

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 12, 2021 Annual Town Meeting</b>								
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>GENERAL GOVERNMENT</b>								
<b>122</b>	<b>Select Board</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	21,993.00	22,123.00	21,608.00	19,608.00	21,789.00	21,975.00	22,415.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 122</b>	<b>21,993.00</b>	<b>22,123.00</b>	<b>21,608.00</b>	<b>19,608.00</b>	<b>21,789.00</b>	<b>21,975.00</b>	<b>22,415.00</b>
<b>123</b>	<b>Town Manager</b>							
	Personal Services	432,500.00	423,802.00	435,956.00	422,007.00	435,956.00	436,206.00	444,930.00
	Expenses	19,885.00	19,705.00	12,143.00	11,143.00	12,143.00	12,143.00	12,386.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 123</b>	<b>452,385.00</b>	<b>443,507.00</b>	<b>448,099.00</b>	<b>433,150.00</b>	<b>448,099.00</b>	<b>448,349.00</b>	<b>457,316.00</b>
<b>131</b>	<b>Finance Committee</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	8,665.00	8,865.00	8,865.00	8,865.00	9,065.00	9,165.00	9,348.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Reserve Fund	150,000.00	150,000.00	150,000.00	125,000.00	150,000.00	150,000.00	150,000.00
	(Transfers out)	(15,292.00)	(11,500.00)	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 131</b>	<b>143,373.00</b>	<b>147,365.00</b>	<b>158,865.00</b>	<b>133,865.00</b>	<b>159,065.00</b>	<b>159,165.00</b>	<b>159,348.00</b>
<b>132</b>	<b>Finance Director</b>							
	Personal Services	145,145.00	148,370.00	152,039.00	152,039.00	152,039.00	152,039.00	155,080.00
	Expenses	1,715.00	895.00	435.00	435.00	1,790.00	995.00	1,015.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 132</b>	<b>146,860.00</b>	<b>149,265.00</b>	<b>152,474.00</b>	<b>152,474.00</b>	<b>153,829.00</b>	<b>153,034.00</b>	<b>156,095.00</b>
<b>135</b>	<b>Town Accountant</b>							
	Personal Services	279,134.00	285,067.00	296,246.00	286,933.00	287,233.00	287,294.00	293,040.00
	Expenses	44,260.00	44,075.00	43,285.00	42,455.00	45,125.00	46,125.00	47,048.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 135</b>	<b>323,394.00</b>	<b>329,142.00</b>	<b>339,531.00</b>	<b>329,388.00</b>	<b>332,358.00</b>	<b>333,419.00</b>	<b>340,088.00</b>
<b>141</b>	<b>Board of Assessors</b>							
	Personal Services	289,422.00	298,472.00	294,976.00	294,976.00	295,476.00	296,513.00	302,443.00
	Expenses	92,400.00	45,900.00	47,100.00	47,100.00	47,100.00	47,100.00	48,042.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 141</b>	<b>381,822.00</b>	<b>344,372.00</b>	<b>342,076.00</b>	<b>342,076.00</b>	<b>342,576.00</b>	<b>343,613.00</b>	<b>350,485.00</b>
<b>145</b>	<b>Treasurer/Collector</b>							
	Personal Services	261,570.00	269,410.00	275,632.00	260,278.00	278,128.00	282,941.00	288,600.00
	Expenses	45,305.00	45,275.00	45,050.00	45,050.00	45,475.00	45,475.00	46,385.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 145</b>	<b>306,875.00</b>	<b>314,685.00</b>	<b>320,682.00</b>	<b>305,328.00</b>	<b>323,603.00</b>	<b>328,416.00</b>	<b>334,985.00</b>
<b>151</b>	<b>Town Counsel</b>							
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	190,000.00	160,000.00	160,000.00	160,000.00	147,500.00	147,500.00	150,450.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 151</b>	<b>190,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>147,500.00</b>	<b>147,500.00</b>	<b>150,450.00</b>
<b>152</b>	<b>Human Resources</b>							
	Personal Services	227,521.00	232,189.00	236,757.00	236,757.00	236,757.00	237,024.00	241,764.00
	Expenses	21,145.00	26,484.00	28,868.00	26,868.00	23,384.00	23,384.00	23,852.00
	Compensation Reserve	500,000.00	350,000.00	150,000.00	150,000.00	500,000.00	1,000,000.00	1,020,000.00
	Transfers out	(275,464.00)	(230,941.00)	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 152</b>	<b>473,202.00</b>	<b>377,732.00</b>	<b>415,625.00</b>	<b>413,625.00</b>	<b>760,141.00</b>	<b>1,260,408.00</b>	<b>1,285,616.00</b>

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<b>June 12, 2021 Annual Town Meeting</b>									
	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026	
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ	
<b>155</b>	<b>Technology</b>								
	Personal Services	450,864.00	460,045.00	338,439.00	338,439.00	339,347.00	341,086.00	347,908.00	354,866.00
	Expenses	572,153.00	669,770.00	566,957.00	559,825.00	591,751.00	597,168.00	609,111.00	621,293.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 155</b>	<b>1,023,017.00</b>	<b>1,129,815.00</b>	<b>905,396.00</b>	<b>898,264.00</b>	<b>931,098.00</b>	<b>938,254.00</b>	<b>957,019.00</b>	<b>976,159.00</b>
<b>161</b>	<b>Town Clerk</b>								
	Personal Services	267,549.00	279,744.00	247,126.00	247,126.00	278,032.00	265,870.00	271,187.00	276,611.00
	Expenses	21,680.00	23,180.00	21,309.00	20,809.00	21,934.00	23,284.00	23,750.00	24,225.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 161</b>	<b>289,229.00</b>	<b>302,924.00</b>	<b>268,435.00</b>	<b>267,935.00</b>	<b>299,966.00</b>	<b>289,154.00</b>	<b>294,937.00</b>	<b>300,836.00</b>
<b>170</b>	<b>Permitting Department</b>								
	Personal Services	260,685.00	265,705.00	272,770.00	272,770.00	274,902.00	277,715.00	283,269.00	288,934.00
	Expenses	38,981.00	44,549.00	44,416.00	44,416.00	46,380.00	47,180.00	48,124.00	49,086.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 170</b>	<b>299,666.00</b>	<b>310,254.00</b>	<b>317,186.00</b>	<b>317,186.00</b>	<b>321,282.00</b>	<b>324,895.00</b>	<b>331,393.00</b>	<b>338,020.00</b>
<b>171</b>	<b>Conservation Commission</b>								
	Personal Services	91,293.00	93,107.00	94,357.00	84,243.00	86,348.00	89,108.00	90,890.00	92,708.00
	Expenses	6,325.00	6,640.00	6,640.00	6,640.00	6,640.00	6,640.00	6,773.00	6,908.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 171</b>	<b>97,618.00</b>	<b>99,747.00</b>	<b>100,997.00</b>	<b>90,883.00</b>	<b>92,988.00</b>	<b>95,748.00</b>	<b>97,663.00</b>	<b>99,616.00</b>
<b>175</b>	<b>Planning Board</b>								
	Personal Services	87,198.00	92,507.00	94,357.00	86,348.00	88,508.00	90,721.00	92,535.00	94,386.00
	Expenses	13,660.00	13,160.00	12,722.00	8,422.00	23,722.00	23,722.00	24,196.00	24,680.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 175</b>	<b>100,858.00</b>	<b>105,667.00</b>	<b>107,079.00</b>	<b>94,770.00</b>	<b>112,230.00</b>	<b>114,443.00</b>	<b>116,731.00</b>	<b>119,066.00</b>
<b>176</b>	<b>Zoning Board of Appeals</b>								
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	2,395.00	2,395.00	2,405.00	2,405.00	2,580.00	2,580.00	2,632.00	2,685.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 176</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,405.00</b>	<b>2,405.00</b>	<b>2,580.00</b>	<b>2,580.00</b>	<b>2,632.00</b>	<b>2,685.00</b>
<b>192</b>	<b>Town Hall Maintenance</b>								
	Personal Services	44,791.00	45,912.00	46,242.00	45,742.00	46,242.00	46,242.00	47,167.00	48,110.00
	Expenses	77,090.00	68,990.00	73,400.00	72,900.00	73,400.00	73,400.00	74,868.00	76,365.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 192</b>	<b>121,881.00</b>	<b>114,902.00</b>	<b>119,642.00</b>	<b>118,642.00</b>	<b>119,642.00</b>	<b>119,642.00</b>	<b>122,035.00</b>	<b>124,475.00</b>
<b>199</b>	<b>PUBLIC BUILDINGS &amp; PROPERTY MAINTENANCE</b>								
	Personal Services	96,725.00	97,380.00	96,761.00	96,761.00	96,761.00	96,761.00	98,696.00	100,670.00
