



**SELECTBOARD MEETING  
TOWN OFFICE & ZOOM  
September 10th, 2026, 6:15 P.M.**

<https://us02web.zoom.us/j/83574000385?pwd=Tvh8XBCUWOHkXDGP0G11J1KB3JB9Ba.1>

Meeting ID: 835 7400 0385 - Passcode: 8YYyvE

OR dial +1 646 931 3860 – Meeting ID: 835 7400 0385 – Passcode: 853935

*Please note that agenda times are approximate and are subject to change.*

**AGENDA**

1. **CALL TO ORDER**
  - a. (6:15) – Roll Call
  - b. (6:20) – Changes to the agenda
2. **(6:25) – PUBLIC COMMENT** (Items not on the agenda)
3. **(6:30) – MINUTES: August 13<sup>th</sup> & August 27th SB Meetings** (Review and Approve)
4. **(6:40) – CCRPC UPDATE (Ben Bornstein)**
5. **HIGHWAY DEPARTMENT**
  - a. (6:50) – Review Road Schedule
  - b. (6:55) – Review FY'26 Highway budget status report
6. **TREASURER**
  - a. (7:05) – Review FY'26 General Fund budget status report
  - b. (7:10) – Review and approve accounts payable and payroll warrants
7. **DISCUSSION**
  - a. (7:15) – Common Use Request – *Sale of alcohol*
  - b. (7:20) – CCRPC Annual Report
  - c. (7:40) – Westford Inclusion Statement
  - d. (7:50) – Covered Bridge Updates
    - i. Budget
    - ii. Remaining actions/work plan
  - e. (8:00) – VOSHA Report and Corrective Action Plan
  - f. (8:10) – Fire Truck Bond Re-Vote Forum Dates Selection
    - i. Set September and October Public Forum Dates
8. **(8:20) – CORRESPONDENCE**
9. **COMMUNICATION**
  - a. Budget presentations to Selectboard October 8<sup>th</sup> & 22<sup>nd</sup>, November 12<sup>th</sup>
  - b. Trail Closure Signage and Announcement
10. **ANTICIPATED EXECUTIVE SESSION** – Personnel – Employee Review
11. **ADJOURN**

***The next regular Selectboard Meeting will be held on September 24th, 2026.***

Disclaimer: If a quorum of the Board is attending in-person, the meeting will continue notwithstanding a disruption or disconnection in electronic participation. Therefore, in person attendance is recommended. The Vermont Department of Health recommends that each person decide if they want to take precautions, such as wearing a mask, based on their own personal level of risk. Please stay home if you are unwell. Any individual who believes that they need reasonable accommodation may submit a request to the Town Administrator. The Town will assess whether the request for reasonable accommodation is necessary to make the Town service, program, or activity available to an individual with a disability; whether there is an alternative accommodation which may provide an equivalent level of access and/or benefit; whether the requested reasonable accommodation would impose an undue financial or administrative burden; or whether the requested reasonable accommodation would require a fundamental alteration in the nature of the Town service, program or activity.

**SELECTBOARD MEETING**  
**August 13, 2026**  
**Draft Minutes**

|          |                                                              |                                                               |
|----------|--------------------------------------------------------------|---------------------------------------------------------------|
| Present: | Pat Haller<br>Julia Andrews<br>Casey Mathieu<br>Nick Nichols | Callie Hamdy<br>Tommy O'Connor<br>Abby O'Neil<br>Sean Cushing |
|----------|--------------------------------------------------------------|---------------------------------------------------------------|

Guests: see attached.

The meeting was called to order at 6:15 p.m. The meeting was held in person and via Zoom.

**CHANGES TO THE AGENDA**

Resident Discussion on Current Land Taxes removed, added loan paperwork for the new 2026 western Star Dump Truck.

**PUBLIC COMMENT – Items Not on the Agenda**

Dave Gauthier was present and questioned about the four dead trees on Common Road. They have been dead for some time, and he was concerned they would fall into the road. He wanted to know when and/or if they were coming down. Pat clarified this is the first time the trees have been discussed and suggested we contact the Fluerys as the trees are on their property, but close to the power lines.

**MINUTES**

P. Haller moved to approve the July 23, 2026 minutes as written. J. Andrews seconded. Motion passed 4-0.

**CCRPC UPDATE**

Ben Bornstein, CCRPC Representative, was present. The Land Use Review Board approved Westford's request for a less than the full amount of Tier 1B. Kirsten Tyler has been working with him on the Municipal Energy Resiliency Program and use of the remaining funds. They will be submitting a report this week and for forward with helping the Conservation Commission create educational programs with an energy resiliency component to them. They've been interacting with the CCRPC in respect to 1705. They will be meeting early next week.

**ROAD SCHEDULE**

Sean Cushing, Road Foreman, was present and went over the road schedule from July 25, 2026 to August 13, 2026.

**FY'27 HIGHWAY BUDGET STATUS REPORT**

T. O'Connor went over the FY'27 Highway Budget Status Report. The new Treasurer, Abby O'Neil, was present as well.

### **TOWN HIGHWAY TRUCK LOAN PAPERWORK**

Community Bank is who we've worked with recently, they came back with the strongest opportunity to have reasonable payments. T. O'Connor had the loan paperwork present for the Selectboard to sign. After, the Treasurer and Town Clerk will finalize the document. P. Haller motioned to approve. C. Mathieu seconded. Motion passed 4-0. J. Andrews moved to accept the loan for Community Bank. N. Nichols seconded. Motion passed 4-0.

### **TREASURER FY'27 GENERAL FUND BUDGET STATUS REPORT**

T. O'Connor and A. O'Neil went over the FY'27 General Fund Budget Status Report.

### **REVIEW AND APPROVE ACCOUNTS PAYABLE AND PAYROLL WARRANTS**

The Selectboard went over the Accounts Payable and Payroll Warrants.

### **EMPLOYEE REVIEW UPDATES**

S. Cushing is conducting and finishing reviews for the road crew members. T. O'Connor conducted Sean's review. Maria and MJ's have also been done. DRB and PC have met in regards to Harmony and they have gotten a reminder to send it back. The Selectboard members are responsible for conducting a review of Tommy and a review of the reviews Tommy does of the employees.

P. Haller is hoping to use the same form Tommy has used for the employees. He asked the other Selectboard member's opinions on the process. J. Andrews thought the board is all pretty busy right now and all the members doing one task separately seems like a lot of work. She wondered if one or two people take the lead. P. Haller clarified that's how it was done the previous year. J. Andrews volunteered Deb Jorschick because she felt she had a good eye for something like that. P. Haller felt he should also be one of the reviewers because he was chair. After they complete the review they will share it with the rest of the board in an executive session.

### **ACCESS PERMIT APPROVAL – REPLACEMENT PERMIT**

Last year the Selectboard had approved an access permit for a property at the end of Osgood Hill Road. Along the way H. Cism had misplaced the paperwork. S. Cushing had looked at it and approved it, H. Cism had provided a replacement application for approval. J. Andrews moved to approve the access permit. N. Nichols seconded. Motion passed 4-0.

### **DRB FEE WAIVER REQUEST – SKETCH PLAN REVIEW**

A resident had gone through sketch plan reviews last July and they had not gone to the next DRB step in time and has to start at the beginning again with a new Sketch Plan Review. He is requesting a waiver of the fee since he has already paid it previously. In the past the board had approved similar requests. J. Andrews asked if H. Cism senses if this person has made progress towards getting the subdivision nailed down? H. Cism has talked to the surveyor a lot. He has all the steps laid out and once he finishes sketch plan review he'll have another calendar year to proceed. J. Andrews moved to waive the DRB fee for Allen Reynolds Jr. N. Nichols seconded. Motion passed 4-0.

### **ZONING ADMINISTRATOR REPORT**

Harmony Cism, Zoning Administrator was present and gave the Zoning Administrator's report. She has noticed an increase in the number of permits from last year. The board and Harmony discussed several zoning violations and how to best proceed. They also discussed the outcome of the Emerald Ash Borer Training and next steps.

### **TOWN ADMINISTRATOR REPORT**

Tommy O'Connor, Town Administrator, was present and gave the Town Administrator's report.

### **TOWN FACEBOOK PAGE SOFT LAUNCH**

There's been some question and ideas about having a town Facebook page as another form of communication. Tommy explained there was a lot of nuance in creating the page, it has softly launched. Information from the town and town entities will be shared. Recreation has also relaunched their page. They hope is to treat the Town page similar to Front Porch Forum where it is not required to post there, but we will try our best to post there to increase communication. J. Andrews had concerns about it becoming a vitriolic dumpster fire as Facebook can sometimes be. One way to handle that would be to shut comments off. She thinks we need a social media policy for employees as well. T. O'Connor noted that each individual post has to be edited to be non-comment, which is why he soft launched the page, so he knew how to do that before proceeding. P. Haller agreed that if we have a page it must be no comments and just to get information out. N. Nichols noted that in many places of employment, managing social media is a job in itself.

