

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>GENERAL GOVERNMENT</b>							
<b>122</b>	<b>Selectmen</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	32,689.00	31,292.00	21,270.00	33,120.00	33,120.00	34,458.05
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 122</b>	<b>32,689.00</b>	<b>31,292.00</b>	<b>21,270.00</b>	<b>33,120.00</b>	<b>33,120.00</b>	<b>34,458.05</b>
<b>123</b>	<b>Town Manager</b>						
	Personal Services	361,214.00	382,686.00	386,387.00	393,141.00	393,689.00	401,562.78
	Expenses	29,527.00	27,160.00	20,805.00	27,335.00	27,335.00	28,439.33
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 123</b>	<b>390,741.00</b>	<b>409,846.00</b>	<b>407,192.00</b>	<b>420,476.00</b>	<b>421,024.00</b>	<b>438,033.37</b>
<b>131</b>	<b>Finance Committee</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	10,113.00	10,113.00	9,088.00	10,266.00	10,391.00	10,810.80
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	Reserve Fund	191,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
	(Transfers out)	(34,359.00)	(18,624.82)	0.00	0.00	0.00	0.00
	<b>TOTAL 131</b>	<b>166,754.00</b>	<b>141,488.18</b>	<b>159,088.00</b>	<b>160,266.00</b>	<b>160,391.00</b>	<b>160,810.80</b>
<b>132</b>	<b>Finance Director</b>						
	Personal Services	114,301.00	125,131.00	126,053.00	128,160.00	129,420.00	134,648.57
	Expenses	2,460.00	860.00	860.00	860.00	860.00	894.74
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 132</b>	<b>116,761.00</b>	<b>125,991.00</b>	<b>126,913.00</b>	<b>129,020.00</b>	<b>130,280.00</b>	<b>135,543.31</b>
<b>135</b>	<b>Town Accountant</b>						
	Personal Services	250,427.00	265,470.00	269,742.00	277,266.00	278,198.00	289,437.20
	Expenses	36,560.00	45,360.00	36,260.00	49,560.00	36,860.00	36,860.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 135</b>	<b>286,987.00</b>	<b>310,830.00</b>	<b>306,002.00</b>	<b>326,826.00</b>	<b>315,058.00</b>	<b>326,297.20</b>
<b>141</b>	<b>Board of Assessors</b>						
	Personal Services	237,702.00	244,103.00	249,262.00	254,124.00	254,124.00	264,390.61
	Expenses	39,700.00	23,900.00	23,900.00	23,900.00	23,900.00	24,865.56
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 141</b>	<b>277,402.00</b>	<b>268,003.00</b>	<b>273,162.00</b>	<b>278,024.00</b>	<b>278,024.00</b>	<b>289,256.17</b>
<b>145</b>	<b>Treasurer/Collector</b>						
	Personal Services	241,510.00	250,183.00	255,468.00	260,044.00	261,738.00	272,312.22
	Expenses	53,155.00	53,155.00	46,105.00	53,155.00	53,155.00	55,302.46
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 145</b>	<b>294,665.00</b>	<b>303,338.00</b>	<b>301,573.00</b>	<b>313,199.00</b>	<b>314,893.00</b>	<b>327,614.68</b>

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	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>151</b>	<b>Town Counsel</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	375,000.00	250,000.00	265,000.00	265,000.00	265,000.00	270,300.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 151</b>	<b>375,000.00</b>	<b>250,000.00</b>	<b>265,000.00</b>	<b>265,000.00</b>	<b>265,000.00</b>	<b>270,300.00</b>
<b>152</b>	<b>Human Resources</b>						
	Personal Services	195,633.00	204,001.00	206,636.00	209,949.00	210,329.00	214,535.58
	Expenses	31,700.00	32,200.00	29,900.00	32,200.00	32,200.00	32,844.00
	Compensation Reserve	200,000.00	435,945.00	722,000.00	1,222,000.00	1,722,000.00	1,722,000.00
	Transfers out	(85,153.00)	(200,611.00)		0.00	0.00	0.00
	<b>TOTAL 152</b>	<b>342,180.00</b>	<b>471,535.00</b>	<b>958,536.00</b>	<b>1,464,149.00</b>	<b>1,964,529.00</b>	<b>1,969,379.58</b>
<b>155</b>	<b>Technology</b>						
	Personal Services	403,048.00	418,449.00	430,003.00	440,274.00	441,409.00	450,237.18
	Expenses	542,044.00	592,083.00	570,140.00	580,014.00	580,028.00	591,628.56
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 155</b>	<b>945,092.00</b>	<b>1,010,532.00</b>	<b>1,000,143.00</b>	<b>1,020,288.00</b>	<b>1,021,437.00</b>	<b>1,041,865.74</b>
<b>161</b>	<b>Town Clerk</b>						
	Personal Services	242,130.00	265,078.00	251,501.00	272,765.00	257,721.00	262,875.42
	Expenses	23,601.00	23,585.00	21,145.00	24,790.00	23,535.00	24,005.70
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 161</b>	<b>265,731.00</b>	<b>288,663.00</b>	<b>272,646.00</b>	<b>297,555.00</b>	<b>281,256.00</b>	<b>286,881.12</b>
<b>170</b>	<b>Permitting Department</b>						
	Personal Services	211,255.00	208,922.00	218,818.00	223,317.00	223,802.00	228,278.04
	Expenses	44,865.00	41,875.00	42,190.00	46,160.00	46,160.00	47,083.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 170</b>	<b>256,120.00</b>	<b>250,797.00</b>	<b>261,008.00</b>	<b>269,477.00</b>	<b>269,962.00</b>	<b>275,361.24</b>
<b>171</b>	<b>Conservation Commission</b>						
	Personal Services	78,982.00	82,980.00	86,331.00	103,386.00	104,144.00	106,226.88
	Expenses	7,040.00	4,060.00	2,250.00	7,250.00	7,250.00	7,395.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 171</b>	<b>86,022.00</b>	<b>87,040.00</b>	<b>88,581.00</b>	<b>110,636.00</b>	<b>111,394.00</b>	<b>113,621.88</b>
<b>175</b>	<b>Planning Board</b>						
	Personal Services	78,982.00	82,980.00	86,931.00	88,226.00	88,226.00	89,990.52
	Expenses	7,970.00	20,045.00	12,705.00	24,265.00	24,265.00	24,750.30
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 175</b>	<b>86,952.00</b>	<b>103,025.00</b>	<b>99,636.00</b>	<b>112,491.00</b>	<b>112,491.00</b>	<b>114,740.82</b>

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		<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>176</b>	<b>Zoning Board of Appeals</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	2,250.00	2,275.00	2,395.00	2,575.00	2,575.00	2,626.50	2,679.03
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 176</b>	<b>2,250.00</b>	<b>2,275.00</b>	<b>2,395.00</b>	<b>2,575.00</b>	<b>2,575.00</b>	<b>2,626.50</b>	<b>2,679.03</b>
<b>192</b>	<b>Town Hall Maintenance</b>							
	Personal Services	52,784.00	42,700.00	43,416.00	44,416.00	44,416.00	45,304.32	46,210.41
