

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>							
	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>GENERAL GOVERNMENT</b>							
<b>122</b>	<b>Selectmen</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	23,790.00	21,993.00	22,123.00	23,078.00	23,406.00	24,351.60
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 122</b>	<b>23,790.00</b>	<b>21,993.00</b>	<b>22,123.00</b>	<b>23,078.00</b>	<b>23,406.00</b>	<b>24,351.60</b>
<b>123</b>	<b>Town Manager</b>						
	Personal Services	422,768.00	432,500.00	423,202.00	431,530.00	431,530.00	448,963.81
	Expenses	21,475.00	19,885.00	19,705.00	19,825.00	19,825.00	20,625.93
	Capital		0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 123</b>	<b>444,243.00</b>	<b>452,385.00</b>	<b>442,907.00</b>	<b>451,355.00</b>	<b>451,355.00</b>	<b>469,589.74</b>
<b>131</b>	<b>Finance Committee</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	9,088.00	8,665.00	8,865.00	8,865.00	8,865.00	9,223.15
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	Reserve Fund	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
	(Transfers out)	(30,126.00)	(15,292.00)	0.00	0.00	0.00	0.00
	<b>TOTAL 131</b>	<b>128,962.00</b>	<b>143,373.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>159,223.15</b>
<b>132</b>	<b>Finance Director</b>						
	Personal Services	133,542.00	145,145.00	148,370.00	152,039.00	152,039.00	158,181.38
	Expenses	1,360.00	1,715.00	895.00	1,315.00	1,715.00	1,784.29
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 132</b>	<b>134,902.00</b>	<b>146,860.00</b>	<b>149,265.00</b>	<b>153,354.00</b>	<b>153,754.00</b>	<b>159,965.66</b>
<b>135</b>	<b>Town Accountant</b>						
	Personal Services	276,965.00	279,134.00	285,067.00	292,538.00	292,621.00	304,442.89
	Expenses	42,860.00	44,260.00	44,075.00	45,225.00	47,275.00	49,184.91
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 135</b>	<b>319,825.00</b>	<b>323,394.00</b>	<b>329,142.00</b>	<b>337,763.00</b>	<b>339,896.00</b>	<b>353,627.80</b>
<b>141</b>	<b>Board of Assessors</b>						
	Personal Services	271,351.00	289,422.00	296,998.00	306,194.00	306,294.00	318,668.28
	Expenses	23,900.00	92,400.00	45,900.00	45,900.00	45,900.00	47,754.36
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 141</b>	<b>295,251.00</b>	<b>381,822.00</b>	<b>342,898.00</b>	<b>352,094.00</b>	<b>352,194.00</b>	<b>366,422.64</b>
<b>145</b>	<b>Treasurer/Collector</b>						
	Personal Services	265,128.00	261,570.00	269,410.00	276,856.00	278,752.00	290,013.58
	Expenses	46,105.00	45,305.00	45,275.00	45,355.00	45,355.00	47,187.34
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 145</b>	<b>311,233.00</b>	<b>306,875.00</b>	<b>314,685.00</b>	<b>322,211.00</b>	<b>324,107.00</b>	<b>337,200.92</b>
<b>151</b>	<b>Town Counsel</b>						
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	235,000.00	190,000.00	160,000.00	160,000.00	160,000.00	166,464.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 151</b>	<b>235,000.00</b>	<b>190,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>166,464.00</b>
<b>152</b>	<b>Human Resources</b>						
	Personal Services	218,794.00	227,521.00	232,170.00	236,757.00	236,757.00	246,321.98
	Expenses	20,893.00	21,145.00	22,384.00	22,384.00	22,384.00	23,288.31
	Compensation Reserve	150,000.00	500,000.00	350,000.00	600,000.00	1,000,000.00	1,020,100.00
	Transfers out	(69,876.00)	(275,464.00)	0.00	0.00	0.00	0.00
	<b>TOTAL 152</b>	<b>319,811.00</b>	<b>473,202.00</b>	<b>604,554.00</b>	<b>859,141.00</b>	<b>1,259,141.00</b>	<b>1,289,710.30</b>

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<b>June 20, 2020 Annual Town Meeting</b>								
	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ	
<b>155</b>	<b>Technology</b>							
	Personal Services	433,571.00	450,864.00	460,045.00	470,033.00	470,033.00	479,433.66	489,022.33
	Expenses	570,235.00	572,153.00	609,770.00	628,762.00	636,520.00	649,250.40	662,235.41
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 155</b>	<b>1,003,806.00</b>	<b>1,023,017.00</b>	<b>1,069,815.00</b>	<b>1,098,795.00</b>	<b>1,106,553.00</b>	<b>1,128,684.06</b>	<b>1,151,257.74</b>
<b>161</b>	<b>Town Clerk</b>							
	Personal Services	264,098.00	267,549.00	279,744.00	267,881.00	288,074.00	282,385.00	288,032.70
	Expenses	23,670.00	21,680.00	23,180.00	22,529.00	22,629.00	22,629.00	23,081.58
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 161</b>	<b>287,768.00</b>	<b>289,229.00</b>	<b>302,924.00</b>	<b>290,410.00</b>	<b>310,703.00</b>	<b>305,014.00</b>	<b>311,114.28</b>
<b>170</b>	<b>Permitting Department</b>							
	Personal Services	244,693.00	260,685.00	265,705.00	277,645.00	279,777.00	285,372.54	291,079.99
	Expenses	41,394.00	38,981.00	44,549.00	45,597.00	46,100.00	47,022.00	47,962.44
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 170</b>	<b>286,087.00</b>	<b>299,666.00</b>	<b>310,254.00</b>	<b>323,242.00</b>	<b>325,877.00</b>	<b>332,394.54</b>	<b>339,042.43</b>
<b>171</b>	<b>Conservation Commission</b>							
	Personal Services	87,626.00	91,293.00	93,107.00	94,957.00	94,957.00	96,856.14	98,793.26
	Expenses	6,305.00	6,325.00	6,640.00	6,600.00	6,600.00	6,732.00	6,866.64
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 171</b>	<b>93,931.00</b>	<b>97,618.00</b>	<b>99,747.00</b>	<b>101,557.00</b>	<b>101,557.00</b>	<b>103,588.14</b>	<b>105,659.90</b>
<b>175</b>	<b>Planning Board</b>							
	Personal Services	75,560.00	87,198.00	92,507.00	94,357.00	94,957.00	96,856.14	98,793.26
	Expenses	13,645.00	13,660.00	13,160.00	23,660.00	13,660.00	13,933.20	14,211.86
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 175</b>	<b>89,205.00</b>	<b>100,858.00</b>	<b>105,667.00</b>	<b>118,017.00</b>	<b>108,617.00</b>	<b>110,789.34</b>	<b>113,005.13</b>
<b>176</b>	<b>Zoning Board of Appeals</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	2,442.90	2,491.76
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 176</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,442.90</b>	<b>2,491.76</b>
<b>192</b>	<b>Town Hall Maintenance</b>							
	Personal Services	44,799.00	44,791.00	45,912.00	47,242.00	47,242.00	48,186.84	49,150.58
	Expenses	79,540.00	77,090.00	68,990.00	79,640.00	80,590.00	82,201.80	83,845.84
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 192</b>	<b>124,339.00</b>	<b>121,881.00</b>	<b>114,902.00</b>	<b>126,882.00</b>	<b>127,832.00</b>	<b>130,388.64</b>	<b>132,996.41</b>
<b>199</b>	<b>PUBLIC BUILDINGS &amp; PROPERTY MAINTENANCE</b>							
	Personal Services	81,912.00	96,725.00	96,572.00	99,238.00	99,692.00	101,685.84	103,719.56
	Expenses	18,100.00	18,625.00	22,200.00	23,575.00	24,275.00	24,760.50	25,255.71
	Stormwater Assessment			43,650.00	43,650.00	43,650.00	43,575.00	43,575.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 199</b>	<b>100,012.00</b>	<b>115,350.00</b>	<b>162,422.00</b>	<b>166,463.00</b>	<b>167,617.00</b>	<b>170,021.34</b>	<b>172,550.27</b>