### **INVASIVE SPECIES DISCUSSION- JAPANESE KNOTWEED**

Kirsten Tyler of the Westford Conservation Commission (WCC) had let the board know a few meetings ago about some work they wanted to do along some of the town's trails in regards to invasive Japanese Knotweed. K. Tyler was present to update about that. She asked if the Selectboard would give the WCC permission to lead the effort of removal of the invasive knotweed on 1705. They included 1705 in their quote from the invasive species specialists because it was town property. She was inquiring about adding 1705 to that work plan. The WCC has budgeted for this year \$1400 for invasive species removal out of their budget. They would be requesting \$600 from the Selectboard to cover the rest of the cost. J. Andrews thinks putting it off is a bad idea because it will cost more to remove it the longer it goes. C. Mathieu asked if surrounding properties from 1705 also have knotweed. If we get rid of it, will it come back? K. Tyler thinks no matter what we do it will be a problem. We have a significant amount, but not as bad as some other towns. The patch we have at 1705 is quite large and if we don't deal with it now it will only get worse. It will be an annual or bi-annual treatment work plan that will have to happen because of how pervasive the plant is. K. Tyler thinks the best way to deal with it is to do so as early as possible and expects each subsequent clean up to be easier once we get past this initial point.

Lori Johnson was present. She thanked Kirsten for the amount of work she's done. She wanted to emphasize some of what Kirsten had said, namely that this would be an ongoing issue to address. She thinks it's something the board should keep that in mind. Additionally, there's knotweed on other town property such as on Brookside in the ROW. If we're going to treat 1705 and the school trails, what's going to be the end point of treatment and how much are we going to treat around town for the other patches? She thinks it's going to be a large

expense. C. Mathieu wondered if there was any grant that could help us. P. Haller is of the opinion that any invasive species in the ROW is the responsibility of the property owner because it is their property so he's not looking to control knotweed in all the ROWs. J. Andrews thinks we also need to consider regarding 1705, our ultimate aim on that property is to make significant changes such as a wastewater system etc. If we leave it unchecked we will disturb it and then be further doing that work later, knotweed is also terrible for wastewater systems, leach fields etc. An investment now is a good idea. She thinks the board would look to the WCC and budget time to be thinking about adding this item to their yearly budget request. T. O'Connor indicated some areas in the budget we are expecting excess funds we could pull from, such as Mowing.

Kim Guidry was present. She hears that goats do a nice number on knotweed and suggested using goats for control. N. Nichols noted you can hire goat herds to weed and clear areas.

P. Haller moved to authorize the WCC to use their \$1400 towards the \$2095 bid from Vermont Invasive Plant Control and for us to also fund the additional \$600 to meet the total cost. J. Andrews seconded. Motion passed 4-0.

**POTENTIAL SEASONAL TRAIL CLOSURE (GOODRICH, COVEY, SCHULTZ, SEYMOUR)**

James Hazen was requesting the Selectboard close the legal trails during hunting season, Oct 1 – Dec 14. This would not be the Misty Meadows or Maple Shade trail systems but trails that cross private lands. The town had quite a bit of correspondence from residents regarding this. C. Mathieu asked P. Haller what the timeline on the trail maintenance document was. P. Haller anticipates getting a draft to the next Selectboard meeting, but that only involves maintenance. Initially this document had contained many of the desires of the abutting landowners that was not maintenance related such as no hiking in the middle of the night, having dogs on leash as opposed to "verbally controlled or on leash" as well as possible closing trails during hunting season. Pat had come to the conclusion that those items in the Trail Ordinance and Dog Ordinance instead of the trail maintenance guidelines. T. O'Connor had already begun working on integrating those items into the ordinances upon the Selectboard's request for review.

J. Andrews asked if we are now just currently talking about closure for hunting season tonight? That was true. P. Haller noted this came up last year and that board had agreed to it unanimously. Most of what the town is trying to do with the maintenance policy is trying to show goodwill to our neighbors. The Town has a Right of Way (ROW), but we also need to be mindful of the properties those cross and to address things in a neighborly fashion. P. Haller suggested because we're not passing an ordinance that it cannot be permanent this time and suggested a temporary closure for this year only until it is brought up for review in an ordinance. He thinks that closing the trails for hunting season is a good effort. He didn't hear complaints last time it was closed but did hear from the residents with trail across their lands that they were appreciative, and they felt it was a great step forward.

C. Mathieu said there seems to be increased use in the trails when discussed. Opening day hunting season there's been a crowd of people going through there, which is what triggers these discussions. The town needs to be neighborly, most of these landowners are hunters. There's a lot of back history to it. J. Andrews sees both sides and came with an open mind. For residents, is it people using the trails to not access hunting, they're just using the trails for

a theoretically to curb people from hunting? One of the landowners indicated that's what it felt like to them. P. Haller noted people are using the trails, in the recent past whenever we're talking about hunting season it sparks people to go check out that trail. He thinks there might be some speculation of trail use to curb hunting, but we can't know if that's really happening. What they do see is when they closed it last year they didn't have residents saying, 'what you closed it??' etc. He also said the town hasn't been maintaining the trails because of the in progress maintenance document. So, use is currently down. T. O'Conner clarified that the closure would only be for general public/recreational use and would have no bearing on the individuals who need to use the trail to access their trails and have legal access across the trails for that use.

Marilyn Thomas was present. She asked what's the reasoning for closing the trail for hunting season? P. Haller believes it is to offer a neighborly gesture for the land owners who hunt on their properties that have town trails through them. From his understanding, when the trails are open to the public not only does it disturbs the direct hunt, but the animals stay away from those properties. M. Thomas understands hunting; she doesn't understand how somebody said safety. Milton Town Forest isn't closed during hunting season and hunting is allowed there. Most people are aware during hunting season you don't go out opening season and ending season, mornings and evenings. She doesn't understand why it's a big deal. The landowners bought those properties knowing public trails go through those properties and people use it on a regular basis and always have. A lawsuit has already been settled saying it's a ROW, but it is still the town's. The trails are dear to her heart, and she hates to lose them. Ken Tardie was present. The town spent \$30,000 keeping Schultz trail open to the public and now the new owners are trying to close it again? He's a hunter and he's hunted off Goodrich and Schultz before the previous owners were fighting about it. He's had people drive by him on ATV and it never bothered the deer at all.

Kirsten Tyler was present. She saw the email to the SB requesting the trail closure during hunting season. She'd prepared a statement which she read aloud: She was speaking for herself and not WCC. She respectfully opposed imposing a seasonal closure on the Goodrich, Covey, Schultz, or Seymour Trails. These four trails are not informal paths; they are legal trails and public ROW that existed before the current requesting landowners acquired their properties. They were roads back in the 1800s. Land crossed by a legal trail is owned subject to the public's established right of passage. That right should not have to be renegotiated whenever a landowner objects to trail use. The Town should listen respectfully to landowner concerns, but it must also protect the public interest. If one request is enough to close a ROW, even temporarily, it creates a precedent for similar requests based on other hunting seasons, privacy, dogs, noise, or simply a preference for less public use. One by one, these requests can gradually erode public access one exception and one season at a time. Westford's adopted policies point in the opposite direction. The Trails Ordinance says trails should remain open for public use and prohibits obstructions that hinder or prevent public travel. The land-use regulations reinforce that principle. They prohibit residential fences and walls from obstructing a public ROWs. They also urge any development to connect and extend existing trails, preserve pedestrian access through new subdivisions, and avoid interfering with access to public recreational areas. Our policies in Westford have been to preserve the continuity of public access, not narrow it. The Trail Use Guidelines are also clear: Westford trails are public and open to all. During hunting season, the established guidance is be aware, leash dogs, and wear orange. The Town Plan also reinforces

this, identifying Westford's legal trails as public ROWs that were once public roads connecting Westford with neighboring towns. It records that when the Town attempted to discontinue them in 1973, the Superior Court found that they had been discontinued in error and required their reestablishment as legal trails. The Town Plan calls for Westford to continue the use and conservation of public trails, improve access and connectivity, and promote responsible trail use through education.

Kirsten thinks it would be a good idea to come up with a compromise. The SB can post hunting-season notifications on the website, WCC can post hunting season signs on kiosks that include the same message as we use in Maple Shade: be aware, wear orange, and leash, and WCC can add high-vis vests at all trails, like we do at Maple Shade. She doesn't think that closure should become the default response to a landowner's request. Public ROWs should remain public.

Jim Anderson was present. He thinks the landowners are under no responsibility to accommodate the towns people. He thinks the trails are forced upon the land owners. He thinks they are invasive to people's property and doesn't just include the boundary of the paths.

