWER/SEPTIC                   | 1,669.00    | 3,200.00    | 3,500.00    | 3,500.00    | 4,000.00    | 4,500.00    | 9.38%       | 300.00      |
| 01541200               | 524010 | BUILDING MAINTENANCE           | 4,308.30    | 6,000.00    | 7,000.00    | 6,000.00    | 9,000.00    | 9,000.00    | 0.00%       | -           |
| 01541200               | 524020 | VEHICLE MAINTENANCE            | 2,009.29    | 3,000.00    | 4,000.00    | 3,000.00    | 4,500.00    | 5,000.00    | 0.00%       | -           |
| 01541200               | 524030 | EQUIPMENT MAINTENANCE          | 684.00      | 2,000.00    | 2,000.00    | 2,000.00    | 2,500.00    | 2,500.00    | 0.00%       | -           |
| 01541200               | 524100 | BLDG MAINT SVCS - HVAC         | 17,430.60   | 7,000.00    | 8,000.00    | 8,000.00    | 8,500.00    | 9,000.00    | 14.29%      | 1,000.00    |
| 01541200               | 524103 | BLDG MAINT SVCS - GENERATOR    | 289.45      | 500.00      | 650.00      | 650.00      | 750.00      | 850.00      | 30.00%      | 150.00      |
| 01541200               | 524110 | BLDG MAINT SVCS - ELEVATOR     | 1,235.00    | 1,500.00    | 1,600.00    | 1,600.00    | 1,700.00    | 1,800.00    | 6.67%       | 100.00      |
| 01541200               | 524112 | BLD MAINT SVCS - FIRE/ALARM    | 1,734.50    | 1,800.00    | 1,900.00    | 1,900.00    | 1,900.00    | 2,000.00    | 5.56%       | 100.00      |
| 01541200               | 530300 | HEALTH / NUTRITION SERVICES    | 267.17      | 500.00      | -           | -           | 500.00      | 500.00      | -100.00%    | (500.00)    |
| 01541200               | 534010 | POSTAGE                        | 6,999.00    | 7,000.00    | 7,500.00    | 7,500.00    | 8,000.00    | 8,500.00    | 7.14%       | 500.00      |
| 01541200               | 541010 | GASOLINE                       | 10,397.14   | 10,500.00   | 10,500.00   | 10,500.00   | 12,000.00   | 12,500.00   | 0.00%       | -           |
| 01541200               | 542010 | OFFICE SUPPLIES                | 2,476.95    | 2,300.00    | 2,600.00    | 2,600.00    | 2,750.00    | 2,900.00    | 13.04%      | 300.00      |
| 01541200               | 542080 | OFFICE EQUIPMENT               | 281.46      | 600.00      | 600.00      | 600.00      | 700.00      | 800.00      | 0.00%       | -           |
| 01541200               | 543060 | CUSTODIAL / CLEANING SUPPLIES  | 2,867.99    | 5,500.00    | 6,000.00    | 6,000.00    | 6,500.00    | 7,000.00    | 9.09%       | 500.00      |
| 01541200               | 543110 | LIGHTING / ELECTRICAL SUPPLIES | -           | -           | -           | -           | -           | -           | -           | -           |
| 01541200               | 549080 | BOTTLED WATER                  | -           | -           | -           | -           | -           | -           | -           | -           |
| 01541200               | 557010 | PROGRAMS & ACTIVITIES          | 66.87       | 1,000.00    | 500.00      | 500.00      | 1,000.00    | 1,000.00    | -50.00%     | (500.00)    |
| 01541200               | 557020 | SOCIAL & CULTURAL PROGRAMS     | 979.75      | 1,200.00    | 1,000.00    | 1,000.00    | 1,200.00    | 1,200.00    | -16.67%     | (200.00)    |
| 01541200               | 571010 | TRAVEL - MILEAGE               | 909.14      | 1,600.00    | 1,000.00    | 1,000.00    | 1,000.00    | 1,000.00    | -37.50%     | (600.00)    |
| 01541200               | 571100 | MEETINGS & CONFERENCES         | 1,444.96    | 2,500.00    | 500.00      | 500.00      | 2,000.00    | 2,500.00    | -80.00%     | (2,000.00)  |
| 01541200               | 573010 | DUES & MEMBERSHIPS             | -           | 750.00      | 900.00      | 900.00      | 1,200.00    | 1,200.00    | 20.00%      | 150.00      |
| 01541800               | 570000 | ENCUMBRANCES                   | 3,407.36    | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL         |        |                                | 95,582.66   | 101,000.00  | 101,300.00  | 94,000.00   | 117,750.00  | 124,800.00  | -6.93%      | (7,000.00)  |
| DEPARTMENT TOTAL       |        |                                | 520,009.27  | 548,588.00  | 568,427.00  | 555,493.00  | 587,916.00  | 596,161.00  | 1.26%       | 6,905.00    |
| Town of Westford       |        |                                |             |             |             |             |             |             |             |             |
| Budget Worksheet       |        |                                |             |             |             |             |             |             |             |             |
| Fiscal Year 2022       |        |                                |             |             |             |             |             |             |             |             |
|                        |        |                                |             |             |             |             |             |             |             |             |
| 543 VETERAN'S SERVICES |        |                                | FISCAL 2020 | FISCAL 2021 | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024 | FISCAL 2022 | FISCAL 2022 |
| ORG                    | OBJ    | DESCRIPTION                    | ACTUAL      | BUDGET      | REQUEST     | TMR         | PROJECTED   | PROJECTED   | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES      |        |                                |             |             |             |             |             |             |             |             |
| 01543100               | 511050 | DIRECTOR                       | 61,559.01   | 62,791.00   | 64,046.00   | 64,046.00   | 64,046.00   | 64,046.00   | 2.00%       | 1,255.00    |
| 01543100               | 511550 | SENIOR ASSISTANT               | 4,445.22    | 4,697.00    | 4,978.00    | 4,978.00    | 5,171.00    | 5,373.00    | 5.98%       | 281.00      |
| 01543100               | 515050 | LONGEVITY                      | 850.00      | 850.00      | 850.00      | 850.00      | 914.00      | 1,164.00    | 0.00%       | -           |
| 01543100               | 578060 | VETERANS TAX WORK PROGRAM      | 7,424.00    | 7,500.00    | 7,500.00    | 7,500.00    | 7,500.00    | 7,500.00    | 0.00%       | -           |
| CATEGORY TOTAL         |        |                                | 74,278.23   | 75,838.00   | 77,374.00   | 77,374.00   | 77,631.00   | 78,083.00   | 2.03%       | 1,536.00    |
| EXPENSES               |        |                                |             |             |             |             |             |             |             |             |
| 01543200               | 524080 | MONUMENT MAINT SERVICES        | -           | 200.00      | 100.00      | -           | 100.00      | 100.00      | -100.00%    | (200.00)    |
| 01543200               | 530920 | CONTRACTED SERVICES            | -           | 500.00      | 500.00      | 500.00      | 500.00      | 500.00      | 0.00%       | -           |
| 01543200               | 542010 | OFFICE SUPPLIES                | -           | 200.00      | -           | -           | 100.00      | 100.00      | -100.00%    | (200.00)    |
| 01543200               | 557010 | PROGRAMS & ACTIVITIES          | 2,211.54    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 5,000.00    | 0.00%       | -           |
| 01543200               | 571100 | MEETINGS & CONFERENCES         | 163.26      | 1,000.00    | -           | -           | 1,000.00    | 1,000.00    | -100.00%    | (1,000.00)  |
| 01543200               | 577010 | VETERAN'S SERVICES             | 68,565.62   | 75,000.00   | 65,000.00   | 65,000.00   | 65,000.00   | 65,000.00   | -13.33%     | (10,000.00) |
| 01543800               | 570000 | ENCUMBRANCES                   | -           | -           | -           | -           | -           | -           | -           | -           |
| CATEGORY TOTAL         |        |                                | 70,940.42   | 81,900.00   | 70,600.00   | 70,500.00   | 71,700.00   | 71,700.00   | -13.92%     | (11,400.00) |
| DEPARTMENT TOTAL       |        |                                | 145,218.65  | 157,738.00  | 147,974.00  | 147,874.00  | 149,331.00  | 149,783.00  | -6.25%      | (9,864.00)  |

|                                |        |                               |              |              |              |              |              |              |             |             |
|--------------------------------|--------|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford               |        |                               |              |              |              |              |              |              |             |             |
| Budget Worksheet               |        |                               |              |              |              |              |              |              |             |             |
| Fiscal Year 2022               |        |                               |              |              |              |              |              |              |             |             |
|                                |        |                               |              |              |              |              |              |              |             |             |
| 610 LIBRARY                    |        |                               | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                            | OBJ    | DESCRIPTION                   | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES              |        |                               |              |              |              |              |              |              |             |             |
| 01610100                       | 511020 | LIBRARY DIRECTOR              | 114,769.13   | 117,065.00   | 119,407.00   | 119,407.00   | 119,407.00   | 119,407.00   | 2.00%       | 2,342.00    |
| 01610100                       | 511030 | ASSISTANT DIRECTOR            | 78,365.77    | 79,933.00    | 81,532.00    | 81,532.00    | 81,532.00    | 81,532.00    | 2.00%       | 1,599.00    |
| 01610100                       | 511340 | SENIOR LIBRARIANS             | 289,658.88   | 294,325.00   | 300,213.00   | 300,213.00   | 300,213.00   | 300,213.00   | 2.00%       | 5,888.00    |
| 01610100                       | 511470 | LIBRARY ASSISTANTS            | 668,006.02   | 708,893.00   | 718,834.00   | 718,834.00   | 740,467.00   | 750,831.00   | 1.40%       | 9,941.00    |
| 01610100                       | 511500 | OFFICE MANAGER                | 57,942.06    | 60,254.00    | 62,995.00    | 62,995.00    | 64,572.00    | 68,201.00    | 4.55%       | 2,741.00    |
| 01610100                       | 511590 | 7 SATURDAY, JULY-AUG          | 7,207.41     | 796.00       | -            | -            | 15,092.00    | 15,092.00    | -100.00%    | (796.00)    |
| 01610100                       | 511590 | OPEN FRI. AM's (ADD 4 HPW)    |              |              |              |              | 21,287.00    | 21,287.00    |             | -           |
| 01610100                       | 511650 | CUSTODIANS                    | 67,015.76    | 68,689.00    | 70,689.00    | 70,689.00    | 71,341.00    | 71,341.00    | 2.91%       | 2,000.00    |
| 01610100                       | 512010 | PAGES                         | 10,725.06    | 20,556.00    | 17,381.00    | 17,381.00    | 22,901.00    | 23,490.00    | -15.45%     | (3,175.00)  |
| 01610100                       | 513160 | CUSTODIAL OVERTIME            | -            | 2,968.00     | 3,028.00     | 3,028.00     | 3,028.00     | 3,028.00     | 2.02%       | 60.00       |
| 01610100                       | 514090 | MLS STIPENDS                  | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 0.00%       | -           |
| 01610100                       | 515050 | LONGEVITY                     | 19,021.00    | 21,442.00    | 22,893.00    | 22,893.00    | 23,977.00    | 24,318.00    | 6.77%       | 1,451.00    |
| CATEGORY TOTAL                 |        |                               | 1,315,711.09 | 1,377,921.00 | 1,399,972.00 | 1,399,972.00 | 1,466,817.00 | 1,481,740.00 | 1.60%       | 22,051.00   |
| EXPENSES                       |        |                               |              |              |              |              |              |              |             |             |
| 01610200                       | 517070 | UNIFORM ALLOWANCES            | 1,064.18     | 1,260.00     | 1,260.00     | 1,260.00     | 1,260.00     | 1,260.00     | 0.00%       | -           |
| 01610200                       | 521010 | ELECTRICITY                   | 22,744.20    | 23,000.00    | 26,529.00    | 24,583.00    | 26,750.00    | 26,750.00    | 6.88%       | 1,583.00    |
| 01610200                       | 521030 | HEATING FUEL                  | 12,782.54    | 15,800.00    | 16,640.00    | 15,000.00    | 16,000.00    | 16,000.00    | -5.06%      | (800.00)    |
| 01610200                       | 523010 | WATER                         | 1,377.90     | 1,565.00     | 1,565.00     | 1,565.00     | 1,565.00     | 1,565.00     | 0.00%       | -           |
| 01610200                       | 524030 | EQUIPMENT MAINTENANCE         | 16,160.50    | 33,500.00    | 25,964.00    | 25,964.00    | 25,000.00    | 25,000.00    | -22.50%     | (7,536.00)  |
| 01610200                       | 530400 | MVLC NETWORK MAINTENANCE      | 36,000.00    | 36,000.00    | 36,000.00    | 36,000.00    | 38,000.00    | 38,000.00    | 0.00%       | -           |
| 01610200                       | 534010 | POSTAGE                       | 3,238.79     | 3,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 3,500.00     | 0.00%       | -           |
| 01610200                       | 534040 | PRINTING SERVICES             | 4,465.46     | 3,750.00     | 4,500.00     | 4,500.00     | 4,500.00     | 4,500.00     | 20.00%      | 750.00      |
| 01610200                       | 542010 | OFFICE SUPPLIES               | 13,025.22    | 15,000.00    | 15,000.00    | 13,500.00    | 13,500.00    | 13,500.00    | -10.00%     | (1,500.00)  |
| 01610200                       | 543060 | CUSTODIAL / CLEANING SUPPLIES | 4,815.80     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       | -           |
| 01610200                       | 555015 | BOOKS & SUBSCRIPTIONS         | 201,914.00   | 220,000.00   | 228,000.00   | 228,000.00   | 210,000.00   | 210,000.00   | 3.64%       | 8,000.00    |
| 01610200                       | 571010 | MILEAGE                       | 641.31       | 1,800.00     | 816.00       | 816.00       | 1,800.00     | 1,800.00     | -54.67%     | (984.00)    |
| 01610200                       | 571100 | MEETINGS & CONFERENCES        | 720.00       | 3,000.00     | 300.00       | 300.00       | 3,000.00     | 3,000.00     | -90.00%     | (2,700.00)  |
| 01610200                       | 573010 | DUES & MEMBERSHIPS            | 1,544.00     | 1,375.00     | 800.00       | 800.00       | 1,375.00     | 1,375.00     | -41.82%     | (575.00)    |
| 01610800                       | 570000 | ENCUMBRANCES                  |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                 |        |                               | 320,493.90   | 364,550.00   | 365,874.00   | 360,788.00   | 351,250.00   | 351,250.00   | -1.03%      | (3,762.00)  |
| DEPARTMENT TOTAL               |        |                               | 1,636,204.99 | 1,742,471.00 | 1,765,846.00 | 1,760,760.00 | 1,818,067.00 | 1,832,990.00 | 1.05%       | 18,289.00   |
| Town of Westford               |        |                               |              |              |              |              |              |              |             |             |
| Budget Worksheet               |        |                               |              |              |              |              |              |              |             |             |
| Fiscal Year 2022               |        |                               |              |              |              |              |              |              |             |             |
|                                |        |                               |              |              |              |              |              |              |             |             |
| 650 PARKS-GROUNDS & BLDG MAINT |        |                               | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                            | OBJ    | DESCRIPTION                   | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| PERSONAL SERVICES              |        |                               |              |              |              |              |              |              |             |             |
| 01650100                       | 511610 | CREW SUPERVISOR               | 38,620.16    | 39,140.00    | 40,178.00    | 40,178.00    | 40,280.00    | 40,444.00    | 2.65%       | 1,038.00    |
| 01650100                       | 511613 | PARKS OPERATIONS SUPERVISOR   | 42,487.04    | 43,054.00    | 44,201.00    | 44,201.00    | 44,312.00    | 44,494.00    | 2.66%       | 1,147.00    |
| 01650100                       | 511620 | HEAVY EQUIPMENT OPERATOR      | 115,044.63   | 147,980.00   | 154,029.00   | 154,029.00   | 155,350.00   | 157,671.00   | 4.09%       | 6,049.00    |
| 01650100                       | 512280 | SEASONAL STAFF                | 10,585.60    | 5,350.00     | 5,350.00     | 5,350.00     | 5,350.00     | 5,350.00     | 0.00%       | -           |
| 01650100                       | 513120 | OVERTIME                      | 5,286.42     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 0.00%       | -           |
| 01650100                       | 515050 | LONGEVITY                     | 4,125.00     | 3,875.00     | 3,875.00     | 3,875.00     | 3,875.00     | 4,000.00     | 0.00%       | -           |
| CATEGORY TOTAL                 |        |                               | 216,148.85   | 247,399.00   | 255,633.00   | 255,633.00   | 257,167.00   | 259,959.00   | 3.33%       | 8,234.00    |
