

**TOWN OF WESTFORD, Vermont
2017 All-Hazards Mitigation Plan**

**Annex 16 to the
2017 Chittenden County Multi-Jurisdictional
All-Hazards Mitigation Plan**

Prepared by:

**The Chittenden County Regional Planning Commission
and the
Town of Westford, Vermont**

*Adopted by the Town of Westford Selectboard on
May 24, 2017.*

Approved by FEMA on July 11, 2017

Executive Summary

Hazard Mitigation is a sustained effort to permanently reduce or eliminate long-term risks to people and property from the effects of reasonably predictable hazards. The purposes of this updated Local All-Hazards Mitigation Plan are to:

- Identify specific natural, technological and societal hazards that impact the Town of Westford;
- Prioritize hazards for mitigation planning;
- Recommend town-level goals and strategies to reduce losses from those hazards; and
- Establish a coordinated process to implement the plan, taking advantage of a wide range of resources.

This plan is a local annex to the *Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan*. **In order to become eligible to receive various forms of Federal hazard mitigation grants, a Chittenden County municipality must formally adopt its Local All-Hazards Mitigation Plan along with the *Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan*, or develop and adopt an independent, stand-alone Local All-Hazards Mitigation Plan.**

Section 1: Introduction and Purpose explains the purpose, benefits, implications and goals of this plan. This section also describes municipal demographics and development characteristics, and describes the planning process used to develop this plan.

Section 2: Hazard Identification expands on the hazard identification in the *Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan* with specific municipal-level details on selected hazards.

Section 3: Risk Assessment discusses identified hazard areas in the municipality and reviews previous federally-declared disasters as a means to identify what risks are likely in the future. This section presents a hazard risk assessment for the municipality, identifying the most significant and most likely hazards which merit mitigation activity. The top three Hazards by type with the most risk in Westford are:

<u>Natural Hazards:</u>	Severe Winter Storm, Flooding and Fluvial Erosion
<u>Technological Hazards</u>	Power Loss and Telecommunications Failure
<u>Societal Hazards</u>	Crime, Epidemic and Economic Recession

Section 4: Vulnerability Assessment discusses buildings, critical facilities and infrastructure in designated hazard areas, vulnerable populations and the issue of estimating potential losses.

Section 5: Mitigation Strategies is the heart of this All Hazards Mitigation Plan. This section begins with an overview of goals and policies in the *2015 Westford Town Plan* that support hazard mitigation. This is followed by an analysis of existing municipal actions that support hazard mitigation, such as planning and zoning and public works. This section presents the following municipal all-hazards mitigation goals:

- 1) Reduce at a minimum, and prevent to the maximum extent possible, the loss of life and injury resulting from all hazards.

- 2) Mitigate financial losses and environmental degradation incurred by municipal, educational, residential, commercial, industrial and agricultural establishments due to various hazards.
- 3) Maintain and increase awareness amongst the town's residents and businesses of the damages caused by previous and potential future hazard events as identified specifically in this Local All-Hazards Mitigation Plan and as identified generally in the Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan.
- 4) Recognize the linkages between the relative frequency and severity of disaster events and the design, development, use and maintenance of infrastructure such as roads, utilities and stormwater management and the planning and development of various land uses.
- 5) Maintain existing municipal plans, programs, regulations, bylaws and ordinances that directly or indirectly support hazard mitigation.
- 6) Consider formal incorporation of this Local All-Hazards Mitigation Plan into the municipal comprehensive plan as described in 24 VSA, Section 4403(5), as well as incorporation of proposed new mitigation actions into the municipality's/town's bylaws, regulations and ordinances, including, but not limited to, zoning bylaws and subdivision regulations and building codes.
- 7) Consider formal incorporation of this Local All-Hazards Mitigation Plan, particularly the recommended mitigation actions, into the municipal/town operating and capital plans and infrastructure, utilities, highways and emergency services.

This section includes the following Mitigation Actions planned by the Town:

Category A: Upgrade Existing Road and Stormwater Management Infrastructure to mitigate against Severe Rainstorms, Flooding, Fluvial Erosion and Water Pollution

- **Action A-1: Culvert Upgrades**
- **Action A-2: Drainage Improvements**
- **Action A-3: Road Improvement**

Category B: Adopt River Corridor Regulations based on completed fluvial geomorphology assessment.

- **Action B-1: Adopt River Corridor Regulations**

Category C: Implement Roads Stormwater Management Plan consistent with Vermont Municipal Roads General Permit (MRGP) to mitigate against Severe Rainstorms, Fluvial Erosion and Water Pollution

- **Action C-1: Obtain MRGP and develop Roads Stormwater Management Plan**
- **Action C-2: Implement Roads Stormwater Management Plan and file annual reports**

Finally, this section includes an Implementation Matrix to aid the municipality in implementing the Mitigation Actions and annual monitoring and evaluation of this Plan.

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[Note: See appendices of Chittenden County Multi-Jurisdictional AHMP for weblinks to the various data sources used to generate many of the tables noted above.]

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SECTION 1: INTRODUCTION AND PURPOSE

1.1 Purpose and Scope of this Plan

The purpose of this Local All-Hazards Mitigation Plan is to assist this municipality in identifying all hazards facing their community and in identifying strategies to reduce the impacts of those hazards. The plan also seeks to coordinate the mitigation efforts of this municipality with those outlined in the *Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan* as well as efforts of quasi-governmental organizations such as Local Emergency Planning Committee, District #1 and the Chittenden County Regional Planning Commission.

This annex, when used with the appropriate sections of the Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan, constitutes an All-Hazards Mitigation Plan for the Town of Westford. Community planning can aid in significantly reducing the impact of expected, but unpredictable natural and human-caused events. The goal of this plan is to provide hazard mitigation strategies to aid in creating disaster resistant communities throughout Chittenden County.

1.2 Hazard Mitigation

The *2013 Vermont State All-Hazards Mitigation Plan* defines hazard mitigation as

Any sustained action that reduces or eliminates long-term risk to people and property from natural and human-caused hazards and their effects. The Federal Emergency Management Agency (FEMA) and state agencies recognize that it is less expensive to prevent disaster or mitigate its effects than to repeatedly repair damage after a disaster has struck. This plan recognizes that communities have opportunities to identify mitigation strategies and measures during all of the other phases of Emergency Management—Preparedness, Mitigation Response and Recovery. Hazards cannot be eliminated, but it is possible to determine what the hazards are, where they are most severe and to identify actions that can be taken to reduce the severity of the hazard.

Hazard mitigation strategies and measures can reduce or eliminate the frequency of a specific hazard, lessen the impact of a hazard, modify standards and structures to adapt to a hazard, or limit development in identified hazardous areas.

1.3 Hazard Mitigation Planning Required by the Disaster Mitigation Act of 2000

Hazard mitigation planning is the process that analyzes a community's risk from natural hazards, coordinates available resources, and implements actions to reduce risks. According to 44 CFR Part 201, Hazard Mitigation Planning, this planning process establishes criteria for State and local hazard mitigation planning authorized by Section 322 of the Stafford Act as amended by Section 104 of the *Disaster Mitigation Act of 2000*. Effective November 1, 2003, local governments now have to have an approved local mitigation plan prior to the approval of a local mitigation project funded through federal Pre-Disaster Mitigation funds. Furthermore, the State

of Vermont is required to adopt a State Pre-Disaster Mitigation Plan in order for Pre-Disaster Mitigation funds or grants to be released for either a state or local mitigation project after November 1, 2004.

There are several implications if the plan is not adopted.

- Flood Mitigation Assistance Grant Program (FMAGP) funds will be available only to communities that have adopted a local Plan
- A community without a plan is not eligible for HMGP project grants but may apply for planning grants under the 7% of HMGP available for planning.
- For the Pre-Disaster Mitigation (PDM) program, a community may apply for PDM funding but must have an approved plan in order to receive a PDM project grant.
- Under Vermont's Emergency Relief Assistance Fund rules, contributions from the State to cover the non-Federal share of a municipality's FEMA Public Assistance project costs varies depending on whether a community has a plan. A community without a plan would have to cover 17.5% of the overall project cost, but a community with a plan would have to cover only 7.5% to 12.5% of the cost.

1.4 Benefits

Adoption and maintenance of this Plan will:

- Make certain funding sources available to complete the identified mitigation initiatives that would not otherwise be available if the plan was not in place.
- Ease the receipt of post-disaster state and federal funding because the list of mitigation initiatives is already identified.
- Support effective pre- and post-disaster decision making efforts.
- Lessen each local government's vulnerability to disasters by focusing limited financial resources to specifically identified initiatives whose importance has been ranked.
- Connect hazard mitigation planning to community planning where possible, such as in emergency operations plans, comprehensive plans (aka "town plans"), capital improvement plans and budgeting, open space plans, and stormwater master plans.

1.5 All-Hazards Mitigation Plan Goals

The Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan establishes the following general goals for the county as a whole and its municipalities:

- 1) Hazard mitigation planning should take into account the multiple risks and vulnerabilities of the significant hazards in the County due to its mixed urban-suburban-rural nature, its economic importance to the State and its significant presence of public and private infrastructure.
- 2) Promote awareness amongst municipalities, residents and business in the county of the linkages between the relative frequency and severity of disaster events and the design,

development, use and maintenance of infrastructure such as roads, utilities and stormwater management and the planning and development of various land uses.

- 3) Ensure that regionally-initiated mitigation measures are consistent with municipal plans and the capacity of municipalities to implement them.
- 4) Encourage municipalities to formally incorporate their individual Local All-Hazards Mitigation Plan into their municipal plan as described in 24 VSA, Section 4403(5), as well as incorporate their proposed mitigation actions into their various bylaws, regulations and ordinances, including, but not limited to, zoning bylaws and subdivision regulations and building codes.
- 5) Encourage municipalities to formally incorporate elements of their Local All-Hazards Mitigation Plan, particularly their recommended mitigation strategies, into their municipal operating and capital plans and programs, especially, but not limited to, as they relate to public facilities and infrastructure, utilities, highways and emergency services.
- 6) Educate regional entities on the damage to public infrastructure resulting from all hazards and work to further incorporate hazard mitigation planning into the regional land use and transportation planning program conducted by the Chittenden County Regional Planning Commission.
- 7) Maintain existing mechanisms, develop additional processes, or explore funding mechanisms and sources to foster regional cooperation in hazard mitigation, specifically and emergency management planning, generally.

1.6 Town of Westford: Demographics and Development Characteristics

The Town of Westford is located on the northern edge of Chittenden County and is bounded on the west by Milton and Colchester, on the south by Essex and Jericho, on the east by Underhill and on the north by Fairfax (in Franklin County) and Cambridge (in Lamoille County). Westford encompasses 39.12 square miles (cf. Figure 1.1).

Based on U.S. Census data, the University of Vermont’s Center for Rural Studies reports a population of 2,029 people in 2010. Selected population characteristics are as follows:

Table 1-1 Town of Westford, selected population characteristics, 20100

Category	Number	%
Total Population	2,029	--
Median Age	41.5 years	--
Population age 65 years and over	180	8.9
Population (and %) under 10 years old	242	11.9
Population (and %) in group quarters	0	0.0

U.S. Census Bureau, 2010 Census of Population and Housing, Population and Housing Unit Counts

The following shows the types of housing within Westford, also based on the 2010 U.S. Census data:

Table 1-2 Town of Westford, selected housing unit data, 2010

Category	Number	%
Total Housing Units	787	--
Occupied housing units	757	96.2
Vacant housing units	30	3.8
Vacant housing units used for seasonal, recreational or occasional use	13	1.7
Detached 1-unit housing units	605	80.7
Housing units with 5 or more units in structure	3	0.4
Mobile homes	96	12.8
Housing structures built in 1939 or earlier	156	20.8

U.S. Census Bureau, 2010 Census of Population and Housing, Population and Housing Unit Counts

Population concentrations occur in the village center, along VT 15 in the northeast corner of town, around Cambridge Rd. and Plains Rd. on the north border, and along Old Stage Rd. and the Westford-Milton Rd west of the village (cf. Figure 1.2). With the exception of limited commercial development and municipal buildings along VT 128 and VT 15, and in the small village area, the overwhelming use of the landscape in Westford is for large-lot residential and agricultural purposes.

Table 1-3 Town of Westford, Historic Population Trends

Year	Population
1980	1,413
1990	1,740
2000	2,086
2010	2,029
2014	2,085

Source: US Census Bureau: April 1 Census Counts 1980-2010, July 1 ACS Estimates for 2014

1.7 Summary of Planning Process

As noted above, the update of this municipal All Hazard Mitigation Plan (AHMP) was part of the planned update of the Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan and the municipal AHMPs that are annexes to the Multi-Jurisdictional Plan. The CCRPC, with funding provided by the State of Vermont via a FEMA Hazard Mitigation Grant, began this update process in the spring of 2015.

1.7.1 Development of the 2017 Westford All Hazards Mitigation Plan

CCRPC staff met several times with various Town staff and officials during the course of the development of this plan. Initial Meetings focused on the following issues:

1. Reviewing the matrix used in 2011 to identify and prioritize hazards facing Westford, and determining whether the overall scoring still makes sense

2. Discussing any newly significant hazards in Westford and identifying any new actions that could be taken to address them.
3. Discussing any progress that has been made on the strategies and tasks from the 2011 plan.