<b>Total General Government</b>		<b>4,200,560.00</b>	<b>4,489,918.00</b>	<b>4,692,565.00</b>	<b>5,045,622.00</b>	<b>5,473,869.00</b>	<b>5,557,495.32</b>	<b>5,654,673.73</b>

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<b>June 20, 2020 Annual Town Meeting</b>								
	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ	
<b>PUBLIC SAFETY</b>								
<b>210</b>	<b>Police Department</b>							
	Personal Services	4,722,243.00	5,026,637.00	5,205,030.00	5,542,991.00	5,611,871.00	5,724,108.42	5,838,590.59
	Expenses	552,041.00	541,931.00	545,070.00	657,140.00	665,140.00	678,442.80	692,011.66
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 210</b>	<b>5,274,284.00</b>	<b>5,568,568.00</b>	<b>5,750,100.00</b>	<b>6,200,131.00</b>	<b>6,277,011.00</b>	<b>6,402,551.22</b>	<b>6,530,602.24</b>
<b>215</b>	<b>Public Safety Communications</b>							
	Personal Services	806,886.00	815,897.00	826,127.00	927,303.00	947,402.00	966,350.04	985,677.04
	Expenses	53,450.00	40,093.00	48,354.00	51,290.00	52,481.00	53,530.62	54,601.23
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 215</b>	<b>860,336.00</b>	<b>855,990.00</b>	<b>874,481.00</b>	<b>978,593.00</b>	<b>999,883.00</b>	<b>1,019,880.66</b>	<b>1,040,278.27</b>
<b>220</b>	<b>Fire Department</b>							
	Personal Services	3,192,498.00	3,263,612.00	3,331,109.00	3,456,380.00	3,474,758.00	3,544,253.16	3,615,138.22
	Expenses	286,110.00	358,656.00	355,196.00	384,164.00	388,667.00	396,440.34	404,369.15
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 220</b>	<b>3,478,608.00</b>	<b>3,622,268.00</b>	<b>3,686,305.00</b>	<b>3,840,544.00</b>	<b>3,863,425.00</b>	<b>3,940,693.50</b>	<b>4,019,507.37</b>
<b>241</b>	<b>Building Department</b>							
	Personal Services	367,383.00	398,298.00	418,031.00	442,395.00	446,965.00	455,904.30	465,022.39
	Expenses	16,675.00	19,465.00	19,055.00	18,305.00	18,565.00	18,936.30	19,315.03
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 241</b>	<b>384,058.00</b>	<b>417,763.00</b>	<b>437,086.00</b>	<b>460,700.00</b>	<b>465,530.00</b>	<b>474,840.60</b>	<b>484,337.41</b>
<b>244</b>	<b>Scaler Weights &amp; Measures</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,060.00	3,121.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 244</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,060.00</b>	<b>3,121.20</b>
<b>291</b>	<b>Emergency Management</b>							
	Personal Services	8,784.00	8,960.00	9,140.00	9,322.00	9,322.00	9,508.44	9,698.61
	Expenses	4,400.00	4,400.00	2,450.00	4,500.00	4,600.00	4,692.00	4,785.84
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 291</b>	<b>13,184.00</b>	<b>13,360.00</b>	<b>11,590.00</b>	<b>13,822.00</b>	<b>13,922.00</b>	<b>14,200.44</b>	<b>14,484.45</b>
<b>292</b>	<b>Animal Control</b>							
	Personal Services	61,725.00	62,236.00	48,070.00	59,816.00	60,843.00	62,059.86	63,301.06
	Expenses	3,300.00	7,800.00	4,005.00	8,705.00	8,705.00	8,879.10	9,056.68
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 292</b>	<b>65,025.00</b>	<b>70,036.00</b>	<b>52,075.00</b>	<b>68,521.00</b>	<b>69,548.00</b>	<b>70,938.96</b>	<b>72,357.74</b>
<b>294</b>	<b>Tree Warden</b>							
	Personal Services	2,176.00	2,220.00	2,265.00	2,311.00	2,311.00	2,357.22	2,404.36
	Expenses	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,700.00	36,414.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 294</b>	<b>37,176.00</b>	<b>37,220.00</b>	<b>37,265.00</b>	<b>37,311.00</b>	<b>37,311.00</b>	<b>38,057.22</b>	<b>38,818.36</b>
<b>Total Public Safety</b>		<b>10,115,671.00</b>	<b>10,588,205.00</b>	<b>10,851,902.00</b>	<b>11,602,622.00</b>	<b>11,729,630.00</b>	<b>11,964,222.60</b>	<b>12,203,507.05</b>
<b>EDUCATION</b>								
<b>300</b>	<b>Westford Public Schools</b>							
	Operating Budget	57,997,394.00	59,626,571.00	61,194,859.00	62,724,730.00	64,292,848.00	65,900,169.20	67,547,673.43
	Stormwater Assessment			46,500.00	46,500.00	46,500.00	46,500.00	46,500.00
	<b>TOTAL 300</b>	<b>57,997,394.00</b>	<b>59,626,571.00</b>	<b>61,241,359.00</b>	<b>62,771,230.00</b>	<b>64,339,348.00</b>	<b>65,946,669.20</b>	<b>67,594,173.43</b>
<b>310</b>	<b>Nashoba Tech</b>							
	Personal Services			1,614,788.00				
	Expenses	828,888.00	1,000,697.00	1,078,168.00	1,105,122.00	1,132,750.00	1,152,573.00	1,172,743.00
	Capital							
	<b>TOTAL 310</b>	<b>828,888.00</b>	<b>1,000,697.00</b>	<b>1,078,168.00</b>	<b>1,105,122.00</b>	<b>1,132,750.00</b>	<b>1,152,573.00</b>	<b>1,172,743.00</b>
<b>Total Education</b>		<b>58,826,282.00</b>	<b>60,627,268.00</b>	<b>62,319,527.00</b>	<b>63,876,352.00</b>	<b>65,472,098.00</b>	<b>67,099,242.20</b>	<b>68,766,916.43</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>PUBLIC WORKS</b>								
<b>405</b>	<b>Director of Public Works</b>							
	Personal Services	0.00	0.00	307,804.00	313,874.00	313,874.00	320,151.48	326,554.51
	Expenses	0.00	0.00	500.00	500.00	500.00	510.00	520.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 410</b>	<b>0.00</b>	<b>0.00</b>	<b>308,304.00</b>	<b>314,374.00</b>	<b>314,374.00</b>	<b>320,661.48</b>	<b>327,074.71</b>
<b>410</b>	<b>Engineering Department</b>							
	Personal Services	241,572.00	250,520.00	213,761.00	260,544.00	260,669.00	265,882.38	271,200.03
	Expenses	8,910.00	8,910.00	7,910.00	8,910.00	8,910.00	9,088.20	9,269.96
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 410</b>	<b>250,482.00</b>	<b>259,430.00</b>	<b>221,671.00</b>	<b>269,454.00</b>	<b>269,579.00</b>	<b>274,970.58</b>	<b>280,469.99</b>
<b>421</b>	<b>Highway Department</b>							
	Personal Services	1,596,502.00	1,602,154.00	1,530,910.00	1,600,768.00	1,612,862.00	1,645,119.24	1,678,021.62
	Expenses	1,169,678.00	1,159,578.00	1,044,812.00	1,177,453.00	1,177,453.00	1,201,002.06	1,225,022.10
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 421</b>	<b>2,766,180.00</b>	<b>2,761,732.00</b>	<b>2,575,722.00</b>	<b>2,778,221.00</b>	<b>2,790,315.00</b>	<b>2,846,121.30</b>	<b>2,903,043.73</b>
<b>427</b>	<b>Stormwater Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	48,000.00	48,000.00	0.00	0.00	0.00	0.00	0.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 427</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>432</b>	<b>Recycling</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	508,890.00	597,020.00	723,812.00	735,715.00	773,314.00	788,780.28	804,555.89
	Offset/Recycling Revolving	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 432</b>	<b>508,890.00</b>	<b>597,020.00</b>	<b>723,812.00</b>	<b>735,715.00</b>	<b>773,314.00</b>	<b>788,780.28</b>	<b>804,555.89</b>
<b>433</b>	<b>Solid Waste</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	1,220,338.00	1,239,000.00	1,271,405.00	1,354,852.00	1,427,103.00	1,455,645.06	1,484,757.96