Heidi Tardie was present and asked for clarification for what Jim was saying about property owners "granting use", she thought that was untrue. The ROW is the town's legal right of way. Her and Ken live on Machia Hill Road and have lived there for a long time. Their property is close to the trail. They walk and ride horses on them. She's confused on why she would be denied her right to walk on a public trail during hunting season. She would put orange on, and the question is if you're good neighbors what's next are you going to close driving on Machia Hill to everybody that doesn't live on Machia Hill Road? Her and Ken have problems with people coming on their property when its posted. So why do the trail abutting land owners get special treatment when they also have issues with their property? She finds this whole thing very weird. Hunting season is inherently dangerous, but on the other hand it's a right for the people. You don't buy property on a public trail and want to close it after. It wasn't a secret; you can find the lawsuit. Don't buy the property if the trail bothers you. Per the lawsuit the trail was required to be disclosed to them when they purchased the property.

Carol Winfield was present. She reiterated the points from Heidi and Marilyn. They are legal ROWs. It was ratified by the superior court in the 1970s and there's a procedure that needs to be followed to reclassify a public trail before it can be true. The speculation to the motivation of walkers on the trails is totally unsubstantiated and irresponsible to throw out in her opinion. The idea that the trail is not just a narrow trail is not the issue at hand and is irrelevant tonight. She agrees about being neighborly, but she doesn't think it is neighborly to everybody else in town that wants to use the public trails because people that recently came to town bought land on a public trail and then turn around and don't like that there's a public trail. She sympathizes with them, but the public trails were disclosed. Anybody who has been in Vermont more than a few months knows about hunting season and a lot of residents recreate outside year round. Whose going to limit access to the trail for some other reason next?

Dave Lavallee was present. He echoed what was said. They're public trails, just because its hunting season is a slippery slope and it's a public area you should be able to walk through. We shouldn't be closing them down at the whim of a few people. Lori Johnson was present.

She agrees. Why are we closing the trails for the request of just a couple being neighborly to them. What about everybody else? They're disenfranchising the rest of the town and people should be able to make their own decision on if they want to go on the trails or not. Barb Peck had written indicating there is state statute that the SB cannot close the trail without following lengthy legal procedure. Lori thought we should look into that and consider the other people in town. We're being unneighborly to 2 but what about the other 1,998?

N. Nichols asked if there's any information on what Lori had brought up re: Barb and state statute. J. Andrews had the statute referenced pulled up. It is part of a misc. transportation bill. The only thing she finds in there is that the town has the right to maintain legal trails (but not any infrastructure around it). She doesn't see anything about a legal process. T. O'Connor had testified on that bill. Closures have to be defined. Mud season, for example, is very ambiguous. Closures can be done for protection on an environmental level. The town has the legal standing. J. Andrews notes that this is 57 page bill and she is not a lawyer. P. Haller noted that if they closed the trail they would empower the town administrator to find out what legal steps we must take to do such a closure.

Ben Bornstein was present. He noted the actual ask is a permanent closure of the trails during hunting season with no end date. He would appreciate that clarified. A permanent closure is an encumbrance. There is a reference that raises concerns about safety and that causes him to be concerns because this is his driveway to access his property. If there's a safety concern for all of the public there's a legitimate safety concern for him and his family. They talk about neighborliness, but he's been available. He may not live in Westford, but he's incredibly involved in Westford itself and has been a diligent steward of the land for over 65 years. He's not just a landowner and he finds that insulting. In the past he has granted access to his property to one of the requesting landowners for the purpose of hunting, such as tracking an injured deer they were unable to take down amongst other requests. He's not opposed for the sake of being opposed, but he would like engagement and consultation. He was not told about this ahead of time and it impacts him. He's tried to be a team player but a permanent closure and only leaving him and his family subject to those safety concerns is not very neighborly. He's gone through 3 final court decisions regarding his right of access and egress for all purposes. To create an encumbrance, he's not open to the suggestion they're less than because somebody built a house. He doesn't feel that's very nice. The whole idea of the trail maintenance policy was open scope and wasn't meant to exclude. All the trails through private property are different from each other for a blanket decision. P. Haller disagreed that it's an adverse encumbrance.

James Hazen was present. Ben's been a good neighbor, and it has nothing to do with that. He thanked Ben for his stewardship. In his opinion if the town wants to be neighborly, recreation is a big part of why he bought his land and it's important to him. The amount of people walking the trails is borderline harassment in his opinion. He's not going to mow his lawn when somebody has a family dinner. Nobody should go for a walk when its hunting season there's plenty of places to walk in Vermont. He understands the precedent it sets.

Kati Anderson was present. She had no idea about hunting until she met Jim. She is appreciative of people that understand it but there's a lot of people that don't. She counts of venison meat for her family. The purpose of the temporary trail closure would be twofold:

safety yes but minimizing the number of domestic animals of the trail decreases the risk for an accident. Off leash dogs is a big issue for her. The number of people that come to her property on hunting season when the foliage is not that nice makes it hard to not see it as a purposeful process to interrupt hunting. She appreciates everybody who mentioned that they should have known about the trail when they bought the property. They did know and it was not a surprise. They were surprised by the harassment they've experienced. They keep their property posted, but they still have hunters looking to access their property. They didn't reach out to Ben because he hadn't come forward. They have had other neighbors expressing being thankful for the lack of hunters on the road.

P. Haller disagreed with Ben in regards that closing trails is an encumbrance on his ROW. He doesn't think it's an encumbrance any more than our lack of maintenance as well as how do we know how far one might go in suggesting they can't access their trail because of risk because of what others legally can do. He respects and understands the viewpoint but doesn't think the town can be put in a position of indicating what is the perceived risk and try to govern a perceived risk on things we do not have control of such as hunting. He suggested that if that was the logic they could turn the logic to the landowners themselves, but that wouldn't be correct either. They can't have a subjective rule, where when somebody feels they're not at risk because of legal activity that we can't close our trails. P. Haller was still in favor of doing a temporary trail closure but doesn't think there should be any permanent closure of the trails. P. Haller motioned to close the trails temporary from Oct 1 – Dec 14 to the general public except for all those with legal rights of access and egress. C. Mathieu seconded.

Dave Gauthier asked if somebody goes on a temporarily closed trail what happens? Just because they say the trails are closed, there's no enforcement what good is it? J. Andrews noted it does deter a good number of people. N. Nichols commented that he feels like the larger emotion and frustration that occurs outside of hunting season is getting mixed in with this discussion, especially in regards to closing the trails. He would love to have the trail maintenance guide done and see if that could help reduce tension around this issue. He has not heard persuasive argument to permanently close the trail. He liked what Kirsten mentioned about finding a compromised way to help everybody manage. He would love for ideas like that in regards to this issue and feel it should be another major focus. Motion passed 3-1. P. Haller, N. Nichols, & P. Haller voted in favor, J. Andrews voted against.

#### **FIRE TRUCK BOND UPDATE**

They have been looking into the fact that we had a bond vote in 2024, and we now know we're going to have to do a re-bond vote. The board had talked about having a communication plan about this. J. Andrews had drafted a first draft and passed it to Tommy. The 2024 vote unfortunately it was not warned correctly in newspapers at the time and therefore the bond bank will not issue a bond because we did not complete things properly. We have to go through the process again. It will be on the back of the General ballot in November.

#### **CORRESPONDENCE**

Lots of correspondence was received in regards to the temporary trail closure potential.

Turn around on a driveway, was given to Harmony

Town Planner, potential of sharing a town planner with Fairfax.

Common Drainage

Julia had sent in that the inclusion statement is ready for review.

New Library Director Robin

Kim Guidry thanks to those putting up curb signs.

### **COMMUNICATION**

Communicate about Temporary Trail Closure once Attorney approves.

New Common Use form will be the only accepted form for Common Use. Old form is no longer accepted by the town.

### **ADJOURN**

The meeting adjourned at 8:58 p.m.

Respectfully Submitted,  
Pat Haller  
Selectboard Chair

Callie Hamdy  
Minute Clerk

### **GUEST LIST**

Dave Gauthier  
Harmony Cism  
Carol Winfield  
Michael Miller  
Kirsten Tyler  
Kim Guidry  
Ira Allen  
Dave Lavallee  
Dick Lavallee

Ben Bornstein  
Lori Johnson  
James Hazen  
Kati Anderson  
Jim Anderson  
Marilyn Thomas  
Ken Tardie  
Heidi Tardie

**SELECTBOARD MEETING**  
**August 27, 2026**  
**Draft Minutes**

Present: Pat Haller  
Deb Jorschick  
Casey Mathieu  
Nick Nichols

Callie Hamdy  
Tommy O'Connor

Guests: see attached.

The meeting was called to order at 6:24 p.m. The meeting was held in person and via Zoom.

**CHANGES TO THE AGENDA**

There were no changes to the agenda.

**PUBLIC COMMENT – Items Not on the Agenda**

There was no public comment.

**MINUTES**

D. Jorschick motioned to table the minutes from August 13, 2026 minutes until the next meeting. N. Nichols seconded. Motion passed 4-0.

