

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

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

<b>PUBLIC SAFETY</b>										
<b>210</b>	<b>POLICE DEPARTMENT</b>									
	Personal Services	4,659,028.41	5,011,337.00	5,317,197.00	5,205,030.00	5,542,991.00	5,611,871.00		3.87%	193,693.00
	Expenses	571,078.28	573,231.00	638,391.00	545,070.00	657,140.00	665,140.00		-4.91%	(28,161.00)
	<b>TOTAL 210</b>	<b>5,230,106.69</b>	<b>5,584,568.00</b>	<b>5,955,588.00</b>	<b>5,750,100.00</b>	<b>6,200,131.00</b>	<b>6,277,011.00</b>		<b>2.96%</b>	<b>165,532.00</b>
<b>215</b>	<b>PUBLIC SAFETY COMMUNICATIONS</b>									
	Personal Services	755,716.88	815,897.00	892,220.00	826,127.00	927,303.00	947,402.00		1.25%	10,230.00
	Expenses	53,171.33	40,093.00	50,134.00	48,354.00	51,290.00	52,481.00		20.60%	8,261.00
	<b>TOTAL 215</b>	<b>808,888.21</b>	<b>855,990.00</b>	<b>942,354.00</b>	<b>874,481.00</b>	<b>978,593.00</b>	<b>999,883.00</b>		<b>2.16%</b>	<b>18,491.00</b>
<b>220</b>	<b>FIRE DEPARTMENT</b>									
	Personal Services	3,158,197.59	3,263,612.00	3,428,396.00	3,331,109.00	3,456,380.00	3,474,758.00		2.07%	67,497.00
	Expenses	310,609.71	371,775.00	375,346.00	355,196.00	384,164.00	388,667.00		-4.46%	(16,579.00)
	<b>TOTAL 220</b>	<b>3,468,807.30</b>	<b>3,635,387.00</b>	<b>3,803,742.00</b>	<b>3,686,305.00</b>	<b>3,840,544.00</b>	<b>3,863,425.00</b>		<b>1.40%</b>	<b>50,918.00</b>
<b>241</b>	<b>BUILDING DEPARTMENT</b>									
	Personal Services	382,175.71	398,298.00	446,286.00	418,031.00	442,395.00	446,965.00		4.95%	19,733.00
	Expenses	18,564.35	19,465.00	21,205.00	19,055.00	18,305.00	18,565.00		-2.11%	(410.00)
	<b>TOTAL 241</b>	<b>400,740.06</b>	<b>417,763.00</b>	<b>467,491.00</b>	<b>437,086.00</b>	<b>460,700.00</b>	<b>465,530.00</b>		<b>4.63%</b>	<b>19,323.00</b>
<b>244</b>	<b>SEALER WGHTS/MEASURE</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00		0.00%	-
	<b>TOTAL 244</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>		<b>0.00%</b>	<b>-</b>
<b>291</b>	<b>EMERGENCY MANAGEMENT</b>									
	Personal Services	8,784.00	8,960.00	9,140.00	9,140.00	9,322.00	9,322.00		2.01%	180.00
	Expenses	4,376.01	4,400.00	4,400.00	2,450.00	4,500.00	4,600.00		-44.32%	(1,950.00)
	<b>TOTAL 291</b>	<b>13,160.01</b>	<b>13,360.00</b>	<b>13,540.00</b>	<b>11,590.00</b>	<b>13,822.00</b>	<b>13,922.00</b>		<b>-13.25%</b>	<b>(1,770.00)</b>
<b>292</b>	<b>ANIMAL CONTROL</b>									
	Personal Services	30,127.14	62,236.00	58,070.00	48,070.00	59,816.00	60,843.00		-22.76%	(14,166.00)
	Expenses	4,943.06	7,800.00	8,705.00	4,005.00	8,705.00	8,705.00		-48.65%	(3,795.00)
	<b>TOTAL 292</b>	<b>35,070.20</b>	<b>70,036.00</b>	<b>66,775.00</b>	<b>52,075.00</b>	<b>68,521.00</b>	<b>69,548.00</b>		<b>-25.65%</b>	<b>(17,961.00)</b>
<b>294</b>	<b>TREE WARDEN</b>									
	Personal Services	2,176.00	2,220.00	2,265.00	2,265.00	2,311.00	2,311.00		2.03%	45.00
	Expenses	33,601.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00		0.00%	-
	<b>TOTAL 294</b>	<b>35,777.00</b>	<b>37,220.00</b>	<b>37,265.00</b>	<b>37,265.00</b>	<b>37,311.00</b>	<b>37,311.00</b>		<b>0.12%</b>	<b>45.00</b>
<b>TOTAL PUBLIC SAFETY</b>		<b>9,995,549.47</b>	<b>10,617,324.00</b>	<b>11,289,755.00</b>	<b>10,851,902.00</b>	<b>11,602,622.00</b>	<b>11,729,630.00</b>		<b>2.21%</b>	<b>234,578.00</b>
		<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>	
<b>EDUCATION</b>										
<b>300</b>	<b>WESTFORD PUBLIC SCHOOLS</b>									
	Budget	57,990,047.60	59,626,571.00	61,117,236.00	61,194,859.00	62,724,730.00	64,292,848.00		2.63%	1,568,288.00
	Stormwater Assessment	-	-	46,500.00	46,500.00	46,500.00	46,500.00			46,500.00
	<b>TOTAL 300</b>	<b>57,990,047.60</b>	<b>59,626,571.00</b>	<b>61,163,736.00</b>	<b>61,241,359.00</b>	<b>62,771,230.00</b>	<b>64,339,348.00</b>		<b>2.71%</b>	<b>1,614,788.00</b>
<b>310</b>	<b>NASHOBA TECH</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	-	-	-	-	-	-			-
	Capital	-	-	-	-	-	-			-
	<b>TOTAL 310</b>	<b>828,888.00</b>	<b>1,000,697.00</b>	<b>1,025,714.00</b>	<b>1,078,168.00</b>	<b>1,105,122.00</b>	<b>1,132,750.00</b>		<b>7.74%</b>	<b>77,471.00</b>
<b>TOTAL EDUCATION</b>		<b>58,818,935.60</b>	<b>60,627,268.00</b>	<b>62,189,450.00</b>	<b>62,319,527.00</b>	<b>63,876,352.00</b>	<b>65,472,098.00</b>		<b>2.79%</b>	<b>1,692,259.00</b>
<b>PUBLIC WORKS</b>										
<b>405</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>									
	Personal Services	-	-	307,804.00	307,804.00	313,874.00	313,874.00			307,804.00
	Expenses	-	-	500.00	500.00	500.00	500.00			500.00
	<b>TOTAL 410</b>	<b>-</b>	<b>-</b>	<b>308,304.00</b>	<b>308,304.00</b>	<b>314,374.00</b>	<b>314,374.00</b>			<b>308,304.00</b>
<b>410</b>	<b>ENGINEERING DEPARTMENT</b>									
	Personal Services	241,419.26	250,520.00	255,482.00	213,761.00	260,544.00	260,669.00		-14.67%	(36,759.00)
	Expenses	4,325.84	8,910.00	8,910.00	7,910.00	8,910.00	8,910.00		-11.22%	(1,000.00)
	<b>TOTAL 410</b>	<b>245,745.10</b>	<b>259,430.00</b>	<b>264,392.00</b>	<b>221,671.00</b>	<b>269,454.00</b>	<b>269,579.00</b>		<b>-14.55%</b>	<b>(37,759.00)</b>
<b>421</b>	<b>HIGHWAY DEPARTMENT</b>									
	Personal Services	1,646,500.11	1,602,154.00	1,614,449.00	1,530,910.00	1,600,768.00	1,612,862.00		-4.45%	(71,244.00)
	Expenses	1,375,442.24	1,311,540.00	1,177,453.00	1,044,812.00	1,177,453.00	1,177,453.00		-20.34%	(266,728.00)
	<b>TOTAL 421</b>	<b>3,021,942.35</b>	<b>2,913,694.00</b>	<b>2,791,902.00</b>	<b>2,575,722.00</b>	<b>2,778,221.00</b>	<b>2,790,315.00</b>		<b>-11.60%</b>	<b>(337,972.00)</b>
<b>427</b>	<b>STORMWATER MANAGEMENT</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	44,396.34	37,500.00	-	-	-	-		-100.00%	(37,500.00)
	<b>TOTAL 427</b>	<b>44,396.34</b>	<b>37,500.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-100.00%</b>	<b>(37,500.00)</b>
<b>432</b>	<b>RECYCLING</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	639,813.77	718,104.00	728,812.00	723,812.00	735,715.00	773,314.00		0.79%	5,708.00
	<b>TOTAL 432</b>	<b>639,813.77</b>	<b>718,104.00</b>	<b>728,812.00</b>	<b>723,812.00</b>	<b>735,715.00</b>	<b>773,314.00</b>		<b>0.79%</b>	<b>5,708.00</b>
<b>433</b>	<b>SOLID WASTE</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	1,195,439.87	1,256,500.00	1,271,405.00	1,271,405.00	1,354,852.00	1,427,103.00		1.19%	14,905.00
	<b>TOTAL 433</b>	<b>1,195,439.87</b>	<b>1,256,500.00</b>	<b>1,271,405.00</b>	<b>1,271,405.00</b>	<b>1,354,852.00</b>	<b>1,427,103.00</b>		<b>1.19%</b>	<b>14,905.00</b>
<b>442</b>	<b>WASTEWATER TREATMENT MANAGEMENT</b>									
	Personal Services	-	-	-	-	-	-			-
	Expenses	224,826.66	239,215.00	245,148.00	238,648.00	255,003.00	260,256.00		-0.24%	(567.00)
	<b>TOTAL 442</b>	<b>224,826.66</b>	<b>239,215.00</b>	<b>245,148.00</b>	<b>238,648.00</b>	<b>255,003.00</b>	<b>260,256.00</b>		<b>-0.24%</b>	<b>(567.00)</b>
<b>491</b>	<b>CEMETERY DEPARTMENT</b>									
	Personal Services	89,628.72	94,980.00	97,407.00	95,407.00	98,494.00	99,613.00		0.45%	427.00
	Expenses	17,820.00	37,300.00	45,523.00	38,183.00	44,611.00	45,058.00		2.37%	883.00
	<b>TOTAL 491</b>	<b>107,448.72</b>	<b>132,280.00</b>	<b>142,930.00</b>	<b>133,590.00</b>	<b>143,105.00</b>	<b>144,671.00</b>		<b>0.99%</b>	<b>1,310.00</b>
<b>TOTAL PUBLIC WORKS</b>		<b>5,479,612.81</b>	<b>5,556,723.00</b>	<b>5,752,893.00</b>	<b>5,473,152.00</b>	<b>5,850,724.00</b>	<b>5,979,612.00</b>		<b>-1.50%</b>	<b>(83,571.00)</b>
		<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>	