	Expenses	92,990.00	89,585.00	79,529.00	87,629.00	87,629.00	89,381.58	91,169.21
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 192</b>	<b>145,774.00</b>	<b>132,285.00</b>	<b>122,945.00</b>	<b>132,045.00</b>	<b>132,045.00</b>	<b>134,685.90</b>	<b>137,379.62</b>
<b>199</b>	<b>PUBLIC BUILDINGS &amp; PROPERTY MAINTENANCE</b>							
	Personal Services	55,510.00	56,488.00	52,328.00	57,736.00	57,736.00	58,890.72	60,068.53
	Expenses	27,800.00	21,900.00	18,100.00	19,500.00	19,500.00	19,890.00	20,287.80
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 199</b>	<b>83,310.00</b>	<b>78,388.00</b>	<b>70,428.00</b>	<b>77,236.00</b>	<b>77,236.00</b>	<b>78,780.72</b>	<b>80,356.33</b>
<b>Total General Government</b>		<b>4,154,430.00</b>	<b>4,265,328.18</b>	<b>4,736,518.00</b>	<b>5,412,383.00</b>	<b>5,890,715.00</b>	<b>5,983,052.10</b>	<b>6,051,581.94</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>PUBLIC SAFETY</b>								
<b>210</b>	<b>Police Department</b>							
	Personal Services	4,841,047.00	4,271,084.00	4,363,074.00	4,526,589.00	4,564,171.00	4,655,454.42	4,748,563.51
	Expenses	613,566.00	592,653.00	516,009.00	619,646.00	619,646.00	632,038.92	644,679.70
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 210</b>	<b>5,454,613.00</b>	<b>4,863,737.00</b>	<b>4,879,083.00</b>	<b>5,146,235.00</b>	<b>5,183,817.00</b>	<b>5,287,493.34</b>	<b>5,393,243.21</b>
<b>215</b>	<b>Public Safety Communications</b>							
	Personal Services	0.00	817,354.00	774,808.00	783,419.00	791,444.00	807,272.88	823,418.34
	Expenses	0.00	37,652.00	42,521.00	42,521.00	42,521.00	43,371.42	44,238.85
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 215</b>	<b>0.00</b>	<b>855,006.00</b>	<b>817,329.00</b>	<b>825,940.00</b>	<b>833,965.00</b>	<b>850,644.30</b>	<b>867,657.19</b>
<b>220</b>	<b>Fire Department</b>							
	Personal Services	3,030,782.00	2,814,133.00	2,888,099.00	2,932,275.00	2,960,752.00	3,019,967.04	3,080,366.38
	Expenses	293,432.00	284,271.82	269,200.00	285,655.00	290,889.00	296,706.78	302,640.92
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 220</b>	<b>3,324,214.00</b>	<b>3,098,404.82</b>	<b>3,157,299.00</b>	<b>3,217,930.00</b>	<b>3,251,641.00</b>	<b>3,316,673.82</b>	<b>3,383,007.30</b>
<b>241</b>	<b>Building Department</b>							
	Personal Services	301,114.00	306,422.00	319,047.00	342,952.00	343,844.00	350,720.88	357,735.30
	Expenses	18,800.00	18,125.00	16,855.00	17,555.00	17,555.00	17,906.10	18,264.22
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 241</b>	<b>319,914.00</b>	<b>324,547.00</b>	<b>335,902.00</b>	<b>360,507.00</b>	<b>361,399.00</b>	<b>368,626.98</b>	<b>375,999.52</b>
<b>244</b>	<b>Sealer Weights &amp; Measures</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,060.00	3,121.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	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>3,060.00</b>	<b>3,121.20</b>
<b>291</b>	<b>Emergency Management</b>							
	Personal Services	8,446.00	8,446.00	8,656.00	8,872.00	9,000.00	9,180.00	9,363.60
	Expenses	5,500.00	4,575.00	4,400.00	4,775.00	4,875.00	4,972.50	5,071.95
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 291</b>	<b>13,946.00</b>	<b>13,021.00</b>	<b>13,056.00</b>	<b>13,647.00</b>	<b>13,875.00</b>	<b>14,152.50</b>	<b>14,435.55</b>
<b>292</b>	<b>Animal Control</b>							
	Personal Services	64,883.00	64,705.00	62,781.00	64,281.00	64,281.00	65,566.62	66,877.95
	Expenses	5,700.00	5,400.00	3,300.00	4,460.00	4,460.00	4,549.20	4,640.18
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 292</b>	<b>70,583.00</b>	<b>70,105.00</b>	<b>66,081.00</b>	<b>68,741.00</b>	<b>68,741.00</b>	<b>70,115.82</b>	<b>71,518.14</b>
<b>294</b>	<b>Tree Warden</b>							
	Personal Services	2,112.00	2,112.00	2,144.00	2,175.00	2,175.00	2,218.50	2,262.87
	Expenses	50,000.00	35,000.00	35,000.00	50,000.00	50,000.00	51,000.00	52,020.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 294</b>	<b>52,112.00</b>	<b>37,112.00</b>	<b>37,144.00</b>	<b>52,175.00</b>	<b>52,175.00</b>	<b>53,218.50</b>	<b>54,282.87</b>
<b>Total Public Safety</b>		<b>9,238,382.00</b>	<b>9,264,932.82</b>	<b>9,308,894.00</b>	<b>9,688,175.00</b>	<b>9,768,613.00</b>	<b>9,963,985.26</b>	<b>10,163,264.97</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>EDUCATION</b>							
<b>300</b>	<b>Westford Public Schools</b>	<b>3.91%</b>	<b>2.50%</b>	<b>2.38%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>
	Operating Budget	53,361,373.00	54,695,407.00	55,997,158.00	57,397,087.00	58,832,014.00	61,810,384.00
	Less Expense Budget to 442 Wastewater Treatment Management Budget						
	<b>TOTAL 300</b>	<b>53,361,373.00</b>	<b>54,695,407.00</b>	<b>55,997,158.00</b>	<b>57,397,087.00</b>	<b>58,832,014.00</b>	<b>61,810,384.00</b>
<b>310</b>	<b>Nashoba Tech</b>						
	Personal Services						
	Expenses	718,189.00	694,652.00	712,018.00	729,818.00	748,063.00	780,183.00
	Capital						
	<b>TOTAL 310</b>	<b>718,189.00</b>	<b>694,652.00</b>	<b>712,018.00</b>	<b>729,818.00</b>	<b>748,063.00</b>	<b>780,183.00</b>
<b>Total Education</b>		<b>54,079,562.00</b>	<b>55,390,059.00</b>	<b>56,709,176.00</b>	<b>58,126,905.00</b>	<b>59,580,077.00</b>	<b>62,590,567.00</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>PUBLIC WORKS</b>								
<b>410</b>	<b>Engineering Department</b>							
	Personal Services	216,613.00	226,852.00	230,229.00	233,657.00	233,657.00	238,330.14	243,096.74
	Expenses	12,910.00	12,410.00	8,910.00	12,410.00	12,410.00	12,658.20	12,911.36
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 410</b>	<b>229,523.00</b>	<b>239,262.00</b>	<b>239,139.00</b>	<b>246,067.00</b>	<b>246,067.00</b>	<b>250,988.34</b>	<b>256,008.11</b>
<b>421</b>	<b>Highway Department</b>							
	Personal Services	1,475,481.00	1,517,528.00	1,547,646.00	1,627,384.00	1,633,727.00	1,666,401.54	1,699,729.57
	Expenses	1,164,418.00	1,138,936.00	1,116,760.00	1,144,336.00	1,144,336.00	1,167,222.72	1,190,567.17
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 421</b>	<b>2,639,899.00</b>	<b>2,656,464.00</b>	<b>2,664,406.00</b>	<b>2,771,720.00</b>	<b>2,778,063.00</b>	<b>2,833,624.26</b>	<b>2,890,296.75</b>