In August 2015, CCRPC Staff met with the Town Planner (Melissa Manka), Town Clerk (Nanette Rogers) and Road Foreman (Brent Meacham) for Westford.

Based on this meeting, CCRPC Staff developed memos for Westford's Selectboard and Planning Commission outlining proposed changes to the 2011 materials and summarizing the reported progress. The memos also clearly stated how CCRPC staff could be reached for comment. The Planning Commission reviewed the draft during September and October, and Selectboard discussed the memo at their meeting held on November 12, 2015. The meeting was open to the public and was duly warned in compliance with the Vermont Open Meeting Law (*1 V.S.A. §§ 310-314*). The memos, as meeting materials, were also available to the public. Members of the public who attended the meeting were able to review the memo and provide comments on the development of the plan. The Planning Commission and Selectboard offered changes regarding the ranking of hazards and the prioritization of mitigation strategies, which were incorporated into the plan.

In addition, the following materials were reviewed:

1. The 2015 Westford Town Plan
2. River corridor plan for the Browns River
3. Information on previous disasters from FEMA
4. Information from Vermont Agency of Natural Resources on fluvial erosion hazards and flood hazards
5. Information from the Vermont Agency of Transportation on town roads, bridges, culverts and high crash locations.
6. Information from the Vermont Department of Emergency Management and Homeland Security on prior disaster and hazardous materials reporting.

Demographic information for this Plan was updated by a CCRPC interns in 2015. New information, relative to the 2011 AHMP, from review of the Land Development regulations and the Comprehensive Plan was incorporated into Section 5. Information on prior disasters, fluvial erosion hazards and flood hazards and various transportation data was incorporated into Sections 2, 3 and 4. Throughout the plan development process CCRPC staff sent rough drafts of the plan to numerous town staff to review for accuracy and conferred with these same staff regularly via phone and email. CCRPC staff produced new versions of the 2011 maps and also produced new maps desired in this 2017 update.

1.7.2 Opportunities for involvement in the planning process and formal public review and governing body approval

Emergency management planners are obligated to provide opportunities for the general public, neighboring communities, local, regional and state agencies, development regulation agencies and other interests to be involved in the review and development of Hazard Mitigation Plans.

Additionally, the CCRPC, as a public agency is obligated to provide public notice and opportunities for input into its programming and processes. With regard for public involvement in the develop of the first drafts of this Municipal AHMP *prior to release of public drafts*, there was no formal solicitation process to recruit or invite the public to come to staff level meetings wherein the first process of updating data in the old 2011 Plan. That being said, however, the public has been free to review the 2011 Plans on the CCRPC website since they were first posted in 2011. Additionally as noted in Section 1.10.2.4 of the Multi-Jurisdictional AHMP, in the period before the first municipal draft AHMPs were publicly released in August 2016 (see below) there were twelve public meetings held by the CCRPC Board and the Plan Update Committee wherein the overall Hazard Mitigation planning process was discussed including the content and purpose of the local, Municipal AHMPs as well as the planned timeline for their development starting in 2015 and extending well into 2016. [Note that opportunities for public review and development of the Multi-Jurisdictional AHMP are described in Section 1.10.2 of the that document.]

Commencing with an August 5, 2016 press release and with a comment deadline of Month Day, 2016, the CCRPC repeated the public notice process note above to solicit and receive comments on the second draft Chittenden County Multi-Jurisdictional AHMP. On August 19, 2016, emails to the same state agency staff and executive directors of neighboring Regional Planning Commissions as noted above, were also sent to encourage their review and comment. The public, agency staff and RPC staff were directed to provide comments to Dan Albrecht, Senior Planner at the CCRPC.

With regards to opportunities for public involvement and input from neighboring communities in development of individual Local All-Hazards Mitigation Plans including this Plan for the **Town of Westford**, opportunities were as follows:

- a) On August 5, 2016, the CCRPC posted all the first drafts of the 18 local AHMPs on the CCRPC website and via various means (press release, electronic newsletter, etc) made the public aware of the opportunity to comment. The public was advised to send comments directly to Dan Albrecht, CCRPC Senior Planner by August 19, 2016.
- b) On August 5, 2016 the CCRPC staff sent direct emails to the Agency staff noted above notifying them as well of the opportunity to review the 18 local AHMPs posted on the CCRPC website and encouraging them to send any comments directly to Dan Albrecht, CCRPC Senior Planner by August 19, 2016.
- c) On August 5, 2016 direct emails were also sent to the municipal Mayors/ Managers/ Administrators and/or Clerks of the abutting 12 communities outside of Chittenden County (South Hero, Georgia, Fairfax, Cambridge, Stowe, Waterbury, Duxbury, Fayston, Lincoln, Starksboro, Monkton and Ferrisburgh) that about the County notifying them of the opportunity to review the 18 local AHMPs posted on the CCRPC website and encouraging them to send any comments directly to Dan Albrecht, CCRPC Senior Planner by August 19, 2016.

No comments were received on the draft Town of Westford AHMP prior to the August 19th deadline. Additionally, no inquiries were received concerning this AHMP after August 19th through December 31, 2016 while the Plan was posted on the CCRPC website.

1.7.3 Review and adoption process

On June 3, 2016 the first draft of the Plan was sent to the Vermont Department of Emergency Management and Homeland Security (VDEMHS) for review.

Comment and required revisions were received from VDEMHS on August 8, 2016.

CCRPC staff, working in concert with municipal staff, then made revisions to the Plan to address the required revisions.

On March 29, 2017, the revised final draft annex was submitted to VDEMHS for review and forwarding to FEMA for formal review and approval pending municipal adoption

On April 25, 2017 FEMA Region One issued a notice that the Town of Westford AHMP was approved pending adoption by the relevant municipal governing body.

On May 4, 2017, CCRPC staff provided the final versions of the Multi-Jurisdictional Plan and this Municipal Annex to the Town manager for distribution to the Town of Westford Selectboard members and also provided draft language for a resolution of adoption to be discussed at a regularly scheduled and properly warned Town of Westford Selectboard meeting.

On May 24, 2017 the revised annex was adopted by the Selectboard and a copy of the resolution sent to VDEMHS and FEMA Region One on June 20, 2017.

On July 11, 2017 FEMA issued a letter that the Town of Westford's Plan was approved.

1.7.4. Monitoring, Evaluation and Updating of the Plan

Section 6 of the Multi-Jurisdictional AHMP document provides extensive details on the role each municipality and the Chittenden County RPC will play to be certain that progress on the implementation of this local AHMP is monitored and evaluated and that the AHMP is updated as needed and no later than its anticipated expiration in early 2022. In short, the Town of Westford will:

- in the fall of 2017 and each fall thereafter, the municipal departments as noted in Section 5.5 as the conclusion of this document shall respond to CCRPC's questionnaire seeking information on the status (progress, problems if any, etc.) of each identified mitigation strategy detailed in Section 5;
- in the fall of 2018 and the fall of 2020, provide information to aid CCRPC in its more comprehensive review of the Multi-Jurisdictional AHMP and this local AHMP which will address issues such as goals, risks, resources, implementation problems, and partners; in partnership with the municipalities, the CCRPC will make the public aware of the availability of these review documents (via press releases, posting on the CCRPC website, electronic newsletters, one formal announcement in a paper of general circulation in the County, and other mechanisms) and provide detailed instructions on how to provide comment on these reviews;
- provide at least one representative of the municipality to participate as a member of the Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan Update and Review

Committee which, after the current Plan update process is completed, will resume meeting in 2018; and

- participate in the Plan update process (assumed to commence in 2020 and conclude by early 2022).

Finally, it should be reemphasized that the Town of Westford may review and update their own programs, initiatives and projects more often by working directly with the State Hazard Mitigation Officer (SHMO) based on changing local needs and priorities. Formal changes to individual municipal annexes may be made at any time by each municipality's governing body in order to reflect changing conditions, priorities, and opportunities during the 5-year life cycle of their single jurisdiction plan.

SECTION 2: HAZARD IDENTIFICATION

Detailed descriptions of the natural, technological, and societal hazards affecting the municipalities of Chittenden County are contained Section 2 of the *Multi-Jurisdictional All-Hazards Mitigation Plan*. Designated and non-designated hazard areas are described in Section 3 of this annex. Vulnerability of structures and infrastructure to hazards is also described in Section 4 and depicted in *Figure 4.1*.

2.1 Profiled Hazards

This Plan profiles six (6) Natural Hazards: Severe Winter Storm, Flooding, Fluvial Erosion, Severe Rainstorm, Extreme Temperatures and Wildfire. Prior to this discussion of Hazards and the subsequent analysis of Risk and Vulnerability, it will be first helpful to summarize the general state of knowledge regarding Location, Extent and Impact in Chittenden County for these hazards:

Hazard (section of MJAHMP where discussed)	Are Location data available?	Are Extent data available?	Are Impact data available?
Severe Winter Storm (2.1.1.1)	No, occurs across the municipality and not mapped	No, only long-term data is at single point of National Weather Service station in South Burlington	Yes, if FEMA declares disaster. See 3.3 below.
Flooding (2.1.1.3)	Yes, 100 & 500 year flood areas delineated in the municipality (see Figure 2.1)	*Yes but only at a few discrete locations with gauge data such as U.S. Army Corps of Engineers for Lake Champlain or a USGS gauge on the Winooski River.	Yes, if FEMA declares disaster but co-mingled with fluvial erosion and severe rainstorm hazards events. See 3.3 below.
Fluvial Erosion (2.1.1.4)	Yes, fluvial erosion hazards areas (now termed river corridor protection areas) are mapped in the municipality (See Figure 2.1)	Though fluvial erosion is considered a significant hazard in the municipality, the number of feet-acres of soil lost in any one event has not been recorded nor is there a record with such data.	Yes, if FEMA declares disaster but data co-mingled with flood and severe rainstorm events. See 3.3 below.
Severe Rainstorm	No, occurs across the	*Yes but only long-	Yes, if FEMA

(2.1.1.2)	municipality and not mapped. Damage locations are mapped but damages can just as easily be a function of poorly designed road and/or driveway drainage as it is a function of heavy rain exceeding infrastructure capacity.	term data is at single point of National Weather Service station in South Burlington.	declares disaster but data co-mingled with flood and fluvial erosion events. See 3.3 below.
Extreme Temperatures (2.1.1.5)	No, occurs across the municipality and not mapped.	*Yes but only at single point of National Weather Service station in South Burlington	‡Data not systematically collected on impacts.
Wildfire (2.1.1.6)	No, occurs across the municipality and not mapped.	Some compiled data on a countywide basis as shown in the Multi-Jurisdictional Plan but no systematic data collected after 2010.	‡Data not systematically collected on impacts.

** It is useful to note that while this NWS data is reliable it represents one discrete location in a county that has an area of 620 square miles in area. Likewise, while there are likely other systematic point-specific records being collected by individuals, business or organizations these data do not appear to be easily accessible. Finally, even if such data were accessible, only if the data was collected by mutually compatible means would it be useful.*

‡An intensive search of municipal public works records may reveal documentation of some prior repair or labor costs associated with frozen or burst sewer and/or water pipes caused by Extreme Cold. However, such analysis would show where past events happened not the location of inadequately buried pipes which might be vulnerable to future events.

‡ An intensive search of fire department records may reveal documentation of locations and acres burned caused by Wildfire. However, such analysis would show where past events happened but would not show the location of areas susceptible to future events (warnings by the US Forest Service and local fire departments are not location-specific) nor the location of individuals who are likely to unwisely burn trash or leaves or fail to extinguish a campfire during dry conditions.

This Plan profiles several Technological Hazards. Prior to this discussion of Hazards and the subsequent analysis of Risk and Vulnerability, it will be first helpful to summarize the general state of knowledge regarding Location, Extent and Impact in Chittenden County for these hazards:

Hazard (section of MJAHMP where discussed)	Are Location data available?	Are Extent data available?	Are Impact data available?
Water Pollution (2.2.1)	Impaired streams that lack adequate biota are identified.	Phosphorus-loading for general locations is known but non-point sources are varied and dispersed. Road segments that could discharge runoff into local streams have been identified but not field-verified. A road erosion inventory is planned during 2017-2019.	Annual budgetary impacts to individual municipalities are significant but vary depending upon location and whether they are an MS4 permitted community. Westford is not an MS4 community, but it is subject to the requirements of the pending Municipal Roads General Permit.
Hazardous Materials Incident (2.2.2)	There are no storage locations in Westford. Incidents occurring during transportation could occur anywhere.	Rough estimates of spill amounts are recorded.	No formal data readily available on cleanup costs.
Power Loss (2.2.3)	Outage locations not mapped	During an actual outage some data is recorded on duration although typically this is stated as “x,000 customers within the power company’s service area”.	Outage data is broad and refers to total customers within a county.
Invasive Species (2.2.4)	Several species known to occur in Lake Champlain and throughout upland and agricultural areas, but no systematic mapping has taken place.	No formal damage has been documented to date	No formal damage has been documented to date
Multi-Structure Fire	Could happen	Data not formally	Data not formally

(2.2.5)	anywhere within the more developed portions of the municipality	collated across agencies	collated across agencies
Major Transportation Incident (2.2.6)	Depending upon type of incident, could happen anywhere	No formal database of damages.	Varies depending upon type of incident.
Water Supply Loss (2.2.7)	Residents and businesses use private wells.	Data not formally collated across agencies	Data not formally collated across agencies
Sewer Service Loss (2.2.8)	Residences and businesses use private septic systems	Data not formally collated across agencies	Data not formally collated across agencies
Natural Gas Service Loss (2.2.9)	No natural gas service.	Information for this rare occurrence not publicly available.	No formal damage has been documented to date.
Telecommunications Failure (2.2.10)	Depending upon type of incident, could happen anywhere	Information for this rare occurrence not publicly available.	No formal damage has been documented to date
Other Fuel Service Loss (2.2.11)	Distribution points of fuels such as firewood, fuel oil and propane are individual addresses and not mapped nor publicly available.	No formal loss of service has been documented.	No formal damage has been documented to date

The following discussion of societal hazards is based upon qualitative information from discussions with Chittenden County law enforcement professionals as well as quantitative data from the State of Vermont.