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

<b>RECREATION ENTERPRISE FUND</b>										
<b>630</b>	<b>RECREATION ENTERPRISE</b>									
	Personal Services	991,014.90	1,186,122.00	1,131,798.00	1,131,798.00	1,187,511.00	1,226,773.00	-4.58%	(54,324.00)	
	Expenses	405,705.36	264,816.00	342,906.00	275,455.00	345,945.00	346,520.00	4.02%	10,639.00	
	<b>TOTAL RECREATION ENTERPRISE</b>	<b>1,396,720.26</b>	<b>1,450,938.00</b>	<b>1,474,704.00</b>	<b>1,407,253.00</b>	<b>1,533,456.00</b>	<b>1,573,293.00</b>	<b>-3.01%</b>	<b>(43,685.00)</b>	
	<b>TOTAL RECREATION ENTERPRISE FUND</b>	<b>1,396,720.26</b>	<b>1,450,938.00</b>	<b>1,474,704.00</b>	<b>1,407,253.00</b>	<b>1,533,456.00</b>	<b>1,573,293.00</b>	<b>-3.01%</b>	<b>(43,685.00)</b>	
<b>AMBULANCE ENTERPRISE FUND</b>										
<b>640</b>	<b>AMBULANCE ENTERPRISE</b>									
	Personal Services	791,160.42	818,861.00	826,523.00	821,523.00	844,402.00	859,552.00	0.33%	2,662.00	
	Expenses	564,557.53	607,940.00	611,493.00	540,555.00	550,942.00	555,424.00	-11.08%	(67,385.00)	
	<b>TOTAL AMBULANCE ENTERPRISE</b>	<b>1,355,717.95</b>	<b>1,426,801.00</b>	<b>1,438,016.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>-4.54%</b>	<b>(64,723.00)</b>	
	<b>TOTAL AMBULANCE ENTERPRISE FUND</b>	<b>1,355,717.95</b>	<b>1,426,801.00</b>	<b>1,438,016.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>-4.54%</b>	<b>(64,723.00)</b>	
<b>STORMWATER ENTERPRISE FUND</b>										
<b>650</b>	<b>STORMWATER ENTERPRISE</b>									
	Personal Services	-	-	100,871.00	93,564.00	134,037.00	135,796.00		93,564.00	
	Expenses	-	-	862,440.00	862,440.00	862,440.00	862,440.00		862,440.00	
	Principal & Interest	-	-	294,134.00	294,134.00	336,413.00	516,053.00		294,134.00	
	<b>TOTAL STORMWATER ENTERPRISE</b>	<b>-</b>	<b>-</b>	<b>1,257,445.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>		<b>1,250,138.00</b>	
	<b>TOTAL STORMWATER ENTERPRISE FUND</b>	<b>-</b>	<b>-</b>	<b>1,257,445.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>		<b>1,250,138.00</b>	
<b>OPERATING BUDGET SUMMARY</b>										
		<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>	
<b>APPROPRIATION SUMMARY</b>										
	GENERAL GOVERNMENT	3,755,799.50	4,611,014.00	4,813,395.00	4,692,565.00	5,045,622.00	5,473,869.00	1.77%	81,551.00	
	PUBLIC SAFETY	9,995,549.47	10,617,324.00	11,289,755.00	10,851,902.00	11,602,622.00	11,729,630.00	2.21%	234,578.00	
	EDUCATION	58,818,935.60	60,627,268.00	62,189,450.00	62,319,527.00	63,876,352.00	65,472,098.00	2.79%	1,692,259.00	
	PUBLIC WORKS	5,479,612.81	5,556,723.00	5,752,893.00	5,473,152.00	5,850,724.00	5,979,612.00	-1.50%	(83,571.00)	
	HEALTH & HUMAN SERVICES	1,094,661.64	1,182,658.00	1,238,354.00	1,154,910.00	1,274,309.00	1,292,018.00	-2.35%	(27,748.00)	
	CULTURE & RECREATION	1,937,748.04	2,046,002.00	2,146,557.00	2,086,571.00	2,205,392.00	2,237,542.00	1.98%	40,569.00	
	DEBT SERVICE	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)	
	UNCLASSIFIED	16,829,926.42	17,695,026.00	19,608,915.00	18,731,219.00	20,190,210.00	21,967,092.00	5.86%	1,036,193.00	
	RESERVE FUND TRANSFERS TO CAPITAL / SPECIAL ARTICLES	-	-	-	-	-	-		-	
	COMMUNITY PRESERVATION FUND	1,011,349.04	837,443.00	807,327.00	807,327.00	805,406.00	793,363.00	-3.60%	(30,116.00)	
	WATER ENTERPRISE FUND	3,665,258.84	4,439,549.00	4,630,132.00	4,667,342.00	4,878,592.00	5,064,320.00	5.13%	227,793.00	
	RECREATION ENTERPRISE FUND	1,396,720.26	1,450,938.00	1,474,704.00	1,407,253.00	1,533,456.00	1,573,293.00	-3.01%	(43,685.00)	
	AMBULANCE ENTERPRISE FUND	1,355,717.95	1,426,801.00	1,438,016.00	1,362,078.00	1,395,344.00	1,414,976.00	-4.54%	(64,723.00)	
	STORMWATER ENTERPRISE FUND	-	-	1,257,445.00	1,250,138.00	1,332,890.00	1,514,289.00		1,250,138.00	
	<b>TOTAL ARTICLE</b>	<b>112,213,004.89</b>	<b>117,977,672.00</b>	<b>122,867,327.00</b>	<b>120,880,934.00</b>	<b>126,278,181.00</b>	<b>131,249,719.00</b>	<b>2.46%</b>	<b>2,903,262.00</b>	



Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
122 SELECTMEN											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01122200	524090	01122200-524090	CONTRACTUAL CLERICAL SERVICES	4,625.00	5,550.00	5,550.00	5,365.00	5,500.00	5,500.00	-3.33%	(185.00)
01122200	534030	01122200-534030	ADVERTISING-LEGAL	264.20	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01122200	570000	01122200-570000	OTHER CHARGES AND EXPENSES	3,750.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
01122200	573010	01122200-573010	DUES & MEMBERSHIPS	5,790.00	5,000.00	5,641.00	5,641.00	5,783.00	5,928.00	12.82%	641.00
01122200	573020	01122200-573020	NMCOG MEMBERSHIP	6,772.71	6,943.00	7,117.00	7,117.00	7,295.00	7,478.00	2.51%	174.00
01122200	578020	01122200-578020	COMMUNITY INITIATIVES	238.12	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01122800	570000		ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>				<b>21,440.03</b>	<b>21,993.00</b>	<b>22,808.00</b>	<b>22,123.00</b>	<b>23,078.00</b>	<b>23,406.00</b>	<b>0.59%</b>	<b>130.00</b>
<b>DEPARTMENT TOTAL</b>				<b>21,440.03</b>	<b>21,993.00</b>	<b>22,808.00</b>	<b>22,123.00</b>	<b>23,078.00</b>	<b>23,406.00</b>	<b>0.59%</b>	<b>130.00</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
123 TOWN MANAGER											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01123100	511010	01123100-511010	TOWN MANAGER	192,006.92	201,723.00	205,757.00	205,757.00	209,872.00	209,872.00	2.00%	4,034.00
01123100	511030	01123100-511030	ASSISTANT TOWN MANAGER	115,972.49	124,236.00	126,721.00	126,721.00	129,256.00	129,256.00	2.00%	2,485.00
01123100	511510	01123100-511510	RECORDS SUPERVISOR	22,604.14	9,274.00					-100.00%	(9,274.00)
01123100	511525	01123100-511525	PROJECT/PROCUREMENT SPECIALIST	61,610.59	77,559.00	69,384.00	69,384.00	70,772.00	70,772.00	-10.54%	(8,175.00)
01123100	511530	01123100-511530	SECRETARY (VACATION/SICK COVERAGE)	10,562.26	14,158.00	14,440.00	14,440.00	14,730.00	14,730.00	1.99%	282.00
01123100	511590	01123100-511590	VACATION COVERAGE	2,500.00	1,500.00	2,250.00	2,250.00	2,250.00	2,250.00	50.00%	750.00
01123100	515050	01123100-515050	LONGEVITY	850.00	850.00	1,450.00	1,450.00	1,450.00	1,450.00	70.59%	600.00
01123100	517160	01123100-517160	LIFE INSURANCE / LONG TERM DISABILITY	2,980.68	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
<b>CATEGORY TOTAL</b>				<b>409,087.08</b>	<b>432,500.00</b>	<b>423,202.00</b>	<b>423,202.00</b>	<b>431,530.00</b>	<b>431,530.00</b>	<b>-2.15%</b>	<b>(9,298.00)</b>
EXPENSES											
01123200	530500	01123200-530500	MANAGEMENT PERFORMANCE TRAINING	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01123200	530920	01123200-530920	CONTRACTED SERVICES	4,857.60	500.00	500.00	500.00	500.00	500.00	0.00%	-
01123200	534030	01123200-534030	ADVERTISING-LEGAL	198.74	800.00	800.00	800.00	800.00	800.00	0.00%	-
01123200	542010	01123200-542010	OFFICE SUPPLIES	999.87	700.00	700.00	700.00	700.00	700.00	0.00%	-
01123200	542040	01123200-542040	FORMS/PRINTING	3,905.67	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01123200	555015	01123200-555015	BOOKS & SUBSCRIPTIONS	1,186.54	850.00	850.00	850.00	850.00	850.00	0.00%	-
01123200	571010	01123200-571010	TRAVEL - MILEAGE	1,214.50	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01123200	571100	01123200-571100	MEETINGS & CONFERENCES	3,570.75	4,180.00	3,680.00	3,680.00	3,800.00	3,800.00	-11.96%	(500.00)
01123200	573010	01123200-573010	DUES AND MEMBERSHIPS	2,850.69	2,655.00	2,975.00	2,975.00	2,975.00	2,975.00	12.05%	320.00
01123800	570000		ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>				<b>18,784.36</b>	<b>19,885.00</b>	<b>19,705.00</b>	<b>19,705.00</b>	<b>19,825.00</b>	<b>19,825.00</b>	<b>-0.91%</b>	<b>(180.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>427,871.44</b>	<b>452,385.00</b>	<b>442,907.00</b>	<b>442,907.00</b>	<b>451,355.00</b>	<b>451,355.00</b>	<b>-2.10%</b>	<b>(9,478.00)</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
131 FINANCE COMMITTEE											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
EXPENSES											
01131200	534040	01131200-534040	PRINTING/POSTAGE SERVICES	6,077.15	6,000.00	6,200.00	6,200.00	6,200.00	6,200.00	3.33%	200.00
01131200	538090	01131200-538090	OTHER PURCHASED SERVICES	1,850.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
01131200	571100	01131200-571100	MEETINGS & CONFERENCES	-	165.00	165.00	165.00	165.00	165.00	0.00%	-
01131200	573010	01131200-573010	DUES & MEMBERSHIPS	280.00	280.00	280.00	280.00	280.00	280.00	0.00%	-
01131800	570000		ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>				<b>8,207.15</b>	<b>8,665.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>2.31%</b>	<b>200.00</b>
<b>01131600 579010 01131600-579010 RESERVE FUND TRANSFERS OUT</b>					<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>0.00%</b>	<b>-</b>
					(15,292.00)					-100.00%	15,292.00
<b>CATEGORY TOTAL</b>				<b>-</b>	<b>134,708.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>11.35%</b>	<b>15,292.00</b>
<b>DEPARTMENT TOTAL</b>				<b>8,207.15</b>	<b>143,373.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>10.81%</b>	<b>15,492.00</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
132 FINANCE DEPARTMENT											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
PERSONAL SERVICES											
01132100	511020	01132100-511020	FINANCE DIRECTOR	116,235.60	126,000.00	128,520.00	128,520.00	131,091.00	131,091.00	2.00%	2,520.00
01132100	511510	01132100-511510	ADMINISTRATIVE ANALYST	16,454.89	17,853.00	18,558.00	18,558.00	19,656.00	19,656.00	3.95%	705.00
01132100	515050	01132100-515050	LONGEVITY	850.00	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	0.00%	-
<b>CATEGORY TOTAL</b>				<b>133,540.49</b>	<b>145,145.00</b>	<b>148,370.00</b>	<b>148,370.00</b>	<b>152,039.00</b>	<b>152,039.00</b>	<b>2.22%</b>	<b>3,225.00</b>
EXPENSES											
01132200	542010	01132200-542010	OFFICE SUPPLIES	406.42	200.00	200.00	200.00	200.00	200.00	0.00%	-
01132200	571010	01132200-571010	TRAVEL - MILEAGE	46.62	100.00	100.00	100.00	100.00	100.00	0.00%	-
01132200	571100	01132200-571100	MEETINGS & CONFERENCES	274.53	1,280.00	460.00	460.00	880.00	1,280.00	-64.06%	(820.00)
01132200	573010	01132200-573010	DUES & MEMBERSHIPS	110.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
01132800	570000	01132800-570000	ENCUMBRANCES	27.96							-
<b>CATEGORY TOTAL</b>				<b>865.53</b>	<b>1,715.00</b>	<b>895.00</b>	<b>895.00</b>	<b>1,315.00</b>	<b>1,715.00</b>	<b>-47.81%</b>	<b>(820.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>134,406.02</b>	<b>146,860.00</b>	<b>149,265.00</b>	<b>149,265.00</b>	<b>153,354.00</b>	<b>153,754.00</b>	<b>1.64%</b>	<b>2,405.00</b>