<b>427</b>	<b>Stormwater Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	48,960.00	49,939.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 427</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,960.00</b>	<b>49,939.20</b>
<b>432</b>	<b>Recycling</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	400,000.00	430,000.00	499,630.00	539,770.00	541,300.00	550,380.00	561,387.60
	Offset/Recycling Revolving	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 432</b>	<b>400,000.00</b>	<b>430,000.00</b>	<b>499,630.00</b>	<b>539,770.00</b>	<b>541,300.00</b>	<b>550,380.00</b>	<b>561,387.60</b>
<b>433</b>	<b>Solid Waste</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	1,197,912.00	1,164,012.00	1,169,512.00	1,169,512.00	1,169,512.00	1,192,902.24	1,216,760.28
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 433</b>	<b>1,197,912.00</b>	<b>1,164,012.00</b>	<b>1,169,512.00</b>	<b>1,169,512.00</b>	<b>1,169,512.00</b>	<b>1,192,902.24</b>	<b>1,216,760.28</b>
**	TRASH DISPOSAL FEES ONLY	558,900.00	525,000.00	530,000.00	530,000.00	530,000.00	550,000.00	550,000.00
<b>442</b>	<b>Wastewater Treatment Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	234,303.00	228,888.00	228,535.00	250,627.00	259,177.00	264,360.54	269,647.75
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 442</b>	<b>234,303.00</b>	<b>228,888.00</b>	<b>228,535.00</b>	<b>250,627.00</b>	<b>259,177.00</b>	<b>264,360.54</b>	<b>269,647.75</b>
<b>491</b>	<b>Cemetery Department</b>							
	Personal Services	79,648.00	80,581.00	83,648.00	84,686.00	84,686.00	86,379.72	88,107.31
	Expenses	22,935.00	20,755.00	23,059.00	27,334.00	27,334.00	27,880.68	28,438.29
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 491</b>	<b>102,583.00</b>	<b>101,336.00</b>	<b>106,707.00</b>	<b>112,020.00</b>	<b>112,020.00</b>	<b>114,260.40</b>	<b>116,545.61</b>
<b>Total Public Works</b>		<b>4,852,220.00</b>	<b>4,867,962.00</b>	<b>4,955,929.00</b>	<b>5,137,716.00</b>	<b>5,154,139.00</b>	<b>5,255,475.78</b>	<b>5,360,585.30</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2018</b>								
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<b>March 25, 2017 Annual Town Meeting</b>								
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>HEALTH &amp; HUMAN SERVICES</b>								
<b>510</b>	<b>Board of Health</b>							
	Personal Services	411,109.00	431,593.00	438,603.00	448,648.00	448,648.00	457,620.96	466,773.38
	Expenses	33,400.00	32,775.00	31,750.00	34,150.00	34,650.00	35,343.00	36,049.86
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 510</b>	<b>444,509.00</b>	<b>464,368.00</b>	<b>470,353.00</b>	<b>482,798.00</b>	<b>483,298.00</b>	<b>492,963.96</b>	<b>502,823.24</b>
<b>540</b>	<b>Senior Center</b>							
	Personal Services	139,229.00	135,865.00	137,228.00	152,958.00	153,908.00	156,986.16	160,125.88
	Expenses	69,679.00	68,850.00	58,050.00	81,453.00	87,956.00	89,715.12	91,509.42
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 540</b>	<b>208,908.00</b>	<b>204,715.00</b>	<b>195,278.00</b>	<b>234,411.00</b>	<b>241,864.00</b>	<b>246,701.28</b>	<b>251,635.31</b>
<b>541</b>	<b>Council on Aging</b>							
	Personal Services	230,033.00	248,682.00	245,120.00	258,001.00	258,601.00	263,773.02	269,048.48
	Expenses	33,000.00	31,900.00	28,100.00	34,000.00	35,300.00	36,006.00	36,726.12
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 541</b>	<b>263,033.00</b>	<b>280,582.00</b>	<b>273,220.00</b>	<b>292,001.00</b>	<b>293,901.00</b>	<b>299,779.02</b>	<b>305,774.60</b>
<b>543</b>	<b>Veterans Services</b>							
	Personal Services	64,173.00	61,952.00	62,798.00	63,656.00	63,906.00	65,184.12	66,487.80
	Expenses	105,800.00	106,500.00	70,000.00	86,500.00	86,500.00	88,230.00	89,994.60
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 542</b>	<b>169,973.00</b>	<b>168,452.00</b>	<b>132,798.00</b>	<b>150,156.00</b>	<b>150,406.00</b>	<b>153,414.12</b>	<b>156,482.40</b>
<b>Total Health and Human Services</b>		<b>1,086,423.00</b>	<b>1,118,117.00</b>	<b>1,071,649.00</b>	<b>1,159,366.00</b>	<b>1,169,469.00</b>	<b>1,192,858.38</b>	<b>1,216,715.55</b>

<b>TOWN OF WESTFORD</b>								
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<b>FISCAL 2018</b>								
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<b>March 25, 2017 Annual Town Meeting</b>								
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>CULTURE &amp; RECREATION</b>								
<b>610</b>	<b>Library</b>							
	Personal Services	1,197,321.00	1,231,315.00	1,231,417.00	1,252,030.00	1,267,435.00	1,292,783.70	1,318,639.37
	Expenses	349,971.00	358,094.00	352,596.00	362,702.00	362,702.00	369,956.04	377,355.16
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 610</b>	<b>1,547,292.00</b>	<b>1,589,409.00</b>	<b>1,584,013.00</b>	<b>1,614,732.00</b>	<b>1,630,137.00</b>	<b>1,662,739.74</b>	<b>1,695,994.53</b>
<b>630</b>	<b>Recreation</b>							
	Personal Services	244,083.00	248,117.00	247,092.00	247,092.00	252,819.00	257,875.38	263,032.89
	Expenses	12,365.00	12,750.00	49,195.00	49,195.00	48,695.00	48,695.00	49,668.90
	Offset /Shared Costs	(254,527.00)	(253,396.00)	(296,287.00)	(296,287.00)	(301,514.00)	(306,570.38)	(312,701.79)
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 630</b>	<b>1,921.00</b>	<b>7,471.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>650</b>	<b>Parks</b>							
	Personal Services	337,129.00	308,003.00	325,677.00	361,375.00	364,801.00	372,097.02	379,538.96
	Expenses	46,735.00	43,425.00	52,064.00	51,814.00	51,814.00	52,850.28	53,907.29
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 650</b>	<b>383,864.00</b>	<b>351,428.00</b>	<b>377,741.00</b>	<b>413,189.00</b>	<b>416,615.00</b>	<b>424,947.30</b>	<b>433,446.25</b>
<b>660</b>	<b>Land Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	33,000.00	37,500.00	38,700.00	39,500.00	39,500.00	40,290.00	41,095.80