Hazard (section of MJAHP where discussed)	Are Location data available?	Are Extent data available?	Are Impact data available?
Crime (2.4.1.1)	Significant incidents could happen anywhere in the municipality.	Data collection is not standardized across municipalities.	Significant socio-economic impacts
Economic Recession (2.4.1.2)	Would occur across the community.	Historic data on unemployment levels & poverty rates	Longer lasting impacts hard to measure below county level

Terrorism (2.4.1.3)	The FBI does not share a list of potential targets.	Unknown but assumed to be significant if incident occurs	Unknown but assumed to be significant if incident occurs
Civil Disturbance (2.4.1.4)	County-wide. Significant incidents can happen anywhere. The likelihood of an event may not be geographically likely but rather related to the type of event (political event, sporting event, protest, etc.)	No formal damage has been documented to date	No formal damage has been documented to date
Epidemic (2.4.1.5)	Could happen anywhere	Data not formally collated across agencies	Other than 1917 Influenza epidemic no formal damage has been documented to date
Key Employer Loss (2.4.1.6)	Depending upon type of employer	No formal database of damages.	No formal database of key employer loss is maintained

SECTION 3: RISK ASSESSMENT

3.1 Mapped Hazard Areas

3.1.1 Flood Hazard Areas

In 2004, Westford began participation in the NFIP Emergency Program, and joined the regular program in 2010. The Town has been issued official FEMA Floodplain maps, including most recently issuance of Digital Flood Insurance Rate Maps (DFIRM) by FEMA in 2011. The town is participating in the regular NFIP as of January 2017. Westford's most recent Zoning Regulations, adopted in 2016, designate a Water Resources Overlay District for the area 100 feet from top-of-bank along the Browns River and 50 or 100 feet from the center of all named and unnamed streams, ponds and lakes shown on the Town Plan Water Resources, Wetlands & Floodplains map. Only uses such as low impact recreation, agriculture, forestry, open land maintenance, maintenance of man-made ponds, invasive species control, and wastewater and potable water systems are permitted within the overlay district.

A simple GIS intersection analysis reveals that portions of town roads are also located within the 100-year floodplain as well as culverts and bridges and utility poles. Unfortunately, this level of analysis does not take into account the fluvial geomorphology (volume, velocity, direction, etc.) nor, most critically, does it factor in the elevation of the road relative to flood elevation. Analysis also reveals farmland located within the floodplain, however, without detailed studies at each location it is not currently possible to predict how many cubic yards of productive soils would be a net loss during a flood event.

Figure 2.1 shows the current extent of the FEMA-FIRM flood hazard area in Westford, as well as structures, infrastructure, and critical facilities located in the flood hazard area.

No systematic data is collected on river flow in Westford. The only systematic data on river flow in Chittenden County is collected on the Winooski River at a gauge straddling South Burlington and Essex Junction (cf. Section 2.1.1.3 of the MJAHMP). While the data has been collected since the massive 1927 flood, once dams were constructed by the mid-1930s, water flows became more tightly regulated for flood control and electricity generation and therefore recorded peak flows may not accurately measure total rainfall or total discharge.

3.1.2 Fluvial Erosion Hazard and River Corridor Areas

During development and adoption of both the 2005 and 2011 Multi-Jurisdictional Plan and the municipal AHMPs, threats from stream erosion were identified as Fluvial Erosion Hazard (FEH) Areas through the analytical lens of Stream Geomorphic Assessment (SGA). The SGA approach is still used by the Vermont Agency of Natural Resources but the Vermont General Assembly adopted two related terms that are now used in managing fluvial erosion hazards. ANR now identifies and maps:

- *River Corridor* which is the land area adjacent to a river that is required to accommodate the dimensions, slope, planform, and buffer of the naturally stable channel and that is necessary for the natural maintenance or natural restoration of a dynamic equilibrium condition, as that term is defined in 10 V.S.A. §1422, and for minimization of fluvial erosion hazards, as

delineated by the Agency in accordance with the ANR Flood Hazard Area and River Corridor Protection Procedures.

- *River Corridor Protection Area* means the area within a delineated river corridor subject to fluvial erosion that may occur as a river establishes and maintains the dimensions, pattern, and profile associated with its dynamic equilibrium condition and that would represent a hazard to life, property, and infrastructure placed within the area. The river corridor protection area is the meander belt portion of the river corridor without an additional allowance for a riparian buffer to serve the functions of bank stability and slowing flood water velocities in the near-bank region.

SGA work has been completed on the Browns River, portions of Rogers Brook, and portions of Morgan Brook in Westford. Phase 2 SGA based River Corridor Protection Areas (formerly Fluvial Erosion Hazard Areas) were developed for those portions of streams where SGA was completed. Map 3 shows the progress of geomorphic assessments and identified Phase 2 SGA based River Corridor Protection Areas (RCPA) in Westford. Additional portions of Rogers Brook and Morgan Brook that did not have Phase 2 SGA work, but have a watershed area greater than 2 sq. miles, would also be included in the River Corridor Protection Area and/or River Corridor. Figure 2.1 indicates all portions of the streams in Westford that would be captured by the RCPA and/or RC.

3.1.3 Repetitive Loss Properties and National Flood Insurance Program

Repetitive loss properties are public or private buildings insured under the National Flood Insurance Program that have made at least two insurance claims of more than \$1,000 each during a ten year period.

According to the National Flood Insurance Program there are no such properties located in the Town of Westford.

The status of the town participation's in the National Flood Insurance Program is as follows:

Initial Flood Hazard Boundary Map	Initial Flood Insurance Rate Map	Current effective Map Date	Date of joining Regular NFIP	Date of most recent Community Assistance Visit
1/3/75	7/18/11	7/18/11	1/1/10	N/A

The Town Zoning Administrator and the Town's Development Review Board (DRB) monitor compliance with the National Flood Insurance Program. The DRB reviews and adjudicates applications for development within the floodplain including any proposed new construction in the SFHA which is highly regulated. The Town also works with DEC to respond to any local requests for Floodplain identification including questions about mapping.

3.2 Other Information

The following hazards are not formally analyzed nor mapped due to the random nature of where such damage occurs. However they occur with some frequency and therefore are discussed here.

3.2.1 1998 Ice Storm Damage

Only a small area in the southwest portion of the town, near Rollin Irish Road, suffered downed trees and limbs in the 1998 ice storm (DR-1201). The Town of Westford did not receive formal Public Assistance dollars as part of this disaster. Some smaller winter storm events have occurred since then, including most recently DR-4163, declared in January 2014. However, mapping the locations of potential future events is not feasible as their occurrence is a function of numerous climatic variables. See the Multi-Jurisdictional Plan document.

3.2.2 Severe Rainstorms

In prior versions of this Annex and the County Plan, damage to roads, culverts and bridges from severe rainstorm events was discussed as either the result of flooding or fluvial erosion. It was assumed that overflowing nearby streams, rivers or lakes were the cause of the damage. Analysis has shown that this damage is caused by intense, localized severe rainstorms which cause excessive and rapid water flows on and over paved and gravel roads, roadside ditches, driveway culverts, stormwater systems, etc. In many cases, damaged infrastructure is located nowhere near a formally mapped Floodplain or Fluvial Erosion Hazard Area or River Corridor. This was the case in more recent FEMA-declared disasters in the summer of 2013 and 2015. Because of this new information, CCRPC has decided to add “Severe rainstorm” to the 2016 Update to the County Plan and its annexed local AHMPs. While past damage locations can sometimes be mapped (depending upon the degree and accuracy of data collection efforts) this may or may not provide any degree of predictability of the potential locations for future events.

The Town of Westford’s road infrastructure as well as the driveways of private homes and businesses consist primarily of gravel and/or dirt and are therefore susceptible to damage from intense severe rainstorms. Damage occurring in DR#-4120 (noted below) included significant damage from severe rainstorms.

Ridgeline and hilltop homes, utility lines, and homes located in the midst of mature forests are the most vulnerable to damage from falling trees and tree limbs. Two high wind events have been specifically identified as affecting Westford by the National Climatic Data Center. According to the National Climatic Data Center, lightning has struck and damaged structures twice in Westford since 1993, although local officials indicate that many more lightning incidents have occurred than are recorded in the database.

3.2.3 High Crash Locations

The following High Crash Locations have been identified by the Vermont Agency of Transportation in Westford.

Table 2-1 Town of Westford, high crash road sections, 2010-2014

Road	Road Type	Section (miles)	Severity Index (\$/crash)
Westford-Milton Rd	Major Collector	0.000 - 0.300	\$43,900
VT 128	Major Collector	5.498 - 5.798	\$22,900

Source: Vermont Agency of Transportation

3.2.4 Road Infrastructure Failure

Of the four bridges inventoried by VTrans for Westford, none are rated functionally or structurally deficient. None of the bridges in Westford are rated Scour Critical with regards to fluvial undermining of bridge structure. Details on the bridges in the town are found in Table 4-4.

3.2.5 Hazardous Substances

Hazardous material release is discussed as a possible hazard in the Multi-Jurisdictional All-Hazards Mitigation Plan. According to Vermont Emergency Management, there are no reported hazardous material and petroleum storage sites in Westford.

3.3 Previous FEMA-Declared Natural Disasters and Snow Emergencies

3.3.1 Public Assistance

Since 1990, Westford has received public assistance funding from FEMA for the following natural disasters:

Table 3-1 Town of Westford, FEMA-declared disasters and snow emergencies, 1990-2016

Date (FEMA ID#)	Type of Event	Total repair estimates
June 1990 (DR 875)	flooding	\$37,658
January 1996 (DR 1101)	flooding	\$44,494
July 1998 (DR 1228)	flooding	\$389,279
April 2001 (EM3167)	snow emergency	\$11,050
August 2004 (DR 1559)	flooding	\$70,321
December 2010 (DR 1951)	severe storm	\$9,053
June 2011 (DR 1995)	Flooding	\$5,631
June 2013 (DR 4120)	Flooding	\$602,193
January 2014 (DR 4163)	Ice storm	\$47,350
December 2014 (DR 4207)	Severe winter storm	\$11,184

Sources: Vermont Department of Housing & Community Affairs; Vermont Agency of Transportation, FEMA Dollar value figures represent the total estimated repair costs for damages suffered to municipal resources. This table does not include damage claims submitted to FEMA by non-municipal organizations or by private individuals or businesses.

The Town of Westford was reimbursed at a rate of 75 percent by FEMA for the estimated repair costs coupled with an additional dollars from the State's Emergency Relief Assistance Fund

(ERAF) typically averaging 12.5%. Funds provided in response to these natural disasters were used as follows:

- June 1990: Money was spent on gravel only, to fix washouts throughout the Town.
- January 1996: Gravel washouts were repaired, and snow blocked culverts.
- July 1998: Gravel plus culvert repairs, bigger culverts and more ditching; new culverts: 3ft, 4ft, 5ft. All culverts upgraded to at least 18. On Seymour Road: high bridge, 10 houses at dead end street, installed 3 new 6ft culvert. Most severely damaged roads were Osgood Hill Road, Machia Hill Road. Damage also occurred on Woods Hollow Road and Rollin Irish Road; new culverts were installed at Huntley Road; Old #11 Road.
- April 2001: Increased contractual costs for snow removal.
- August 2004: Gravel replacement. Extensive damage reported on Woods Hollow and Rollin Irish Road; less damage on Chapin Road, Old Stage Road, Westford-Milton Road. New culverts added at Pettingill Road (1) and Rollin Irish (3).
- December 2010: 242 cubic yards of debris were removed from public roads. Costs of employee overtime was also covered.
- June 2011: Money was used to replace rip rap.
- June 2013: Culverts on Seymour Road were replaced with a bridge and the road was repaired. A temporary bridge was employed on Seymour Road during construction. Osgood Hill Road, Old Stage Road, Old #11 Road, Machia Hill Road, Cowie Road, and Covey Road and their associated ditches were repaired.
- January 2014: Money was spent on debris removal from an ice storm in December 2013.
- December 2014: Money was spent on debris removal from a severe winter storm.