| EXPENSES                       |        |                               |              |              |              |              |              |              |             |             |
| 01650200                       | 521010 | ELECTRICITY                   | -            | 795.00       | 795.00       | 795.00       | 850.00       | 900.00       | 0.00%       | -           |
| 01650200                       | 523010 | WATER                         | 3,964.60     | 225.00       | 225.00       | 225.00       | 225.00       | 225.00       | 0.00%       | -           |
| 01650200                       | 524015 | GROUNDS MAINTENANCE           | 13,590.27    | 22,000.00    | 22,000.00    | 15,000.00    | 23,000.00    | 24,000.00    | -31.82%     | (7,000.00)  |
| 01650200                       | 524020 | VEHICLE MAINTENANCE           | 3,072.27     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 0.00%       | -           |
| 01650200                       | 524030 | EQUIPMENT MAINTENANCE         | 3,186.31     | 2,000.00     | 2,000.00     | 2,000.00     | 2,500.00     | 3,000.00     | 0.00%       | -           |
| 01650200                       | 530920 | CONTRACTED SERVICES           | 405.30       | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       | -           |
| 01650200                       | 541010 | GASOLINE                      | 7,109.60     | 7,000.00     | 7,000.00     | 7,000.00     | 7,500.00     | 8,000.00     | 0.00%       | -           |
| 01650200                       | 542010 | OFFICE SUPPLIES               | 436.57       | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       | -           |
| 01650200                       | 542017 | TOWN COMMON EXPENSE           | 3,249.66     | 3,000.00     | 3,000.00     | -            | 3,000.00     | 3,000.00     | -100.00%    | (3,000.00)  |
| 01650200                       | 542018 | MONUMENT MAINT SERVICES       | 865.05       | 500.00       | 750.00       | 750.00       | 1,000.00     | 1,000.00     | 50.00%      | 250.00      |
| 01650200                       | 571010 | TRAVEL-MILEAGE                | 306.30       | 200.00       | 200.00       | 200.00       | 200.00       | 200.00       | 0.00%       | -           |
| 01650200                       | 571100 | MEETING & CONFERENCES         | 1,337.45     | 2,066.00     | -            | -            | 2,100.00     | 2,100.00     | -100.00%    | (2,066.00)  |
| 01650200                       | 573010 | DUES AND MEMBERSHIPS          | 467.20       | 510.00       | 510.00       | 510.00       | 550.00       | 550.00       | 0.00%       | -           |
| 01650200                       | 585000 | RECREATIONAL EQUIPMENT        | 12.59        | 785.00       | 785.00       | 785.00       | 785.00       | 785.00       | 0.00%       | -           |
| CATEGORY TOTAL                 |        |                               | 38,003.17    | 44,581.00    | 42,765.00    | 32,765.00    | 47,210.00    | 49,260.00    | -26.50%     | (11,816.00) |
| DEPARTMENT TOTAL               |        |                               | 254,152.02   | 291,980.00   | 298,398.00   | 288,398.00   | 304,377.00   | 309,219.00   | -1.23%      | (3,582.00)  |
| Town of Westford               |        |                               |              |              |              |              |              |              |             |             |
| Budget Worksheet               |        |                               |              |              |              |              |              |              |             |             |
| Fiscal Year 2022               |        |                               |              |              |              |              |              |              |             |             |
|                                |        |                               |              |              |              |              |              |              |             |             |
| 660 LAND MANAGEMENT            |        |                               | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                            | OBJ    | DESCRIPTION                   | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                       |        |                               |              |              |              |              |              |              |             |             |
| 01660200                       | 521010 | ELECTRICITY                   | 2,588.39     | 4,400.00     | 4,400.00     | 4,000.00     | 4,400.00     | 4,400.00     | -9.09%      | (400.00)    |
| 01660200                       | 521020 | NATURAL GAS                   | 1,337.24     | 800.00       | 1,266.00     | 1,266.00     | 1,266.00     | 1,266.00     | 58.25%      | 466.00      |
| 01660200                       | 523010 | WATER                         | 2,731.32     | 4,500.00     | 4,500.00     | 4,500.00     | 4,500.00     | 4,500.00     | 0.00%       | -           |
| 01660200                       | 524010 | BUILDING MAINTENANCE          | 5,949.03     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 0.00%       | -           |
| 01660200                       | 524015 | GROUNDS MAINTENANCE           | 4,867.88     | 5,500.00     | 5,500.00     | 5,500.00     | 5,500.00     | 5,500.00     | 0.00%       | -           |
| 01660200                       | 530920 | CARETAKER SERVICES            | 19,827.51    | 20,000.00    | 20,000.00    | 10,000.00    | 20,000.00    | 20,000.00    | -50.00%     | (10,000.00) |
| 01660200                       | 570000 | ENCUMBRANCES                  |              |              |              |              |              |              |             | -           |
| CATEGORY TOTAL                 |        |                               | 37,301.37    | 42,200.00    | 42,666.00    | 32,266.00    | 42,666.00    | 42,666.00    | -23.54%     | (9,934.00)  |
| DEPARTMENT TOTAL               |        |                               | 37,301.37    | 42,200.00    | 42,666.00    | 32,266.00    | 42,666.00    | 42,666.00    | -23.54%     | (9,934.00)  |

|                            |        |                                       |              |              |              |              |              |              |             |
|----------------------------|--------|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Town of Westford           |        |                                       |              |              |              |              |              |              |             |
| Budget Worksheet           |        |                                       |              |              |              |              |              |              |             |
| Fiscal Year 2022           |        |                                       |              |              |              |              |              |              |             |
|                            |        |                                       |              |              |              |              |              |              |             |
| 670 HISTORICAL COMM/MUSEUM |        |                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 |
| ORG                        | OBJ    | DESCRIPTION                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| EXPENSES                   |        |                                       |              |              |              |              |              |              | \$ INC/DEC  |
| 01670200                   | 521010 | ELECTRICITY                           | 3,024.74     | 4,000.00     | 4,000.00     | 3,200.00     | 4,000.00     | 4,000.00     | -20.00%     |
| 01670200                   | 521030 | HEATING FUEL                          | 3,205.07     | 3,800.00     | 3,800.00     | 3,300.00     | 3,800.00     | 3,800.00     | -13.16%     |
| 01670200                   | 523010 | WATER                                 | 256.75       | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       |
| 01670200                   | 523020 | SEWER / SEPTIC                        | -            | 500.00       | 500.00       | 500.00       | 500.00       | 500.00       | 0.00%       |
| 01670200                   | 524010 | BUILDING MAINTENANCE                  | 2,150.00     | 500.00       | 2,500.00     | 2,500.00     | 2,500.00     | 2,500.00     | 400.00%     |
| 01670200                   | 524015 | GROUPS MAINTENANCE                    | -            | 100.00       | 100.00       | 100.00       | 100.00       | 100.00       | 0.00%       |
| 01670200                   | 524030 | EQUIPMENT MAINTENANCE                 | -            | 100.00       | 100.00       | 100.00       | 100.00       | 100.00       | 0.00%       |
| 01670200                   | 525060 | SIGNAGE                               | -            | 100.00       | 250.00       | 250.00       | 250.00       | 250.00       | 150.00%     |
| 01670200                   | 529090 | SECURITY SYSTEM SERVICES              | 882.80       | 1,200.00     | 1,200.00     | 1,200.00     | 1,200.00     | 1,200.00     | 0.00%       |
| 01670200                   | 530920 | CONTRACTED SERVICES                   | 124.91       | 1,000.00     | 5,000.00     | 1,000.00     | 5,000.00     | 5,000.00     | 0.00%       |
| 01670800                   | 570000 | ENCUMBRANCES                          | 14.30        |              |              |              |              |              |             |
| CATEGORY TOTAL             |        |                                       | 9,658.57     | 11,800.00    | 17,950.00    | 12,650.00    | 17,950.00    | 17,950.00    | 7.20%       |
| DEPARTMENT TOTAL           |        |                                       | 9,658.57     | 11,800.00    | 17,950.00    | 12,650.00    | 17,950.00    | 17,950.00    | 7.20%       |
| Town of Westford           |        |                                       |              |              |              |              |              |              |             |
| Budget Worksheet           |        |                                       |              |              |              |              |              |              |             |
| Fiscal Year 2022           |        |                                       |              |              |              |              |              |              |             |
|                            |        |                                       |              |              |              |              |              |              |             |
| 710 DEBT SERVICE           |        |                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 |
| ORG                        | OBJ    | DESCRIPTION                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| EXPENSES                   |        |                                       |              |              |              |              |              |              | \$ INC/DEC  |
|                            |        | LONG TERM DEBT EXEMPT                 | 5,973,187.29 | 4,510,020.00 | 4,570,850.00 | 4,570,850.00 | 4,947,738.00 | 3,673,050.00 | 1.35%       |
|                            |        | ELEMENTARY SCHOOL CONST 040103        |              |              |              |              |              |              |             |
| 01710003                   | 591030 | PRINCIPAL LONG TERM DEBT              | 1,360,000.00 | 1,425,000.00 | 1,490,000.00 | 1,490,000.00 | 1,555,000.00 |              | 4.56%       |
| 01710003                   | 592030 | INTEREST LONG TERM DEBT               | 271,125.00   | 199,725.00   | 137,025.00   | 137,025.00   | 34,988.00    |              | -31.39%     |
|                            |        | MIDDLE SCHOOL CONST 040103            |              |              |              |              |              |              |             |
| 01710003                   | 591031 | PRINCIPAL LONG TERM DEBT              | 1,300,000.00 | 1,355,000.00 | 1,415,000.00 | 1,415,000.00 | 1,480,000.00 |              | 4.43%       |
| 01710003                   | 592031 | INTEREST LONG TERM DEBT               | 258,145.00   | 189,895.00   | 130,275.00   | 130,275.00   | 33,300.00    |              | -31.40%     |
|                            |        | ACADEMY REFUNDING 1                   |              |              |              |              |              |              |             |
| 01710008                   | 591038 | PRINCIPAL LONG TERM DEBT              | 1,295,000.00 |              |              |              |              |              | -           |
| 01710008                   | 592038 | INTEREST LONG TERM DEBT               | 51,800.00    |              |              |              |              |              | -           |
|                            |        | SENIOR CENTER CONSTRUCTION 11-09      |              |              |              |              |              |              |             |
| 01710011                   | 591046 | PRINCIPAL LONG TERM DEBT              | 190,000.00   | 190,000.00   | 195,000.00   | 195,000.00   | 195,000.00   | 200,000.00   | 2.63%       |
| 01710011                   | 592046 | INTEREST LONG TERM DEBT               | 76,100.00    | 66,600.00    | 57,100.00    | 57,100.00    | 47,350.00    | 37,600.00    | -14.26%     |
|                            |        | HIGHWAY GARAGE CONSTRUCTION REFUNDING |              |              |              |              |              |              |             |
| 01710012                   | 591064 | PRINCIPAL LONG TERM DEBT              | 500,000.00   | 480,000.00   | 465,000.00   | 465,000.00   | 450,000.00   | 125,000.00   | -3.13%      |
| 01710012                   | 592064 | INTEREST LONG TERM DEBT               | 40,400.00    | 30,400.00    | 20,800.00    | 20,800.00    | 11,500.00    | 2,500.00     | -31.58%     |
|                            |        | FLETCHER FIRE STATION 02-18           |              |              |              |              |              |              |             |
| 01710013                   | 591069 | PRINCIPAL LONG TERM DEBT              | 290,000.00   | 210,000.00   | 310,000.00   | 310,000.00   | 190,000.00   | 800,000.00   | 47.62%      |
| 01710013                   | 592069 | INTEREST LONG TERM DEBT               | 305,000.00   | 290,500.00   | 280,000.00   | 280,000.00   | 264,500.00   | 255,000.00   | -3.61%      |
|                            |        | FLETCHER FIRE STATION \$1.772M        |              |              |              |              |              |              |             |
| 01710014                   | 591069 | PRINCIPAL LONG TERM DEBT              | -            | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    | 0.00%       |
| 01710014                   | 592069 | INTEREST LONG TERM DEBT               | 35,617.29    | 27,900.00    | 25,650.00    | 25,650.00    | 23,400.00    | 21,150.00    | -8.06%      |
|                            |        | OTHER PROJECTED DEBT                  |              |              |              |              |              |              |             |
|                            |        | New Center Building                   |              |              |              |              | 617,700.00   | 617,700.00   | -           |
|                            |        | JV Fletcher Library Expansion         |              |              |              |              |              | 859,100.00   | -           |
|                            |        | School Administration Building        |              |              |              |              |              | 710,000.00   | -           |

|                  |        |                                           |              |              |              |              |              |              |             |             |
|------------------|--------|-------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|
| Town of Westford |        |                                           |              |              |              |              |              |              |             |             |
| Budget Worksheet |        |                                           |              |              |              |              |              |              |             |             |
| Fiscal Year 2022 |        |                                           |              |              |              |              |              |              |             |             |
|                  |        |                                           |              |              |              |              |              |              |             |             |
| 710 DEBT SERVICE |        |                                           | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG              | OBJ    | DESCRIPTION                               | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES         |        |                                           |              |              |              |              |              |              |             |             |
|                  |        | LONG TERM DEBT NON-EXEMPT                 | 1,340,582.32 | 1,401,930.00 | 1,550,204.00 | 1,550,204.00 | 1,600,536.00 | 1,683,832.00 | 10.58%      | 148,274.00  |
|                  |        | TITLE V                                   |              |              |              |              |              |              |             |             |
| 01750001         | 591037 | PRINCIPAL LONG TERM DEBT                  | 4,014.00     |              |              |              |              |              |             | -           |