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 660</b>	<b>33,000.00</b>	<b>37,500.00</b>	<b>38,700.00</b>	<b>39,500.00</b>	<b>39,500.00</b>	<b>40,290.00</b>	<b>41,095.80</b>
<b>670</b>	<b>Historical Commission</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	23,900.00	24,098.00	17,800.00	22,086.00	22,086.00	22,527.72	22,978.27
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 670</b>	<b>23,900.00</b>	<b>24,098.00</b>	<b>17,800.00</b>	<b>22,086.00</b>	<b>22,086.00</b>	<b>22,527.72</b>	<b>22,978.27</b>
<b>Total Culture &amp; Recreation</b>		<b>1,989,977.00</b>	<b>2,009,906.00</b>	<b>2,018,254.00</b>	<b>2,089,507.00</b>	<b>2,108,338.00</b>	<b>2,150,504.76</b>	<b>2,193,514.86</b>

<b>TOWN OF WESTFORD</b>								
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<b>March 25, 2017 Annual Town Meeting</b>								
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>DEBT SERVICE</b>								
<b>710</b>	<b>Debt Service</b>							
	Principal & Interest - Excluded	5,902,545.00	5,734,508.00	5,712,645.00	6,307,920.00	6,174,945.00	4,997,045.00	4,968,375.00
	Principal & Interest - Non-Excluded	639,877.00	954,459.00	1,004,723.00	1,184,691.50	932,409.00	931,590.00	924,906.00
	Principal & Interest - Non-Excluded - Estimated Debt				156,000.00	156,000.00	156,000.00	156,000.00
	Short Term Interest	20,000.00	45,000.00	70,000.00	40,000.00	40,000.00	40,000.00	40,000.00
	<b>TOTAL 710</b>	<b>6,562,422.00</b>	<b>6,733,967.00</b>	<b>6,787,368.00</b>	<b>7,688,611.50</b>	<b>7,303,354.00</b>	<b>6,124,635.00</b>	<b>6,089,281.00</b>
	<b>Total Debt Service</b>	<b>6,562,422.00</b>	<b>6,733,967.00</b>	<b>6,787,368.00</b>	<b>7,688,611.50</b>	<b>7,303,354.00</b>	<b>6,124,635.00</b>	<b>6,089,281.00</b>
<b>UNCLASSIFIED</b>								
<b>940</b>	<b>Otherwise Unclassified</b>							
	Water Direct/Indirect Costs	(377,430.00)	(399,042.00)	(432,309.00)	(432,309.00)	(432,309.00)	(436,632.09)	(440,998.41)
	Ambulance Direct/Indirect Costs	(261,781.00)	(315,537.00)	(385,245.00)	(385,245.00)	(385,245.00)	(389,097.45)	(392,988.42)
	Recreation Direct/Indirect Costs	(280,561.00)	(292,530.00)	(312,668.00)	(312,668.00)	(312,668.00)	(315,794.68)	(318,952.63)
	<b>TOTAL 940</b>	<b>(919,772.00)</b>	<b>(1,007,109.00)</b>	<b>(1,130,222.00)</b>	<b>(1,130,222.00)</b>	<b>(1,130,222.00)</b>	<b>(1,141,524.22)</b>	<b>(1,152,939.46)</b>
<b>945</b>	<b>Employee Benefits &amp; Miscellaneous</b>							
	Pension Assessment	3,993,806.00	4,238,879.00	4,593,239.00	4,958,901.00	5,251,264.00	5,639,857.54	6,057,206.99
	Unemployment Insurance	140,000.00	100,000.00	80,000.00	100,000.00	105,000.00	110,250.00	115,762.50
	Group Health Insurance	9,320,000.00	9,735,491.00	10,431,187.00	11,896,082.00	13,154,169.00	14,512,902.15	15,980,334.33
	Medicare Contribution	822,016.00	875,000.00	895,000.00	910,350.00	937,661.00	965,790.83	994,764.55
	Accumulated Sick Time	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
	Senior Tax Rebate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	OPEB Expenses	712,425.00	852,278.00	852,278.00	1,362,984.00	1,660,743.00	1,997,421.00	2,377,339.00
	Comprehensive Insurance	671,610.00	754,186.00	790,486.00	828,512.00	868,437.00	911,858.85	957,451.79
	<b>TOTAL 945</b>	<b>15,709,857.00</b>	<b>16,605,834.00</b>	<b>17,692,190.00</b>	<b>20,106,829.00</b>	<b>22,027,274.00</b>	<b>24,188,080.37</b>	<b>26,532,859.17</b>
	<b>Total Unclassified</b>	<b>14,790,085.00</b>	<b>15,598,725.00</b>	<b>16,561,968.00</b>	<b>18,976,607.00</b>	<b>20,897,052.00</b>	<b>23,046,556.15</b>	<b>25,379,919.71</b>
	<b>Total General Fund</b>	<b>96,753,501.00</b>	<b>99,248,997.00</b>	<b>102,149,756.00</b>	<b>108,279,270.50</b>	<b>111,871,757.00</b>	<b>114,786,646.43</b>	<b>119,045,430.31</b>



<b>TOWN OF WESTFORD</b>							
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<b>FISCAL 2018</b>							
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<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>APPROPRIATION SUMMARY -</b>							
GENERAL GOVERNMENT	4,154,430.00	4,265,328.18	4,736,518.00	5,412,383.00	5,890,715.00	5,983,052.10	6,051,581.94
PUBLIC SAFETY	9,238,382.00	9,264,932.82	9,308,894.00	9,688,175.00	9,768,613.00	9,963,985.26	10,163,264.97
EDUCATION	54,079,562.00	55,390,059.00	56,709,176.00	58,126,905.00	59,580,077.00	61,069,579.00	62,590,567.00
PUBLIC WORKS	4,852,220.00	4,867,962.00	4,955,929.00	5,137,716.00	5,154,139.00	5,255,475.78	5,360,585.30
HEALTH & HUMAN SERVICES	1,086,423.00	1,118,117.00	1,071,649.00	1,159,366.00	1,169,469.00	1,192,858.38	1,216,715.55
CULTURE & RECREATION	1,989,977.00	2,009,906.00	2,018,254.00	2,089,507.00	2,108,338.00	2,150,504.76	2,193,514.86
DEBT SERVICE	6,562,422.00	6,733,967.00	6,787,368.00	7,688,611.50	7,303,354.00	6,124,635.00	6,089,281.00
UNCLASSIFIED	14,790,085.00	15,598,725.00	16,561,968.00	18,976,607.00	20,897,052.00	23,046,556.15	25,379,919.71
RESERVE FUND TRANSFERS TO CAPITAL/SPECIAL ARTICLES	7,859.00						
COMMUNITY PRESERVATION FUND	885,610.00	884,528.00	881,574.00	849,704.00	88,769.00	86,899.00	85,030.00
WATER ENTERPRISE FUND	4,194,673.00	4,212,727.00	4,255,509.00	4,388,345.00	4,403,963.00	4,499,795.52	4,535,462.58
RECREATION ENTERPRISE FUND	1,362,431.00	1,375,174.00	1,430,834.00	1,452,148.00	1,465,503.00	1,480,158.03	1,494,959.61
AMBULANCE ENTERPRISE FUND	1,151,848.00	1,252,533.00	1,351,403.00	1,389,918.00	1,408,400.00	1,422,484.00	1,436,708.84
<b>TOTAL OPERATING BUDGET</b>	<b>104,355,922.00</b>	<b>106,973,959.00</b>	<b>110,069,076.00</b>	<b>116,359,385.50</b>	<b>119,238,392.00</b>	<b>122,275,982.98</b>	<b>126,597,591.34</b>

<b>TOWN OF WESTFORD</b>							
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<b>FISCAL 2018</b>							
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<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>Art 14</b>	<b>CAPITAL PLAN</b>	<b>2,880,600.00</b>	<b>1,535,257.00</b>	<b>1,610,802.00</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>
<b>March 28, 2015 ATM</b>							
	Article 2 - Bill of Prior Year - IT	432.78					
	Article 3 - GF Budget Supplement	25,000.00					