See *Figure 3.1.* to see locations where repairs funded in part with FEMA Public Assistance took place for disasters between 2001 and 2015. As the map shows, damage has tended to be concentrated in upland areas. Note that some Debris Removal and Protective Measures locations are shown at the location of the municipal office. This indicates assistance was at various locations throughout the municipality, not that damages were incurred at the office.

3.3.2 Individual Assistance funds

As noted in Section 3.3 of the County Plan, due to privacy concerns, the individual homes or businesses which received Individual Assistance funds are not public information. However, the names of the streets of such homes or businesses from which claims are filed is available as are the funds provided. With regards to the Town of Westford, data indicate that one individual assistance claim was approved on Huntley Road following the June 2011 disaster. This street is shown in Figure 3.1.1.

Disaster	Damaged Address Street	Registrations	Amount
Spring 2011	HUNTLEY RD	1	\$1,027.53

3.4 Future Events

Although estimating the risk of future events is far from an exact science, CCRPC staff used best available data and best professional judgment to conduct an updated Hazards Risk Estimate analysis, which was subsequently reviewed and revised by town officials in Fall 2015. This analysis assigns numerical values to a hazard's affected area, expected consequences, and probability. This quantification allows direct comparison of very different kinds of hazards and their effect on the county, and serves as a rough method of identifying which hazards hold the greatest risk. CCRPC staff applied the following scoring system:

Area Impacted, scored from 0-4, rates how much of the municipality's developed area would be impacted.

Consequences consists of the sum of estimated damages or severity for four items, each of which are scored on a scale of 0-3:

- Health and Safety Consequences
- Property Damage
- Environmental Damage
- Economic Disruption

Probability of Occurrence (scored 1-5) estimates an anticipated frequency of occurrence.

To arrive at the overall risk value, the sum of the Area and Consequence ratings was multiplied by the Probability rating. The highest possible score is 80.

As explained in detail in Section 3.4 of the Multi-Jurisdictional Plan, for the 2011 Plan, the following Hazards were considered to occur or have the potential to occur with sufficient frequency and/or severity for to be profiled for the Risk Estimation in that Plan:

Natural Hazards:

- Drought
- Flooding
- Fluvial erosion
- High winds
- Landslide
- Lightning
- Multi-structure urban fire
- Radiological (natural)
- Wildfire
- Winter storm

Technological Hazards:

- Gas service loss
- Hazardous materials incident
- Major transportation incident
- Military ordnance incident
- Power loss
- Radiological incident
- Sewer service loss
- Telecommunications failure
- Water service loss

Societal Hazards:

- Crime
- Civil disturbance
- Economic recession
- Epidemic
- Key employer loss
- Terrorism

For the 2017 update, the CCRPC and its All-Hazards Mitigation Plan Update Committee made slight changes to this list by consolidating some hazards or delineating hazards with more specificity as follows:

Natural Hazards:

- Flooding
- Fluvial erosion
- Severe rainstorm
- Wildfire
- Severe winter storm
- Extreme temperatures

Technological Hazards:

- Hazardous materials incident
- Major transportation incident
- Multi-structure fire
- Natural gas service loss
- Water pollution
- Power loss
- Sewer service loss
- Telecommunications failure
- Water service loss
- Other fuel service loss
- Invasive Species

Societal Hazards:

- Crime
- Civil disturbance
- Economic recession
- Epidemic
- Key employer loss
- Terrorism

3.4.1 Natural Hazards

For the 2011 Hazard and Risk Estimation analysis for Westford, the following natural hazards received the highest risk ratings out of a possible high score of 80:

- Severe Winter Storm (45)
- Flooding (20)

For the 2017 update, the following natural hazards received the highest risk ratings out of a possible high score of 80 (see Table below):

- Severe Winter Storm (55)
- Flooding (36)
- Fluvial Erosion (36)
- Severe rainstorm (30)

While flooding and fluvial erosion are likely to have a significant impact over a smaller area, severe winter storms tend to affect the entire town and are more common, hence the higher rating.

Table 3-2 Natural hazards risk estimation matrix, Westford

Risk Characteristic		Severe Winter Storm	Flooding	Fluvial Erosion	Severe Rainstorm	Extreme Temperatures	Wildfire
	0 = No developed area impacted					0	
Area Impacted	1 = Less than 25% of developed area impacted		1	1	1	1	
	2 = Less than 50% of developed area impacted						
	3 = Less than 75% of developed area impacted						
	4 = Over 75% of developed area impacted	4					
Health and Safety Consequences	0 = No health and safety impact					0	
	1 = Few injuries or illnesses	1	1	1	1	1	
	2 = Few fatalities but many injuries and illnesses						
	3 = Numerous fatalities						
Property Damage	0 = No property damage				0		
	1 = Few properties destroyed or damaged					1	
	2 = Few destroyed but many damaged	2	2	2	2		
	2 = Few damaged and many destroyed						
	3 = Many properties destroyed and damaged						
Environmental Damage	0 = Little or no environmental damage						
	1 = Resources damaged with short-term recovery				1	1	1
	2 = Resources damaged with long-term recovery	2					
	3 = Resources destroyed beyond recovery		3	3			
Economic Disruption	0 = No economic impact						
	1 = Low direct and/or indirect costs				1	1	1
	2 = High direct and low indirect costs	2	2	2			
	2 = Low direct and high indirect costs						
	3 = High direct and high indirect costs						
TOTAL SCORE		11	9	9	6	4	3
Probability of Occurrence	1 = Unknown but rare occurrence						
	2 = Unknown but anticipate an occurrence						
	3 = 100 years or less occurrence						3
	4 = 25 years of less occurrence		4	4			
	5 = Once a year or more occurrence	5			5	5	
TOTAL RISK RATING		55	36	36	30	20	9

3.4.2 Technological Hazards

In the 2011 Hazard and Risk Estimation analysis for Westford, the following technological hazards received the highest risk ratings out of a possible high score of 80:

- Power Loss (55)
- Telecommunications Failure (30)

For the 2017 update, the following technological hazards received the highest risk ratings out of a possible high score of 80 (see Table below):

- Power Loss (20)
- Telecommunications Failure (20)

Westford is vulnerable to power loss and telecommunications failure because the population is dispersed and repairing utility infrastructure in rural areas can take more time. Westford does not have municipal water service, but town residents and businesses rely on well water, so it should be noted that a power loss also results in a water service loss.

Power loss and telecommunications failure were both identified as the most significant technological hazards in the 2011 plan. Though cellular service is somewhat more reliable than it was five years ago, both issues remain significant for residents of rural areas.

Table 3-3 Technological hazards risk estimation matrix, Westford

Risk Characteristic		Power Loss	Telecommunication & Failure	Water Pollution	Water Service Loss	Invasive Species	Hazardous Materials Incident	Major Transportation Incident	Multi-Structure Fire	Other Fuel Service Loss	Sewer Service Loss	Gas Service Loss
Area Impacted	0 = No developed area impacted									0	0	
	1 = Less than 25% of developed area impacted			1		1	1	1	1			
	2 = Less than 50% of developed area impacted	2	2		2							
	3 = Less than 75% of developed area impacted											
	4 = Over 75% of developed area impacted											
Health and Safety Consequences	0 = No health and safety impact					0				0		
	1 = Few injuries or illnesses	1	1	1	1		1	1	1		1	
	2 = Few fatalities but many injuries and illnesses						2					
	3 = Numerous fatalities											
Property Damage	0 = No property damage		0	0	0	0						0
	1 = Few properties destroyed or damaged	1					1	1	1	1	1	
	2 = Few destroyed but many damaged											
	3 = Many properties destroyed and damaged											
Environmental Damage	0 = Little or no environmental damage	0	0		0			0	0			0
	1 = Resources damaged with short-term recovery						1	1		1		
	2 = Resources damaged with long-term recovery			2		2						
	3 = Resources destroyed beyond recovery											
Economic Disruption	0 = No economic impact	0										
	1 = Low direct and/or indirect costs		1		1	1	1	1		1	1	
	2 = High direct and low indirect costs			2						2		
	3 = High direct and high indirect costs											
TOTAL SCORE		4	4	6	4	4	5	6	4	5	3	2
Probability of Occurrence	1 = Unknown but rare occurrence								1	1	1	
	2 = Unknown but anticipate an occurrence						2	2				
	3 = 100 years or less occurrence			3		3						
	4 = 25 years of less occurrence				4	4						
	5 = Once a year or more occurrence	5	5									
TOTAL RISK RATING		20	20	18	16	16	15	12	8	5	3	2

3.4.3 Societal Hazards

In the 2011 Hazard and Risk Estimation analysis for Westford, the following societal hazards received the highest risk ratings out of a possible high score of 80:

- Epidemic (21)
- Economic Recession (21)

For the 2017 update, the following societal hazards received the highest risk ratings out of a possible high score of 80 (see Table below):

- Epidemic (28)
- Economic Recession (28)
- Crime (25)

Economic recession is highly ranked for both its direct impacts and its secondary effects on health, safety, and the environment. In a recession, property owners may not be able to maintain their properties, which are then more vulnerable to natural hazards. The likelihood of an epidemic is difficult to gauge, but given Westford's lack of medical facilities, its consequences could be severe. Major crime is rare in the town, but small crimes are very common.

Epidemic and economic recession were both identified as threats in the 2011 plan, and the risk of them remains low but still exists. The risk of crime is perceived as being higher now. This is related to Vermont's opioid epidemic. Drug use and crimes related to drug use, while still rare compared to the situation in major cities, are a major point of discussion in Vermont. Residents of small towns no longer feel immune to crime, increasing the ranking of this hazard.

Table 3-4 Societal hazards risk estimation matrix, Westford

Risk Characteristic		Societal Hazards					
		Crime	Epidemic	Economic Recession	Key Employer Loss	Civil Disturbance	Terrorism
Area Impacted	0 = No developed area impacted						
	1 = Less than 25% of developed area impacted				1	1	1
	2 = Less than 50% of developed area impacted	2	2				
	3 = Less than 75% of developed area impacted			3			
	4 = Over 75% of developed area impacted						
Health and Safety Consequences	0 = No health and safety impact			0			
	1 = Few injuries or illnesses		1		1		
	2 = Few fatalities but many injuries and illnesses	2	2				2
	3 = Numerous fatalities						
Property Damage	0 = No property damage		0	0	0		
	1 = Few properties destroyed or damaged	1				1	1
	2 = Few destroyed but many damaged						
	2 = Few damaged and many destroyed						
	3 = Many properties destroyed and damaged						
Environmental Damage	0 = Little or no environmental damage	0	0		0	0	
	1 = Resources damaged with short-term recovery			1			1
	2 = Resources damaged with long-term recovery						
	3 = Resources destroyed beyond recovery						
Economic Disruption	0 = No economic impact						
	1 = Low direct and/or indirect costs	1				1	
	2 = High direct and low indirect costs						
	2 = Low direct and high indirect costs			2	2		
	3 = High direct and high indirect costs		3				3
TOTAL SCORE		6	7	7	3	4	8
Probability of Occurrence	1 = Unknown but rare occurrence						
	2 = Unknown but anticipate an occurrence						
	3 = 100 years or less occurrence						
	4 = 25 years of less occurrence		4	4	4		
	5 = Once a year or more occurrence	5					
TOTAL RISK RATING		30	28	28	12	0	0

3.4.4 Hazard Summary

According to the risk estimation analysis, the highest rated hazards for Westford are:

Natural Hazards

- Severe Winter Storm (55)
- Flooding (36)
- Fluvial Erosion (36)

Technological Hazards

- Power Loss (35)
- Telecommunications Failure (30)

Societal Hazards

- Epidemic (28)
- Economic Recession (28)
- Crime (25)

It should be noted that the three natural hazards on the list—flooding, fluvial erosion and severe winter storm—could be the cause of the highest-rated technological hazards, power loss and telecommunications failure. Winter storms are the highest rated hazard for Westford, due in large part to their widespread nature and frequent occurrence.

SECTION 4: VULNERABILITY ASSESSMENT

As discussed in Section 4 of the County Plan, typical vulnerabilities from the County’s common hazards consist primarily of:

- Damage to public infrastructure especially roads and culverts;
- Temporary closures of roads and bridges including from debris;
- Temporary loss of power and/or telecommunications
- Temporary isolation of vulnerable individuals such as the elderly or those in poverty.

More specifically, these vulnerabilities typically occur in association with the Profiled Natural Hazards as follows:

Table 4-1 Town of Westford: Natural Hazards and typical vulnerabilities

Hazard	Typical vulnerabilities	Occasional additional vulnerability
Severe Winter Storm	-temporary closures of roads and bridges including from debris; -temporary loss of power and/or telecommunications, and -temporary isolation of vulnerable individuals	-budget impacts from debris cleanup
Flooding	-temporary closures of roads and bridges including from debris; -temporary loss of power and/or telecommunications, and -temporary isolation of vulnerable individuals -damage to public infrastructure	-budget impacts from road/bridge closures and repairs to public infrastructure -damages to individuals’ properties and businesses
Fluvial Erosion	-temporary closures of roads and bridges including from debris; -temporary loss of power and/or telecommunications, and -temporary isolation of vulnerable individuals -damage to public infrastructure	-budget impacts from road/bridge closures and repairs to public infrastructure -damages to individuals’ properties and businesses
Severe Rainstorm	-temporary closures of roads and bridges including from debris; -temporary loss of power and/or telecommunications, and -temporary isolation of vulnerable individuals -damage to public infrastructure	-budget impacts from road/bridge closures and repairs to public infrastructure -damages to individuals’ properties and businesses
Extreme Temperatures	-damage to public infrastructure -loss of water service	-budget impacts due to needed repairs
Wildfire	-damage to private property	

Relative to the County as a whole the Town of Westford has a higher vulnerability to:

- Severe Rainstorms, Fluvial Erosion due to high amount of gravel roads and mountainous terrain.
- Flooding due to the presence of the Browns River.