|                  |        | INTEREST LONG TERM DEBT                   |              |              |              |              |              |              |             | -           |
|                  |        | GROTON ROAD WATER MAIN 061506             |              |              |              |              |              |              |             |             |
| 01750010         | 591044 | PRINCIPAL LONG TERM DEBT                  | 10,905.53    | 11,123.00    | 11,344.00    | 11,344.00    | 11,570.00    | 11,799.00    | 1.99%       | 221.00      |
| 01750010         | 592044 | INTEREST LONG TERM DEBT                   | 2,814.35     | 2,595.00     | 2,370.00     | 2,370.00     | 2,140.00     | 1,907.00     | -8.67%      | (225.00)    |
| 01750010         | 593544 | ADMINISTRATIVE FEE                        | 211.08       | 195.00       | 178.00       | 178.00       | 161.00       | 143.00       | -8.72%      | (17.00)     |
|                  |        | TOWN HALL CONSTRUCTION                    |              |              |              |              |              |              |             |             |
| 01750011         | 591047 | PRINCIPAL LONG TERM DEBT                  | 54,150.00    | 65,550.00    | 65,550.00    | 65,550.00    | 65,550.00    | 65,550.00    | 0.00%       | -           |
| 01750011         | 592047 | INTEREST LONG TERM DEBT                   | 39,090.39    | 26,733.00    | 23,456.00    | 23,456.00    | 20,178.00    | 16,901.00    | -12.26%     | (3,277.00)  |
|                  |        | PERCHLORATE REMEDIATION WPAT CONTRACT 1   |              |              |              |              |              |              |             |             |
| 01750012         | 591048 | PRINCIPAL LONG TERM DEBT                  | 37,010.35    | 37,757.00    | 38,519.00    | 38,519.00    | 39,296.00    | 40,088.00    | 2.02%       | 762.00      |
| 01750012         | 592048 | INTEREST LONG TERM DEBT                   | 9,567.13     | 8,819.00     | 8,057.00     | 8,057.00     | 7,279.00     | 6,485.00     | -8.64%      | (762.00)    |
| 01750012         | 593548 | ADMINISTRATIVE FEE                        | 717.54       | 662.00       | 604.00       | 604.00       | 546.00       | 486.00       | -8.76%      | (58.00)     |
|                  |        | ABBOT ELEVATOR                            |              |              |              |              |              |              |             |             |
| 01750013         | 591051 | PRINCIPAL LONG TERM DEBT                  | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    |              | 0.00%       | -           |
| 01750013         | 592051 | INTEREST LONG TERM DEBT                   | 3,600.00     | 2,700.00     | 1,800.00     | 1,800.00     | 900.00       |              | -33.33%     | (900.00)    |
|                  |        | DEPARTMENTAL EQUIPMENT (POLICE RADIO)     |              |              |              |              |              |              |             |             |
| 01750014         | 591052 | PRINCIPAL LONG TERM DEBT                  | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    |              |              | 0.00%       | -           |
| 01750014         | 592052 | INTEREST LONG TERM DEBT                   | 1,200.00     | 800.00       | 400.00       | 400.00       |              |              | -50.00%     | (400.00)    |
|                  |        | DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER |              |              |              |              |              |              |             |             |
| 01750016         | 591054 | PRINCIPAL LONG TERM DEBT                  | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    |              |              | 0.00%       | -           |
| 01750016         | 592054 | INTEREST LONG TERM DEBT                   | 600.00       | 400.00       | 200.00       | 200.00       |              |              | -50.00%     | (200.00)    |
|                  |        | FIRE TRUCK - 544,000                      |              |              |              |              |              |              |             |             |
| 01750017         | 591056 | PRINCIPAL LONG TERM DEBT                  | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 50,000.00    | 0.00%       | -           |
| 01750017         | 592056 | INTEREST LONG TERM DEBT                   | 5,400.00     | 4,300.00     | 3,200.00     | 3,200.00     | 2,100.00     | 1,000.00     | -25.58%     | (1,100.00)  |
|                  |        | WA BLEACHERS - 550,000                    |              |              |              |              |              |              |             |             |
| 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 | INTEREST LONG TERM DEBT                   | 5,500.00     | 4,400.00     | 3,300.00     | 3,300.00     | 2,200.00     | 1,100.00     | -25.00%     | (1,100.00)  |
|                  |        | 10 WHEEL DUMPTRUCK: HIGHWAY - 195,792     |              |              |              |              |              |              |             |             |
| 01750022         | 591061 | PRINCIPAL LONG TERM DEBT                  | 20,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | 12,750.00    | 0.00%       | -           |
| 01750022         | 592061 | INTEREST LONG TERM DEBT                   | 1,900.00     | 1,275.00     | 935.00       | 935.00       | 595.00       | 255.00       | -26.67%     | (340.00)    |
|                  |        | MSBA DAY & ROBINSON WINDOWS (\$2M)        |              |              |              |              |              |              |             |             |
| 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 | INTEREST LONG TERM DEBT                   | 40,450.00    | 37,450.00    | 35,200.00    | 35,200.00    | 32,950.00    | 30,700.00    | -6.01%      | (2,250.00)  |
|                  |        | MSBA DAY & ROBINSON WINDOWS (\$1M est)    |              |              |              |              |              |              |             |             |
| 01750024         | 591066 | PRINCIPAL LONG TERM DEBT                  | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 0.00%       | -           |
| 01750024         | 592066 | INTEREST LONG TERM DEBT                   | 11,872.19    | 15,288.00    | 13,788.00    | 13,788.00    | 12,288.00    | 10,788.00    | -9.81%      | (1,500.00)  |
|                  |        | DISPATCH CENTER                           |              |              |              |              |              |              |             |             |
| 01750024         | 591065 | PRINCIPAL LONG TERM DEBT                  | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 50,000.00    | 0.00%       | -           |
| 01750024         | 592065 | INTEREST LONG TERM DEBT                   | 20,712.50    | 19,063.00    | 17,825.00    | 17,825.00    | 16,588.00    | 15,350.00    | -6.49%      | (1,238.00)  |
|                  |        | PLAIN ROAD SIDEWALK                       |              |              |              |              |              |              |             |             |
| 01750025         | 591070 | PRINCIPAL LONG TERM DEBT                  | 55,725.00    | 55,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | -9.09%      | (5,000.00)  |
| 01750025         | 592070 | INTEREST LONG TERM DEBT                   | 31,250.91    | 20,750.00    | 18,000.00    | 18,000.00    | 15,500.00    | 13,000.00    | -13.25%     | (2,750.00)  |
|                  |        | MAIN STREET RECONSTRUCTION                |              |              |              |              |              |              |             |             |
| 01750025         | 591071 | PRINCIPAL LONG TERM DEBT                  | 190,000.00   | 111,794.00   | 111,794.00   | 111,794.00   | 111,795.00   | 111,795.00   | 0.00%       | -           |
| 01750025         | 592071 | INTEREST LONG TERM DEBT                   | 115,848.61   | 45,747.00    | 40,158.00    | 40,158.00    | 34,568.00    | 28,978.00    | -12.22%     | (5,589.00)  |
|                  |        | ENGINE 4 REPLACEMENT - \$615,000          |              |              |              |              |              |              |             |             |
| 01750026         | 591072 | PRINCIPAL LONG TERM DEBT                  | 64,275.00    | 65,000.00    | 65,000.00    | 65,000.00    | 65,000.00    | 65,000.00    | 0.00%       | -           |
| 01750026         | 592072 | INTEREST LONG TERM DEBT                   | 35,868.26    | 23,800.00    | 20,550.00    | 20,550.00    | 17,300.00    | 14,050.00    | -13.66%     | (3,250.00)  |
|                  |        | WASTE WATER UPGRADE DEP                   |              |              |              |              |              |              |             |             |
| 01750026         | 591073 | PRINCIPAL LONG TERM DEBT                  | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 45,000.00    | 45,000.00    | 0.00%       | -           |
| 01750026         | 592073 | INTEREST LONG TERM DEBT                   | 28,480.83    | 18,950.00    | 16,450.00    | 16,450.00    | 13,950.00    | 11,700.00    | -13.19%     | (2,500.00)  |
|                  |        | ROUDENBUSH REHABILITATION                 |              |              |              |              |              |              |             |             |
| 01750026         | 591074 | PRINCIPAL LONG TERM DEBT                  | 20,000.00    | 20,000.00    | 22,000.00    | 22,000.00    | 22,500.00    | 34,000.00    | 10.00%      | 2,000.00    |
| 01750026         | 592074 | INTEREST LONG TERM DEBT                   | 11,695.73    | 21,728.00    | 20,928.00    | 20,928.00    | 20,048.00    | 19,148.00    | -3.68%      | (800.00)    |

|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|----------------------------------------------------------|--------|-----------------------------------------------|-------------|--------------|-------------|-------------|-------------|--------------|-------------|-------------|
| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
| 710 DEBT SERVICE                                         |        |                                               | FISCAL 2020 | FISCAL 2021  | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| OBJ                                                      |        | DESCRIPTION                                   | ACTUAL      | BUDGET       | REQUEST     | TMR         | PROJECTED   | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                                                 |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | LONG TERM DEBT NON-EXEMPT CONT'D              |             |              |             |             |             |              |             |             |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | ROADWAY IMPROVEMENT 03/24/18                  |             |              |             |             |             |              |             |             |
| 01750027                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      | 80,000.00   | 80,000.00    | 80,000.00   | 80,000.00   | 75,000.00   | 75,000.00    | 0.00%       | -           |
| 01750027                                                 | 592000 | INTEREST LONG TERM DEBT                       | 17,722.92   | 31,250.00    | 27,250.00   | 27,250.00   | 23,250.00   | 19,500.00    | -12.80%     | (4,000.00)  |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | ABBOT ROOF MSBA CONSTRUCTION                  |             |              |             |             |             |              |             |             |
| 01750028                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      |             | 191,638.00   | 124,250.00  | 124,250.00  | 124,250.00  | 124,250.00   | -35.16%     | (67,388.00) |
| 01750028                                                 | 592000 | INTEREST LONG TERM DEBT                       |             |              |             |             |             |              |             | -           |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | ROADWAY IMPROVEMENT 03/23/19                  |             |              |             |             |             |              |             |             |
| 01750029                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      |             | 60,313.00    | 60,313.00   | 60,313.00   | 60,313.00   | 60,313.00    | 0.00%       | -           |
| 01750029                                                 | 592000 | INTEREST LONG TERM DEBT                       |             |              |             |             |             |              |             | -           |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
| 01790200                                                 | 590000 | OTHER PROJECTED DEBT                          |             |              |             |             |             |              |             |             |
|                                                          |        | Town Lighting                                 |             | 8,948.00     |             |             |             |              | -100.00%    | (8,948.00)  |
|                                                          |        | Oak Hill, Plain Road, Moore Rd                |             |              | 81,925.00   | 81,925.00   | 108,015.00  | 269,090.00   |             | 81,925.00   |
|                                                          |        | TSSTF Access Controls (\$500k)                |             | 61,000.00    | 69,540.00   | 69,540.00   | 69,540.00   | 69,540.00    | 14.00%      | 8,540.00    |
|                                                          |        | TSSTF Communication (\$106,704)               |             | 23,902.00    | 24,640.00   | 24,640.00   | 24,640.00   | 24,640.00    | 3.09%       | 738.00      |
|                                                          |        | Carlisle Road Sidewalk / Pedestrian Safety    |             | 11,000.00    | 53,680.00   | 53,680.00   | 53,680.00   | 53,680.00    | 388.00%     | 42,680.00   |
|                                                          |        | Senior Center HVAC and Roof Ext over Sidewalk |             |              |             |             |             |              |             | -           |
|                                                          |        | Fire Truck                                    |             |              |             |             | 94,846.00   | 94,846.00    |             | -           |
|                                                          |        | 10/17/20 Special Town Meeting Adjustment      |             | (125,000.00) |             |             |             |              | -100.00%    | 125,000.00  |
| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
| 710 DEBT SERVICE                                         |        |                                               | FISCAL 2020 | FISCAL 2021  | FISCAL 2022 | FISCAL 2022 | FISCAL 2023 | FISCAL 2024  | FISCAL 2022 | FISCAL 2022 |
| ORG                                                      | OBJ    | DESCRIPTION                                   | ACTUAL      | BUDGET       | REQUEST     | TMR         | PROJECTED   | PROJECTED    | % INC/DEC   | \$ INC/DEC  |
| EXPENSES                                                 |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | LONG & SHORT TERM DEBT                        | 750,505.13  | 792,327.00   | 820,406.00  | 820,406.00  | 942,350.00  | 1,029,128.00 | 3.54%       | 28,079.00   |
|                                                          |        | COMMUNITY PRESERVATION FUND                   |             |              |             |             |             |              |             |             |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | TOWN HALL CONSTRUCTION                        |             |              |             |             |             |              |             |             |
| 24164530                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      | 40,850.00   | 49,450.00    | 49,450.00   | 49,450.00   | 49,450.00   | 49,450.00    | 0.00%       | -           |
| 24164530                                                 | 592000 | INTEREST LONG TERM DEBT                       | 29,489.28   | 20,167.00    | 17,695.00   | 17,695.00   | 15,222.00   | 12,750.00    | -12.26%     | (2,472.00)  |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | ROUDENBUSH CONSTRUCTION                       |             |              |             |             |             |              |             |             |
| 24164540                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      | 180,000.00  | 180,000.00   | 198,000.00  | 198,000.00  | 202,500.00  | 306,000.00   | 10.00%      | 18,000.00   |
| 24164540                                                 | 592000 | INTEREST LONG TERM DEBT                       | 163,075.02  | 195,547.00   | 188,348.00  | 188,348.00  | 180,428.00  | 172,328.00   | -3.68%      | (7,199.00)  |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | ADAMS PROPERTY                                |             |              |             |             |             |              |             |             |
| 24164570                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      | 205,000.00  | 205,000.00   | 205,000.00  | 205,000.00  | 205,000.00  | 205,000.00   | 0.00%       | -           |
| 24164570                                                 | 592000 | INTEREST LONG TERM DEBT                       | 132,090.83  | 142,163.00   | 131,913.00  | 131,913.00  | 125,763.00  | 119,613.00   | -7.21%      | (10,250.00) |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