**UPDATE ON COVERED BRIDGE**

Miles from Vermont Heavy Timber Company has been working on the Covered Bridge. There is going to be one more additional payment but recently change of order was sent due to more rot being found than anticipated. The change would be an additional \$11,500 due to materials and they have to jack up the bridge, which is a complex part of the repair. Preservation Trust provided us with a list of resources we could utilize to assist for those costs. Miles had indicated they are on the hunt for another white oak bolster beam. T. O'Connor had asked for clarification on which part of the bridge this was for, but it was assumed this was for the section where the new rot was found. The board tabled this until Miles was present.

**CCRPC UPDATE**

Ben Bornstein, CCRPC Representative, was present. Ann Nelson Stoner from 1705 was referred to the 1705 project. Kirsten Tyler and Ben, who are the leads for Westford from the Planning Commission (PC), interacted and worked with them. They've come up with a scope statement of where they are on this point. We are waiting for them to provide contracts. Secondly on October 29<sup>th</sup> there will be a virtual training from Chittenden County Regional Housing for the Municipal Housing Committee. It is a presentation from VLCT about CHIP on the 802 Homes Initiative. B. Bornstein had been added to the Long-Range Planning Sub Committee. MERP, he submitted the annual report, and it was accepted. They've received an extension to go forward.

**ROAD SCHEDULE**

Sean Cushing, Road Foreman, was not present. P. Haller went over the road schedule from August 14, 2026 to August 27, 2026.

#### **FY'27 HIGHWAY BUDGET STATUS REPORT**

T. O'Connor went over the FY'27 Highway Budget Status Report.

#### **TREASURER FY'27 GENERAL FUND BUDGET STATUS REPORT**

T. O'Connor went over the FY'27 General Fund Budget Status Report.

#### **REVIEW AND APPROVE ACCOUNTS PAYABLE AND PAYROLL WARRANTS**

The Selectboard went over the Accounts Payable and Payroll Warrants.

#### **ERRORS & OMISSIONS REPORT**

This was an annual item from the assessor's office. There were no changes to the grand list, and it needed to be signed by the Selectboard. C. Mathieu motion to accept. D. Jorschick seconded. Motion passed 4-0.

#### **SECURITY CONCERN FOR TOWN OFFICE**

The Town Clerk's office had informed the Selectboard that when another town board was having a meeting downstairs on a previous night, the office staff returned the following day and there was a significant mess. Somebody had gotten into personal snacks, left food on the research table, and messed with signage the town clerk had out. It was likely unattended children upstairs. The Selectboard discussed solutions for this. P. Haller thinks if somebody needs to use the bathroom the adult can go upstairs or a child must be accompanied by an adult. He suggested a sign that could restrict children from upstairs unsupervised.

#### **UPDATE ON UNIFIED PLANNING WORK PROGRAM(UPWP)/BUDGET**

They'd received three communications. Harmony Cism, Eliana Fox (CCRPC), Sean Cushing, and T. O'Connor will be having a kickoff meeting with CCRPC about it next week. The Brookside pathway they'd added on an archaeological assessment along with the scoping study. If any construction took place, it would be necessary and it is cheaper to do it in this phase. The PC had voted to use some of their special projects funds to match. The Selectboard now needs to approve it.

P. Haller wondered how cost effective this was and would like to see the plan before they spend money on executing the plan. E. Fox explained that this would be required for any scoping study. Because there was a historic village on Brookside it is likely there might be items of significance found during a study. P. Haller was inclined to accept the additional costs and use the funding that they'd put within the budget as opposed to the PC special projects funds towards the matching. N. Nichols moved to approve the new budget for the Brookside Road path study. C. Mathieu seconded.

B. Bornstein spoke to the point of the fact there is \$30,000 in the PC Special project fund. They had a consensus that every other avenue to pursue grants to cover that would be explored. They felt the PC special project funds would be needed for 1705 outreach.

Motion passed 4-0.

P. Haller motioned to use the plan for a portion of the grant matching funds. N. Nichols seconded. Motion passed 4-0.

### **SELECTBOARD CALENDAR CHECK IN**

The Selectboard reviewed and discussed their calendar leading up to budget season.

### **DRAFT MOU BETWEEN TOWN AND LIBRARY**

N. Nichols had no involvement in the draft; the library trustees had worked on it. The board acknowledged receipt and will discuss further later. N. Nichols will field comments from the board and take them back to the trustees.

### **DRAFT LEGAL TRAILS MAINTENANCE GUIDANCE**

P. Haller hoped that the board members had a chance to look at the document. It was the first time the document draft addressed some of the more wide-ranging concerns that had been brought up. The majority of the guidelines were drafted by P. Haller, Wendy Doane, and with input from Westford Conservation Commission (WCC) and residents. The purpose is to make sure from the SB's perspective that this is appreciated, and this is the direction the board and collaborators wanted to go in. He didn't want to continue to get public input without the board feeling it was on the right track first.

N. Nichols thanked everybody that had worked on this for the hard work. His main thing is he wants the WCC and the landowners to have something they both agree upon. His main questions are going to be, are there any points that are contentious or compromised between those two groups? As long as the groups can agree, however they want to do it is fine with him. P. Haller indicated section 3.1. They'd heard from the landowners they'd appreciate being told when maintenance is going to happen. They then thought the WCC would be calling landowners to forewarn them of maintenance, but Pat and Wendy agreed that it's a tall order to ask volunteers. They still wanted to give the landowners some knowledge ahead of time. Instead of calling all of them they would put it in the town newsletter, and it may be the April newsletter to say for the period of May-October the WCC is conducting routine maintenance on Thursday-Sunday. P. Haller knows that isn't specific for those landowners but the fickleness of weather and ability for volunteers to have the time the WCC had asked for this makes this a compromise. We also don't want the maintenance to happen first thing in the morning so the hours for maintenance would be 8-6pm or daylight hours, whatever is more restrictive.

Another section that was asked about was 3.1.1. There have been times when trees might have been cut and this is the landowners private property so those are essentially their trees. We want to make sure the timber is the property of the landowner. A question came up from the WCC: What do they do if there is a widow-maker outside of the ROW but it's dangerous? P. Haller thought we can't go on to somebody else's property and cut a dangerous tree even though it's our ROW, but if indeed the trail is dangerous the WCC would let the SB know or contact the landowner and they'd have to follow all legal processes to have the tree taken down but they cannot take it down as that would be trespassing. Worst case scenario landowners decide they don't want to take it down, that could be legally construed as blocking our ROW and we'd work through legal avenues to have that taken care of, while the trail is closed in the meantime. Kirsten Tyler from the WCC was present and clarified she did not

mean a tree outside of the ROW, but what do they do about the timber that is posing an imminent danger? They are assuming they can cut the tree posing a danger and call the owner about what they want done about the timber later. What P. Haller thinks is if the landowner has chosen to perform the maintenance, then the WCC would contact the landowner. If it's not the landowner taking care of the maintenance, then the maintenance occurs on WCC maintenance days/hours. The maintenance should not occur outside of those days so a trail might have to be temporarily closed before maintenance can be done.

In 3.2 P. Haller is trying to figure out how we can have landowners who want to do maintenance on their own property how do we manage that? The intention is to allow the landowner to register with the town and pledge responsibility to take care of the trail maintenance. It's a year agreement and the next year it will go up to five years. At year 5 we'd go back to them and see if they're still agreeing. D. Jorschick asked if that's something the landowners want. We don't know yet, but T. O'Conner indicated it's a state statute mandate. After the Tunbridge case, the town legally owns the legal trails. General maintenance can't always be done unless given the authority because the legal trail is the town's ownership. Pat asked if he's suggesting the town has to approve the entity that is volunteering to do maintenance. That was correct and if there is a tree off the ROW and encroaching there is no standing by the town to do anything.

Kati Anderson was present. She wants to be super clear that the town does not own the land, it is just a ROW. The landowner also has the right to do maintenance. They do not need permission to do maintenance on their own property. She generally really appreciates and thanked P. Haller especially for his work but disagrees with T. O'Conner. The only other thing looking at all this is that, in the dog ordinance there is some discussion that the owner has to maintain control over their dog much as they would on any other town ROW such as a road. She said it was not possible for her and Jim to maintain voice control over their dog at all times so they disagreed with that language as they cannot control their dog.

Joel Fay was present. He constantly hears about the people that are going to go out and maintain the trails, but his question is: to what standards? The WCC haven't been able to go out on the trails for over a year. Can children walk the trails? What are the conditions? What condition will they be maintained to? What minimum standards will be achieved? P. Haller explained they are asking the trails to be maintained for walking conditions. Joel explained you could make a two-and-a-half-foot wide path that achieves that, but the overgrown brush will put people at risk of ticks. There has to be some kind of a standard that allows for this to be a reasonable place for recreation with children side by side. He doesn't know if that's happening. There's a concern about bicyclists using the trails and making them bike trails instead of walkable trails. If a bridge were to be erected, it would be done so to manage the weight of a person. Joel did not want there to be a discrepancy between what a landowner sees as acceptable and what the public feel is safe.