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 433</b>	<b>1,220,338.00</b>	<b>1,239,000.00</b>	<b>1,271,405.00</b>	<b>1,354,852.00</b>	<b>1,427,103.00</b>	<b>1,455,645.06</b>	<b>1,484,757.96</b>
**	TRASH DISPOSAL FEES ONLY	549,875.00	561,500.00	571,905.00	593,352.00	615,603.00	605,900.00	605,900.00
<b>442</b>	<b>Wastewater Treatment Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	237,159.00	239,215.00	238,648.00	255,003.00	260,256.00	265,461.12	270,770.34
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 442</b>	<b>237,159.00</b>	<b>239,215.00</b>	<b>238,648.00</b>	<b>255,003.00</b>	<b>260,256.00</b>	<b>265,461.12</b>	<b>270,770.34</b>
<b>491</b>	<b>Cemetery Department</b>							
	Personal Services	93,090.00	94,980.00	95,407.00	98,494.00	99,613.00	101,605.26	103,637.37
	Expenses	17,820.00	37,300.00	38,183.00	44,611.00	45,058.00	45,959.16	46,878.34
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 491</b>	<b>110,910.00</b>	<b>132,280.00</b>	<b>133,590.00</b>	<b>143,105.00</b>	<b>144,671.00</b>	<b>147,564.42</b>	<b>150,515.71</b>
<b>Total Public Works</b>		<b>5,141,959.00</b>	<b>5,276,677.00</b>	<b>5,473,152.00</b>	<b>5,850,724.00</b>	<b>5,979,612.00</b>	<b>6,099,204.24</b>	<b>6,221,188.32</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2021</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 20, 2020 Annual Town Meeting</b>								
		<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
		<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>HEALTH &amp; HUMAN SERVICES</b>								
<b>510</b>	<b>Board of Health</b>							
	Personal Services	442,903.00	453,054.00	421,404.00	481,664.00	484,505.00	494,195.10	504,079.00
	Expenses	31,700.00	31,630.00	27,180.00	44,050.00	44,050.00	44,931.00	45,829.62
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 510</b>	<b>474,603.00</b>	<b>484,684.00</b>	<b>448,584.00</b>	<b>525,714.00</b>	<b>528,555.00</b>	<b>539,126.10</b>	<b>549,908.62</b>
<b>541</b>	<b>Council on Aging</b>							
	Personal Services	419,035.00	434,566.00	447,588.00	456,621.00	461,532.00	470,762.64	480,177.89
	Expenses	97,925.00	112,853.00	101,000.00	141,400.00	151,100.00	154,122.00	157,204.44
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 541</b>	<b>516,960.00</b>	<b>547,419.00</b>	<b>548,588.00</b>	<b>598,021.00</b>	<b>612,632.00</b>	<b>624,884.64</b>	<b>637,382.33</b>
<b>543</b>	<b>Veterans Services</b>							
	Personal Services	71,954.00	74,344.00	75,838.00	77,374.00	77,631.00	79,183.62	80,767.29
	Expenses	72,200.00	68,200.00	81,900.00	73,200.00	73,200.00	74,664.00	76,157.28
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 542</b>	<b>144,154.00</b>	<b>142,544.00</b>	<b>157,738.00</b>	<b>150,574.00</b>	<b>150,831.00</b>	<b>153,847.62</b>	<b>156,924.57</b>
<b>Total Health and Human Services</b>		<b>1,135,717.00</b>	<b>1,174,647.00</b>	<b>1,154,910.00</b>	<b>1,274,309.00</b>	<b>1,292,018.00</b>	<b>1,317,858.36</b>	<b>1,344,215.53</b>
<b>CULTURE &amp; RECREATION</b>								
<b>610</b>	<b>Library</b>							
	Personal Services	1,345,949.00	1,352,552.00	1,391,921.00	1,435,172.00	1,473,409.00	1,502,877.18	1,532,934.72
	Expenses	351,171.00	358,786.00	353,050.00	359,419.00	348,250.00	355,215.00	362,319.30
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 610</b>	<b>1,697,120.00</b>	<b>1,711,338.00</b>	<b>1,744,971.00</b>	<b>1,794,591.00</b>	<b>1,821,659.00</b>	<b>1,858,092.18</b>	<b>1,895,254.02</b>
<b>650</b>	<b>Parks</b>							
	Personal Services	221,843.00	224,024.00	243,019.00	268,285.00	271,842.00	277,278.84	282,824.42
	Expenses	49,500.00	53,490.00	44,581.00	60,216.00	61,741.00	62,975.82	64,235.34
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 650</b>	<b>271,343.00</b>	<b>277,514.00</b>	<b>287,600.00</b>	<b>328,501.00</b>	<b>333,583.00</b>	<b>340,254.66</b>	<b>347,059.75</b>
<b>660</b>	<b>Land Management</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	42,000.00	40,500.00	42,200.00	64,100.00	64,100.00	65,382.00	66,689.64
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 660</b>	<b>42,000.00</b>	<b>40,500.00</b>	<b>42,200.00</b>	<b>64,100.00</b>	<b>64,100.00</b>	<b>65,382.00</b>	<b>66,689.64</b>
<b>670</b>	<b>Historical Commission</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	16,700.00	16,650.00	11,800.00	18,200.00	18,200.00	18,564.00	18,935.28
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 670</b>	<b>16,700.00</b>	<b>16,650.00</b>	<b>11,800.00</b>	<b>18,200.00</b>	<b>18,200.00</b>	<b>18,564.00</b>	<b>18,935.28</b>
<b>Total Culture &amp; Recreation</b>		<b>2,027,163.00</b>	<b>2,046,002.00</b>	<b>2,086,571.00</b>	<b>2,205,392.00</b>	<b>2,237,542.00</b>	<b>2,282,292.84</b>	<b>2,327,938.70</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2021</b>								
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<b>June 20, 2020 Annual Town Meeting</b>								
	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ	
<b>DEBT SERVICE</b>								
<b>710</b>	<b>Debt Service</b>							
	<b>Principal &amp; Interest - Excluded</b>	5,883,796.00	5,937,570.00	4,510,020.00	4,570,850.00	4,330,038.00	1,486,250.00	1,326,500.00
	<b>Principal &amp; Interest - Excluded - Estimated Debt</b>	0.00	124,497.00	0.00	0.00	0.00	0.00	0.00
	New Center Building					589,868.00	589,868.00	589,868.00
	JV Fletcher Library Expansion						859,100.00	859,100.00
	School Administration Building						710,000.00	710,000.00
	<b>Principal &amp; Interest - Non-Excluded</b>	726,878.00	1,169,296.00	1,170,129.00	1,135,856.00	1,065,251.00	1,088,244.00	933,972.00
	<b>Principal &amp; Interest - Non-Excluded - Estimated Debt</b>	364,155.00	222,211.00					
	Abbot Roof			191,638.00	142,000.00	142,000.00	142,000.00	142,000.00
	Roadway Improvements			60,313.00	60,313.00	60,313.00	60,313.00	60,313.00
	Town Lighting			8,948.00	0.00	0.00	0.00	0.00
	Oak Hill, Plain Road, Moore Rd				81,925.00	120,069.00	269,090.00	269,090.00
	63 Main Street					0.00	0.00	0.00
	Robinson Roof MSBA							
	Blanchard Roof MSBA							
	TSSTF Access Controls (\$500k)			61,000.00	61,000.00	61,000.00	61,000.00	61,000.00
	TSSTF Communication (\$106,704)			23,902.00	23,902.00	23,902.00	23,902.00	23,902.00
	Carlisle Road Sidewalk / Pedestrian Safety			11,000.00	48,800.00	48,800.00	48,800.00	48,800.00
	Senior Center HVAC and Roof Ext over Sidewalk				35,136.00	35,136.00	35,136.00	35,136.00
	Fire Truck				84,180.00	84,180.00	84,180.00	84,180.00
	Tower Truck					133,760.00	133,760.00	133,760.00
	Short Term Interest	70,000.00	122,231.00	40,000.00	43,300.00	43,300.00	43,300.00	43,300.00
	<b>TOTAL 710</b>	<b>7,044,829.00</b>	<b>7,575,805.00</b>	<b>6,076,950.00</b>	<b>6,287,262.00</b>	<b>6,737,617.00</b>	<b>5,634,943.00</b>	<b>5,320,921.00</b>