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
I35 TOWN ACCOUNTANT			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01135100	511020	01135100-511020	TOWN ACCOUNTANT	95,445.90	98,513.00	100,573.00	100,573.00	102,675.00	102,675.00	2.09%	2,060.00
01135100	511030	01135100-511030	ASST. TOWN ACCOUNTANT / FINANCE & BU	55,952.69	76,159.00	77,385.00	77,385.00	78,933.00	78,933.00	1.61%	1,226.00
01135100	511508	01135100-511508	PAYROLL ADMINISTRATOR	69,587.34	73,500.00	74,684.00	74,684.00	76,177.00	76,177.00	1.61%	1,184.00
01135100	511510	01135100-511510	ADMINISTRATIVE ANALYST	24,682.35	26,274.00	27,837.00	27,837.00	29,484.00	29,484.00	5.95%	1,563.00
01135100	513120	01135100-513120	OVERTIME	1,514.21	2,700.00	2,781.00	2,600.00	2,781.00	2,781.00	-3.70%	(100.00)
01135100	515050	01135100-515050	LONGEVITY	1,700.00	1,988.00	1,988.00	1,988.00	2,488.00	2,488.00	0.00%	-
CATEGORY TOTAL				248,882.49	279,134.00	285,248.00	285,067.00	292,538.00	292,621.00	2.13%	5,933.00
EXPENSES											
01135200	530200	01135200-530200	ACCOUNTING & AUDITING SERVICES	35,600.00	37,500.00	37,750.00	37,750.00	38,750.00	40,000.00	0.67%	250.00
01135200	542010	01135200-542010	OFFICE SUPPLIES	888.89	1,000.00	1,000.00	1,000.00	1,050.00	1,100.00	0.00%	-
01135200	542040	01135200-542040	FORMS/PRINTING	1,271.25	1,300.00	1,350.00	1,350.00	1,400.00	1,450.00	3.85%	50.00
01135200	571100	01135200-571100	MEETINGS & CONFERENCES	2,798.83	4,000.00	3,850.00	3,850.00	3,900.00	4,000.00	-3.75%	(150.00)
01135200	573010	01135200-573010	DUES AND MEMBERSHIPS	125.00	460.00	125.00	125.00	125.00	725.00	-72.83%	(335.00)
01135800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				40,683.97	44,260.00	44,075.00	44,075.00	45,225.00	47,275.00	-0.42%	(185.00)
DEPARTMENT TOTAL				289,566.46	323,394.00	329,323.00	329,142.00	337,763.00	339,896.00	1.78%	5,748.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
I41 ASSESSORS			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01141100	511020	01141100-511020	PRINCIPAL ASSESSOR	104,735.81	108,433.00	110,602.00	110,602.00	112,814.00	112,814.00	2.00%	2,169.00
01141100	511390	01141100-511390	ADMINISTRATIVE ASSESSOR	74,044.88	74,045.00	73,684.00	73,684.00	76,537.00	76,637.00	-0.49%	(361.00)
01141100	511510	01141100-511510	RECORDS SUPERVISOR	52,435.77	57,300.00	60,448.00	60,448.00	61,662.00	61,662.00	5.49%	3,148.00
01141100	511550	01141100-511550	SENIOR ASSISTANT	34,897.56	46,944.00	49,564.00	49,564.00	52,481.00	52,481.00	5.58%	2,620.00
01141100	515050	01141100-515050	LONGEVITY	2,800.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	0.00%	-
CATEGORY TOTAL				268,914.02	289,422.00	296,998.00	296,998.00	306,194.00	306,294.00	2.62%	7,576.00
EXPENSES											
01141200	524090	01141200-524090	CONTRACTED SERVICES	15,000.00	83,500.00	37,000.00	37,000.00	37,000.00	37,000.00	-55.69%	(46,500.00)
01141200	542010	01141200-542010	OFFICE SUPPLIES	939.61	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01141200	571010	01141200-571010	TRAVEL - MILEAGE	4,922.78	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01141200	571100	01141200-571100	MEETINGS & CONFERENCES	160.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
01141200	573010	01141200-573010	DUES & MEMBERSHIPS	1,645.46	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
01141800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				22,667.85	92,400.00	45,900.00	45,900.00	45,900.00	45,900.00	-50.32%	(46,500.00)
DEPARTMENT TOTAL				291,581.87	381,822.00	342,898.00	342,898.00	352,094.00	352,194.00	-10.19%	(38,924.00)
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
I45 TREASURER/COLLECTOR			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
PERSONAL SERVICES											
01145100	511020	01145100-511020	TREASURER/COLLECTOR	102,299.09	108,707.00	110,882.00	110,882.00	113,099.00	113,099.00	2.00%	2,175.00
01145100	511030	01145100-511030	ASSISTANT TREASURER & ASST COLLECTOR	131,150.71	134,785.00	138,724.00	138,724.00	143,034.00	144,312.00	2.92%	3,939.00
01145100	511550	01145100-511550	SENIOR ASSISTANT	10,869.22	14,628.00	15,354.00	15,354.00	16,273.00	16,891.00	4.96%	726.00
01145100	511590	01145100-511590	ADDITIONAL COVERAGE	1,027.75	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01145100	513120	01145100-513120	OVERTIME	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
01145100	515050	01145100-515050	LONGEVITY	4,300.00	2,300.00	3,300.00	3,300.00	3,300.00	3,300.00	43.48%	1,000.00
CATEGORY TOTAL				249,646.77	261,570.00	269,410.00	269,410.00	276,856.00	278,752.00	3.00%	7,840.00
EXPENSES											
01145200	530130	01145200-530130	LEGAL SERVICES - TAX TITLE	11,834.06	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01145200	530920	01145200-530920	CONTRACTED SERVICES	3,378.00	3,800.00	4,000.00	4,000.00	4,000.00	4,000.00	5.26%	200.00
01145200	534010	01145200-534010	POSTAGE	20,995.90	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%	-
01145200	534040	01145200-534040	PRINTING SERVICES	4,983.80	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
01145200	542010	01145200-542010	OFFICE SUPPLIES	1,192.98	1,200.00	1,250.00	1,250.00	1,200.00	1,200.00	4.17%	50.00
01145200	571010	01145200-571010	TRAVEL - MILEAGE	-	125.00	75.00	75.00	75.00	75.00	-40.00%	(50.00)
01145200	571100	01145200-571100	MEETINGS & CONFERENCES	-	500.00	350.00	350.00	400.00	400.00	-30.00%	(150.00)
01145200	573010	01145200-573010	DUES AND MEMBERSHIPS	100.00	180.00	100.00	100.00	180.00	180.00	-44.44%	(80.00)
01145200	574120	01145200-574120	PUBLIC EMPLOYEE BOND	1,200.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
01141800	570000		ENCUMBRANCES								-
CATEGORY TOTAL				43,684.74	45,305.00	45,275.00	45,275.00	45,355.00	45,355.00	-0.07%	(30.00)
DEPARTMENT TOTAL				293,331.51	306,875.00	314,685.00	314,685.00	322,211.00	324,107.00	2.55%	7,810.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
I51 LEGAL SERVICES			FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021	
ORG	OBJ	DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC	
EXPENSES											
01151200	530110	01151200-530110	LEGAL SERVICES - TOWN COUNSEL	126,789.07	160,000.00	160,000.00	140,000.00	140,000.00	140,000.00	-12.50%	(20,000.00)
01151200	530120	01151200-530120	LEGAL SERVICES - LABOR COUNSEL	19,956.55	30,000.00	30,000.00	20,000.00	20,000.00	20,000.00	-33.33%	(10,000.00)
01151200	530130	01151200-530130	LEGAL SERVICES - SPECIAL COUNSEL	-	-	-	-	-	-	-	-
01151800	570000		ENCUMBRANCES	2,180.00							-
CATEGORY TOTAL				148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%	(30,000.00)
DEPARTMENT TOTAL				148,925.62	190,000.00	190,000.00	160,000.00	160,000.00	160,000.00	-15.79%	(30,000.00)

