

TOWN OF WESTFORD

OPERATING BUDGET

FISCAL 2020

		FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
GENERAL GOVERNMENT									
122	SELECTMEN								
	Personal Services	-	-	-	-	-	-		-
	Expenses	19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)
	Capital	-	-	-	-	-	-		-
	TOTAL 122	19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)
123	TOWN MANAGER								
	Personal Services	393,836.35	422,768.00	432,500.00	432,500.00	433,359.00	433,359.00	2.30%	9,732.00
	Expenses	20,433.70	21,475.00	24,485.00	19,885.00	24,485.00	24,485.00	-7.40%	(1,590.00)
	TOTAL 123	414,270.05	444,243.00	456,985.00	452,385.00	457,844.00	457,844.00	1.83%	8,142.00
131	FINANCE COMMITTEE								
	Personal Services	-	-	-	-	-	-		-
	Expenses	8,605.95	9,088.00	9,220.00	8,665.00	9,320.00	9,420.00	-4.65%	(423.00)
	Capital	-	-	-	-	-	-		-
	Reserve Fund	-	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
	(Transfers out)	-	-	-	-	-	-		-
	TOTAL 131	8,605.95	159,088.00	159,220.00	158,665.00	159,320.00	159,420.00	-0.27%	(423.00)
132	FINANCE DEPARTMENT								
	Personal Services	128,865.80	133,542.00	137,175.00	137,175.00	137,355.00	137,891.00	2.72%	3,633.00
	Expenses	657.28	1,360.00	1,840.00	1,715.00	1,360.00	1,360.00	26.10%	355.00
	Capital	-	-	-	-	-	-		-
	TOTAL 132	129,523.08	134,902.00	139,015.00	138,890.00	138,715.00	139,251.00	2.96%	3,988.00
135	TOWN ACCOUNTANT								
	Personal Services	277,662.95	276,965.00	272,556.00	272,256.00	272,760.00	274,065.00	-1.70%	(4,709.00)
	Expenses	39,964.72	42,860.00	44,860.00	44,260.00	42,910.00	43,160.00	3.27%	1,400.00
	Capital	-	-	-	-	-	-		-
	TOTAL 135	317,627.67	319,825.00	317,416.00	316,516.00	315,670.00	317,225.00	-1.03%	(3,309.00)
141	BOARD OF ASSESSORS								
	Personal Services	246,823.13	271,351.00	281,519.00	281,519.00	283,224.00	284,648.00	3.75%	10,168.00
	Expenses	20,767.78	23,900.00	92,400.00	92,400.00	48,900.00	48,900.00	286.61%	68,500.00
	Capital	-	-	-	-	-	-		-
	TOTAL 141	267,590.91	295,251.00	373,919.00	373,919.00	332,124.00	333,548.00	26.64%	78,668.00
145	TREASURER/COLLECTOR								
	Personal Services	257,406.99	265,128.00	253,178.00	252,704.00	254,652.00	256,683.00	-4.69%	(12,424.00)
	Expenses	41,107.36	46,105.00	45,305.00	45,305.00	45,305.00	46,405.00	-1.74%	(800.00)
	Capital	-	-	-	-	-	-		-
	TOTAL 145	298,514.35	311,233.00	298,483.00	298,009.00	299,957.00	303,088.00	-4.25%	(13,224.00)
151	LEGAL SERVICES								
	Personal Services	-	-	-	-	-	-		-
	Expenses	140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)
	Capital	-	-	-	-	-	-		-
	TOTAL 151	140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)
152	HUMAN RESOURCES								
	Personal Services	211,406.80	218,794.00	224,215.00	224,215.00	224,374.00	224,374.00	2.48%	5,421.00
	Expenses	29,309.23	20,893.00	21,345.00	21,145.00	21,345.00	21,345.00	1.21%	252.00
	Compensation Reserve	9,842.22	150,000.00	550,000.00	500,000.00	950,000.00	1,350,000.00	233.33%	350,000.00
	Transfers out	-	(69,876.00)	-	-	-	-	-100.00%	69,876.00
	Capital	-	-	-	-	-	-		-
	TOTAL 152	250,558.25	319,811.00	795,560.00	745,360.00	1,195,719.00	1,595,719.00	133.06%	425,549.00
155	TECHNOLOGY								
	Personal Services	420,930.83	433,571.00	437,063.00	437,063.00	437,295.00	438,145.00	0.81%	3,492.00
	Expenses	524,229.04	555,235.00	582,103.00	572,153.00	581,427.00	587,750.00	3.05%	16,918.00
	Capital	-	-	-	-	-	-		-
	TOTAL 155	945,159.87	988,806.00	1,019,166.00	1,009,216.00	1,018,722.00	1,025,895.00	2.06%	20,410.00
161	TOWN CLERK								
	Personal Services	224,447.08	264,098.00	264,905.00	264,905.00	279,473.00	256,933.00	0.31%	807.00
	Expenses	18,252.30	23,670.00	23,080.00	21,680.00	24,280.00	22,380.00	-8.41%	(1,990.00)
	Capital	-	-	-	-	-	-		-
	TOTAL 161	242,699.38	287,768.00	287,985.00	286,585.00	303,753.00	279,313.00	-0.41%	(1,183.00)
170	PERMITTING DEPARTMENT								
	Personal Services	217,897.25	244,693.00	256,917.00	256,917.00	260,688.00	262,462.00	5.00%	12,224.00
	Expenses	48,789.51	41,394.00	38,981.00	38,981.00	38,826.00	38,976.00	-5.83%	(2,413.00)
	Capital	-	-	-	-	-	-		-
	TOTAL 170	266,686.76	286,087.00	295,898.00	295,898.00	299,514.00	301,438.00	3.43%	9,811.00
171	CONSERVATION COMMISSION								
	Personal Services	86,330.92	87,626.00	88,226.00	88,226.00	88,226.00	88,226.00	0.68%	600.00
	Expenses	2,216.04	6,305.00	6,325.00	6,325.00	6,325.00	6,325.00	0.32%	20.00
	Capital	-	-	-	-	-	-		-
	TOTAL 171	88,546.96	93,931.00	94,551.00	94,551.00	94,551.00	94,551.00	0.66%	620.00

		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
175	PLANNING BOARD								
	Personal Services	32,144.00	75,560.00	85,488.00	85,488.00	87,626.00	87,626.00	13.14%	9,928.00
	Expenses	8,899.90	13,645.00	13,660.00	13,660.00	23,660.00	23,660.00	0.11%	15.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 175	41,043.90	89,205.00	99,148.00	99,148.00	111,286.00	111,286.00	11.15%	9,943.00
176	ZONING BOARD OF APPEALS								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 176	2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
192	TOWN HALL MAINTENANCE								
	Personal Services	41,798.70	44,799.00	44,999.00	43,999.00	45,499.00	45,499.00	-1.79%	(800.00)
	Expenses	69,243.56	79,540.00	80,090.00	77,090.00	80,090.00	80,090.00	-3.08%	(2,450.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 192	111,042.26	124,339.00	125,089.00	121,089.00	125,589.00	125,589.00	-2.61%	(3,250.00)
199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE								
	Personal Services	49,031.39	81,912.00	95,157.00	95,157.00	95,157.00	95,157.00	16.17%	13,245.00
	Expenses	17,708.44	18,100.00	19,200.00	18,625.00	19,000.00	19,000.00	2.90%	525.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 192	66,739.83	100,012.00	114,357.00	113,782.00	114,157.00	114,157.00	13.77%	13,770.00
	TOTAL GENERAL GOVERNMENT	3,610,891.84	4,215,686.00	4,792,147.00	4,718,401.00	5,182,450.00	5,579,031.00	11.92%	502,715.00
	PUBLIC SAFETY								
210	POLICE DEPARTMENT								
	Personal Services	4,528,835.56	4,722,243.00	5,037,223.00	4,906,256.00	5,111,581.00	5,178,653.00	3.90%	184,013.00
	Expenses	522,473.05	552,041.00	630,853.00	541,931.00	630,853.00	662,397.00	-1.83%	(10,110.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 210	5,051,308.61	5,274,284.00	5,668,076.00	5,448,187.00	5,742,434.00	5,841,050.00	3.30%	173,903.00
215	PUBLIC SAFETY COMMUNICATIONS								
	Personal Services	795,460.70	806,886.00	861,749.00	801,371.00	876,568.00	890,696.00	-0.68%	(5,515.00)
	Expenses	54,526.34	38,324.00	40,723.00	40,093.00	40,723.00	40,723.00	4.62%	1,769.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 215	849,987.04	845,210.00	902,472.00	841,464.00	917,291.00	931,419.00	-0.44%	(3,746.00)
220	FIRE DEPARTMENT								
	Personal Services	2,966,148.75	3,192,498.00	3,411,773.00	3,252,113.00	3,432,457.00	3,448,166.00	1.87%	59,615.00
	Expenses	282,440.55	286,110.00	364,164.00	343,364.00	366,566.00	373,336.00	20.01%	57,254.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 220	3,248,589.30	3,478,608.00	3,775,937.00	3,595,477.00	3,799,023.00	3,821,502.00	3.36%	116,869.00
241	BUILDING DEPARTMENT								
	Personal Services	304,574.11	367,383.00	392,008.00	367,298.00	394,395.00	396,761.00	-0.02%	(85.00)
	Expenses	14,714.45	16,675.00	19,965.00	19,465.00	17,875.00	17,825.00	16.73%	2,790.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 241	319,288.56	384,058.00	411,973.00	386,763.00	412,270.00	414,586.00	0.70%	2,705.00
244	SEALER WGHTS/MEASURE								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 244	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
291	EMERGENCY MANAGEMENT								
	Personal Services	8,656.00	8,784.00	8,960.00	8,960.00	8,960.00	8,960.00	2.00%	176.00
	Expenses	4,391.22	4,400.00	4,400.00	4,400.00	4,400.00	4,400.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 291	13,047.22	13,184.00	13,360.00	13,360.00	13,360.00	13,360.00	1.33%	176.00
292	ANIMAL CONTROL								
	Personal Services	58,039.61	61,725.00	64,236.00	62,236.00	64,236.00	64,236.00	0.83%	511.00
	Expenses	2,252.07	3,300.00	9,800.00	7,800.00	9,800.00	9,800.00	136.36%	4,500.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 292	60,291.68	65,025.00	74,036.00	70,036.00	74,036.00	74,036.00	7.71%	5,011.00
294	TREE WARDEN								
	Personal Services	2,144.00	2,176.00	2,220.00	2,220.00	2,220.00	2,220.00	2.02%	44.00
	Expenses	34,995.38	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 294	37,139.38	37,176.00	52,220.00	37,220.00	52,220.00	52,220.00	0.12%	44.00
	TOTAL PUBLIC SAFETY	9,582,651.79	10,100,545.00	10,901,074.00	10,395,507.00	11,013,634.00	11,151,173.00	2.92%	294,962.00

		FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EDUCATION									
300	WESTFORD PUBLIC SCHOOLS								
	Personal Services	56,349,196.58	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00
	Expenses								
	Capital								
	TOTAL 300	56,349,196.58	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00
310	NASHOBA TECH								
	Personal Services								
	Expenses								
	Capital								
	TOTAL 310	706,472.00	828,888.00	849,610.00	849,610.00	870,850.00	886,090.00	2.50%	20,722.00
	TOTAL EDUCATION	57,055,668.58	58,826,282.00	60,441,932.00	60,296,939.00	62,191,958.00	63,740,226.00	2.50%	1,470,657.00
PUBLIC WORKS									
410	ENGINEERING DEPARTMENT								
	Personal Services	234,004.08	241,572.00	246,082.00	246,082.00	246,082.00	246,082.00	1.87%	4,510.00
	Expenses	7,613.10	8,910.00	8,910.00	8,910.00	8,910.00	8,910.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 410	241,617.18	250,482.00	254,992.00	254,992.00	254,992.00	254,992.00	1.80%	4,510.00
421	HIGHWAY DEPARTMENT								
	Personal Services	1,699,202.81	1,596,502.00	1,714,073.00	1,597,171.00	1,719,716.00	1,731,291.00	0.04%	669.00
	Expenses	1,270,490.21	1,169,678.00	1,172,328.00	1,159,578.00	1,172,328.00	1,172,328.00	-0.86%	(10,100.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 421	2,969,693.02	2,766,180.00	2,886,401.00	2,756,749.00	2,892,044.00	2,903,619.00	-0.34%	(9,431.00)
427	STORMWATER MANAGEMENT								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
	Capital	-	-	-	-	-	-	-	-
	TOTAL 427	43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
432	RECYCLING								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00
	Offset/Recycling Revolving	-	-	-	-	-	-	-	-
	TOTAL 432	527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00
433	SOLID WASTE								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 433	1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00
**	NESWC ONLY	522,686.70	549,875.00	561,500.00	561,500.00	592,000.00	614,300.00	2.11%	11,625.00
442	WASTEWATER TREATMENT MANAGEMENT								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 442	208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00
491	CEMETERY DEPARTMENT								
	Personal Services	67,799.57	93,090.00	94,410.00	94,410.00	95,362.00	97,160.00	1.42%	1,320.00
	Expenses	25,052.91	17,820.00	22,300.00	22,300.00	22,300.00	22,300.00	25.14%	4,480.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 491	92,852.48	110,910.00	116,710.00	116,710.00	117,662.00	119,460.00	5.23%	5,800.00
	TOTAL PUBLIC WORKS	5,249,104.45	5,221,959.00	5,388,338.00	5,251,686.00	5,469,383.00	5,563,735.00	0.57%	29,727.00

		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
HEALTH & HUMAN SERVICES									
510	BOARD OF HEALTH								
	Personal Services	427,376.53	442,903.00	448,428.00	448,428.00	449,077.00	449,797.00	1.25%	5,525.00
	Expenses	28,149.66	31,700.00	31,630.00	31,630.00	31,630.00	31,630.00	-0.22%	(70.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 510	455,526.19	474,603.00	480,058.00	480,058.00	480,707.00	481,427.00	1.15%	5,455.00
541	COUNCIL ON AGING								
	Personal Services	397,660.34	419,035.00	431,386.00	425,386.00	433,220.00	435,842.00	1.52%	6,351.00
	Expenses	105,815.47	97,925.00	115,250.00	112,853.00	115,250.00	115,250.00	15.24%	14,928.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 541	503,475.81	516,960.00	546,636.00	538,239.00	548,470.00	551,092.00	4.12%	21,279.00
543	VETERANS SERVICES								
	Personal Services	64,940.50	71,954.00	73,501.00	73,501.00	73,628.00	73,761.00	2.15%	1,547.00
	Expenses	57,986.40	72,200.00	73,200.00	68,200.00	73,200.00	73,200.00	-5.54%	(4,000.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 543	122,926.90	144,154.00	146,701.00	141,701.00	146,828.00	146,961.00	-1.70%	(2,453.00)
	TOTAL HEALTH & HUMAN SVCS	1,081,928.90	1,135,717.00	1,173,395.00	1,159,998.00	1,176,005.00	1,179,480.00	2.14%	24,281.00
CULTURE & RECREATION									
610	LIBRARY								
	Personal Services	1,248,509.02	1,345,949.00	1,341,407.00	1,341,407.00	1,368,991.00	1,380,822.00	-0.34%	(4,542.00)
	Expenses	350,929.78	351,171.00	359,901.00	358,786.00	361,536.00	361,536.00	2.17%	7,615.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 610	1,599,438.80	1,697,120.00	1,701,308.00	1,700,193.00	1,730,527.00	1,742,358.00	0.18%	3,073.00
650	PARKS								
	Personal Services	324,712.19	221,843.00	251,832.00	224,024.00	256,294.00	261,142.00	0.98%	2,181.00
	Expenses	52,039.85	49,500.00	62,875.00	53,490.00	64,145.00	66,070.00	8.06%	3,990.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL 650	376,752.04	271,343.00	314,707.00	277,514.00	320,439.00	327,212.00	2.27%	6,171.00
660	LAND MANAGEMENT								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 660	38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)
670	HISTORICAL COMMISSION								
	Personal Services	-	-	-	-	-	-	-	-
	Expenses	9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL 670	9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)
	TOTAL CULTURE & RECREATION	2,023,874.18	2,027,163.00	2,087,665.00	2,034,857.00	2,110,916.00	2,129,520.00	0.38%	7,694.00

		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
	DEBT SERVICE								
710	DEBT SERVICE								
	Principal & Interest	6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00
	TOTAL 710	6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00
	TOTALS FOR DEBT SERVICE	6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00
		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
	UNCLASSIFIED								
940	OTHERWISE UNCLASSIFIED								
	Expenses	(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00
	TOTAL 940	(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00
945	EMPLOYEE BENEFITS & MISCELLANEOUS								
	Expenses	16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00
	TOTAL 945	16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00
990	TRANSFERS TO/FROM OTHER TRUSTS								
	Transfers	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
	TOTAL 990	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
	TOTAL UNCLASSIFIED	16,041,777.39	17,161,963.00	18,331,748.00	18,077,187.00	19,816,431.00	21,527,305.00	5.33%	915,224.00
	Reserve Fund Transfers to Capital								
	TOTAL GENERAL FUND	101,237,497.58	105,734,144.00	110,692,104.00	109,510,380.00	113,053,202.00	116,954,031.00	3.57%	3,776,236.00

		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
240	COMMUNITY PRESERVATION FUND								
	Personal Services	4,984.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
	Expenses	4,417.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
	Principal & Interest	866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%	(532,261.00)
	TOTAL COMMUNITY PRESERVATION FUND	875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)
	TOTAL COMMUNITY PRESERVATION FUND	875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)
	WATER ENTERPRISE FUND								
600	WATER ENTERPRISE								
	Personal Services	1,132,735.66	1,174,526.00	1,284,233.00	1,284,233.00	1,295,784.00	1,309,431.00	9.34%	109,707.00
	Expenses	1,460,494.35	1,784,295.00	1,600,088.00	1,560,244.00	1,608,293.00	1,648,057.00	-12.56%	(224,051.00)
	Reserve Fund	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
	Principal & Interest	1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%	(16,330.00)
	TOTAL WATER ENTERPRISE	3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)
	TOTAL WATER ENTERPRISE FUND	3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)
	RECREATION ENTERPRISE FUND								
630	RECREATION ENTERPRISE								
	Personal Services	934,783.42	1,188,064.00	1,186,122.00	1,186,122.00	1,228,697.00	1,270,669.00	-0.16%	(1,942.00)
	Expenses	407,501.82	432,921.00	399,878.00	264,816.00	407,889.00	407,914.00	-38.83%	(168,105.00)
	Capital	-	-	-	-	-	-	-	-
	TOTAL RECREATION ENTERPRISE	1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)
	TOTAL RECREATION ENTERPRISE FUND	1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)
	AMBULANCE ENTERPRISE FUND								
640	AMBULANCE ENTERPRISE								
	Personal Services	788,722.88	829,590.00	818,861.00	818,861.00	834,237.00	847,834.00	-1.29%	(10,729.00)
	Expenses	578,465.64	561,233.00	558,356.00	607,940.00	568,083.00	579,292.00	8.32%	46,707.00
	Capital	-	-	-	-	-	-	-	-
	TOTAL AMBULANCE ENTERPRISE	1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00
	TOTAL AMBULANCE ENTERPRISE FUND	1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00

OPERATING BUDGET SUMMARY

	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<i>APPROPRIATION SUMMARY</i>								
GENERAL GOVERNMENT	3,610,891.84	4,215,686.00	4,792,147.00	4,718,401.00	5,182,450.00	5,579,031.00	11.92%	502,715.00
PUBLIC SAFETY	9,582,651.79	10,100,545.00	10,901,074.00	10,395,507.00	11,013,634.00	11,151,173.00	2.92%	294,962.00
EDUCATION	57,055,668.58	58,826,282.00	60,441,932.00	60,296,939.00	62,191,958.00	63,740,226.00	2.50%	1,470,657.00
PUBLIC WORKS	5,249,104.45	5,221,959.00	5,388,338.00	5,251,686.00	5,469,383.00	5,563,735.00	0.57%	29,727.00
HEALTH & HUMAN SERVICES	1,081,928.90	1,135,717.00	1,173,395.00	1,159,998.00	1,176,005.00	1,179,480.00	2.14%	24,281.00
CULTURE & RECREATION	2,023,874.18	2,027,163.00	2,087,665.00	2,034,857.00	2,110,916.00	2,129,520.00	0.38%	7,694.00
DEBT SERVICE	6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00
UNCLASSIFIED	16,041,777.39	17,161,963.00	18,331,748.00	18,077,187.00	19,816,431.00	21,527,305.00	5.33%	915,224.00
RESERVE FUND TRANSFERS TO CAPITAL / SPECIAL A	-	-	-	-	-	-	-	-
COMMUNITY PRESERVATION FUND	875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)
WATER ENTERPRISE FUND	3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)
RECREATION ENTERPRISE FUND	1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)
AMBULANCE ENTERPRISE FUND	1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00
TOTAL ARTICLE	108,494,372.00	114,667,293.00	118,957,000.00	117,646,525.00	121,668,844.00	125,803,066.00	2.60%	2,979,232.00