	Expenses	18,625.00	22,200.00	22,975.00	51,625.00	22,975.00	22,975.00	23,435.00	23,904.00
	Stormwater Assessment		43,650.00	28,650.00		28,650.00	28,650.00	28,650.00	28,650.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 199</b>	<b>115,350.00</b>	<b>163,230.00</b>	<b>148,386.00</b>	<b>148,386.00</b>	<b>148,386.00</b>	<b>148,386.00</b>	<b>150,781.00</b>	<b>153,224.00</b>
<b>Total General Government</b>		<b>4,489,918.00</b>	<b>4,517,125.00</b>	<b>4,328,486.00</b>	<b>4,227,985.00</b>	<b>4,717,132.00</b>	<b>5,228,981.00</b>	<b>5,329,989.00</b>	<b>5,433,016.00</b>

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	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026	
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ	
<b>PUBLIC SAFETY</b>									
<b>210</b>	<b>Police Department</b>								
	Personal Services	5,026,637.00	5,205,030.00	5,484,301.00	5,347,048.00	5,502,740.00	5,592,175.00	5,704,019.00	5,818,099.00
	Expenses	541,931.00	545,070.00	581,052.00	551,146.00	602,469.00	617,869.00	630,226.00	642,831.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 210</b>	<b>5,568,568.00</b>	<b>5,750,100.00</b>	<b>6,065,353.00</b>	<b>5,898,194.00</b>	<b>6,105,209.00</b>	<b>6,210,044.00</b>	<b>6,334,245.00</b>	<b>6,460,930.00</b>
<b>215</b>	<b>Public Safety Communications</b>								
	Personal Services	815,897.00	826,127.00	853,369.00	847,596.00	915,320.00	933,003.00	951,663.00	970,696.00
	Expenses	40,093.00	48,354.00	52,540.00	52,540.00	54,567.00	55,491.00	56,601.00	57,733.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 215</b>	<b>855,990.00</b>	<b>874,481.00</b>	<b>905,909.00</b>	<b>900,136.00</b>	<b>969,887.00</b>	<b>988,494.00</b>	<b>1,008,264.00</b>	<b>1,028,429.00</b>
<b>220</b>	<b>Fire Department</b>								
	Personal Services	3,263,612.00	3,480,607.00	3,545,655.00	3,545,655.00	3,566,211.00	3,585,549.00	3,657,260.00	3,730,405.00
	Expenses	358,656.00	387,196.00	358,145.00	351,435.00	358,525.00	365,043.00	372,344.00	379,791.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 220</b>	<b>3,622,268.00</b>	<b>3,867,803.00</b>	<b>3,903,800.00</b>	<b>3,897,090.00</b>	<b>3,924,736.00</b>	<b>3,950,592.00</b>	<b>4,029,604.00</b>	<b>4,110,196.00</b>
<b>241</b>	<b>Building Department</b>								
	Personal Services	398,298.00	418,031.00	424,778.00	391,704.00	425,712.00	428,687.00	437,261.00	446,006.00
	Expenses	19,465.00	19,055.00	11,570.00	11,470.00	19,265.00	19,265.00	19,650.00	20,043.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 241</b>	<b>417,763.00</b>	<b>437,086.00</b>	<b>436,348.00</b>	<b>403,174.00</b>	<b>444,977.00</b>	<b>447,952.00</b>	<b>456,911.00</b>	<b>466,049.00</b>
<b>244</b>	<b>Sealer Weights &amp; Measures</b>								
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,060.00	3,121.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 244</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,060.00</b>	<b>3,121.00</b>
<b>291</b>	<b>Emergency Management</b>								
	Personal Services	8,960.00	9,140.00	9,324.00	9,324.00	9,324.00	9,324.00	9,510.00	9,700.00
	Expenses	4,400.00	2,450.00	2,450.00	2,450.00	2,450.00	2,450.00	2,499.00	2,549.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 291</b>	<b>13,360.00</b>	<b>11,590.00</b>	<b>11,774.00</b>	<b>11,774.00</b>	<b>11,774.00</b>	<b>11,774.00</b>	<b>12,009.00</b>	<b>12,249.00</b>
<b>292</b>	<b>Animal Control</b>								
	Personal Services	62,236.00	48,070.00	40,390.00	40,390.00	41,417.00	42,870.00	43,727.00	44,602.00
	Expenses	7,800.00	4,005.00	3,875.00	3,875.00	3,875.00	3,875.00	3,953.00	4,032.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 292</b>	<b>70,036.00</b>	<b>52,075.00</b>	<b>44,265.00</b>	<b>44,265.00</b>	<b>45,292.00</b>	<b>46,745.00</b>	<b>47,680.00</b>	<b>48,634.00</b>
<b>294</b>	<b>Tree Warden</b>								
	Personal Services	2,220.00	2,265.00	2,311.00	2,311.00	2,311.00	2,311.00	2,357.00	2,404.00
	Expenses	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,700.00	36,414.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 294</b>	<b>37,220.00</b>	<b>37,265.00</b>	<b>37,311.00</b>	<b>37,311.00</b>	<b>37,311.00</b>	<b>37,311.00</b>	<b>38,057.00</b>	<b>38,818.00</b>
<b>Total Public Safety</b>		<b>10,588,205.00</b>	<b>11,033,400.00</b>	<b>11,407,760.00</b>	<b>11,194,944.00</b>	<b>11,542,186.00</b>	<b>11,695,912.00</b>	<b>11,929,830.00</b>	<b>12,168,426.00</b>
<b>EDUCATION</b>									
<b>300</b>	<b>Westford Public Schools</b>								
	Operating Budget	2.81%	2.71%	2.12%	1.63%	2.00%	2.00%	2.50%	2.43%
	Operating Budget	59,626,571.00	61,194,859.00	62,493,499.00	62,189,167.00	63,432,950.00	64,701,609.00	66,319,149.00	67,977,128.00
	Stormwater Assessment		46,500.00	47,700.00	47,700.00	47,700.00	47,700.00	47,700.00	47,700.00
	<b>TOTAL 300</b>	<b>59,626,571.00</b>	<b>61,241,359.00</b>	<b>62,541,199.00</b>	<b>62,236,867.00</b>	<b>63,480,650.00</b>	<b>64,749,309.00</b>	<b>66,366,849.00</b>	<b>67,977,128.00</b>
<b>310</b>	<b>Nashoba Tech</b>								
	Personal Services								
	Expenses	1,000,697.00	1,078,168.00	1,105,122.00	1,184,421.00	1,214,032.00	1,235,278.00	1,256,895.00	1,278,891.00
	Capital								
	<b>TOTAL 310</b>	<b>1,000,697.00</b>	<b>1,078,168.00</b>	<b>1,105,122.00</b>	<b>1,184,421.00</b>	<b>1,214,032.00</b>	<b>1,235,278.00</b>	<b>1,256,895.00</b>	<b>1,278,891.00</b>
<b>Total Education</b>		<b>60,627,268.00</b>	<b>62,319,527.00</b>	<b>63,646,321.00</b>	<b>63,421,288.00</b>	<b>64,694,682.00</b>	<b>65,984,587.00</b>	<b>67,623,744.00</b>	<b>69,256,019.00</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 12, 2021 Annual Town Meeting</b>								
	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ
<b>PUBLIC WORKS</b>								
<b>405</b>	<b>Director of Public Works</b>							
	0.00	307,804.00	243,073.00	243,073.00	243,073.00	243,073.00	247,934.00	252,893.00
	0.00	500.00	500.00	500.00	500.00	500.00	510.00	520.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>0.00</b>	<b>308,304.00</b>	<b>243,573.00</b>	<b>243,573.00</b>	<b>243,573.00</b>	<b>243,573.00</b>	<b>248,444.00</b>	<b>253,413.00</b>
<b>410</b>	<b>Engineering Department</b>							
	250,520.00	213,761.00	303,091.00	303,091.00	303,091.00	303,091.00	309,153.00	315,336.00
	8,910.00	7,910.00	13,362.00	11,862.00	13,362.00	13,362.00	13,629.00	13,902.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>259,430.00</b>	<b>221,671.00</b>	<b>316,453.00</b>	<b>314,953.00</b>	<b>316,453.00</b>	<b>316,453.00</b>	<b>322,782.00</b>	<b>329,238.00</b>
<b>421</b>	<b>Highway Department</b>							
	1,602,154.00	1,598,974.00	1,653,029.00	1,637,720.00	1,648,257.00	1,660,730.00	1,693,945.00	1,727,824.00
	1,159,578.00	1,104,812.00	1,025,100.00	1,025,100.00	1,025,100.00	1,025,100.00	1,045,602.00	1,066,514.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>2,761,732.00</b>	<b>2,703,786.00</b>	<b>2,678,129.00</b>	<b>2,662,820.00</b>	<b>2,673,357.00</b>	<b>2,685,830.00</b>	<b>2,739,547.00</b>	<b>2,794,338.00</b>
<b>427</b>	<b>Stormwater Management</b>							
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	48,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>48,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>432</b>	<b>Recycling</b>							
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	597,020.00	723,812.00	740,048.00	740,048.00	778,027.00	792,525.00	808,376.00	824,544.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>597,020.00</b>	<b>723,812.00</b>	<b>740,048.00</b>	<b>740,048.00</b>	<b>778,027.00</b>	<b>792,525.00</b>	<b>808,376.00</b>	<b>824,544.00</b>