|                                                          |        | WA AMENITIES BUILDING                         |             |              |             |             |             |              |             |             |
| 24164550                                                 | 591000 | PRINCIPAL LONG TERM DEBT                      |             |              | -           | -           | 163,987.00  | 163,987.00   |             | -           |
| 24164550                                                 | 592000 | INTEREST LONG TERM DEBT                       |             |              | -           | -           | -           | -            |             | -           |
|                                                          |        |                                               |             |              |             |             |             |              |             |             |
| 24164499                                                 | 592008 | INTEREST SHORT TERM DEBT                      |             |              | 30,000.00   | 30,000.00   | -           | -            |             | 30,000.00   |

| EXPENSES                                                 |        |                                                                  |              |              |              |              |              |              |          |              |
|----------------------------------------------------------|--------|------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|--------------|
|                                                          |        | LONG TERM DEBT WATER<br>(BUDGETED IN WATER ENTERPRISE)           | 1,273,351.37 | 1,515,001.00 | 1,587,804.00 | 1,587,804.00 | 1,551,535.00 | 1,366,743.00 | 4.81%    | 72,803.00    |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | FILTRATION PLANTS WPAT LOAN 1 072601                             |              |              |              |              |              |              |          |              |
| 60450701                                                 | 591023 | PRINCIPAL LONG TERM DEBT                                         | 100,657.43   | 100,270.00   | -            | -            | -            | -            | -100.00% | (100,270.00) |
| 60450701                                                 | 592023 | INTEREST LONG TERM DEBT                                          | 2,360.79     | -            | -            | -            | -            | -            | -        | -            |
| 60450701                                                 | 563000 | MWPAT FEES                                                       | 457.50       | 233.00       | -            | -            | -            | -            | -100.00% | (233.00)     |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | FILTRATION PLANTS WPAT LOAN 2 112602                             |              |              |              |              |              |              |          |              |
| 60450702                                                 | 591025 | PRINCIPAL LONG TERM DEBT                                         | 481,373.94   | 501,894.00   | 525,119.00   | 525,119.00   | 527,850.00   | -            | 4.63%    | 23,225.00    |
| 60450702                                                 | 592025 | INTEREST LONG TERM DEBT                                          | 36,058.76    | 24,458.00    | 12,188.00    | 12,188.00    | -            | -            | -50.17%  | (12,270.00)  |
| 60450702                                                 | 563000 | MWPAT FEES                                                       | 3,885.00     | 2,817.00     | 1,710.00     | 1,710.00     | 574.00       | -            | -39.30%  | (1,107.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | STEPINSKI LAND ACQUISITION 091608                                |              |              |              |              |              |              |          |              |
| 60450710                                                 | 591041 | PRINCIPAL LONG TERM DEBT                                         | 25,000.00    | 25,000.00    | 26,000.00    | 26,000.00    | 26,000.00    | 26,000.00    | 4.00%    | 1,000.00     |
| 60450710                                                 | 592041 | INTEREST LONG TERM DEBT                                          | 5,880.00     | 4,630.00     | 3,380.00     | 3,380.00     | 2,080.00     | 780.00       | -27.00%  | (1,250.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | BYRNE AVE LINE REPL 091608                                       |              |              |              |              |              |              |          |              |
| 60450710                                                 | 591039 | PRINCIPAL LONG TERM DEBT                                         | 20,000.00    | 20,000.00    | 24,000.00    | 24,000.00    | 24,000.00    | 24,000.00    | 20.00%   | 4,000.00     |
| 60450710                                                 | 592039 | INTEREST LONG TERM DEBT                                          | 5,120.00     | 4,120.00     | 3,120.00     | 3,120.00     | 1,920.00     | 720.00       | -24.27%  | (1,000.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | PERCHLORATE REMEDIATION WPAT CONTRACT 1                          |              |              |              |              |              |              |          |              |
| 60450712                                                 | 591048 | PRINCIPAL LONG TERM DEBT                                         | 3,535.00     | 3,607.00     | 3,679.00     | 3,679.00     | 3,754.00     | 3,829.00     | 2.00%    | 72.00        |
| 60450712                                                 | 592048 | INTEREST LONG TERM DEBT                                          | 913.79       | 843.00       | 770.00       | 770.00       | 695.00       | 619.00       | -8.66%   | (73.00)      |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | PERCHLORATE REMEDIATION WPAT CONTRACT 2                          |              |              |              |              |              |              |          |              |
| 60450712                                                 | 591050 | PRINCIPAL LONG TERM DEBT                                         | 50,106.27    | 51,117.00    | 52,148.00    | 52,148.00    | 53,201.00    | 54,273.00    | 2.02%    | 1,031.00     |
| 60450712                                                 | 592050 | INTEREST LONG TERM DEBT                                          | 12,952.40    | 11,941.00    | 10,908.00    | 10,908.00    | 9,854.00     | 8,779.00     | -8.65%   | (1,033.00)   |
| 60450712                                                 | 563000 | MWPAT FEES                                                       | 1,039.96     | 959.00       | 876.00       | 876.00       | 792.00       | 705.00       | -8.65%   | (83.00)      |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | GRANITEVILLE UPGRADE MAIN                                        |              |              |              |              |              |              |          |              |
| 60450713                                                 | 591055 | PRINCIPAL LONG TERM DEBT                                         | 70,000.00    | 70,000.00    | 70,000.00    | 70,000.00    | 75,000.00    | 75,000.00    | 0.00%    | -            |
| 60450713                                                 | 592055 | INTEREST LONG TERM DEBT                                          | 28,237.50    | 26,838.00    | 25,438.00    | 25,438.00    | 24,038.00    | 22,538.00    | -5.22%   | (1,400.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | RTE 110 UPGRADE MAIN                                             |              |              |              |              |              |              |          |              |
| 60450713                                                 | 591062 | PRINCIPAL LONG TERM DEBT                                         | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 0.00%    | -            |
| 60450713                                                 | 592062 | INTEREST LONG TERM DEBT                                          | 10,225.00    | 9,725.00     | 9,225.00     | 9,225.00     | 8,725.00     | 8,225.00     | -5.14%   | (500.00)     |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | GRANITEVILLE MAIN (PATRIOT TO MAIN)                              |              |              |              |              |              |              |          |              |
| 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 | INTEREST LONG TERM DEBT                                          | 8,090.00     | 7,490.00     | 7,040.00     | 7,040.00     | 6,590.00     | 6,140.00     | -6.01%   | (450.00)     |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | PLEASANT ST MAIN (ABBOT TO PINE)                                 |              |              |              |              |              |              |          |              |
| 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 | INTEREST LONG TERM DEBT                                          | 10,112.50    | 9,363.00     | 8,800.00     | 8,800.00     | 8,238.00     | 7,675.00     | -6.01%   | (563.00)     |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | GROTON/DUNSTABLE                                                 |              |              |              |              |              |              |          |              |
| 60450778                                                 | 591000 | PRINCIPAL LONG TERM DEBT                                         | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 0.00%    | -            |
| 60450778                                                 | 592000 | INTEREST LONG TERM DEBT                                          | 9,244.83     | 16,638.00    | 14,888.00    | 14,888.00    | 13,138.00    | 11,388.00    | -10.52%  | (1,750.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | VINEBROOK WATER MAIN EXTENSION BETTERMENT                        |              |              |              |              |              |              |          |              |
| 60450779                                                 | 591000 | PRINCIPAL LONG TERM DEBT                                         |              | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 0.00%    | -            |
| 60450779                                                 | 592000 | INTEREST LONG TERM DEBT                                          | 13,254.79    | 30,650.00    | 27,900.00    | 27,900.00    | 25,150.00    | 22,400.00    | -8.97%   | (2,750.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
| 60450700                                                 | 590000 | DEBT BORROWED NOT BUDGETED                                       | 160,000.00   | 432,408.00   | 600,615.00   | 600,615.00   | 579,936.00   | 933,672.00   | 38.90%   | 168,207.00   |
| 60450700                                                 | 592008 | INTEREST ON SHORT TERM DEBT                                      | 109,845.91   | -            | -            | -            | -            | -            | -        | -            |
| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                                                  |              |              |              |              |              |              |          |              |
| EXPENSES                                                 |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | LONG TERM DEBT STORMWATER<br>(BUDGETED IN STORMWATER ENTERPRISE) | -            | 294,134.00   | 160,824.00   | 160,824.00   | 516,053.00   | 401,618.00   | -45.32%  | (133,310.00) |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | 10 WHEEL DUMPTRUCK: HIGHWAY                                      |              |              |              |              |              |              |          |              |
| 65427700                                                 | 591061 | PRINCIPAL LONG TERM DEBT                                         |              | 3,000.00     | 3,000.00     | 3,000.00     | 3,000.00     | 2,295.00     | 0.00%    | -            |
| 65427700                                                 | 592061 | INTEREST LONG TERM DEBT                                          |              | 225.00       | 165.00       | 165.00       | 105.00       | 45.00        | -26.67%  | (60.00)      |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | MAIN STREET RECONSTRUCTION                                       |              |              |              |              |              |              |          |              |
| 65427700                                                 | 591071 | PRINCIPAL LONG TERM DEBT                                         |              | 78,206.00    | 78,206.00    | 78,206.00    | 78,206.00    | 78,206.00    | 0.00%    | -            |
| 65427700                                                 | 592071 | INTEREST LONG TERM DEBT                                          |              | 32,003.00    | 28,093.00    | 28,093.00    | 24,182.00    | 20,272.00    | -12.22%  | (3,910.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | OAK HILL RECONSTRUCTION PROJECT                                  |              |              |              |              |              |              |          |              |
| 65427700                                                 | 590000 | PRINCIPAL LONG TERM DEBT                                         |              | -            | -            | -            | 101,000.00   | 181,800.00   | -        | -            |
| 65427700                                                 | 590000 | INTEREST LONG TERM DEBT                                          |              | 40,400.00    | 36,360.00    | 36,360.00    | 76,760.00    | -            | -10.00%  | (4,040.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | CULVERT DESIGN, PERMITTING & REPLACEMENT                         |              |              |              |              |              |              |          |              |
| 65427700                                                 | 590000 | PRINCIPAL LONG TERM DEBT                                         |              | 25,000.00    | -            | -            | 75,000.00    | 44,000.00    | -100.00% | (25,000.00)  |
| 65427700                                                 | 590000 | INTEREST LONG TERM DEBT                                          |              | 21,250.00    | 15,000.00    | 15,000.00    | 63,750.00    | 45,000.00    | -29.41%  | (6,250.00)   |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
|                                                          |        | DRAINAGE IMPROVEMENT PROGRAM                                     |              |              |              |              |              |              |          |              |
| 65427700                                                 | 590000 | PRINCIPAL LONG TERM DEBT                                         |              | 66,000.00    | -            | -            | 66,000.00    | 30,000.00    | -100.00% | (66,000.00)  |
| 65427700                                                 | 590000 | INTEREST LONG TERM DEBT                                          |              | 28,050.00    | -            | -            | 28,050.00    | -            | -100.00% | (28,050.00)  |
|                                                          |        |                                                                  |              |              |              |              |              |              |          |              |
| 65427700                                                 | 592008 | INTEREST ON SHORT-TERM DEBT                                      |              |              |              |              |              |              |          |              |

|                                 |        |                                                     |                |                |                |                |                |                |             |              |
|---------------------------------|--------|-----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|--------------|
| Town of Westford                |        |                                                     |                |                |                |                |                |                |             |              |
| Budget Worksheet                |        |                                                     |                |                |                |                |                |                |             |              |
| Fiscal Year 2022                |        |                                                     |                |                |                |                |                |                |             |              |
|                                 |        |                                                     |                |                |                |                |                |                |             |              |
| 710 DEBT SERVICE                |        |                                                     | FISCAL 2020    | FISCAL 2021    | FISCAL 2022    | FISCAL 2022    | FISCAL 2023    | FISCAL 2024    | FISCAL 2022 | FISCAL 2022  |
| ORG                             | OBJ    | DESCRIPTION                                         | ACTUAL         | BUDGET         | REQUEST        | TMR            | PROJECTED      | PROJECTED      | % INC/DEC   | \$ INC/DEC   |
| EXPENSES                        |        |                                                     |                |                |                |                |                |                |             |              |