DEPARTMENTAL OPERATING BUDGET DETAIL

DEPARTMENTAL OPERATING BUDGET DETAIL										
Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
122 SELECTMEN			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01122200	524090	CONTRACTUAL CLERICAL SERVICES	4,255.00	5,550.00	5,550.00	5,550.00	5,550.00	5,550.00	0.00%	-
01122200	534030	ADVERTISING-LEGAL	-	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
01122200	570000	OTHER CHARGES AND EXPENSES	160.08	1,000.00	500.00	500.00	500.00	500.00	-50.00%	(500.00)
01122200	571100	MEETINGS & CONFERENCES	-	-	-	-	-	-	-	-
01122200	573010	DUES & MEMBERSHIPS	5,506.00	5,467.00	5,467.00	5,000.00	5,467.00	5,467.00	-8.54%	(467.00)
01122200	573020	NMCOG MEMBERSHIP	6,607.53	6,773.00	6,943.00	6,943.00	7,117.00	7,295.00	2.51%	170.00
01122200	578020	COMMUNITY INITIATIVES	2,869.82	3,000.00	3,500.00	3,000.00	3,500.00	3,500.00	0.00%	-
01122800	570000	ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL			19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)
DEPARTMENT TOTAL			19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
123 TOWN MANAGER										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01123100	511010	TOWN MANAGER	185,390.14	192,008.00	195,848.00	195,848.00	195,848.00	195,848.00	2.00%	3,840.00
01123100	511030	ASSISTANT TOWN MANAGER	112,318.40	115,973.00	118,293.00	118,293.00	118,293.00	118,293.00	2.00%	2,320.00
01123100	511510	RECORDS SUPERVISOR	4,576.06	9,206.00	9,274.00	9,274.00	9,274.00	9,274.00	0.74%	68.00
01123100	511525	PROJECT/PROCUREMENT SPECIALIST	71,468.51	86,956.00	89,377.00	89,377.00	89,036.00	89,036.00	2.78%	2,421.00
01123100	511530	SECRETARY (VACATION/SICK COVERAGE)	15,104.40	13,675.00	14,158.00	14,158.00	14,158.00	14,158.00	3.53%	483.00
01123100	511590	VACATION COVERAGE	1,300.00	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%	500.00
01123100	515050	LONGEVITY	600.00	850.00	850.00	850.00	1,450.00	1,450.00	0.00%	-
01123100	517160	LIFE INSURANCE / LONG TERM DISABILITY	3,078.84	3,100.00	3,200.00	3,200.00	3,800.00	3,800.00	3.23%	100.00
CATEGORY TOTAL			393,836.35	422,768.00	432,500.00	432,500.00	433,359.00	433,359.00	2.30%	9,732.00
EXPENSES										
01123200	524090	OTHER CONTRACTUAL SERVICES	185.00							-
01123200	530500	MANAGEMENT PERFORMANCE TRAINING	5,382.04	2,500.00	9,600.00	5,000.00	9,600.00	9,600.00	100.00%	2,500.00
01123200	530920	CONTRACTED SERVICES	450.00	1,000.00	500.00	500.00	500.00	500.00	-50.00%	(500.00)
01123200	534030	ADVERTISING-LEGAL	816.56	700.00	800.00	800.00	800.00	800.00	14.29%	100.00
01123200	542010	OFFICE SUPPLIES	609.28	1,000.00	700.00	700.00	700.00	700.00	-30.00%	(300.00)
01123200	542040	FORMS/PRINTING	3,833.78	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%	(1,000.00)
01123200	555015	BOOKS & SUBSCRIPTIONS	862.45	850.00	850.00	850.00	850.00	850.00	0.00%	-
01123200	571010	TRAVEL - MILEAGE	1,200.00	1,490.00	1,200.00	1,200.00	1,200.00	1,200.00	-19.46%	(290.00)
01123200	571100	MEETINGS & CONFERENCES	2,128.22	6,230.00	4,180.00	4,180.00	4,180.00	4,180.00	-32.91%	(2,050.00)
01123200	573010	DUES AND MEMBERSHIPS	4,966.37	2,705.00	2,655.00	2,655.00	2,655.00	2,655.00	-1.85%	(50.00)
01123800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			20,433.70	21,475.00	24,485.00	19,885.00	24,485.00	24,485.00	-7.40%	(1,590.00)
DEPARTMENT TOTAL			414,270.05	444,243.00	456,985.00	452,385.00	457,844.00	457,844.00	1.83%	8,142.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
131 FINANCE COMMITTEE										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01131200	534040	PRINTING/POSTAGE SERVICES	5,820.95	5,800.00	6,000.00	6,000.00	6,100.00	6,200.00	3.45%	200.00
01131200	538090	OTHER PURCHASED SERVICES	2,405.00	2,775.00	2,775.00	2,220.00	2,775.00	2,775.00	-20.00%	(555.00)
01131200	571100	MEETINGS & CONFERENCES	100.00	165.00	165.00	165.00	165.00	165.00	0.00%	-
01131200	573010	DUES & MEMBERSHIPS	280.00	348.00	280.00	280.00	280.00	280.00	-19.54%	(68.00)
01131800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			8,605.95	9,088.00	9,220.00	8,665.00	9,320.00	9,420.00	-4.65%	(423.00)
01131600	579010	RESERVE FUND	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
		TRANSFERS OUT	(112,305.33)							
CATEGORY TOTAL			37,694.67	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
DEPARTMENT TOTAL			46,300.62	159,088.00	159,220.00	158,665.00	159,320.00	159,420.00	-0.27%	(423.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
132 FINANCE DEPARTMENT										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01132100	511020	FINANCE DIRECTOR	112,272.28	116,237.00	118,561.00	118,561.00	118,561.00	118,561.00	2.00%	2,324.00
01132100	511510	ADMINISTRATIVE ANALYST	15,743.52	16,455.00	17,274.00	17,274.00	17,454.00	17,990.00	4.98%	819.00
01132100	515050	LONGEVITY	850.00	850.00	1,340.00	1,340.00	1,340.00	1,340.00	57.65%	490.00
CATEGORY TOTAL			128,865.80	133,542.00	137,175.00	137,175.00	137,355.00	137,891.00	2.72%	3,633.00
EXPENSES										
01132200	542010	OFFICE SUPPLIES	80.97	300.00	300.00	200.00	300.00	300.00	-33.33%	(100.00)
01132200	542040	FORMS/PRINTING	75.00							-
01132200	571010	TRAVEL - MILEAGE	40.22	125.00	125.00	100.00	125.00	125.00	-20.00%	(25.00)
01132200	571100	MEETINGS & CONFERENCES	258.92	800.00	1,280.00	1,280.00	800.00	800.00	60.00%	480.00
01132200	573010	DUES & MEMBERSHIPS	60.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
01132800	570000	ENCUMBRANCES	142.17							-
CATEGORY TOTAL			657.28	1,360.00	1,840.00	1,715.00	1,360.00	1,360.00	26.10%	355.00
DEPARTMENT TOTAL			129,523.08	134,902.00	139,015.00	138,890.00	138,715.00	139,251.00	2.96%	3,988.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
135 TOWN ACCOUNTANT										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01135100	511020	TOWN ACCOUNTANT	101,164.44	102,683.00	96,990.00	96,990.00	96,990.00	96,990.00	-5.54%	(5,693.00)
01135100	511030	ASST. TOWN ACCOUNTANT / FINANCE & BU	79,659.91	74,211.00	75,033.00	75,033.00	74,747.00	74,747.00	1.11%	822.00
01135100	511508	PAYROLL ADMINISTRATOR	68,559.40	69,588.00	70,123.00	70,123.00	69,855.00	69,855.00	0.77%	535.00
01135100	511510	ADMINISTRATIVE ANALYST	23,615.32	24,683.00	25,422.00	25,422.00	26,180.00	26,985.00	2.99%	739.00
01135100	513120	OVERTIME	2,463.88	3,000.00	3,000.00	2,700.00	3,000.00	3,000.00	-10.00%	(300.00)
01135100	515050	LONGEVITY	2,200.00	2,800.00	1,988.00	1,988.00	1,988.00	2,488.00	-29.00%	(812.00)
CATEGORY TOTAL			277,662.95	276,965.00	272,556.00	272,256.00	272,760.00	274,065.00	-1.70%	(4,709.00)
EXPENSES										
01135200	530200	ACCOUNTING & AUDITING SERVICES	35,600.00	35,600.00	37,500.00	37,500.00	37,750.00	38,000.00	5.34%	1,900.00
01135200	542010	OFFICE SUPPLIES	401.27	1,000.00	1,000.00	1,000.00	1,100.00	1,100.00	0.00%	-
01135200	542040	FORMS/PRINTING	1,196.80	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
01135200	571100	MEETINGS & CONFERENCES	1,863.97	4,800.00	4,600.00	4,000.00	2,600.00	2,600.00	-16.67%	(800.00)
01135200	573010	DUES AND MEMBERSHIPS	160.00	160.00	460.00	460.00	160.00	160.00	187.50%	300.00
01135800	570000	ENCUMBRANCES	742.68							-
CATEGORY TOTAL			39,964.72	42,860.00	44,860.00	44,260.00	42,910.00	43,160.00	3.27%	1,400.00
DEPARTMENT TOTAL			317,627.67	319,825.00	317,416.00	316,516.00	315,670.00	317,225.00	-1.03%	(3,309.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
141 ASSESSORS										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01141100	511020	PRINCIPAL ASSESSOR	101,164.44	104,736.00	106,831.00	106,831.00	106,831.00	106,831.00	2.00%	2,095.00
01141100	511390	ADMINISTRATIVE ASSESSOR	63,766.17	74,045.00	74,045.00	74,045.00	74,045.00	74,045.00	0.00%	-
01141100	511520	ADMIN ASSISTANT	51,655.76	52,436.00	52,839.00	52,839.00	52,638.00	52,638.00	0.77%	403.00
01141100	511550	SENIOR ASSISTANT	27,436.76	37,434.00	45,104.00	45,104.00	46,410.00	47,834.00	20.49%	7,670.00
01141100	515050	LONGEVITY	2,800.00	2,700.00	2,700.00	2,700.00	3,300.00	3,300.00	0.00%	-
CATEGORY TOTAL			246,823.13	271,351.00	281,519.00	281,519.00	283,224.00	284,648.00	3.75%	10,168.00
EXPENSES										
01141200	524090	CONTRACTED SERVICES	1,701.00	15,000.00	83,500.00	83,500.00	40,000.00	40,000.00	456.67%	68,500.00
01141200	542010	OFFICE SUPPLIES	864.27	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01141200	571010	TRAVEL - MILEAGE	4,132.54	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01141200	571100	MEETINGS & CONFERENCES	1,391.97	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	11,925.00							-
CATEGORY TOTAL			20,767.78	23,900.00	92,400.00	92,400.00	48,900.00	48,900.00	286.61%	68,500.00
DEPARTMENT TOTAL			267,590.91	295,251.00	373,919.00	373,919.00	332,124.00	333,548.00	26.64%	78,668.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
145 TREASURER/COLLECTOR			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01145100	511020	TREASURER/COLLECTOR	98,810.95	102,300.00	104,346.00	104,346.00	104,346.00	104,346.00	2.00%	2,046.00
01145100	511030	ASSISTANT TREASURER & ASST COLLECTOR	134,832.41	137,139.00	131,049.00	131,049.00	132,244.00	133,691.00	-4.44%	(6,090.00)
01145100	511550	SENIOR ASSISTANT	18,915.08	19,765.00	13,859.00	13,859.00	14,138.00	14,572.00	-29.88%	(5,906.00)
01145100	511590	ADDITIONAL COVERAGE	548.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01145100	513120	OVERTIME	-	624.00	624.00	150.00	624.00	624.00	-75.96%	(474.00)
01145100	515050	LONGEVITY	4,300.00	4,300.00	2,300.00	2,300.00	2,300.00	2,450.00	-46.51%	(2,000.00)
CATEGORY TOTAL			257,406.99	265,128.00	253,178.00	252,704.00	254,652.00	256,683.00	-4.69%	(12,424.00)
EXPENSES										
01145200	530130	LEGAL SERVICES - TAX TITLE	6,390.53	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01145200	530920	CONTRACTED SERVICES	5,044.88	4,800.00	3,800.00	3,800.00	3,800.00	3,800.00	-20.83%	(1,000.00)
01145200	534010	POSTAGE	20,050.58	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%	-
01145200	534040	PRINTING SERVICES	6,828.92	5,000.00	5,500.00	5,500.00	5,500.00	6,600.00	10.00%	500.00
01145200	542010	OFFICE SUPPLIES	1,142.45	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01145200	571010	TRAVEL - MILEAGE	-	125.00	125.00	125.00	125.00	125.00	0.00%	-
01145200	571100	MEETINGS & CONFERENCES	50.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
01145200	573010	DUES AND MEMBERSHIPS	100.00	180.00	180.00	180.00	180.00	180.00	0.00%	-
01145200	574000	PENALTIES & INTEREST	-	-	-	-	-	-	-	-
01145200	574120	PUBLIC EMPLOYEE BOND	1,500.00	1,800.00	1,500.00	1,500.00	1,500.00	1,500.00	-16.67%	(300.00)
01141800	570000	ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL			41,107.36	46,105.00	45,305.00	45,305.00	45,305.00	46,405.00	-1.74%	(800.00)
DEPARTMENT TOTAL			298,514.35	311,233.00	298,483.00	298,009.00	299,957.00	303,088.00	-4.25%	(13,224.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
151 LEGAL SERVICES										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01151200	530110	LEGAL SERVICES - TOWN COUNSEL	120,775.22	200,000.00	160,000.00	160,000.00	160,000.00	160,000.00	-20.00%	(40,000.00)
01151200	530120	LEGAL SERVICES - LABOR COUNSEL	15,518.97	35,000.00	30,000.00	30,000.00	30,000.00	35,000.00	-14.29%	(5,000.00)
01151200	530130	LEGAL SERVICES - SPECIAL COUNSEL								-
01151800	570000	ENCUMBRANCES	4,000.00							-
CATEGORY TOTAL			140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)
DEPARTMENT TOTAL			140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
152 HUMAN RESOURCES			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01152100	511020	HUMAN RESOURCES DIRECTOR	105,307.80	109,026.00	111,206.00	111,206.00	111,206.00	111,206.00	2.00%	2,180.00
01152100	511070	BENEFITS COORDINATOR	62,322.00	64,525.00	66,319.00	66,319.00	66,066.00	66,066.00	2.78%	1,794.00
01152100	511520	ADMINISTRATIVE ASSISTANT	41,340.00	42,806.00	44,003.00	44,003.00	43,835.00	43,835.00	2.80%	1,197.00
01152100	515050	LONGEVITY	2,437.00	2,437.00	2,687.00	2,687.00	3,267.00	3,267.00	10.26%	250.00
CATEGORY TOTAL			211,406.80	218,794.00	224,215.00	224,215.00	224,374.00	224,374.00	2.48%	5,421.00
EXPENSES										
01152200	517020	PRE-EMPLOY MEDICAL EXAM	5,468.30	5,000.00	5,300.00	5,300.00	5,300.00	5,300.00	6.00%	300.00
01152200	524090	OTHER CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01152200	534035	LEGAL ADVERTISING	3,639.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01152200	542010	OFFICE SUPPLIES	1,586.54	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	2,389.60	3,000.00	3,000.00	2,800.00	3,000.00	3,000.00	-6.67%	(200.00)
01152200	570000	PROFESSIONAL DEVELOPMENT	7,244.79	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01152200	571100	MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
01152200	573010	DUES & MEMBERSHIPS	1,292.00	1,093.00	1,245.00	1,245.00	1,245.00	1,245.00	13.91%	152.00
01152800	570000	ENCUMBRANCES	7,689.00							-
CATEGORY TOTAL			29,309.23	20,893.00	21,345.00	21,145.00	21,345.00	21,345.00	1.21%	252.00
01152600	519010	COMPENSATION RESERVE	9,842.22	150,000.00	550,000.00	500,000.00	950,000.00	1,350,000.00	233.33%	350,000.00
01152600	519010	TRANSFERS OUT		(69,876.00)					-100.00%	69,876.00
DEPARTMENT TOTAL			250,558.25	319,811.00	795,560.00	745,360.00	1,195,719.00	1,595,719.00	133.06%	425,549.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
155 TECHNOLOGY										
ORG	OBJ	DESCRIPTION	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01155100	511020	TECHNOLOGY DIRECTOR	113,819.18	117,837.00	120,194.00	120,194.00	120,194.00	120,194.00	2.00%	2,357.00
01155100	511040	GIS COORDINATOR	77,079.08	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
01155100	511540	COMPUTER TECHNICIAN	75,198.23	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
01155100	511545	APPLICATIONS MANAGER	84,224.94	87,626.00	87,626.00	87,626.00	87,626.00	87,626.00	0.00%	-
01155100	511580	HELP DESK COORDINATOR	68,559.40	69,588.00	70,123.00	70,123.00	69,855.00	69,855.00	0.77%	535.00
01155100	515050	LONGEVITY	2,050.00	2,050.00	2,650.00	2,650.00	3,150.00	4,000.00	29.27%	600.00
CATEGORY TOTAL			420,930.83	433,571.00	437,063.00	437,063.00	437,295.00	438,145.00	0.81%	3,492.00
EXPENSES										
01155200	521010	ELECTRICITY	7,174.74	8,000.00	8,000.00	8,000.00	8,160.00	8,353.00	0.00%	-
01155200	521020	NATURAL GAS	823.93	1,200.00	1,000.00	1,000.00	1,020.00	1,040.00	-16.67%	(200.00)
01155200	523010	WATER	275.53	160.00	250.00	300.00	255.00	255.00	87.50%	140.00
01155200	523010	BUILDING MAINTENANCE			3,000.00	3,000.00	3,060.00	3,121.00		3,000.00
01155200	527050	COPIER MACHINE LEASE	2,986.71	1,400.00	1,800.00	1,800.00	1,836.00	1,836.00	28.57%	400.00
01155200	530400	NETWORK SUPPORT	22,512.04	28,800.00	28,200.00	28,200.00	28,664.00	29,137.00	-2.08%	(600.00)
01155200	530430	DATA COMMUNICATIONS SERVICE	10,282.15	5,380.00	8,270.00	8,270.00	8,435.00	8,922.00	53.72%	2,890.00
01155200	530460	PRINTER SUPPORT	365.00	500.00	300.00	300.00	306.00	312.00	-40.00%	(200.00)
01155200	530470	WORKSTATION SUPPORT	22,965.20	48,750.00	22,500.00	22,500.00	22,500.00	22,500.00	-53.85%	(26,250.00)
01155200	530490	SERVER SUPPORT	62,965.79	62,888.00	72,000.00	72,000.00	73,440.00	74,909.00	14.49%	9,112.00
01155200	530500	TRAINING & DEVELOPMENT	1,656.00	3,344.00	3,000.00	3,000.00	3,000.00	3,000.00	-10.29%	(344.00)
01155200	530850	MUNIS SOFTWARE SUPPORT	57,603.51	60,335.00	65,363.00	65,363.00	66,670.00	68,004.00	8.33%	5,028.00
01155200	530920	CONTRACTED SERVICES	153,824.56	183,275.00	205,620.00	195,620.00	209,432.00	213,321.00	6.74%	12,345.00
01155200	530950	CONSULTING SERVICES	5,220.00	5,000.00	5,400.00	5,400.00	5,508.00	5,618.00	8.00%	400.00
01155200	534020	TELEPHONE	36,475.79	34,366.00	40,100.00	40,100.00	29,495.00	25,382.00	16.69%	5,734.00
01155200	534025	CELLULAR PHONES / MOBILE DATA	62,816.50	66,237.00	68,800.00	68,800.00	70,176.00	71,580.00	3.87%	2,563.00
01155200	542010	OFFICE SUPPLIES	29,324.40	37,200.00	39,900.00	39,900.00	40,698.00	41,512.00	7.26%	2,700.00
01155200	542052	NETWORK HARDWARE	1,379.63	2,000.00	1,800.00	1,800.00	1,836.00	1,873.00	-10.00%	(200.00)
01155200	542053	SERVER HARDWARE	18,935.33	2,000.00	2,200.00	2,200.00	2,244.00	2,289.00	10.00%	200.00
01155200	542054	WORKSTATION HARDWARE	8,305.85	2,000.00	2,200.00	2,200.00	2,244.00	2,289.00	10.00%	200.00
01155200	571010	MILEAGE	2,004.35	2,200.00	2,200.00	2,200.00	2,244.00	2,289.00	0.00%	-
01155200	571100	MEETINGS & CONFERENCES	900.00	200.00	200.00	200.00	204.00	208.00	0.00%	-
01155200	579020	BILL OF PRIOR YEAR	3,819.03							-
01155800	570000	ENCUMBRANCES	11,613.00							-
CATEGORY TOTAL			524,229.04	555,235.00	582,103.00	572,153.00	581,427.00	587,750.00	3.05%	16,918.00
DEPARTMENT TOTAL			945,159.87	988,806.00	1,019,166.00	1,009,216.00	1,018,722.00	1,025,895.00	2.06%	20,410.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
161 TOWN CLERK			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01161100	511020	TOWN CLERK	77,241.38	84,895.00	86,169.00	86,169.00	86,593.00	86,593.00	1.50%	1,274.00
01161100	511030	ASST TOWN CLERK	52,513.72	66,723.00	69,521.00	69,521.00	71,612.00	71,612.00	4.19%	2,798.00
01161100	511510	RECORDS SUPERVISOR	58,625.29	53,246.00	53,692.00	53,692.00	53,469.00	53,469.00	0.84%	446.00
01161100	511520	ADMINISTRATIVE ASSISTANT	23,736.96	25,277.00	25,277.00	25,277.00	25,277.00	25,277.00	0.00%	-
01161100	512010	ELECTION WORKERS	7,259.13	25,818.00	22,439.00	22,439.00	33,633.00	12,749.00	-13.09%	(3,379.00)
01161100	512015	REGISTRARS	2,462.60	4,181.00	3,099.00	3,099.00	4,181.00	2,525.00	-25.88%	(1,082.00)
01161100	515050	LONGEVITY	2,608.00	3,958.00	4,708.00	4,708.00	4,708.00	4,708.00	18.95%	750.00
CATEGORY TOTAL			224,447.08	264,098.00	264,905.00	264,905.00	279,473.00	256,933.00	0.31%	807.00
EXPENSES										
01161200	530500	TRAINING & DEVELOPMENT	500.00							-
01161200	534010	POSTAGE	3,494.05	4,085.00	4,700.00	4,000.00	4,800.00	4,900.00	-2.08%	(85.00)
01161200	534030	ADVERTISING-LEGAL	282.40	600.00	600.00	600.00	600.00	600.00	0.00%	-
01161200	534040	PRINTING SERVICES	4,529.99	4,600.00	4,700.00	4,700.00	4,700.00	4,700.00	2.17%	100.00
01161200	538040	RECORDS PRESERVATION	313.04	500.00	500.00	200.00	500.00	500.00	-60.00%	(300.00)
01161200	542010	OFFICE SUPPLIES	507.36	1,000.00	1,000.00	600.00	1,000.00	1,000.00	-40.00%	(400.00)
01161200	542012	ELECTION RELATED SUPPLIES & SERVICES	6,573.47	10,075.00	8,725.00	8,725.00	9,725.00	7,725.00	-13.40%	(1,350.00)
01161200	571010	TRAVEL - MILEAGE	454.60	700.00	700.00	700.00	700.00	700.00	0.00%	-
01161200	571100	MEETINGS & CONFERENCES	543.51	1,340.00	1,650.00	1,650.00	1,750.00	1,750.00	23.13%	310.00
01161200	573010	DUES & MEMBERSHIPS	1,053.88	770.00	505.00	505.00	505.00	505.00	-34.42%	(265.00)
01161800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			18,252.30	23,670.00	23,080.00	21,680.00	24,280.00	22,380.00	-8.41%	(1,990.00)
DEPARTMENT TOTAL			242,699.38	287,768.00	287,985.00	286,585.00	303,753.00	279,313.00	-0.41%	(1,183.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
I70 PERMITTING OFFICE			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01170100	511020	ASSISTANT PLANNER	41,337.81	69,150.00	69,149.00	69,149.00	70,877.00	72,651.00	0.00%	(1.00)
01170100	511050	DIRECTOR LAND USE MANAGEMENT	104,949.34	108,707.00	110,881.00	110,881.00	110,881.00	110,881.00	2.00%	2,174.00
01170100	511560	PERMITTING PROGRAM ASST	63,452.60	66,236.00	68,412.00	68,412.00	69,855.00	69,855.00	3.29%	2,176.00
01170100	511590	OTHER SUPPORT STAFF	8,157.50		7,875.00	7,875.00	7,875.00	7,875.00		7,875.00
01170100	515050	LONGEVITY	-	600.00	600.00	600.00	1,200.00	1,200.00	0.00%	-
CATEGORY TOTAL			217,897.25	244,693.00	256,917.00	256,917.00	260,688.00	262,462.00	5.00%	12,224.00
EXPENSES										
01170200	530920	CONTRACTED SERVICES	37,131.46	36,089.00	32,806.00	32,806.00	32,806.00	32,806.00	-9.10%	(3,283.00)
01170200	542010	OFFICE SUPPLIES	4,709.66	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
01170200	571010	TRAVEL-MILEAGE	1,164.20	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01170200	571100	MEETINGS & CONFERENCES	176.20	600.00	600.00	600.00	600.00	600.00	0.00%	-
01170200	573010	DUES AND MEMBERSHIPS	90.00	305.00	1,175.00	1,175.00	1,020.00	1,170.00	285.25%	870.00
01170200	579020	BILL OF PRIOR YEAR	5,308.00							
01170800	570000	ENCUMBRANCES	209.99							-
CATEGORY TOTAL			48,789.51	41,394.00	38,981.00	38,981.00	38,826.00	38,976.00	-5.83%	(2,413.00)
DEPARTMENT TOTAL			266,686.76	286,087.00	295,898.00	295,898.00	299,514.00	301,438.00	3.43%	9,811.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
I71 CONSERVATION COMMISSION			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01171100	511020	CONSERVATION RESOURCE PLANNER	86,330.92	87,626.00	87,626.00	87,626.00	87,626.00	87,626.00	0.00%	-
01171100	515050	LONGEVITY			600.00	600.00	600.00	600.00		600.00
CATEGORY TOTAL			86,330.92	87,626.00	88,226.00	88,226.00	88,226.00	88,226.00	0.68%	600.00
EXPENSES										
01171200	524090	CONTRACTED CLERICAL SERVICES		4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
01171200	530950	CONSULTING SERVICES								-
01171200	534030	ADVERTISING - LEGAL		300.00	300.00	300.00	300.00	300.00	0.00%	-
01171200	538090	OTHER PURCHASED SERVICES	252.43	100.00						(100.00)
01171200	542080	OFFICE EQUIPMENT	700.00							-
01171200	557090	CONSERVATION SUPPLIES		100.00	200.00	200.00	200.00	200.00	100.00%	100.00
01171200	571010	TRAVEL - MILEAGE	319.61	300.00	300.00	300.00	300.00	300.00	0.00%	-
01171200	571100	MEETINGS & CONFERENCES	192.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
01171200	573010	DUES AND MEMBERSHIPS	752.00	765.00	785.00	785.00	785.00	785.00	2.61%	20.00
01171800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			2,216.04	6,305.00	6,325.00	6,325.00	6,325.00	6,325.00	0.32%	20.00
DEPARTMENT TOTAL			88,546.96	93,931.00	94,551.00	94,551.00	94,551.00	94,551.00	0.66%	620.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
I75 PLANNING BOARD										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01175100	511020	TOWN PLANNER	31,544.00	75,560.00	85,488.00	85,488.00	87,626.00	87,626.00	13.14%	9,928.00
01175100	515050	LONGEVITY	600.00	-						-
CATEGORY TOTAL			32,144.00	75,560.00	85,488.00	85,488.00	87,626.00	87,626.00	13.14%	9,928.00
EXPENSES										
01175200	524090	CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
01175200	534030	ADVERTISING - LEGAL	404.72	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	534040	PRINTING SERVICES	1,039.20	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	538010	REGISTRY EXPENSES	75.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	555015	BOOKS & SUBSCRIPTIONS	260.98	600.00	600.00	600.00	600.00	600.00	0.00%	-
01175200	570000	PLANNING STUDIES	3,520.00	5,000.00	5,000.00	5,000.00	15,000.00	15,000.00	0.00%	-
01175200	571010	TRAVEL-MILEAGE	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	571100	MEETINGS & CONFERENCES	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	573010	DUES & MEMBERSHIPS	270.00	305.00	320.00	320.00	320.00	320.00	4.92%	15.00
01175800	570000	ENCUMBRANCES	185.00							-
CATEGORY TOTAL			8,899.90	13,645.00	13,660.00	13,660.00	23,660.00	23,660.00	0.11%	15.00
DEPARTMENT TOTAL			41,043.90	89,205.00	99,148.00	99,148.00	111,286.00	111,286.00	11.15%	9,943.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
176 ZONING BOARD OF APPEALS										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
EXPENSES	ORG	OBJ	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
DESCRIPTION										
01176200	524090	CONTRACTUAL CLERICAL SERVICES	2,405.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
01176200	571100	MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%	-
01176800	570000	ENCUMBRANCES	185.00							
CATEGORY TOTAL			2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
DEPARTMENT TOTAL			2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
192 TOWN HALL										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01192100	511590	ADDITIONAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192100	511650	CUSTODIANS	38,968.80	39,699.00	39,899.00	39,899.00	39,899.00	39,899.00	0.50%	200.00
01192100	513120	OVERTIME	1,729.90	3,000.00	3,000.00	2,000.00	3,000.00	3,000.00	-33.33%	(1,000.00)
01192100	515050	LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,600.00	1,600.00	0.00%	-
CATEGORY TOTAL			41,798.70	44,799.00	44,999.00	43,999.00	45,499.00	45,499.00	-1.79%	(800.00)
EXPENSES										
01192200	517070	CLOTHING ALLOWANCE	-	540.00	540.00	540.00	540.00	540.00	0.00%	-
01192200	521010	ELECTRICITY	16,280.55	16,500.00	16,500.00	16,500.00	16,500.00	16,500.00	0.00%	-
01192200	521030	HEATING FUEL	6,798.71	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	16.67%	1,000.00
01192200	523010	WATER	1,820.77	1,900.00	1,950.00	1,950.00	1,950.00	1,950.00	2.63%	50.00
01192200	524010	BUILDING MAINTENANCE	7,566.71	5,000.00	8,000.00	8,000.00	8,000.00	8,000.00	60.00%	3,000.00
01192200	524015	GROUPS MAINTENANCE	3,106.00	1,000.00	3,000.00	3,000.00	3,000.00	3,000.00	200.00%	2,000.00
01192200	524020	VEHICLE MAINTENANCE	642.15	900.00	700.00	700.00	700.00	700.00	-22.22%	(200.00)
01192200	524030	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	-
01192200	524040	OFFICE EQUIPMENT MAINTENANCE	41.80	-	50.00	50.00	50.00	50.00	-	50.00
01192200	524100	BLDG MAINT SVCS - HVAC	2,238.88	7,000.00	5,000.00	3,000.00	5,000.00	5,000.00	-57.14%	(4,000.00)
01192200	524103	BLD MAINT SVCS - GENERATOR & ELECTRIC	406.40	1,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-33.33%	(500.00)
01192200	524110	BLDG MAINT SVCS - ELEVATOR	8,028.00	2,000.00	5,000.00	5,000.00	5,000.00	5,000.00	150.00%	3,000.00
01192200	524112	BLD MAINT SVCS - FIRE/ALARM	907.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192200	527030	POSTAGE METER RENTAL	2,335.74	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	0.00%	-
01192200	534010	POSTAGE	12,434.77	26,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-23.08%	(6,000.00)
01192200	541010	GASOLINE	543.96	800.00	800.00	800.00	800.00	800.00	0.00%	-
01192200	542020	COPIER SUPPLIES	2,725.08	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
01192200	543010	BULDING MAINTENANCE SUPPLIES	50.00	-	50.00	50.00	50.00	50.00	-	50.00
01192200	543060	CUSTODIAL/CLEANING SUPPLIES	1,547.39	2,000.00	1,800.00	1,800.00	1,800.00	1,800.00	-10.00%	(200.00)
01192200	549080	BOTTLED WATER	1,107.15	1,000.00	1,300.00	1,300.00	1,300.00	1,300.00	30.00%	300.00
01192800	570000	ENCUMBRANCES	662.00	-	-	-	-	-	-	-
CATEGORY TOTAL			69,243.56	79,540.00	80,090.00	77,090.00	80,090.00	80,090.00	-3.08%	(2,450.00)
DEPARTMENT TOTAL			111,042.26	124,339.00	125,089.00	121,089.00	125,589.00	125,589.00	-2.61%	(3,250.00)