Barb Peck was present. If the trails we're talking about are legal Vermont trails, then even though the landowner owns the physical ground the trail is on, if it's a legal trail that ROW runs with the land which means its permanent and it doesn't matter who owns each side of the trail. That legislation that passed recently in Tunbridge affirms that the town has the right to maintain the trail and it's not true a landowner can do anything to block that trail or to

somehow revoke access or restrict public use of that trail. It all depends on whether that easement or ROW runs with the land. That isn't something she's heard spoken about. P. Haller explained that they've established these are Legal Trails. He wanted the agreement to be discussed versus who has legal standing. The agreement's purpose is to prevent this kind of back and forth and so that the WCC is the group making the decisions and thus not the group faced with angry residents. It's for the SB to take ownership of it and provide these guidelines and be responsible for them.

Ben Bornstein was present. In a correspondence this week somebody wrote 'there needs to be a clear understanding that public access and property rights must coexist within the actual scope within each ROW not an expectation that landowners will need to accommodate new uses or interpretations.' He feels that he hit the mark regarding Goodrich Trail and referenced his court cases. They cannot restrict him at night on that trail or whenever. No other trail has these cases, and he knows the town has been diligent in drawing and recognizing the distinctions. He knows it may seem like he's putting too fine point on it, but they have a history of over 65 years of ensuring they have access. He thinks that to describe it that the trail was closed for hunting or to the public so that landowners could hunt was not fair or accurate. He wanted to point out that based on the timing of when they want to allow maintenance. For his LLC he will personally take responsibly to maintain the section of Goodrich that goes through it. Nobody else is in his circumstance and it makes it unique. His court order indicates the trail runs with the land. He also mentioned the timing of if the WCC wanting to go onto the land or do work on the trail based on their determination or otherwise. He doesn't work on the sabbath as a matter of religious conviction. He feels that putting a work crew on Saturdays would impose on his First Amendment rights and asked that the trail not be worked on during that time.

P. Haller expressed his frustration. The board is trying to look at the trail maintenance guidelines, and the discussion keeps turning to hunting. N. Nichols thought they were doing okay and this is the first chance for people to provide input. He felt they could circle back; this is a good first step. It's the SB's job to make the final decision. D. Jorschick thought it was good to hear input; she appreciates Ben's perspective, especially because of what he's gone through and hearing the other landowners speak. She feels this is a fluid piece of documentation and asks again for more input. J. Fay thinks that speaking for himself and the WCC, they're looking for guidance on what they can or can't do and give them the tools to do their job so they can make things better for the people of Westford that want to use the trails. He feels the SB is between a rock and a hard place keeping everybody happy. P. Haller stressed this is intended to be an agreement focused on the maintenance of the trails, everything else is something they need to talk about but is not the focus of this particular document.

#### **COMMUNICATION PLAN FOR FIRE TRUCK BOND RE-VOTE**

T. O'Conner and J. Andrews had discussed previously. The two most important points are this is the SB's outline of how they're going to work through it. This is not a new vote, this is redoing and correcting a previous vote that had not been properly warned. They understand it will cause some confusion. There are many avenues they will use to get the information out to residents. The other part of all this is per the conversation with the attorney they are going to have an actual public meeting where this is the primary topic.

### **CORRESPONDENCE**

Pat had reached out to Carl Rogers. Update from Kirstin that Dennis Bianco was going to begin treatment of the two knotweed sites. VLCT legal advice regarding Trails, Jamie Hazen thanking Sb for their work on the trails maintenance agreement. Message from Jim Anderson regarding the trails. 1705 UPWP maps.

### **COMMUNICATION**

There was no outgoing communication.

### **EXECUTIVE SESSION**

Pat moved premature public knowledge regarding personnel would place the town at a significant disadvantage and to enter executive session. Deb seconded. Motion passed 4-0. at 8:24pm.

The Selectboard exited Executive session at 9:15PM

Pat Haller described that we need to repair the bridge and a rotted member that was not seen before still needs to be addressed. Deb Jorshick asked about the funding of the change order. Nick reminded the Board that we did put a down payment down at around 50%. The Preservation Trust of Vermont committed another 50% for the total cost so the FY27 budget item of \$12,000 is likely uncommitted.

Pat Haller motioned to approve the change order of \$11,500 to replace the rotted bolster beam as proposed by Vermont Heavy Timber. Casey M seconded. Motion passed 4-0.

The SB will ask Tommy O'Conner for a detailed account of all funds used to-date and confirm the commitment of the Preservation Trust of Vermont, in order to clear up the potential use of the FY27 \$12,000 budgeted amount for the Covered Bridge.

### **ADJOURN**

The meeting adjourned at 9:20PM

Respectfully Submitted,  
Pat Haller  
Selectboard Chair

Callie Hamdy  
Minute Clerk

### **GUEST LIST**

Harmony Cism  
Ben Bornstein  
Joel Fay  
Kim Guidry  
Ira Allen  
Michael Miller  
Kirsten Tyler  
Elias Rosenblatt

Kati Anderson  
Dave Lavallee  
Dick Lavallee  
Eliana Fox CCRPC  
Lori Johnson  
Carol Winfield  
Barb Peck  
Jim Anderson

## GENERAL FUND &amp; HIGHWAY FUNDS

| GENERAL FUND & HIGHWAY FUNDS |                           |           | 28-May       |                       | 11-Jun       |                       |          | PR % 23    |
|------------------------------|---------------------------|-----------|--------------|-----------------------|--------------|-----------------------|----------|------------|
| Account                      | Budget                    |           | Actual       | Actual %<br>of Budget | Actual       | Actual %<br>of Budget | Change   | GL % 20.84 |
| 100-20 PROPERTY TAXES        |                           |           |              |                       |              |                       |          |            |
| 100-2000-00.00               | Current Property Taxes    | 1,152,312 | 1,642,110.56 | 142.51%               | 1,641,040.47 | 142.41%               | 1,070.09 | 1,070.09   |
| 100-2005-00.00               | Advance Year Property Tax | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2009-00.00               | Late Tax Interest         | 2,500     | 242.67       | 9.71%                 | 254.15       | 10.17%                | (11.48)  | (11.48)    |
| 100-2010-00.00               | Delinquent Taxes          | 40,000    | 26,396.72    | 65.99%                | 26,558.08    | 66.40%                | (161.36) | (161.36)   |
| 100-2011-00.00               | Delinquent Tax Penalty    | 4,000     | 2,111.72     | 52.79%                | 2,124.63     | 53.12%                | (12.91)  | (12.91)    |
| 100-2012-00.00               | Delinquent Tax Interest   | 3,000     | 1,932.29     | 64.41%                | 1,934.71     | 64.49%                | (2.42)   | (2.42)     |
| Total PROPERTY TAXES         |                           | 1,201,812 | 1,672,793.96 | 139.19%               | 1,671,912.04 | 139.12%               | 881.92   | 881.92     |
| 100-21 LICENSES & FEES       |                           |           |              |                       |              |                       |          |            |
|                              |                           |           |              |                       | 0.00         |                       |          | 0.00       |
| 100-2100-00.00               | Liquor Licenses           | 185       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2110-00.00               | Recording Fees            | 17,000    | 5,297.00     | 31.16%                | 5,297.00     | 31.16%                | 0.00     | 0.00       |
| 100-2120-00.00               | Dog Licenses              | 1,700     | 15.00        | 0.88%                 | 15.00        | 0.88%                 | 0.00     | 0.00       |
| 100-2130-00.00               | Building Permit           | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2131-00.00               | Access Permits            | 150       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2135-00.00               | Excess Weight Permit      | 700       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2140-00.00               | Marriage Licenses         | 150       | 60.00        | 40.00%                | 60.00        | 40.00%                | 0.00     | 0.00       |
| 100-2145-00.00               | Copies                    | 1,700     | 469.25       | 27.60%                | 469.25       | 27.60%                | 0.00     | 0.00       |
| 100-2146-00.00               | Vault Time                | 200       | 21.00        | 10.50%                | 21.00        | 10.50%                | 0.00     | 0.00       |
| 100-2150-00.00               | Auto Registration Fees    | 20        | 9.00         | 45.00%                | 9.00         | 45.00%                | 0.00     | 0.00       |
| 100-2155-00.00               | Metal Dumpster            | 3,600     | 652.00       | 18.11%                | 652.00       | 18.11%                | 0.00     | 0.00       |
| Total LICENSES & FEES        |                           | 25,405    | 6,523.25     | 25.68%                | 6,523.25     | 25.68%                | 0.00     | 0.00       |
| 100-22 INTERGOVERNMENTAL     |                           |           |              |                       |              |                       |          |            |
|                              |                           |           |              |                       | 0.00         |                       |          | 0.00       |
| 100-2229-00.00               | Current Use/Land Use      | 85,145    | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2230-00.00               | State - Planning Grant    | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2234-00.00               | Burlington Free Press Gt  | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2241-00.00               | State - Misc. Grants      | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2242-00.00               | State - Traffic Fines     | 4,500     | 775.50       | 17.23%                | 775.50       | 17.23%                | 0.00     | 0.00       |
| 100-2245-00.00               | State - Miscellaneous     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2248-00.00               | Vt Act 68/Equalization    | 965       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2249-00.00               | VLCT Grants               | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2260-60.06               | Wastewater Project RF1-26 | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2260-60.07               | VCDP - Grant - Pigeon Pro | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| Total INTERGOVERNMENTAL      |                           | 90,610    | 775.50       | 0.86%                 | 775.50       | 0.86%                 | 0.00     | 0.00       |
| 100-23 PLANNING & ZONING     |                           |           |              |                       |              |                       |          |            |
|                              |                           |           |              |                       | 0.00         |                       |          | 0.00       |
| 100-2350-00.00               | Vault time/copier/fax fee | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2359-00.00               | Building Permits          | 8,000     | 3,343.90     | 41.80%                | 3,343.90     | 41.80%                | 0.00     | 0.00       |
| 100-2360-00.00               | DRB Subdivision - Sketch  | 700       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2361-00.00               | DRB Subdivision - Prelimi | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2362-00.00               | DRB Subdivision - Final   | 0         | 600.00       | 100.00%               | 600.00       | 100.00%               | 0.00     | 0.00       |
| 100-2363-00.00               | DRB Subdivision Amendment | 350       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2363-10.00               | DRB Waiver                | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2364-00.00               | DRB Site Plan             | 325       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2365-00.00               | DRB Variance              | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2366-00.00               | DRB Boundary Line Adjustm | 0         | 175.00       | 100.00%               | 175.00       | 100.00%               | 0.00     | 0.00       |
| 100-2367-00.00               | DRB Conditional Use       | 325       | 650.00       | 200.00%               | 650.00       | 200.00%               | 0.00     | 0.00       |
| 100-2368-00.00               | DRB Zoning Appeal         | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2369-00.00               | ZA Admin Amendment        | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2370-00.00               | Certificate of Compliance | 500       | 200.00       | 40.00%                | 200.00       | 40.00%                | 0.00     | 0.00       |
| 100-2371-00.00               | Zoning Violation Fines    | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2372-00.00               | Certificate of Occupancy  | 700       | 75.00        | 10.71%                | 75.00        | 10.71%                | 0.00     | 0.00       |
| 100-2373-00.00               | Home Occupation           | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2374-00.00               | CCRPC-BWQC                | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |
| 100-2380-00.00               | Legal/Professional Review | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00     | 0.00       |