|                                 |        | SHORT TERM DEBT                                     | 2,000.00       | 40,000.00      | 43,300.00      | 43,300.00      | 43,300.00      | 43,300.00      | 8.25%       | 3,300.00     |
| 01790200                        | 592008 | INTEREST ON SHORT-TERM DEBT                         |                | 40,000.00      | 40,000.00      | 40,000.00      | 40,000.00      | 40,000.00      | 0.00%       | -            |
| 01790200                        | 592520 | MISCELLANOUS INTEREST                               |                |                |                |                |                |                |             | -            |
| 01790200                        | 592900 | BOND ISSUANCE COSTS                                 | 2,000.00       |                | 3,300.00       | 3,300.00       | 3,300.00       | 3,300.00       |             | 3,300.00     |
|                                 |        | SUMMARY                                             |                |                |                |                |                |                |             |              |
|                                 |        | TOTAL EXEMPTED DEBT(G/F)                            | 5,973,187.29   | 4,510,020.00   | 4,570,850.00   | 4,570,850.00   | 4,947,738.00   | 3,673,050.00   | 1.35%       | 60,830.00    |
|                                 |        | TOTAL NON EXEMPTED DEBT(G/F)                        | 1,340,582.32   | 1,401,930.00   | 1,550,204.00   | 1,550,204.00   | 1,600,536.00   | 1,683,832.00   | 10.58%      | 148,274.00   |
|                                 |        | TOTAL COMMUNITY PRES FUND                           | 750,505.13     | 792,327.00     | 820,406.00     | 820,406.00     | 942,350.00     | 1,029,128.00   | 3.54%       | 28,079.00    |
|                                 |        | TOTAL WATER DEBT(Water Enterprise)                  | 1,273,351.37   | 1,515,001.00   | 1,587,804.00   | 1,587,804.00   | 1,551,535.00   | 1,366,743.00   | 4.81%       | 72,803.00    |
|                                 |        | TOTAL STORMWATER ENTERPRISE DEBT                    | -              | 294,134.00     | 160,824.00     | 160,824.00     | 516,053.00     | 401,618.00     | -45.32%     | (133,310.00) |
|                                 |        | TOTAL SHORT TERM DEBT                               | 2,000.00       | 40,000.00      | 43,300.00      | 43,300.00      | 43,300.00      | 43,300.00      | 8.25%       | 3,300.00     |
|                                 |        | TOTAL APPROPRIATION                                 | 9,339,626.11   | 8,553,412.00   | 8,733,388.00   | 8,733,388.00   | 9,601,512.00   | 8,197,671.00   | 2.10%       | 179,976.00   |
|                                 |        | LESS WATER(BUDGETED IN WATER ENT)                   | (1,273,351.37) | (1,515,001.00) | (1,587,804.00) | (1,587,804.00) | (1,551,535.00) | (1,366,743.00) | 4.81%       | (72,803.00)  |
|                                 |        | LESS STORMWATER(BUDGET IN SW ENT)                   | -              | (294,134.00)   | (160,824.00)   | (160,824.00)   | (516,053.00)   | (401,618.00)   | -45.32%     | 133,310.00   |
|                                 |        | LESS COMMUNITY PRES FUND                            | (750,505.13)   | (792,327.00)   | (820,406.00)   | (820,406.00)   | (942,350.00)   | (1,029,128.00) | 3.54%       | (28,079.00)  |
|                                 |        | APPROPRIATION G/F                                   | 7,315,769.61   | 5,951,950.00   | 6,164,354.00   | 6,164,354.00   | 6,591,574.00   | 5,400,182.00   | 3.57%       | 212,404.00   |
| Town of Westford                |        |                                                     |                |                |                |                |                |                |             |              |
| Budget Worksheet                |        |                                                     |                |                |                |                |                |                |             |              |
| Fiscal Year 2022                |        |                                                     |                |                |                |                |                |                |             |              |
|                                 |        |                                                     |                |                |                |                |                |                |             |              |
| 940 OTHERWISE UNCLASSIFIED      |        |                                                     | FISCAL 2020    | FISCAL 2021    | FISCAL 2022    | FISCAL 2022    | FISCAL 2023    | FISCAL 2024    | FISCAL 2022 | FISCAL 2022  |
| ORG                             | OBJ    | DESCRIPTION                                         | ACTUAL         | BUDGET         | REQUEST        | TMR            | PROJECTED      | PROJECTED      | % INC/DEC   | \$ INC/DEC   |
| EXPENSES                        |        |                                                     |                |                |                |                |                |                |             |              |
| 01940200                        | 579040 | WATER DIRECT / INDIRECT COSTS                       | (459,080.00)   | (575,652.00)   | (575,652.00)   | (467,329.00)   | (467,329.00)   | (467,329.00)   | -18.82%     | 108,323.00   |
| 01940200                        | 579045 | RECREATION DIRECT / INDIRECT COSTS                  | (109,721.00)   | (108,049.00)   | (108,049.00)   | (140,130.00)   | (140,130.00)   | (140,130.00)   | 29.69%      | (32,081.00)  |
| 01940200                        | 579050 | AMBULANCE DIRECT / INDIRECT COSTS                   | (380,831.00)   | (318,383.00)   | (318,383.00)   | (437,596.00)   | (437,596.00)   | (437,596.00)   | 37.44%      | (119,213.00) |
| 01940200                        | 579055 | STORMWATER DIRECT / INDIRECT COSTS                  |                | (393,964.00)   | (393,964.00)   | (430,908.00)   | (430,908.00)   | (430,908.00)   | 9.38%       | (36,944.00)  |
|                                 |        | CATEGORY TOTAL                                      | (949,632.00)   | (1,396,048.00) | (1,396,048.00) | (1,475,963.00) | (1,475,963.00) | (1,475,963.00) | 5.72%       | (79,915.00)  |
| DEPARTMENT TOTAL                |        |                                                     | (949,632.00)   | (1,396,048.00) | (1,396,048.00) | (1,475,963.00) | (1,475,963.00) | (1,475,963.00) | 5.72%       | (79,915.00)  |
| Town of Westford                |        |                                                     |                |                |                |                |                |                |             |              |
| Budget Worksheet                |        |                                                     |                |                |                |                |                |                |             |              |
| Fiscal Year 2022                |        |                                                     |                |                |                |                |                |                |             |              |
|                                 |        |                                                     |                |                |                |                |                |                |             |              |
| 945 GENERAL LIABILITY INSURANCE |        |                                                     | FISCAL 2020    | FISCAL 2021    | FISCAL 2022    | FISCAL 2022    | FISCAL 2023    | FISCAL 2024    | FISCAL 2022 | FISCAL 2022  |
| ORG                             | OBJ    | DESCRIPTION                                         | ACTUAL         | BUDGET         | REQUEST        | TMR            | PROJECTED      | PROJECTED      | % INC/DEC   | \$ INC/DEC   |
| EXPENSES                        |        |                                                     |                |                |                |                |                |                |             |              |
| 01945200                        | 517100 | RETIREMENT ASSESSMENT                               | 5,152,765.00   | 5,473,719.00   | 5,950,276.00   | 5,950,276.00   | 6,263,082.00   | 6,726,550.00   | 8.71%       | 476,557.00   |
| 01945200                        | 517120 | MILITARY RETIREMENT ASSESSMENT                      | 517.41         | 1,783.00       | -              | -              | -              | -              | -100.00%    | (1,783.00)   |
| 01945200                        | 517150 | HEALTH INSURANCE                                    | 10,239,599.14  | 10,875,822.00  | 11,967,358.00  | 11,740,958.00  | 12,794,116.00  | 13,779,509.00  | 7.95%       | 865,136.00   |
| 01945200                        | 517152 | MEDICARE PART B PENALTY                             | 13,668.10      | 13,700.00      | 14,220.00      | 14,220.00      | 14,220.00      | 14,220.00      | 3.80%       | 520.00       |
|                                 |        | HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES |                |                |                |                |                |                |             | -            |
| 01945200                        | 517155 |                                                     |                |                |                |                |                |                |             | -            |
| 01945200                        | 517160 | LIFE INSURANCE                                      | 1,577.40       | 5,200.00       | 4,000.00       | 4,000.00       | 4,000.00       | 4,000.00       | -23.08%     | (1,200.00)   |
| 01945200                        | 517170 | MEDICARE TAX                                        | 987,762.97     | 1,020,000.00   | 1,030,000.00   | 1,030,000.00   | 1,050,000.00   | 1,070,000.00   | 0.98%       | 10,000.00    |
| 01945200                        | 517180 | WORKERS COMPENSATION                                | 480,078.00     | 495,000.00     | 553,793.00     | 553,793.00     | 581,483.00     | 610,557.00     | 11.88%      | 58,793.00    |
| 01945200                        | 517185 | WORKERS COMPENSATION RUNOUT                         | -              | -              |                |                |                |                |             | -            |
| 01945200                        | 517190 | UNEMPLOYMENT COMPENSATION                           | 73,491.33      | 80,000.00      | 125,000.00     | 125,000.00     | 125,000.00     | 125,000.00     | 56.25%      | 45,000.00    |
| 01945200                        | 519020 | SICK LEAVE/VAC BUY BACK-PR                          | 45,040.12      | 50,000.00      | 50,000.00      | 50,000.00      | 50,000.00      | 50,000.00      | 0.00%       | -            |
| 01945200                        | 530960 | HEALTH CONSULTING                                   | 11,750.00      | 25,000.00      | -              | -              | -              | -              | -100.00%    | (25,000.00)  |
| 01945200                        | 550030 | HEALTH RELATED PROGRAMS                             | 5,586.24       | 10,000.00      | 10,000.00      | 10,000.00      | 10,000.00      | 10,000.00      | 0.00%       | -            |
| 01945200                        | 574010 | COMPREHENSIVE LIABILITY                             | 172,453.25     | 160,000.00     | 180,000.00     | 180,000.00     | 189,000.00     | 198,450.00     | 12.50%      | 20,000.00    |
| 01945200                        | 574020 | EXCESS UMBRELLA LIABILITY                           | 12,216.35      | 13,000.00      | 13,000.00      | 13,000.00      | 13,650.00      | 14,333.00      | 0.00%       | -            |
| 01945200                        | 574030 | AUTO LIABILITY                                      | 88,262.02      | 90,000.00      | 90,000.00      | 90,000.00      | 94,500.00      | 99,225.00      | 0.00%       | -            |
| 01945200                        | 574040 | PUBLIC OFFICIALS LIABILITY                          | 33,862.76      | 35,000.00      | 35,000.00      | 35,000.00      | 36,750.00      | 38,588.00      | 0.00%       | -            |
| 01945200                        | 574045 | EDUCATION LIABILITY                                 | 20,855.73      | 22,000.00      | 22,000.00      | 22,000.00      | 23,100.00      | 24,255.00      | 0.00%       | -            |
| 01945200                        | 574050 | POLICE/FIRE LIABILITY                               | 71,322.81      | 69,550.00      | 72,000.00      | 72,000.00      | 75,600.00      | 79,380.00      | 3.52%       | 2,450.00     |
| 01945200                        | 574090 | GENERAL LIABILITY INSURANCE                         | 42,096.18      | 45,000.00      | 43,500.00      | 43,500.00      | 45,675.00      | 47,959.00      | -3.33%      | (1,500.00)   |
| 01945200                        | 574190 | DEDUCTIBLES                                         | 3,168.60       | 10,000.00      | 10,000.00      | 10,000.00      | 10,000.00      | 10,000.00      | 0.00%       | -            |
| 01945800                        | 570000 | ENCUMBRANCES                                        | 171,115.00     |                |                |                |                |                |             | -            |
|                                 |        | CATEGORY TOTAL                                      | 17,627,188.41  | 18,494,774.00  | 20,170,147.00  | 19,943,747.00  | 21,380,176.00  | 22,902,026.00  | 7.83%       | 1,448,973.00 |
| DEPARTMENT TOTAL                |        |                                                     | 17,627,188.41  | 18,494,774.00  | 20,170,147.00  | 19,943,747.00  | 21,380,176.00  | 22,902,026.00  | 7.83%       | 1,448,973.00 |
| Town of Westford                |        |                                                     |                |                |                |                |                |                |             |              |
| Budget Worksheet                |        |                                                     |                |                |                |                |                |                |             |              |
| Fiscal Year 2022                |        |                                                     |                |                |                |                |                |                |             |              |
|                                 |        |                                                     |                |                |                |                |                |                |             |              |
| 990 TRANSFERS TO/FROM TRUSTS    |        |                                                     | FISCAL 2020    | FISCAL 2021    | FISCAL 2022    | FISCAL 2022    | FISCAL 2023    | FISCAL 2024    | FISCAL 2022 | FISCAL 2022  |
| ORG                             | OBJ    | DESCRIPTION                                         | ACTUAL         | BUDGET         | REQUEST        | TMR            | PROJECTED      | PROJECTED      | % INC/DEC   | \$ INC/DEC   |
| EXPENSES                        |        |                                                     |                |                |                |                |                |                |             |              |
| 01990200                        | 596080 | OPEB TRANSFER TO TRUST                              | 1,011,026.00   | 1,218,957.00   | 1,218,957.00   | 680,957.00     | 1,870,951.00   | 2,137,201.00   | -44.14%     | (538,000.00) |
|                                 |        | CATEGORY TOTAL                                      | 1,011,026.00   | 1,218,957.00   | 1,218,957.00   | 680,957.00     | 1,870,951.00   | 2,137,201.00   | -44.14%     | (538,000.00) |
| DEPARTMENT TOTAL                |        |                                                     | 1,011,026.00   | 1,218,957.00   | 1,218,957.00   | 680,957.00     | 1,870,951.00   | 2,137,201.00   | -44.14%     | (538,000.00) |

|                                 |        |                                    |              |              |              |              |              |              |             |
|---------------------------------|--------|------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Town of Westford                |        |                                    |              |              |              |              |              |              |             |
| Budget Worksheet                |        |                                    |              |              |              |              |              |              |             |
| Fiscal Year 2022                |        |                                    |              |              |              |              |              |              |             |
| 240 COMMUNITY PRESERVATION FUND |        |                                    | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 |
| ORG                             | OBJ    | DESCRIPTION                        | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| PERSONAL SERVICES               |        |                                    |              |              |              |              |              |              | \$ INC/DEC  |
| 24164120                        | 510000 | SUPPORT STAFF                      | 4,500.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 0.00%       |
| CATEGORY TOTAL                  |        |                                    | 4,500.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 0.00%       |