	Article 3 - Snow & Ice Deficit	650,000.00					
	Article 3 - Recreation Enterprise	50,000.00					
	Article 4 - Budget Transfer from Ins. Receipts Reserved to Abbot Schl N	51,205.66					
	Article 5 - Perchlorate	200,000.00					
	Article 6 - Ambulance Capital	340,000.00					
	Article 6 - Water Capital	176,000.00					
	Article 8 - Fire Station Design	1,000,000.00					
	Article 9 - Clare Circle Betterment	33,000.00					
	Article 10 - 12 North Main Street Insurance	27,960.00					
	Article 11 - Community Preservation Projects	717,584.00					
	Article 16 - Water OPEB Stabilization	20,704.00					
<b>October 19, 2015 STM</b>							
	Article 1 - Unpaid Bills of Prior Year	9,938.87					
	Article 4 - Appropriate to Stabilization Fund	1,000,000.00					
	Article 7 - Community Preservation Funds	378,250.00					
<b>April 2, 2016 ATM</b>							
	Article 2: Unpaid Bills		1,900.00				
	Article 3: Snow & Ice Deficit		122,000.00	400,000.00	400,000.00	400,000.00	400,000.00
	Article 3: Supplemental Appropriations		27,000.00				
	Article 5: WSO JLMC Settlement		208,535.18				
	Article 6: WA Insurance Receipts Reserved		24,820.24				
	Article 7: Water Enterprise Capital		1,853,312.00				
	Article 7: Ambulance Enterprise Capital		31,540.00				
	Article 8: Appropriate Funds for Town Center Traffic Improvements		13,000.00				
	Article 11: Community Preservation Funds		1,054,960.00				
	Article 15: Appropriate from Water OPEB for current retirees		19,971.00				
	Perchlorate			150,000.00	150,000.00	150,000.00	150,000.00
<b>October 17, 2016 STM</b>							
	Article 2: Unpaid Bills Water Enterprise		2,231.05				
	Article 3: Budget Adjustments: Recycling		46,000.00				
	Article 3: Budget Adjustments: WSO FY14-16 JLMC Award		62,853.00				
	Article 3: Public Safety Communications Overtime		60,000.00				
	Article 3: Fire Dept Personal Services		47,000.00				
	Article 3: Tree Warden		8,000.00				
	Article 3: Water Enterprise Personal Services		18,823.00				
	Article 3: Ambulance Personal Services		23,500.00				
	Article 6: Capital Appropriations		80,000.00				
	Article 9: Recreation Department Lease / Modular Building		46,235.00				
	Article 11: Community Preservation Recommendations		50,000.00				
<b>March 25, 2017 ATM</b>							
	OPEB			257,947.00			
	Transfer to Stabilization			500,000.00			
	Ambulance Enterprise Capital			16,736.00			
	Water Enterprise Capital			183,250.00			
<b>TOTAL OTHER ARTICLES</b>							
		<b>4,680,075.31</b>	<b>3,801,680.47</b>	<b>1,507,933.00</b>	<b>550,000.00</b>	<b>550,000.00</b>	<b>550,000.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>OTHER AMOUNTS TO BE RAISED:</b>							
Amounts Certified Tax Title Purposes	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unprovided Debt & Interest Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Allow Abate & Exemp Deficits-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cherry Sheet Offsets-Res Dir Exp	406,887.00	442,516.00	447,826.00	447,826.00	447,826.00	447,826.00	447,826.00
Police State Grant Deficit	15,040.01	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Deficit-Prior Year	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Authorized deferral of teachers' pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Snow & Ice Deficit-Prior Year	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other-School Choice/Charter	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Appropriation Deficits-Prior Year Abbot Oil Spill	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Amounts to be Raised</b>	<b>421,927.01</b>	<b>442,516.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>
<b>State and City Cherry Sheet Charges</b> <i>(net of pr yr underest)</i>	<b>450,710.00</b>	<b>525,939.00</b>	<b>539,087.00</b>	<b>552,564.00</b>	<b>566,379.00</b>	<b>580,538.00</b>	<b>595,051.45</b>
<b>Allow Abate &amp; Exempt (Overlay)</b>	<b>476,937.16</b>	<b>400,000.12</b>	<b>460,460.00</b>	<b>500,000.00</b>	<b>500,000.00</b>	<b>500,000.00</b>	<b>500,000.00</b>
<b>TOTAL AMOUNT TO BE RAISED</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>119,909,775.50</b>	<b>122,802,597.00</b>	<b>125,854,346.98</b>	<b>130,190,468.79</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>LESS REVENUE/AVAILABLE FUNDS:</b>							
Tax Revenue	70,321,012.13	72,458,895.79	75,009,935.50	78,257,414.69	80,840,160.86	83,774,528.53	85,842,642.49
Local Revenue	7,757,036.38	7,903,252.70	8,065,015.66	8,225,194.89	8,389,128.24	8,550,031.79	8,716,491.98
State Aid	20,501,002.00	20,903,252.00	21,135,407.00	21,135,407.00	21,135,407.00	19,578,381.00	19,578,381.00
Cherry Sheet Overestimates-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Free Cash-Appropriations from	5,412,972.63	2,148,927.18	2,918,749.00	2,050,000.00	2,050,000.00	2,050,000.00	2,050,000.00
Free Cash-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Available Funds	2,524,475.34	2,083,685.87	921,839.84	869,333.57	104,409.19	98,600.86	93,120.93
Enterprise Revenue/Enterprise Free Cash	6,749,673.00	8,181,338.05	6,584,237.00	6,541,125.00	6,603,963.00	6,774,795.52	7,467,131.03
Teacher's Pay Def-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE/AVAILABLE FDS</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>117,078,475.15</b>	<b>119,123,068.29</b>	<b>120,826,337.70</b>	<b>123,747,767.43</b>
<b>FREE CASH/AVAILABLE FUND</b>							
<b>TO BALANCE BUDGET</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(2,831,300.35)</b>	<b>(3,679,528.71)</b>	<b>(5,028,009.28)</b>	<b>(6,442,701.35)</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>OTHER AMOUNTS TO BE RAISED:</b>							
<b>STATE &amp; COUNTY ASSESSMENTS:</b>							
	<b>Governors Budget</b>						
County Tax Assessment/Special Education charges against receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Education Ch 71	20,713.00	18,046.00	18,497.00	18,959.00	19,433.00	19,919.00	20,416.98
Mosquito Control	81,461.00	94,957.00	97,331.00	99,764.00	102,258.00	104,814.00	107,434.35
Air Pollution Control District	8,199.00	8,404.00	8,614.00	8,829.00	9,050.00	9,276.00	9,507.90