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
<b>IS2 HUMAN RESOURCES</b>											
<b>ORG</b>	<b>OBJ</b>		<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>
				<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>
<b>PERSONAL SERVICES</b>											
01152100	511020	01152100-511020	HUMAN RESOURCES DIRECTOR	109,025.30	112,874.00	115,132.00	115,132.00	117,435.00	117,435.00	2.00%	2,258.00
01152100	511070	01152100-511070	BENEFITS COORDINATOR	64,525.78	67,317.00	68,396.00	68,396.00	69,766.00	69,766.00	1.60%	1,079.00
01152100	511520	01152100-511520	ADMINISTRATIVE ASSISTANT	42,809.02	44,658.00	45,375.00	45,375.00	46,289.00	46,289.00	1.61%	717.00
01152100	515050	01152100-515050	LONGEVITY	2,437.00	2,687.00	3,267.00	3,267.00	3,267.00	3,267.00	21.59%	580.00
<b>CATEGORY TOTAL</b>				<b>218,797.10</b>	<b>227,536.00</b>	<b>232,170.00</b>	<b>232,170.00</b>	<b>236,757.00</b>	<b>236,757.00</b>	<b>2.04%</b>	<b>4,634.00</b>
<b>EXPENSES</b>											
01152200	517020	01152200-517020	PRE-EMPLOY MEDICAL EXAM	6,046.90	5,300.00	6,000.00	6,000.00	6,000.00	6,000.00	13.21%	700.00
01152200	524090	01152200-524090	OTHER CONTRACTED SERVICES	1,000.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
01152200	534035	01152200-534035	LEGAL ADVERTISING	3,305.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01152200	542010	01152200-542010	OFFICE SUPPLIES	1,333.98	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
01152200	550030	01152200-550030	MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
01152200	557010	01152200-557010	PROGRAMS & ACTIVITIES	2,902.92	2,800.00	3,000.00	3,000.00	3,000.00	3,000.00	7.14%	200.00
01152200	570000	01152200-570000	PROFESSIONAL DEVELOPMENT	2,114.62	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
01152200	571100	01152200-571100	MEETINGS & CONFERENCES	-	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
01152200	573010	01152200-573010	DUES & MEMBERSHIPS	1,284.00	1,245.00	1,284.00	1,284.00	1,284.00	1,284.00	3.13%	39.00
01152800	570000		ENCUMBRANCES	549.09							-
<b>CATEGORY TOTAL</b>				<b>18,536.51</b>	<b>21,145.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>5.86%</b>	<b>1,239.00</b>
01152600	519010	01152600-519010	COMPENSATION RESERVE	13,647.12	500,000.00	400,000.00	350,000.00	600,000.00	1,000,000.00	-20.00%	(100,000.00)
01152600	519010		TRANSFERS OUT		(275,490.00)					-100.00%	275,490.00
<b>DEPARTMENT TOTAL</b>				<b>250,980.73</b>	<b>473,191.00</b>	<b>654,554.00</b>	<b>604,554.00</b>	<b>859,141.00</b>	<b>1,259,141.00</b>	<b>38.33%</b>	<b>181,363.00</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
<b>IS5 TECHNOLOGY</b>											
<b>ORG</b>	<b>OBJ</b>		<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>
				<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>
<b>PERSONAL SERVICES</b>											
01155100	511020	01155100-511020	TECHNOLOGY DIRECTOR	117,835.20	122,997.00	125,457.00	125,457.00	127,966.00	127,966.00	2.00%	2,460.00
01155100	511040	01155100-511040	GIS COORDINATOR	78,235.04	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
01155100	511540	01155100-511540	IT TECHNICIAN	78,235.03	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
01155100	511545	01155100-511545	APPLICATIONS MANAGER	87,626.24	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
01155100	511580	01155100-511580	OPERATIONS ADMINISTRATOR	69,587.23	72,578.00	73,747.00	73,747.00	75,222.00	75,222.00	1.61%	1,169.00
01155100	515050	01155100-515050	LONGEVITY	2,050.00	2,650.00	3,150.00	3,150.00	4,000.00	4,000.00	18.87%	500.00
<b>CATEGORY TOTAL</b>				<b>433,568.74</b>	<b>450,864.00</b>	<b>460,045.00</b>	<b>460,045.00</b>	<b>470,033.00</b>	<b>470,033.00</b>	<b>2.04%</b>	<b>9,181.00</b>
<b>EXPENSES</b>											
01155200	521010	01155200-521010	ELECTRICITY	6,157.82	8,000.00	7,000.00	7,000.00	7,140.00	7,283.00	-12.50%	(1,000.00)
01155200	521020	01155200-521020	NATURAL GAS	647.63	1,000.00	1,000.00	1,000.00	1,020.00	1,041.00	0.00%	-
01155200	523010	01155200-523010	WATER	443.87	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
01155200	524010	01155200-524010	BUILDING MAINTENANCE	2,566.78	3,000.00	5,000.00	3,000.00	5,100.00	5,202.00	0.00%	-
01155200	527050	01155200-527050	COPIER MACHINE LEASE	2,052.36	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
01155200	530400	01155200-530400	NETWORK SUPPORT	4,504.00	28,200.00	34,000.00	34,000.00	34,780.00	35,576.00	20.57%	5,800.00
01155200	530430	01155200-530430	DATA COMMUNICATIONS SERVICE	6,252.44	8,270.00	6,750.00	6,750.00	6,885.00	7,861.00	-18.38%	(1,520.00)
01155200	530460	01155200-530460	PRINTER SUPPORT	7,387.35	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
01155200	530470	01155200-530470	WORKSTATION SUPPORT	42,263.00	22,500.00	22,910.00	22,910.00	25,000.00	25,000.00	1.82%	410.00
01155200	530490	01155200-530490	SERVER SUPPORT	83,732.14	72,000.00	58,940.00	58,940.00	61,618.00	62,438.00	-18.14%	(13,060.00)
01155200	530500	01155200-530500	TRAINING & DEVELOPMENT	2,171.00	3,000.00	2,828.00	2,828.00	3,181.00	3,234.00	-5.73%	(172.00)
01155200	530850	01155200-530850	MUNIS SOFTWARE SUPPORT	60,300.71	65,363.00	64,000.00	64,000.00	65,280.00	66,586.00	-2.09%	(1,363.00)
01155200	530920	01155200-530920	CONTRACTED SERVICES	204,975.78	195,620.00	242,700.00	232,700.00	246,130.00	250,629.00	18.96%	37,080.00
01155200	530950	01155200-530950	CONSULTING SERVICES	-	5,400.00	7,452.00	7,452.00	5,454.00	5,452.00	38.00%	2,052.00
01155200	534020	01155200-534020	TELEPHONE	31,125.33	40,100.00	41,500.00	41,500.00	36,930.00	33,369.00	3.49%	1,400.00
01155200	534025	01155200-534025	CELLULAR PHONES / MOBILE DATA	70,006.74	68,800.00	74,950.00	74,950.00	76,449.00	77,978.00	8.94%	6,150.00
01155200	542010	01155200-542010	OFFICE SUPPLIES	31,590.73	39,900.00	38,000.00	38,000.00	38,760.00	39,535.00	-4.76%	(1,900.00)
01155200	542052	01155200-542052	NETWORK HARDWARE	627.01	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
01155200	542053	01155200-542053	SERVER HARDWARE	953.28	2,200.00	4,000.00	4,000.00	4,080.00	4,162.00	81.82%	1,800.00
01155200	542054	01155200-542054	WORKSTATION HARDWARE	6,553.13	2,200.00	3,000.00	3,000.00	3,060.00	3,121.00	36.36%	800.00
01155200	542100	01155200-542100	TOWN COMPUTERS	-	15,000.00					-100.00%	(15,000.00)
01155200	542105	01155200-542105	SCHOOL COMPUTERS	-	102,000.00					-100.00%	(102,000.00)
01155200	571010	01155200-571010	MILEAGE	2,275.63	2,200.00	2,640.00	2,640.00	2,693.00	2,747.00	20.00%	440.00
01155200	571100	01155200-571100	MEETINGS & CONFERENCES	100.00	200.00	100.00	100.00	102.00	104.00	-50.00%	(100.00)
01155200	579020	01155200-579020	BILL OF PRIOR YEAR	-							-
01155800	570000		ENCUMBRANCES	3,840.19							-
<b>CATEGORY TOTAL</b>				<b>570,526.92</b>	<b>689,153.00</b>	<b>621,770.00</b>	<b>609,770.00</b>	<b>628,762.00</b>	<b>636,520.00</b>	<b>-11.52%</b>	<b>(79,383.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>1,004,095.66</b>	<b>1,140,017.00</b>	<b>1,081,815.00</b>	<b>1,069,815.00</b>	<b>1,098,795.00</b>	<b>1,106,553.00</b>	<b>-6.16%</b>	<b>(70,202.00)</b>