Town of Westford										
Budget Worksheet										
199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01199100	511200	FACILITIES DIRECTOR		21,245.00	28,893.00	28,893.00	28,893.00	28,893.00	36.00%	7,648.00
01199100	511500	OFFICE MANAGER		9,237.00	15,834.00	15,834.00	15,834.00	15,834.00	71.42%	6,597.00
01199100	511540	PROJECT INSPECTOR - FACILITIES TECH	38,391.67	39,118.00	39,118.00	39,118.00	39,118.00	39,118.00	0.00%	-
01199100	511650	CUSTODIAN	9,742.20	9,887.00	9,887.00	9,887.00	9,887.00	9,887.00	0.00%	-
01199100	513120	OVERTIME	472.52	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
01199100	515050	LONGEVITY	425.00	425.00	425.00	425.00	425.00	425.00	0.00%	-
CATEGORY TOTAL			49,031.39	81,912.00	95,157.00	95,157.00	95,157.00	95,157.00	16.17%	13,245.00
EXPENSES										
01199200	517070	UNIFORM ALLOWANCES	540.00	350.00	350.00	350.00	350.00	350.00	0.00%	-
01199200	521010	ELECTRICITY	1,363.40	850.00	1,450.00	1,450.00	1,450.00	1,450.00	70.59%	600.00
01199200	521030	HEATING FUEL	3,520.40	1,000.00	3,700.00	3,700.00	3,500.00	3,500.00	270.00%	2,700.00
01199200	523010	WATER	19.28		25.00	25.00	25.00	25.00		25.00
01199200	524010	BUILDING MAINTENANCE	2,998.00	3,000.00	4,575.00	4,000.00	4,575.00	4,575.00	33.33%	1,000.00
01199200	524015	GROUNDS MAINTENANCE	-	100.00	500.00	500.00	500.00	500.00	400.00%	400.00
01199200	524100	BLDG MAINT SVCS - HVAC	2,015.17	3,000.00	2,100.00	2,100.00	2,100.00	2,100.00	-30.00%	(900.00)
01199200	524102	BLDG MAINT SVCS -PLUMBING	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01199200	524103	BLDG MAINT SVCS -ELECTRICAL REPAIRS	8.99	500.00	500.00	500.00	500.00	500.00	0.00%	-
01199200	524107	BLDG MAINT SVCS -PAINT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01199200	524108	BLDG MAINT SVCS -ROOF	-	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
01199200	524115	BLDG MAINT - SECURITY	3,069.50	500.00	1,000.00	1,000.00	1,000.00	1,000.00	100.00%	500.00
01199200	530500	TRAINING & DEVELOPMENT		-						-
01199200	530920	CONTRACTED SERVICES	2,773.70	5,800.00	3,000.00	3,000.00	3,000.00	3,000.00	-48.28%	(2,800.00)
01199200	571010	TRAVEL - MILEAGE								-
01199800	570000	ENCUMBRANCES	1,400.00							-
CATEGORY TOTAL			17,708.44	18,100.00	19,200.00	18,625.00	19,000.00	19,000.00	2.90%	525.00
DEPARTMENT TOTAL			66,739.83	100,012.00	114,357.00	113,782.00	114,157.00	114,157.00	13.77%	13,770.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
210 POLICE DEPARTMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01210100	511200	POLICE CHIEF	150,505.31	156,407.00	158,935.00	158,935.00	158,935.00	158,935.00	1.62%	2,528.00
01210100	511210	DEPUTY CHIEF	102,240.15	123,714.00	126,307.00	126,307.00	126,307.00	126,307.00	2.10%	2,593.00
01210100	511220	CAPTAIN	206,464.57	213,720.00	214,539.00	214,539.00	213,720.00	213,720.00	0.38%	819.00
01210100	511230	LIEUTENANTS	360,338.65	369,342.00	370,757.00	370,757.00	369,342.00	369,342.00	0.38%	1,415.00
01210100	511240	SERGEANTS	639,176.07	663,162.00	646,294.00	646,294.00	647,776.00	652,362.00	-2.54%	(16,868.00)
01210100	511250	PATROLMEN	1,775,438.27	1,947,347.00	2,204,497.00	2,080,929.00	2,229,942.00	2,255,194.00	6.86%	133,582.00
01210100	511500	OFFICE MANAGER	59,719.40	63,094.00	63,579.00	63,579.00	63,337.00	63,337.00	0.77%	485.00
01210100	511511	RECORDS SUPERVISOR-OPERATIONAL	60,819.20	61,735.00	62,210.00	62,210.00	61,972.00	61,972.00	0.77%	475.00
01210100	511530	ADMINISTRATIVE ASSISTANT	47,287.78	49,413.00	51,287.00	51,287.00	52,638.00	52,638.00	3.79%	1,874.00
01210100	511650	MAINTENANCE WORKER II	46,068.63	52,728.00	53,134.00	53,134.00	52,931.00	52,931.00	0.77%	406.00
01210100	512100	QUINN BILL	202,849.89	201,219.00	197,639.00	197,639.00	197,156.00	197,156.00	-1.78%	(3,580.00)
01210100	513120	OVERTIME	422,417.70	350,000.00	396,219.00	396,219.00	400,000.00	420,000.00	13.21%	46,219.00
01210100	513240	COURT APPEARANCES	39,290.03	39,000.00	44,151.00	44,151.00	45,000.00	47,250.00	13.21%	5,151.00
01210100	513250	SPECIAL DETAILS	10,699.10	27,000.00	27,000.00	27,000.00	30,000.00	31,500.00	0.00%	-
01210100	513260	TRAINING WAGES	56,174.17	51,510.00	58,312.00	58,312.00	60,000.00	63,000.00	13.21%	6,802.00
01210100	514010	SHIFT DIFFERENTIAL	42,423.38	46,500.00	46,500.00	46,500.00	48,000.00	50,400.00	0.00%	-
01210100	514080	SPECIALTY STIPENDS	3,750.00	4,250.00	3,750.00	3,750.00	3,750.00	3,750.00	-11.76%	(500.00)
01210100	514090	STIPEND / ACCREDITATION	53,400.00	53,400.00	56,400.00	56,400.00	56,400.00	56,400.00	0.00%	1,000.00
01210100	515010	HOLIDAY PAY	141,441.48	158,679.00	163,834.00	158,435.00	165,375.00	166,651.00	-0.15%	(244.00)
01210100	515050	LONGEVITY	41,300.00	44,400.00	46,600.00	46,600.00	47,850.00	50,600.00	4.95%	2,200.00
01210100	515060	ON CALL	21,061.68	20,775.00	21,269.00	21,269.00	22,000.00	23,100.00	2.39%	496.00
01210100	517090	RETIREMENT NOTICE INCENTIVE	6,350.00	5,000.00	4,160.00	4,160.00	5,000.00	5,250.00	-16.80%	(840.00)
01210100	519020	SICK TIME BUYBACK	32,195.10	5,700.00	5,700.00	5,700.00	40,000.00	42,000.00	0.00%	-
01210100	519023	SICK TIME INCENTIVE	7,425.00	8,650.00	8,650.00	8,650.00	8,650.00	9,083.00	0.00%	-
01210100	519025	COMP TIME BUYOUT	-	5,500.00	5,500.00	5,500.00	5,500.00	5,775.00	0.00%	-
CATEGORY TOTAL			4,528,835.56	4,722,243.00	5,037,223.00	4,906,256.00	5,111,581.00	5,178,653.00	3.90%	184,013.00
EXPENSES										
01210200	517020	PSYCHE/MED TESTING	8,749.45	5,760.00	10,040.00	10,040.00	10,040.00	10,542.00	74.31%	4,280.00
01210200	517070	UNIFORM ALLOWANCES	54,789.57	57,640.00	61,340.00	58,940.00	61,340.00	64,407.00	2.26%	1,300.00
01210200	521010	ELECTRICITY	47,115.65	44,000.00	64,253.00	49,000.00	64,253.00	67,466.00	11.36%	5,000.00
01210200	521020	NATURAL GAS	20,032.62	10,000.00	21,708.00	21,708.00	21,708.00	22,794.00	117.08%	11,708.00
01210200	521030	GENERATOR FUEL - DIESEL	-	-	452.00	452.00	452.00	475.00	-	452.00
01210200	523010	WATER	3,569.14	3,500.00	3,500.00	3,700.00	3,500.00	3,675.00	5.71%	200.00
01210200	524010	MAINTENANCE BLDG & GRD	49,347.11	38,500.00	55,500.00	50,000.00	55,500.00	58,275.00	29.87%	11,500.00
01210200	524020	VEHICLE MAINTENANCE	50,751.58	52,739.00	52,739.00	50,000.00	52,739.00	55,376.00	-5.19%	(2,739.00)
01210200	524030	EQUIPMENT MAINTENANCE	4,712.85	14,000.00	8,394.00	6,000.00	8,394.00	8,814.00	-57.14%	(8,000.00)
01210200	524060	COMMUNICATION EQUIP	1,092.84	2,500.00	3,500.00	3,500.00	3,500.00	3,675.00	40.00%	1,000.00
01210200	530500	TRAINING CLASSES	30,365.12	24,319.00	30,000.00	24,319.00	30,000.00	31,500.00	0.00%	-
01210200	534010	POSTAGE	730.74	1,400.00	1,000.00	1,000.00	1,000.00	1,050.00	-28.57%	(400.00)
01210200	534030	ADVERTISING-LEGAL	-	400.00	400.00	400.00	400.00	420.00	0.00%	-
01210200	541010	GASOLINE	69,402.30	70,000.00	86,999.00	75,000.00	86,999.00	91,349.00	7.14%	5,000.00
01210200	542010	OFFICE SUPPLIES	5,829.30	7,500.00	7,500.00	6,000.00	7,500.00	7,875.00	-20.00%	(1,500.00)
01210200	542120	BULLET PROOF VESTS	-	-	-	-	-	-	-	-
01210200	549030	PRISONER MEALS	258.94	250.00	300.00	300.00	300.00	315.00	20.00%	50.00
01210200	552010	FIREARMS SUPPLIES	23,605.08	18,000.00	18,000.00	18,000.00	18,000.00	18,900.00	0.00%	-
01210200	552025	DEFENSIVE TACTICS EQUIPMENT	8,988.69	10,000.00	10,000.00	10,000.00	10,000.00	10,500.00	0.00%	-
01210200	552050	PHOTOGRAPHIC	2,290.84	4,000.00	4,000.00	4,000.00	4,000.00	4,200.00	0.00%	-
01210200	555015	BOOKS & SUBSCRIPTIONS	2,298.69	2,000.00	2,200.00	2,200.00	2,200.00	2,310.00	10.00%	200.00
01210200	571100	MEETINGS & CONFERENCES	4,280.37	4,500.00	6,300.00	6,300.00	6,300.00	6,615.00	40.00%	1,800.00
01210200	573010	DUES & MEMBERSHIPS	8,116.80	6,664.00	8,359.00	8,359.00	8,359.00	8,777.00	25.44%	1,695.00
01210200	573020	NEMLEC	5,401.94	6,745.00	6,745.00	6,745.00	6,745.00	7,082.00	0.00%	-
01210200	579020	BILL OF PRIOR YEAR	414.77	-	-	-	-	-	-	-
01210200	580700	VEHICLES/CRUISERS	112,673.66	166,624.00	166,624.00	124,968.00	166,624.00	174,955.00	-25.00%	(41,656.00)
01210200	585100	OFFICE FURNITURE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,050.00	0.00%	-
01210800	570000	ENCUMBRANCES	7,655.00	-	-	-	-	-	-	-
CATEGORY TOTAL			522,473.05	552,041.00	630,853.00	541,931.00	630,853.00	662,397.00	-1.83%	(10,110.00)
DEPARTMENT TOTAL			5,051,308.61	5,274,284.00	5,668,076.00	5,448,187.00	5,742,434.00	5,841,050.00	3.30%	173,903.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
215 PUBLIC SAFETY COMMUNICATIONS			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01215100	511280	UNIFORMED DISPATCH PERS	519,727.93	554,364.00	594,004.00	551,154.00	603,576.00	613,481.00	-0.58%	(3,210.00)
01215100	511608	OPERATIONS ADMINISTRATOR	84,346.38	87,291.00	87,962.00	87,962.00	87,626.00	87,626.00	0.77%	671.00
01215100	513120	OVERTIME	121,624.99	92,025.00	103,866.00	93,866.00	105,944.00	108,063.00	2.00%	1,841.00
01215100	513170	HOLIDAY OVERTIME	14,312.22	9,758.00	9,758.00	9,758.00	9,953.00	10,152.00	0.00%	-
01215100	513260	TRAINING WAGES	3,141.46	8,000.00	8,000.00	5,000.00	8,000.00	8,000.00	-37.50%	(3,000.00)
01215100	514010	SHIFT DIFFERENTIAL	15,173.25	15,660.00	17,648.00	15,690.00	17,618.00	17,618.00	0.19%	30.00
01215100	514090	STIPEND / ACCREDITATION	7,200.00	7,200.00	7,800.00	7,200.00	7,800.00	7,800.00	0.00%	-
01215100	515010	HOLIDAY PAY	23,584.47	25,488.00	27,311.00	25,341.00	27,751.00	28,206.00	-0.58%	(147.00)
01215100	515050	LONGEVITY	6,350.00	7,100.00	5,400.00	5,400.00	8,300.00	9,750.00	-23.94%	(1,700.00)
CATEGORY TOTAL			795,460.70	806,886.00	861,749.00	801,371.00	876,568.00	890,696.00	-0.68%	(5,515.00)
EXPENSES										
01215200	517070	UNIFORM ALLOWANCES	6,420.32	6,930.00	8,505.00	7,875.00	8,505.00	8,505.00	13.64%	945.00
01215200	524060	COMMUNICATIONS EQUIPMENT	7,700.81	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01215200	530920	CONTRACTED SERVICES	15,810.32	22,444.00	23,118.00	23,118.00	23,118.00	23,118.00	3.00%	674.00
01215200	542010	OFFICE SUPPLIES	5,294.63	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01215200	555015	BOOKS & SUBSCRIPTIONS	99.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
01215200	571100	MEETINGS & CONFERENCES	2,782.62	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01215200	573010	DUES & MEMBERSHIPS	1,773.00	1,450.00	1,600.00	1,600.00	1,600.00	1,600.00	10.34%	150.00
01215800	570000	ENCUMBRANCES	14,645.64							-
CATEGORY TOTAL			54,526.34	38,324.00	40,723.00	40,093.00	40,723.00	40,723.00	4.62%	1,769.00
DEPARTMENT TOTAL			849,987.04	845,210.00	902,472.00	841,464.00	917,291.00	931,419.00	-0.44%	(3,746.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
220 FIRE DEPARTMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01220100	511200	FIRE CHIEF	138,003.30	142,875.00	145,733.00	145,733.00	145,733.00	145,733.00	2.00%	2,858.00
01220100	511210	DEPUTY CHIEF	96,938.94	100,361.00	102,369.00	102,369.00	102,369.00	102,369.00	2.00%	2,008.00
01220100	511215	FIRE PREVENTION OFFICER	78,499.20	82,497.00	84,532.00	84,532.00	84,210.00	84,210.00	2.47%	2,035.00
01220100	511220	CAPTAINS	422,192.88	346,487.00	355,034.00	355,034.00	358,678.00	353,678.00	2.47%	8,547.00
01220100	NEW	EMS COORDINATOR			80,298.00	-	84,210.00	84,210.00		-
01220100	511260	FIREFIGHTERS	1,468,880.26	1,689,726.00	1,786,654.00	1,756,778.00	1,788,802.00	1,798,185.00	3.97%	67,052.00
01220100	511265	CALL FIREFIGHTERS	2,914.18	15,000.00	10,000.00	5,000.00	10,000.00	10,000.00	-66.67%	(10,000.00)
01220100	511500	OFFICE MANAGER	62,160.84	63,336.00	63,579.00	63,579.00	63,337.00	63,337.00	0.38%	243.00
01220100	513120	OVERTIME	343,487.10	379,700.00	388,000.00	350,000.00	395,760.00	403,676.00	-7.82%	(29,700.00)
01220100	513170	HOLIDAY OVERTIME	33,096.16	42,696.00	43,462.00	43,462.00	43,462.00	43,462.00	1.79%	766.00
01220100	513260	TRAINING	17,865.10	19,800.00	20,300.00	20,300.00	20,706.00	21,121.00	2.53%	500.00
01220100	514010	SHIFT DIFFERENTIAL	36.84							-
01220100	514050	EDUCATION INCENTIVE	162,724.54	165,361.00	179,595.00	177,795.00	179,292.00	179,292.00	7.52%	12,434.00
01220100	514080	CALL FF STIPENDS	85.00	750.00	500.00	500.00	500.00	500.00	-33.33%	(250.00)
01220100	514090	EMT STIPENDS	6,073.68	6,096.00	6,203.00	6,203.00	6,203.00	6,203.00	1.76%	107.00
01220100	515010	HOLIDAY PAY	89,035.73	95,913.00	103,514.00	98,828.00	104,095.00	104,490.00	3.04%	2,915.00
01220100	515050	LONGEVITY	42,800.00	41,900.00	42,000.00	42,000.00	45,100.00	47,700.00	0.24%	100.00
01220100	519020	SICK LEAVE / VACATION BUY BACK	1,355.00							-
CATEGORY TOTAL			2,966,148.75	3,192,498.00	3,411,773.00	3,252,113.00	3,432,457.00	3,448,166.00	1.87%	59,615.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
220 FIRE DEPARTMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01220200	517070	UNIFORM ALLOWANCES	27,059.19	29,600.00	32,900.00	32,900.00	28,675.00	28,675.00	11.15%	3,300.00
01220200	521010	ELECTRICITY	18,003.16	16,750.00	32,492.00	32,492.00	33,143.00	33,806.00	93.98%	15,742.00
01220200	521020	NATURAL GAS	7,862.78	8,000.00	33,052.00	33,052.00	33,713.00	34,388.00	313.15%	25,052.00
01220200	523010	WATER	2,678.66	3,000.00	3,000.00	3,000.00	3,060.00	3,122.00	0.00%	-
01220200	523020	SEWER/SEPTIC	800.00	1,250.00	1,500.00	1,500.00	1,530.00	1,561.00	20.00%	250.00
01220200	524010	BUILDING MAINTENANCE	14,910.80	18,500.00	21,000.00	18,500.00	21,420.00	21,849.00	0.00%	-
01220200	524015	GROUNDS MAINTENANCE	684.00	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
01220200	524020	VEHICLE MAINTENANCE	22,429.82	34,000.00	34,000.00	28,000.00	34,680.00	35,374.00	-17.65%	(6,000.00)
01220200	524030	EQUIPMENT MAINTENANCE	10,573.59	8,000.00	10,000.00	9,500.00	10,200.00	10,404.00	18.75%	1,500.00
01220200	524060	COMMUNICATIONS EQUIP	8,060.87	6,400.00	15,820.00	12,820.00	16,137.00	16,460.00	100.31%	6,420.00
01220200	530500	TRAINING & DEVELOPMENT	4,360.00		6,200.00	6,200.00	6,324.00	6,451.00		6,200.00
01220200	534010	POSTAGE	347.55	400.00	400.00	400.00	408.00	417.00	0.00%	-
01220200	534030	ADVERTISING-LEGAL	-	300.00	300.00	300.00	306.00	313.00	0.00%	-
01220200	534040	PRINTING SERVICES	-	400.00	400.00	100.00	408.00	417.00	-75.00%	(300.00)
01220200	538090	FIRE ALARM PURCHASED SERVICES	31,017.74	32,000.00	35,000.00	32,000.00	35,700.00	36,414.00	0.00%	-
01220200	541010	GASOLINE	27,645.55	25,460.00	26,800.00	27,800.00	27,336.00	27,883.00	9.19%	2,340.00
01220200	542010	OFFICE SUPPLIES	1,477.97	1,000.00	1,500.00	1,500.00	1,530.00	1,561.00	50.00%	500.00
01220200	542050	HARDWARE SUPPLIES	479.37	500.00	500.00	500.00	510.00	521.00	0.00%	-
01220200	542120	PROTECTIVE CLOTHING	25,755.54	30,000.00	35,000.00	30,000.00	35,700.00	36,414.00	0.00%	-
01220200	543010	BUILDING MAINTENANCE SUPPLIES	-	500.00	1,000.00	1,000.00	1,020.00	1,041.00	100.00%	500.00
01220200	543060	CUSTODIAL / CLEANING SUPPLIES	5,139.83	4,000.00	4,500.00	5,000.00	4,590.00	4,682.00	25.00%	1,000.00
01220200	548010	VEHICULAR PARTS & ACCESSORIES	31,317.41	25,000.00	26,500.00	26,500.00	27,030.00	27,571.00	6.00%	1,500.00
01220200	548020	VEHICULAR TIRES & TUBES	5,908.98	10,000.00	10,000.00	8,000.00	10,200.00	10,404.00	-20.00%	(2,000.00)
01220200	549080	BOTTLED WATER	3,404.25	3,500.00	3,500.00	3,500.00	3,570.00	3,642.00	0.00%	-
01220200	552060	FIREFIGHTING SUPPLIES	21,720.81	16,500.00	17,000.00	17,000.00	17,340.00	17,687.00	3.03%	500.00
01220200	571010	TRAVEL-MILEAGE	1,200.82	750.00	1,000.00	1,000.00	1,020.00	1,041.00	33.33%	250.00
01220200	571100	MEETINGS & CONFERENCES	2,514.21	2,800.00	2,800.00	2,800.00	2,856.00	2,914.00	0.00%	-
01220200	573010	DUES & MEMBERSHIPS	7,087.65	6,000.00	6,500.00	6,500.00	6,630.00	6,763.00	8.33%	500.00
01220800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			282,440.55	286,110.00	364,164.00	343,364.00	366,566.00	373,336.00	20.01%	57,254.00
DEPARTMENT TOTAL			3,248,589.30	3,478,608.00	3,775,937.00	3,595,477.00	3,799,023.00	3,821,502.00	3.36%	116,869.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
241 BUILDING DEPARTMENT										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01241100	511020	BUILDING COMMISSIONER	87,979.32	89,299.00	91,085.00	91,085.00	91,085.00	91,085.00	2.00%	1,786.00