	<b>Total Debt Service</b>	<b>7,044,829.00</b>	<b>7,575,805.00</b>	<b>6,076,950.00</b>	<b>6,287,262.00</b>	<b>6,737,617.00</b>	<b>5,634,943.00</b>	<b>5,320,921.00</b>
<b>UNCLASSIFIED</b>								
<b>940</b>	<b>Otherwise Unclassified</b>							
	Water Direct/Indirect Costs	(454,145.00)	(459,080.00)	(575,652.00)	(575,652.00)	(575,652.00)	(581,408.52)	(587,222.61)
	Recreation Direct/Indirect Costs	(242,283.00)	(109,721.00)	(108,049.00)	(108,049.00)	(108,049.00)	(109,129.49)	(110,220.78)
	Ambulance Direct/Indirect Costs	(341,908.00)	(380,831.00)	(318,383.00)	(318,383.00)	(318,383.00)	(321,566.83)	(324,782.50)
	Stormwater Direct/Indirect Costs			(393,964.00)	(393,964.00)	(393,964.00)	(397,903.64)	(401,882.68)
	<b>TOTAL 940</b>	<b>(1,038,336.00)</b>	<b>(949,632.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>(1,410,008.48)</b>	<b>(1,424,108.56)</b>
<b>945</b>	<b>Employee Benefits &amp; Miscellaneous</b>							
	Pension Assessment	4,902,690.00	5,152,765.00	5,473,719.00	5,878,774.00	6,313,804.00	6,781,025.50	7,282,821.38
	Military Pension Assessment		518.00	1,783.00				
	Unemployment Insurance	80,000.00	80,000.00	80,000.00	84,000.00	88,200.00	92,610.00	97,240.50
	Group Health Insurance	10,532,538.00	10,826,740.00	11,333,258.00	11,922,438.00	12,942,638.00	13,978,049.04	15,096,292.96
	Medicare Contribution	930,000.00	960,000.00	1,020,000.00	1,050,600.00	1,082,118.00	1,114,581.54	1,148,018.99
	Accumulated Sick Time	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
	Senior Tax Rebate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Comprehensive Insurance	844,956.00	899,190.00	949,550.00	968,028.00	1,015,429.00	1,066,200.45	1,119,510.47
	<b>TOTAL 945</b>	<b>17,340,184.00</b>	<b>17,969,213.00</b>	<b>18,908,310.00</b>	<b>19,953,840.00</b>	<b>21,492,189.00</b>	<b>23,082,466.53</b>	<b>24,793,884.30</b>
<b>990</b>	<b>Transfers to Trust</b>							
	OPEB Expenses	860,115.00	1,011,026.00	1,218,957.00	1,632,418.00	1,870,951.00	2,137,201.25	2,434,077.94
	<b>TOTAL 990</b>	<b>860,115.00</b>	<b>1,011,026.00</b>	<b>1,218,957.00</b>	<b>1,632,418.00</b>	<b>1,870,951.00</b>	<b>2,137,201.25</b>	<b>2,434,077.94</b>
	<b>Total Unclassified</b>	<b>17,161,963.00</b>	<b>18,030,607.00</b>	<b>18,731,219.00</b>	<b>20,190,210.00</b>	<b>21,967,092.00</b>	<b>23,809,659.30</b>	<b>23,369,775.74</b>
	<b>Total General Fund</b>	<b>105,654,144.00</b>	<b>109,809,129.00</b>	<b>111,386,796.00</b>	<b>116,332,493.00</b>	<b>120,889,478.00</b>	<b>123,764,917.86</b>	<b>125,209,136.50</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>							
	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ
<b>240</b>	<b>Community Preservation Fund</b>						
	Personal Services	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
	Expenses	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
	Principal & Interest	1,354,704.00	822,443.00	792,327.00	790,406.00	778,363.00	865,140.00
	<b>TOTAL COMMUNITY PRESERVATION FUND</b>	<b>1,369,704.00</b>	<b>837,443.00</b>	<b>807,327.00</b>	<b>805,406.00</b>	<b>793,363.00</b>	<b>874,927.00</b>
	<b>Total Community Preservation Fund</b>	<b>1,369,704.00</b>	<b>837,443.00</b>	<b>807,327.00</b>	<b>805,406.00</b>	<b>793,363.00</b>	<b>874,927.00</b>
<b>WATER ENTERPRISE FUND</b>							
<b>600</b>	<b>Water Enterprise</b>						
	Personal Services	1,166,526.00	1,284,233.00	1,219,621.00	1,258,121.00	1,271,505.00	1,284,220.05
	Expenses	1,566,821.00	1,560,244.00	1,682,720.00	1,692,720.00	1,692,720.00	1,709,647.20
	Reserve Fund	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
	Debt Service	1,342,816.00	1,326,486.00	1,515,001.00	1,677,751.00	1,850,095.00	1,424,577.00
	<b>TOTAL WATER ENTERPRISE</b>	<b>4,326,163.00</b>	<b>4,420,963.00</b>	<b>4,667,342.00</b>	<b>4,878,592.00</b>	<b>5,064,320.00</b>	<b>4,668,444.25</b>
	<b>Total Water Enterprise Fund</b>	<b>4,326,163.00</b>	<b>4,420,963.00</b>	<b>4,667,342.00</b>	<b>4,878,592.00</b>	<b>5,064,320.00</b>	<b>4,668,444.25</b>
<b>RECREATION ENTERPRISE FUND</b>							
<b>630</b>	<b>Recreation Enterprise</b>						
	Personal Services	1,188,064.00	1,186,122.00	1,131,798.00	1,187,511.00	1,226,773.00	1,239,040.73
	Expenses	432,921.00	264,816.00	275,455.00	345,945.00	346,520.00	349,985.20
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL RECREATION ENTERPRISE</b>	<b>1,620,985.00</b>	<b>1,450,938.00</b>	<b>1,407,253.00</b>	<b>1,533,456.00</b>	<b>1,573,293.00</b>	<b>1,589,025.93</b>
	<b>Total Recreation Enterprise Fund</b>	<b>1,620,985.00</b>	<b>1,450,938.00</b>	<b>1,407,253.00</b>	<b>1,533,456.00</b>	<b>1,573,293.00</b>	<b>1,589,025.93</b>
<b>AMBULANCE ENTERPRISE FUND</b>							
<b>640</b>	<b>Ambulance Enterprise</b>						
	Personal Services	829,590.00	818,861.00	821,523.00	844,402.00	859,552.00	868,147.52
	Expenses	561,233.00	607,940.00	540,555.00	550,942.00	555,424.00	560,978.24
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL AMBULANCE ENTERPRISE</b>	<b>1,390,823.00</b>	<b>1,426,801.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>1,429,125.76</b>
	<b>Total Ambulance Enterprise Fund</b>	<b>1,390,823.00</b>	<b>1,426,801.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>1,429,125.76</b>
<b>STORMWATER ENTERPRISE FUND</b>							
<b>650</b>	<b>Stormwater Enterprise</b>						
	Personal Services	0.00	0.00	93,564.00	134,037.00	135,796.00	135,796.00
	Expenses	0.00	0.00	862,440.00	862,440.00	862,440.00	871,064.40
	Principal & Interest	0.00	0.00	294,134.00	336,413.00	516,053.00	516,053.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL STORMWATER ENTERPRISE</b>	<b>0.00</b>	<b>0.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>	<b>1,522,913.40</b>
	<b>Total Stormwater Enterprise Fund</b>	<b>0.00</b>	<b>0.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>	<b>1,522,913.40</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>APPROPRIATION SUMMARY -</b>							
GENERAL GOVERNMENT	4,200,560.00	4,489,918.00	4,692,565.00	5,045,622.00	5,473,869.00	5,557,495.32	5,654,673.73
PUBLIC SAFETY	10,115,671.00	10,588,205.00	10,851,902.00	11,602,622.00	11,729,630.00	11,964,222.60	12,203,507.05
EDUCATION	58,826,282.00	60,627,268.00	62,319,527.00	63,876,352.00	65,472,098.00	67,099,242.20	68,766,916.43
PUBLIC WORKS	5,141,959.00	5,276,677.00	5,473,152.00	5,850,724.00	5,979,612.00	6,099,204.24	6,221,188.32
HEALTH & HUMAN SERVICES	1,135,717.00	1,174,647.00	1,154,910.00	1,274,309.00	1,292,018.00	1,317,858.36	1,344,215.53
CULTURE & RECREATION	2,027,163.00	2,046,002.00	2,086,571.00	2,205,392.00	2,237,542.00	2,282,292.84	2,327,938.70
DEBT SERVICE	7,044,829.00	7,575,805.00	6,076,950.00	6,287,262.00	6,737,617.00	5,634,943.00	5,320,921.00
UNCLASSIFIED	17,161,963.00	18,030,607.00	18,731,219.00	20,190,210.00	21,967,092.00	23,809,659.30	23,369,775.74
COMMUNITY PRESERVATION FUND	1,369,704.00	837,443.00	807,327.00	805,406.00	793,363.00	880,140.00	874,927.00