<b>433</b>	<b>Solid Waste</b>							
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1,239,000.00	1,311,405.00	1,440,139.00	1,440,139.00	1,468,760.00	1,498,526.00	1,528,497.00	1,559,067.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>1,239,000.00</b>	<b>1,311,405.00</b>	<b>1,440,139.00</b>	<b>1,440,139.00</b>	<b>1,468,760.00</b>	<b>1,498,526.00</b>	<b>1,528,497.00</b>	<b>1,559,067.00</b>
**	TRASH DISPOSAL FEES ONLY							
	561,500.00	611,905.00			615,603.00	605,900.00	605,900.00	605,900.00
<b>442</b>	<b>Wastewater Treatment Management</b>							
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	239,215.00	238,648.00	224,917.00	224,917.00	233,930.00	243,402.00	248,270.00	253,235.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>239,215.00</b>	<b>238,648.00</b>	<b>224,917.00</b>	<b>224,917.00</b>	<b>233,930.00</b>	<b>243,402.00</b>	<b>248,270.00</b>	<b>253,235.00</b>
<b>491</b>	<b>Cemetery Department</b>							
	94,980.00	101,505.00	103,691.00	103,691.00	106,209.00	108,981.00	111,161.00	113,384.00
	37,300.00	38,183.00	38,443.00	35,443.00	39,430.00	39,755.00	40,550.00	41,361.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>132,280.00</b>	<b>139,688.00</b>	<b>142,134.00</b>	<b>139,134.00</b>	<b>145,639.00</b>	<b>148,736.00</b>	<b>151,711.00</b>	<b>154,745.00</b>
<b>Total Public Works</b>								
	<b>5,276,677.00</b>	<b>5,647,314.00</b>	<b>5,785,393.00</b>	<b>5,765,584.00</b>	<b>5,859,739.00</b>	<b>5,929,045.00</b>	<b>6,047,627.00</b>	<b>6,168,580.00</b>

<b>TOWN OF WESTFORD</b>									
<b>BUDGET WORKSHEET</b>									
<b>FISCAL 2022</b>									
<b>ANNUAL TOWN MEETING</b>									
<b>June 12, 2021 Annual Town Meeting</b>									
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>	
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	
<b>HEALTH &amp; HUMAN SERVICES</b>									
<b>510</b>	<b>Board of Health</b>								
	Personal Services	453,054.00	421,404.00	446,842.00	431,460.00	448,857.00	451,482.00	460,512.00	469,722.00
	Expenses	31,630.00	27,180.00	26,600.00	24,500.00	26,600.00	26,600.00	27,132.00	27,675.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 510</b>	<b>484,684.00</b>	<b>448,584.00</b>	<b>473,442.00</b>	<b>455,960.00</b>	<b>475,457.00</b>	<b>478,082.00</b>	<b>487,644.00</b>	<b>497,397.00</b>
<b>541</b>	<b>Council on Aging</b>								
	Personal Services	434,566.00	447,588.00	467,127.00	461,493.00	470,166.00	471,361.00	480,788.00	490,404.00
	Expenses	112,853.00	101,000.00	101,300.00	94,000.00	117,750.00	124,800.00	127,296.00	129,842.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 541</b>	<b>547,419.00</b>	<b>548,588.00</b>	<b>568,427.00</b>	<b>555,493.00</b>	<b>587,916.00</b>	<b>596,161.00</b>	<b>608,084.00</b>	<b>620,246.00</b>
<b>543</b>	<b>Veterans Services</b>								
	Personal Services	74,344.00	75,838.00	77,374.00	77,374.00	77,631.00	78,083.00	79,645.00	81,238.00
	Expenses	68,200.00	81,900.00	70,600.00	70,500.00	71,700.00	71,700.00	73,134.00	74,597.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 542</b>	<b>142,544.00</b>	<b>157,738.00</b>	<b>147,974.00</b>	<b>147,874.00</b>	<b>149,331.00</b>	<b>149,783.00</b>	<b>152,779.00</b>	<b>155,835.00</b>
<b>Total Health and Human Services</b>		<b>1,174,647.00</b>	<b>1,154,910.00</b>	<b>1,189,843.00</b>	<b>1,159,327.00</b>	<b>1,212,704.00</b>	<b>1,224,026.00</b>	<b>1,248,507.00</b>	<b>1,273,478.00</b>
<b>CULTURE &amp; RECREATION</b>									
<b>610</b>	<b>Library</b>								
	Personal Services	1,352,552.00	1,391,921.00	1,399,972.00	1,399,972.00	1,466,817.00	1,481,740.00	1,511,375.00	1,541,603.00
	Expenses	358,786.00	364,550.00	365,874.00	360,788.00	351,250.00	351,250.00	358,275.00	365,441.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 610</b>	<b>1,711,338.00</b>	<b>1,756,471.00</b>	<b>1,765,846.00</b>	<b>1,760,760.00</b>	<b>1,818,067.00</b>	<b>1,832,990.00</b>	<b>1,869,650.00</b>	<b>1,907,044.00</b>
<b>650</b>	<b>Parks</b>								
	Personal Services	224,024.00	247,399.00	255,633.00	255,633.00	257,167.00	259,959.00	265,158.00	270,461.00
	Expenses	53,490.00	44,581.00	42,765.00	32,765.00	47,210.00	49,260.00	50,245.00	51,250.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 650</b>	<b>277,514.00</b>	<b>291,980.00</b>	<b>298,398.00</b>	<b>288,398.00</b>	<b>304,377.00</b>	<b>309,219.00</b>	<b>315,403.00</b>	<b>321,711.00</b>
<b>660</b>	<b>Land Management</b>								
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	40,500.00	42,200.00	42,666.00	32,266.00	42,666.00	42,666.00	43,519.00	44,389.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 660</b>	<b>40,500.00</b>	<b>42,200.00</b>	<b>42,666.00</b>	<b>32,266.00</b>	<b>42,666.00</b>	<b>42,666.00</b>	<b>43,519.00</b>	<b>44,389.00</b>
<b>670</b>	<b>Historical Commission</b>								
	Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expenses	16,650.00	11,800.00	17,950.00	12,650.00	17,950.00	17,950.00	18,309.00	18,675.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL 670</b>	<b>16,650.00</b>	<b>11,800.00</b>	<b>17,950.00</b>	<b>12,650.00</b>	<b>17,950.00</b>	<b>17,950.00</b>	<b>18,309.00</b>	<b>18,675.00</b>
<b>Total Culture &amp; Recreation</b>		<b>2,046,002.00</b>	<b>2,102,451.00</b>	<b>2,124,860.00</b>	<b>2,094,074.00</b>	<b>2,183,060.00</b>	<b>2,202,825.00</b>	<b>2,246,881.00</b>	<b>2,291,819.00</b>

<b>TOWN OF WESTFORD</b>									
<b>BUDGET WORKSHEET</b>									
<b>FISCAL 2022</b>									
<b>ANNUAL TOWN MEETING</b>									
<b>June 12, 2021 Annual Town Meeting</b>									
	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026	
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ	
<b>DEBT SERVICE</b>									
<b>710</b>	<b>Debt Service</b>								
	Principal & Interest - Excluded	5,937,570.00	4,510,020.00	4,570,850.00	4,570,850.00	4,330,038.00	1,486,250.00	1,326,500.00	1,289,250.00
	Principal & Interest - Excluded - Estimated Debt	124,497.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	New Center Building				617,700.00	617,700.00	617,700.00	617,700.00	617,700.00
	JV Fletcher Library Expansion					859,100.00	859,100.00	859,100.00	859,100.00
	School Administration Building					710,000.00	710,000.00	710,000.00	710,000.00
	Principal & Interest - Non-Excluded	1,169,296.00	1,170,129.00	1,135,856.00	1,135,856.00	1,065,252.00	987,473.00	839,404.00	799,890.00
	Principal & Interest - Non-Excluded - Estimated Debt	222,211.00							
	Abbot Roof		191,638.00	124,250.00	124,250.00	124,250.00	124,250.00	124,250.00	124,250.00
	Roadway Improvements		60,313.00	60,313.00	60,313.00	60,313.00	60,313.00	60,313.00	60,313.00
	Town Lighting		8,948.00			0.00	0.00	0.00	0.00
	Oak Hill, Plain Road, Moore Rd			81,925.00	81,925.00	108,015.00	269,090.00	269,090.00	269,090.00
	Robinson Roof MSBA								
	Blanchard Roof MSBA								
	TSSTF Access Controls (\$500k)		61,000.00	69,540.00	69,540.00	69,540.00	69,540.00	69,540.00	69,540.00
	TSSTF Communication (\$106,704)		23,902.00	24,640.00	24,640.00	24,640.00	24,640.00	24,640.00	0.00
	Carlisle Road Sidewalk / Pedestrian Safety		11,000.00	53,680.00	53,680.00	53,680.00	53,680.00	53,680.00	53,680.00
	Senior Center HVAC and Roof Ext over Sidewalk								
	Fire Truck					94,846.00	94,846.00	94,846.00	94,846.00
	Tower Truck								
	Short Term Interest	122,231.00	40,000.00	43,300.00	43,300.00	43,300.00	43,300.00	43,300.00	43,300.00