01241100	511270	ASST BUILDING INSPECTOR	52,583.42	75,664.00	78,235.00	78,235.00	78,235.00	78,235.00	3.40%	2,571.00
01241100	511275	WIRING INSPECTOR	44,815.10	45,314.00	47,137.00	47,137.00	47,137.00	47,137.00	4.02%	1,823.00
01241100	511275	WIRING INSPECTOR COVERAGE	-	3,137.00	3,184.00	3,184.00	3,184.00	3,184.00	1.50%	47.00
01241100	511277	GAS & PLUMBING INSPECTOR	41,856.90	50,981.00	53,658.00	53,658.00	53,658.00	53,658.00	5.25%	2,677.00
01241100	511278	ZONING ENFORCEMENT INSPECTOR	4,117.63	26,044.00	26,964.00	26,964.00	26,964.00	26,964.00	3.53%	920.00
01241100	511510	RECORDS SUPERVISOR II	61,525.38	63,668.00	52,152.00	52,152.00	53,538.00	55,143.00	-18.09%	(11,516.00)
		ADD'L ADMIN SUPPORT			24,710.00	-	25,461.00	26,222.00		-
01241100	512020	INTERN/DMS SUPPORT	4,429.36	5,100.00	8,466.00	8,466.00	8,466.00	8,466.00	66.00%	3,366.00
01241100	515050	LONGEVITY	3,187.00	3,676.00	1,917.00	1,917.00	2,167.00	2,167.00	-47.85%	(1,759.00)
01241100	571010	TRAVEL - MILEAGE	4,080.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
CATEGORY TOTAL			304,574.11	367,383.00	392,008.00	367,298.00	394,395.00	396,761.00	-0.02%	(85.00)
EXPENSES										
01241200	517070	UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
01241200	524020	VEHICLE MAINTENANCE	222.03	1,200.00	2,500.00	2,000.00	2,500.00	2,000.00	66.67%	800.00
01241200	530500	TRAINING & DEVELOPMENT	2,000.00	1,000.00	3,465.00	3,465.00	1,500.00	1,500.00	246.50%	2,465.00
01241200	534040	PRINTING SERVICES	225.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
01241200	538030	MICROFILMING SERVICE (ARCHIVING)	-	4,000.00	4,200.00	4,200.00	4,200.00	4,200.00	5.00%	200.00
01241200	541010	GASOLINE	546.94	500.00	650.00	650.00	650.00	650.00	30.00%	150.00
01241200	542010	OFFICE SUPPLIES	858.68	325.00	400.00	400.00	400.00	400.00	23.08%	75.00
01241200	555015	BOOKS & SUBSCRIPTIONS	734.19	750.00	750.00	750.00	750.00	1,200.00	0.00%	-
01241200	571010	TRAVEL - MILEAGE	4,389.61	6,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-16.67%	(1,000.00)
01241200	571100	MEETINGS & CONFERENCES	950.00	1,600.00	1,500.00	1,500.00	1,500.00	1,500.00	-6.25%	(100.00)
01241200	573010	DUES AND MEMBERSHIPS	745.00	700.00	900.00	900.00	775.00	775.00	28.57%	200.00
01241800	570000	ENCUMBRANCES	4,043.00							-
CATEGORY TOTAL			14,714.45	16,675.00	19,965.00	19,465.00	17,875.00	17,825.00	16.73%	2,790.00
DEPARTMENT TOTAL			319,288.56	384,058.00	411,973.00	386,763.00	412,270.00	414,586.00	0.70%	2,705.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
244 SEALER WEIGHTS & MEASURES										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
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 2020										
291 EMERGENCY MANAGEMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01291100	511050	CO-DIRECTOR	4,328.00	4,392.00	4,480.00	4,480.00	4,480.00	4,480.00	2.00%	88.00
01291100	511055	CO-DIRECTOR	4,328.00	4,392.00	4,480.00	4,480.00	4,480.00	4,480.00	2.00%	88.00
CATEGORY TOTAL			8,656.00	8,784.00	8,960.00	8,960.00	8,960.00	8,960.00	2.00%	176.00
EXPENSES										
01291200	517070	CLOTHING ALLOWANCE	99.47	-	-	-	-	-	-	-
01291200	524020	VEHICLE MAINTENANCE	923.42	500.00	500.00	500.00	500.00	500.00	0.00%	-
01291200	524030	EQUIPMENT MAINTENANCE	905.00	350.00	350.00	350.00	350.00	350.00	0.00%	-
01291200	524060	COMMUNICATIONS EQUIP MAINT	1,546.41	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	0.00%	-
01291200	534010	POSTAGE		100.00	100.00	100.00	100.00	100.00	0.00%	-
01291200	541010	GASOLINE	9.34							-
01291200	545010	CUSTODIAL / CLEANING SUPPLIES								-
01291200	548010	VEHICULAR PARTS & ACCESSORIES	360.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
01291200	552090	OTHER PUBLIC SAFETY SUPPLIES	547.58	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			4,391.22	4,400.00	4,400.00	4,400.00	4,400.00	4,400.00	0.00%	-
DEPARTMENT TOTAL			13,047.22	13,184.00	13,360.00	13,360.00	13,360.00	13,360.00	1.33%	176.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
292 ANIMAL CONTROL			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01292100	511020	ANIMAL CONTROL OFFICER	53,884.69	55,625.00	58,236.00	58,236.00	58,236.00	58,236.00	4.69%	2,611.00
01292100	513110	VACATION / SICK / EMERG.OVERTIME	3,054.92	5,000.00	6,000.00	4,000.00	6,000.00	6,000.00	-20.00%	(1,000.00)
01292100	515050	LONGEVITY	1,100.00	1,100.00					-100.00%	(1,100.00)
CATEGORY TOTAL			58,039.61	61,725.00	64,236.00	62,236.00	64,236.00	64,236.00	0.83%	511.00
EXPENSES										
01292200	517070	UNIFORM ALLOWANCES	-	470.00	670.00	670.00	670.00	670.00	42.55%	200.00
01292200	521010	ELECTRICITY	899.62	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01292200	523010	WATER / SEWER	77.12	80.00	100.00	100.00	100.00	100.00	25.00%	20.00
01292200	524010	KENNEL MAINTENANCE	-	500.00	4,000.00	2,000.00	4,000.00	4,000.00	300.00%	1,500.00
01292200	524020	VEHICLE MAINTENANCE	418.67	700.00	1,000.00	1,000.00	1,000.00	1,000.00	42.86%	300.00
01292200	541010	GASOLINE	131.66	300.00	500.00	500.00	500.00	500.00	66.67%	200.00
01292200	542010	OFFICE SUPPLIES			500.00	500.00	500.00	500.00		500.00
01292200	543060	CUSTODIAL / CLEANING SUPPLIES			250.00	250.00	250.00	250.00		250.00
01292200	550040	VETERINARY SERVICES	500.00		500.00	500.00	500.00	500.00		500.00
01292200	552080	ANIMAL CONTROL SUPPLIES	-	250.00	1,000.00	1,000.00	1,000.00	1,000.00	300.00%	750.00
01292200	571100	MEETINGS & CONFERENCES			200.00	200.00	200.00	200.00		200.00
01292200	573010	DUES AND MEMBERSHIPS			80.00	80.00	80.00	80.00		80.00
01292800	570000	ENCUMBRANCES	225.00							-
CATEGORY TOTAL			2,252.07	3,300.00	9,800.00	7,800.00	9,800.00	9,800.00	136.36%	4,500.00
DEPARTMENT TOTAL			60,291.68	65,025.00	74,036.00	70,036.00	74,036.00	74,036.00	7.71%	5,011.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
294 TREE WARDEN										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01294100	511020	TREE WARDEN	2,144.00	2,176.00	2,220.00	2,220.00	2,220.00	2,220.00	2.02%	44.00
CATEGORY TOTAL			2,144.00	2,176.00	2,220.00	2,220.00	2,220.00	2,220.00	2.02%	44.00
EXPENSES										
01294200	530920	CONTRACTED SERVICES	34,995.38	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%	-
01294200	570000	TOWN FOREST MGMT EXPENSES								-
01294800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			34,995.38	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%	-
DEPARTMENT TOTAL			37,139.38	37,176.00	52,220.00	37,220.00	52,220.00	52,220.00	0.12%	44.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
300 WESTFORD PUBLIC SCHOOLS										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01300100	510000	OPERATING BUDGET	55,608,556.14	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00
01300800	570000	ENCUMBRANCES	740,640.44							
DEPARTMENT TOTAL			56,349,196.58	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
310 NASHOBA VALLEY TECH			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01310200	569010	NASHOBA TECH ASSESSMENT	706,472.00	828,888.00	849,610.00	849,610.00	870,850.00	886,090.00	2.50%	20,722.00
DEPARTMENT TOTAL			706,472.00	828,888.00	849,610.00	849,610.00	870,850.00	886,090.00	2.50%	20,722.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
410 ENGINEERING										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01410100	511020	TOWN ENGINEER	104,365.01	108,050.00	110,211.00	110,211.00	110,211.00	110,211.00	2.00%	2,161.00
01410100	511030	ASST TOWN ENGINEER	89,372.40	92,529.00	94,378.00	94,378.00	94,378.00	94,378.00	2.00%	1,849.00
01410100	511540	PROJECT INSPECTOR - FACILITIES TECH	38,391.67	39,118.00	39,118.00	39,118.00	39,118.00	39,118.00	0.00%	-
01410100	515050	LONGEVITY	1,875.00	1,875.00	2,375.00	2,375.00	2,375.00	2,375.00	26.67%	500.00
CATEGORY TOTAL			234,004.08	241,572.00	246,082.00	246,082.00	246,082.00	246,082.00	1.87%	4,510.00
EXPENSES										
01410200	513250	SPECIAL DETAILS	468.00	560.00	560.00	560.00	560.00	560.00	0.00%	-
01410200	524030	EQUIPMENT MAINTENANCE		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01410200	530700	ENGINEERING SERVICES	900.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
01410200	534030	ADVERTISING		250.00	250.00	250.00	250.00	250.00	0.00%	-
01410200	541010	GASOLINE								-
01410200	542010	OFFICE SUPPLIES	503.79	850.00	850.00	850.00	850.00	850.00	0.00%	-
01410200	555015	BOOKS & SUBSCRIPTIONS		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		2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
01410200	573010	DUES AND MEMBERSHIPS	1,551.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
01410200	585000	EQUIPMENT	215.31	500.00	500.00	500.00	500.00	500.00	0.00%	-
01410800	570000	ENCUMBRANCES	3,975.00							-
CATEGORY TOTAL			7,613.10	8,910.00	8,910.00	8,910.00	8,910.00	8,910.00	0.00%	-
DEPARTMENT TOTAL			241,617.18	250,482.00	254,992.00	254,992.00	254,992.00	254,992.00	1.80%	4,510.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
421 HIGHWAY DEPARTMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01421100	511020	HIGHWAY SUPERINTENDENT	107,076.83	110,858.00	113,074.00	113,074.00	113,074.00	113,074.00	2.00%	2,216.00
01421100	511500	OFFICE MANAGER	62,160.87	63,337.00	63,579.00	63,579.00	63,337.00	63,337.00	0.38%	242.00
01421100	511520	ADMINISTRATIVE ASSISTANT	50,134.77	52,638.00	52,839.00	52,839.00	52,638.00	52,638.00	0.38%	201.00
01421100	511610	CREW SUPERVISORS	152,922.53	155,978.00	156,472.00	156,472.00	155,978.00	155,978.00	0.32%	494.00
01421100	511611	OPERATIONS SUPERVISOR	78,894.40	80,388.00	80,696.00	80,696.00	80,388.00	80,388.00	0.38%	308.00
01421100	511612	MECHANICS SUPERVISOR	7,987.22	70,011.00	70,279.00	70,279.00	70,011.00	70,011.00	0.38%	268.00
01421100	511613	PARKS SUPERVISOR	29,066.45	29,507.00	29,507.00	29,507.00	29,507.00	29,507.00	0.00%	-
01421100	511614	CEMETERY SUPERVISOR	26,743.20	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	0.00%	-
01421100	511630	MECHANIC	104,526.40	61,847.00	55,146.00	55,146.00	56,585.00	58,297.00	-10.83%	(6,701.00)
01421100	511660	EQUIPMENT OPERATORS / LABORERS	610,861.29	700,752.00	818,900.00	702,143.00	824,367.00	830,880.00	0.20%	1,391.00
01421100	512280	SEASONAL STAFF	14,964.44	20,000.00	31,032.00	20,000.00	31,032.00	31,032.00	0.00%	-
01421100	513120	OVERTIME - WEEKEND CALL	33,594.08	36,673.00	37,223.00	37,223.00	37,223.00	37,223.00	1.50%	550.00
01421100	513160	OTHER OVERTIME	48,111.98	32,000.00	21,013.00	32,000.00	21,013.00	21,013.00	0.00%	-
01421100	514090	DEPARTMENTAL STIPENDS	42,365.00	56,990.00	58,540.00	58,440.00	58,540.00	58,540.00	2.54%	1,450.00
01421100	515050	LONGEVITY	20,024.25	22,375.00	22,625.00	22,625.00	22,875.00	26,225.00	1.12%	250.00
01421100	519020	INCEN/SICK LEAVE/VACATION BUYBACK	2,792.00							-
CATEGORY TOTAL			1,392,225.71	1,520,502.00	1,638,073.00	1,521,171.00	1,643,716.00	1,655,291.00	0.04%	669.00
EXPENSES										
01421200	513250	SPECIAL DETAILS	48,145.69	65,000.00	65,000.00	55,000.00	65,000.00	65,000.00	-15.38%	(10,000.00)
01421200	517070	UNIFORM ALLOWANCES	18,257.56	21,000.00	22,750.00	21,000.00	22,750.00	22,750.00	0.00%	-
01421200	521010	ELECTRICITY	31,960.47	31,000.00	31,000.00	32,500.00	31,000.00	31,000.00	4.84%	1,500.00
01421200	521020	NATURAL GAS	26,161.88	26,000.00	26,000.00	26,500.00	26,000.00	26,000.00	1.92%	500.00
01421200	523010	WATER	3,191.36	2,800.00	2,800.00	3,200.00	2,800.00	2,800.00	14.29%	400.00
01421200	524010	BUILDING MAINTENANCE	32,501.81	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%	-
01421200	524014	ROAD MAINTENANCE	47,686.42	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%	-
01421200	524020	VEHICLE MAINTENANCE	208,913.26	178,635.00	178,635.00	178,635.00	178,635.00	178,635.00	0.00%	-
01421200	524030	EQUIPMENT MAINTENANCE	39,086.94	55,500.00	55,500.00	55,500.00	55,500.00	55,500.00	0.00%	-
01421200	524053	PHONE ALLOWANCE	4,591.59	5,400.00	6,300.00	5,400.00	6,300.00	6,300.00	0.00%	-
01421200	524060	COMMUNICATIONS EQUIPMENT MAINTENA	1,968.23	5,500.00	5,500.00	3,000.00	5,500.00	5,500.00	-45.45%	(2,500.00)
01421200	524100	BLD MAINT SVCS - HVAC	11,443.12	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01421200	524110	BLD MAINT SVCS - ELEVATOR	1,430.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
01421200	524112	BLD MAINT SVCS - FIRE/ALARM	1,447.45	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	525020	DRAINAGE MAINTENANCE	23,499.67	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%	-
01421200	525030	SIDEWALK MAINTENANCE	9,449.50	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01421200	525040	TRAFFIC LINES / CROSSWALK MAINTENANC	4,543.96	34,500.00	34,500.00	34,500.00	34,500.00	34,500.00	0.00%	-
01421200	525050	SIGNAL MAINTENANCE	8,951.72	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
01421200	525092	BRUSH CHIPPING SERVICES	2,283.05	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	529090	DAM REPAIR	1,396.50	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
01421200	530310	DRUG AND ALCOHOL TESTING	890.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01421200	530500	TRAINING & DEVELOPMENT	3,994.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01421200	530920	CONTRACTED SERVICES	12,724.95	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
01421200	534030	ADVERTISING	371.20	800.00	800.00	800.00	800.00	800.00	0.00%	-
01421200	541020	DIESEL FUEL	34,050.13	44,000.00	44,000.00	44,000.00	44,000.00	44,000.00	0.00%	-
01421200	542010	OFFICE SUPPLIES	2,257.78	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01421200	552030	SIGNS / POSTS SUPPLIES	5,902.88	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%	-
01421200	554010	RESURFACE MATERIAL	39,220.73	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%	-
01421200	554100	OTHER PUBLIC WORKS SUPPLIES	3,394.75	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
01421200	571100	MEETINGS & CONFERENCES	2,925.68	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01421200	573010	DUES AND MEMBERSHIPS	387.50	443.00	443.00	443.00	443.00	443.00	0.00%	-
01421800	570000	ENCUMBRANCES	37,191.00							-
CATEGORY TOTAL			670,220.78	731,178.00	733,828.00	721,078.00	733,828.00	733,828.00	-1.38%	(10,100.00)
DEPARTMENT TOTAL			2,062,446.49	2,251,680.00	2,371,901.00	2,242,249.00	2,377,544.00	2,389,119.00	-0.42%	(9,431.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
423 SNOW & ICE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01423100	513110	EMERGENCY OVERTIME	306,977.10	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
CATEGORY TOTAL			306,977.10	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
EXPENSES										
01423200	524030	EQUIPMENT MAINTENANCE	16,747.51							
01423200	529030	CONTRACTED SNOW REMOVAL	154,377.02	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
01423200	541010	GASOLINE	25,922.63	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
01423200	548050	PLOW BLADES	15,803.26							-
01423200	554020	SAND AND SALT	264,790.91	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
01423200	570000	SUPPLEMENTAL EXPS	-							-
CATEGORY TOTAL			477,641.33	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%	-
DEPARTMENT TOTAL			784,618.43	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	0.00%	-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
424 STREET LIGHTS										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01424200	521010	ELECTRICITY STREET LIGHTS	115,536.05	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
01424200	525015	STREET LIGHT MAINTENANCE	7,092.05	14,500.00	14,500.00	14,500.00	14,500.00	14,500.00	0.00%	-
01424200	579020	BILL OF PRIOR YEAR								-
01424800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			122,628.10	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%	-
DEPARTMENT TOTAL			122,628.10	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%	-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
427 STORMWATER MANAGEMENT										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01427200	529060	STREET WASTE DISPOSAL SERV	7,721.25	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