| Account                                  | Budget    | Actual       | Actual %<br>of Budget | Actual       | Actual %<br>of Budget | Change     | PR % 23    |
|------------------------------------------|-----------|--------------|-----------------------|--------------|-----------------------|------------|------------|
|                                          |           |              |                       |              |                       |            | GL % 20.84 |
| Total PLANNING & ZONING                  | 10,900    | 5,043.90     | 46.27%                | 5,043.90     | 46.27%                | 0.00       | 0.00       |
| 100-24 TOWN FUNCTIONS                    |           |              |                       | 0.00         |                       |            | 0.00       |
| 100-2420-00.00 Metal Dumpster            | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2421-00.00 Recycle Bins              | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2422-00.00 CTCL - GRANT - ELECTION   | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2423-00.00 1705 Rte 128              | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2438-00.00 Holiday Basket Donations  | 2,000     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| Total TOWN FUNCTIONS                     | 2,000     | 0.00         | 0.00                  | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2705 TRANSFER IN                     |           |              |                       | 0.00         |                       |            | 0.00       |
| 100-2705-00.00 Transfer In From Reserves | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2705-10.00 Transfer In - Fund Balanc | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| Total TRANSFER IN                        | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-28 DOGS                              |           |              |                       | 0.00         |                       |            | 0.00       |
| 100-2820-00.00 Dog Fines                 | 200       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2821-00.00 Dog Shelter Fund          | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| Total DOGS                               | 200       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-29 MISCELLANEOUS                     |           |              |                       | 0.00         |                       |            | 0.00       |
| 100-2900-00.00 Reimbursement School Exp  | 2,500     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2910-00.00 Use of Cash on Hand       | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2920-00.00 Note Proceed Spiller Lot  | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2930-00.00 Interest Income           | 12,000    | 5,566.46     | 46.39%                | 5,566.46     | 46.39%                | 0.00       | 0.00       |
| 100-2935-00.00 Interest-Restricted       | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-00.00 Miscellaneous Revenue     | 0         | 32.00        | 100.00%               | 32.50        | 100.00%               | (0.50)     | (0.50)     |
| 100-2990-01.00 Misc Donations            | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-02.00 Summer Concert Series     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-03.00 Nat'l Opioids Settlement  | 0         | 579.67       | 100.00%               | 579.67       | 100.00%               | 0.00       | 0.00       |
| 100-2990-04.00 CANNABIS VT CONTROL BD    | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-05.00 Employee Training Grant   | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-10.00 Town Sign Advertising     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-11.00 Maple Shade Town Forest-g | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-2990-12.00 Veteran Banners - REV     | 0         | 575.00       | 100.00%               | 575.00       | 100.00%               | 0.00       | 0.00       |
| Total MISCELLANEOUS                      | 14,500    | 6,753.13     | 46.57%                | 6,753.63     | 46.58%                | (0.50)     | (0.50)     |
| Total Revenues                           | 1,345,427 | 1,691,889.74 | 125.75%               | 1,691,008.32 | 125.69%               | 881.42     | 881.42     |
| 100-30 ADMINISTRATION                    |           |              |                       |              |                       |            |            |
| 100-3000-10.00 Select Board Salaries     | 4,000     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-3000-10.01 Select Board Minute Taker | 1,700     | 203.50       | 11.97%                | 253.00       | 14.88%                | (49.50)    | (49.50)    |
| 100-3000-11.00 Town Administrator        | 97,066    | 16,648.42    | 17.15%                | 19,963.20    | 20.57%                | (3,314.78) | (3,314.78) |
| 100-3000-12.00 Bookkeeper Salary         | 43,398    | 10,269.56    | 23.66%                | 11,998.55    | 27.65%                | (1,728.99) | (1,728.99) |
| 100-3000-13.00 Fire Warden Stipend       | 400       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-3000-13.01 Rec Coordinator Salary    | 12,004    | 2,307.70     | 19.22%                | 2,769.24     | 23.07%                | (461.54)   | (461.54)   |
| 100-3000-14.00 FICA Expense              | 26,671    | 4,500.21     | 16.87%                | 5,339.14     | 20.02%                | (838.93)   | (838.93)   |
| 100-3000-14.10 Childcare Tax             | 1,545     | 559.67       | 36.22%                | 664.96       | 43.04%                | (105.29)   | (105.29)   |
| 100-3000-15.00 Health Insurance          | 30,000    | 4,097.10     | 13.66%                | 4,321.36     | 14.40%                | (224.26)   | (224.26)   |
| 100-3000-15.01 Dental Insurance          | 1,000     | 244.92       | 24.49%                | 244.92       | 24.49%                | 0.00       | 0.00       |
| 100-3000-15.02 Disability Insurance      | 1,400     | 273.42       | 19.53%                | 273.42       | 19.53%                | 0.00       | 0.00       |
| 100-3000-15.03 Vision Insurance          | 250       | 36.24        | 14.50%                | 36.24        | 14.50%                | 0.00       | 0.00       |
| 100-3000-15.04 Cobra Ins Benefit         | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-3000-16.00 Pension Plan Employer Exp | 10,152    | 1,442.67     | 14.21%                | 1,724.18     | 16.98%                | (281.51)   | (281.51)   |
| 100-3000-17.00 Unemployment              | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00       | 0.00       |
| 100-3000-19.00 Office Equipment          | 2,500     | 10.00        | 0.40%                 | 10.00        | 0.40%                 | 0.00       | 0.00       |
| 100-3000-20.00 Office Supplies & Repairs | 5,000     | 1,240.78     | 24.82%                | 1,240.78     | 24.82%                | 0.00       | 0.00       |