	<b>TOTAL 710</b>	<b>7,575,805.00</b>	<b>6,076,950.00</b>	<b>6,164,354.00</b>	<b>6,164,354.00</b>	<b>6,591,574.00</b>	<b>5,400,182.00</b>	<b>5,092,363.00</b>	<b>4,990,959.00</b>
<b>Total Debt Service</b>		<b>7,575,805.00</b>	<b>6,076,950.00</b>	<b>6,164,354.00</b>	<b>6,164,354.00</b>	<b>6,591,574.00</b>	<b>5,400,182.00</b>	<b>5,092,363.00</b>	<b>4,990,959.00</b>
<b>UNCLASSIFIED</b>									
<b>940</b>	<b>Otherwise Unclassified</b>								
	Water Direct/Indirect Costs	(459,080.00)	(575,652.00)	(575,652.00)	(467,329.00)	(467,329.00)	(467,329.00)	(472,002.00)	(476,722.00)
	Recreation Direct/Indirect Costs	(109,721.00)	(108,049.00)	(108,049.00)	(140,130.00)	(140,130.00)	(140,130.00)	(141,531.00)	(142,946.00)
	Ambulance Direct/Indirect Costs	(380,831.00)	(318,383.00)	(318,383.00)	(437,596.00)	(437,596.00)	(437,596.00)	(441,972.00)	(446,392.00)
	Stormwater Direct/Indirect Costs		(393,964.00)	(393,964.00)	(430,908.00)	(430,908.00)	(430,908.00)	(435,217.00)	(439,569.00)
	<b>TOTAL 940</b>	<b>(949,632.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>(1,475,963.00)</b>	<b>(1,475,963.00)</b>	<b>(1,475,963.00)</b>	<b>(1,490,722.00)</b>	<b>(1,505,629.00)</b>
<b>945</b>	<b>Employee Benefits &amp; Miscellaneous</b>								
	Pension Assessment	5,152,765.00	5,473,719.00	5,950,276.00	5,950,276.00	6,263,082.00	6,726,550.00	7,224,315.00	7,758,914.00
	Military Pension Assessment	518.00	1,783.00	0.00	0.00	0.00	0.00	0.00	0.00
	Unemployment Insurance	80,000.00	80,000.00	125,000.00	125,000.00	125,000.00	125,000.00	131,250.00	137,813.00
	Group Health Insurance	10,826,740.00	11,137,158.00	11,985,578.00	11,759,178.00	12,809,542.00	13,794,785.00	14,898,368.00	15,813,913.00
	Medicare Contribution	960,000.00	1,020,000.00	1,030,000.00	1,030,000.00	1,050,000.00	1,070,000.00	1,102,100.00	1,135,163.00
	Accumulated Sick Time	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
	Senior Tax Rebate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Comprehensive Insurance	899,190.00	949,550.00	1,029,293.00	1,029,293.00	1,079,758.00	1,132,747.00	1,189,384.00	1,248,853.00
	<b>TOTAL 945</b>	<b>17,969,213.00</b>	<b>18,712,210.00</b>	<b>20,170,147.00</b>	<b>19,943,747.00</b>	<b>21,377,382.00</b>	<b>22,899,082.00</b>	<b>24,595,417.00</b>	<b>26,144,656.00</b>
<b>990</b>	<b>Transfers to Trust</b>								
	OPEB Expenses	1,011,026.00	1,218,957.00	1,218,957.00	680,957.00	1,870,951.00	2,137,201.00	2,434,078.00	2,555,782.00
	<b>TOTAL 990</b>	<b>1,011,026.00</b>	<b>1,218,957.00</b>	<b>1,218,957.00</b>	<b>680,957.00</b>	<b>1,870,951.00</b>	<b>2,137,201.00</b>	<b>2,434,078.00</b>	<b>2,555,782.00</b>
<b>Total Unclassified</b>		<b>18,030,607.00</b>	<b>18,535,119.00</b>	<b>19,993,056.00</b>	<b>19,148,741.00</b>	<b>21,772,370.00</b>	<b>23,560,320.00</b>	<b>23,104,695.00</b>	<b>24,639,027.00</b>
<b>Total General Fund</b>		<b>109,809,129.00</b>	<b>111,386,796.00</b>	<b>114,640,073.00</b>	<b>113,176,297.00</b>	<b>118,573,447.00</b>	<b>121,225,878.00</b>	<b>122,623,636.00</b>	<b>126,221,324.00</b>

<b>TOWN OF WESTFORD</b>									
<b>BUDGET WORKSHEET</b>									
<b>FISCAL 2022</b>									
<b>ANNUAL TOWN MEETING</b>									
<b>June 12, 2021 Annual Town Meeting</b>									
	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026	
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ	
<b>240</b>	<b>Community Preservation Fund</b>								
	Personal Services	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
	Expenses	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
	Principal & Interest	822,443.00	792,327.00	820,406.00	820,406.00	942,350.00	1,029,128.00	1,023,914.00	1,005,554.00
	<b>TOTAL COMMUNITY PRESERVATION FUND</b>	<b>837,443.00</b>	<b>807,327.00</b>	<b>835,406.00</b>	<b>835,406.00</b>	<b>957,350.00</b>	<b>1,044,128.00</b>	<b>1,038,914.00</b>	<b>1,020,554.00</b>
	<b>Total Community Preservation Fund</b>	<b>837,443.00</b>	<b>807,327.00</b>	<b>835,406.00</b>	<b>835,406.00</b>	<b>957,350.00</b>	<b>1,044,128.00</b>	<b>1,038,914.00</b>	<b>1,020,554.00</b>
	<b>WATER ENTERPRISE FUND</b>								
<b>600</b>	<b>Water Enterprise</b>								
	Personal Services	1,284,233.00	1,219,621.00	1,247,414.00	1,247,414.00	1,264,195.00	1,281,292.00	1,306,918.00	1,333,056.00
	Expenses	1,560,244.00	1,682,720.00	1,695,720.00	1,570,768.00	1,570,768.00	1,570,768.00	1,602,183.00	1,634,227.00
	Reserve Fund	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,004.00	250,005.00
	Debt Service	1,326,486.00	1,515,001.00	1,587,804.00	1,587,804.00	1,551,535.00	1,366,743.00	970,389.00	963,293.00
	<b>TOTAL WATER ENTERPRISE</b>	<b>4,420,963.00</b>	<b>4,667,342.00</b>	<b>4,780,938.00</b>	<b>4,655,986.00</b>	<b>4,636,498.00</b>	<b>4,468,803.00</b>	<b>4,129,494.00</b>	<b>4,180,581.00</b>
	<b>Total Water Enterprise Fund</b>	<b>4,420,963.00</b>	<b>4,667,342.00</b>	<b>4,780,938.00</b>	<b>4,655,986.00</b>	<b>4,636,498.00</b>	<b>4,468,803.00</b>	<b>4,129,494.00</b>	<b>4,180,581.00</b>
	<b>RECREATION ENTERPRISE FUND</b>								
<b>630</b>	<b>Recreation Enterprise</b>								
	Personal Services	1,186,122.00	1,131,798.00	1,176,216.00	1,126,216.00	1,212,991.00	1,249,224.00	1,274,208.00	1,299,692.00
	Expenses	264,816.00	275,455.00	273,650.00	303,780.00	305,780.00	305,980.00	312,100.00	318,342.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL RECREATION ENTERPRISE</b>	<b>1,450,938.00</b>	<b>1,407,253.00</b>	<b>1,449,866.00</b>	<b>1,429,996.00</b>	<b>1,518,771.00</b>	<b>1,555,204.00</b>	<b>1,586,308.00</b>	<b>1,618,034.00</b>
	<b>Total Recreation Enterprise Fund</b>	<b>1,450,938.00</b>	<b>1,407,253.00</b>	<b>1,449,866.00</b>	<b>1,429,996.00</b>	<b>1,518,771.00</b>	<b>1,555,204.00</b>	<b>1,586,308.00</b>	<b>1,618,034.00</b>
	<b>AMBULANCE ENTERPRISE FUND</b>								
<b>640</b>	<b>Ambulance Enterprise</b>								
	Personal Services	818,861.00	821,523.00	865,768.00	865,768.00	882,552.00	897,566.00	915,517.00	933,827.00
	Expenses	607,940.00	540,555.00	542,903.00	650,556.00	666,437.00	670,854.00	684,271.00	697,956.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL AMBULANCE ENTERPRISE</b>	<b>1,426,801.00</b>	<b>1,362,078.00</b>	<b>1,408,671.00</b>	<b>1,516,324.00</b>	<b>1,548,989.00</b>	<b>1,568,420.00</b>	<b>1,599,788.00</b>	<b>1,631,783.00</b>
	<b>Total Ambulance Enterprise Fund</b>	<b>1,426,801.00</b>	<b>1,362,078.00</b>	<b>1,408,671.00</b>	<b>1,516,324.00</b>	<b>1,548,989.00</b>	<b>1,568,420.00</b>	<b>1,599,788.00</b>	<b>1,631,783.00</b>
	<b>STORMWATER ENTERPRISE FUND</b>								
<b>650</b>	<b>Stormwater Enterprise</b>								
	Personal Services	0.00	93,564.00	135,190.00	135,190.00	136,025.00	136,894.00	139,632.00	142,425.00
	Expenses	0.00	862,440.00	876,704.00	913,648.00	863,648.00	863,648.00	880,921.00	898,539.00
	Principal & Interest	0.00	294,134.00	160,824.00	160,824.00	226,093.00	401,618.00	401,618.00	401,618.00
	Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL STORMWATER ENTERPRISE</b>	<b>0.00</b>	<b>1,250,138.00</b>	<b>1,172,718.00</b>	<b>1,209,662.00</b>	<b>1,225,766.00</b>	<b>1,402,160.00</b>	<b>1,422,171.00</b>	<b>1,442,582.00</b>
	<b>Total Stormwater Enterprise Fund</b>	<b>0.00</b>	<b>1,250,138.00</b>	<b>1,172,718.00</b>	<b>1,209,662.00</b>	<b>1,225,766.00</b>	<b>1,402,160.00</b>	<b>1,422,171.00</b>	<b>1,442,582.00</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 12, 2021 Annual Town Meeting</b>								