Regional Transit Authority	155,628.00	159,519.00	163,507.00	167,595.00	171,785.00	176,080.00	180,482.00
MBTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Registry MV-Non-Renewal Surcharge	9,240.00	9,240.00	9,471.00	9,708.00	9,951.00	10,200.00	10,455.00
School Choice Sending Tuition	34,765.00	70,211.00	71,966.00	73,765.00	75,609.00	77,499.00	79,436.48
Charter School Sending Tuition	140,704.00	165,562.00	169,701.00	173,944.00	178,293.00	182,750.00	187,318.75
<b>Total</b>	<b>450,710.00</b>	<b>525,939.00</b>	<b>539,087.00</b>	<b>552,564.00</b>	<b>566,379.00</b>	<b>580,538.00</b>	<b>595,051.45</b>
<b>PRIOR YEAR UNDERESTIMATES:</b>							
Registry MV-Non-Renewal Surcharge							
Special Education							
MBTA							
Mosquito Control Projects							
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>OFFSET ITEMS-RESERVE DIRECT EXPENDITURE:</b>							
Public Library	25,512.00	25,834.00	26,144.00	26,144.00	26,144.00	26,144.00	26,144.00
School Lunch Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Choice Receiving Tuitions	381,375.00	416,682.00	421,682.00	421,682.00	421,682.00	421,682.00	421,682.00
<b>Total</b>	<b>406,887.00</b>	<b>442,516.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>	<b>447,826.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>REVENUES/AVAILABLE FUNDS:</b>							
<b>TAX REVENUE:</b>							
Tax Base	64,692,572.00	67,215,666.82	69,603,480.49	72,193,567.50	74,898,406.69	77,670,866.86	80,512,638.53
Prop 2 1/2% Limit	1,617,419.82	1,680,391.67	1,740,087.01	1,804,839.19	1,872,460.17	1,941,771.67	2,012,815.96
New Growth Preliminary Estimate Pending DOR certification	901,454.00	707,422.00	850,000.00	900,000.00	900,000.00	900,000.00	900,000.00
Overrides	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Debt Exclusions	3,113,477.00	2,891,595.00	2,816,368.00	3,359,008.00	3,169,294.00	3,261,890.00	2,417,188.00
Capital Outlay Exclusions/Amended Growth	4,221.00						
Excess Levy Capacity	(8,131.69)	(36,179.70)		0.00	0.00	0.00	0.00
	<b>70,321,012.13</b>	<b>72,458,895.79</b>	<b>75,009,935.50</b>	<b>78,257,414.69</b>	<b>80,840,160.86</b>	<b>83,774,528.53</b>	<b>85,842,642.49</b>
<b>LOCAL REVENUE:</b>							
Motor Vehicle Excise	3,342,941.00	3,391,700.00	3,459,137.45	3,545,615.89	3,634,256.28	3,725,112.69	3,818,240.51
Other Excise(Hotel/Motel) Add Rooms/Meals Tax	1,126,516.00	1,150,000.00	1,178,750.00	1,208,218.75	1,238,424.22	1,269,384.82	1,301,119.44
Penalties & Interest on Taxes & Excise	194,908.00	190,000.00	194,750.00	199,618.75	204,609.22	209,724.45	214,967.56
Payments in Lieu of Taxes	53,964.00	55,000.00	56,375.00	57,784.38	59,228.98	60,709.71	62,227.45
Fees	258,114.00	270,000.00	276,750.00	283,668.75	290,760.47	298,029.48	305,480.22
Rentals	4,741.00	900.00	922.50	945.56	969.20	993.43	1,018.27
Departmental Revenue-Cemeteries	30,900.00	32,000.00	32,800.00	33,620.00	34,460.50	35,322.01	36,205.06
Other Departmental Revenue	2,131.00	600.00	615.00	630.38	646.13	662.29	678.84
Licenses & Permits(Includes Rev Fds FY 2003)	777,175.00	850,000.00	871,250.00	893,031.25	915,357.03	938,240.96	961,696.98
Special Assessments	15,372.92	10,657.16	10,923.59	11,196.68	12,822.73	9,528.76	9,047.50
Fines & Forfeits	90,119.00	80,000.00	82,000.00	84,050.00	86,151.25	88,305.03	90,512.66
Investment Income	36,521.00	45,000.00	46,125.00	47,278.13	48,460.08	49,671.58	50,913.37
Investment Income MSBA Reimbursement	466,617.46	418,412.54	366,427.12	311,052.64	251,800.14	188,550.58	121,106.12
Miscellaneous Recurring-MSBA Amortization	1,205,123.00	1,261,782.00	1,318,440.00	1,377,965.00	1,437,490.00	1,502,104.00	1,569,586.00
CPE Program	34,692.00	30,000.00	30,750.00	31,518.75	34,692.00	34,692.00	34,692.00
Nashoba Tech SRO	77,201.00	77,201.00	99,000.00	99,000.00	99,000.00	99,000.00	99,000.00
Medicare reimbursement	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
<b>TOTAL LOCAL REVENUE</b>	<b>7,757,036.38</b>	<b>7,903,252.70</b>	<b>8,065,015.66</b>	<b>8,225,194.89</b>	<b>8,389,128.24</b>	<b>8,550,031.79</b>	<b>8,716,491.98</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>REVENUES/AVAILABLE FUNDS:</b>							

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>STATE AID:</b>	<b>Senate</b>	<b>HWM Proposal</b>	<b>State Aid Assumption</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	
			1.20%				
<b>Chapter 70</b>	<b>16,436,625.00</b>	<b>16,706,565.00</b>	<b>16,907,044.00</b>	<b>16,907,044.00</b>	<b>16,907,044.00</b>	<b>16,907,044.00</b>	<b>16,907,044.00</b>
School Transportation Programs							
School Construction	1,557,026.00	1,557,026.00	1,557,026.00	1,557,026.00	1,557,026.00	0.00	0.00
Tuition of State Wards	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unrestricted Aid	1,959,139.00	<b>2,043,382.00</b>	2,067,903.00	2,067,903.00	2,067,903.00	2,067,903.00	2,067,903.00
Annual Formula Local Aid	0.00	0.00	0.00	0.00			
Additional Assistance/Rev from Meals Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Highway Fund/Hold Harmless Supplemental/Rev from Rooms Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Police Career Incentive(Quinn Bill)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Veterans' Benefits	58,027.00	43,391.00	43,912.00	43,912.00	43,912.00	43,912.00	43,912.00
Exempt: Vets, Blind, Surv Spouses	73,245.00	71,697.00	72,557.00	72,557.00	72,557.00	72,557.00	72,557.00
Exemptions: Elderly	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State-Owned Land	230.00	227.00	230.00	230.00	230.00	230.00	230.00
Housing Supply Incentive Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Charter Tuition Reimbursement	9,823.00	38,448.00	38,909.00	38,909.00	38,909.00	38,909.00	38,909.00
Charter School Capital Facility Reimbursement	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>OFFSET ITEMS-RESERVE FOR DIRECT EXPENDITURE: Public Libraries</i>	25,512.00	25,834.00	26,144.00	26,144.00	26,144.00	26,144.00	26,144.00
School Lunch Programs			0.00	0.00			0.00