| EXPENSES                        |        |                                    |              |              |              |              |              |              |             |
| 24164222                        | 570000 | ADMIN EXPENSES                     | 4,439.80     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       |
| CATEGORY TOTAL                  |        |                                    | 4,439.80     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       |
| DEBT SERVICE                    |        |                                    |              |              |              |              |              |              |             |
| 24164519                        | 591000 | EAST BOSTON CAMPS - PRINCIPAL      |              |              |              |              |              |              | -           |
| 24164519                        | 592000 | EAST BOSTON CAMPS - INTEREST       |              |              |              |              |              |              | -           |
| 24164530                        | 591000 | TOWN HALL - PRINCIPAL              | 40,850.00    | 49,450.00    | 49,450.00    | 49,450.00    | 49,450.00    | 49,450.00    | 0.00%       |
| 24164530                        | 592000 | TOWN HALL - INTEREST               | 29,489.28    | 20,167.00    | 17,695.00    | 17,695.00    | 15,222.00    | 12,750.00    | -12.26%     |
| 24164540                        | 591000 | ROUDENBUSH - PRINCIPAL             | 180,000.00   | 180,000.00   | 198,000.00   | 198,000.00   | 202,500.00   | 306,000.00   | 10.00%      |
| 24164540                        | 592000 | ROUDENBUSH - INTEREST              | 163,075.02   | 195,547.00   | 188,348.00   | 188,348.00   | 180,428.00   | 172,328.00   | -3.68%      |
| 24164570                        | 591000 | ADAMS PROPERTY - PRINCIPAL         | 205,000.00   | 205,000.00   | 205,000.00   | 205,000.00   | 205,000.00   | 205,000.00   | 0.00%       |
| 24164570                        | 592000 | ADAMS PROPERTY - INTEREST          | 132,090.83   | 142,163.00   | 131,913.00   | 131,913.00   | 125,763.00   | 119,613.00   | -7.21%      |
| 24164550                        | 591000 | WA AMENTIES BLDG - PRINCIPAL       |              |              |              |              | 163,987.00   | 163,987.00   | -           |
| 24164550                        | 592000 | WA AMENTIES BLDG - INTEREST        |              |              |              |              |              |              | -           |
| 24164499                        | 592008 | INTEREST ON SHORT TERM DEBT        |              |              | 30,000.00    | 30,000.00    |              |              |             |
| CATEGORY TOTAL                  |        |                                    | 750,505.13   | 792,327.00   | 820,406.00   | 820,406.00   | 942,350.00   | 1,029,128.00 | 3.54%       |
| DEPARTMENT TOTAL                |        |                                    | 759,444.93   | 807,327.00   | 835,406.00   | 835,406.00   | 957,350.00   | 1,044,128.00 | 3.48%       |
| Town of Westford                |        |                                    |              |              |              |              |              |              |             |
| Budget Worksheet                |        |                                    |              |              |              |              |              |              |             |
| Fiscal Year 2022                |        |                                    |              |              |              |              |              |              |             |
| 600 WATER ENTERPRISE FUND       |        |                                    | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 |
| ORG                             | OBJ    | DESCRIPTION                        | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| PERSONAL SERVICES               |        |                                    |              |              |              |              |              |              | \$ INC/DEC  |
| 60450100                        | 511020 | SUPERINTENDENT                     | 120,000.18   | 91,800.00    | 112,200.00   | 112,200.00   | 112,200.00   | 112,200.00   | 22.22%      |
| 60450100                        | 511040 | GIS/PROJECT MANAGEMENT ANALYST     | -            | 66,300.00    | 67,626.00    | 67,626.00    | 67,626.00    | 67,626.00    | 2.00%       |
| 60450100                        | 511505 | BUSINESS MANAGER                   | 96,599.92    |              |              |              |              |              | -           |
| 60450100                        | 511510 | RECORDS SUPERVISOR II              | 128,631.58   | 133,026.00   | 194,623.00   | 194,623.00   | 196,815.00   | 199,854.00   | 46.30%      |
| 60450100                        | 511520 | ADMINISTRATIVE ASSISTANT           | 36,263.28    | 46,500.00    | -            | -            | -            | -            | -100.00%    |
| 60450100                        | 511605 | TREATMENT MANAGER                  | 88,065.01    | 88,937.00    | 91,623.00    | 91,623.00    | 91,623.00    | 91,623.00    | 3.02%       |
| 60450100                        | 511615 | COMPLIANCE MANAGER                 | 82,374.96    | 82,779.00    | 85,701.00    | 85,701.00    | 85,701.00    | 85,701.00    | 3.53%       |
| 60450100                        | 511660 | LABORER                            | 461,077.54   | 521,896.00   | 515,110.00   | 515,110.00   | 521,562.00   | 527,689.00   | -1.30%      |
| 60450100                        | 512280 | SEASONAL STAFF                     | 8,418.24     | 15,715.00    | 16,029.00    | 16,029.00    | 16,029.00    | 16,029.00    | 2.00%       |
| 60450100                        | 513120 | SCHEDULED OVERTIME                 | 61,881.60    | 64,113.00    | 64,593.00    | 64,593.00    | 64,944.00    | 64,944.00    | 0.75%       |
| 60450100                        | 513140 | OVERTIME - NON SCHED               | 20,416.42    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 0.00%       |
| 60450100                        | 514090 | STIPENDS / LICENSES                | 17,252.34    | 17,325.00    | 15,175.00    | 15,175.00    | 15,175.00    | 15,175.00    | -12.41%     |
| 60450100                        | 515050 | LONGEVITY                          | 17,643.00    | 17,850.00    | 15,850.00    | 15,850.00    | 16,350.00    | 16,850.00    | -11.20%     |
| 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 | SICK LEAVE / VACATION BUYBACK      | 1,933.67     | 2,000.00     | 2,040.00     | 2,040.00     | 2,040.00     | 2,040.00     | 2.00%       |
| 60450600                        | 519010 | COMPENSATION RESERVE               | -            | 11,680.00    | 7,144.00     | 7,144.00     | 14,430.00    | 21,861.00    | -38.84%     |
| CATEGORY TOTAL                  |        |                                    | 1,165,257.74 | 1,219,621.00 | 1,247,414.00 | 1,247,414.00 | 1,264,195.00 | 1,281,292.00 | 2.28%       |
| EXPENSES                        |        |                                    |              |              |              |              |              |              |             |
| 60450200                        | 513250 | SPECIAL DETAILS                    | 6,743.63     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 0.00%       |
| 60450200                        | 517070 | UNIFORM ALLOWANCES                 | 6,810.81     | 8,600.00     | 8,600.00     | 8,600.00     | 8,600.00     | 8,600.00     | 0.00%       |
| 60450200                        | 521010 | ELECTRICITY                        | 150,535.65   | 200,000.00   | 200,000.00   | 200,000.00   | 200,000.00   | 200,000.00   | 0.00%       |
| 60450200                        | 521030 | HEATING FUEL                       | 37,025.42    | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    | 45,000.00    | 0.00%       |
| 60450200                        | 524010 | BUILDING MAINTENANCE               | 36,855.43    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 0.00%       |
| 60450200                        | 524020 | VEHICLE MAINTENANCE                | 12,887.26    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 0.00%       |
| 60450200                        | 524040 | OFFICE EQUIPMENT MAINTENANCE       | 6,859.28     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 0.00%       |
| 60450200                        | 524050 | IT MAINTENANCE SUPPORT             | 23,358.06    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 0.00%       |
| 60450200                        | 525075 | WATER INFRASTRUCTURE MAINT.        | 96,635.77    | 96,904.00    | 97,000.00    | 97,000.00    | 97,000.00    | 97,000.00    | 0.10%       |
| 60450200                        | 525080 | WELL REPAIRS / IMPROVEMENTS        | 55,693.60    | 62,984.00    | 65,000.00    | 65,000.00    | 65,000.00    | 65,000.00    | 3.20%       |
| 60450200                        | 525090 | LEAK SURVEY SERVICES               | 6,290.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       |
| 60450200                        | 529080 | LABORATORY SERVICES                | 22,931.62    | 52,850.00    | 52,850.00    | 52,850.00    | 52,850.00    | 52,850.00    | 0.00%       |
| 60450200                        | 530110 | LEGAL SERVICES                     | 350.00       | 2,500.00     | 2,500.00     | 2,500.00     | 2,500.00     | 2,500.00     | 0.00%       |
| 60450200                        | 530310 | DRUG AND ALCOHOL TESTING           | 465.00       | 700.00       | 700.00       | 700.00       | 700.00       | 700.00       | 0.00%       |
| 60450200                        | 530500 | TRAINING & DEVELOPMENT             | 8,551.09     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       |
| 60450200                        | 530700 | ENGINEERING SERVICES               | 11,276.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 0.00%       |
| 60450200                        | 530920 | CONTRACTED SERVICES                | 6,561.32     | 7,500.00     | 7,500.00     | 7,500.00     | 7,500.00     | 7,500.00     | 0.00%       |
| 60450200                        | 534010 | POSTAGE                            | 18,361.15    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 0.00%       |
| 60450200                        | 534020 | TELEPHONE                          | 12,168.11    | 17,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | 17,000.00    | 0.00%       |
| 60450200                        | 534030 | ADVERTISING - LEGAL                | 953.38       | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       |
| 60450200                        | 534090 | CONSUMER AWARENESS                 | 8,334.86     | 10,500.00    | 10,500.00    | 10,500.00    | 10,500.00    | 10,500.00    | 0.00%       |
| 60450200                        | 541010 | GASOLINE                           | 17,380.38    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 0.00%       |
| 60450200                        | 542010 | OFFICE SUPPLIES                    | 6,934.05     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 0.00%       |
| 60450200                        | 542050 | HARDWARE SUPPLIES                  | 4,158.26     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 7,000.00     | 0.00%       |
| 60450200                        | 542080 | OFFICE EQUIPMENT                   | 12.58        |              |              |              |              |              | -           |
| 60450200                        | 554010 | RESURFACE MATERIAL                 | 26,165.08    | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 0.00%       |
| 60450200                        | 554035 | WELL TREATMENT / CHEMICALS         | 201,443.98   | 225,000.00   | 225,000.00   | 225,000.00   | 225,000.00   | 225,000.00   | 0.00%       |
| 60450200                        | 554080 | PIPE & PIPE SUPPLIES               | 58,462.99    | 67,912.00    | 70,000.00    | 70,000.00    | 70,000.00    | 70,000.00    | 3.07%       |
| 60450200                        | 554085 | METER REPLACEMENT                  | 24,086.79    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 0.00%       |
| 60450200                        | 554088 | HYDRANT REPLACEMENTS               | 2,788.90     | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 0.00%       |
| 60450200                        | 563100 | DEP ASSESSMENTS                    | 4,228.67     | 5,100.00     | 5,100.00     | 5,100.00     | 5,100.00     | 5,100.00     | 0.00%       |
| 60450200                        | 571100 | MEETINGS & CONFERENCES             | 151.07       | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       |
| 60450200                        | 573010 | DUES AND MEMBERSHIPS               | 2,593.90     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 4,000.00     | 0.00%       |
| 60450200                        | 578005 | STORMWATER UTILITY FEE             |              | 7,200.00     | 7,200.00     | 7,200.00     | 7,200.00     | 7,200.00     | 0.00%       |
| 60450200                        | 578010 | APPROVED SPECIAL EXPENSES          | 19,400.00    |              |              |              |              |              | -           |
| 60450200                        | 596010 | XFER TO GF - DIRECT/INDIRECT COSTS | 459,080.00   | 553,970.00   | 562,770.00   | 437,818.00   | 437,818.00   | 437,818.00   | -20.97%     |
| 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%       |
| 60450800                        | 570000 | ENCUMBRANCES                       | 89,392.00    |              |              |              |              |              | -           |
| CATEGORY TOTAL                  |        |                                    | 1,475,926.09 | 1,682,720.00 | 1,695,720.00 | 1,570,768.00 | 1,570,768.00 | 1,570,768.00 | -6.65%      |

| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                                       |              |              |              |              |              |              |             |              |
|----------------------------------------------------------|--------|-------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--------------|
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| 600 WATER ENTERPRISE FUND                                |        |                                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022  |
| ORG                                                      | OBJ    | DESCRIPTION                                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC   |
| RESERVE FUND                                             |        |                                                       |              |              |              |              |              |              |             |              |
| 60450600                                                 | 579010 | EMERGENCY RESERVE FUND                                |              | 250,000.00   | 250,000.00   | 250,000.00   | 250,000.00   | 250,000.00   | 0.00%       | -            |
| TRANSFERS                                                |        |                                                       |              |              |              |              |              |              |             | -            |
| CATEGORY TOTAL                                           |        |                                                       | -            | 250,000.00   | 250,000.00   | 250,000.00   | 250,000.00   | 250,000.00   | 0.00%       | -            |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| PRINCIPAL & INTEREST                                     |        |                                                       |              |              |              |              |              |              |             |              |
| 60450701                                                 | 591023 | MWPAT FILTRATION 1 - PRINCIPAL                        | 100,657.43   | 100,270.00   |              |              |              |              | -100.00%    | (100,270.00) |
| 60450701                                                 | 592023 | MWPAT FILTRATION 1 - INTEREST                         | 2,360.79     | -            |              |              |              |              |             | -            |
| 60450701                                                 | 563000 | MWPAT FEES                                            | 457.50       | 233.00       |              |              |              |              | -100.00%    | (233.00)     |
| 60450702                                                 | 591025 | MWPAT FILTRATION 2 - PRINCIPAL                        | 481,373.94   | 501,894.00   | 525,119.00   | 525,119.00   | 527,850.00   |              | 4.63%       | 23,225.00    |
| 60450702                                                 | 592025 | MWPAT FILTRATION 2 - INTEREST                         | 36,058.76    | 24,458.00    | 12,188.00    | 12,188.00    | -            |              | -50.17%     | (12,270.00)  |
| 60450702                                                 | 563000 | MWPAT FEES                                            | 3,885.00     | 2,817.00     | 1,710.00     | 1,710.00     | 574.00       |              | -39.30%     | (1,107.00)   |
| 60450710                                                 | 591039 | UPGRADE BYRNE AVE MAIN - PRINCIPAL                    | 20,000.00    | 20,000.00    | 24,000.00    | 24,000.00    | 24,000.00    | 24,000.00    | 20.00%      | 4,000.00     |
| 60450710                                                 | 591041 | STEPINSKI LAND - PRINCIPAL                            | 25,000.00    | 25,000.00    | 26,000.00    | 26,000.00    | 26,000.00    | 26,000.00    | 4.00%       | 1,000.00     |