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

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
<b>I75 PLANNING BOARD</b>											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>PERSONAL SERVICES</b>											
01175100	511020	01175100-511020	TOWN PLANNER	73,106.58	87,198.00	92,507.00	92,507.00	94,357.00	94,357.00	6.09%	5,309.00
01175100	511590	01175100-511590	OTHER SUPPORT STAFF	1,440.00							-
01175100	515050	01175100-515050	LONGEVITY	-					600.00		-
<b>CATEGORY TOTAL</b>				<b>74,546.58</b>	<b>87,198.00</b>	<b>92,507.00</b>	<b>92,507.00</b>	<b>94,357.00</b>	<b>94,957.00</b>	<b>6.09%</b>	<b>5,309.00</b>
<b>EXPENSES</b>											
01175200	524090	01175200-524090	CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
01175200	534030	01175200-534030	ADVERTISING - LEGAL	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01175200	534040	01175200-534040	PRINTING SERVICES	807.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	538010	01175200-538010	REGISTRY EXPENSES	150.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	555015	01175200-555015	BOOKS & SUBSCRIPTIONS	-	600.00	600.00	600.00	600.00	600.00	0.00%	-
01175200	570000	01175200-570000	PLANNING STUDIES	3,678.44	5,000.00	15,000.00	5,000.00	15,000.00	5,000.00	0.00%	-
01175200	571010	01175200-571010	TRAVEL-MILEAGE	19.13	150.00	150.00	150.00	150.00	150.00	0.00%	-
01175200	571100	01175200-571100	MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01175200	573010	01175200-573010	DUES & MEMBERSHIPS	-	320.00	320.00	320.00	320.00	320.00	0.00%	-
01175800	570000		ENCUMBRANCES	185.00							-
<b>CATEGORY TOTAL</b>				<b>8,134.57</b>	<b>13,660.00</b>	<b>23,660.00</b>	<b>13,160.00</b>	<b>23,660.00</b>	<b>13,660.00</b>	<b>-3.66%</b>	<b>(500.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>82,681.15</b>	<b>100,858.00</b>	<b>116,167.00</b>	<b>105,667.00</b>	<b>118,017.00</b>	<b>108,617.00</b>	<b>4.77%</b>	<b>4,809.00</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
<b>I76 ZONING BOARD OF APPEALS</b>											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>EXPENSES</b>											
01176200	524090	01176200-524090	CONTRACTUAL CLERICAL SERVICES	2,035.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
01176200	571100	01176200-571100	MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%	-
01176800	570000		ENCUMBRANCES	360.00							-
<b>CATEGORY TOTAL</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>2,395.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</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>2,395.00</b>	<b>0.00%</b>	<b>-</b>
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
<b>I92 TOWN HALL</b>											
ORG	OBJ	DESCRIPTION		FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>PERSONAL SERVICES</b>											
01192100	511590	01192100-511590	ADDITIONAL COVERAGE	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
01192100	511650	01192100-511650	CUSTODIANS	39,546.16	40,691.00	41,312.00	41,312.00	42,142.00	42,142.00	1.53%	621.00
01192100	513120	01192100-513120	OVERTIME	2,351.24	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%	500.00
01192100	515050	01192100-515050	LONGEVITY	1,100.00	1,100.00	1,600.00	1,600.00	1,600.00	1,600.00	45.45%	500.00
<b>CATEGORY TOTAL</b>				<b>42,997.40</b>	<b>44,791.00</b>	<b>46,412.00</b>	<b>45,912.00</b>	<b>47,242.00</b>	<b>47,242.00</b>	<b>2.50%</b>	<b>1,121.00</b>
<b>EXPENSES</b>											
01192200	517070	01192200-517070	CLOTHING ALLOWANCE	540.00	540.00	540.00	540.00	540.00	540.00	0.00%	-
01192200	521010	01192200-521010	ELECTRICITY	10,176.55	16,500.00	15,000.00	15,000.00	15,500.00	16,000.00	-9.09%	(1,500.00)
01192200	521030	01192200-521030	HEATING FUEL	7,613.69	7,000.00	8,000.00	8,000.00	8,500.00	9,000.00	14.29%	1,000.00
01192200	523010	01192200-523010	WATER	1,895.46	1,950.00	1,950.00	1,950.00	1,950.00	1,850.00	0.00%	-
01192200	524010	01192200-524010	BUILDING MAINTENANCE	7,212.99	8,000.00	8,000.00	5,000.00	8,000.00	8,000.00	-37.50%	(3,000.00)
01192200	524015	01192200-524015	GROUPS MAINTENANCE	322.98	3,000.00	500.00	250.00	500.00	500.00	-91.67%	(2,750.00)
01192200	524020	01192200-524020	VEHICLE MAINTENANCE	2,560.98	700.00	1,000.00	1,000.00	1,000.00	1,000.00	42.86%	300.00
01192200	524030	01192200-524030	EQUIPMENT MAINTENANCE	-							-
01192200	524040	01192200-524040	OFFICE EQUIPMENT MAINTENANCE	219.99	50.00	200.00	200.00	200.00	200.00	300.00%	150.00
01192200	524100	01192200-524100	BLDG MAINT SVCS - HVAC	7,959.87	3,000.00	8,000.00	5,000.00	8,000.00	8,000.00	66.67%	2,000.00
01192200	524103	01192200-524103	BLD MAINT SVCS - GENERATOR & ELECTRIC	1,265.88	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192200	524110	01192200-524110	BLDG MAINT SVCS - ELEVATOR	3,976.00	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%	(1,000.00)
01192200	524112	01192200-524112	BLD MAINT SVCS - FIRE/ALARM	1,028.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
01192200	527030	01192200-527030	POSTAGE METER RENTAL	2,061.81	2,400.00	2,000.00	2,000.00	2,000.00	2,000.00	-16.67%	(400.00)
01192200	534010	01192200-534010	POSTAGE	15,417.15	20,000.00	20,000.00	17,000.00	20,000.00	20,000.00	-15.00%	(3,000.00)
01192200	541010	01192200-541010	GASOLINE	498.19	800.00	750.00	600.00	750.00	750.00	-25.00%	(200.00)
01192200	542020	01192200-542020	COPIER SUPPLIES	3,667.64	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
01192200	543010	01192200-543010	BUILDING MAINTENANCE SUPPLIES	-	50.00	250.00	250.00	250.00	250.00	400.00%	200.00
01192200	543060	01192200-543060	CUSTODIAL/CLEANING SUPPLIES	2,562.84	1,800.00	2,000.00	1,800.00	2,000.00	2,000.00	0.00%	-
01192200	549080	01192200-549080	BOTTLED WATER	1,364.24	1,300.00	1,400.00	1,400.00	1,450.00	1,500.00	7.69%	100.00
01192200	570000	01192200-570000	OTHER CHARGES AND EXPENSES	61.03							-
01192800	570000		ENCUMBRANCES	7,223.44							-
<b>CATEGORY TOTAL</b>				<b>77,629.23</b>	<b>77,090.00</b>	<b>78,590.00</b>	<b>68,990.00</b>	<b>79,640.00</b>	<b>80,590.00</b>	<b>-10.51%</b>	<b>(8,100.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>120,626.63</b>	<b>121,881.00</b>	<b>125,002.00</b>	<b>114,902.00</b>	<b>126,882.00</b>	<b>127,832.00</b>	<b>-5.73%</b>	<b>(6,979.00)</b>







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



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



Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
<b>491 CEMETERY DEPARTMENT</b>										
<b>ORG</b>	<b>OBJ</b>	<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>
			<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>
<b>PERSONAL SERVICES</b>										
01491100	511530	01491100-511530	14,516.32	15,581.00	16,502.00	16,502.00	17,489.00	18,168.00	5.91%	921.00
01491100	511614	01491100-511614	37,020.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
01491100	511660	01491100-511660	28,913.28	30,382.00	31,288.00	31,288.00	31,288.00	31,288.00	2.98%	906.00
01491100	512280	01491100-512280	1,691.64	6,400.00	6,400.00	5,000.00	6,400.00	6,400.00	-21.88%	(1,400.00)
01491100	513160	01491100-513160	6,437.48	4,300.00	4,900.00	4,300.00	5,000.00	5,200.00	0.00%	-
01491100	515050	01491100-515050	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	1,290.00	0.00%	-
<b>CATEGORY TOTAL</b>			<b>89,628.72</b>	<b>94,980.00</b>	<b>97,407.00</b>	<b>95,407.00</b>	<b>98,494.00</b>	<b>99,613.00</b>	<b>0.45%</b>	<b>427.00</b>
<b>EXPENSES</b>										
01491200	521010	01491200-521010	421.81	750.00	535.00	535.00	551.00	568.00	-28.67%	(215.00)
01491200	521040	01491200-521040	2,492.68	2,600.00	2,500.00	2,500.00	2,700.00	2,800.00	-3.85%	(100.00)
01491200	523010	01491200-523010	99.61	1,000.00	6,813.00	6,813.00	5,500.00	5,500.00	581.30%	5,813.00
01491200	524015	01491200-524015	3,981.77	20,000.00	20,000.00	15,000.00	20,000.00	20,000.00	-25.00%	(5,000.00)
01491200	524020	01491200-524020	1,840.27	2,000.00	3,000.00	3,000.00	3,000.00	3,000.00	50.00%	1,000.00
01491200	524030	01491200-524030	2,125.93	5,000.00	5,000.00	4,000.00	5,000.00	5,000.00	-20.00%	(1,000.00)
01491200	524090	01491200-524090	1,083.46	750.00	1,000.00	1,000.00	1,000.00	1,000.00	33.33%	250.00
01491200	541010	01491200-541010	4,206.60	4,500.00	5,840.00	4,500.00	6,000.00	6,300.00	0.00%	-
01491200	542010	01491200-542010	200.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
01491200	543060	01491200-543060	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
01491200	571100	01491200-571100	267.87	150.00	285.00	285.00	300.00	330.00	90.00%	135.00
01491200	573010	01491200-573010	100.00	100.00	100.00	100.00	110.00	110.00	0.00%	-
01491800	570000									-
<b>CATEGORY TOTAL</b>			<b>17,820.00</b>	<b>37,300.00</b>	<b>45,523.00</b>	<b>38,183.00</b>	<b>44,611.00</b>	<b>45,058.00</b>	<b>2.37%</b>	<b>883.00</b>
<b>DEPARTMENT TOTAL</b>			<b>107,448.72</b>	<b>132,280.00</b>	<b>142,930.00</b>	<b>133,590.00</b>	<b>143,105.00</b>	<b>144,671.00</b>	<b>0.99%</b>	<b>1,310.00</b>
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
<b>510 BOARD OF HEALTH</b>										
<b>ORG</b>	<b>OBJ</b>	<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>
			<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>	<b>\$ INC/DEC</b>
<b>PERSONAL SERVICES</b>										
01510100	511020	01510100-511020	96,357.10	98,396.00	100,364.00	100,364.00	102,371.00	102,371.00	2.00%	1,968.00
01510100	511030	01510100-511030	78,234.96	77,061.00	71,943.00	71,943.00	75,216.00	77,098.00	-6.64%	(5,118.00)
01510100	511050	01510100-511050	79,917.97	86,000.00	87,720.00	87,720.00	89,475.00	89,475.00	2.00%	1,720.00
01510100	511272	01510100-511272	33,401.71	34,705.00	35,399.00	35,399.00	36,107.00	36,107.00	2.00%	694.00
01510100	511380	01510100-511380	63,382.80	65,789.00	83,566.00	66,853.00	85,230.00	85,230.00	1.62%	1,064.00
01510100	511390	01510100-511390	33,401.70	33,531.00	33,531.00	-	33,043.00	33,869.00	-100.00%	(33,531.00)
01510100	511520	01510100-511520	52,435.80	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%	871.00
01510100	511590	01510100-511590	-	-	-	-	-	-	-	-
01510100	515050	01510100-515050	3,626.00	3,672.00	4,354.00	4,354.00	4,354.00	4,487.00	18.57%	682.00
<b>CATEGORY TOTAL</b>			<b>440,758.04</b>	<b>453,054.00</b>	<b>471,648.00</b>	<b>421,404.00</b>	<b>481,664.00</b>	<b>484,505.00</b>	<b>-6.99%</b>	<b>(31,650.00)</b>
<b>EXPENSES</b>										
01510200	524020	01510200-524020	877.46	1,700.00	1,300.00	400.00	1,300.00	1,300.00	-76.47%	(1,300.00)
01510200	524090	01510200-524090	1,650.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
01510200	529070	01510200-529070	839.57	1,200.00	1,200.00	900.00	1,200.00	1,200.00	-25.00%	(300.00)
01510200	529080	01510200-529080	210.00	500.00	500.00	200.00	500.00	500.00	-60.00%	(300.00)
01510200	530350	01510200-530350	3,470.16	3,200.00	3,400.00	3,400.00	3,400.00	3,400.00	6.25%	200.00
01510200	530920	01510200-530920	-	-	12,500.00	-	12,500.00	12,500.00	-	-
01510200	530950	01510200-530950	2,815.99	3,500.00	3,500.00	3,000.00	3,500.00	3,500.00	-14.29%	(500.00)
01510200	534030	01510200-534030	517.72	500.00	500.00	500.00	500.00	500.00	0.00%	-
01510200	534040	01510200-534040	3,539.79	4,800.00	4,700.00	3,500.00	4,700.00	4,700.00	-27.08%	(1,300.00)
01510200	541010	01510200-541010	1,052.21	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
01510200	542010	01510200-542010	3,243.71	3,800.00	3,700.00	3,300.00	3,700.00	3,700.00	-13.16%	(500.00)
01510200	550010	01510200-550010	1,629.77	2,200.00	2,200.00	1,800.00	2,200.00	2,200.00	-18.18%	(400.00)
01510200	555015	01510200-555015	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
01510200	571010	01510200-571010	1,759.12	2,000.00	2,000.00	1,800.00	2,000.00	2,000.00	-10.00%	(200.00)
01510200	571100	01510200-571100	2,920.65	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
01510200	573010	01510200-573010	1,448.20	1,080.00	1,230.00	1,230.00	1,400.00	1,400.00	13.89%	150.00
01510800	570000									-
<b>CATEGORY TOTAL</b>			<b>25,974.35</b>	<b>31,630.00</b>	<b>43,880.00</b>	<b>27,180.00</b>	<b>44,050.00</b>	<b>44,050.00</b>	<b>-14.07%</b>	<b>(4,450.00)</b>
<b>DEPARTMENT TOTAL</b>			<b>466,732.39</b>	<b>484,684.00</b>	<b>515,528.00</b>	<b>448,584.00</b>	<b>525,714.00</b>	<b>528,555.00</b>	<b>-7.45%</b>	<b>(36,100.00)</b>