Vulnerabilities with regard to Technological Hazards are harder to project as these incidents occur with less frequency and less predictability.

Table 4-2 Town of Westford: Technological Hazards and typical vulnerabilities

Hazard	Typical vulnerabilities	Occasional additional vulnerability
Major Transportation Incident	-temporary closures of transportation infrastructure -injuries, deaths	-if major event, potential long term closure of infrastructure.
Power Loss	-temporary loss of electrical service -temporary impacts to vulnerable individuals -damage to public infrastructure	-if extended event, damage to perishable goods or business income. -if extensive loss, potential budget impacts to service providers.
Hazardous Materials Incident	-temporary closures of roads and bridges during cleanup.	-if large event, potential high cleanup costs. -injuries to persons
Water Service Loss	-temporary loss of service -temporary impacts to vulnerable individuals	-if extensive loss, potential budget impacts to service providers.
Gas Service Loss	-temporary loss of service -temporary impacts to vulnerable individuals	-if extensive loss, potential budget impacts to service providers.
Telecommunications Failure	-temporary loss of service -temporary impacts to vulnerable individuals	-if extensive loss, potential budget impacts to service providers.
Other Fuel Service Loss	-temporary loss of service -temporary impacts to vulnerable	-if extensive loss, potential budget

	individuals	impacts to service providers.
Sewer Service Loss	-temporary loss of service -temporary impacts to vulnerable individuals	-if extensive loss, potential budget impacts to service providers.
Water Pollution	-ongoing budgetary impacts due to permit requirements.	-if repeat events, impacts to tourism-based businesses
Invasive Species	-small but ongoing cost to monitoring level of occurrence	-unknown at this point.

Relative to the County as a whole the Town of Westford has a slightly higher vulnerability to:

- Power Loss and Telecommunications Failure due to its rural nature

With regard to Societal Hazards, vulnerabilities are typically more dispersed among individuals and societal sectors compared to the natural environment and to technology which is fixed.

Table 4-3 Town of Westford: Societal Hazards and typical vulnerabilities

Hazard	Typical vulnerabilities	Occasional additional vulnerability
Crime	-increased demands on police services and social services	-injuries -deaths
Epidemic	-temporary closures of schools, businesses, places of assembly -increased demand on medical services	-if an epidemic is widespread and long-lasting, impact could be severe
Key Employer Loss	-loss of economic activity -loss of portion of tax base -increased demands on social services	-effects increased if employer is of significant size
Economic Recession	-loss of economic activity -increased demands on social services -some loss of tax revenue	-effects increased if event is of extended duration
Civil Disturbance	-injuries to persons -damage to public and private property	-budget impacts to police services depending upon severity of event

		-deaths
Terrorism	-injuries to persons -damage to public and private property	-budget impacts to police services depending upon severity of event -deaths

Relative to the County as a whole there are insufficient data to conclude whether the Town is more vulnerable to one of the six Societal Hazards noted above.

With regard to the vulnerability of critical facilities, infrastructure and vulnerable populations, quantitative and locational data for the Town are available as follows.

4.1 Critical Facilities

The Center for Disaster Management and Humanitarian Assistance defines critical facilities as: “Those structures critical to the operation of a community and the key installations of the economic sector.” Figure 1.4 shows the geographic distribution of some critical facilities and utilities. The table below identifies critical facilities in Westford, excluding critical facilities designated as hazardous materials and petroleum storage sites, which are shown in Section 3.2.5. This list includes all critical facilities, not only the facilities located in designated hazard areas.

Table 4-4 Critical facilities in the Town of Westford

Facility Type	Number of Facilities
Veterinary Hospital / Clinic	2
Education Facility	1
Fire Station	1
Emergency Shelters	1
Emergency Operations Center	1
Energy	1
Government and Military	2
Mail and Shipping	1
Water Supply and Treatment	1

Source: VCGI

None of these facilities are located in mapped Flood Hazard Areas
None of these facilities are located in mapped River Corridors.
None of these facilities are located in mapped River Corridor Protection Areas.

4.2 Infrastructure

4.2.1 Town Highways

The following is a statistical overview of roads in the Town of Westford. These tables show the range of road types within the town, from state highway to unimproved unpaved roads. Different road types have different hazard vulnerabilities. Unpaved roads are more vulnerable to washing out in a flood or storm, while traffic incidents are more likely to occur on large, arterial roads.

Municipal highways, bridges and dams are well mapped in Chittenden County. The following three tables show the diversity of municipal highways and road surface in the Town of Westford.

The Vermont Agency of Transportation divides municipal (town) highways into various classes as follows:

Class 1 town highways are subject to concurrent responsibility and jurisdiction between the municipality and VTrans. Class 1 town highways are state highways in which a municipality has assumed responsibility for most of the day to day maintenance (pot hole patching, crack filling, etc.). The state is still responsible for scheduled surface maintenance or resurfacing. In Chittenden County Class 1 highways are generally paved.

Class 2 town highways are primarily the responsibility of the municipality. The state is responsible for center line pavement markings if the municipality notifies VTrans of the need. The municipality designates highways as Class 2 with approval from VTrans. These are generally speaking the busier roads in a given town second to Class 1. In Chittenden County, most Class 2 highways are generally paved although in the more isolated areas these are gravel roads.

Class 3 town highways are the responsibility of and designated by the municipality. These are to be maintained to an acceptable standard and open to travel during all seasons. In Chittenden County, Class 3 roads are both paved or gravel.

Class 4 town highways are all other highways and the responsibility of the municipality. However, pursuant to Vermont State Statutes, municipalities are not responsible for maintenance of Class 4 town highways. These are generally closed during the winter and minimally maintained and almost exclusively dirt.

Table 4-5 Town highway mileage by class, Town of Westford

Class 1	Class 2	Class 3	Class 4	State Hwy	Fed Hwy	Interstate	Total 1, 2, 3, State Hwy
	12.467	26.860	1.710	9.374			48.714

Source: derived from VTrans TRANSRDS GIS data – surface class and arc length

Table 4-6 Town highway mileage by surface type, Town of Westford

Paved	Gravel	Soil or Graded	Unimproved	Impassable	Unknown	Total	
12	34	3	2		.576	51.576	
Total Known		Total Unpaved		% Paved		% Unpaved	
51.576		39		24.4%		75.6%	

Source: derived from VTrans TransRDS GIS data – surface class and AOTmiles, 2015

See Figure 3.2 for locations of paved vs. gravel and/or soil roads.

4.2.2 Bridges, Culverts, and Dams

There are a variety of bridges, culverts and dams located in the municipality. The following bridges are contained in an inventory maintained by VCGI, VTrans and the CCRPC. A GIS intersection was performed to determine which bridges are located in the designated flood hazard area (aka Special Flood Hazard Area or 100-year floodplain.) and /or the River Corridor Protection Area (aka Fluvial Erosion Hazard Area).

Table 4-7 Bridges Located in Special Flood Hazard Area and River Corridor Protection Area

# of Structures in RCPA (FEH)	# of Insufficient Structures in RCPA	# of Structures in River Corridor	# of Insufficient Structures in RC	# of Structures in SFHA	# of Insufficient Structures in SFHA
14	7	19	6	7	3

A structures could be a bridge, culvert or arch.

Data came from ANR DMS. A structure is insufficient if its % bankfull width is 50% or less.

Table 4-8 Culverts with a geographic compatibility rating of “Mostly Incompatible” or “Incompatible”

Bankfull Width	Compatibility Score	Location	Road	Stream Name
20.00	5	.1 Miles W VT-15	SEYMOUR RD	Beaver Meadow Brook
34.00	7	1 mile N Maple Tree ln.	BROOKSIDE RD	Unnamed
43.96	7	.3 Miles W VT-15	SEYMOUR RD	Unnamed
20.41	7	.2 miles W old stage rd. on rogers rd. 100 yards up trail on right	ROGERS RD	Unnamed
105.09	7		SEYMOUR RD	Beaver Brook
57.14	8	Culvert is located 0.4 miles north of the intersection of Huntley Road and Cambridge Road.	HUNTLEY RD	Unnamed Tributary of Browns River
37.50	8	.1 Miles S Old #11 Rd.	RUBAUD RD	Unnamed
15.22	8	Farm field access crossing off Brookside Road.		Rogers Brook
33.33	8	Driveway of House # off Old #11 Rd.		Unnamed
28.40	9	Driveway aka Covey Rd N .3 Miles E of Cambridge rd	COVEY RD N	Unnamed
24.75	9	.1 Miles N Manley rd.	WOODS HOLLOW RD	Unnamed
77.50	9	1 Mile N VT-128	PETTINGILL RD	Unnamed

51.25	9	Driveway of House #492 off Woods Hollow Rd.		Unnamed
27.96	9	.75 miles S of VT-128 off Woods Hollow Rd.		Unnamed
55.56	10		ROUTE 15	Beaver Brook
33.33	10	1.75 Miles N Hanley Rd	OSGOOD HILL RD	Unnamed
28.57	10	Private Driveway (Drinkwine Lane) approximately 380 feet upstream of Browns River confluence. Drinkwine Lane is off of Huntley Road in Westford.		Unnamed Tributary to Browns River
23.81	10	Driveway off Old Number 11 Road culvert crossing.		Morgan Brook
33.87	10	Driveway of house #143 off Huntley rd.		Unnamed
49.23	10	Driveway of House #954 off VT-128		Unnamed
53.85	10	riveway of House #960 off VT-128		Unnamed
27.62	10	.1 Mile E VT-15	CLOVERD ALE RD	Beaver Meadow Brook
Mostly incompatible $5 < GC < 10$ % Bankfull Width + Approach Angle scores < 2		<i>Structure mostly incompatible with current form and process, with a moderate to high risk of structure failure. Re-design and replacement planning should be initiated to improve geomorphic compatibility.</i>		
Fully incompatible $0 < GC < 5$ % Bankfull Width + Approach Angle scores < 2 AND Sediment Continuity + Erosion and Armoring scores < 2		<i>Structure fully incompatible with channel and high risk of failure. Re-design and replacement should be performed as soon as possible to improve geomorphic compatibility.</i>		

Information on dams is available from two sources: a database of dams regulated by the Vermont Department of Environmental Conservation and the National Dam Inventory maintain by the U.S. Army Corps of Engineers. No information is available from the DEC regarding dams in Westford. The National Dam Inventory identifies one dam in Westford, shown in Table 4-6.

Table 4-9 Dams located in the Town of Westford

Name	Owner	River	Description	Maximum Storage (acre/feet)	Hazard Potential
Westford	Clarke or Villaseca	Browns River	Dam noted as breached. No other data recorded. Approximately 8 to 10 ft. drop	0	Low-losses limited to owner's property.

Source: National Dam Inventory

4.2.3 Water, Wastewater and Natural Gas Service Areas

The town operates no wastewater or water delivery systems. All residents and businesses receive water from wells and dispose of wastewater through septic systems. There are no natural gas distribution facilities in the town.

4.2.4 Electric Power Transmission Lines and Telecommunications Land Lines

Two Green Mountain Power high-tension transmission lines run through Westford. One runs northeast from the Westford Substation to the Fairfax line east of VT Route 128. The other is in the northeast corner of town, paralleling VT Route 15 (cf. Figure 1.4)

4.3 Estimating Potential Losses in Designated Hazard Areas.

A simple GIS intersection of e-site data with the 2010 FIRM floodplain data indicates the following with regards to structures located in mapped flood hazard areas (cf. Figure 2.1):

- There are 1,263 total structures in Westford.
- There is one residential structure and no commercial/industrial structures are located within the 100-year floodplain. Based on the 2014 median grand list values, the estimated potential loss due to a major flood event inundating the floodplain is \$190,400.
- This estimate only takes structures into account. It does not account for personal property or business losses. Repair and replacement cost data was not available for all infrastructure located within the floodplain.

A simple GIS intersection of esite data with the 2016 River Corridor Protection Area data indicates the following with regards to structures vulnerable to Fluvial Erosion (cf. Figure 2.1).

- There are 1,263 total structures in Westford.
- There is 1 residential structure and 0 commercial/industrial structures located within the 100-year floodplain. Based on 2015 median grand list value, the estimated potential losses due to a major flood event inundating the floodplain are \$273,630.
- This estimate only takes structures into account. It does not account for personal property or business losses.

At this time, a more detailed analysis of potential losses to structures, infrastructure, and agricultural lands cannot be made. Such an analysis would require individual site visits and analysis conducted by both river geomorphologists and structural engineers which is beyond the capacity of the CCRPC due to funding limitations.