WATER ENTERPRISE FUND	4,326,163.00	4,420,963.00	4,667,342.00	4,878,592.00	5,064,320.00	4,668,444.25	4,854,077.92
RECREATION ENTERPRISE FUND	1,620,985.00	1,450,938.00	1,407,253.00	1,533,456.00	1,573,293.00	1,589,025.93	1,604,916.19
AMBULANCE ENTERPRISE FUND	1,390,823.00	1,426,801.00	1,362,078.00	1,395,344.00	1,414,976.00	1,429,125.76	1,443,417.02
STORMWATER ENTERPRISE FUND	0.00	0.00	1,250,138.00	1,332,890.00	1,514,289.00	1,522,913.40	1,531,624.04
<b>TOTAL OPERATING BUDGET</b>	<b>114,361,819.00</b>	<b>117,945,274.00</b>	<b>120,880,934.00</b>	<b>126,278,181.00</b>	<b>131,249,719.00</b>	<b>133,854,567.20</b>	<b>135,518,098.67</b>
<b>Art 14</b>	<b>CAPITAL PLAN</b>	<b>1,607,795.00</b>	<b>1,721,328.40</b>	<b>987,713.00</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>
	Article 3: Snow & Ice Deficit	350,000.00	400,000.00	110,000.00	400,000.00	400,000.00	400,000.00
	Perchlorate	99,537.00	53,909.00	55,000.00	110,000.00	110,000.00	110,000.00
<b>March 24, 2018 ATM</b>							
	Article 2 - Unpaid Bills	5,308.00					
	Article 3 - Dispatch Supplemental	20,000.00					
	Article 3 - Recycling Supplemental	40,000.00					
	Article 3 - Solid Waste Supplemental	20,000.00					
	Article 3 - OPEB Supplemental	135,472.00					
	Article 3 - Ambulance Enterprise Personal Services	25,000.00					
	Article 5: Appropriation to Health Insurance Stabilization	100,000.00					
	Article 8: Appropriation to Capital Stabilization Fund	40,000.00					
	Article 8: Capital: Highway Trucks	482,000.00					
	Article 8 - Ambulance Enterprise Capital	321,902.00					
	Article 8 - Water Enterprise Capital	760,000.00					
	Article 13 - Community Preservation Projects	3,034,621.00					
	Article 18: Appropriate from Water OPEB for current retirees	17,474.00					
<b>October 16, 2018 STM</b>							
	Article 2: Recycling Supplemental	80,000.00					
	Article 2: Town & School Safety RFP	200,000.00					
	Article 2: Water Enterprise Personal Services	8,000.00					
	Article 2: Water Enterprise Reserve Fund Supplemental	200,000.00					
	Article 4: FY19 Capital - Vinebrook Estates Paving	217,800.00					
	Article 5: FY19 Asphalt Plant Monitoring	40,000.00					
	Article 6: Acquisition of 63 Main Street	700,000.00					



<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>March 23, 2019 ATM</b>							
Article 3: Fire Dept Exp Supplemental		14,500.00					
Article 3: Recycling Supplemental		75,000.00					
Article 3: OPEB Appropriation		200,000.00					
Article 3: Recreation Exp Appropriation		50,000.00					
Article 3: Ambulance Expense Appropriation		7,000.00					
Article 5: Capital Funded Through Premiums		202,845.60					
Article 5: Ambulance Enterprise Capital		27,254.00					
Article 5: Water Enterprise Capital		575,000.00					
Article 5: Appropriation to Capital Stabilization		270,000.00					
Article 6: Community Preservation Recommendations		1,472,948.00					
Article 12: Appropriate Excess Premium from Town Hall refunding to Roudenbush Rel		10,553.73					
Article 14: Appropriate from Water OPEB for current retirees		18,586.00					
<b>October 21, 2019 STM</b>							
Article 2 - Permitting		4,107.00					
Article 2 - Recycling		98,584.00					
Article 2 - Excluded Debt Service - Fire Station		(88,879.00)					
Article 4 - General Fund Capital		721,450.00					
Article 4 - Water Enterprise Capital		170,000.00					
Article 6 - Stormwater Software General Fund		42,522.00					
Article 6 - Stormwater Software Water Enterprise		32,078.00					
Article 10 - Community Preservation Appropriations		1,737,052.00					
<b>June 20, 2020 ATM</b>							
Article 6: Capital Funded Through Completed Projects			133,532.00				
Article 7: Sale of Lots - Cemetery Design			30,000.00				
Article 9: Community Preservation Committee			1,221,023.00				
Article 14: Appropriate from Water OPEB for current retirees			21,682.00				
<b>October, 2020 STM</b>							
Article 3 - Westford Public Schools Appropriation			400,000.00				
Article 3 - OPEB Appropriation			200,000.00				
Article 6 - General Fund Capital			437,850.48				
Article 6: Capital Funded Through Completed Projects			124,724.52				
Article 6: Water Capital			155,000.00				
Article 6: Capital Stabilization Fund Appropriation			270,000.00	270,000.00	40,000.00		
Article 10: Perchlorate			55,000.00				
<b>TOTAL OTHER ARTICLES</b>	<b>6,897,114.00</b>	<b>6,094,510.33</b>	<b>3,213,812.00</b>	<b>780,000.00</b>	<b>550,000.00</b>	<b>510,000.00</b>	<b>510,000.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>							
	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ
<b>OTHER AMOUNTS TO BE RAISED:</b>							
Amounts Certified Tax Title Purposes	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unprovided Debt & Interest Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Allow Abate & Exemp Deficits-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cherry Sheet Offsets-Res Dir Exp	566,378.00	524,658.00	529,556.00	529,556.00	529,556.00	529,556.00	529,556.00
Police State Grant Deficit	17,820.83	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Deficit-Prior Year	0.00	0.00	250,000.00	0.00	0.00	0.00	0.00
COVID-19 Deficit	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Authorized deferral of teachers' pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Snow & Ice Deficit-Prior Year	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other-School Choice/Charter	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Appropriation Deficits-Prior Year Abbot Oil Spill	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Amounts to be Raised</b>	<b>584,198.83</b>	<b>524,658.00</b>	<b>779,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>
<b>State and City Cherry Sheet Charges (net of pr yr underest)</b>	<b>637,606.00</b>	<b>650,955.00</b>	<b>606,372.00</b>	<b>621,531.30</b>	<b>637,069.58</b>	<b>652,996.32</b>	<b>669,321.23</b>
<b>Allow Abate &amp; Exempt (Overlay)</b>	<b>501,115.51</b>	<b>536,999.72</b>	<b>540,000.00</b>	<b>555,000.00</b>	<b>570,000.00</b>	<b>585,000.00</b>	<b>600,000.00</b>
<b>TOTAL AMOUNT TO BE RAISED</b>	<b>124,589,648.34</b>	<b>127,473,725.45</b>	<b>127,008,387.00</b>	<b>130,264,268.30</b>	<b>135,036,344.58</b>	<b>137,632,119.52</b>	<b>139,326,975.90</b>
<b>LESS REVENUE/AVAILABLE FUNDS:</b>							
Tax Revenue	78,279,346.24	81,832,084.01	85,135,594.15	87,869,061.28	90,755,103.86	94,010,932.98	96,811,960.36
Local Revenue	8,280,006.64	8,465,700.52	8,189,993.99	8,808,397.12	8,955,545.16	7,468,163.60	7,650,002.84
State Aid	21,433,600.00	21,693,368.00	20,315,220.00	20,315,220.00	20,315,220.00	20,315,220.00	20,315,220.00
Cherry Sheet Overestimates-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Free Cash-Appropriations from	2,915,912.00	3,498,709.40	2,515,563.48	2,280,000.00	2,050,000.00	2,010,000.00	2,010,000.00