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>APPROPRIATION SUMMARY -</b>								
GENERAL GOVERNMENT	4,489,918.00	4,517,125.00	4,328,486.00	4,227,985.00	4,717,132.00	5,228,981.00	5,329,989.00	5,433,016.00
PUBLIC SAFETY	10,588,205.00	11,033,400.00	11,407,760.00	11,194,944.00	11,542,186.00	11,695,912.00	11,929,830.00	12,168,426.00
EDUCATION	60,627,268.00	62,319,527.00	63,646,321.00	63,421,288.00	64,694,682.00	65,984,587.00	67,623,744.00	69,256,019.00
PUBLIC WORKS	5,276,677.00	5,647,314.00	5,785,393.00	5,765,584.00	5,859,739.00	5,929,045.00	6,047,627.00	6,168,580.00
HEALTH & HUMAN SERVICES	1,174,647.00	1,154,910.00	1,189,843.00	1,159,327.00	1,212,704.00	1,224,026.00	1,248,507.00	1,273,478.00
CULTURE & RECREATION	2,046,002.00	2,102,451.00	2,124,860.00	2,094,074.00	2,183,060.00	2,202,825.00	2,246,881.00	2,291,819.00
DEBT SERVICE	7,575,805.00	6,076,950.00	6,164,354.00	6,164,354.00	6,591,574.00	5,400,182.00	5,092,363.00	4,990,959.00
UNCLASSIFIED	18,030,607.00	18,535,119.00	19,993,056.00	19,148,741.00	21,772,370.00	23,560,320.00	23,104,695.00	24,639,027.00
COMMUNITY PRESERVATION FUND	837,443.00	807,327.00	835,406.00	835,406.00	957,350.00	1,044,128.00	1,038,914.00	1,020,554.00
WATER ENTERPRISE FUND	4,420,963.00	4,667,342.00	4,780,938.00	4,655,986.00	4,636,498.00	4,468,803.00	4,129,494.00	4,180,581.00
RECREATION ENTERPRISE FUND	1,450,938.00	1,407,253.00	1,449,866.00	1,429,996.00	1,518,771.00	1,555,204.00	1,586,308.00	1,618,034.00
AMBULANCE ENTERPRISE FUND	1,426,801.00	1,362,078.00	1,408,671.00	1,516,324.00	1,548,989.00	1,568,420.00	1,599,788.00	1,631,783.00
STORMWATER ENTERPRISE FUND	0.00	1,250,138.00	1,172,718.00	1,209,662.00	1,225,766.00	1,402,160.00	1,422,171.00	1,442,582.00
<b>TOTAL OPERATING BUDGET</b>	<b>117,945,274.00</b>	<b>120,880,934.00</b>	<b>124,287,672.00</b>	<b>122,823,671.00</b>	<b>128,460,821.00</b>	<b>131,264,593.00</b>	<b>132,400,311.00</b>	<b>136,114,858.00</b>
<b>Art 14</b>	<b>CAPITAL PLAN</b>	<b>1,721,328.40</b>	<b>987,713.00</b>	<b>1,500,000.00</b>	<b>1,048,857.48</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>	<b>1,500,000.00</b>
	Article 3: Snow & Ice Deficit	400,000.00	0.00	400,000.00	144,202.00	400,000.00	400,000.00	400,000.00
	Perchlorate	53,909.00	55,000.00	110,000.00	102,000.00	110,000.00	110,000.00	110,000.00



<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 12, 2021 Annual Town Meeting</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>March 23, 2019 ATM</b>								
Article 3: Fire Dept Exp Supplemental	14,500.00							
Article 3: Recycling Supplemental	75,000.00							
Article 3: OPEB Appropriation	200,000.00							
Article 3: Recreation Exp Appropriation	50,000.00							
Article 3: Ambulance Expense Appropriation	7,000.00							
Article 5: Capital Funded Through Premiums	202,845.60							
Article 5: Ambulance Enterprise Capital	27,254.00							
Article 5: Water Enterprise Capital	575,000.00							
Article 5: Appropriation to Capital Stabilization	270,000.00							
Article 6: Community Preservation Recommendations	1,472,948.00							
Article 12: Appropriate Excess Premium from Town Hall refund	10,553.73							
Article 14: Appropriate from Water OPEB for current retirees	18,586.00							
<b>October 21, 2019 STM</b>								
Article 2 - Permitting	4,107.00							
Article 2 - Recycling	98,584.00							
Article 2 - Excluded Debt Service - Fire Station	(88,879.00)							
Article 4 - General Fund Capital	721,450.00							
Article 4 - Water Enterprise Capital	170,000.00							
Article 6 - Stormwater Software General Fund	42,522.00							
Article 6 - Stormwater Software Water Enterprise	32,078.00							
Article 10 - Community Preservation Appropriations	1,737,052.00							
<b>June 20, 2020 ATM</b>								
Article 6: Capital Funded Through Completed Projects		133,532.00						
Article 7: Sale of Lots - Cemetery Design		30,000.00						
Article 9: Community Preservation Committee		1,221,023.00						
Article 14: Appropriate from Water OPEB for current retirees		21,682.00						
<b>October, 2020 STM</b>								
Article 3 - Budget Supplementals / Reductions								
Treasurer/Collector		(15,000.00)						
Technology		(36,000.00)						
Town Clerk		(17,000.00)						
Public Buildings		(8,000.00)						
Building Department		(18,000.00)						
Department of Public Works		(65,000.00)						
Library		(14,000.00)						
Debt Service		(125,000.00)						
Health Insurance		(217,436.00)						
Article 4: Perchlorate		55,000.00						
Article 6: General Fund Capital		255,000.00						
Article 6: Capital Funded Through Completed Projects		0.00						
Article 6: Water Capital		897,000.00						
Article 6: Capital Stabilization Fund Appropriation		0.00	270,000.00					
Article 12: Beaver Brook Non-Participating Costs		75,000.00						
<b>2021 ATM</b>								
Appropriate from Water OPEB for current retirees				29,511.00				
Capital Funded Through Completed Projects				123,736.52				
Water Enterprise Capital				45,000.00				
Ambulance Enterprise Capital				389,000.00				
Capital Stabilization Appropriation				40,000.00	270,000.00	40,000.00		
Sale of Cemetery Lots				157,000.00				
FY22 Capital: Stormwater Enterprise Capital (No retained earnings)				45,000.00				
Community Preservation Committee				2,212,504.00				
<b>TOTAL OTHER ARTICLES</b>	<b>6,094,510.33</b>	<b>2,227,801.00</b>	<b>780,000.00</b>	<b>3,287,953.52</b>	<b>780,000.00</b>	<b>550,000.00</b>	<b>510,000.00</b>	<b>510,000.00</b>

<b>TOWN OF WESTFORD</b>								
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<b>June 12, 2021 Annual Town Meeting</b>								
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>OTHER AMOUNTS TO BE RAISED:</b>								
Amounts Certified Tax Title Purposes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unprovided Debt & Interest Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Allow Abate & Exemp Deficits-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cherry Sheet Offsets-Res Dir Exp	524,658.00	491,868.00	491,868.00	422,100.00	422,100.00	422,100.00	422,100.00	422,100.00
Dispatch State Grant Deficit	0.00	62.75	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Deficit-Prior Year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Revenue COVID-19 Deficit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Authorized deferral of teachers' pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Snow & Ice Deficit-Prior Year	0.00	110,460.06	0.00	0.00	0.00	0.00	0.00	0.00
Other-School Choice/Charter	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Appropriation Deficits-Prior Year Abbot Oil Spill	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Amounts to be Raised</b>	<b>524,658.00</b>	<b>602,390.81</b>	<b>491,868.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>
<b>State and City Cherry Sheet Charges</b>	<b>650,955.00</b>	<b>636,248.00</b>	<b>652,154.20</b>	<b>863,883.00</b>	<b>885,480.00</b>	<b>907,617.00</b>	<b>930,307.00</b>	<b>953,565.00</b>
<i>(net of pr yr underest)</i>								
<b>Allow Abate &amp; Exempt (Overlay)</b>	<b>536,999.72</b>	<b>482,826.34</b>	<b>555,000.00</b>	<b>555,000.00</b>	<b>570,000.00</b>	<b>585,000.00</b>	<b>600,000.00</b>	<b>600,002.00</b>
<b>TOTAL AMOUNT TO BE RAISED</b>	<b>127,473,725.45</b>	<b>125,817,913.15</b>	<b>128,266,694.20</b>	<b>129,001,465.00</b>	<b>132,618,401.00</b>	<b>135,229,310.00</b>	<b>136,362,718.00</b>	<b>140,100,525.00</b>
<b>LESS REVENUE/AVAILABLE FUNDS:</b>								