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



Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
<b>670 HISTORICAL COMM/MUSEUM</b>										
<b>ORG</b>	<b>OBJ</b>		<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>
				<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>
<b>EXPENSES</b>										
01670200	521010	01670200-521010	ELECTRICITY	3,966.87	3,900.00	4,000.00	4,000.00	4,000.00	4,000.00	2.56%
01670200	521030	01670200-521030	HEATING FUEL	3,750.26	3,500.00	3,800.00	3,800.00	3,800.00	3,800.00	8.57%
01670200	523010	01670200-523010	WATER	212.16	800.00	500.00	500.00	500.00	500.00	-37.50%
01670200	523020	01670200-523020	SEWER / SEPTIC	1,650.00	250.00	500.00	500.00	500.00	500.00	100.00%
01670200	524010	01670200-524010	BUILDING MAINTENANCE	281.46	3,000.00	3,000.00	500.00	3,000.00	3,000.00	-83.33%
01670200	524015	01670200-524015	GROUNDS MAINTENANCE	-	300.00	300.00	100.00	300.00	300.00	-66.67%
01670200	524030	01670200-524030	EQUIPMENT MAINTENANCE	26.97	400.00	400.00	100.00	400.00	400.00	-75.00%
01670200	525060	01670200-525060	SIGNAGE	-	500.00	500.00	100.00	500.00	500.00	-80.00%
01670200	529090	01670200-529090	SECURITY SYSTEM SERVICES	1,153.30	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%
01670200	530920	01670200-530920	CONTRACTED SERVICES	-	3,000.00	4,000.00	1,000.00	4,000.00	4,000.00	-66.67%
01670800	570000		ENCUMBRANCES	5,000.00						
<b>CATEGORY TOTAL</b>				<b>16,041.02</b>	<b>16,650.00</b>	<b>18,200.00</b>	<b>11,800.00</b>	<b>18,200.00</b>	<b>18,200.00</b>	<b>-29.13%</b>
<b>DEPARTMENT TOTAL</b>				<b>16,041.02</b>	<b>16,650.00</b>	<b>18,200.00</b>	<b>11,800.00</b>	<b>18,200.00</b>	<b>18,200.00</b>	<b>-29.13%</b>
Town of Westford										
Budget Worksheet										
Fiscal Year 2021										
<b>710 DEBT SERVICE</b>										
<b>ORG</b>	<b>OBJ</b>		<b>DESCRIPTION</b>	<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>
				<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>
<b>EXPENSES</b>										
<b>LONG TERM DEBT EXEMPT</b>				<b>5,883,795.00</b>	<b>5,973,188.00</b>	<b>4,510,020.00</b>	<b>4,510,020.00</b>	<b>4,570,850.00</b>	<b>4,919,906.00</b>	<b>-24.50%</b>
<b>ELEMENTARY SCHOOL CONST 040103</b>										
01710003	591030	01710003-591030	PRINCIPAL LONG TERM DEBT	1,305,000.00	1,360,000.00	1,425,000.00	1,425,000.00	1,490,000.00	1,555,000.00	4.78%
01710003	592030	01710003-592030	INTEREST LONG TERM DEBT	339,637.50	271,125.00	199,725.00	199,725.00	137,025.00	34,988.00	-26.33%
<b>MIDDLE SCHOOL CONST 040103</b>										
01710003	591031	01710003-591031	PRINCIPAL LONG TERM DEBT	1,245,000.00	1,300,000.00	1,355,000.00	1,355,000.00	1,415,000.00	1,480,000.00	4.23%
01710003	592031	01710003-592031	INTEREST LONG TERM DEBT	323,507.50	258,145.00	189,895.00	189,895.00	130,275.00	33,300.00	-26.44%
<b>ACADEMY REFUNDING 1</b>										
01710008	591038	01710008-591038	PRINCIPAL LONG TERM DEBT	1,320,000.00	1,295,000.00					-100.00%
01710008	592038	01710008-592038	INTEREST LONG TERM DEBT	104,600.00	51,800.00					-100.00%
<b>SENIOR CENTER CONSTRUCTION 11-09</b>										
01710011	591046	01710011-591046	PRINCIPAL LONG TERM DEBT	185,000.00	190,000.00	190,000.00	190,000.00	195,000.00	195,000.00	0.00%
01710011	592046	01710011-592046	INTEREST LONG TERM DEBT	85,350.00	76,100.00	66,600.00	66,600.00	57,100.00	47,350.00	-12.48%
<b>HIGHWAY GARAGE CONSTRUCTION REFUNDING</b>										
01710012	591064	01710012-591064	PRINCIPAL LONG TERM DEBT	515,000.00	500,000.00	480,000.00	480,000.00	465,000.00	450,000.00	-4.00%
01710012	592064	01710012-592064	INTEREST LONG TERM DEBT	50,700.00	40,400.00	30,400.00	30,400.00	20,800.00	11,500.00	-24.75%
<b>FLETCHER FIRE STATION 02-18</b>										
01710013	591069	01710013-591069	PRINCIPAL LONG TERM DEBT	100,000.00	290,000.00	210,000.00	210,000.00	310,000.00	190,000.00	-27.59%
01710013	592069	01710013-592069	INTEREST LONG TERM DEBT	310,000.00	305,000.00	290,500.00	290,500.00	280,000.00	264,500.00	-4.75%
<b>FLETCHER FIRE STATION \$1.772M</b>										
01710014	591069	01710014-591069	PRINCIPAL LONG TERM DEBT		35,618.00	45,000.00	45,000.00	45,000.00	45,000.00	26.34%
01710014	592069	01710014-592069	INTEREST LONG TERM DEBT			27,900.00	27,900.00	25,650.00	23,400.00	
<b>OTHER PROJECTED DEBT</b>										
New Center Building									589,868.00	-
JV Fletcher Library Expansion										-
School Administration Building										-