01427200	529080	TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01427200	530700	ENGINEERING SERVICES	17,058.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01427200	530920	SYSTEM UPGRADE SERVICES	14,365.88	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
01427800	570000	ENCUMBRANCES	4,020.00							-
CATEGORY TOTAL			43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
DEPARTMENT TOTAL			43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
HIGHWAY DEPARTMENT TOTAL			3,012,858.65	2,814,180.00	2,934,401.00	2,804,749.00	2,940,044.00	2,951,619.00	-0.34%	(9,431.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
432 RECYCLING										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
01432200	529050	CURBSIDE COLLECTION-RECYCLING	437,750.04	450,890.00	464,420.00	464,420.00	478,360.00	492,711.00	3.00%	13,530.00
01432200	529060	DISPOSAL SERVICES	78,938.81	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	0.00%	-
01432200	529065	FUEL SURCHARGE/CREDIT	8,905.14	6,000.00	10,000.00	10,000.00	10,000.00	10,000.00	66.67%	4,000.00
01432200	529070	HAZARDOUS WASTE DISPOSAL		12,000.00					-100.00%	(12,000.00)
01432200	542040	FORMS-PRINTING	1,470.48		2,600.00	2,600.00	2,600.00	2,600.00		2,600.00
01432800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00
DEPARTMENT TOTAL			527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
433 SOLID WASTE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
01433200	529040	CURBSIDE COLLECTION-SOLID WASTE	633,968.70	660,463.00	667,500.00	667,500.00	688,000.00	722,400.00	1.07%	7,037.00
01433200	529060	NESWC FEES	522,686.70	549,875.00	561,500.00	561,500.00	592,000.00	614,300.00	2.11%	11,625.00
01433200	529080	LANDFILL MONITORING	8,611.85	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01433200	540000	SUPPLIES								-
01433800	570000	ENCUMBRANCES	953.80							-
CATEGORY TOTAL			1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00
DEPARTMENT TOTAL			1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
442 WASTEWATER TREATMENT MANAGEMENT										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01442200	525025	CENTER SEWER SYSTEM MAINTENANCE	1,251.48	6,000.00	6,000.00	4,000.00	6,000.00	6,000.00	-33.33%	(2,000.00)
01442226	524085	ABBOT REPAIRS & SERVICES	7,458.32	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01442226	524101	ABBOT BUILDING MAINTENANCE SVCS - SE	3,055.10	3,273.00	3,436.00	3,436.00	3,608.00	3,730.00	4.98%	163.00
01442226	529060	ABBOT SLUDGE PUMPING & REMOVAL	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
01442226	529080	ABBOT MONITORING / TESTING SERVICES	3,675.23	3,938.00	4,134.00	4,134.00	4,341.00	4,558.00	4.98%	196.00
01442226	530920	ABBOT CONTRACTED SERVICES	24,822.11	26,591.00	27,920.00	27,920.00	29,316.00	30,782.00	5.00%	1,329.00
01442226	543195	ABBOT SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
01442227	524085	BLANCHARD REPAIRS & SERVICES	7,836.48	15,000.00	15,000.00	12,500.00	15,000.00	15,000.00	-16.67%	(2,500.00)
01442227	524101	BLANCHARD BUILDING MAINTENANCE SVC	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
01442227	529060	BLANCHARD SLUDGE PUMPING & REMOVA	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
01442227	529080	BLANCHARD MONITORING / TESTING SERVI	4,294.71	4,601.00	4,831.00	4,831.00	5,073.00	5,327.00	5.00%	230.00
01442227	530920	BLANCHARD CONTRACTED SERVICES	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
01442227	543195	BLANCHARD SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
01442228	524085	STONY BROOK REPAIRS & SERVICES	10,265.61	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01442228	524101	STONY BROOK BUILDING MAINTENANCE S	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
01442228	529060	STONY BROOK SLUDGE PUMPING & REMOV	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
01442228	529080	STONY BROOK MONITORING / TESTING SER	12,083.01	12,944.00	13,591.00	13,591.00	14,271.00	14,985.00	5.00%	647.00
01442228	530920	STONY BROOK CONTRACTED SERVICES	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
01442228	543195	STONY BROOK SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
01442229	524085	WA REPAIRS & SERVICES	11,605.89	15,000.00	15,000.00	12,500.00	15,000.00	15,000.00	-16.67%	(2,500.00)
01442229	524101	WA BUILDING MAINTENANCE SVCS - SEPTI	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
01442229	529060	WA SLUDGE PUMPING & REMOVAL	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
01442229	529080	WA MONITORING / TESTING SERVICES	20,239.86	21,200.00	22,260.00	22,260.00	23,373.00	24,542.00	5.00%	1,060.00
01442229	530920	WA CONTRACTED SERVICES	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
01442229	543195	WA SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
01442800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00
DEPARTMENT TOTAL			208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
491 CEMETERY DEPARTMENT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01491100	511020	DIRECTOR	15,514.00							
01491100	511530	SENIOR ASSISTANT	7,913.54	14,573.00	15,011.00	15,011.00	15,457.00	15,925.00	3.01%	438.00
01491100	511614	CEMETERY SUPERVISOR	36,518.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
01491100	511660	EQUIPMENT OPERATORS / LABORERS	-	29,500.00	30,382.00	30,382.00	31,288.00	32,218.00	2.99%	882.00
01491100	512280	SEASONAL STAFF	3,261.44	6,400.00	6,400.00	6,400.00	6,000.00	6,400.00	0.00%	-
01491100	513160	SEASONAL OVERTIME	3,792.59	4,300.00	4,300.00	4,300.00	4,300.00	4,300.00	0.00%	-
01491100	515050	LONGEVITY	800.00	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	0.00%	-
CATEGORY TOTAL			67,799.57	93,090.00	94,410.00	94,410.00	95,362.00	97,160.00	1.42%	1,320.00
EXPENSES										
01491200	521010	ELECTRICITY	653.86	725.00	750.00	750.00	750.00	750.00	3.45%	25.00
01491200	521040	PROPANE GAS	2,314.49	2,500.00	2,600.00	2,600.00	2,600.00	2,600.00	4.00%	100.00
01491200	523010	WATER	2,451.32	150.00	1,000.00	1,000.00	1,000.00	1,000.00	566.67%	850.00
01491200	524015	GROUNDS MAINTENANCE	1,865.31	4,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25.00%	1,000.00
01491200	524020	VEHICLE MAINTENANCE		3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-33.33%	(1,000.00)
01491200	NEW	CLEANING SUPPLIES			250.00	250.00	250.00	250.00		250.00
01491200	524030	EQUIPMENT MAINTENANCE	4,789.31	2,000.00	5,000.00	5,000.00	5,000.00	5,000.00	150.00%	3,000.00
01491200	524090	OTHER CONTRACTUAL SERVICES	527.10	1,000.00	750.00	750.00	750.00	750.00	-25.00%	(250.00)
01491200	527010	BUILDING LEASE	6,664.00	-						-
01491200	527015	ADD'L BULDING EXPENSES - LEASED	150.00	-						-
01491200	541010	GASOLINE	4,040.30	4,000.00	4,500.00	4,500.00	4,500.00	4,500.00	12.50%	500.00
01491200	542010	OFFICE SUPPLIES	208.22	200.00	200.00	200.00	200.00	200.00	0.00%	-
01491200	571100	MEETINGS & CONFERENCES	-	145.00	150.00	150.00	150.00	150.00	3.45%	5.00
01491200	573010	DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
01491800	570000	ENCUMBRANCES	1,289.00							-
CATEGORY TOTAL			25,052.91	17,820.00	22,300.00	22,300.00	22,300.00	22,300.00	25.14%	4,480.00
DEPARTMENT TOTAL			92,852.48	110,910.00	116,710.00	116,710.00	117,662.00	119,460.00	5.23%	5,800.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
510 BOARD OF HEALTH										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01510100	511020	HEALTH DIRECTOR	93,036.18	96,467.00	98,396.00	98,396.00	98,396.00	98,396.00	2.00%	1,929.00
01510100	511030	HEALTH AGENT	74,546.15	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
01510100	511050	DIRECTOR - ENVIRON SERVICES	79,264.35	81,695.00	83,328.00	83,328.00	83,328.00	83,328.00	2.00%	1,633.00
01510100	511272	FOOD INSPECTOR	32,908.34	33,531.00	33,531.00	33,531.00	33,531.00	33,531.00	0.00%	-
01510100	511380	NURSE	61,214.40	63,384.00	64,896.00	64,896.00	64,896.00	64,896.00	2.39%	1,512.00
01510100	511390	SUBSTANCE ABUSE COORDINATOR	32,105.30	33,531.00	33,531.00	33,531.00	33,531.00	33,531.00	0.00%	-
01510100	511520	ADMINISTRATIVE ASSISTANT	51,655.81	52,436.00	52,839.00	52,839.00	52,638.00	52,638.00	0.77%	403.00
01510100	511590	OTHER SUPPORT STAFF								-
01510100	515050	LONGEVITY	2,646.00	3,624.00	3,672.00	3,672.00	4,522.00	5,242.00	1.32%	48.00
CATEGORY TOTAL			427,376.53	442,903.00	448,428.00	448,428.00	449,077.00	449,797.00	1.25%	5,525.00
EXPENSES										
01510200	524020	VEHICLE MAINTENANCE	1,716.99	1,500.00	1,700.00	1,700.00	1,700.00	1,700.00	13.33%	200.00
01510200	524090	CONTRACTED CLERICAL SERVICES	1,725.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
01510200	529070	BIOHAZARD WASTE DISPOSAL	727.85	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%	(300.00)
01510200	529080	LABORATORY SERVICES	632.50	500.00	500.00	500.00	500.00	500.00	0.00%	-
01510200	530350	DENTAL SERVICES	2,447.34	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
01510200	530950	CONSULTING SERVICES	1,977.50	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
01510200	534030	ADVERTISING - LEGAL	495.34	500.00	500.00	500.00	500.00	500.00	0.00%	-
01510200	534040	PRINTING SERVICES	5,587.53	4,800.00	4,800.00	4,800.00	4,800.00	4,800.00	0.00%	-
01510200	541010	GASOLINE	831.41	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%	200.00
01510200	542010	OFFICE SUPPLIES	4,596.98	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00	0.00%	-
01510200	550010	HEALTH / MEDICAL SUPPLIES	1,942.30	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
01510200	555015	BOOKS & SUBSCRIPTIONS	150.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
01510200	571010	TRAVEL - MILEAGE	1,199.64	2,300.00	2,000.00	2,000.00	2,000.00	2,000.00	-13.04%	(300.00)
01510200	571100	MEETINGS & CONFERENCES	3,168.28	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01510200	573010	DUES & MEMBERSHIPS	951.00	950.00	1,080.00	1,080.00	1,080.00	1,080.00	13.68%	130.00
01510800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			28,149.66	31,700.00	31,630.00	31,630.00	31,630.00	31,630.00	-0.22%	(70.00)
DEPARTMENT TOTAL			455,526.19	474,603.00	480,058.00	480,058.00	480,707.00	481,427.00	1.15%	5,455.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
541 COUNCIL ON AGING			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01541100	511050	DIRECTOR	85,584.18	88,606.00	90,378.00	90,378.00	90,378.00	90,378.00	2.00%	1,772.00
01541100	511390	SOCIAL WORKER	74,941.56	80,469.00	82,078.00	82,078.00	82,078.00	82,078.00	2.00%	1,609.00
01541100	511510	RECORDS SUPERVISOR	57,018.00	58,099.00	27,781.00	27,781.00	27,781.00	27,781.00	-52.18%	(30,318.00)
01541100	511550	SENIOR ASSISTANT	39,468.00	41,404.00	61,318.00	61,318.00	63,152.00	65,074.00	48.10%	19,914.00
01541100	511590	OUTREACH COORDINATOR	33,562.84	35,050.00	35,579.00	35,579.00	35,579.00	35,579.00	1.51%	529.00
01541100	511650	MAINTENANCE WORKER I	37,763.52	44,663.00	49,623.00	49,623.00	49,623.00	49,623.00	11.11%	4,960.00
01541100	511710	VAN DRIVERS	31,838.43	33,000.00	23,700.00	23,700.00	23,700.00	23,700.00	-28.18%	(9,300.00)
01541100	NEW	EVENT SUPPORT WORKER			10,804.00	10,804.00	10,804.00	10,804.00		10,804.00
01541100	512040	EVENING SUPERVISOR	15,333.26	9,264.00	8,945.00	8,945.00	8,945.00	8,945.00	-3.44%	(319.00)
01541100	515050	LONGEVITY	2,682.50	2,480.00	4,180.00	4,180.00	4,180.00	4,880.00	68.55%	1,700.00
01541100	529030	SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01541100	578050	SENIOR REBATE PROGRAM	19,468.05	25,000.00	36,000.00	30,000.00	36,000.00	36,000.00	20.00%	5,000.00
CATEGORY TOTAL			397,660.34	419,035.00	431,386.00	425,386.00	433,220.00	435,842.00	1.52%	6,351.00
EXPENSES										
01541200	517070	UNIFORM ALLOWANCES	231.48	250.00	250.00	250.00	250.00	250.00	0.00%	-
01541200	521010	ELECTRICITY	25,833.05	22,000.00	24,000.00	26,500.00	24,000.00	24,000.00	20.45%	4,500.00
01541200	521020	NATURAL GAS	10,190.85	10,500.00	11,500.00	11,500.00	11,500.00	11,500.00	9.52%	1,000.00
01541200	523010	WATER	1,665.50	1,800.00	2,000.00	1,800.00	2,000.00	2,000.00	0.00%	-
01541200	523020	SEWER/SEPTIC	3,199.00	3,400.00	4,500.00	3,200.00	4,500.00	4,500.00	-5.88%	(200.00)
01541200	524010	BUILDING MAINTENANCE	5,479.34	4,000.00	6,000.00	6,000.00	6,000.00	6,000.00	50.00%	2,000.00
01541200	524020	VEHICLE MAINTENANCE	1,730.38	3,400.00	4,000.00	4,000.00	4,000.00	4,000.00	17.65%	600.00
01541200	524030	EQUIPMENT MAINTENANCE	2,760.69	1,600.00	2,000.00	3,000.00	2,000.00	2,000.00	87.50%	1,400.00
01541200	524100	BLDG MAINT SVCS - HVAC	18,312.04	10,000.00	16,000.00	12,000.00	16,000.00	16,000.00	20.00%	2,000.00
01541200	524103	BLDG MAINT SVCS - GENERATOR	669.60	225.00	1,000.00	1,000.00	1,000.00	1,000.00	344.44%	775.00
01541200	524110	BLDG MAINT SVCS - ELEVATOR	1,265.00	2,150.00	2,000.00	2,000.00	2,000.00	2,000.00	-6.98%	(150.00)
01541200	524112	BLD MAINT SVCS - FIRE/ALARM	1,828.30	1,700.00	2,000.00	2,000.00	2,000.00	2,000.00	17.65%	300.00
01541200	529030	CONTRACTED SNOW REMOVAL	225.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01541200	530300	HEALTH / NUTRITION SERVICES	968.17	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
01541200	534010	POSTAGE	7,699.94	7,700.00	7,700.00	7,000.00	7,700.00	7,700.00	-9.09%	(700.00)
01541200	541010	GASOLINE	10,129.49	7,500.00	9,000.00	10,500.00	9,000.00	9,000.00	40.00%	3,000.00
01541200	542010	OFFICE SUPPLIES	2,965.88	2,700.00	3,500.00	3,000.00	3,500.00	3,500.00	11.11%	300.00
01541200	542080	OFFICE EQUIPMENT	355.98	600.00	600.00	600.00	600.00	600.00	0.00%	-
01541200	543060	CUSTODIAL / CLEANING SUPPLIES	3,754.82	6,700.00	7,500.00	7,000.00	7,500.00	7,500.00	4.48%	300.00
01541200	543110	LIGHTING / ELECTRICAL SUPPLIES	1,070.38	800.00	500.00	500.00	500.00	500.00	-37.50%	(300.00)
01541200	549080	BOTTLED WATER	766.26	600.00	800.00	800.00	800.00	800.00	33.33%	200.00
01541200	557010	PROGRAMS & ACTIVITIES		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01541200	557020	SOCIAL & CULTURAL PROGRAMS	804.55	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01541200	571010	TRAVEL - MILEAGE	1,235.25	1,500.00	1,600.00	700.00	1,600.00	1,600.00	-53.33%	(800.00)
01541200	573010	DUES & MEMBERSHIPS				703.00				703.00
01541200	571100	MEETINGS & CONFERENCES	2,674.52	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01541800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			105,815.47	97,925.00	115,250.00	112,853.00	115,250.00	115,250.00	15.24%	14,928.00
DEPARTMENT TOTAL			503,475.81	516,960.00	546,636.00	538,239.00	548,470.00	551,092.00	4.12%	21,279.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
543 VETERAN'S SERVICES										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES										
01543100	511050	DIRECTOR	58,117.68	59,456.00	60,878.00	60,878.00	60,878.00	60,878.00	2.39%	1,422.00
01543100	511550	SENIOR ASSISTANT	2,222.82	4,148.00	4,273.00	4,273.00	4,400.00	4,533.00	3.01%	125.00
01543100	515050	LONGEVITY	600.00	850.00	850.00	850.00	850.00	850.00	0.00%	-
01543100	578060	VETERANS TAX WORK PROGRAM	4,000.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
CATEGORY TOTAL			64,940.50	71,954.00	73,501.00	73,501.00	73,628.00	73,761.00	2.15%	1,547.00
EXPENSES										
01543200	524080	MONUMENT MAINT SERVICES	28.75		1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
01543200	542010	OFFICE SUPPLIES	1,095.55	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01543200	557010	PROGRAMS & ACTIVITIES	3,641.20	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01543200	571100	MEETINGS & CONFERENCES	160.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01543200	577010	VETERAN'S SERVICES	53,060.90	65,000.00	65,000.00	60,000.00	65,000.00	65,000.00	-7.69%	(5,000.00)
01543800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			57,986.40	72,200.00	73,200.00	68,200.00	73,200.00	73,200.00	-5.54%	(4,000.00)
DEPARTMENT TOTAL			122,926.90	144,154.00	146,701.00	141,701.00	146,828.00	146,961.00	-1.70%	(2,453.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
610 LIBRARY										