4.4 Vulnerable Populations

Like most of the County’s rural communities, census data more detailed than the town boundaries is not available to see if there are concentrations of either elderly populations or low-income populations. In other words, the town’s boundaries form one single census tract. Demographic information on the relative percentages of vulnerable populations is as follows:

Table 4-10 Vulnerable populations, Westford

	Westford	Chittenden County	Vermont	National
Percent Minority (non-white) ¹	4.1%	7.7%	4.8%	26.7%
Children <18 in poverty ¹	2.6%	11.1%	14.8%	21.6%
Families w/children in poverty ¹	3.1%	10.5%	13.4%	17.8%
Families w/ female householder, no husband present	18.6%	37.0%	37.4%	40%

w/children in poverty ¹				
Population, age 65+ in poverty ¹	1.6%	6.5%	7.5%	13.4%

¹US Census Bureau, 2010-2014 5-Year Estimates, American Community Survey

Given the coarseness of the available data, CCRPC is not able to determine specific locations with a concentration of vulnerable individuals within individual municipalities. However, a useful analysis known as a Social Vulnerability Analysis has been prepared by the Vermont Department of Health. Data for the Town is shown in *Figure 4.1*.

The Social Vulnerability Index (SVI) draws together 16 different measures of vulnerability in three different themes: socioeconomic, demographic, and housing/transportation. The 16 individual measures include poverty, unemployment, per capita income, educational attainment, health insurance, children/elderly, single parent households, disability, minority, limited English, location of apartment buildings, mobile homes, crowding, no vehicle access, and population living in group quarters. The measures are combined to create relative vulnerability index. For every vulnerability measure, census tracts above the 90th percentile, or the most vulnerable 10%, are assigned a flag. The vulnerability index is created by counting the total number of flags in each census tract. It is important to remember that this Social Vulnerability Index is just a first step in screening for populations that may be more or less vulnerable to a variety of hazard. Depending on the situation, different measures could be more or less important and should be looked at more closely. These data are NOT saying that one census tract is more vulnerable than another. Rather it is saying that there is a higher concentration of various vulnerable populations living within a tract and seeks to identify the conditions that make a population vulnerable.

4.5 Land Use and Development Trends Related to Mitigation

As noted in the Introduction, Westford’s land use is primary residential and agricultural. An analysis of GIS data shows the following percentages for land use and the percentages of land allocated to each zoning district.

Table 4-11 Structures compared to zoning, Town of Westford

Westford Structures (2015)		Westford Zoning (2016)	
Residential	63.18%	Common	0.32%
Commercial	0.71%	Rural 3	3.04%
Industrial	0.40%	Rural 5	9.78%
Institutional / Infrastructure	0.40%	Rural 10	84.55%
Mass Assembly	0.16%	Village	2.30%
Leisure / Recreation	0.00%		
Natural Resources	0.08%		

Source: 2015 e911 Data and 2016 Town of Westford Zoning Regulations. Note: The structure categories relate to the Land Based Classification System (LBCS) used in the 2011 AHMP not E-911 site types. E-911 site types were assigned to each LBCS category to create synergy between the 2011 AHMP and 2017 AHMP.

4.4.1 Conserved or Undevelopable Parcels

There are a handful of conserved parcels in Westford. Most parcels have been conserved for their scenic, agricultural or natural resource values.

Table 4-12 Conserved Land, Town of Westford

Total Acres	Acres of Public Land	Percent Public	Acres of Conserved Land	Percent Conserved	Total Public & Conserved	Percent Conserved Land
25,044.46	183.28	1%	800.30	3%	983.58	4%

Source: VLT Data and ANR Public Lands

In March 2004, the Town of Westford created a fund for use in land conservation or open space purchases. At present the fund only receives donations, not municipal funds. The rising price of land in Westford may slow the rate of land conservation, however, there is a strong degree of public support for land conservation among the town’s residents. The town has 539 acres conserved as part of Planned Use Developments. This space is conserved for recreational use or natural resource protection, such as agriculture or silviculture.

Additionally, as noted below in Table 5.1, the Town’s zoning bylaws include both a Water Resources Overlay District and a Floodplain District which preclude the construction of new homes or businesses and effectively act as conserved lands.

4.4.2 Recent and Future Development

At present and for the foreseeable future the current development pattern will continue: some residential and commercial growth in the Village District and continued, dispersed residential growth on 5 and 10 acre lots in the Agriculture/Forestry/Residential districts. At this time, the main way CCRPC has to predict future development is by analysis of municipal zoning bylaws. As the municipality participates in the NFIP, zoning bylaws heavily regulate development in designated flood hazard areas. As a result, little to no development is likely to take place in flood hazard areas. These zoning requirements mitigate flood hazards to future structures. Additionally, the Town also regulates development near other waterbodies and wetlands. As a result, little to no development is likely to take place in flood hazard areas or river corridor protection areas. These zoning requirements effectively mitigate damages from Flood and Fluvial Erosion hazards to future structures.

As shown in Figure 4.2, from 2011 through 2014, the municipality has seen 54 housing units (in single family and multi-family structures) and 10 new commercial/industrial buildings constructed. None of these units or structures were constructed in the Special Flood Hazard Area nor in the River Corridor Protection Area.

As best can be ascertained based upon data maintained by the Chittenden County RPC and the Town of Westford, since the adoption of the last municipal AHMP in 2011, development activity in the Town has not increased vulnerability. Additionally, through at least 2021, there is no known or projected development of new buildings or infrastructure anticipated to be constructed in areas known to be particularly vulnerable to Natural Hazards.

SECTION 5: MITIGATION STRATEGY

The Town considered a range of mitigation actions across the categories of Planning and Regulations, Structure and Infrastructure Projects, Natural Systems Protection, and Education and Awareness Programs. As is demonstrated in the discussion that follows the Town carries out numerous efforts as part of its day-to-day operations that fit within these categories and address and serve to mitigate the impacts of various hazards. The section concludes within an analysis of which vulnerabilities need additional attention and therefore stipulates discrete tasks to be carried out by the Town during the 5-year period this Plan is in effect to address these vulnerabilities.

5.1 Existing 2015 Westford Town Plan Implementation Tasks That Support Hazard Mitigation

These tasks are described in the 2015 Westford Town Plan. The following selected excerpts illustrate how mitigation planning and activities is formally promoted and supported through the Town Plan. These tasks are described in the 2015 Westford Town Plan's "Implementation Plan" (Chapter 11). The Implementation Plan lays out a number of tasks, all of which are based on multiple chapters of the plan, and assigns time tables and responsible parties to each.

5.1.1 Communication Tasks:

Encourage and seek to improve cell coverage for general community use, emergency response, public safety and economic development.

5.1.2 Emergency Preparedness and Response Tasks:

Review and update the Town Fire Ordinance to ensure public safety.

Draft a detailed, procedure-oriented Emergency Operations Plan to ensure its useful during times of disaster and efficient and effective emergency response.

Investigate enrollment in the Community Rating System (CRS) 1 year after enrollment in the NFIP.

Develop fluvial erosion hazard regulations using the maps provided by the State of Vermont/CCRPC.

Review and implement the goals and objectives of the All Hazards Mitigation Plan with a focus on flood resiliency.

Review and update the Emergency Operations Plan.

Provide key emergency operations individuals with National Incident Management System training.

Provide preparedness information and training to residents.

Continue to use the website and other outreach tools as a resource to educate residents about disaster risks and emergency, preparedness, response and relief.

5.1.3 Finances Tasks:

Include transportation capital improvements outlined in the 5 Year Road Plan in the Westford Capital Budget and Program.

5.1.4 Natural Resources Tasks:

Develop low impact development stormwater standards to ensure the quality of water not only in our local waterways but Lake Champlain.

Promote the re-vegetation of shores and stream banks.

Continue to severely limit the development on, and re-contouring of, steep slopes and ledge outcroppings.

Continue to prohibit development in the FHO and WRO.

5.1.5 Transportation Tasks:

Inform residents of the impacts of privately-owned undersized and/or or defective stormwater infrastructure. The Town shall not be held liable for the failure of private infrastructure and/or reporting inadequacies to private land owners.

When economically feasible, upgrade stormwater infrastructure (esp. bridges & culverts) to withstand large storm events.

Maintain an inventory of the road infrastructure (examples; bridge/culvert, flood damage sites, road surface issues, ditches) to determine issues, needs and priorities for road maintenance and other planning considerations.

5.2 Existing Town of Westford Actions That Support Hazard Mitigation

The following table illustrates how mitigation activities and plans are carried out by various municipal departments, and whether such capabilities are adequate to address hazard vulnerabilities and whether the department, if needed, has the ability to improve policies and programs and programs to unmitigated vulnerabilities.

Table 5-1 Existing municipal capabilities addressing hazard mitigation, Town of Westford

Types of Programs & Policies	Description / Details	1) Adequacy of municipal capabilities to address hazards 2) and ability to expand upon or improve policies & programs
Highway Services	Town Highway Department	1) Generally adequate with regards to mitigating the impacts of common hazards. 2) However, the Highway Department, through the strategies noted below is taking on a stronger role to mitigate against damages caused by Severe Rainstorm, Fluvial Erosion and Water Pollution.
Highway personnel	3 FTE field personnel	1) Generally adequate with regards to mitigating the impacts of common hazards. 2) However, the Highway Department, through the strategies noted below is taking on a stronger role to mitigate against damages caused by Severe Rainstorm, Fluvial Erosion and Water Pollution.
Water / Sewer Department	None	N/A
Water / Sewer Personnel	None	N/A
Planning and Zoning personnel	1 FTE Town Planner; 1 FTE Zoning Administrator	1) Generally adequate with regards to mitigating the impacts of common hazards.. 2) No need to expand upon or improve policies & programs with regard to hazards under its purview.
Residential Building Code /	No local building code.	1) Generally adequate with regards to mitigating the impacts of common hazards.. New construction must obtain a zoning permit.

Inspection		<p>2) No need to expand upon or improve policies & programs with regard to hazards under its purview.</p> <p>3) Note that commercial properties open to the public and all multi-family buildings of 3 units or more must be inspected and permitted by the Vermont Division of Fire Safety.</p>
Town / Municipal Comprehensive Plan	2015	1) As noted at the start of Section 5, several elements of the municipal Comprehensive Plan promote Hazard Mitigation.
Zoning Bylaws and Subdivision Regulations	2016	<p>1) Generally adequate with regards to mitigating the impacts of common hazards.</p> <p>2) No need, at this time, to expand upon or improve policies & programs with regard to hazards under its purview.</p>
Hazard Specific Zoning (slope, wetland, conservation, industrial, etc.)	Water Resources Overlay District; Flood Hazard Overlay District	<p>1) Generally adequate with regards to mitigating the impacts of common hazards.</p> <p>2) No need, at this time, to expand upon current flood hazard bylaws.</p> <p>3) Over the next five years, Town may consider adoption of River Corridor or River Corridor Protection Area zoning regulations.</p>
Participation in National Flood Insurance Program (NFIP) and Floodplain/ Flood Hazard Area Ordinance	Yes / Yes	<p>1) New DFIRMS adopted in 2011 The Town Zoning Administrator and the Town's Development Review Board (DRB) monitor compliance with the National Flood Insurance Program. The DRB reviews and adjudicates applications for development within the floodplain.</p> <p>2) No need, at this time, to expand upon NFIP participation</p>
Open Space Plans; Conservation Funds	Conservation fund since 2004. Donations only; Selectboard will have final say over expenditures based upon recommendations from Conservation Commission.	<p>1) Yes</p> <p>2) Municipality considers regulatory programs and voluntary conservation efforts as adequate to address any hazard mitigation concerns. However, various areas may be conserved in the future by the use of the Fund but as of now, specific parcels conducive to hazard mitigation have not yet been targeted.</p>

The following table illustrates how Emergency Preparedness, Response & Recovery actions are carried out in the Town.

Table 5-2 Existing municipal emergency services & plans, Town of Westford

Type of Existing Protection	Description /Details/Comments
Emergency Services	Emergency response personnel may have overlapping responsibilities with other town response organizations.
Police Services	Vermont State Police
Police Department Personnel	Vermont State Police Staff
Fire Services	Westford Volunteer Fire Department
Fire Department Personnel	-0- FTE, ~18 volunteers
Fire Department Mutual Aid Agreements	Essex, Underhill-Jericho, Fairfax
EMS Services	Essex Rescue, Fairfax Rescue
EMS Personnel	Essex and Fairfax Staff
EMS Mutual Aid Agreements	Various throughout VT EMS District #3
Emergency Plans	
Local Emergency Operations Plan (LEOP)	2016
Primary Shelter	Westford School
Replacement Power, backup generator	Yes
Secondary Shelter	None
Replacement Power, backup generator	N/A

5.3 Town of Westford All-Hazards Mitigation Goals

The following goals were first approved by the Town in its 2005 and 2011 AHMPs and approved by Town of Westford officials during the development of this 2017 annex.