Town of Westford												
Budget Worksheet												
Fiscal Year 2021												
710 DEBT SERVICE												
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021		
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC		
EXPENSES										\$ INC/DEC		
				<b>LONG TERM DEBT NON-EXEMPT</b>	<b>917,999.92</b>	<b>1,391,507.00</b>	<b>1,640,364.00</b>	<b>1,526,930.00</b>	<b>1,673,112.00</b>	<b>1,774,411.00</b>	<b>9.73%</b>	<b>135,423.00</b>
TITLE V												
01750001	591037	01750001-591037	PRINCIPAL LONG TERM DEBT	4,014.00	4,014.00					-100.00%	(4,014.00)	
				INTEREST LONG TERM DEBT								-
SEWER EXTENSION 061506												
01750006	591000	01750006-591000	PRINCIPAL LONG TERM DEBT	90,000.00								-
01750006	592000	01750006-592000	INTEREST LONG TERM DEBT	1,800.00								-
GROTON ROAD WATER MAIN 061506												
01750010	591044	01750010-591044	PRINCIPAL LONG TERM DEBT	10,693.65	10,906.00	11,123.00	11,123.00	11,344.00	11,570.00	1.99%	217.00	
01750010	592044	01750010-592044	INTEREST LONG TERM DEBT	3,030.34	2,815.00	2,595.00	2,595.00	2,370.00	2,140.00	-7.82%	(220.00)	
01750010	593544	01750010-593544	ADMINISTRATIVE FEE	227.28	211.00	195.00	195.00	178.00	161.00	-7.58%	(16.00)	
TOWN HALL CONSTRUCTION												
01750011	591047	01750011-591047	PRINCIPAL LONG TERM DEBT	85,500.00	54,150.00	65,550.00	65,550.00	65,550.00	65,550.00	21.05%	11,400.00	
01750011	592047	01750011-592047	INTEREST LONG TERM DEBT	14,871.00	39,091.00	26,733.00	26,733.00	23,456.00	20,178.00	-31.61%	(12,358.00)	
PERCHLORATE REMEDIATION WPAT CONTRACT 1												
01750012	591048	01750012-591048	PRINCIPAL LONG TERM DEBT	36,278.61	37,011.00	37,757.00	37,757.00	38,519.00	39,296.00	2.02%	746.00	
01750012	592048	01750012-592048	INTEREST LONG TERM DEBT	10,300.03	9,567.00	8,819.00	8,819.00	8,057.00	7,279.00	-7.82%	(748.00)	
01750012	593548	01750012-593548	ADMINISTRATIVE FEE	772.51	718.00	662.00	662.00	604.00	546.00	-7.80%	(56.00)	
ABBOT ELEVATOR												
01750013	591051	01750013-591051	PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-	
01750013	592051	01750013-592051	INTEREST LONG TERM DEBT	4,500.00	3,600.00	2,700.00	2,700.00	1,800.00	900.00	-25.00%	(900.00)	
DEPARTMENTAL EQUIPMENT (POLICE RADIO)												
01750014	591052	01750014-591052	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-	
01750014	592052	01750014-592052	INTEREST LONG TERM DEBT	1,600.00	1,200.00	800.00	800.00	400.00		-33.33%	(400.00)	
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER												
01750016	591054	01750016-591054	PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-	
01750016	592054	01750016-592054	INTEREST LONG TERM DEBT	800.00	600.00	400.00	400.00	200.00		-33.33%	(200.00)	
FIRE TRUCK - 544,000												
01750017	591056	01750017-591056	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-	
01750017	592056	01750017-592056	INTEREST LONG TERM DEBT	6,500.00	5,400.00	4,300.00	4,300.00	3,200.00	2,100.00	-20.37%	(1,100.00)	
WA BLEACHERS - 550,000												
01750018	591057	01750018-591057	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-	
01750018	592057	01750018-592057	INTEREST LONG TERM DEBT	6,600.00	5,500.00	4,400.00	4,400.00	3,300.00	2,200.00	-20.00%	(1,100.00)	
1ST ROBINSON BOILER & 2ND ABBOT BOILER												
01750019	591058	01750019-591058	PRINCIPAL LONG TERM DEBT	20,000.00								-
01750019	592058	01750019-592058	INTEREST LONG TERM DEBT	400.00								-
DESIGN & ENGINEERING: HIGHWAY - 600,000												
01750021	591060	01750021-591060	PRINCIPAL LONG TERM DEBT	167,000.00								-
01750021	592060	01750021-592060	INTEREST LONG TERM DEBT									-
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792												
01750022	591061	01750022-591061	PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	17,000.00	17,000.00	17,000.00	-15.00%	(3,000.00)	
01750022	592061	01750022-592061	INTEREST LONG TERM DEBT	2,300.00	1,900.00	1,500.00	1,275.00	935.00	595.00	-32.89%	(625.00)	
MSBA DAY & ROBINSON WINDOWS (\$2M)												
01750023	591063	01750023-591063	PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-	
01750023	592063	01750023-592063	INTEREST LONG TERM DEBT	43,450.00	40,450.00	37,450.00	37,450.00	35,200.00	32,950.00	-7.42%	(3,000.00)	
MSBA DAY & ROBINSON WINDOWS (\$1M est)												
01750024	591066	01750024-591066	PRINCIPAL LONG TERM DEBT	25,000.00	69,688.00	30,000.00	30,000.00	30,000.00	30,000.00	-56.95%	(39,688.00)	
01750024	592066	01750024-592066	INTEREST LONG TERM DEBT			15,288.00	15,288.00	13,788.00	12,288.00			15,288.00
DISPATCH CENTER												
01750024	591065	01750024-591065	PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-	
01750024	592065	01750024-592065	INTEREST LONG TERM DEBT	22,362.50	20,713.00	19,063.00	19,063.00	17,825.00	16,588.00	-7.97%	(1,650.00)	
PLAIN ROAD SIDEWALK												
01750025	591070	01750025-591070	PRINCIPAL LONG TERM DEBT		55,725.00	55,000.00	55,000.00	50,000.00	50,000.00	-1.30%	(725.00)	
01750025	592070	01750025-592070	INTEREST LONG TERM DEBT		31,251.00	20,750.00	20,750.00	18,000.00	15,500.00	-33.60%	(10,501.00)	
MAIN STREET RECONSTRUCTION												
01750025	591071	01750025-591071	PRINCIPAL LONG TERM DEBT		190,000.00	190,000.00	111,794.00	111,794.00	111,794.00	-41.16%	(78,206.00)	
01750025	592071	01750025-592071	INTEREST LONG TERM DEBT		115,849.00	77,750.00	45,747.00	40,158.00	34,568.00	-60.51%	(70,102.00)	
ENGINE 4 REPLACEMENT - \$615,000												
01750026	591072	01750026-591072	PRINCIPAL LONG TERM DEBT		64,275.00	65,000.00	65,000.00	65,000.00	65,000.00	1.13%	725.00	
01750026	592072	01750026-592072	INTEREST LONG TERM DEBT		35,869.00	23,800.00	23,800.00	20,550.00	17,300.00	-33.65%	(12,069.00)	
WASTE WATER UPGRADE DEP												
01750026	591073	01750026-591073	PRINCIPAL LONG TERM DEBT		50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	0.00%	-	
01750026	592073	01750026-592073	INTEREST LONG TERM DEBT		28,481.00	18,950.00	18,950.00	16,450.00	13,950.00	-33.46%	(9,531.00)	
ROUDENBUSH REHABILITATION												
01750026	591074	01750026-591074	PRINCIPAL LONG TERM DEBT		50,595.00	20,000.00	20,000.00	22,000.00	22,500.00	-60.47%	(30,595.00)	
01750026	592074	01750026-592074	INTEREST LONG TERM DEBT			21,728.00	21,728.00	20,928.00	20,048.00			21,728.00