ORG	OBJ	DESCRIPTION	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01610100	511020	LIBRARY DIRECTOR	107,076.22	110,857.00	112,952.00	112,952.00	112,952.00	112,952.00	1.89%	2,095.00
01610100	511030	ASSISTANT DIRECTOR	56,093.00	75,694.00	77,125.00	77,125.00	77,125.00	77,125.00	1.89%	1,431.00
01610100	511340	SENIOR LIBRARIANS	261,288.72	277,974.00	284,313.00	284,313.00	283,228.00	283,228.00	2.28%	6,339.00
01610100	511470	LIBRARY ASSISTANTS	660,353.78	706,330.00	685,562.00	685,562.00	689,363.00	695,994.00	-2.94%	(20,768.00)
01610100	511500	OFFICE MANAGER	52,888.97	54,915.00	56,720.00	56,720.00	57,915.00	59,362.00	3.29%	1,805.00
01610100	511590	7 SATURDAY, JULY-AUG	12,816.91	13,939.00	14,100.00	14,100.00	14,100.00	14,100.00	1.16%	161.00
01610100	511590	OTHER SUPPORT STAFF					19,960.00	20,162.00		-
01610100	511650	CUSTODIANS	63,534.73	64,319.00	65,203.00	65,203.00	65,397.00	65,823.00	1.37%	884.00
01610100	512010	PAGES	13,554.69	17,425.00	19,592.00	19,592.00	20,556.00	21,731.00	12.44%	2,167.00
01610100	513160	CUSTODIAL OVERTIME	-	2,852.00	2,852.00	2,852.00	2,852.00	2,852.00	0.00%	-
01610100	514090	MLS STIPENDS	3,000.00	3,000.00	2,500.00	2,500.00	3,000.00	3,000.00	-16.67%	(500.00)
01610100	515050	LONGEVITY	17,902.00	18,644.00	20,488.00	20,488.00	22,543.00	24,493.00	9.89%	1,844.00
CATEGORY TOTAL			1,248,509.02	1,345,949.00	1,341,407.00	1,341,407.00	1,368,991.00	1,380,822.00	-0.34%	(4,542.00)
EXPENSES										
01610200	517070	UNIFORM ALLOWANCES	1,089.91	1,170.00	1,170.00	1,170.00	1,170.00	1,170.00	0.00%	-
01610200	521010	ELECTRICITY	21,933.04	22,000.00	26,500.00	23,850.00	26,500.00	26,500.00	8.41%	1,850.00
01610200	521030	HEATING FUEL	15,851.54	11,000.00	14,600.00	16,500.00	14,600.00	14,600.00	50.00%	5,500.00
01610200	523010	WATER	1,417.03	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
01610200	524030	EQUIPMENT MAINTENANCE	20,020.93	24,800.00	24,800.00	24,800.00	24,800.00	24,800.00	0.00%	-
01610200	530400	MVLC NETWORK MAINTENANCE	35,500.00	36,000.00	36,000.00	36,000.00	37,000.00	37,000.00	0.00%	-
01610200	534010	POSTAGE	3,104.81	3,500.00	3,250.00	3,250.00	3,250.00	3,250.00	-7.14%	(250.00)
01610200	534040	PRINTING SERVICES	3,548.93	3,000.00	3,500.00	3,500.00	3,500.00	3,500.00	16.67%	500.00
01610200	542010	OFFICE SUPPLIES	16,943.76	18,500.00	17,000.00	17,000.00	17,000.00	17,000.00	-8.11%	(1,500.00)
01610200	543060	CUSTODIAL / CLEANING SUPPLIES	6,136.95	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%	1,000.00
01610200	555015	BOOKS & SUBSCRIPTIONS	219,865.28	218,000.00	219,000.00	219,000.00	220,000.00	220,000.00	0.46%	1,000.00
01610200	571010	MILEAGE	1,915.27	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
01610200	571100	MEETINGS & CONFERENCES	2,756.85	2,640.00	2,640.00	2,640.00	2,640.00	2,640.00	0.00%	-
01610200	573010	DUES & MEMBERSHIPS	481.00	1,196.00	1,076.00	1,076.00	1,076.00	1,076.00	-10.03%	(120.00)
01610200	574120	PUBLIC EMPLOYEE BOND	364.48	365.00	365.00				-100.00%	(365.00)
01610800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			350,929.78	351,171.00	359,901.00	358,786.00	361,536.00	361,536.00	2.17%	7,615.00
DEPARTMENT TOTAL			1,599,438.80	1,697,120.00	1,701,308.00	1,700,193.00	1,730,527.00	1,742,358.00	0.18%	3,073.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
650 PARKS-GROUNDS & BLDG MAINT			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
01650100	511020	DIRECTOR	62,056.00							-
01650100	511030	ASSISTANT DIRECTOR	7,552.00							-
01650100	511500	OFFICE MANAGER	15,600.00							-
01650100	511610	CREW SUPERVISOR	36,468.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
01650100	511613	PARKS OPERATIONS SUPERVISOR	39,636.08	40,505.00	40,505.00	40,505.00	40,505.00	40,505.00	0.00%	-
01650100	511620	HEAVY EQUIPMENT OPERATOR	158,136.00	133,846.00	162,585.00	134,777.00	164,397.00	166,245.00	0.70%	931.00
01650100	513120	OVERTIME	1,889.86	1,000.00	2,000.00	2,000.00	2,500.00	3,000.00	100.00%	1,000.00
01650100	515050	LONGEVITY	3,374.25	3,875.00	4,125.00	4,125.00	4,125.00	4,125.00	6.45%	250.00
01650100	511280	SEASONAL STAFF		5,350.00	5,350.00	5,350.00	7,500.00	10,000.00	0.00%	-
CATEGORY TOTAL			324,712.19	221,843.00	251,832.00	224,024.00	256,294.00	261,142.00	0.98%	2,181.00
EXPENSES										
01650200	521010	ELECTRICITY	2,091.43		719.00	719.00	740.00	765.00		719.00
01650200	521030	HEATING FUEL	1,875.00							-
01650200	523010	WATER	225.00		225.00	225.00	225.00	225.00		225.00
01650200	524015	GROUND MAINTENANCE	21,401.97	19,000.00	28,405.00	22,000.00	29,000.00	30,000.00	15.79%	3,000.00
01650200	524030	EQUIPMENT MAINTENANCE	3,659.64	4,000.00	4,000.00	4,000.00	4,200.00	4,400.00	0.00%	-
01650200	524020	VEHICLE MAINTENANCE	2,754.01	4,000.00	4,000.00	4,000.00	4,000.00	4,200.00	0.00%	-
01650200	527010	BUILDING LEASE	6,664.00	10,000.00	-	-			-100.00%	(10,000.00)
01650200	527015	ADDL BUILDING EXPENSES - LEASED	150.00	150.00	-	-			-100.00%	(150.00)
01650200	530920	CONTRACTED SERVICES			1,000.00	1,000.00	1,500.00	2,000.00		1,000.00
01650200	541010	GASOLINE	5,761.13	6,000.00	12,780.00	10,000.00	12,780.00	12,780.00	66.67%	4,000.00
01650200	542010	OFFICE SUPPLIES	100.00	100.00	700.00	500.00	1,000.00	1,000.00	400.00%	400.00
01650200	542017	TOWN COMMON EXPENSE	4,055.51	3,500.00	5,000.00	5,000.00	5,000.00	5,000.00	42.86%	1,500.00
01650200	542018	MONUMENT MAINT SERVICES	753.24	1,000.00	1,000.00	1,000.00			0.00%	-
01650200	571010	TRAVEL-MILEAGE	1,882.58	1,200.00	1,800.00	1,800.00	2,000.00	2,000.00	50.00%	600.00
01650200	571100	MEETING & CONFERENCES	133.00	325.00	2,039.00	2,039.00	2,200.00	2,200.00	527.38%	1,714.00
01650200	573010	DUES AND MEMBERSHIPS	95.00	225.00	422.00	422.00	500.00	500.00	87.56%	197.00
01650200	585000	RECREATIONAL EQUIPMENT	438.34		785.00	785.00	1,000.00	1,000.00		785.00
CATEGORY TOTAL			52,039.85	49,500.00	62,875.00	53,490.00	64,145.00	66,070.00	8.06%	3,990.00
DEPARTMENT TOTAL			376,752.04	271,343.00	314,707.00	277,514.00	320,439.00	327,212.00	2.27%	6,171.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
660 LAND MANAGEMENT										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01660200	521010	ELECTRICITY	4,100.71	4,500.00	4,500.00	3,000.00	4,500.00	4,500.00	-33.33%	(1,500.00)
01660200	521020	NATURAL GAS	651.32	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
01660200	523010	WATER	2,375.86	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
01660200	524010	BUILDING MAINTENANCE	6,958.20	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
01660200	524015	GROUNDS MAINTENANCE	5,875.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
01660200	530920	CARETAKER SERVICES	18,500.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
01660200	570000	ENCUMBRANCES								-
CATEGORY TOTAL			38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)
DEPARTMENT TOTAL			38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
670 HISTORICAL COMM/MUSEUM										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01670200	521010	ELECTRICITY	3,851.98	2,500.00	3,500.00	3,900.00	3,500.00	3,500.00	56.00%	1,400.00
01670200	521030	HEATING FUEL	3,109.77	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
01670200	523010	WATER	715.01	250.00	500.00	800.00	500.00	500.00	220.00%	550.00
01670200	523020	SEWER / SEPTIC	150.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
01670200	524010	BUILDING MAINTENANCE	-	4,000.00	15,700.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
01670200	524015	GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
01670200	524030	EQUIPMENT MAINTENANCE	-	400.00	400.00	400.00	400.00	400.00	0.00%	-
01670200	525060	SIGNAGE	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01670200	529090	SECURITY SYSTEM SERVICES	882.80	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01670200	530920	CONTRACTED SERVICES	-	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
01670800	570000	ENCUMBRANCES	512.69							-
CATEGORY TOTAL			9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)
DEPARTMENT TOTAL			9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
710 DEBT SERVICE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
		LONG TERM DEBT EXEMPT	5,594,095.00	5,883,796.00	6,062,067.00	6,062,067.00	4,561,617.00	4,624,697.00	3.03%	178,271.00
		HIGHWAY GARAGE A&E 040103								
01710003	591026	PRINCIPAL LONG TERM DEBT	50,000.00							
01710003	592026	INTEREST LONG TERM DEBT	2,000.00							
		HIGHWAY GARAGE CONSTRUCTION REFUNDING								
01710012	591064	PRINCIPAL LONG TERM DEBT	525,000.00	515,000.00	500,000.00	500,000.00	480,000.00	465,000.00	-2.91%	(15,000.00)
01710012	592064	INTEREST LONG TERM DEBT	61,200.00	50,700.00	40,400.00	40,400.00	30,400.00	20,800.00	-20.32%	(10,300.00)
		ELEMENTARY SCHOOL CONST 040103								
01710003	591030	PRINCIPAL LONG TERM DEBT	1,250,000.00	1,305,000.00	1,360,000.00	1,360,000.00	1,425,000.00	1,490,000.00	4.21%	55,000.00
01710003	592030	INTEREST LONG TERM DEBT	389,637.50	339,638.00	271,125.00	271,125.00	199,725.00	137,025.00	-20.17%	(68,513.00)
		MIDDLE SCHOOL CONST 040103								
01710003	591031	PRINCIPAL LONG TERM DEBT	1,190,000.00	1,245,000.00	1,300,000.00	1,300,000.00	1,355,000.00	1,415,000.00	4.42%	55,000.00
01710003	592031	INTEREST LONG TERM DEBT	371,107.50	323,508.00	258,145.00	258,145.00	189,895.00	130,275.00	-20.20%	(65,363.00)
		ACADEMY REFUNDING 1								
01710008	591038	PRINCIPAL LONG TERM DEBT	1,350,000.00	1,320,000.00	1,295,000.00	1,295,000.00			-1.89%	(25,000.00)
01710008	592038	INTEREST LONG TERM DEBT	158,600.00	104,600.00	51,800.00	51,800.00			-50.48%	(52,800.00)
		SENIOR CENTER CONSTRUCTION 11-09								
01710011	591046	PRINCIPAL LONG TERM DEBT	200,000.00	185,000.00	190,000.00	190,000.00	190,000.00	195,000.00	2.70%	5,000.00
01710011	592046	INTEREST LONG TERM DEBT	46,550.00	85,350.00	76,100.00	76,100.00	66,600.00	57,100.00	-10.84%	(9,250.00)
		FLETCHER FIRE STATION 02-18								
01710025	591065	PRINCIPAL LONG TERM DEBT		100,000.00	290,000.00	290,000.00	210,000.00	310,000.00	190.00%	190,000.00
01710025	592065	INTEREST LONG TERM DEBT		310,000.00	305,000.00	305,000.00	290,500.00	280,000.00	-1.61%	(5,000.00)
		FLETCHER FIRE STATION \$1.772M								
NEW	NEW	PRINCIPAL LONG TERM DEBT			124,497.00	124,497.00	124,497.00	124,497.00		124,497.00
NEW	NEW	INTEREST LONG TERM DEBT								-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
710 DEBT SERVICE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
		LONG TERM DEBT NON-EXEMPT	971,789.39	1,091,033.00	1,391,507.00	1,391,507.00	1,449,508.00	1,415,564.00	27.54%	300,474.00
		TITLE V								
01750001	591037	PRINCIPAL LONG TERM DEBT	4,014.00	4,014.00	4,014.00	4,014.00			0.00%	-
		INTEREST LONG TERM DEBT								-
		SEWER EXTENSION 061506								
01750006	591000	PRINCIPAL LONG TERM DEBT	95,000.00	90,000.00					-100.00%	(90,000.00)
01750006	592000	INTEREST LONG TERM DEBT	3,700.00	1,800.00					-100.00%	(1,800.00)
		GROTON ROAD WATER MAIN 061506								
01750010	591044	PRINCIPAL LONG TERM DEBT	10,484.73	10,694.00	10,906.00	10,906.00	11,123.00	11,344.00	1.98%	212.00
01750010	592044	INTEREST LONG TERM DEBT	3,242.13	3,030.00	2,815.00	2,815.00	2,594.00	2,370.00	-7.10%	(215.00)
01750010	593544	ADMINISTRATIVE FEE	243.16	228.00	211.00	211.00	195.00	178.00	-7.46%	(17.00)
		TOWN HALL CONSTRUCTION								
01750011	591047	PRINCIPAL LONG TERM DEBT	71,600.00	71,600.00	54,150.00	54,150.00	65,550.00	65,550.00	-24.37%	(17,450.00)
01750011	592047	INTEREST LONG TERM DEBT	33,226.42	29,647.00	39,091.00	39,091.00	26,733.00	23,456.00	31.85%	9,444.00
		PERCHLORATE REMEDIATION WPAT CONTRACT 1								
01750012	591048	PRINCIPAL LONG TERM DEBT	35,561.63	36,279.00	37,011.00	37,011.00	37,757.00	38,519.00	2.02%	732.00
01750012	592048	INTEREST LONG TERM DEBT	11,018.43	10,300.00	9,567.00	9,567.00	8,820.00	8,057.00	-7.12%	(733.00)
01750012	593548	ADMINISTRATIVE FEE	826.39	773.00	718.00	718.00	662.00	604.00	-7.12%	(55.00)
		ABBOT ELEVATOR								
01750013	591051	PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
01750013	592051	INTEREST LONG TERM DEBT	5,400.00	4,500.00	3,600.00	3,600.00	2,700.00	1,800.00	-20.00%	(900.00)
		DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEEPER)								
01750014	591052	PRINCIPAL LONG TERM DEBT	60,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
01750014	592052	INTEREST LONG TERM DEBT	2,800.00	1,600.00	1,200.00	1,200.00	800.00	400.00	-25.00%	(400.00)
		DEPARTMENTAL EQUIPMENT - AMBULANCE								
01750015	591053	PRINCIPAL LONG TERM DEBT	45,000.00							
01750015	592053	INTEREST LONG TERM DEBT	900.00							
		DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER								
01750016	591054	PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01750016	592054	INTEREST LONG TERM DEBT	1,000.00	800.00	600.00	600.00	400.00	200.00	-25.00%	(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	55,000.00	0.00%	-
01750017	592056	INTEREST LONG TERM DEBT	7,600.00	6,500.00	5,400.00	5,400.00	4,300.00	3,200.00	-16.92%	(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	7,700.00	6,600.00	5,500.00	5,500.00	4,400.00	3,300.00	-16.67%	(1,100.00)
		1ST ROBINSON BOILER & 2ND ABBOT BOILER								
01750019	591058	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00					-100.00%	(20,000.00)
01750019	592058	INTEREST LONG TERM DEBT	800.00	400.00					-100.00%	(400.00)
		DESIGN & ENGINEERING: HIGHWAY - 600,000								
01750021	591060	PRINCIPAL LONG TERM DEBT	128,000.00	170,340.00					-100.00%	(170,340.00)
01750021	592060	INTEREST LONG TERM DEBT								
		10 WHEEL DUMPTRUCK: HIGHWAY - 195,792								
01750022	591061	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
01750022	592061	INTEREST LONG TERM DEBT	2,700.00	2,300.00	1,900.00	1,900.00	1,500.00	1,100.00	-17.39%	(400.00)
		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	47,450.00	43,450.00	40,450.00	40,450.00	37,450.00	35,200.00	-6.90%	(3,000.00)
		MSBA DAY & ROBINSON WINDOWS (\$1M est)								
01750024	591066	PRINCIPAL LONG TERM DEBT	10,000.00	18,750.00	69,688.00	69,688.00	69,688.00	69,688.00	271.67%	50,938.00
01750024	592066	INTEREST LONG TERM DEBT								-
		DISPATCH CENTER								
01750024	591065	PRINCIPAL LONG TERM DEBT	54,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
01750024	592065	INTEREST LONG TERM DEBT	24,522.50	22,363.00	20,713.00	20,713.00	19,063.00	17,825.00	-7.38%	(1,650.00)
		PLAIN ROAD SIDEWALK								
01750025	591070	PRINCIPAL LONG TERM DEBT			55,725.00	55,725.00	55,000.00	50,000.00		55,725.00
01750025	592070	INTEREST LONG TERM DEBT		8,938.00	31,251.00	31,251.00	20,750.00	18,000.00	249.64%	22,313.00
		MAIN STREET RECONSTRUCTION								
01750025	591071	PRINCIPAL LONG TERM DEBT			190,000.00	190,000.00	190,000.00	190,000.00		190,000.00
01750025	592071	INTEREST LONG TERM DEBT		33,163.00	115,849.00	115,849.00	77,750.00	68,250.00	249.33%	82,686.00
		ENGINE 4 REPLACEMENT - \$615,000								
01750026	591072	PRINCIPAL LONG TERM DEBT		73,339.00	64,275.00	64,275.00	65,000.00	65,000.00	-12.36%	(9,064.00)
01750026	592072	INTEREST LONG TERM DEBT			35,869.00	35,869.00	23,800.00	20,550.00		35,869.00
		WASTE WATER UPGRADE DEP								
01750026	591073	PRINCIPAL LONG TERM DEBT		59,625.00	50,000.00	50,000.00	50,000.00	50,000.00	-16.14%	(9,625.00)
01750026	592073	INTEREST LONG TERM DEBT			28,481.00	28,481.00	18,950.00	16,450.00		28,481.00
		ROUDENBUSH REHABILITATION								
01750026	591074	PRINCIPAL LONG TERM DEBT			50,595.00	50,595.00	50,595.00	50,595.00		50,595.00
01750026	592074	INTEREST LONG TERM DEBT								-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
710 DEBT SERVICE										
OBJ	DESCRIPTION		FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
			ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
LONG TERM DEBT NON-EXEMPT CONT'D										
ROADWAY IMPROVEMENT 03/24/18										
NEW	NEW	PRINCIPAL LONG TERM DEBT			101,928.00	101,928.00	101,928.00	101,928.00		101,928.00
NEW	NEW	INTEREST LONG TERM DEBT								-
ABBOT ROOF MSBA CONSTRUCTION										
NEW	NEW	PRINCIPAL LONG TERM DEBT					142,000.00	142,000.00		-
NEW	NEW	INTEREST LONG TERM DEBT								-
OTHER PROJECTED DEBT										
										-