| 60450710                                                 | 592039 | UPGRADE BYRNE AVE MAIN - INTEREST                     | 5,120.00     | 4,120.00     | 3,120.00     | 3,120.00     | 1,920.00     | 720.00       | -24.27%     | (1,000.00)   |
| 60450710                                                 | 592041 | STEPINSKI LAND - INTEREST                             | 5,880.00     | 4,630.00     | 3,380.00     | 3,380.00     | 2,080.00     | 780.00       | -27.00%     | (1,250.00)   |
| 60450712                                                 | 591048 | WPAT PERCHLORATE CONTRACT 1 - PRINCI                  | 3,535.00     | 3,607.00     | 3,679.00     | 3,679.00     | 3,754.00     | 3,829.00     | 2.00%       | 72.00        |
| 60450712                                                 | 591050 | WPAT PERCHLORATE CONTRACT 2 - PRINCI                  | 50,106.27    | 51,117.00    | 52,148.00    | 52,148.00    | 53,201.00    | 54,273.00    | 2.02%       | 1,031.00     |
| 60450712                                                 | 592048 | WPAT PERCHLORATE CONTRACT 1 - INTERE                  | 913.79       | 843.00       | 770.00       | 770.00       | 695.00       | 619.00       | -8.66%      | (73.00)      |
| 60450712                                                 | 592050 | WPAT PERCHLORATE CONTRACT 2 - INTERE                  | 12,952.40    | 11,941.00    | 10,908.00    | 10,908.00    | 9,854.00     | 8,779.00     | -8.65%      | (1,033.00)   |
| 60450712                                                 | 563000 | MWPAT FEES                                            | 1,039.96     | 959.00       | 876.00       | 876.00       | 792.00       | 705.00       | -8.65%      | (83.00)      |
| 60450713                                                 | 591055 | GRANITEVILLE UPGRADE MAIN-PRINCIPAL                   | 70,000.00    | 70,000.00    | 70,000.00    | 70,000.00    | 75,000.00    | 75,000.00    | 0.00%       | -            |
| 60450713                                                 | 592055 | GRANITEVILLE UPGRADE MAIN-INTEREST                    | 28,237.50    | 26,838.00    | 25,438.00    | 25,438.00    | 24,038.00    | 22,538.00    | -5.22%      | (1,400.00)   |
| 60450713                                                 | 591062 | RTE 110 UPGRADE MAIN-PRINCIPAL                        | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 0.00%       | -            |
| 60450713                                                 | 592062 | RTE 110 UPGRADE MAIN-INTEREST                         | 10,225.00    | 9,725.00     | 9,225.00     | 9,225.00     | 8,725.00     | 8,225.00     | -5.14%      | (500.00)     |
| 60450714                                                 | 591067 | GRANITEVILLE MAIN (PATRIOT TO MAIN)-P                 | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 20,000.00    | 0.00%       | -            |
| 60450714                                                 | 592067 | GRANITEVILLE MAIN (PATRIOT TO MAIN)-I                 | 8,090.00     | 7,490.00     | 7,040.00     | 7,040.00     | 6,590.00     | 6,140.00     | -6.01%      | (450.00)     |
| 60450714                                                 | 591068 | PLEASANT ST MAIN (ABBOT TO PINE)-PRINC                | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 25,000.00    | 0.00%       | -            |
| 60450714                                                 | 592068 | PLEASANT ST MAIN (ABBOT TO PINE)-INTER                | 10,112.50    | 9,363.00     | 8,800.00     | 8,800.00     | 8,238.00     | 7,675.00     | -6.01%      | (563.00)     |
| 60450778                                                 | 591000 | GROTON/DUNSTABLE PRINCIPAL                            | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 35,000.00    | 0.00%       | -            |
| 60450778                                                 | 592000 | GROTON/DUNSTABLE INTEREST                             | 9,244.83     | 16,638.00    | 14,888.00    | 14,888.00    | 13,138.00    | 11,388.00    | -10.52%     | (1,750.00)   |
| 60450779                                                 | 591000 | VINE BROOK PRINCIPAL                                  |              | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 55,000.00    | 0.00%       | -            |
| 60450779                                                 | 592000 | VINE BROOK INTEREST                                   | 13,254.79    | 30,650.00    | 27,900.00    | 27,900.00    | 25,150.00    | 22,400.00    | -8.97%      | (2,750.00)   |
| SUBTOTAL - ISSUED BONDS                                  |        |                                                       | 1,003,505.46 | 1,082,593.00 | 987,189.00   | 987,189.00   | 971,599.00   | 433,071.00   | -8.81%      | (95,404.00)  |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| 60450700                                                 | 590000 | PROSPECT HILL WATER TANK                              | 160,000.00   | 281,200.00   | 267,404.00   | 267,404.00   | 225,234.00   | 219,996.00   | -4.91%      | (13,796.00)  |
| 60450700                                                 | 590000 | TOWN FARM TANK REHABILITATION                         |              | 28,800.00    | 116,000.00   | 116,000.00   | 105,600.00   | 103,200.00   | 302.78%     | 87,200.00    |
| 60450700                                                 | 590000 | NABNASSET AREA WATER SYSTEM IMPROVEMENTS              |              | 24,000.00    | 37,583.00    | 37,583.00    | 47,000.00    | 217,375.00   | 56.60%      | 13,583.00    |
| 60450700                                                 | 590000 | FILTER MEDIA REPLACEMENT (NUTTING RD TREATMENT FA     |              | 70,958.00    |              |              | 24,000.00    | 71,500.00    | -100.00%    | (70,958.00)  |
| 60450700                                                 | 590000 | KIRSI CIRCLE MAIN REPLACEMENT                         |              | 27,450.00    | 179,628.00   | 179,628.00   | 161,040.00   | 157,380.00   | 554.38%     | 152,178.00   |
| 60450700                                                 | 590000 | FORGE VILLAGE PUMP STATIONS 1&2 UPGRADES              |              |              |              |              | 17,062.00    | 53,083.00    |             | -            |
| 60450700                                                 | 590000 | UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-FORGE VILLAGE |              |              |              |              |              | 20,400.00    |             | -            |
| 60450700                                                 | 590000 | BOSTON ROAD 12" WATER MAIN                            |              |              |              |              |              | 63,750.00    |             | -            |
| 60450700                                                 | 590000 | FRANCIS HILL TAN REHABILITATION                       |              |              |              |              |              | 26,988.00    |             | -            |
| 60450700                                                 | 592008 | INTEREST ON SHORT-TERM DEBT                           | 109,845.91   |              |              |              |              |              |             | -            |
| 60450700                                                 | 590000 | SUBTOTAL - NON-ISSUED BONDS                           | 269,845.91   | 432,408.00   | 600,615.00   | 600,615.00   | 579,936.00   | 933,672.00   | 38.90%      | 168,207.00   |
| CATEGORY TOTAL                                           |        |                                                       | 1,273,351.37 | 1,515,001.00 | 1,587,804.00 | 1,587,804.00 | 1,551,535.00 | 1,366,743.00 | 4.81%       | 72,803.00    |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| DEPARTMENT TOTAL                                         |        |                                                       | 3,914,535.20 | 4,667,342.00 | 4,780,938.00 | 4,655,986.00 | 4,636,498.00 | 4,468,803.00 | -0.24%      | (11,356.00)  |
| Town of Westford<br>Budget Worksheet<br>Fiscal Year 2022 |        |                                                       |              |              |              |              |              |              |             |              |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| 630 RECREATION ENTERPRISE FUND                           |        |                                                       | FISCAL 2020  | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022 | FISCAL 2022  |
| ORG                                                      | OBJ    | DESCRIPTION                                           | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   | \$ INC/DEC   |
| PERSONAL SERVICES                                        |        |                                                       |              |              |              |              |              |              |             |              |
| 63630100                                                 | 511020 | DIRECTOR                                              | 112,543.68   | 114,795.00   | 117,091.00   | 117,091.00   | 117,091.00   | 117,091.00   | 2.00%       | 2,296.00     |
| 63630100                                                 | 511030 | ASSISTANT DIRECTOR                                    | 85,396.58    | 88,942.00    | 94,357.00    | 94,357.00    | 94,357.00    | 94,357.00    | 6.09%       | 5,415.00     |
| 63630100                                                 | 511500 | OFFICE MANAGER                                        | 65,804.02    | 66,865.00    | 68,201.00    | 68,201.00    | 68,201.00    | 68,201.00    | 2.00%       | 1,336.00     |
| 63630100                                                 | 511520 | ADMIN ASSISTANT                                       | 47,714.17    |              | 53,792.00    | 53,792.00    | 55,867.00    | 56,081.00    |             | 53,792.00    |
| 63630100                                                 | 512230 | RECREATION SUPERVISOR/ASST                            | 366,407.30   | 475,113.00   | 436,692.00   | 436,692.00   | 450,792.00   | 465,605.00   | -8.09%      | (38,421.00)  |
| 63630100                                                 | 512270 | OTHER RECREATION STAFF                                | 243,294.51   | 380,000.00   | 400,000.00   | 350,000.00   | 420,000.00   | 440,000.00   | -7.89%      | (30,000.00)  |
| 63630100                                                 | 515050 | SHARED - LONGEVITY                                    | 5,345.50     | 6,083.00     | 6,083.00     | 6,083.00     | 6,683.00     | 7,889.00     | 0.00%       | -            |
| CATEGORY TOTAL                                           |        |                                                       | 926,505.76   | 1,131,798.00 | 1,176,216.00 | 1,126,216.00 | 1,212,991.00 | 1,249,224.00 | -0.49%      | (5,582.00)   |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| EXPENSES                                                 |        |                                                       |              |              |              |              |              |              |             |              |
| 63630200                                                 | 521010 | ELECTRICITY                                           | 697.06       | 795.00       | 795.00       | 795.00       | 795.00       | 795.00       | 0.00%       | -            |
| 63630200                                                 | 523010 | WATER                                                 | 131.39       | 235.00       | 235.00       | 235.00       | 235.00       | 235.00       | 0.00%       | -            |
| 63630200                                                 | 524010 | BUILDING MAINTENANCE                                  | 70.00        | 800.00       | -            | -            | -            | -            | -100.00%    | (800.00)     |
| 63630200                                                 | 530920 | CONTRACTED SERVICES                                   | 1,019.38     | 2,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | -40.00%     | (1,000.00)   |
| 63630200                                                 | 534040 | PRINTING SERVICES                                     | 5,945.19     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 0.00%       | -            |
| 63630200                                                 | 538080 | FIELD TRIPS                                           | 3,907.61     | 14,000.00    | 14,000.00    | 14,000.00    | 14,000.00    | 14,000.00    | 0.00%       | -            |
| 63630200                                                 | 538100 | RECREATION SQUIRT EXPENSE                             | 1,516.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 0.00%       | -            |
| 63630200                                                 | 538200 | RECREATION YOUTH EXPENSE                              | 36,230.52    | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 0.00%       | -            |
| 63630200                                                 | 538300 | RECREATION ADULT EXPENSE                              | 4,526.41     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 9,000.00     | 0.00%       | -            |
| 63630200                                                 | 538400 | RECREATION WPC/REC CLUB EXP                           | 18,813.24    | 37,000.00    | 37,000.00    | 37,000.00    | 37,000.00    | 37,000.00    | 0.00%       | -            |
| 63630200                                                 | 538500 | RECREATION SUMMER WEEKLY EXP                          | 8,852.33     | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 0.00%       | -            |
| 63630200                                                 | 538700 | RECREATION WATERFRONT EXP                             | 4,903.16     | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 0.00%       | -            |
| 63630200                                                 | 538800 | RECREATION BROCHURE EXPENSE                           | 5,815.27     | 14,000.00    | 14,000.00    | 14,000.00    | 14,000.00    | 14,000.00    | 0.00%       | -            |
| 63630200                                                 | 541010 | GASOLINE                                              | -            | 435.00       | 345.00       | 345.00       | 345.00       | 345.00       | -20.69%     | (90.00)      |
| 63630200                                                 | 542010 | OFFICE SUPPLIES                                       | 774.23       | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 1,000.00     | 0.00%       | -            |
| 63630200                                                 | 556090 | OTHER RECREATION SUPPLIES                             | -            | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 6,000.00     | 0.00%       | -            |
| 63630200                                                 | 571010 | TRAVEL-MILEAGE                                        | 462.53       | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 1,500.00     | 0.00%       | -            |
| 63630200                                                 | 571100 | MEETINGS & CONFERENCES                                | 934.79       | 1,866.00     |              |              | 2,000.00     | 2,200.00     | -100.00%    | (1,866.00)   |
| 63630200                                                 | 573010 | DUES AND MEMBERSHIPS                                  | 87.50        | 275.00       | 275.00       | 275.00       | 275.00       | 275.00       | 0.00%       | -            |
| 63630200                                                 | 596010 | XFER TO GF - DIRECT/INDIRECT COSTS                    | 109,721.00   | 108,049.00   | 110,000.00   | 140,130.00   | 140,130.00   | 140,130.00   | 29.69%      | 32,081.00    |
| 63630800                                                 | 570000 | ENCUMBRANCES                                          |              |              |              |              |              |              |             | -            |
| CATEGORY TOTAL                                           |        |                                                       | 204,407.61   | 275,455.00   | 273,650.00   | 303,780.00   | 305,780.00   | 305,980.00   | 10.28%      | 28,325.00    |
|                                                          |        |                                                       |              |              |              |              |              |              |             |              |
| DEPARTMENT TOTAL                                         |        |                                                       | 1,130,913.37 | 1,407,253.00 | 1,449,866.00 | 1,429,996.00 | 1,518,771.00 | 1,555,204.00 | 1.62%       | 22,743.00    |

|                               |        |                                     |              |              |              |              |              |              |             |
|-------------------------------|--------|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Town of Westford              |        |                                     |              |              |              |              |              |              |             |
| Budget Worksheet              |        |                                     |              |              |              |              |              |              |             |
| Fiscal Year 2022              |        |                                     |              |              |              |              |              |              |             |
| 640 AMBULANCE ENTERPRISE FUND |        | FISCAL 2020                         | FISCAL 2021  | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022  | FISCAL 2022 |