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

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

Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
710 DEBT SERVICE											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
SHORT TERM DEBT				69,930.40	122,231.00	70,000.00	40,000.00	43,300.00	43,300.00	-67.28%	(82,231.00)
01790200	592008	01790200-592008	INTEREST ON SHORT-TERM DEBT	69,930.40	118,931.00	70,000.00	40,000.00	40,000.00	40,000.00	-66.37%	(78,931.00)
01790200	592520	01790200-592520	MISCELLANEOUS INTEREST								-
01790200	592900	01790200-592900	BOND ISSUANCE COSTS		3,300.00			3,300.00	3,300.00	-100.00%	(3,300.00)
SUMMARY											
TOTAL EXEMPTED DEBT(G/F)				5,883,795.00	5,973,188.00	4,510,020.00	4,510,020.00	4,570,850.00	4,919,906.00	-24.50%	(1,463,168.00)
TOTAL NON EXEMPTED DEBT(G/F)				917,999.92	1,391,507.00	1,640,364.00	1,526,930.00	1,673,112.00	1,774,411.00	9.73%	135,423.00
TOTAL COMMUNITY PRES FUND				834,704.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%	(30,116.00)
TOTAL WATER DEBT(Water Enterprise)				989,318.90	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%	188,515.00
TOTAL STORMWATER ENTERPRISE DEBT				-	-	294,134.00	294,134.00	336,413.00	516,053.00		294,134.00
TOTAL SHORT TERM DEBT				69,930.40	122,231.00	70,000.00	40,000.00	43,300.00	43,300.00	-67.28%	(82,231.00)
TOTAL APPROPRIATION				8,695,748.22	9,635,855.00	8,821,846.00	8,678,412.00	9,091,832.00	9,882,128.00	-9.94%	(957,443.00)
LESS WATER/BUDGETED IN WATER ENT)				(989,318.90)	(1,326,486.00)	(1,515,001.00)	(1,515,001.00)	(1,677,751.00)	(1,850,095.00)	14.21%	(188,515.00)
LESS STORMWATER(BUDGET IN SW ENT)				-	-	(294,134.00)	(294,134.00)	(336,413.00)	(516,053.00)		(294,134.00)
LESS COMMUNITY PRES FUND				(834,704.00)	(822,443.00)	(792,327.00)	(792,327.00)	(790,406.00)	(778,363.00)	-3.66%	30,116.00
APPROPRIATION G/F				6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
940 OTHERWISE UNCLASSIFIED											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01940200	579040	01940200-579040	WATER DIRECT / INDIRECT COSTS	(454,145.00)	(459,080.00)	(459,080.00)	(575,652.00)	(575,652.00)	(575,652.00)	25.39%	(116,572.00)
01940200	579045	01940200-579045	RECREATION DIRECT / INDIRECT COSTS	(242,283.00)	(109,721.00)	(109,721.00)	(108,049.00)	(108,049.00)	(108,049.00)	-1.52%	1,672.00
01940200	579050	01940200-579050	AMBULANCE DIRECT / INDIRECT COSTS	(341,908.00)	(380,831.00)	(380,831.00)	(318,383.00)	(318,383.00)	(318,383.00)	-16.40%	62,448.00
01940200	NEW	01940200-NEW	STORMWATER DIRECT / INDIRECT COSTS			(393,964.00)	(393,964.00)	(393,964.00)	(393,964.00)		(393,964.00)
CATEGORY TOTAL				(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%	(446,416.00)
DEPARTMENT TOTAL				(1,038,336.00)	(949,632.00)	(1,343,596.00)	(1,396,048.00)	(1,396,048.00)	(1,396,048.00)	47.01%	(446,416.00)
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
945 GENERAL LIABILITY INSURANCE											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01945200	517100	01945200-517100	RETIREMENT ASSESSMENT	4,902,690.00	5,152,765.00	5,473,719.00	5,473,719.00	5,878,774.00	6,313,804.00	6.23%	320,954.00
01945200	517120	01945200-517120	MILITARY RETIREMENT ASSESSMENT	-	518.00	1,783.00	1,783.00			244.21%	1,265.00
01945200	517150	01945200-517150	HEALTH INSURANCE	9,812,913.52	10,449,659.00	11,902,516.00	11,289,358.00	11,903,338.00	12,923,538.00	8.04%	839,699.00
01945200	517152	01945200-517152	MEDICARE PART B PENALTY	13,384.20	13,700.00	13,700.00	13,700.00	13,700.00	13,700.00	0.00%	-
01945200	517155	01945200-517155	HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	64,479.89							-
01945200	517160	01945200-517160	LIFE INSURANCE	4,712.89	5,800.00	5,400.00	5,200.00	5,400.00	5,400.00	-10.34%	(600.00)
01945200	517170	01945200-517170	MEDICARE TAX	967,545.87	960,000.00	1,020,000.00	1,020,000.00	1,050,600.00	1,082,118.00	6.25%	60,000.00
01945200	517180	01945200-517180	WORKERS COMPENSATION	419,619.34	431,483.00	461,687.00	495,000.00	510,000.00	535,500.00	14.72%	63,517.00
01945200	517185	01945200-517185	WORKERS COMPENSATION RUNOUT	-	20,000.00	21,400.00	-	-	-	-100.00%	(20,000.00)
01945200	517190	01945200-517190	UNEMPLOYMENT COMPENSATION	48,953.77	80,000.00	80,000.00	80,000.00	84,000.00	88,200.00	0.00%	-
01945200	519020	01945200-519020	SICK LEAVE/VAC BUY BACK-PR	65,626.06	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
01945200	530960	01945200-530960	HEALTH CONSULTING	24,000.00	22,000.00	25,000.00	25,000.00			13.64%	3,000.00
01945200	550030	01945200-550030	HEALTH RELATED PROGRAMS	3,847.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
01945200	574010	01945200-574010	COMPREHENSIVE LIABILITY	161,902.60	162,062.00	173,407.00	160,000.00	160,000.00	168,000.00	-1.27%	(2,062.00)
01945200	574020	01945200-574020	EXCESS UMBRELLA LIABILITY	13,096.60	12,067.00	12,912.00	13,000.00	13,000.00	13,650.00	7.73%	933.00
01945200	574030	01945200-574030	AUTO LIABILITY	80,203.94	85,772.00	91,777.00	90,000.00	90,000.00	94,500.00	4.93%	4,228.00
01945200	574040	01945200-574040	PUBLIC OFFICIALS LIABILITY	29,489.66	31,555.00	33,764.00	35,000.00	35,000.00	36,750.00	10.92%	3,445.00
01945200	574045	01945200-574045	EDUCATION LIABILITY	18,192.17	19,466.00	20,829.00	22,000.00	22,000.00	23,100.00	13.02%	2,534.00
01945200	574050	01945200-574050	POLICE/FIRE LIABILITY	63,237.97	65,000.00	69,550.00	69,550.00	73,028.00	76,679.00	7.00%	4,550.00
01945200	574090	01945200-574090	GENERAL LIABILITY INSURANCE	54,300.38	51,785.00	55,410.00	45,000.00	45,000.00	47,250.00	-13.10%	(6,785.00)
01945200	574190	01945200-574190	DEDUCTIBLES	11,357.02	10,000.00	10,700.00	10,000.00	10,000.00	10,000.00	0.00%	-
01945800	570000	01945800-570000	ENCUMBRANCES	48,594.54							-
CATEGORY TOTAL				16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%	1,274,678.00
DEPARTMENT TOTAL				16,808,147.42	17,633,632.00	19,533,554.00	18,908,310.00	19,953,840.00	21,492,189.00	7.23%	1,274,678.00
Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
990 TRANSFERS TO/FROM TRUSTS											
ORG	OBJ		DESCRIPTION	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
EXPENSES				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
01990200	596080	01990200-596080	OPEB TRANSFER TO TRUST	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00
CATEGORY TOTAL				1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00
DEPARTMENT TOTAL				1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00







Town of Westford											
Budget Worksheet											
Fiscal Year 2021											
640 AMBULANCE ENTERPRISE FUND				FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
ORG	OBJ	DESCRIPTION		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>PERSONAL SERVICES</b>											
64230100	511260	64230100-511260	FIREFIGHTERS	563,318.54	599,762.00	595,347.00	595,347.00	609,071.00	618,718.00	-0.74%	(4,415.00)
64230100	511265	64230100-511265	CALL EMTS	-	300.00	250.00	250.00	250.00	250.00	-16.67%	(50.00)
64230100	513120	64230100-513120	OVERTIME	134,158.31	128,800.00	140,000.00	135,000.00	142,800.00	145,656.00	4.81%	6,200.00
64230100	513170	64230100-513170	HOLIDAY OVERTIME	11,356.90	10,948.00	10,948.00	10,948.00	10,948.00	10,948.00	0.00%	-
64230100	513260	64230100-513260	TRAINING	33,678.18	28,000.00	34,000.00	34,000.00	34,680.00	35,374.00	21.43%	6,000.00
64230100	514050	64230100-514050	EDUCATION INCENTIVE PAY	22,874.61	22,270.00	18,486.00	18,486.00	18,583.00	18,679.00	-16.99%	(3,784.00)
64230100	515010	64230100-515010	HOLIDAY PAY	23,373.88	25,181.00	25,092.00	25,092.00	25,670.00	26,077.00	-0.35%	(89.00)
64230100	515050	64230100-515050	LONGEVITY	2,400.00	3,600.00	2,400.00	2,400.00	2,400.00	3,850.00	-33.33%	(1,200.00)
<b>CATEGORY TOTAL</b>				<b>791,160.42</b>	<b>818,861.00</b>	<b>826,523.00</b>	<b>821,523.00</b>	<b>844,402.00</b>	<b>859,552.00</b>	<b>0.33%</b>	<b>2,662.00</b>
<b>EXPENSES</b>											
64230200	517070	64230200-517070	UNIFORM ALLOWANCE	11,338.35	9,575.00	10,825.00	10,825.00	8,325.00	8,325.00	13.05%	1,250.00
64230200	521010	64230200-521010	ELECTRICITY	10,750.00	8,415.00	8,346.00	8,346.00	8,513.00	8,683.00	-0.82%	(69.00)
64230200	521020	64230200-521020	NATURAL GAS	7,056.64	4,080.00	4,167.00	4,167.00	4,250.00	4,335.00	2.13%	87.00
64230200	523010	64230200-523010	WATER	954.08	650.00	950.00	950.00	969.00	988.00	46.15%	300.00
64230200	524010	64230200-524010	BUILDING MAINTENANCE	3,575.41	5,250.00	5,000.00	4,000.00	5,100.00	5,202.00	-23.81%	(1,250.00)
64230200	524020	64230200-524020	VEHICLE MAINTENANCE	6,526.16	7,000.00	7,000.00	7,000.00	7,140.00	7,283.00	0.00%	-
64230200	524030	64230200-524030	EQUIPMENT MAINTENANCE	12,893.42	9,000.00	12,500.00	12,500.00	12,750.00	13,005.00	38.89%	3,500.00
64230200	524060	64230200-524060	COMMUNICATION EQUIPMENT MAINTENAN	1,548.68	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
64230200	527070	64230200-527070	LAUNDRY SERVICES	46.59	-	-	-	-	-	-	-
64230200	530500	64230200-530500	TRAINING & DEVELOPMENT	5,685.10	13,700.00	6,000.00	6,000.00	6,120.00	6,242.00	-56.20%	(7,700.00)
64230200	530920	64230200-530920	CONTRACTED SERVICES	57,936.45	62,000.00	63,240.00	60,000.00	64,505.00	65,795.00	-3.23%	(2,000.00)
64230200	534010	64230200-534010	POSTAGE	532.23	200.00	400.00	400.00	408.00	416.00	100.00%	200.00
64230200	534030	64230200-534030	ADVERTISING - GENERAL	-	100.00	100.00	-	102.00	104.00	-100.00%	(100.00)
64230200	534040	64230200-534040	PRINTING SERVICES	503.56	200.00	400.00	400.00	408.00	416.00	100.00%	200.00
64230200	541010	64230200-541010	GASOLINE	16,204.14	14,739.00	15,634.00	15,634.00	15,947.00	16,266.00	6.07%	895.00
64230200	542010	64230200-542010	OFFICE SUPPLIES	987.23	600.00	750.00	600.00	765.00	780.00	0.00%	-
64230200	545010	64230200-545010	CUSTODIAL/CLEANING SUPPLIES	594.74	1,000.00	550.00	550.00	561.00	572.00	-45.00%	(450.00)
64230200	548010	64230200-548010	VEHICULAR PARTS & ACCESSORIES	12,001.92	8,000.00	11,000.00	11,000.00	11,220.00	11,444.00	37.50%	3,000.00
64230200	548020	64230200-548020	VEHICULAR TIRES & TUBES	-	3,500.00	3,000.00	3,000.00	3,060.00	3,121.00	-14.29%	(500.00)
64230200	550010	64230200-550010	HEALTH / MEDICAL SUPPLIES	69,483.29	72,000.00	74,000.00	70,000.00	75,480.00	76,990.00	-2.78%	(2,000.00)
64230200	550020	64230200-550020	OXYGEN	996.00	1,100.00	1,100.00	1,100.00	1,122.00	1,144.00	0.00%	-
64230200	571100	64230200-571100	MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,020.00	1,040.00	0.00%	-
64230200	573010	64230200-573010	DUES & MEMBERSHIPS	2,643.60	3,500.00	3,200.00	3,200.00	3,264.00	3,329.00	-8.57%	(300.00)
64230200	596010	64230200-596010	XFER TO GF - DIRECT/INDIRECT COSTS	341,908.00	380,831.00	380,831.00	318,383.00	318,383.00	318,383.00	-16.40%	(62,448.00)
64230800	570000	64230800-570000	ENCUMBRANCES	241.94	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>				<b>564,557.53</b>	<b>607,940.00</b>	<b>611,493.00</b>	<b>540,555.00</b>	<b>550,942.00</b>	<b>555,424.00</b>	<b>-11.08%</b>	<b>(67,385.00)</b>
<b>DEPARTMENT TOTAL</b>				<b>1,355,717.95</b>	<b>1,426,801.00</b>	<b>1,438,016.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>-4.54%</b>	<b>(64,723.00)</b>

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