Tax Revenue	81,832,084.01	85,181,353.49	88,107,812.15	88,107,811.95	91,026,284.47	94,286,881.74	97,092,854.73	100,095,093.60
Local Revenue	8,465,700.52	7,956,259.99	8,110,736.12	7,773,861.12	7,891,047.83	6,377,584.30	6,532,681.60	6,691,656.34
State Aid	21,693,368.00	20,122,029.00	20,122,029.00	20,257,024.00	20,257,024.00	20,257,024.00	20,257,024.00	20,257,024.00
Cherry Sheet Overestimates-Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Free Cash-Appropriations from	3,498,709.40	1,427,713.00	2,280,000.00	1,335,059.48	2,280,000.00	2,050,000.00	2,010,000.00	2,010,000.00
Free Cash-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Available Funds	4,617,649.52	2,753,265.86	843,496.93	3,449,248.45	960,578.54	1,044,753.44	1,038,914.00	1,020,554.00
Enterprise Revenue/Enterprise Free Cash	7,366,214.00	8,024,580.00	7,558,756.00	8,082,560.00	7,397,364.00	7,456,063.00	7,136,765.00	7,208,263.00
Teacher's Pay Def-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE/AVAILABLE FDS</b>	<b>127,473,725.45</b>	<b>125,465,201.34</b>	<b>127,022,830.20</b>	<b>129,005,565.00</b>	<b>129,812,298.84</b>	<b>131,472,306.47</b>	<b>134,068,239.33</b>	<b>137,282,590.94</b>
<b>FREE CASH/AVAILABLE FUND</b>								
<b>TO BALANCE BUDGET</b>	<b>0.00</b>	<b>(352,711.81)</b>	<b>(1,243,864.00)</b>	<b>4,100.00</b>	<b>(2,806,102.16)</b>	<b>(3,757,003.53)</b>	<b>(2,294,478.67)</b>	<b>(2,817,934.06)</b>
<b>BUDGET PROJECTION DETAIL:</b>								
<b>OTHER AMOUNTS TO BE RAISED:</b>								
<b>STATE &amp; COUNTY ASSESSMENTS:</b>								
	<b>Final</b>							
County Tax Assessment/Special Education charges against receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Education Ch 71	14,581.00	15,736.00	16,129.40	39,602.00	40,592.00	41,607.00	42,647.00	43,713.00
Mosquito Control	105,302.00	105,446.00	108,082.15	107,676.00	110,368.00	113,127.00	115,955.00	118,854.00
Air Pollution Control District	8,631.00	8,862.00	9,083.55	8,952.00	9,176.00	9,405.00	9,640.00	9,881.00
Regional Transit Authority	171,785.00	176,080.00	180,482.00	180,482.00	184,994.00	189,619.00	194,359.00	199,218.00
MBTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Registry MV-Non-Renewal Surcharge	9,260.00	11,980.00	12,279.50	12,280.00	12,587.00	12,902.00	13,225.00	13,556.00
School Choice Sending Tuition	82,458.00	74,895.00	76,767.38	164,096.00	168,198.00	172,403.00	176,713.00	181,131.00
Charter School Sending Tuition	258,938.00	243,249.00	249,330.23	350,795.00	359,565.00	368,554.00	377,768.00	387,212.00
<b>Total</b>	<b>650,955.00</b>	<b>636,248.00</b>	<b>652,154.20</b>	<b>863,883.00</b>	<b>885,480.00</b>	<b>907,617.00</b>	<b>930,307.00</b>	<b>953,565.00</b>
<b>PRIOR YEAR UNDERESTIMATES:</b>								
Registry MV-Non-Renewal Surcharge								
Special Education								
MBTA								
Mosquito Control Projects								
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<b>June 12, 2021 Annual Town Meeting</b>								
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>OFFSET ITEMS-RESERVE DIRECT EXPENDITURE:</b>								
Public Library	27,885.00	28,783.00	28,783.00	34,539.00	34,539.00	34,539.00	34,539.00	34,539.00
School Lunch Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Choice Receiving Tuitions	496,773.00	463,085.00	463,085.00	387,561.00	387,561.00	387,561.00	387,561.00	387,561.00
<b>Total</b>	<b>524,658.00</b>	<b>491,868.00</b>	<b>491,868.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>	<b>422,100.00</b>
<b>BUDGET PROJECTION DETAIL:</b>								
<b>REVENUES/AVAILABLE FUNDS:</b>								
<b>TAX REVENUE:</b>								
Tax Base	75,930,116.00	78,898,206.00	82,208,606.00	82,208,606.00	85,113,820.95	87,721,170.47	90,614,199.74	93,579,554.73
Prop 2 1/2% Limit	1,898,253.00	1,972,534.00	2,055,215.15	2,055,214.95	2,127,845.52	2,193,029.26	2,265,354.99	2,339,488.87
New Growth Preliminary Estimate Pending DOR certification	1,069,837.00	1,334,726.00	850,000.00	850,000.00	479,504.00	700,000.00	700,000.00	700,000.00
Overrides	0.00	0.00		0.00	0.00	0.00	0.00	0.00
Debt Exclusions	2,964,409.00	2,997,311.00	2,993,991.00	2,993,991.00	2,687,414.00	1,485,882.00	1,326,500.00	1,289,250.00
Debt Exclusions Unauthorized					617,700.00	2,186,800.00	2,186,800.00	2,186,800.00
Capital Outlay Exclusions/Amended Growth		3,140.00						
Excess Levy Capacity	(30,530.99)	(24,563.51)	0.00	0.00	0.00	0.00	0.00	0.00
	<b>81,832,084.01</b>	<b>85,181,353.49</b>	<b>88,107,812.15</b>	<b>88,107,811.95</b>	<b>91,026,284.47</b>	<b>94,286,881.74</b>	<b>97,092,854.73</b>	<b>100,095,093.60</b>
<b>LOCAL REVENUE:</b>								
Motor Vehicle Excise	3,760,000.00	3,607,964.00	3,698,163.00	3,698,163.00	3,790,617.08	3,885,382.50	3,982,517.06	4,082,079.99
Other Excise(Hotel/Motel) Add Rooms/Meals Tax	1,227,800.00	735,000.00	753,375.00	535,000.00	548,375.00	562,084.38	576,136.48	590,539.90
Penalties & Interest on Taxes & Excise	175,000.00	230,000.00	235,750.00	235,750.00	241,643.75	247,684.84	253,876.96	260,223.89
Payments in Lieu of Taxes	65,000.00	66,625.00	68,291.00	68,291.00	69,998.28	71,748.23	73,541.94	75,380.49
Fees	287,000.00	297,000.00	304,425.00	297,000.00	304,425.00	312,035.63	319,836.52	327,832.43
Rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Departmental Revenue-Cemeteries	26,000.00	30,000.00	30,750.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25
Other Departmental Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Licenses & Permits	895,000.00	950,000.00	973,750.00	900,000.00	922,500.00	945,562.50	969,201.56	993,431.60
Special Assessments	7,588.38	4,608.41	4,724.00	4,724.00	0.00	0.00	0.00	0.00
Fines & Forfeits	45,000.00	50,000.00	51,250.00	40,000.00	41,000.00	42,025.00	43,075.63	44,152.52
Investment Income	120,000.00	123,000.00	126,075.00	100,000.00	102,500.00	105,062.50	107,689.06	110,381.29
Investment Income MSBA Reimbursement	251,800.14	188,550.58	121,106.12	121,106.12	24,844.98	0.00	0.00	0.00
Miscellaneous Recurring-MSBA Amortization	1,437,490.00	1,502,104.00	1,569,586.00	1,569,586.00	1,639,933.00	0.00	0.00	0.00
Nashoba Tech SRO	93,330.00	96,716.00	98,799.00	98,799.00	99,000.00	99,000.00	99,000.00	99,000.00
Medicare reimbursement	74,692.00	74,692.00	74,692.00	74,692.00	74,692.00	74,692.00	74,692.00	74,692.00
<b>TOTAL LOCAL REVENUE</b>	<b>8,465,700.52</b>	<b>7,956,259.99</b>	<b>8,110,736.12</b>	<b>7,773,861.12</b>	<b>7,891,047.83</b>	<b>6,377,584.30</b>	<b>6,532,681.60</b>	<b>6,691,656.34</b>
<b>BUDGET PROJECTION DETAIL:</b>								
<b>REVENUES/AVAILABLE FUNDS:</b>								

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
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<b>June 12, 2021 Annual Town Meeting</b>								
	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>STATE AID:</b>	<b>Conf Committee</b>	<b>Level Ch70 Unres</b>	<b>Level State Aid</b>	<b>Governor's Budget</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	<b>Level State Aid</b>	<b>Level State Aid</b>
<b>Chapter 70</b>	<b>17,144,235.00</b>	<b>17,144,235.00</b>	<b>17,144,235.00</b>	<b>17,281,815.00</b>	<b>17,281,815.00</b>	<b>17,281,815.00</b>	<b>17,281,815.00</b>	<b>17,281,815.00</b>
School Transportation Programs								
School Construction	1,557,026.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Tuition of State Wards	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unrestricted Aid	2,256,711.00	2,256,711.00	2,256,711.00	2,335,696.00	2,335,696.00	2,335,696.00	2,335,696.00	2,335,696.00