| Account                    |                            | Budget  | Actual    | Actual %<br>of Budget | Actual    | Actual %<br>of Budget | Change     | PR % 23<br>GL % 20.84 |
|----------------------------|----------------------------|---------|-----------|-----------------------|-----------|-----------------------|------------|-----------------------|
| 100-3000-21.00             | Employee Appreciation      | 500     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00%      | 0.00                  |
| 100-3000-30.00             | Legal Notices              | 1,300   | 646.00    | 49.69%                | 646.00    | 49.69%                | 0.00       | 0.00                  |
| 100-3000-34.00             | Postage                    | 6,000   | 1,944.17  | 32.40%                | 1,944.17  | 32.40%                | 0.00       | 0.00                  |
| 100-3000-40.00             | Education S/B & Town Adm   | 500     | 99.00     | 19.80%                | 99.00     | 19.80%                | 0.00       | 0.00                  |
| 100-3000-42.00             | Grant Writer               | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-48.00             | Property Casualty W/C      | 19,000  | 9,265.31  | 48.76%                | 9,265.31  | 48.76%                | 0.00       | 0.00                  |
| 100-3000-50.00             | Payroll Services Cintract  | 6,500   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-59.00             | Admin Planning Consultant  | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-60.01             | Legal & Professional Fees  | 22,000  | 1,557.01  | 7.08%                 | 1,557.01  | 7.08%                 | 0.00       | 0.00                  |
| 100-3000-60.02             | IT Professional Services   | 15,000  | 3,921.24  | 26.14%                | 3,921.24  | 26.14%                | 0.00       | 0.00                  |
| 100-3000-60.04             | Software                   | 1,500   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-60.05             | Town Admin Computer        | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-60.07             | Audit Reserve Expense      | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-60.08             | Admin Cap't Budg't Exp     | 11,065  | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-60.10             | Holiday Basket Expense     | 1,200   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-62.00             | Stationary & Printing      | 2,850   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-63.00             | Newsletter printing        | 3,100   | 555.55    | 17.92%                | 555.55    | 17.92%                | 0.00       | 0.00                  |
| 100-3000-74.00             | S/B Town Adm Travel        | 300     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-75.00             | Emerg'y Gener't Maint/Fue  | 2,000   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-76.00             | Electric-Flag-Gaz-Street   | 1,800   | 343.42    | 19.08%                | 343.42    | 19.08%                | 0.00       | 0.00                  |
| 100-3000-91.00             | Interest Expense           | 50      | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3000-92.00             | Tax Abatements             | 1,000   | 589.28    | 58.93%                | 589.28    | 58.93%                | 0.00       | 0.00                  |
| 100-3000-93.00             | Estimated Uncollected Tax  | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| Total ADMINISTRATION       |                            | 332,750 | 60,755.17 | 18.26%                | 67,759.97 | 20.36%                | (7,004.80) | (7,004.80)            |
| 100-32 CLERK/TREASURER     |                            |         |           |                       |           |                       |            |                       |
| 100-3200-10.00             | Clerks Salary              | 49,598  | 10,550.76 | 21.27%                | 12,526.77 | 25.26%                | (1,976.01) | (1,976.01)            |
| 100-3200-25.00             | Treasurer Salary           | 16,142  | 945.00    | 5.85%                 | 1,225.00  | 7.59%                 | (280.00)   | (280.00)              |
| 100-3200-30.10             | Membership Dues            | 150     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-40.10             | Education - Clerk's Office | 300     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-40.20             | Education - Treasurer's    | 200     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-60.03             | Supplies - Town Clerk      | 300     | 203.52    | 67.84%                | 203.52    | 67.84%                | 0.00       | 0.00                  |
| 100-3200-60.04             | Supplies - Treasurer       | 500     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-60.05             | Treas/Bookkeeper Computer  | 1,000   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-60.06             | Clerks Computer            | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3200-74.00             | Travel                     | 250     | 23.93     | 9.57%                 | 23.93     | 9.57%                 | 0.00       | 0.00                  |
| Total CLERK/TREASURER      |                            | 68,440  | 11,723.21 | 17.13%                | 13,979.22 | 20.43%                | (2,256.01) | (2,256.01)            |
| 100-33 BCA/ELECTION        |                            |         |           |                       | 0.00      |                       |            | 0.00                  |
| 100-3300-10.00             | BCA Salaries               | 600     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3300-20.00             | Election Workers           | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3300-30.00             | Ballots Supplies & Votin   | 5,000   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3300-40.00             | CTCL - GRANT - ELECTION    | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3300-99.00             | Election Misc Expense      | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| Total BCA/ELECTION         |                            | 5,600   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-34 AUDITORS/DELINQ TAX |                            |         |           |                       | 0.00      |                       |            | 0.00                  |
| 100-3400-10.00             | Auditors Salaries          | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3400-11.00             | Audit/Independent          | 20,000  | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3440-10.00             | Delinq Tax Penalty Paymen  | 5,000   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3440-34.01             | Delinq Tax Collectors Exp  | 100     | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3440-40.00             | Education-Auditors & D.Tx  | 50      | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| Total AUDITORS/DELINQ TAX  |                            | 25,150  | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-35 LISTERS             |                            |         |           |                       |           |                       |            | 0.00                  |
| 100-3500-09.00             | Assessor Contract Svcs     | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3500-10.00             | Listers Salaries           | 22,880  | 2,872.50  | 12.55%                | 3,322.50  | 14.52%                | (450.00)   | (450.00)              |
| 100-3500-10.01             | Reappraisal                | 0       | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |
| 100-3500-20.00             | Tax Mapping                | 1,250   | 0.00      | 0.00%                 | 0.00      | 0.00%                 | 0.00       | 0.00                  |

|                                 |                           |         | Actual %  |           | Actual %  |           |            | PR % 23    |
|---------------------------------|---------------------------|---------|-----------|-----------|-----------|-----------|------------|------------|
| Account                         |                           | Budget  | Actual    | of Budget | Actual    | of Budget | Change     | GL % 20.84 |
| 100-3500-30.10                  | Membership Dues           | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-40.00                  | Education Listers         | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-50.00                  | Supplies/Equipment        | 200     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-60.04                  | Software                  | 865     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-60.05                  | Computer                  | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-74.00                  | Travel                    | 200     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3500-74.01                  | Listing Subcontractors    | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| Total LISTERS                   |                           | 25,395  | 2,872.50  | 11.31%    | 3,322.50  | 13.08%    | (450.00)   | (450.00)   |
| 100-36 PLANNING/DRB/ZONING      |                           |         |           |           | 0.00      | 0.00%     |            | 0.00       |
| 100-3600-10.01                  | Planning Comm Stipend     | 2,000   | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-10.02                  | PC Minute Clerk           | 1,800   | 170.50    | 9.47%     | 170.50    | 9.47%     | 0.00       | 0.00       |
| 100-3600-30.00                  | Planning Legal Notices    | 750     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-40.00                  | Planning Admin Education  | 300     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-60.01                  | Planning Legal & Professi | 1,000   | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-60.02                  | Planning Special Proje    | 7,000   | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-60.06                  | Wastewater Project RF1-26 | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-60.07                  | VCDP - Grant - Pigeon Pro | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3600-99.00                  | Planning Maps & Miscellan | 500     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3601-09.00                  | Planning Consultant       | 0       | 238.00    | 100.00%   | 238.00    | 100.00%   | 0.00       | 0.00       |
| 100-3601-10.00                  | Town Planner Salary       | 30,836  | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3601-10.01                  | Planning Assistant        | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3601-40.00                  | Town Planner Education    | 250     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3601-60.05                  | Town Planner Computer     | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3601-74.00                  | Town Planner Travel       | 200     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3620-20.00                  | DRB Stipend               | 2,800   | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3620-30.00                  | DRB Legal Notices         | 500     | 147.16    | 29.43%    | 147.16    | 29.43%    | 0.00       | 0.00       |
| 100-3620-40.00                  | DRB Education             | 100     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3620-41.00                  | DRB Minutes               | 300     | 22.00     | 7.33%     | 44.00     | 14.67%    | (22.00)    | (22.00)    |
| 100-3620-42.00                  | DRB Grant Writer          | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3620-60.01                  | DRB Legal & Professional  | 2,000   | 420.03    | 21.00%    | 420.03    | 21.00%    | 0.00       | 0.00       |
| 100-3620-99.00                  | DRB Miscellaneous         | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3650-10.00                  | Zoning Admin Salary       | 62,462  | 12,485.00 | 19.99%    | 14,921.19 | 23.89%    | (2,436.19) | (2,436.19) |
| 100-3650-40.00                  | Zoning Admin Education    | 500     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3650-60.01                  | Zoning Admin Legal & Prof | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3650-60.05                  | Zoning Admin Computer     | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3650-74.00                  | Zoning Admin Travel       | 300     | 13.06     | 4.35%     | 13.06     | 4.35%     | 0.00       | 0.00       |
| 100-3650-75.00                  | Zoning Admin CCRPC-BWQC   | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3650-99.00                  | Zoning Admin Miscellaneou | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| Total PLANNING/DRB/ZONING       |                           | 113,598 | 13,495.75 | 11.88%    | 15,953.94 | 14.04%    | (2,458.19) | (2,458.19) |
| 100-37 TOWN OFF BLDG & PROPERTY |                           |         |           |           | 0.00      | 0.00%     |            | 0.00       |
| 100-3700-68.00                  | Maintenance/Repairs       | 5,000   | 1,423.00  | 28.46%    | 1,423.00  | 28.46%    | 0.00       | 0.00       |
| 100-3700-69.00                  | 1705 Route 128 Property   | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-70.00                  | Custodial Services        | 2,600   | 610.00    | 23.46%    | 610.00    | 23.46%    | 0.00       | 0.00       |
| 100-3700-71.00                  | Mowing                    | 10,000  | 2,000.00  | 20.00%    | 2,000.00  | 20.00%    | 0.00       | 0.00       |
| 100-3700-75.00                  | Fuel                      | 1,700   | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-76.00                  | Electric                  | 3,000   | 1,179.13  | 39.30%    | 1,179.13  | 39.30%    | 0.00       | 0.00       |
| 100-3700-77.00                  | Telephone                 | 3,200   | 396.91    | 12.40%    | 396.91    | 12.40%    | 0.00       | 0.00       |
| 100-3700-78.00                  | Water Office & Library    | 600     | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-79.00                  | Common Port-o-let         | 1,500   | 750.00    | 50.00%    | 750.00    | 50.00%    | 0.00       | 0.00       |
| 100-3700-81.00                  | Improvements              | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-81.01                  | Septic System Upgrade     | 30,000  | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-82.10                  | Maple Shade Town Forest   | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |
| 100-3700-83.00                  | Sports Field Maintenance  | 5,000   | 5,114.32  | 102.29%   | 5,114.32  | 102.29%   | 0.00       | 0.00       |
| Total TOWN OFF BLDG & PROPERTY  |                           | 62,600  | 11,473.36 | 18.33%    | 11,473.36 | 18.33%    | 0.00       | 0.00       |
| 100-38 CUSTODIANS               |                           |         |           |           | 0.00      | 0.00%     |            | 0.00       |
| 100-3800-10.00                  | Custodian Contract        | 0       | 0.00      | 0.00%     | 0.00      | 0.00%     | 0.00       | 0.00       |