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
710 DEBT SERVICE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
LONG & SHORT TERM DEBT			866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%	(532,261.00)
COMMUNITY PRESERVATION FUND										
EAST BOSTON CAMPS LAND PURCHASE										
24164518	591000	PRINCIPAL LONG TERM DEBT	730,000.00	730,000.00					-100.00%	(730,000.00)
24164518	592000	INTEREST LONG TERM DEBT	58,400.00	29,200.00					-100.00%	(29,200.00)
TOWN HALL CONSTRUCTION										
24164528	591000	PRINCIPAL LONG TERM DEBT	53,400.00	53,400.00	53,400.00	40,850.00	49,450.00	49,450.00	-23.50%	(12,550.00)
24164528	592000	INTEREST LONG TERM DEBT	24,773.58	22,104.00	20,369.00	29,490.00	20,167.00	17,695.00	33.41%	7,386.00
ROUDENBUSH CONSTRUCTION										
264164539	591000	PRINCIPAL LONG TERM DEBT			447,300.00	447,300.00	447,300.00	447,300.00		447,300.00
264164539	592000	INTEREST LONG TERM DEBT			-	-	-	-		-
ADAMS PROPERTY										
24164569	591000	PRINCIPAL LONG TERM DEBT		345,000.00	304,803.00	304,803.00	304,803.00	304,803.00	-11.65%	(40,197.00)
24164569	592000	INTEREST LONG TERM DEBT			-	-	-	-		-
24164499	592008	INTEREST SHORT TERM DEBT		175,000.00	-	-	-	-	-100.00%	(175,000.00)
EXPENSES										
LONG TERM DEBT WATER			1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%	(16,330.00)
(BUDGETED IN WATER DEPT)										
FILTRATION PLANTS WPAT LOAN 1 072601										
60450701	591023	PRINCIPAL LONG TERM DEBT	97,414.80	98,818.00	100,657.00	100,657.00	100,269.00	-	1.86%	1,839.00
60450701	592023	INTEREST LONG TERM DEBT	7,021.29	4,643.00	2,361.00	2,361.00	-	-	-49.15%	(2,282.00)
60450701	563000	MWPAT FEES	885.00	675.00	458.00	458.00	233.00	-	-32.15%	(217.00)
FILTRATION PLANTS WPAT LOAN 2 112602										
60450702	591025	PRINCIPAL LONG TERM DEBT	459,516.31	485,395.00	481,374.00	481,374.00	501,894.00	525,119.00	-0.83%	(4,021.00)
60450702	592025	INTEREST LONG TERM DEBT	57,848.05	46,926.00	36,059.00	36,059.00	24,457.00	12,188.00	-23.16%	(10,867.00)
60450702	563000	MWPAT FEES	5,921.25	4,920.00	3,885.00	3,885.00	2,816.00	1,710.00	-21.04%	(1,035.00)
STEPINSKI LAND ACQUISITION 091608										
60450710	591041	PRINCIPAL LONG TERM DEBT	41,000.00	41,000.00	25,000.00	25,000.00	25,000.00	26,000.00	-39.02%	(16,000.00)
60450710	592041	INTEREST LONG TERM DEBT	4,135.00	6,118.00	5,880.00	5,880.00	4,630.00	3,380.00	-3.89%	(238.00)
BYRNE AVE LINE REPL 091608										
60450710	591039	PRINCIPAL LONG TERM DEBT	34,000.00	34,000.00	20,000.00	20,000.00	20,000.00	24,000.00	-41.18%	(14,000.00)
60450710	592039	INTEREST LONG TERM DEBT	3,490.00	5,195.00	5,120.00	5,120.00	4,120.00	3,120.00	-1.44%	(75.00)
COUNTRY ROAD II WELL & PUMP HOUSE										
60450710	591040	PRINCIPAL LONG TERM DEBT	100,000.00							-
60450710	592040	INTEREST LONG TERM DEBT	4,000.00							-
PERCHLORATE REMEDIATION WPAT CONTRACT 1										
60450712	591048	PRINCIPAL LONG TERM DEBT	3,396.63	3,465.00	3,535.00	3,535.00	3,606.00	3,679.00	2.02%	70.00
60450712	592048	INTEREST LONG TERM DEBT	1,052.41	984.00	914.00	914.00	842.00	770.00	-7.11%	(70.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 2										
60450712	591050	PRINCIPAL LONG TERM DEBT	48,144.94	49,116.00	50,106.00	50,106.00	51,117.00	52,148.00	2.02%	990.00
60450712	592050	INTEREST LONG TERM DEBT	14,917.23	13,945.00	12,952.00	12,952.00	11,940.00	10,908.00	-7.12%	(993.00)
60450712	563000	MWPAT FEES	1,197.72	1,120.00	1,040.00	1,040.00	959.00	876.00	-7.14%	(80.00)
GRANITEVILLE UPGRADE MAIN										
60450713	591055	PRINCIPAL LONG TERM DEBT	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	7.69%	5,000.00
60450713	592055	INTEREST LONG TERM DEBT	30,837.50	29,538.00	28,238.00	28,238.00	26,838.00	25,437.00	-4.40%	(1,300.00)
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	11,225.00	10,725.00	10,225.00	10,225.00	9,725.00	9,225.00	-4.66%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTEREST										
60450714	591067	PRINCIPAL LONG TERM DEBT	18,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
60450714	592067	INTEREST LONG TERM DEBT	9,410.00	8,690.00	8,090.00	8,090.00	7,490.00	7,040.00	-6.90%	(600.00)
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL										
60450714	591068	PRINCIPAL LONG TERM DEBT	23,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
60450714	592068	INTEREST LONG TERM DEBT	11,782.50	10,863.00	10,112.00	10,112.00	9,363.00	8,800.00	-6.91%	(751.00)
60450700	590000	DEBT BORROWED NOT BUDGETED	-	351,680.00	380,480.00	380,480.00	640,640.00	847,190.00	8.19%	28,800.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
710 DEBT SERVICE										
ORG	OBJ	DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES										
SHORT TERM DEBT			25,716.06	70,000.00	122,231.00	122,231.00	81,300.00	43,300.00	74.62%	52,231.00
01790200	592500	INTEREST SHORT TERM DEBT	25,716.06	70,000.00	118,931.00	118,931.00	78,000.00	40,000.00	69.90%	48,931.00
01790200	592520	MISCELLANOUS INTEREST								
01790200	592900	BOND ISSUANCE COSTS			3,300.00	3,300.00	3,300.00	3,300.00		3,300.00
SUMMARY										
TOTAL EXEMPTED DEBT(G/F)			5,594,095.00	5,883,796.00	6,062,067.00	6,062,067.00	4,561,617.00	4,624,697.00	3.03%	178,271.00
TOTAL NON EXEMPTED DEBT(G/F)			971,789.39	1,091,033.00	1,391,507.00	1,391,507.00	1,449,508.00	1,415,564.00	27.54%	300,474.00
TOTAL COMMUNITY PRES FUND			866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%	(532,261.00)
TOTAL WATER DEBT(Water Enterprise)			1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%	(16,330.00)
TOTAL SHORT TERM DEBT			25,716.06	70,000.00	122,231.00	122,231.00	81,300.00	43,300.00	74.62%	52,231.00
TOTAL APPROPRIATION			8,536,369.66	9,742,349.00	9,728,163.00	9,724,734.00	8,500,084.00	8,604,399.00	-0.18%	(17,615.00)
LESS WATER(BUDGETED IN WATER ENT			(1,078,195.63)	(1,342,816.00)	(1,326,486.00)	(1,326,486.00)	(1,585,939.00)	(1,701,590.00)	-1.22%	16,330.00
LESS COMMUNITY PRES FUND			(866,573.58)	(1,354,704.00)	(825,872.00)	(822,443.00)	(821,720.00)	(819,248.00)	-39.29%	532,261.00
APPROPRIATION G/F			6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
940 OTHERWISE UNCLASSIFIED										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01940200	579040	WATER DIRECT / INDIRECT COSTS	(432,309.00)	(454,145.00)	(454,145.00)	(459,080.00)	(454,145.00)	(454,145.00)	1.09%	(4,935.00)
01940200	579045	RECREATION DIRECT / INDIRECT COSTS	(312,668.00)	(242,283.00)	(242,283.00)	(109,721.00)	(242,283.00)	(242,283.00)	-54.71%	132,562.00
01940200	579050	AMBULANCE DIRECT / INDIRECT COSTS	(385,245.00)	(341,908.00)	(341,908.00)	(380,831.00)	(341,908.00)	(341,908.00)	11.38%	(38,923.00)
CATEGORY TOTAL			(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00
DEPARTMENT TOTAL			(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
945 GENERAL LIABILITY INSURANCE										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
EXPENSES	ORG	OBJ	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01945200	517100		4,619,903.00	4,902,690.00	5,152,765.00	5,152,765.00	5,473,719.00	5,878,774.00	5.10%	250,075.00
01945200	517100				518.00	518.00				518.00
01945200	517150		9,439,109.53	10,513,038.00	10,967,666.00	10,831,820.00	11,855,652.00	12,872,992.00	3.03%	318,782.00
01945200	517152		13,627.80	13,000.00	13,700.00	13,700.00	13,700.00	13,700.00	5.38%	700.00
01945200	517155		221,385.00							-
01945200	517160		4,594.85	6,500.00	5,800.00	5,800.00	5,800.00	5,800.00	-10.77%	(700.00)
01945200	517170		935,168.18	930,000.00	960,000.00	960,000.00	984,000.00	1,013,520.00	3.23%	30,000.00
01945200	517180		414,680.78	377,850.00	435,515.00	431,483.00	457,291.00	480,156.00	14.19%	53,633.00
01945200	517185		-	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
01945200	517190		47,654.34	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	0.00%	-
01945200	519020		56,086.25	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
01945200	530960		-	-	22,000.00	22,000.00	23,000.00	23,000.00		22,000.00
01945200	550030		6,494.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01945200	574010		140,076.38	193,332.00	163,576.00	162,062.00	171,755.00	180,343.00	-16.17%	(31,270.00)
01945200	574020		7,895.53	8,686.00	12,179.00	12,067.00	12,788.00	13,427.00	38.92%	3,381.00
01945200	574030		68,414.04	73,965.00	86,573.00	85,772.00	90,902.00	95,447.00	15.96%	11,807.00
01945200	574040		24,500.51	26,951.00	31,849.00	31,555.00	33,441.00	35,113.00	17.08%	4,604.00
01945200	574045		12,998.30	14,296.00	19,648.00	19,466.00	20,630.00	21,662.00	36.16%	5,170.00
01945200	574050		67,661.87	60,000.00	65,000.00	65,000.00	68,250.00	71,663.00	8.33%	5,000.00
01945200	574090		53,999.03	49,876.00	52,269.00	51,785.00	54,882.00	57,626.00	3.83%	1,909.00
01945200	574190		-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01945800	570000		50,000.00							-
CATEGORY TOTAL			16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00
DEPARTMENT TOTAL			16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
990 TRANSFERS TO/FROM TRUSTS										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES										
01990200	596080	OPEB TRANSFER TO TRUST	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
CATEGORY TOTAL			987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
DEPARTMENT TOTAL			987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
240 COMMUNITY PRESERVATION FUND			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
24164118	510000	SUPPORT STAFF	4,984.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
CATEGORY TOTAL			4,984.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
EXPENSES										
24164218	570000	ADMIN EXPENSES	4,417.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
CATEGORY TOTAL			4,417.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
DEBT SERVICE										
24164518	591000	EAST BOSTON CAMPS - PRINCIPAL	730,000.00	730,000.00						
24164518	592000	EAST BOSTON CAMPS - INTEREST	58,400.00	29,200.00					-100.00%	(730,000.00)
24164528	591000	TOWN HALL - PRINCIPAL	53,400.00	53,400.00	53,400.00	40,850.00	49,450.00	49,450.00	-23.50%	(29,200.00)
24164528	592000	TOWN HALL - INTEREST	24,773.58	22,104.00	20,369.00	29,490.00	20,167.00	17,695.00	33.41%	(12,550.00)
24164539	591000	ROUDENBUSH - PRINCIPAL		345,000.00	447,300.00	447,300.00	447,300.00	447,300.00	29.65%	7,386.00
24164539	592000	ROUDENBUSH - INTEREST								102,300.00
24164569	591000	ADAMS PROPERTY - PRINCIPAL			304,803.00	304,803.00	304,803.00	304,803.00		-
24164569	592000	ADAMS PROPERTY - INTEREST								304,803.00
24164499	592008	INTEREST ON SHORT TERM DEBT		175,000.00					-100.00%	(175,000.00)
CATEGORY TOTAL			866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%	(532,261.00)
DEPARTMENT TOTAL			875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
600 WATER ENTERPRISE FUND										
PERSONAL SERVICES										
60450100	511020	SUPERINTENDENT	109,218.68	113,074.00	115,336.00	115,336.00	115,336.00	115,336.00	2.00%	2,262.00
60450100	511505	BUSINESS MANAGER	90,124.86	93,307.00	95,173.00	95,173.00	95,173.00	95,173.00	2.00%	1,866.00
		GIS/PROJECT MANAGEMENT ANALYST	-	-	65,000.00	65,000.00	66,300.00	66,300.00	-	65,000.00
60450100	511510	RECORDS SUPERVISOR	61,089.74	64,938.00	68,434.00	68,434.00	68,173.00	68,173.00	5.38%	3,496.00
60450100	511530	ADMIN SECRETARY	51,937.64	54,288.00	56,362.00	56,362.00	56,146.00	56,146.00	3.82%	2,074.00
60450100	511560	DEPARTMENT ASSISTANT	20,535.44	27,908.00	29,003.00	29,003.00	29,738.00	30,615.00	3.92%	1,095.00
60450100	511605	TREATMENT MANAGER	82,975.87	85,484.00	87,193.00	87,193.00	87,193.00	87,193.00	2.00%	1,709.00
60450100	511615	COMPLIANCE MANAGER	77,230.37	79,565.00	81,158.00	81,158.00	81,158.00	81,158.00	2.00%	1,593.00
60450100	511660	LABORER	483,146.84	489,861.00	496,689.00	496,689.00	497,925.00	501,204.00	1.39%	6,828.00
60450100	512280	SEASONAL STAFF	7,433.79	12,230.00	12,230.00	12,230.00	12,230.00	12,230.00	0.00%	-
60450100	513120	SCHEDULED OVERTIME	59,644.69	60,208.00	61,191.00	61,191.00	61,191.00	61,191.00	1.63%	983.00
60450100	513140	OVERTIME - NON SCHED	34,812.44	36,513.00	35,000.00	35,000.00	35,000.00	35,000.00	-4.14%	(1,513.00)
60450100	514090	STIPENDS / LICENSES	13,800.00	14,750.00	15,400.00	15,400.00	15,400.00	15,400.00	4.41%	650.00
60450100	515050	LONGEVITY	15,100.00	16,700.00	17,700.00	17,700.00	19,550.00	20,630.00	5.99%	1,000.00
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	985.30	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
60450600	519010	COMPENSATION RESERVE	-	-	22,664.00	22,664.00	29,571.00	37,982.00	-	22,664.00
CATEGORY TOTAL			1,132,735.66	1,174,526.00	1,284,233.00	1,284,233.00	1,295,784.00	1,309,431.00	9.34%	109,707.00
EXPENSES										
60450200	513250	SPECIAL DETAILS	7,798.28	7,000.00	8,000.00	8,000.00	8,000.00	8,000.00	14.29%	1,000.00
60450200	517070	UNIFORM ALLOWANCES	7,964.22	8,100.00	8,600.00	8,600.00	8,600.00	8,600.00	6.17%	500.00
60450200	521010	ELECTRICITY	177,673.51	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	0.00%	-
60450200	521030	HEATING FUEL	38,473.85	35,000.00	40,000.00	40,000.00	40,000.00	40,000.00	14.29%	5,000.00
60450200	524010	BUILDING MAINTENANCE	51,708.59	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
60450200	524020	VEHICLE MAINTENANCE	12,825.04	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
60450200	524040	OFFICE EQUIPMENT MAINTENANCE	3,078.48	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
60450200	524050	IT MAINTENANCE SUPPORT	14,908.23	18,000.00	25,000.00	25,000.00	26,000.00	27,000.00	38.89%	7,000.00
60450200	525075	WATER INFRASTRUCTURE MAINT.	89,848.47	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
60450200	525080	WELL REPAIRS / IMPROVEMENTS	92,140.82	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
60450200	525090	LEAK SURVEY SERVICES	5,412.00	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%	1,000.00
60450200	529080	LABORATORY SERVICES	38,972.61	45,000.00	40,000.00	40,000.00	40,000.00	40,000.00	-11.11%	(5,000.00)
60450200	530110	LEGAL SERVICES	-	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
60450200	530310	DRUG AND ALCOHOL TESTING	500.00	550.00	550.00	550.00	550.00	550.00	0.00%	-
60450200	530500	TRAINING & DEVELOPMENT	5,223.00	10,000.00	6,000.00	6,000.00	7,000.00	7,000.00	-40.00%	(4,000.00)
60450200	530700	ENGINEERING SERVICES	25,435.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
60450200	530920	CONTRACTED SERVICES	7,246.09	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
60450200	534010	POSTAGE	19,537.90	16,000.00	20,000.00	20,000.00	22,000.00	22,000.00	25.00%	4,000.00
60450200	534020	TELEPHONE	13,744.95	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%	-
60450200	534030	ADVERTISING - LEGAL	1,039.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
60450200	534090	CONSUMER AWARENESS	7,026.76	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.00%	-
60450200	541010	GASOLINE	16,559.14	15,000.00	20,000.00	20,000.00	20,000.00	20,000.00	33.33%	5,000.00
60450200	542010	OFFICE SUPPLIES	7,315.22	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
60450200	542050	HARDWARE SUPPLIES	4,668.25	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
60450200	542080	OFFICE EQUIPMENT	120.63	-	-	-	-	-	-	-
60450200	554010	RESURFACE MATERIAL	9,411.75	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
60450200	554035	WELL TREATMENT / CHEMICALS	181,195.56	250,000.00	225,000.00	225,000.00	225,000.00	225,000.00	-10.00%	(25,000.00)
60450200	554080	PIPE & PIPE SUPPLIES	48,125.25	270,000.00	70,000.00	70,000.00	70,000.00	70,000.00	-74.07%	(200,000.00)
60450200	554085	METER REPLACEMENT	59,793.04	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
60450200	554088	HYDRANT REPLACEMENTS	13,789.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
60450200	563100	DEP ASSESSMENTS	5,057.69	5,000.00	5,100.00	5,100.00	5,100.00	5,100.00	2.00%	100.00
60450200	571100	MEETINGS & CONFERENCES	103.79	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
60450200	573010	DUES AND MEMBERSHIPS	3,687.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
60450200	578000	OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
60450200	579040	DIRECT/INDIRECT COSTS	432,309.00	454,145.00	480,338.00	440,494.00	484,543.00	523,307.00	-3.01%	(13,651.00)
60450200	579020	BILL OF PRIOR YEAR	925.23	-	-	-	-	-	-	-
60450800	570000	ENCUMBRANCES	26,877.00	-	-	-	-	-	-	-
CATEGORY TOTAL			1,460,494.35	1,784,295.00	1,600,088.00	1,560,244.00	1,608,293.00	1,648,057.00	-12.56%	(224,051.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
600 WATER ENTERPRISE FUND			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
RESERVE FUND										
60450600	579010	EMERGENCY RESERVE FUND	-	450,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-44.44%	(200,000.00)
		TRANSFERS	-	(200,000.00)					-100.00%	200,000.00
CATEGORY TOTAL			-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
PRINCIPAL & INTEREST										
60450701	591023	MWPAT FILTRATION 1 - PRINCIPAL	97,414.80	98,818.00	100,657.00	100,657.00	100,269.00		1.86%	1,839.00
60450701	592023	MWPAT FILTRATION 1 - INTEREST	7,021.29	4,643.00	2,361.00	2,361.00			-49.15%	(2,282.00)
60450701	563000	MWPAT FEES	885.00	675.00	458.00	458.00	233.00		-32.15%	(217.00)
60450702	591025	MWPAT FILTRATION 2 - PRINCIPAL	459,516.31	485,395.00	481,374.00	481,374.00	501,894.00	525,119.00	-0.83%	(4,021.00)
60450702	592025	MWPAT FILTRATION 2 - INTEREST	57,848.05	46,926.00	36,059.00	36,059.00	24,457.00	12,188.00	-23.16%	(10,867.00)
60450702	563000	MWPAT FEES	5,921.25	4,920.00	3,885.00	3,885.00	2,816.00	1,710.00	-21.04%	(1,035.00)
60450710	591039	UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	20,000.00	20,000.00	20,000.00	24,000.00	-41.18%	(14,000.00)
60450710	591040	COUNTRY ROAD II WELL & PUMP HOUSE - P	100,000.00							-
60450710	591041	STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	25,000.00	25,000.00	25,000.00	26,000.00	-39.02%	(16,000.00)
60450710	592039	UPGRADE BYRNE AVE MAIN - INTEREST	3,490.00	5,195.00	5,120.00	5,120.00	4,120.00	3,120.00	-1.44%	(75.00)
60450710	592040	COUNTRY ROAD II WELL & PUMP HOUSE - IN	4,000.00							-
60450710	592041	STEPINSKI LAND - INTEREST	4,135.00	6,118.00	5,880.00	5,880.00	4,630.00	3,380.00	-3.89%	(238.00)
60450712	591048	WPAT PERCHLORATE CONTRACT 1 - PRINCI	3,396.63	3,465.00	3,535.00	3,535.00	3,606.00	3,679.00	2.02%	70.00
60450712	591050	WPAT PERCHLORATE CONTRACT 2 - PRINCI	48,144.94	49,116.00	50,106.00	50,106.00	51,117.00	52,148.00	2.02%	990.00
60450712	592048	WPAT PERCHLORATE CONTRACT 1 - INTERE	1,052.41	984.00	914.00	914.00	842.00	770.00	-7.11%	(70.00)
60450712	592050	WPAT PERCHLORATE CONTRACT 2 - INTERE	14,917.23	13,945.00	12,952.00	12,952.00	11,940.00	10,908.00	-7.12%	(993.00)
60450712	563000	MWPAT FEES	1,197.72	1,120.00	1,040.00	1,040.00	959.00	876.00	-7.14%	(80.00)
60450713	591055	GRANITEVILLE UPGRADE MAIN-PRINCIPAL	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	7.69%	5,000.00
60450713	592055	GRANITEVILLE UPGRADE MAIN-INTEREST	30,837.50	29,538.00	28,238.00	28,238.00	26,838.00	25,437.00	-4.40%	(1,300.00)
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	11,225.00	10,725.00	10,225.00	10,225.00	9,725.00	9,225.00	-4.66%	(500.00)
60450714	591067	GRANITEVILLE MAIN (PATRIOT TO MAIN)-PR	18,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
60450714	592067	GRANITEVILLE MAIN (PATRIOT TO MAIN)-IN	9,410.00	8,690.00	8,090.00	8,090.00	7,490.00	7,040.00	-6.90%	(600.00)
60450714	591068	PLEASANT ST MAIN (ABBOT TO PINE)-PRINC	23,000.00	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	11,782.50	10,863.00	10,112.00	10,112.00	9,363.00	8,800.00	-6.91%	(751.00)
SUBTOTAL - ISSUED BONDS			1,078,195.63	991,136.00	946,006.00	946,006.00	945,299.00	854,400.00	-4.55%	(45,130.00)
60450700	590000	PROSPECT HILL WATER TANK		296,000.00	296,000.00	296,000.00	289,200.00	282,400.00	0.00%	-
60450700	590000	VINE BROOK WATER MAIN EXTENSION BETTERMENT		43,680.00	43,680.00	43,680.00	136,900.00	136,900.00	0.00%	-
60450700	590000	ROUTE 40 @ DUNSTABLE ROAD		12,000.00	12,000.00	12,000.00	47,500.00	46,375.00	0.00%	-
60450700	590000	TOWN FARM TANK REHABILITATION			28,800.00	28,800.00	114,000.00	111,300.00		28,800.00
60450700	590000	NABNASSET AREA WATER SYSTEM IMPROVEMENTS					37,440.00	152,100.00		-
60450700	590000	FILTER MEDIA REPLACEMENT (NUTTING RD TREATMENT FACILITY)					15,600.00	63,375.00		-
60450700	590000	BOSTON ROAD 12" WATER MAIN						42,000.00		-
60450700	590000	FORGE VILLAGE PUMP STATIONS 1&2 UPGRADES						12,740.00		-
60450700	590000	SUBTOTAL - NON-ISSUED BONDS	-	351,680.00	380,480.00	380,480.00	640,640.00	847,190.00	8.19%	28,800.00
CATEGORY TOTAL			1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%	(16,330.00)
DEPARTMENT TOTAL			3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
630 RECREATION ENTERPRISE FUND										
			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
63630100	511020	DIRECTOR	25,857.00	108,707.00	110,338.00	110,338.00	110,338.00	110,338.00	1.50%	1,631.00
63630100	511030	ASSISTANT DIRECTOR	67,970.00	79,263.00	81,957.00	81,957.00	84,744.00	87,626.00	3.40%	2,694.00
63630100	511500	OFFICE MANAGER	46,800.00	63,094.00	63,579.00	63,579.00	63,337.00	65,294.00	0.77%	485.00
63630100	512230	RECREATION SUPERVISOR/ASST	507,693.42	485,309.00	476,552.00	476,552.00	493,053.00	505,720.00	-1.80%	(8,757.00)
63630100	512270	OTHER RECREATION STAFF	280,252.50	446,350.00	447,500.00	447,500.00	469,875.00	493,369.00	0.26%	1,150.00
63630100	515050	SHARED - LONGEVITY	6,210.50	5,341.00	6,196.00	6,196.00	7,350.00	8,322.00	16.01%	855.00
CATEGORY TOTAL			934,783.42	1,188,064.00	1,186,122.00	1,186,122.00	1,228,697.00	1,270,669.00	-0.16%	(1,942.00)
EXPENSES										
63630200	521010	ELECTRICITY	1,658.44	2,700.00	719.00	719.00	740.00	765.00	-73.37%	(1,981.00)
63630200	521030	HEATING FUEL	2,432.05	1,000.00					-100.00%	(1,000.00)
63630200	523010	WATER	244.28	225.00	235.00	235.00	225.00	225.00	4.44%	10.00
63630200	524010	BUILDING MAINTENANCE	1,859.59	800.00	800.00	800.00	800.00	800.00	0.00%	
63630200	527010	BUILDING LEASE	22,664.00	24,000.00					-100.00%	(24,000.00)
63630200	527015	ADDL BUILDING EXPENSES - LEASED	589.46	800.00					-100.00%	(800.00)
63630200	530920	CONTRACTED SERVICES			1,500.00	2,500.00	1,500.00	1,500.00		2,500.00
63630200	534040	PRINTING SERVICES	5,798.86	9,000.00	9,000.00	6,000.00	9,000.00	9,000.00	-33.33%	(3,000.00)
63630200	538080	FIELD TRIPS	679.00	12,000.00	14,000.00	14,000.00	14,000.00	14,000.00	16.67%	2,000.00
63630200	538100	RECREATION SQUIRT EXPENSE	45.14	6,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-75.00%	(4,500.00)
63630200	538200	RECREATION YOUTH EXPENSE	14,971.00	17,000.00	40,000.00	40,000.00	45,000.00	45,000.00	135.29%	23,000.00
63630200	538300	RECREATION ADULT EXPENSE	3,027.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	
63630200	538400	RECREATION WPC/REC CLUB EXP	17,463.05	40,000.00	37,000.00	37,000.00	40,000.00	40,000.00	-7.50%	(3,000.00)
63630200	538500	RECREATION SUMMER WEEKLY EXP	8,117.78	21,000.00	15,000.00	15,000.00	15,000.00	15,000.00	-28.57%	(6,000.00)
63630200	538600	RECREATION ROWING/CREW EXP	6,645.62	17,438.00					-100.00%	(17,438.00)
63630200	538700	RECREATION WATERFRONT EXP	3,997.43	18,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-44.44%	(8,000.00)
63630200	538800	RECREATION BROCHURE EXPENSE	1,362.66	10,000.00	7,000.00	7,000.00	7,000.00	7,000.00	-30.00%	(3,000.00)
63630200	540000	SUPPLIES	230.48		5,000.00	-	5,000.00	5,000.00		
63630200	541010	GASOLINE			314.00	314.00	314.00	314.00		314.00
63630200	542010	OFFICE SUPPLIES	-	100.00	1,500.00	1,000.00	1,500.00	1,500.00	900.00%	900.00
63630200	556090	OTHER RECREATION SUPPLIES			1,000.00	6,000.00	1,000.00	1,000.00		6,000.00
63630200	557010	PROGRAMS AND ACTIVITIES	738.16	-						-
63630200	571010	TRAVEL-MILEAGE	1,934.82	1,200.00	2,000.00	2,000.00	2,000.00	2,000.00	66.67%	800.00
63630200	571100	MEETINGS & CONFERENCES	125.00	125.00	1,839.00	1,839.00	1,839.00	1,839.00	1371.20%	1,714.00
63630200	573010	DUES AND MEMBERSHIPS	250.00	250.00	188.00	188.00	188.00	188.00	-24.80%	(62.00)
63630200	579040	DIRECT/INDIRECT COSTS	312,668.00	242,283.00	242,283.00	109,721.00	242,283.00	242,283.00	-54.71%	(132,562.00)
63630800	570000	ENCUMBRANCES								-
CATEGORY TOTAL			407,501.82	432,921.00	399,878.00	264,816.00	407,889.00	407,914.00	-38.83%	(168,105.00)
DEPARTMENT TOTAL			1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)