Free Cash-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Available Funds	5,661,970.47	4,617,649.52	2,402,990.38	813,496.93	796,591.54	880,765.44	874,927.00
Enterprise Revenue/Enterprise Free Cash	8,018,813.00	7,366,214.00	7,757,580.00	7,163,692.00	7,374,420.00	7,003,544.25	7,189,177.92
Teacher's Pay Def-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE/AVAILABLE FDS</b>	<b>124,589,648.35</b>	<b>127,473,725.45</b>	<b>126,316,942.00</b>	<b>127,249,867.33</b>	<b>130,246,880.56</b>	<b>131,688,626.27</b>	<b>134,851,288.12</b>
<b>FREE CASH/AVAILABLE FUND TO BALANCE BUDGET</b>	<b>0.00</b>	<b>0.00</b>	<b>(691,445.00)</b>	<b>(3,014,400.97)</b>	<b>(4,789,464.02)</b>	<b>(5,943,493.25)</b>	<b>(4,475,687.78)</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>OTHER AMOUNTS TO BE RAISED:</b>							
<b>STATE &amp; COUNTY ASSESSMENTS:</b>							
		<b>Final</b>					
County Tax Assessment/Special Education charges against receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Education Ch 71	44,318.00	14,581.00	15,399.00	15,783.98	16,178.57	16,583.04	16,997.61
Mosquito Control	98,383.00	105,302.00	108,049.00	110,750.23	113,518.98	116,356.96	119,265.88
Air Pollution Control District	8,751.00	8,631.00	8,862.00	9,083.55	9,310.64	9,543.40	9,781.99
Regional Transit Authority	167,595.00	171,785.00	176,080.00	180,482.00	184,994.05	189,618.90	194,359.37
MBTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Registry MV-Non-Renewal Surcharge	10,800.00	9,260.00	11,980.00	12,279.50	12,586.49	12,901.15	13,223.68
School Choice Sending Tuition	116,549.00	82,458.00	76,466.00	78,377.65	80,337.09	82,345.52	84,404.16
Charter School Sending Tuition	191,210.00	258,938.00	209,536.00	214,774.40	220,143.76	225,647.35	231,288.54
<b>Total</b>	<b>637,606.00</b>	<b>650,955.00</b>	<b>606,372.00</b>	<b>621,531.30</b>	<b>637,069.58</b>	<b>652,996.32</b>	<b>669,321.23</b>
<b>PRIOR YEAR UNDERESTIMATES:</b>							
Registry MV-Non-Renewal Surcharge							
Special Education							
MBTA							
Mosquito Control Projects							
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>							
	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>OFFSET ITEMS-RESERVE DIRECT EXPENDITURE:</b>							
Public Library	27,933.00	27,885.00	28,783.00	28,783.00	28,783.00	28,783.00	28,783.00
School Lunch Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Choice Receiving Tuitions	538,445.00	496,773.00	500,773.00	500,773.00	500,773.00	500,773.00	500,773.00
<b>Total</b>	<b>566,378.00</b>	<b>524,658.00</b>	<b>529,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>	<b>529,556.00</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>REVENUES/AVAILABLE FUNDS:</b>							
<b>TAX REVENUE:</b>							
Tax Base	73,355,974.00	75,930,116.00	78,898,206.00	82,105,365.15	84,839,903.28	87,440,404.86	90,326,414.98
Prop 2 1/2% Limit	1,833,899.00	1,898,253.00	1,972,455.15	2,052,634.13	2,120,997.58	2,186,010.12	2,258,160.37
New Growth Preliminary Estimate Pending DOR certification	740,243.00	1,069,837.00	1,234,704.00	681,904.00	479,504.00	700,000.00	700,000.00
Overrides	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Debt Exclusions	2,887,409.00	2,964,409.00	3,030,229.00	3,029,158.00	2,724,831.00	1,525,550.00	1,368,417.00
Debt Exclusions Unauthorized					589,868.00	2,158,968.00	2,158,968.00
Capital Outlay Exclusions/Amended Growth							
Excess Levy Capacity	(538,178.76)	(30,530.99)	0.00	0.00	0.00	0.00	0.00
	<b>78,279,346.24</b>	<b>81,832,084.01</b>	<b>85,135,594.15</b>	<b>87,869,061.28</b>	<b>90,755,103.86</b>	<b>94,010,932.98</b>	<b>96,811,960.36</b>
<b>LOCAL REVENUE:</b>							
Motor Vehicle Excise	3,626,450.00	3,760,000.00	3,760,000.00	3,950,350.00	4,049,108.75	4,150,336.47	4,254,094.88
Other Excise(Hotel/Motel) Add Rooms/Meals Tax	1,170,000.00	1,227,800.00	1,000,000.00	1,289,957.38	1,322,206.31	1,355,261.47	1,389,143.00
Penalties & Interest on Taxes & Excise	170,000.00	175,000.00	179,375.00	183,859.38	188,455.86	193,167.26	197,996.44
Payments in Lieu of Taxes	65,000.00	65,000.00	66,625.00	68,290.63	69,997.89	71,747.84	73,541.53
Fees	280,000.00	287,000.00	267,000.00	301,529.38	309,067.61	316,794.30	324,714.16
Rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Departmental Revenue-Cemeteries	25,000.00	26,000.00	28,375.00	27,316.25	27,999.16	28,699.14	29,416.61
Other Departmental Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Licenses & Permits	875,000.00	895,000.00	850,000.00	940,309.38	963,817.11	987,912.54	1,012,610.35
Special Assessments	12,756.00	7,588.38	4,609.16	9,047.50	8,735.54	8,423.47	8,111.51
Fines & Forfeits	40,000.00	45,000.00	50,000.00	47,278.13	48,460.08	49,671.58	50,913.37
Investment Income	120,000.00	120,000.00	123,000.00	126,075.00	129,226.88	132,457.55	135,768.99
Investment Income MSBA Reimbursement	311,052.64	251,800.14	188,550.58	121,106.12	24,844.98	0.00	0.00
Miscellaneous Recurring-MSBA Amortization	1,377,965.00	1,437,490.00	1,502,104.00	1,569,586.00	1,639,933.00	0.00	0.00
CPE Program	36,250.00	34,692.00		34,692.00	34,692.00	34,692.00	34,692.00
Nashoba Tech SRO	86,983.00	93,330.00	95,663.25	99,000.00	99,000.00	99,000.00	99,000.00
Medicare reimbursement	40,000.00	40,000.00	74,692.00	40,000.00	40,000.00	40,000.00	40,000.00
Miscellaneous Non-Recurring (Senior Center Refinance)	43,550.00						
<b>TOTAL LOCAL REVENUE</b>	<b>8,280,006.64</b>	<b>8,465,700.52</b>	<b>8,189,993.99</b>	<b>8,808,397.12</b>	<b>8,955,545.16</b>	<b>7,468,163.60</b>	<b>7,650,002.84</b>
<b>BUDGET PROJECTION DETAIL:</b>							
<b>REVENUES/AVAILABLE FUNDS:</b>							

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>							
	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>STATE AID:</b>	<b>Final Budget</b>	<b>Conf Committee</b>	<b>Governor's Budget</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	<b>Level State Aid</b>
<b>Chapter 70</b>	<b>16,998,615.00</b>	<b>17,144,235.00</b>	<b>17,285,685.00</b>	<b>17,285,685.00</b>	<b>17,285,685.00</b>	<b>17,285,685.00</b>	<b>17,285,685.00</b>
School Transportation Programs							
School Construction	1,557,026.00	1,557,026.00	0.00	0.00	0.00	0.00	0.00
Tuition of State Wards	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unrestricted Aid	2,197,382.00	2,256,711.00	2,319,899.00	2,319,899.00	2,319,899.00	2,319,899.00	2,319,899.00
Annual Formula Local Aid	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Additional Assistance/Rev from Meals Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Highway Fund/Hold Harmless Supplemental/Rev from Rooms Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Police Career Incentive(Quinn Bill)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Veterans' Benefits	30,319.00	42,668.00	28,307.00	28,307.00	28,307.00	28,307.00	28,307.00