| ORG                           | OBJ    | DESCRIPTION                         | ACTUAL       | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| PERSONAL SERVICES             |        |                                     |              |              |              |              |              |              |             |
| 64230100                      | 511260 | FIREFIGHTERS                        | 578,658.61   | 595,347.00   | 629,373.00   | 629,373.00   | 639,195.00   | 647,307.00   | 5.72%       |
| 64230100                      | 511265 | CALL EMTS                           | 45.30        | 250.00       | 200.00       | 200.00       | 200.00       | 200.00       | -20.00%     |
| 64230100                      | 513120 | OVERTIME                            | 95,960.96    | 135,000.00   | 150,000.00   | 150,000.00   | 155,000.00   | 160,000.00   | 11.11%      |
| 64230100                      | 513170 | HOLIDAY OVERTIME                    | 10,363.20    | 10,948.00    | 10,783.00    | 10,783.00    | 10,783.00    | 10,783.00    | -1.51%      |
| 64230100                      | 513260 | TRAINING                            | 40,504.49    | 34,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 0.00%       |
| 64230100                      | 514050 | EDUCATION INCENTIVE PAY             | 15,381.78    | 18,486.00    | 12,486.00    | 12,486.00    | 12,584.00    | 12,694.00    | -32.46%     |
| 64230100                      | 515010 | HOLIDAY PAY                         | 24,246.81    | 25,092.00    | 26,526.00    | 26,526.00    | 26,940.00    | 27,282.00    | 5.71%       |
| 64230100                      | 515050 | LONGEVITY                           | 2,400.00     | 2,400.00     | 2,400.00     | 2,400.00     | 3,850.00     | 5,300.00     | 0.00%       |
| CATEGORY TOTAL                |        |                                     | 767,561.15   | 821,523.00   | 865,768.00   | 865,768.00   | 882,552.00   | 897,566.00   | 5.39%       |
| EXPENSES                      |        |                                     |              |              |              |              |              |              |             |
| 64230200                      | 517070 | UNIFORM ALLOWANCE                   | 10,769.01    | 10,825.00    | 8,550.00     | 8,550.00     | 8,550.00     | 8,550.00     | -21.02%     |
| 64230200                      | 521010 | ELECTRICITY                         | 7,795.78     | 8,346.00     | 8,110.00     | 8,110.00     | 8,273.00     | 8,439.00     | -2.83%      |
| 64230200                      | 521020 | NATURAL GAS                         | 3,177.13     | 4,167.00     | 7,310.00     | 5,500.00     | 7,457.00     | 7,607.00     | 31.99%      |
| 64230200                      | 523010 | WATER                               | 1,115.69     | 950.00       | 1,500.00     | 1,500.00     | 1,530.00     | 1,561.00     | 57.89%      |
| 64230200                      | 524010 | BUILDING MAINTENANCE                | 9,406.70     | 4,000.00     | 4,000.00     | 4,000.00     | 4,080.00     | 4,162.00     | 0.00%       |
| 64230200                      | 524020 | VEHICLE MAINTENANCE                 | 8,308.02     | 7,000.00     | 7,000.00     | 7,000.00     | 7,140.00     | 7,283.00     | 0.00%       |
| 64230200                      | 524030 | EQUIPMENT MAINTENANCE               | 10,092.20    | 12,500.00    | 12,500.00    | 12,500.00    | 12,750.00    | 13,005.00    | 0.00%       |
| 64230200                      | 524060 | COMMUNICATION EQUIPMENT MAINTENANCE | 2,959.78     | 1,500.00     | 1,500.00     | 1,500.00     | 1,530.00     | 1,561.00     | 0.00%       |
| 64230200                      | 530500 | TRAINING & DEVELOPMENT              | 4,989.99     | 6,000.00     | 6,000.00     | 6,000.00     | 6,120.00     | 6,243.00     | 0.00%       |
| 64230200                      | 530920 | CONTRACTED SERVICES                 | 53,892.25    | 60,000.00    | 60,000.00    | 60,000.00    | 61,200.00    | 62,424.00    | 0.00%       |
| 64230200                      | 534010 | POSTAGE                             | 237.50       | 400.00       | 400.00       | 400.00       | 408.00       | 417.00       | 0.00%       |
| 64230200                      | 534040 | PRINTING SERVICES                   | 433.08       | 400.00       | 450.00       | 450.00       | 459.00       | 469.00       | 12.50%      |
| 64230200                      | 541010 | GASOLINE                            | 13,494.73    | 15,634.00    | 15,750.00    | 12,000.00    | 16,065.00    | 16,387.00    | -23.24%     |
| 64230200                      | 542010 | OFFICE SUPPLIES                     | 711.36       | 600.00       | 600.00       | 600.00       | 612.00       | 625.00       | 0.00%       |
| 64230200                      | 545010 | CUSTODIAL/CLEANING SUPPLIES         | 1,816.09     | 550.00       | 550.00       | 550.00       | 561.00       | 573.00       | 0.00%       |
| 64230200                      | 548010 | VEHICULAR PARTS & ACCESSORIES       | 8,620.60     | 11,000.00    | 11,000.00    | 11,000.00    | 11,220.00    | 11,445.00    | 0.00%       |
| 64230200                      | 548020 | VEHICULAR TIRES & TUBES             | 2,754.08     | 3,000.00     | 3,000.00     | 3,000.00     | 3,060.00     | 3,122.00     | 0.00%       |
| 64230200                      | 550010 | HEALTH / MEDICAL SUPPLIES           | 64,289.17    | 70,000.00    | 71,000.00    | 66,000.00    | 72,420.00    | 73,869.00    | -5.71%      |
| 64230200                      | 550020 | OXYGEN                              | 1,326.50     | 1,100.00     | 1,100.00     | 1,100.00     | 1,122.00     | 1,145.00     | 0.00%       |
| 64230200                      | 571100 | MEETINGS & CONFERENCES              | 103.05       | 1,000.00     | 1,000.00     | -            | 1,020.00     | 1,041.00     | -100.00%    |
| 64230200                      | 573010 | DUES & MEMBERSHIPS                  | 3,600.00     | 3,200.00     | 3,200.00     | 3,200.00     | 3,264.00     | 3,330.00     | 0.00%       |
| 64230200                      | 596010 | XFER TO GF - DIRECT/INDIRECT COSTS  | 380,831.00   | 318,383.00   | 318,383.00   | 437,596.00   | 437,596.00   | 437,596.00   | 37.44%      |
| 64230800                      | 570000 | ENCUMBRANCES                        | 8,326.00     |              |              |              |              |              |             |
| CATEGORY TOTAL                |        |                                     | 599,049.71   | 540,555.00   | 542,903.00   | 650,556.00   | 666,437.00   | 670,854.00   | 20.35%      |
| DEPARTMENT TOTAL              |        |                                     | 1,366,610.86 | 1,362,078.00 | 1,408,671.00 | 1,516,324.00 | 1,548,989.00 | 1,568,420.00 | 11.32%      |

|                                |        |                                                      |             |              |              |              |              |              |             |
|--------------------------------|--------|------------------------------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Town of Westford               |        |                                                      |             |              |              |              |              |              |             |
| Budget Worksheet               |        |                                                      |             |              |              |              |              |              |             |
| Fiscal Year 2022               |        |                                                      |             |              |              |              |              |              |             |
| 650 STORMWATER ENTERPRISE FUND |        | FISCAL 2020                                          | FISCAL 2021 | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022  | FISCAL 2022 |
| ORG                            | OBJ    | DESCRIPTION                                          | ACTUAL      | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| PERSONAL SERVICES              |        |                                                      |             |              |              |              |              |              |             |
| 65427100                       | 511512 | STAFF ENGINEER                                       |             |              | 80,000.00    | 80,000.00    | 80,000.00    | 80,000.00    | 80,000.00   |
| 65427100                       | 511520 | ADMINISTRATIVE ASSISTANT                             | 24,660.00   | 26,133.00    | 26,133.00    | 26,133.00    | 26,133.00    | 26,133.00    | 5.97%       |
| 65427100                       | 511540 | PROJECT INSPECTOR - FACILITIES TECH                  | 41,296.00   |              | -            | -            | -            | -            | -100.00%    |
| 65427100                       | 511660 | EQUIPMENT OPERATORS / LABORERS                       | 24,033.00   | 26,257.00    | 26,257.00    | 27,092.00    | 27,961.00    | 27,961.00    | 9.25%       |
| 65427100                       | 513160 | OTHER OVERTIME                                       | 2,000.00    | 2,000.00     | 2,000.00     | 2,000.00     | 2,000.00     | 2,000.00     | 0.00%       |
| 65427100                       | 514090 | DEPARTMENTAL STIPENDS                                | 1,150.00    | 800.00       | 800.00       | 800.00       | 800.00       | 800.00       | -30.43%     |
| 65427100                       | 515050 | LONGEVITY                                            | 425.00      |              |              |              |              |              | -100.00%    |
| CATEGORY TOTAL                 |        |                                                      | -           | 93,564.00    | 135,190.00   | 135,190.00   | 136,025.00   | 136,894.00   | 44.49%      |
| EXPENSES                       |        |                                                      |             |              |              |              |              |              |             |
| 65427200                       | 513250 | SPECIAL DETAILS                                      | 11,000.00   | 11,000.00    | 11,000.00    | 11,000.00    | 11,000.00    | 11,000.00    | 0.00%       |
| 65427200                       | 524020 | VEHICLE MAINTENANCE                                  | 28,806.00   | 28,806.00    | 28,806.00    | 28,806.00    | 28,806.00    | 28,806.00    | 0.00%       |
| 65427200                       | 524030 | EQUIPMENT MAINTENANCE                                | 1,260.00    | 1,260.00     | 1,260.00     | 1,260.00     | 1,260.00     | 1,260.00     | 0.00%       |
| 65427200                       | 524050 | IT MAINTENANCE SUPPORT                               |             | 14,264.00    | 14,264.00    | 14,264.00    | 14,264.00    | 14,264.00    |             |
| 65427200                       | 525020 | DRAINAGE MAINTENANCE                                 | 34,000.00   | 34,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 34,000.00    | 0.00%       |
| 65427200                       | 525022 | DRAINAGE INVESTIGATION                               | 50,000.00   | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 50,000.00    | 0.00%       |
| 65427200                       | 529045 | CATCH BASIN CLEANING                                 | 66,000.00   | 66,000.00    | 66,000.00    | 66,000.00    | 66,000.00    | 66,000.00    | 0.00%       |
| 65427200                       | 529055 | STREET SWEEPING                                      | 75,000.00   | 75,000.00    | 75,000.00    | 75,000.00    | 75,000.00    | 75,000.00    | 0.00%       |
| 65427200                       | 529060 | STREET WASTE DISPOSAL SERV                           | 30,000.00   | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 30,000.00    | 0.00%       |
| 65427200                       | 529080 | TESTING / WATER QUALITY SERV                         | 5,000.00    | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       |
| 65427200                       | 529085 | PIPE MONITORING                                      | 10,000.00   | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 0.00%       |
| 65427200                       | 530700 | ENGINEERING SERVICES                                 | 5,000.00    | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 5,000.00     | 0.00%       |
| 65427200                       | 530750 | MS4 GENERAL PERMIT COMPLIANCE                        | 93,500.00   | 93,500.00    | 93,500.00    | 43,500.00    | 43,500.00    | 43,500.00    | 0.00%       |
| 65427200                       | 530760 | MS4 CORRECTIVE ACTIONS                               | 15,000.00   | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 15,000.00    | 0.00%       |
| 65427200                       | 530920 | CONTRACTED SERVICES                                  | 8,000.00    | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 8,000.00     | 0.00%       |
| 65427200                       | 530950 | FEE CONSULTING SERVICES                              | 10,000.00   | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 10,000.00    | 0.00%       |
| 65427200                       | 534010 | POSTAGE AND PRINTING EXPENSE                         | 12,000.00   | 12,000.00    | 12,000.00    | 12,000.00    | 12,000.00    | 12,000.00    | 0.00%       |
| 65427200                       | 541020 | DIESEL FUEL/GAS                                      | 2,200.00    | 2,200.00     | 2,200.00     | 2,200.00     | 2,200.00     | 2,200.00     | 0.00%       |
| 65427200                       | 542060 | SOFTWARE SERVICES                                    | 11,710.00   | 11,710.00    | 11,710.00    | 11,710.00    | 11,710.00    | 11,710.00    | 0.00%       |
| 65427200                       | 596010 | XFER TO GF - DIRECT/INDIRECT COSTS                   | 393,964.00  | 393,964.00   | 430,908.00   | 430,908.00   | 430,908.00   | 430,908.00   | 9.38%       |
| 65427800                       | 570000 | ENCUMBRANCES                                         |             |              |              |              |              |              |             |
| CATEGORY TOTAL                 |        |                                                      | -           | 862,440.00   | 876,704.00   | 913,648.00   | 863,648.00   | 863,648.00   | 5.94%       |
| 650 STORMWATER ENTERPRISE FUND |        | FISCAL 2020                                          | FISCAL 2021 | FISCAL 2022  | FISCAL 2022  | FISCAL 2023  | FISCAL 2024  | FISCAL 2022  | FISCAL 2022 |
| ORG                            | OBJ    | DESCRIPTION                                          | ACTUAL      | BUDGET       | REQUEST      | TMR          | PROJECTED    | PROJECTED    | % INC/DEC   |
| PRINCIPAL & INTEREST           |        |                                                      |             |              |              |              |              |              |             |
| 65427700                       | 591061 | 10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL              | 3,000.00    | 3,000.00     | 3,000.00     | 3,000.00     | 2,295.00     | 2,295.00     | 0.00%       |
| 65427700                       | 592061 | 10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST               | 225.00      | 165.00       | 165.00       | 105.00       | 45.00        | 45.00        | -26.67%     |
| 65427700                       | 591071 | MAIN STREET RECONSTRUCTION - PRINCIPAL               | 78,206.00   | 78,206.00    | 78,206.00    | 78,206.00    | 78,206.00    | 78,206.00    | 0.00%       |
| 65427700                       | 592071 | MAIN STREET RECONSTRUCTION - INTEREST                | 32,003.00   | 28,093.00    | 28,093.00    | 24,182.00    | 20,272.00    | 20,272.00    | -12.22%     |
| SUBTOTAL - ISSUED BONDS        |        |                                                      | -           | 113,434.00   | 109,464.00   | 109,464.00   | 105,493.00   | 100,818.00   | -3.50%      |
| 65427700                       | 590000 | OAK HILL RECONSTRUCTION PROJECT - PRINCIPAL          |             |              |              |              | -            | 181,800.00   |             |
| 65427700                       | 590000 | OAK HILL RECONSTRUCTION PROJECT - INTEREST           | 40,400.00   | 36,360.00    | 36,360.00    | 60,600.00    |              |              | -10.00%     |
| 65427700                       | 590000 | CULVERT DESIGN, PERMITTING & REPLACEMENT - PRINCIPAL | 25,000.00   |              |              | 45,000.00    | 44,000.00    |              | -100.00%    |
| 65427700                       | 590000 | CULVERT DESIGN, PERMITTING & REPLACEMENT - INTEREST  | 21,250.00   | 15,000.00    | 15,000.00    | 15,000.00    | 45,000.00    |              | -29.41%     |
| 65427700                       | 590000 | DRAINAGE IMPROVEMENT PROGRAM - PRINCIPAL             | 66,000.00   |              |              | -            | 30,000.00    |              | -100.00%    |
| 65427700                       | 590000 | DRAINAGE IMPROVEMENT PROGRAM - INTEREST              | 28,050.00   |              |              | -            |              |              | -100.00%    |
| 65427700                       | 592008 | INTEREST ON SHORT-TERM DEBT                          |             |              |              |              |              |              |             |
| 60450700                       | 590000 | SUBTOTAL - NON-ISSUED BONDS                          | -           | 180,700.00   | 51,360.00    | 51,360.00    | 120,600.00   | 300,800.00   | -71.58%     |
| CATEGORY TOTAL                 |        |                                                      | -           | 294,134.00   | 160,824.00   | 160,824.00   | 226,093.00   | 401,618.00   | -45.32%     |
| DEPARTMENT TOTAL               |        |                                                      | -           | 1,250,138.00 | 1,172,718.00 | 1,209,662.00 | 1,225,766.00 | 1,402,160.00 | -3.24%      |