Town of Westford										
Budget Worksheet										
Fiscal Year 2020										
640 AMBULANCE ENTERPRISE FUND			FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020	FISCAL 2020
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES										
64230100	511260	FIREFIGHTERS	567,705.10	606,418.00	599,762.00	599,762.00	611,110.00	621,086.00	-1.10%	(6,656.00)
64230100	511265	CALL EMTS	135.90	500.00	300.00	300.00	300.00	300.00	-40.00%	(200.00)
64230100	513120	OVERTIME	125,397.87	126,000.00	128,800.00	128,800.00	131,376.00	134,004.00	2.22%	2,800.00
64230100	513170	HOLIDAY OVERTIME	10,763.64	10,755.00	10,948.00	10,948.00	10,948.00	10,948.00	1.79%	193.00
64230100	513260	TRAINING	26,666.49	26,000.00	28,000.00	28,000.00	28,560.00	29,132.00	7.69%	2,000.00
64230100	514050	EDUCATION INCENTIVE PAY	31,025.42	29,159.00	22,270.00	22,270.00	22,337.00	22,337.00	-23.63%	(6,889.00)
64230100	515010	HOLIDAY PAY	24,378.46	25,558.00	25,181.00	25,181.00	25,756.00	26,177.00	-1.48%	(377.00)
64230100	515050	LONGEVITY	2,650.00	5,200.00	3,600.00	3,600.00	3,850.00	3,850.00	-30.77%	(1,600.00)
CATEGORY TOTAL			788,722.88	829,590.00	818,861.00	818,861.00	834,237.00	847,834.00	-1.29%	(10,729.00)
EXPENSES										
64230200	517070	UNIFORM ALLOWANCE	11,070.14	8,325.00	9,575.00	9,575.00	8,325.00	8,325.00	15.02%	1,250.00
64230200	521010	ELECTRICITY	5,316.64	8,250.00	8,415.00	8,415.00	8,584.00	8,756.00	2.00%	165.00
64230200	521020	NATURAL GAS	3,848.77	4,000.00	4,080.00	4,080.00	4,162.00	4,246.00	2.00%	80.00
64230200	523010	WATER	657.97	600.00	650.00	650.00	663.00	677.00	8.33%	50.00
64230200	524010	BUILDING MAINTENANCE	4,875.17	4,000.00	5,250.00	5,250.00	5,355.00	5,463.00	31.25%	1,250.00
64230200	524020	VEHICLE MAINTENANCE	4,312.17	7,000.00	7,500.00	7,000.00	7,650.00	7,803.00	0.00%	-
64230200	524030	EQUIPMENT MAINTENANCE	7,216.26	9,000.00	9,000.00	9,000.00	9,180.00	9,364.00	0.00%	-
64230200	524060	COMMUNICATION EQUIPMENT MAINTENAN	985.77	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
64230200	527070	LAUNDRY SERVICES	-	200.00	200.00	-	204.00	209.00	-100.00%	(200.00)
64230200	530500	TRAINING & DEVELOPMENT	3,737.95	13,700.00	13,700.00	13,700.00	13,974.00	14,254.00	0.00%	-
64230200	530920	CONTRACTED SERVICES	55,427.34	60,000.00	44,000.00	62,000.00	44,880.00	45,778.00	3.33%	2,000.00
64230200	534010	POSTAGE	170.52	150.00	200.00	200.00	204.00	209.00	33.33%	50.00
64230200	534030	ADVERTISING - GENERAL	-	100.00	100.00	100.00	102.00	105.00	0.00%	-
64230200	534040	PRINTING SERVICES	83.48	300.00	200.00	200.00	204.00	209.00	-33.33%	(100.00)
64230200	541010	GASOLINE	10,634.82	14,450.00	14,739.00	14,739.00	15,034.00	15,335.00	2.00%	289.00
64230200	542010	OFFICE SUPPLIES	495.14	500.00	600.00	600.00	612.00	625.00	20.00%	100.00
64230200	545010	CUSTODIAL/CLEANING SUPPLIES	1,121.65	300.00	800.00	1,000.00	816.00	833.00	233.33%	700.00
64230200	548010	VEHICULAR PARTS & ACCESSORIES	8,374.55	7,500.00	8,000.00	8,000.00	8,160.00	8,324.00	6.67%	500.00
64230200	548020	VEHICULAR TIRES & TUBES	4,191.84	3,000.00	3,500.00	3,500.00	3,570.00	3,642.00	16.67%	500.00
64230200	550010	HEALTH / MEDICAL SUPPLIES	64,838.32	70,000.00	72,000.00	72,000.00	73,440.00	74,909.00	2.86%	2,000.00
64230200	550020	OXYGEN	960.00	1,250.00	1,100.00	1,100.00	1,122.00	1,145.00	-12.00%	(150.00)
64230200	571100	MEETINGS & CONFERENCES	944.14	1,200.00	1,000.00	1,000.00	1,020.00	1,041.00	-16.67%	(200.00)
64230200	573010	DUES & MEMBERSHIPS	3,350.00	4,000.00	3,500.00	3,500.00	3,570.00	3,642.00	-12.50%	(500.00)
64230200	579040	DIRECT/INDIRECT COSTS	385,245.00	341,908.00	348,747.00	380,831.00	355,722.00	362,837.00	11.38%	38,923.00
64230800	570000	ENCUMBRANCES	608.00	-	-	-	-	-	-	-
CATEGORY TOTAL			578,465.64	561,233.00	558,356.00	607,940.00	568,083.00	579,292.00	8.32%	46,707.00
DEPARTMENT TOTAL			1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00