Exempt: Vets, Blind, Surv Spouses	67,685.00	116,364.00	126,693.00	126,693.00	126,693.00	126,693.00	126,693.00
Exemptions: Elderly	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State-Owned Land	227.00	240.00	240.00	240.00	240.00	240.00	240.00
Housing Supply Incentive Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Charter Tuition Reimbursement	15,968.00	51,466.00	24,840.00	24,840.00	24,840.00	24,840.00	24,840.00
Charter School Capital Facility Reimbursement	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFSET ITEMS-RESERVE FOR DIRECT EXPENDITURE: Public Libr	27,933.00	27,885.00	28,783.00	28,783.00	28,783.00	28,783.00	28,783.00
School Lunch Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Choice Receiving Tuition	538,445.00	496,773.00	500,773.00	500,773.00	500,773.00	500,773.00	500,773.00
<b>TOTAL STATE AID</b>	<b>21,433,600.00</b>	<b>21,693,368.00</b>	<b>20,315,220.00</b>	<b>20,315,220.00</b>	<b>20,315,220.00</b>	<b>20,315,220.00</b>	<b>20,315,220.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>FREE CASH-APPROP FROM:</b>							
Capital	1,607,795.00	1,721,328.40	987,713.00	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00
Article 3: Snow & Ice Deficit	350,000.00	400,000.00	110,000.00	400,000.00	400,000.00	400,000.00	400,000.00
<b>Perchlorate</b>	<b>99,537.00</b>	<b>53,909.00</b>	<b>55,000.00</b>	<b>110,000.00</b>	<b>110,000.00</b>	<b>110,000.00</b>	<b>110,000.00</b>
<b>March 24, 2018 ATM</b>							
Article 2 - Unpaid Bills	5,308.00						
Article 3 - Dispatch Supplemental	20,000.00						
Article 3 - Recycling Supplemental	40,000.00						
Article 3 - Solid Waste Supplemental	20,000.00						
Article 3 - OPEB Supplemental	135,472.00						
Article 5 - Appropriation to Health Insurance Stabilization	100,000.00						
Article 8 - Appropriation to Capital Stabilization Fund	40,000.00	270,000.00	0.00	270,000.00	40,000.00		
<b>October 15, 2018 STM</b>							
Article 1 - Bills of Prior Year - General Fund							
Article 2: Recycling Supplemental	80,000.00						
Article 2: Town & School Safety RFP	200,000.00						
Article 4: FY19 Capital - Vinebrook Estates Paving	217,800.00						
<b>March 23, 2019 ATM</b>							
Article 3: Fire Dept Exp Supplemental		14,500.00					
Article 3: Recycling Supplemental		75,000.00					
Article 3: OPEB Appropriation		200,000.00					
<b>October 21, 2019 STM</b>							
Article 4 - General Fund Capital		721,450.00					
Article 6 - Stormwater Software General Fund		42,522.00					
<b>June 30, 2020 ATM</b>							
See Above							
<b>October, 2020 STM</b>							
Article 3 - Westford Public Schools Appropriation			400,000.00				
Article 3 - OPEB Appropriation			200,000.00				
Article 6 - General Fund Capital			437,850.48				
Article 6: Capital Stabilization Fund Appropriation			270,000.00				
Article 10: Perchlorate			55,000.00				
<b>BUDGET PROJECTION DETAIL:</b>	<b>2,915,912.00</b>	<b>3,498,709.40</b>	<b>2,515,563.48</b>	<b>2,280,000.00</b>	<b>2,050,000.00</b>	<b>2,010,000.00</b>	<b>2,010,000.00</b>

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<b>June 20, 2020 Annual Town Meeting</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>REVENUES/AVAILABLE FUNDS:</b>							
Premium on BANS/Bonds Non-Exempt	1,783.75	1,377.26	1,097.37	817.49	537.60	257.71	0.00
Sewer Extension Bond Issue Close out to offset Capital							
Community Housing Reserve/Historic Reserve							
Community Preservation Fund STM Undesignated Fund Balance							
Receipts Reserved for Appropriation -MD&B Settlement Perchlorate							
Insurance Receipts Reserved							
Highway Chapter 90							
Receipts Reserved for Appropriation - Wetlands							
Recycling Revolving Revenue							
Parks & Grounds Revolving Revenue							
Senior Center Fitness Room Revolving Fund	3,000.00	3,000.00	3,000.00				
Board of Health Immunization Revolving Fund				0.00	0.00		
Receipts Reserved for Appropriation							
Sale of Cemetery Lots Receipts Reserved		15,000.00	30,000.00				
Appropriation from Available Funds - Insurance Recovery							
Appropriation from Available Funds - School Lunch							
Appropriation from Available Funds - Capital Projects	482,000.00		258,256.52				
Appropriation from Available Funds - Receipts Reserved	35,541.90						
Appropriation from Available Funds - Federal Grant (ERRP)							
Appropriation from Available Funds - Unused Premium on Debt		202,845.60					
Appropriation from Available Funds - Water Enterprise Capital Projects		221,081.00					
Appropriation from Available Funds - Premiums		10,553.73					
Fund Balance Designated for Debt Exclusion Reduction(Pr Yr Approp DECredit)							
Appropriation Transfers FY09 + 30K Permitting PS to Exp							
Stabilization Fund (appropriations from)							
Cemetery Trust Fund Inc Exp Tr(Rec Res Approp-Highway FY11)							
Conservation Fund							
Overlay Surplus		83,500.00	50,000.00				
Water OPEB Stabilization	17,474.00	18,586.00	21,682.00				
Capital Stabilization Fd	700,000.00						
Community Preservation Fund ATM Revenues/Undesignated/Other	4,404,325.00	4,047,443.00	2,028,350.00	805,406.00	793,363.00	880,140.00	874,927.00
Fund Balance Designated for Debt Service(Premiums Exempt & Non-Ex	17,845.82	14,262.93	10,604.49	7,273.44	2,690.94	367.73	0.00
Community Preservation Funds Gift Account(Offset to undes approp)							
<b>TOTAL OTHER REVENUES/AVAILABLE FUNDS</b>	<b>5,661,970.47</b>	<b>4,617,649.52</b>	<b>2,402,990.38</b>	<b>813,496.93</b>	<b>796,591.54</b>	<b>880,765.44</b>	<b>874,927.00</b>
Water Enterprise Revenue	4,268,233.00	4,420,963.00	4,344,250.00	4,878,592.00	5,064,320.00	4,668,444.25	4,854,077.92
Water Enterprise Retained Earnings	1,025,930.00	555,997.00	478,092.00	0.00	0.00	0.00	0.00
<b>Total Water Enterprise Revenue</b>	<b>5,294,163.00</b>	<b>4,976,960.00</b>	<b>4,822,342.00</b>	<b>4,878,592.00</b>	<b>5,064,320.00</b>	<b>4,668,444.25</b>	<b>4,854,077.92</b>
Recreation Revenue	1,416,748.00	1,330,000.00	1,285,100.00	1,285,100.00	1,285,100.00	1,285,100.00	1,285,100.00
Recreation Enterprise Retained Earnings	111,000.00	125,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
<b>Total Recreation Enterprise Revenue</b>	<b>1,527,748.00</b>	<b>1,455,000.00</b>	<b>1,360,100.00</b>	<b>1,360,100.00</b>	<b>1,360,100.00</b>	<b>1,360,100.00</b>	<b>1,360,100.00</b>
Ambulance Revenue	825,000.00	850,000.00	875,000.00	875,000.00	900,000.00	925,000.00	925,000.00
Ambulance Enterprise Retained Earnings	371,902.00	84,254.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
<b>Total Ambulance Enterprise Revenue</b>	<b>1,196,902.00</b>	<b>934,254.00</b>	<b>925,000.00</b>	<b>925,000.00</b>	<b>950,000.00</b>	<b>975,000.00</b>	<b>975,000.00</b>
Stormwater Revenue	0.00	0.00	650,138.00	732,890.00	914,289.00	922,913.40	931,624.04