- 1) Reduce at a minimum, and prevent to the maximum extent possible, the loss of life and injury resulting from all hazards.
- 2) Mitigate financial losses and environmental degradation incurred by municipal, educational, residential, commercial, industrial and agricultural establishments due to various hazards.
- 3) Maintain and increase awareness amongst the town's residents and businesses of the damages caused by previous and potential future hazard events as identified specifically in this Local All-Hazards Mitigation Plan and as identified generally in the *Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan*.
- 4) Recognize the linkages between the relative frequency and severity of disaster events and the design, development, use and maintenance of infrastructure such as roads, utilities and stormwater management and the planning and development of various land uses.
- 5) Maintain existing municipal plans, programs, regulations, bylaws and ordinances that directly or indirectly support hazard mitigation.
- 6) Consider formal incorporation of this Local All-Hazards Mitigation Plan into the municipal comprehensive plan as described in 24 VSA, Section 4403(5), as well as incorporation of

proposed new mitigation actions into the municipality's/town's bylaws, regulations and ordinances, including, but not limited to, zoning bylaws and subdivision regulations and building codes.

- 7) Consider formal incorporation of this Local All-Hazards Mitigation Plan, particularly the recommended mitigation actions, into the municipal/town operating and capital plans & programs especially, but not limited to, as they relate to public facilities and infrastructure, utilities, highways and emergency services.

With regards to a more formal process by which the Town will integrate the requirements of this mitigation plan into the Town's Comprehensive Plan, as required by Vermont law, municipalities must update their Comprehensive Plans every eight years. During any update process undertaken while this Plan is in effect, the Town will review the recommended Actions detailed below to see if formal incorporation within the Comprehensive Plan (or any Plan implementation tasks) is warranted. Note that the Town will update its Plan in 2020.

Additionally, as the CCRPC is tasked with also reviewing and approving each such municipal comprehensive plan for consistency with various requirements in state statute and consistency with the Chittenden County Regional Plan (aka the ECOS 2013 Plan). This review includes a detailed staff critique with recommendations for improvement. This CCRPC review provides another opportunity to formally integrate elements of this local AHMP into the Town's Comprehensive Plan.

With regards to a more formal process by which the Town will integrate the requirements of this mitigation plan while developing Town's annual capital improvement plans/budgets, from 2016-201, the Town will review the recommended Actions detailed below to see if formal incorporation within these annual capital plans is warranted prior to annual review and voting by Town residents. Additionally, CCRPC staff can assist the town with drafting grant applications to fund mitigation projects.

5.4 Mitigation Actions

The following table records the strategies from the 2011 Plan and progress on their implementation. This table also encapsulates the Town's decision making with regards to which Actions to continue, which to establish as new actions and which to discontinue. During the development of this Municipal AHMP and its parent Multi-Jurisdictional AHMP, FEMA staff indicated to the CCRPC a need to separate out or remove strategies which are more properly considered to be Preparedness, Response or Recovery strategies rather than Mitigation. Additionally, upon revisiting and reviewing the 2011 actions and devising action for this 2017 local AHMP CCRPC and municipal staff thought it would be best to focus on known and likely actions with a high likelihood of implementation versus consideration of more expansive but largely aspirational strategies.

Table 5-3 Progress on the actions of the 2011 Westford All-Hazards Mitigation Plan

Action Primary Responsible Entity	Task	Brief Description	Progress since 2011 and recommendations for 2017 Plan
#1 Evaluate capabilities of existing road and stormwater management infrastructure			
Road Foreman and Road Committee	Infrastructure Assessment for Stormwater Vulnerability	Assess the vulnerability and operational capability of municipal roads, culverts and stormwater infrastructure.	Ongoing. The Highway Dept. continues to monitor areas vulnerable to stormwater inundation and damage. <u>ASSESSMENT IS NOT CONSIDERED MITIGATION. REMOVE FROM NEW PLAN</u>
Road Foreman and Road Committee	Infrastructure Assessment for Fluvial Erosion/Landslide Vulnerability	Assess the vulnerability and operational capability of municipal roads, culverts, bridges and other infrastructure to fluvial erosion.	Town bylaws prohibit development on steep slopes and ledge outcroppings. Culvert assessment by the road crew is ongoing. <u>ASSESSMENT IS NOT CONSIDERED MITIGATION. REMOVE FROM NEW PLAN</u>
Road Foreman	Culvert Upgrades	Upgrade culverts and ditching along roads to mitigate against repeated damages from stormwater or spring snowmelt.	<ul style="list-style-type: none"> •The culverts along Old Stage Road just south of Manley Road mentioned in the 2011 plan have been replaced and upsized. •The culverts along Machia Hill Road have been replaced and upsized. •All culverts that are replaced are now upsized to be at least 18” across, as per VTrans requirements. •The culvert under Huntley Road has been replaced with a box culvert. •The culverts along Westford-Milton Road have been replaced and upsized. CONTINUE FOR 2017 PLAN
Road Foreman	Continued Monitoring of Vulnerable Infrastructure	Monitor bridges and culverts with erosion and scouring concerns.	Monitoring is ongoing. The Seymour Road Bridge and associated culverts washed out during May 2013, and a new bridge was being built as of the writing of this plan. <u>MONITORING IS NOT CONSIDERED MITIGATION. REMOVE FROM NEW PLAN</u>
Road Foreman	Road Improvement	Consider paving certain road sections to lower overall maintenance costs, improve snow plowing speeds and improve overall capability of roads to handle current and projected traffic volumes.	<ul style="list-style-type: none"> • In 2015 and 2011 respectively, two sections of Woods Hollow Road were dug up and new base were added, for a total of 3500 feet of new road. • A 400 foot section of Old Stage Road was dug up and given new base CONTINUE FOR 2017 PLAN
Road Foreman	Erosion/Landslide Mitigation	Undertake erosion or landslide mitigation projects where roads regularly incur damage from adjacent rivers/streams and hillsides.	June 2015 storm damage on Wes White Hill Road and Dugway Hill Road has created an opportunity for the town to rebuild the nearby banks and slopes for 75’ of each road. Approximately 2 miles of gravel roads are rebuilt each year to ensure good quality of the base and top layers. RENAME AS DRAINAGE IMPROVEMENTS

			<p>FOR 2017 PLAN</p> <p>the Town anticipates rebuilding approximately 2 miles of gravel roads each year to ensure good quality of the base and top layers which will improve drainage and reduce the likelihood of damage in hazard events.</p> <p>Likely roads to be improved are Dugway and Kenyon.</p>
#2 Complete fluvial geomorphology assessment and develop strategies in response to identified risk			
CCRPC, VT ANR	Fluvial Geomorphic Assessments	Complete assessments and mapping and write River Corridor Management Plans	<p>Phase I assessments have been completed for Morgan Brook, Rogers Brook, Pond Brook and several tributaries of the Winooski. Phase II assessments have been completed for the Browns River, Alder Brook and parts of Morgan Brook.</p> <p>Completed. Maps have been created for all assessed streams and waterways.</p> <p>Completed. River Corridor Management Plan has been created for the Browns River</p>
Town Manager, Town Planner	Fluvial Erosion Hazard Mitigation Implementation	Implement strategies from above referenced Corridor Management Plan to mitigate losses from identified fluvial erosion hazards.	Completed. The Town has adopted Water Resource Overlay with no build, no cut zones located along all mapped waterways
Town Manager, Town Planner	Flood Insurance Rating Map Updates	Review draft FIRM data. Develop strategies to mitigate losses from identified flood hazards.	Completed.

5.4.1 Current Capabilities and Need for Mitigation Actions

The Town Comprehensive Plan’s policies and programs that support hazard mitigation and the progress noted above demonstrate the variety of policies and actions forming the foundation of this All Hazards Mitigation Plan. As detailed in the Table below, generally, the Town considers its existing capabilities, regulatory structure and programs as adequate to address its vulnerabilities however continuation of existing mitigation actions or the implementation of new actions are warranted for the 5-year period this Plan is in effect.

Table 5-4 Town of Westford: Capabilities to address vulnerabilities from natural hazards

Hazard	Adequacy of Municipal Capabilities to address associated vulnerabilities (Excellent, Good, Average, Below Average)	Additional expansion or improvement in policies & programs needed to address hazard given long-term vulnerability
Severe Winter Storm	Excellent	No
Flooding	Good	Yes, see actions below.

Fluvial Erosion	Good	Yes, see actions below
Severe Rainstorm	Good	Yes, see actions below.
Extreme Temperatures	Good	No, rare occurrence and extent, impact & vulnerabilities are limited.
Wildfire	Excellent	No, rare occurrence and extent, impact & vulnerabilities are limited.

Table 5-5 Town of Westford: Capabilities to address vulnerabilities from technological hazards

Hazard	Adequacy of Municipal Capabilities to address vulnerabilities (Excellent, Average, Below Average)	Additional expansion or improvement needed to address hazard given long-term vulnerability
Major Transportation Incident	Good + State agencies provide support	No, rare occurrence and extent, impact & vulnerabilities are limited.
Power Loss	Average. Private utilities are primarily responsible	No given that events are limited in duration and vulnerabilities are short-lived.
Hazardous Materials Incident	Good + State agencies provide support	No, rare occurrence and extent, impact & vulnerabilities are limited.
Water Service Loss	No utility	N/A
Gas Service Loss	No gas service	N/A
Telecommunications Failure	Private utilities are primarily responsible	No, rare occurrence and extent, impact & vulnerabilities are limited.
Other Fuel Service Loss	Private businesses are primarily responsible	No, rare occurrence and extent, impact & vulnerabilities are limited.
Sewer Service Loss	No utility	N/A
Water Pollution	Good	Yes, see actions below
Invasive Species	Average	No, rare occurrence and extent, impact & vulnerabilities are limited.

Table 5-6 Town of Westford: Capabilities to address vulnerabilities from societal hazards

Hazard	Adequacy of Municipal Capabilities to address vulnerabilities (Excellent, Average, Below Average)	Additional expansion or improvement in policies & programs needed to address hazard given long-term vulnerability
Crime	No Police Department	N/A
Economic Recession	Good +State Agencies provide	No Diversity of county economy mitigates

	support	vulnerabilities. The Town considers its municipal plan as also supportive of the goal of economic diversification.
Terrorism	Good +State & Federal agencies provide support	No, rare occurrence.
Civil Disturbance	No Police Department	N/A
Epidemic	Average +State & Federal agencies provide support	No, rare occurrence. The Town's abilities to mitigate an epidemic are limited. The Town relies on state and school efforts related to epidemic preparedness, prevention and mitigation, and medical facilities and services in neighboring communities for response.
Key Employer Loss	Good +State agencies provide support	No. Diversity of employers in municipality mitigates vulnerabilities.

Note that this Plan does not recommend a discrete mitigation action regarding “future development.” Our justification for this is as follows:

- The municipality’s regulations, programming and staffing have prevented and will prevent new buildings and infrastructure being constructed in areas vulnerable to hazards. As documented in detail in section 4.6.2, despite active residential and commercial development, no structures and infrastructure subject to municipal regulation, have been constructed in either the Special Flood Hazard Areas or mapped River Corridor Protection Areas.
- For the next five years, there are NO known or anticipated plans for the construction of municipal infrastructure in areas vulnerable to hazards.
- There is no evidence that unwise or poorly regulated development in the municipality has been a significant contributor to putting people or property in harm’s way.

Therefore, the reader will note that the proposed Mitigation Actions for the next five years represent a much more focused and achievable list of actions focused on those hazards (e.g. Severe Rainstorm, Flooding, Fluvial Erosion, Water Pollution, etc.) that cause more frequent if less dramatic damages.. It is these more mundane damages of erosion along road beds, damaged small culverts and the ongoing struggle to maintain and improve water quality (which cost the municipality and its taxpayers both time and money) that deserve the most attention rather than hazards that could hypothetically cause damage but which are rare and wherein the benefit-to-cost ratio for potential mitigation actions is weak (e.g. Major Transportation Incident, Hazardous Material Incident, Terrorism). No new discrete action is recommended with regard to Education & Awareness as the Town does not have adequate funds or staff to undertake such an effort nor is such an effort warranted given the identified vulnerabilities. **Lastly, it is also worthwhile to note that in comparison to the 2011 Plan the priorities for this 2017 Plan have not changed. The hazards and vulnerabilities remain the**

same as well. Indeed, the only real change is that there is a more heightened awareness due to the severity of recent disasters starting in 2011 to the present.

5.4.2 Specific Mitigation Actions

The Town plans to conduct the following mitigation actions during the 5 year period this Plan is in effect.

CATEGORY A: Improve capabilities of existing road and stormwater management infrastructure

Hazards Addressed: Severe Rainstorm, Flooding, Fluvial Erosion and Water Pollution

Vulnerabilities Addressed: Damage to new/existing public infrastructure and buildings; temporary closures of roads and bridges including from debris; temporary loss of power and/or telecommunications and temporary isolation of vulnerable individuals such as the elderly or those in poverty.

Status: Ongoing

Lead Responsible Entities: Town of Westford Highway Foreman; Westford Town Planner

Potential Partner Entities: VT ANR; Vermont Agency of Transportation (VTrans); CCRPC

Timeframe: Month 2017 through March 5, 2022 (update after FEMA approval date)

Funding Requirements and Sources: Various Federal and State grants; municipal operating funds only if sufficient. Contingent on available resources and funding.

Rationale/Cost-Benefit Review: These areas suffer low-level but consistent damage during heavy rains and snowmelt. Mitigating these problems would reduce short and long term maintenance costs and improve the flow of traffic for personal and commercial purposes during damage events.