Annual Formula Local Aid	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Additional Assistance/Rev from Meals Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Highway Fund/Hold Harmless Supplemental/Rev from Rooms Tax Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Police Career Incentive(Quinn Bill)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Veterans' Benefits	42,668.00	28,307.00	28,307.00	47,041.00	47,041.00	47,041.00	47,041.00	47,041.00
Exempt: Vets, Blind, Surv Spouses	116,364.00	126,693.00	126,693.00	105,720.00	105,720.00	105,720.00	105,720.00	105,720.00
Exemptions: Elderly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State-Owned Land	240.00	240.00	240.00	239.00	239.00	239.00	239.00	239.00
Housing Supply Incentive Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Charter Tuition Reimbursement	51,466.00	73,975.00	73,975.00	64,413.00	64,413.00	64,413.00	64,413.00	64,413.00
Charter School Capital Facility Reimbursement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFSET ITEMS-RESERVE FOR DIRECT EXPENDITURE: Public Libr	27,885.00	28,783.00	28,783.00	34,539.00	34,539.00	34,539.00	34,539.00	34,539.00
School Lunch Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Choice Receiving Tuition	496,773.00	463,085.00	463,085.00	387,561.00	387,561.00	387,561.00	387,561.00	387,561.00
<b>TOTAL STATE AID</b>	<b>21,693,368.00</b>	<b>20,122,029.00</b>	<b>20,122,029.00</b>	<b>20,257,024.00</b>	<b>20,257,024.00</b>	<b>20,257,024.00</b>	<b>20,257,024.00</b>	<b>20,257,024.00</b>

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
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<b>June 12, 2021 Annual Town Meeting</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2024</b>	<b>FISCAL 2025</b>	<b>FISCAL 2026</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>FREE CASH-APPROP FROM:</b>								
Capital	1,721,328.40	987,713.00	1,500,000.00	1,048,857.48	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00
Article 3: Snow & Ice Deficit	400,000.00		400,000.00	144,202.00	400,000.00	400,000.00	400,000.00	400,000.00
Perchlorate	53,909.00	55,000.00	110,000.00	102,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Article 8 - Appropriation to Capital Stablization Fund	270,000.00							
<b>March 23, 2019 ATM</b>								
Article 3: Fire Dept Exp Supplemental	14,500.00							
Article 3: Recycling Supplemental	75,000.00							
Article 3: OPEB Appropriation	200,000.00							
<b>October 21, 2019 STM</b>								
Article 4 - General Fund Capital	721,450.00							
Article 6 - Stormwater Software General Fund	42,522.00							
<b>June 30, 2020 ATM</b>								
See Above								
<b>October, 2020 STM</b>								
Article 4: Perchlorate		55,000.00						
Article 6: General Fund Capital		255,000.00						
Article 6: Capital Stabilization Fund Appropriation		0.00	270,000.00	40,000.00	270,000.00	40,000.00		
Article 12: Beaver Brook Non-Participating Costs		75,000.00						
<b>BUDGET PROJECTION DETAIL:</b>								
	<b>3,498,709.40</b>	<b>1,427,713.00</b>	<b>2,280,000.00</b>	<b>1,335,059.48</b>	<b>2,280,000.00</b>	<b>2,050,000.00</b>	<b>2,010,000.00</b>	<b>2,010,000.00</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>REVENUES/AVAILABLE FUNDS:</b>								
Premium on BANS/Bonds Non-Exempt	1,377.26	1,097.37	817.49	817.49	537.60	257.71	0.00	0.00
Sewer Extension Bond Issue Close out to offset Capital								
Community Housing Reserve/Historic Reserve								
Community Preservation Fund STM Undesignated Fund Balance								
Receipts Reserved for Appropriation -MD&B Settlement Perchlorate								
Receipts Reserved for Appropriation - Sale of 63 Main Street								
Insurance Receipts Reserved								
Highway Chapter 90								
Receipts Reserved for Appropriation - Wetlands								
Recycling Revolving Revenue								
Parks & Grounds Revolving Revenue								
Senior Center Fitness Room Revolving Fund	3,000.00	3,000.00		3,000.00				
Board of Health Immunization Revolving Fund								
Receipts Reserved for Appropriation								
Sale of Cemetery Lots Receipts Reserved	15,000.00	30,000.00		157,000.00				
Appropriation from Available Funds -Stabilization Fund		475,000.00						
Appropriation from Available Funds - Insurance Recovery								
Appropriation from Available Funds - School Lunch								
Appropriation from Available Funds - Capital Projects		133,532.00		123,736.52				
Appropriation from Available Funds - Receipts Reserved								
Appropriation from Available Funds - Federal Grant (ERRP)								
Appropriation from Available Funds - Unused Premium on Debt	202,845.60							
Appropriation from Available Funds - Water Enterprise Capital Projects	221,081.00							
Appropriation from Available Funds - Premiums	10,553.73							
Fund Balance Designated for Debt Exclusion Reduction(Pr Yr Approp DECredit)								
Appropriation Transfers FY09 + 30K Permitting PS to Exp								
Stabilization Fund (appropriations from)								
Cemetery Trust Fund Inc Exp Tr(Rec Res Approp-Highway FY11)								
Conservation Fund								
Overlay Surplus	83,500.00	50,000.00		80,000.00				
Water OPEB Stabilization	18,586.00	21,682.00		29,511.00				
Capital Stabilization Fd								
Community Preservation Fund ATM Revenues/Undesignated/Other	4,047,443.00	2,028,350.00	835,406.00	3,047,910.00	957,350.00	1,044,128.00	1,038,914.00	1,020,554.00
Fund Balance Designated for Debt Service(Premiums Exempt & Non-Ex)	14,262.93	10,604.49	7,273.44	7,273.44	2,690.94	367.73	0.00	0.00
Community Preservation Funds Gift Account(Offset to undes approp)								
<b>TOTAL OTHER REVENUES/AVAILABLE FUNDS</b>	<b>4,617,649.52</b>	<b>2,753,265.86</b>	<b>843,496.93</b>	<b>3,449,248.45</b>	<b>960,578.54</b>	<b>1,044,753.44</b>	<b>1,038,914.00</b>	<b>1,020,554.00</b>
<b>Water Enterprise Revenue</b>	<b>4,420,963.00</b>	<b>4,344,250.00</b>	<b>4,780,938.00</b>	<b>4,399,047.00</b>	<b>4,636,498.00</b>	<b>4,468,803.00</b>	<b>4,129,494.00</b>	<b>4,180,581.00</b>
<b>Water Enterprise Retained Earnings</b>	<b>555,997.00</b>	<b>1,220,092.00</b>		<b>301,939.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Water Enterprise Revenue</b>	<b>4,976,960.00</b>	<b>5,564,342.00</b>	<b>4,780,938.00</b>	<b>4,700,986.00</b>	<b>4,636,498.00</b>	<b>4,468,803.00</b>	<b>4,129,494.00</b>	<b>4,180,581.00</b>
<b>Recreation Revenue</b>	<b>1,330,000.00</b>	<b>810,100.00</b>	<b>1,280,100.00</b>	<b>1,280,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>
<b>Recreation Enterprise Retained Earnings</b>	<b>125,000.00</b>	<b>75,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Recreation Enterprise Revenue</b>	<b>1,455,000.00</b>	<b>885,100.00</b>	<b>1,280,100.00</b>	<b>1,280,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>	<b>1,285,100.00</b>
<b>Ambulance Revenue</b>	<b>850,000.00</b>	<b>875,000.00</b>	<b>875,000.00</b>	<b>850,000.00</b>	<b>850,000.00</b>	<b>850,000.00</b>	<b>850,000.00</b>	<b>850,000.00</b>
<b>Ambulance Enterprise Retained Earnings</b>	<b>84,254.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>389,000.00</b>	<b>0.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>
<b>Total Ambulance Enterprise Revenue</b>	<b>934,254.00</b>	<b>925,000.00</b>	<b>925,000.00</b>	<b>1,239,000.00</b>	<b>850,000.00</b>	<b>900,000.00</b>	<b>900,000.00</b>	<b>900,000.00</b>
<b>Stormwater Revenue</b>	<b>0.00</b>	<b>650,138.00</b>	<b>572,718.00</b>	<b>862,474.00</b>	<b>625,766.00</b>	<b>802,160.00</b>	<b>822,171.00</b>	<b>842,582.00</b>