Stormwater Enterprise Retained Earnings	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Stormwater Enterprise Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>650,138.00</b>	<b>732,890.00</b>	<b>914,289.00</b>	<b>922,913.40</b>	<b>931,624.04</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2021</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 20, 2020 Annual Town Meeting</b>								
	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>FINANCIAL PROJECTION SUMMARY:</b>								
<b>EXPENDITURES:</b>								
GENERAL GOVERNMENT	4,200,560.00	4,489,918.00	4,692,565.00	5,045,622.00	5,473,869.00	5,557,495.32	5,654,673.73	
PUBLIC SAFETY	10,115,671.00	10,588,205.00	10,851,902.00	11,602,622.00	11,729,630.00	11,964,222.60	12,203,507.05	
EDUCATION	58,826,282.00	60,627,268.00	62,319,527.00	63,876,352.00	65,472,098.00	67,099,242.20	68,766,916.43	
PUBLIC WORKS	5,141,959.00	5,276,677.00	5,473,152.00	5,850,724.00	5,979,612.00	6,099,204.24	6,221,188.32	
HEALTH & HUMAN SERVICES	1,135,717.00	1,174,647.00	1,154,910.00	1,274,309.00	1,292,018.00	1,317,858.36	1,344,215.53	
CULTURE & RECREATION	2,027,163.00	2,046,002.00	2,086,571.00	2,205,392.00	2,237,542.00	2,282,292.84	2,327,938.70	
DEBT SERVICE	7,044,829.00	7,575,805.00	6,076,950.00	6,287,262.00	6,737,617.00	5,634,943.00	5,320,921.00	
UNCLASSIFIED	17,161,963.00	18,030,607.00	18,731,219.00	20,190,210.00	21,967,092.00	23,809,659.30	23,369,775.74	
RESERVE FUND TRANSFERS TO CAPITAL/SPECIAL ARTICLES								
COMMUNITY PRESERVATION FUND	1,369,704.00	837,443.00	807,327.00	805,406.00	793,363.00	880,140.00	874,927.00	
WATER ENTERPRISE FUND	4,326,163.00	4,420,963.00	4,667,342.00	4,878,592.00	5,064,320.00	4,668,444.25	4,854,077.92	
RECREATION ENTERPRISE FUND	1,620,985.00	1,450,938.00	1,407,253.00	1,533,456.00	1,573,293.00	1,589,025.93	1,604,916.19	
AMBULANCE ENTERPRISE FUND	1,390,823.00	1,426,801.00	1,362,078.00	1,395,344.00	1,414,976.00	1,429,125.76	1,443,417.02	
STORMWATER ENTERPRISE FUND	0.00	0.00	1,250,138.00	1,332,890.00	1,514,289.00	1,522,913.40	1,531,624.04	
<b>TOTAL OPERATING BUDGET</b>	<b>114,361,819.00</b>	<b>117,945,274.00</b>	<b>120,880,934.00</b>	<b>126,278,181.00</b>	<b>131,249,719.00</b>	<b>133,854,567.20</b>	<b>135,518,098.67</b>	
CAPITAL PLAN	1,607,795.00	1,721,328.40	987,713.00	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	
OTHER ARTICLES	6,897,114.00	6,094,510.33	3,213,812.00	780,000.00	550,000.00	510,000.00	510,000.00	
OTHER AMTS TO BE RAISED	584,198.83	524,658.00	779,556.00	529,556.00	529,556.00	529,556.00	529,556.00	
STATE & CNTY CHERRY SHT CHGS	637,606.00	650,955.00	606,372.00	621,531.30	637,069.58	652,996.32	669,321.23	
ALLOW FOR ABATE & EXEMPT	501,115.51	536,999.72	540,000.00	555,000.00	570,000.00	585,000.00	600,000.00	
<b>TOTAL EXPENDITURES</b>	<b>124,589,648.34</b>	<b>127,473,725.45</b>	<b>127,008,387.00</b>	<b>130,264,268.30</b>	<b>135,036,344.58</b>	<b>137,632,119.52</b>	<b>139,326,975.90</b>	
<b>REVENUES:</b>								
Tax Revenue	78,279,346.24	81,832,084.01	85,135,594.15	87,869,061.28	90,755,103.86	94,010,932.98	96,811,960.36	
Local Revenue	8,280,006.64	8,465,700.52	8,189,993.99	8,808,397.12	8,955,545.16	7,468,163.60	7,650,002.84	
State Aid	21,433,600.00	21,693,368.00	20,315,220.00	20,315,220.00	20,315,220.00	20,315,220.00	20,315,220.00	
Cherry Sheet Overst Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Free Cash-Approp From	2,915,912.00	3,498,709.40	2,515,563.48	2,280,000.00	2,050,000.00	2,010,000.00	2,010,000.00	
FREE CASH-OFFSET TAX RATE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Available Funds	5,661,970.47	4,617,649.52	2,402,990.38	813,496.93	796,591.54	880,765.44	874,927.00	
Enterprise Revenue	8,018,813.00	7,366,214.00	7,757,580.00	7,163,692.00	7,374,420.00	7,003,544.25	7,189,177.92	
Teacher's Pay Deferral-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL REVENUE</b>	<b>124,589,648.35</b>	<b>127,473,725.45</b>	<b>126,316,942.00</b>	<b>127,249,867.33</b>	<b>130,246,880.56</b>	<b>131,688,626.27</b>	<b>134,851,288.12</b>	
<i>Free Cash/Available Funds</i>	<b>0.00</b>	<b>0.00</b>	<b>(691,445.00)</b>	<b>(3,014,400.97)</b>	<b>(4,789,464.02)</b>	<b>(5,943,493.25)</b>	<b>(4,475,687.78)</b>	

<b>TOWN OF WESTFORD</b>							
<b>BUDGET WORKSHEET</b>							
<b>FISCAL 2021</b>							
<b>ANNUAL TOWN MEETING</b>							
<i>June 20, 2020 Annual Town Meeting</i>	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025
	BUDGET	BUDGET	TMR	PROJ	PROJ	PROJ	PROJ
<i>(TO BALANCE BUDGET)</i>							
<b>RESERVES:</b>							
<b>FREE CASH:</b>							
<b>Beginning Balance</b>	3,916,986.37	3,791,681.00	3,519,456.00	1,112,447.52	(3,381,953.46)	(9,421,417.48)	(16,574,910.73)
Free Cash Applied	(2,915,912.00)	(3,498,709.40)	(3,207,008.48)	(5,294,400.97)	(6,839,464.02)	(7,953,493.25)	(6,485,687.78)
Free Cash Generated (Est 06-30) Prel Est pending DOR cert	2,790,606.62	3,226,484.40	800,000.00	800,000.00	800,000.00	800,000.00	1,000,000.00
<b>Ending Balance</b>	3,791,681.00	3,519,456.00	1,112,447.52	(3,381,953.46)	(9,421,417.48)	(16,574,910.73)	(22,060,598.51)
<b>STABILIZATION FUND:</b>							
<b>Beginning Balance</b>	5,289,369.65	5,380,915.56	5,472,461.47	5,517,461.47	5,562,461.47	5,607,461.47	5,652,461.47
Appropriations to Stabilization Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Appropriations from Stabilization Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stabilization Fund Investment Income	91,545.91	91,545.91	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
<b>Ending Balance</b>	5,380,915.56	5,472,461.47	5,517,461.47	5,562,461.47	5,607,461.47	5,652,461.47	5,697,461.47
<b>Ending Balance</b>	9,172,596.56	8,991,917.47	6,629,908.99	2,180,508.01	(3,813,956.01)	(10,922,449.26)	(16,363,137.04)
<b>Minimum Recommended Balance</b>	5,368,853.22	5,576,087.09	5,665,636.20	5,901,929.02	6,131,305.18	6,276,623.51	6,350,400.69
<b>Above(Below) Min Rec Balance (Reserves)</b>	3,803,743.34	3,415,830.38	964,272.79	(3,721,421.00)	(9,945,261.19)	(17,199,072.77)	(22,713,537.73)
<b>Total General Fund Operating Budget</b>	107,377,064.34	111,521,741.72	113,312,724.00	118,038,580.30	122,626,103.58	125,532,470.18	127,008,013.73
<i>*Min Rec Reserves=5% Oper Budget (Net of Enterprise)</i>	8.54%	8.06%	5.85%	1.85%	-3.11%	-8.70%	-12.88%
<b>Tax Impact</b>	3.37%	3.17%	2.53%	2.41%	2.07%	0.44%	-0.06%
<b>CPA 3% Projected w/100k Exemption</b>	1,825,698.58	1,898,726.52	1,974,675.58	2,053,662.60	2,135,809.11	2,221,241.47	2,310,091.13
<b>Tax Impact</b>	3.38%	3.19%	2.56%	2.45%	2.11%	0.52%	0.03%
<b>Total Operating Budget</b>	124,589,648.34	127,473,725.45	127,008,387.00	130,264,268.30	135,036,344.58	137,632,119.52	139,326,975.90
<b>Total Revenues</b>	124,589,648.35	127,473,725.45	126,316,942.00	127,249,867.33	130,246,880.56	131,688,626.27	134,851,288.12
<b>Variance</b>	(0.00)	0.00	691,445.00	3,014,400.97	4,789,464.02	5,943,493.25	4,475,687.78