School Choice Receiving Tuition	381,375.00	416,682.00	421,682.00	421,682.00	421,682.00	421,682.00	421,682.00
<b>TOTAL STATE AID</b>	<b>20,501,002.00</b>	<b>20,903,252.00</b>	<b>21,135,407.00</b>	<b>21,135,407.00</b>	<b>21,135,407.00</b>	<b>19,578,381.00</b>	<b>19,578,381.00</b>
<b>FREE CASH-APPROP FROM:</b>							
Capital	2,466,640.98	1,535,257.00	1,610,802.00	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00
<b>March 2015 ATM:</b>							
Article 2 - Bill of Prior Year - IT	432.78						
Article 3 - GF Budget Supplement	25,000.00						
Article 3 - Snow & Ice Deficit	650,000.00						
Article 5 - Perchlorate	200,000.00						
Article 8 - Fire Station Design	1,000,000.00						
Article 9 - Clare Circle Betterment	33,000.00						
Article 10 - 12 North Main Street Insurance	27,960.00						
<b>October 2015 STM</b>							
Article 1 - Bill of Prior Year	9,938.87						
Article 4 - Appropriate to Stabilization Fund	1,000,000.00						
<b>March 2016 ATM</b>							
Article 2: Unpaid Bills		1,900.00					
Article 3: Snow& Ice Deficit		122,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
Article 3: Supplemental Appropriations		27,000.00					
Article 5: WSO JLMC Settlement		208,535.18					
Article 8: Appropriate Funds for Town Center Traffic Improvements		13,000.00					
<b>Perchlorate</b>		0.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
Article 3: Public Safety Communications Overtime		60,000.00					
Article 3: Fire Dept Personal Services		47,000.00					
Article 3: Tree Warden		8,000.00					
Article 6: Capital Appropriations		80,000.00					
Article 9: Recreation Department Lease / Modular Building		46,235.00					
<b>March 2017 ATM</b>							
OPEB			257,947.00				
Appropriate to Stabilization Fund			500,000.00				
<b>BUDGET PROJECTION DETAIL:</b>	<b>5,412,972.63</b>	<b>2,148,927.18</b>	<b>2,918,749.00</b>	<b>2,050,000.00</b>	<b>2,050,000.00</b>	<b>2,050,000.00</b>	<b>2,050,000.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>REVENUES/AVAILABLE FUNDS:</b>							
Premium on BANS/Bonds Non-Exempt	4,261.99	2,799.97	2,190.24	1,783.75	1,377.26	1,097.37	817.49
Sewer Extension Bond Issue Close out to offset Capital							
Community Housing Reserve/Historic Reserve							
Community Preservation Fund STM Undesignated Fund Balance							
Receipts Reserved for Appropriation -MD&B Settlement Perchlorate	0.00	0.00					
Insurance Receipts Reserved	51,205.66	24,820.24					
Highway Chapter 90							
Receipts Reserved for Appropriation - Wetlands	5,500.00	7,500.00					
Recycling Revolving Revenue							
Parks & Grounds Revolving Revenue	15,000.00	15,000.00					
Receipts Reserved for Appropriation							
Sale of Cemetery Lots Receipts Reserved							
Appropriation from Available Funds - Insurance Recovery							
Appropriation from Available Funds - School Lunch							
Appropriation from Available Funds - Capital Projects	413,959.02						
Appropriation from Available Funds - Receipts Reserved							
Appropriation from Available Funds - Federal Grant (ERRP)							
Fund Balance Designated for Debt Exclusion Reduction(Pr Yr Approp DECredit)							
Appropriation Transfers FY09 + 30K Permitting PS to Exp							
Stabilization Fund (appropriations from)							
Cemetery Trust Fund Inc Exp Tr(Rec Res Approp-Highway FY11)							
Conservation Fund							
Overlay Surplus							
Water OPEB Stabilization	20,704.00	19,971.00	17,265.00				
Capital Stabilization Fd							
Community Preservation Fund ATM Revenues/Undesignated/Other	1,981,444.00	1,989,488.00	881,574.00	849,704.00	88,769.00	86,899.00	85,030.00
Fund Balance Designated for Debt Service(Premiums Exempt & Non-Exempt Bo	32,400.67	24,106.66	20,810.60	17,845.82	14,262.93	10,604.49	7,273.44
Community Preservation Funds Gift Account(Offset to undes approp)							
<b>TOTAL OTHER REVENUES/AVAILABLE FUNDS</b>	<b>2,524,475.34</b>	<b>2,083,685.87</b>	<b>921,839.84</b>	<b>869,333.57</b>	<b>104,409.19</b>	<b>98,600.86</b>	<b>93,120.93</b>
<b>Ambulance Revenue</b>	<b>750,000.00</b>	<b>775,000.00</b>	<b>800,000.00</b>	<b>775,000.00</b>	<b>800,000.00</b>	<b>850,000.00</b>	<b>1,436,708.84</b>
<b>Ambulance Enterprise Free Cash</b>	<b>390,000.00</b>	<b>55,040.00</b>	<b>66,736.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	
<b>Total Ambulance Enterprise Revenue</b>	<b>1,140,000.00</b>	<b>830,040.00</b>	<b>866,736.00</b>	<b>825,000.00</b>	<b>850,000.00</b>	<b>900,000.00</b>	<b>1,436,708.84</b>
<b>Water Enterprise Revenue</b>	<b>3,855,400.00</b>	<b>3,930,288.00</b>	<b>4,255,509.00</b>	<b>4,388,345.00</b>	<b>4,403,963.00</b>	<b>4,499,795.52</b>	<b>4,535,462.58</b>
<b>Water Enterprise Free Cash</b>	<b>515,273.00</b>	<b>2,156,805.05</b>	<b>183,250.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Water Enterprise Revenue</b>	<b>4,370,673.00</b>	<b>6,087,093.05</b>	<b>4,438,759.00</b>	<b>4,388,345.00</b>	<b>4,403,963.00</b>	<b>4,499,795.52</b>	<b>4,535,462.58</b>
<b>Recreation Revenue</b>	<b>1,139,000.00</b>	<b>1,189,205.00</b>	<b>1,203,742.00</b>	<b>1,252,780.00</b>	<b>1,275,000.00</b>	<b>1,300,000.00</b>	<b>1,494,959.61</b>
<b>Recreation Enterprise Free Cash</b>	<b>100,000.00</b>	<b>75,000.00</b>	<b>75,000.00</b>	<b>75,000.00</b>	<b>75,000.00</b>	<b>75,000.00</b>	
<b>Total Recreation Enterprise Revenue</b>	<b>1,239,000.00</b>	<b>1,264,205.00</b>	<b>1,278,742.00</b>	<b>1,327,780.00</b>	<b>1,350,000.00</b>	<b>1,375,000.00</b>	<b>1,494,959.61</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2018</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>March 25, 2017 Annual Town Meeting</b>							
	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>FINANCIAL PROJECTION SUMMARY:</b>							
<b>EXPENDITURES:</b>							
GENERAL GOVERNMENT	4,154,430.00	4,265,328.18	4,736,518.00	5,412,383.00	5,890,715.00	5,983,052.10	6,051,581.94
PUBLIC SAFETY	9,238,382.00	9,264,932.82	9,308,894.00	9,688,175.00	9,768,613.00	9,963,985.26	10,163,264.97
EDUCATION	54,079,562.00	55,390,059.00	56,709,176.00	58,126,905.00	59,580,077.00	61,069,579.00	62,590,567.00