<b>Stormwater Enterprise Retained Earnings</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Stormwater Enterprise Revenue</b>	<b>0.00</b>	<b>650,138.00</b>	<b>572,718.00</b>	<b>862,474.00</b>	<b>625,766.00</b>	<b>802,160.00</b>	<b>822,171.00</b>	<b>842,582.00</b>

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	<b>BUDGET</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>	<b>PROJ</b>
<b>FINANCIAL PROJECTION SUMMARY:</b>									
<b>EXPENDITURES:</b>									
GENERAL GOVERNMENT	4,489,918.00	4,517,125.00	4,328,486.00	4,227,985.00	4,717,132.00	5,228,981.00	5,329,989.00	5,433,016.00	
PUBLIC SAFETY	10,588,205.00	11,033,400.00	11,407,760.00	11,194,944.00	11,542,186.00	11,695,912.00	11,929,830.00	12,168,426.00	
EDUCATION	60,627,268.00	62,319,527.00	63,646,321.00	63,421,288.00	64,694,682.00	65,984,587.00	67,623,744.00	69,256,019.00	
PUBLIC WORKS	5,276,677.00	5,647,314.00	5,785,393.00	5,765,584.00	5,859,739.00	5,929,045.00	6,047,627.00	6,168,580.00	
HEALTH & HUMAN SERVICES	1,174,647.00	1,154,910.00	1,189,843.00	1,159,327.00	1,212,704.00	1,224,026.00	1,248,507.00	1,273,478.00	
CULTURE & RECREATION	2,046,002.00	2,102,451.00	2,124,860.00	2,094,074.00	2,183,060.00	2,202,825.00	2,246,881.00	2,291,819.00	
DEBT SERVICE	7,575,805.00	6,076,950.00	6,164,354.00	6,164,354.00	6,591,574.00	5,400,182.00	5,092,363.00	4,990,959.00	
UNCLASSIFIED	18,030,607.00	18,535,119.00	19,993,056.00	19,148,741.00	21,772,370.00	23,560,320.00	23,104,695.00	24,639,027.00	
RESERVE FUND TRANSFERS TO CAPITAL/SPECIAL ARTICLES									
COMMUNITY PRESERVATION FUND	837,443.00	807,327.00	835,406.00	835,406.00	957,350.00	1,044,128.00	1,038,914.00	1,020,554.00	
WATER ENTERPRISE FUND	4,420,963.00	4,667,342.00	4,780,938.00	4,655,986.00	4,636,498.00	4,468,803.00	4,129,494.00	4,180,581.00	
RECREATION ENTERPRISE FUND	1,450,938.00	1,407,253.00	1,449,866.00	1,429,996.00	1,518,771.00	1,555,204.00	1,586,308.00	1,618,034.00	
AMBULANCE ENTERPRISE FUND	1,426,801.00	1,362,078.00	1,408,671.00	1,516,324.00	1,548,989.00	1,568,420.00	1,599,788.00	1,631,783.00	
STORMWATER ENTERPRISE FUND	0.00	1,250,138.00	1,172,718.00	1,209,662.00	1,225,766.00	1,402,160.00	1,422,171.00	1,442,582.00	
<b>TOTAL OPERATING BUDGET</b>	<b>117,945,274.00</b>	<b>120,880,934.00</b>	<b>124,287,672.00</b>	<b>122,823,671.00</b>	<b>128,460,821.00</b>	<b>131,264,593.00</b>	<b>132,400,311.00</b>	<b>136,114,858.00</b>	
CAPITAL PLAN	1,721,328.40	987,713.00	1,500,000.00	1,048,857.48	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	
OTHER ARTICLES	6,094,510.33	2,227,801.00	780,000.00	3,287,953.52	780,000.00	550,000.00	510,000.00	510,000.00	
OTHER AMTS TO BE RAISED	524,658.00	602,390.81	491,868.00	422,100.00	422,100.00	422,100.00	422,100.00	422,100.00	
STATE & CNTY CHERRY SHT CHGS	650,955.00	636,248.00	652,154.20	863,883.00	885,480.00	907,617.00	930,307.00	953,565.00	
ALLOW FOR ABATE & EXEMPT	536,999.72	482,826.34	555,000.00	555,000.00	570,000.00	585,000.00	600,000.00	600,002.00	
<b>TOTAL EXPENDITURES</b>	<b>127,473,725.45</b>	<b>125,817,913.15</b>	<b>128,266,694.20</b>	<b>129,001,465.00</b>	<b>132,618,401.00</b>	<b>135,229,310.00</b>	<b>136,362,718.00</b>	<b>140,100,525.00</b>	
<b>REVENUES:</b>									
Tax Revenue	81,832,084.01	85,181,353.49	88,107,812.15	88,107,811.95	91,026,284.47	94,286,881.74	97,092,854.73	100,095,093.60	
Local Revenue	8,465,700.52	7,956,259.99	8,110,736.12	7,773,861.12	7,891,047.83	6,377,584.30	6,532,681.60	6,691,656.34	
State Aid	21,693,368.00	20,122,029.00	20,122,029.00	20,257,024.00	20,257,024.00	20,257,024.00	20,257,024.00	20,257,024.00	
Cherry Sheet Overest Pr Yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Free Cash-Approp From	3,498,709.40	1,427,713.00	2,280,000.00	1,335,059.48	2,280,000.00	2,050,000.00	2,010,000.00	2,010,000.00	
FREE CASH-OFFSET TAX RATE	0.00	352,711.81	0.00	0.00	0.00	0.00	0.00	0.00	
Available Funds	4,617,649.52	2,753,265.86	843,496.93	3,449,248.45	960,578.54	1,044,753.44	1,038,914.00	1,020,554.00	
Enterprise Revenue	7,366,214.00	8,024,580.00	7,558,756.00	8,082,560.00	7,397,364.00	7,456,063.00	7,136,765.00	7,208,263.00	
Teacher's Pay Defferal-Offset Tax Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL REVENUE</b>	<b>127,473,725.45</b>	<b>125,817,913.15</b>	<b>127,022,830.20</b>	<b>129,005,565.00</b>	<b>129,812,298.84</b>	<b>131,472,306.47</b>	<b>134,068,239.33</b>	<b>137,282,590.94</b>	
<i>Free Cash/Available Funds</i>	<b>0.00</b>	<b>(0.00)</b>	<b>(1,243,864.00)</b>	<b>4,100.00</b>	<b>(2,806,102.16)</b>	<b>(3,757,003.53)</b>	<b>(2,294,478.67)</b>	<b>(2,817,934.06)</b>	

<b>TOWN OF WESTFORD</b>								
<b>BUDGET WORKSHEET</b>								
<b>FISCAL 2022</b>								
<b>ANNUAL TOWN MEETING</b>								
<i>June 12, 2021 Annual Town Meeting</i>	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2026
	BUDGET	BUDGET	REQUEST	TMR	PROJ	PROJ	PROJ	PROJ
<i>(TO BALANCE BUDGET)</i>								
<b>RESERVES:</b>								
<b>FREE CASH:</b>								
Beginning Balance	3,791,681.00	3,519,456.00	2,617,597.19	2,617,597.19	(1,526,052.81)	(5,812,154.97)	(10,819,158.50)	(14,123,637.17)
Free Cash Applied	(3,498,709.40)	(1,780,424.81)	(3,523,864.00)	(1,330,959.48)	(5,086,102.16)	(5,807,003.53)	(4,304,478.67)	(4,827,934.06)
Free Cash Generated (Est 06-30) Prel Est pending DOR cet	3,226,484.40	878,566.00	800,000.00	800,000.00	800,000.00	800,000.00	1,000,000.00	1,000,000.00
Ending Balance	3,519,456.00	2,617,597.19	(106,266.81)	2,086,637.71	(5,812,154.97)	(10,819,158.50)	(14,123,637.17)	(17,951,571.22)
<b>STABILIZATION FUND:</b>								
Beginning Balance	5,380,915.56	5,472,461.47	5,103,114.39	5,103,114.39	5,148,114.39	5,193,114.39	5,238,114.39	5,283,114.39
Appropriations to Stabilization Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Appropriations from Stabilization Fund	0.00	(475,000.00)	0.00	0.00	0.00	0.00	0.00	0.00
Stabilization Fund Investment Income	91,545.91	105,652.92	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
Ending Balance	5,472,461.47	5,103,114.39	5,148,114.39	5,148,114.39	5,193,114.39	5,238,114.39	5,283,114.39	5,328,114.39
Ending Balance	8,991,917.47	7,720,711.58	5,041,847.58	7,234,752.10	(619,040.58)	(5,581,044.11)	(8,840,522.78)	(12,623,456.83)
Minimum Recommended Balance	5,576,087.09	5,655,413.06	5,816,954.76	5,750,864.00	6,022,551.35	6,157,029.75	6,228,802.15	6,409,849.55
Above(Below) Min Rec Balance (Reserves)	3,415,830.38	2,065,298.52	(775,107.18)	1,483,888.10	(6,641,591.93)	(11,738,073.86)	(15,069,324.93)	(19,033,306.38)
Total General Fund Operating Budget	111,521,741.72	113,108,261.15	116,339,095.20	115,017,280.00	120,451,027.00	123,140,595.00	124,576,043.00	128,196,991.00
*Min Rec Reserves=5% Oper Budget (Net of Enterprise)	8.06%	6.83%	4.33%	6.29%	-0.51%	-4.53%	-7.10%	-9.85%
Tax Impact	3.17%	2.46%	2.44%	2.44%	2.07%	0.41%	-0.09%	0.12%
CPA 3% Projected w/100k Exemption	1,898,726.52	1,974,675.58	2,053,662.60	2,053,662.60	2,135,809.11	2,221,241.47	2,310,091.13	2,402,494.78
Tax Impact	3.19%	2.50%	2.47%	2.47%	2.11%	0.49%	0.01%	0.21%
Total Operating Budget	127,473,725.45	125,817,913.15	128,266,694.20	129,001,465.00	132,618,401.00	135,229,310.00	136,362,718.00	140,100,525.00
Total Revenues	127,473,725.45	125,465,201.34	127,022,830.20	129,005,565.00	129,812,298.84	131,472,306.47	134,068,239.33	137,282,590.94
Variance	0.00	352,711.81	1,243,864.00	(4,100.00)	2,806,102.16	3,757,003.53	2,294,478.67	2,817,934.06