Specific Identified Actions:

Action A-1: Culvert Upgrades

Upgrade culverts along roads to mitigate repeated damages from stormwater or spring snowmelt.

Action A-2: Drainage Improvement

For 2017-2021, the Town will hire a contractor to complete ditching, and anticipate that work will start in the summer of 2017. The total number of miles that will be constructed is unknown. CCRPC will also be completing an erosion inventory for the Town in 2017.

Action A-3: Road Improvement

Within political and financial restraints, consider re-engineering certain sections of roads to lower overall maintenance costs and improve overall capability of roads to handle current and projected traffic volumes. Research costs and options and consider paving certain road sections to lower overall maintenance costs, improve snow plowing speeds and improve overall capability of roads to handle current and projected traffic volumes. Road improvement to decrease erosion risk is also key.

- Osgood Hill Road between Osgood Hill and Morris Hillside Farm had erosion on both sides of the road from nearby Morgan Brook
- Seymour Road is eroding west of the bridge across Beaver Brook
- Huntley Road is current eroding where it runs parallel to the Browns River

CATEGORY B: Adopt River Corridor Regulations based on completed fluvial geomorphology assessment.

Hazards Addressed: Severe Rainstorm, Flooding, Fluvial Erosion and Water Pollution

Vulnerabilities Addressed: Damage to new/existing public infrastructure and buildings; temporary closures of roads and bridges including from debris; temporary loss of power and/or telecommunications and temporary isolation of vulnerable individuals such as the elderly or those in poverty.

Status: Ongoing

Primary Responsible Entity: Town of Westford Highway Foreman, Town of Westford Town Planner

Timeframe: Month 2017 through March 5, 2022 (update after FEMA approval date)

Funding Requirements and Sources: FEMA or other hazard mitigation grants; FHWA grants; VTrans grants; Municipal Operating and Capital budgets only if sufficient. Contingent on available resources and funding.

Rationale/Cost-Benefit Review: Because of past work to identify fluvial erosion hazard (FEH) zones and to map river corridors, Westford now has a better understanding of the hazard areas in the community, where they are located and what structures or infrastructure are impacted by them. Devising a River Corridor/Fluvial Erosion Hazard Zone is a relatively low-cost, highly effective strategy to mitigate fluvial erosion hazards.

Specific Identified Actions:

Action B-1: Adopt River Corridor Regulations

The Westford Selectboard and Planning Commission will adopt River Corridor overlay zoning district to restrict development/disturbance in areas threatened by fluvial erosion.

CATEGORY C: Implement Roads Stormwater Management Plan

Hazards Addressed: Water Pollution, Fluvial Erosion, Severe Rainstorm,

Vulnerabilities Addressed: damage to public infrastructure especially roads and culverts; impairment of local waterways and Lake Champlain, budgetary impacts

Status: Ongoing

Lead Responsible Entities: Town of Westford Highway Foreman

Potential Partner Entities: VT ANR; Vermont Agency of Transportation (VTrans); CCRPC

Timeframe: Month 2017 through March 5, 2022 (update after FEMA approval date)

Funding Requirements and Sources: Various Federal and State grants especially VAOT Better Roads Grants and VANR Ecosystem Restoration Grants; municipal operating and capital budget funds if necessary.

Rationale / Cost-Benefit Review: The Vermont Clean Water Act, signed into law in the summer of 2015, authorized the development of a new Municipal Roads General Permit (MRGP) to lessen erosion from roads that have “hydrologically-connected” segments. This action is required by the Act. Additionally, the plans and their implementation will assist municipalities in mitigating erosion of connected infrastructure.

Specific Identified Actions:

Action C-1 Develop Roads Stormwater Management Plan

The Town will first complete an Inventory of Priority Road Segments (PRS)[aka “hydrologically-connected” road segments] both currently meeting and not meeting MRGP standards. The CCRPC has already conducted an inventory of Westford’s bridges and culverts in the summer of 2016 and has hired a consultant to begin to develop cost estimates for various erosion-reduction projects. The Town will then apply for MRGP coverage starting in July 2018. After issuance of the permit by the State, the Town will then work to use this information to develop a formal Roads Stormwater Management Plan for submission to the VT-DEC in 2019. The Plan will include a remediation plan (capital budget) and implementation schedule for each site not currently meeting standards.

Action C-2 Begin Roads Stormwater Management Plan implementation

Obtain funding for and complete projects as identified in the Roads Stormwater Management Plan. Submit annual reports to DEC, documenting progress in remediation efforts towards meeting schedule to be in compliance with the MRGP. Reports will briefly describe which segments have been improved, practices installed, and whether segments now meet MRGP standards. The MRGP standards must be implemented on all priority road segments as soon as possible, but no later than 20 years from permit issuance.

5.4.3 Prioritization of Mitigation Strategies

The above mitigation actions were listed in order of priority. Descriptions of specific projects, where available, are listed in Section 5.4.2 and in Table 5-3 below. Because of the difficulties in quantifying benefits and costs, it was necessary to utilize a simple “Action Evaluation and Prioritization Matrix” in order to effect a simple prioritization of the mitigation actions identified by the jurisdiction. The following list identifies the questions (criteria) considered in the matrix so as to establish an order of priority. Each of the following criteria was rated according to a numeric score of “1” (indicating poor), “2” (indicating below average or unknown), “3” (indicating good), “4” (indicating above average), or “5” (excellent).

- Does the action respond to a significant (i.e. likely or high risk) hazard?
- What is the likelihood of securing funding for the action?
- Does the action protect threatened infrastructure?
- Can the action be implemented quickly?
- Is the action socially and politically acceptable?
- Is the action technically feasible?
- Is the action administratively realistic given capabilities of responsible parties?
- Does the action offer reasonable benefit compared to its cost of implementation?
- Is the action environmentally sound and/or improve ecological functions?

The ranking of these criteria is largely based on best available information and best judgment, as many projects are not fully scoped out at this time. The highest possible score is 45.

It is anticipated that, as municipalities begin to implement the goals and actions of their Mitigation Strategies, they will undertake their own analysis in order to determine whether or not the benefits justify the cost of the project. Also, all proposed FEMA mitigation projects will undergo a benefit-cost analysis using a FEMA BCA template and approved methodology.

Based on feedback from FEMA, CCRPC Staff have concluded that several strategies previously identified in 2011 by the Town of Westford as mitigation strategies are more accurately classified as preparedness, response and recovery strategies. These strategies are not intended to mitigate against the hazards identified in Section 3, and should not be evaluated as such. As such, these strategies are not included in the prioritization below. However, they are discussed at the end of the plan to serve as a record of the strategies being undertaken by the Town in order to prepare for, respond to and recover from damage caused by those hazards.

Other than the reclassification of some strategies as non-mitigation strategies, there have not been significant changes in the prioritization of strategies between 2011 and now, with one notable exception. Strategies related to landslide assessment have been removed from the plan. CCRPC and municipal staff, in consultation with FEMA, have concluded that landslides are not a discrete threat in Chittenden County and are adequately captured in the plan’s discussion of fluvial erosion. Additionally, further work on the development of a Vermont-specific landslide risk estimation protocol has not progressed making landslide-specific strategies inappropriate at this time for inclusion in the County plan and its annexes.

Note that these priorities are within categories as this is more appropriate rather than ranking project that address different hazards.

Table 5-7 Westford action evaluation and prioritization matrix

Mitigation Category & Actions	Responds to significant (likely or high risky) hazard	Likelihood of funding	Protect threatened infrastructure	Implemented quickly	Socially / Politically acceptable	Technically Feasible	Administratively Realistic	Reasonable cost to benefit	Environmentally sound	TOTAL SCORE
CATEGORY A: Improve capabilities of existing road and stormwater management infrastructure										
Action A-1: Culvert Upgrades	5	5	5	5	4	5	5	5	5	44
Action A-2: Drainage Improvement	4	4	4	4	5	5	5	4	5	40
Action A-3: Road Improvement	5	3	5	3	4	4	3	3	5	35
CATEGORY B: Complete fluvial geomorphology assessment and address identified vulnerable infrastructure										
Action B-1: Adopt River Corridor Regulations	4	3	4	3	5	3	3	4	5	34
CATEGORY C: Implement Roads Stormwater Management Plan										
Action C-1: Develop Roads Stormwater Management Plan	4	3	4	3	5	3	3	4	5	34
Action C-2: Begin Roads Stormwater Management Plan implementation	4	3	4	3	5	3	3	4	5	34
5 = Excellent; 4=Good; 3=Average; 2=Below Average or Unknown; 1=Poor										

5.5 Implementation and Monitoring of Mitigation Strategies

The following Table is intended to aid municipal officials in implementing their mitigation actions and to facilitate the annual monitoring & evaluation of the plan as outlined in Section 1.7.4 above.

Table 5-8 Town of Westford Mitigation Actions: Implementation Monitoring Worksheet

CATEGORY A: Improve capabilities of existing road and stormwater management infrastructure to mitigate Severe Rainstorm, Flooding, Fluvial Erosion and Water Pollution and their associated vulnerabilities of: <ul style="list-style-type: none"> • Damage to new/existing public infrastructure and buildings • Temporary road and bridge closure • Budgetary impacts • Temporary loss of power and/or telecommunications Temporary isolation of vulnerable individuals	
Action (Primary Responsible Entity)	Report on Progress since Plan adoption <i>See Section 5.4 for details on locations identified during Plan development.</i>
Action (Primary Responsible Entity)	Report on Progress since Plan adoption <i>See Section 5.4 for details on locations identified during Plan development.</i>
Action A-1: Culvert Upgrades (Town Road Foreman)	-note annual # of culvert upgrades & on which roads
Action A-2: Drainage Improvements (Town Road Foreman)	-note year and road location of drainage improvements such as ditching, rock lining, etc.
Action A-3: Road Improvement (Town Road Foreman)	-note any options scoped/costed out -note any sections of roads paved
CATEGORY B: CATEGORY B: Adopt River Corridor Regulations based on completed fluvial geomorphology assessment to mitigate Severe Rainstorm, Flooding, Fluvial Erosion and Water Pollution and their associated vulnerabilities of: <ul style="list-style-type: none"> • Damage to new/existing public infrastructure and buildings • Temporary road and bridge closure • Budgetary impacts • Temporary loss of power and/or telecommunications • Temporary isolation of vulnerable individuals 	
Action (Primary Responsible Entity)	Report on Progress since Plan adoption <i>See Section 5.4 for details on locations identified during Plan development.</i>
Action B-1: Adopt River Corridor Regulations	-note if regulations developed or any progress made -note if regulations adopted

CATEGORY C: Implement Roads Stormwater Management Plan to mitigate Severe Rainstorm, Fluvial Erosion and Water Pollution and their associated vulnerabilities of: <ul style="list-style-type: none"> • Damage to new/existing public infrastructure • Impairment of local waterways and Lake Champlain • Budgetary impacts 	
Action (Primary Responsible Entity)	Report on Progress since Plan adoption <i>See Section 5.4 for details on locations identified during Plan development.</i>
<u>Action C-1 Develop Roads Stormwater Management Plan</u> (Town Road Foreman)	-MRGP obtained from State? -note projects developed and scoped with costs -Roads Stormwater Management Plan filed with State
<u>Action C-2 Begin Roads Stormwater Management Plan implementation</u> (Town Road Foreman)	-note which RSMP projects underway/completed -note annual MRGP reports filed with State

5.6 Implementation of Preparedness, Response and Recovery Strategies

Based on feedback from FEMA, CCRPC Staff have concluded that several strategies previously identified in 2011 by the Town of Westford as mitigation strategies are more accurately classified as preparedness, response and recovery strategies. These strategies are not intended to mitigate against the hazards identified in Section 3, and should not be evaluated as such. Rather, they are included here to serve as a record of the strategies being undertaken by the Town in order to prepare for, respond to and recover from damage caused by those hazards. The first table records the strategies from the 2011 Plan and progress that has been made towards them. The second table outlines the strategies that have been developed for implementation from 2017 through 2021.

Table 5-9 Town of Westford: Progress on Preparedness, Response and Recovery Strategies since 2011

Action Primary Responsible Entity	Task	Brief Description	Progress
#1 Address local emergency/disaster mitigation, preparedness, response and recovery efforts.			
Emergency Coordinator, Town Administrator, Selectboard	Emergency Mitigation, Preparedness, Response and Recovery Committee	The town should create an Emergency Mitigation, Preparedness, Response & Recovery Committee to ensure better coordination.	New Action
#2 Raise Public Awareness of Hazards			
Fire Department	Fire prevention programs	Fire prevention programs in schools and other settings should continue.	Continuing Program
Fire Department	Child Safety & Restraint Programs	Child Safety & Restraint programs are undertaken through coordination with Essex Rescue and the Jericho/Underhill Fire Departments and should continue.	Continuing Program
Fire Department, Emergency Coordinator, Emergency Committee, Town Administrator, Selectboard, Planning Coordinator	Increased hazard awareness	The Town should continue and increase public outreach and education via the website, FPF, brochures and newsletters.	Continuing Program
#3 Adequately protect vulnerable populations from extreme temperatures and disasters.			
Emergency Coordinator, Emergency Committee	Vulnerable population safety	Organize outreach, tracking and wellness checks for vulnerable populations.	N/A