PUBLIC WORKS	4,852,220.00	4,867,962.00	4,955,929.00	5,137,716.00	5,154,139.00	5,255,475.78	5,360,585.30
HEALTH & HUMAN SERVICES	1,086,423.00	1,118,117.00	1,071,649.00	1,159,366.00	1,169,469.00	1,192,858.38	1,216,715.55
CULTURE & RECREATION	1,989,977.00	2,009,906.00	2,018,254.00	2,089,507.00	2,108,338.00	2,150,504.76	2,193,514.86
DEBT SERVICE	6,562,422.00	6,733,967.00	6,787,368.00	7,688,611.50	7,303,354.00	6,124,635.00	6,089,281.00
UNCLASSIFIED	14,790,085.00	15,598,725.00	16,561,968.00	18,976,607.00	20,897,052.00	23,046,556.15	25,379,919.71
RESERVE FUND TRANSFERS TO CAPITAL/SPECIAL ARTICLE	7,859.00						
AMBULANCE ENTERPRISE FUND	1,151,848.00	1,252,533.00	1,351,403.00	1,389,918.00	1,408,400.00	1,422,484.00	1,436,708.84
COMMUNITY PRESERVATION FUND	885,610.00	884,528.00	881,574.00	849,704.00	88,769.00	86,899.00	85,030.00
WATER ENTERPRISE FUND	4,194,673.00	4,212,727.00	4,255,509.00	4,388,345.00	4,403,963.00	4,499,795.52	4,535,462.58
RECREATION ENTERPRISE FUND	1,362,431.00	1,375,174.00	1,430,834.00	1,452,148.00	1,465,503.00	1,480,158.03	1,494,959.61
<b>TOTAL OPERATING BUDGET</b>	<b>104,355,922.00</b>	<b>106,973,959.00</b>	<b>110,069,076.00</b>	<b>116,359,385.50</b>	<b>119,238,392.00</b>	<b>122,275,982.98</b>	<b>126,597,591.34</b>
CAPITAL PLAN	2,880,600.00	1,535,257.00	1,610,802.00	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00
OTHER ARTICLES	4,680,075.31	3,801,680.47	1,507,933.00	550,000.00	550,000.00	550,000.00	550,000.00
OTHER AMTS TO BE RAISED	421,927.01	442,516.00	447,826.00	447,826.00	447,826.00	447,826.00	447,826.00
STATE & CNTY CHERRY SHT CHGS	450,710.00	525,939.00	539,087.00	552,564.00	566,379.00	580,538.00	595,051.45
ALLOW FOR ABATE & EXEMPT	476,937.16	400,000.12	460,460.00	500,000.00	500,000.00	500,000.00	500,000.00
<b>TOTAL EXPENDITURES</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>119,909,775.50</b>	<b>122,802,597.00</b>	<b>125,854,346.98</b>	<b>130,190,468.79</b>
<b>REVENUES:</b>							
Tax Revenue	70,321,012.13	72,458,895.79	75,009,935.50	78,257,414.69	80,840,160.86	83,774,528.53	85,842,642.49
Local Revenue	7,757,036.38	7,903,252.70	8,065,015.66	8,225,194.89	8,389,128.24	8,550,031.79	8,716,491.98
State Aid	20,501,002.00	20,903,252.00	21,135,407.00	21,135,407.00	21,135,407.00	19,578,381.00	19,578,381.00
Cherry Sheet Overest Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Free Cash-Approp From	5,412,972.63	2,148,927.18	2,918,749.00	2,050,000.00	2,050,000.00	2,050,000.00	2,050,000.00
FREE CASH-OFFSET TAX RATE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Available Funds	2,524,475.34	2,083,685.87	921,839.84	869,333.57	104,409.19	98,600.86	93,120.93
Enterprise Revenue	6,749,673.00	8,181,338.05	6,584,237.00	6,541,125.00	6,603,963.00	6,774,795.52	7,467,131.03
Teacher's Pay Defferal-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>117,078,475.15</b>	<b>119,123,068.29</b>	<b>120,826,337.70</b>	<b>123,747,767.43</b>
<i>Free Cash/Available Funds</i>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(2,831,300.35)</b>	<b>(3,679,528.71)</b>	<b>(5,028,009.28)</b>	<b>(6,442,701.35)</b>
<i>(TO BALANCE BUDGET)</i>							

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2018</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>March 25, 2017 Annual Town Meeting</b>	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>RESERVES:</b>								
NESWC Reserve to Balance FY04 Budget								
<b>FREE CASH:</b>								
Beginning Balance	5,467,330.99	2,914,328.61	4,095,096.00	1,976,347.00	(2,104,953.35)	(7,034,482.06)	(13,312,491.33)	
Free Cash Applied	(5,412,972.63)	(2,148,927.18)	(2,918,749.00)	(4,881,300.35)	(5,729,528.71)	(7,078,009.28)	(8,492,701.35)	
Free Cash Generated (Est 06-30) Prel Est pending DOR certification	2,859,970.25	3,329,694.56	800,000.00	800,000.00	800,000.00	800,000.00	800,000.00	
Ending Balance	2,914,328.61	4,095,096.00	1,976,347.00	(2,104,953.35)	(7,034,482.06)	(13,312,491.33)	(21,005,192.69)	
<b>STABILIZATION FUND:</b>								
Beginning Balance	3,524,944.83	4,597,653.34	4,637,653.34	5,177,653.34	5,217,653.34	5,262,653.34	5,307,653.34	
Appropriations to Stabilization Fund	1,000,000.00	0.00	500,000.00	0.00	0.00	0.00	0.00	
Appropriations from Stabilization Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Stabilization Fund Investment Income	72,708.51	40,000.00	40,000.00	40,000.00	45,000.00	45,000.00	45,000.00	
Ending Balance	4,597,653.34	4,637,653.34	5,177,653.34	5,217,653.34	5,262,653.34	5,307,653.34	5,352,653.34	
Ending Balance	7,511,981.95	8,732,749.34	7,154,000.34	3,112,699.99	(1,771,828.72)	(8,004,837.99)	(15,652,539.35)	
Minimum Recommended Balance	4,905,153.76	5,030,872.61	5,179,856.45	5,488,983.03	5,669,298.10	5,815,750.52	6,029,415.39	
Above(Below) Min Rec Balance (Reserves)	2,606,828.20	3,701,876.73	1,974,143.89	(2,376,283.03)	(7,441,126.82)	(13,820,588.51)	(21,681,954.73)	
<b>Total General Fund Operating Budget</b>	<b>98,103,075.17</b>	<b>100,617,452.12</b>	<b>103,597,129.00</b>	<b>109,779,660.50</b>	<b>113,385,962.00</b>	<b>116,315,010.43</b>	<b>120,588,307.76</b>	
<i>*Min Rec Reserves=5% Oper Budget (Net of Enterprise)</i>	7.66%	8.68%	6.91%	2.84%	-1.56%	-6.88%	-12.98%	
<b>Tax Impact</b>	<b>2.32%</b>	<b>2.03%</b>	<b>2.35%</b>	<b>2.04%</b>	<b>2.15%</b>	<b>2.52%</b>	<b>1.39%</b>	
<b>CPA 3% Projected w/100k Exemption</b>	<b>1,575,523.48</b>	<b>1,638,544.42</b>	<b>1,704,086.19</b>	<b>1,772,249.64</b>	<b>1,843,139.63</b>	<b>1,916,865.21</b>	<b>1,993,539.82</b>	
<b>Tax Impact</b>	<b>2.36%</b>	<b>2.08%</b>	<b>2.38%</b>	<b>2.08%</b>	<b>2.19%</b>	<b>2.55%</b>	<b>1.45%</b>	
<b>Total Operating Budget</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>119,909,775.50</b>	<b>122,802,597.00</b>	<b>125,854,346.98</b>	<b>130,190,468.79</b>	
<b>Total Revenues</b>	<b>113,266,171.48</b>	<b>113,679,351.59</b>	<b>114,635,184.00</b>	<b>117,078,475.15</b>	<b>119,123,068.29</b>	<b>120,826,337.70</b>	<b>123,747,767.43</b>	
<b>Variance</b>	<b>(0.00)</b>	<b>(0.00)</b>	<b>(0.00)</b>	<b>2,831,300.35</b>	<b>3,679,528.71</b>	<b>5,028,009.28</b>	<b>6,442,701.35</b>	