| Account                                  | Budget  | Actual %  |           | Actual    | Actual %<br>of Budget | Change | PR % 23    |
|------------------------------------------|---------|-----------|-----------|-----------|-----------------------|--------|------------|
|                                          |         | Actual    | of Budget |           |                       |        | GL % 20.84 |
| Total CUSTODIANS                         | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-41 DOG WARDEN                        |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-4100-10.00 Salary                    | 300     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4100-40.00 Education                 | 50      | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4100-74.00 Travel                    | 50      | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4100-75.00 Dog Shelter Expense       | 200     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4190-00.00 Miscellaneous             | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total DOG WARDEN                         | 600     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.44   | 0.00       |
| 100-42 LAW ENFORCEMENT                   |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-4200-00.00 Law Enforcement Contract  | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4200-10.00 State Police              | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4200-20.00 Chittenden County Sheriff | 26,500  | 3,920.00  | 14.79%    | 3,920.00  | 14.79%                | 0.00   | 0.00       |
| 100-4200-30.00 CUSI                      | 1,000   | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total LAW ENFORCEMENT                    | 27,500  | 3,920.00  | 14.25%    | 3,920.00  | 14.25%                | 0.00   | 0.00       |
| 100-43 EMERGENCY SERVICES                |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-4310-00.00 Essex Rescue              | 12,655  | 12,655.32 | 100.00%   | 12,655.32 | 100.00%               | 0.00   | 0.00       |
| 100-4320-00.00 Fairfax Rescue            | 14,000  | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4330-00.00 Dispatching Services      | 15,160  | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total EMERGENCY SERVICES                 | 41,815  | 12,655.32 | 30.26%    | 12,655.32 | 30.26%                | 0.00   | 0.00       |
| 100-45 FIRE DEPARTMENT                   |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-4500-00.00 Fire Department           | 69,086  | 15,000.00 | 21.71%    | 15,000.00 | 21.71%                | 0.00   | 0.00       |
| 100-4500-59.00 N/P 2018 Pumper Trk 9/07  | 28,852  | 25,882.83 | 89.71%    | 25,882.83 | 89.71%                | 0.00   | 0.00       |
| 100-4500-60.00 N/P Fire Utility Tr -4/04 | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-4500-60.01 Capital Budget Fire Res E | 39,730  | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total FIRE DEPARTMENT                    | 137,668 | 40,882.83 | 29.70%    | 40,882.83 | 29.70%                | 0.00   | 0.00       |
| 100-48 CONSERVATION                      |         |           |           |           |                       |        | 0.00       |
| 100-4800-00.00 Conservation Commission   | 2,500   | 1,080.36  | 43.21%    | 1,080.36  | 43.21%                | 0.00   | 0.00       |
| Total CONSERVATION                       | 2,500   | 1,080.36  | 43.21%    | 1,080.36  | 43.21%                | 0.00   | 0.00       |
| 100-61 HEALTH OFFICER                    |         |           |           |           |                       |        | 0.00       |
| 100-6100-10.00 Health Officer's Salary   | 300     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total HEALTH OFFICER                     | 300     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-63 TRASH/RECYCLE                     |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-6300-00.00 Solid Waste Disposal      | 262,955 | 70,492.89 | 26.81%    | 70,492.89 | 26.81%                | 0.00   | 0.00       |
| 100-6304-00.00 Recycle Bins              | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-6305-00.00 Recycling Exp.            | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-6306-00.00 Metals Recycling Exp      | 0       | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total TRASH/RECYCLE                      | 262,955 | 70,492.89 | 26.81%    | 70,492.89 | 26.81%                | 0.00   | 0.00       |
| 100-68 CEMETERY & TOWN PROPERTY          |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-6800-00.00 Cemetery Commission       | 9,000   | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-6800-10.00 Cemetery Comm Stipend     | 450     | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| Total CEMETERY & TOWN PROPERTY           | 9,450   | 0.00      | 0.00%     | 0.00      | 0.00%                 | 0.00   | 0.00       |
| 100-78 LIBRARY                           |         |           |           | 0.00      | 0.00%                 |        | 0.00       |
| 100-7800-99.02 Transfer Out To Library   | 98,441  | 98,441.00 | 100.00%   | 98,441.00 | 100.00%               | 0.00   | 0.00       |
| Total LIBRARY                            | 98,441  | 98,441.00 | 100.00%   | 98,441.00 | 100.00%               | 0.00   | 0.00       |

| Account                                  | Budget    | Actual       | Actual %<br>of Budget | Actual       | Actual %<br>of Budget | Change      | PR % 23     |
|------------------------------------------|-----------|--------------|-----------------------|--------------|-----------------------|-------------|-------------|
|                                          |           |              |                       |              |                       |             | GL % 20.84  |
| 100-83 DEBT SERVICE                      |           |              |                       | 0.00         | 0.00%                 |             | 0.00        |
| 100-8310-13.00 N/P Spiller House -9/30   | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-8310-14.00 N/P Maple Shade Town Forr | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| Total DEBT SERVICE                       | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| 100-93 DUES/ASSESSMENTS                  |           |              |                       |              |                       |             | 0.00        |
| 100-9300-30.10 Chittenden Couny Tax      | 15,000    | 6,904.50     | 46.03%                | 6,904.50     | 46.03%                | 0.00        | 0.00        |
| 100-9300-30.11 CCMPO                     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9300-30.12 CCRPC                     | 3,253     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9300-30.13 VLCT                      | 4,139     | 4,139.00     | 100.00%               | 4,139.00     | 100.00%               | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| Total DUES/ASSESSMENTS                   | 22,392    | 11,043.50    | 49.32%                | 11,043.50    | 49.32%                | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| 100-99 DONATIONS/MISC                    |           |              |                       | 0.00         | 0.00%                 |             | 0.00        |
| 100-9900-00.00 Miscellaneous Expense     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-01.00 TLC Grant 04-05           | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-01.01 Donations - Other         | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-02.00 Misc Jackson Forest       | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-04.00 Opioid Settlement Fund    | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-05.00 Brick Meeting House       | 2,500     | 1,228.00     | 49.12%                | 1,228.00     | 49.12%                | 0.00        | 0.00        |
| 100-9900-05.01 Westford Common Hall      | 2,500     | 2,500.00     | 100.00%               | 2,500.00     | 100.00%               | 0.00        | 0.00        |
| 100-9900-05.02 Summer Concert Series     | 2,700     | 2,700.00     | 100.00%               | 2,700.00     | 100.00%               | 0.00        | 0.00        |
| 100-9900-05.03 Historical Society        | 1,500     | 775.13       | 51.68%                | 775.13       | 51.68%                | 0.00        | 0.00        |
| 100-9900-07.00 Conservation Appropriatio | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-08.00 Rec Dept Appropriation    | 750       | 500.00       | 66.67%                | 500.00       | 66.67%                | 0.00        | 0.00        |
| 100-9900-09.00 Grant Matching Appropriat | 25,000    | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-10.00 Covered Bridge Restoratio | 12,000    | 28,000.00    | 233.33%               | 28,000.00    | 233.33%               | 0.00        | 0.00        |
| 100-9900-11.00 Stop Payment Refunds      | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9900-12.00 Veterans Banners-EXP      | 600       | 690.00       | 115.00%               | 690.00       | 115.00%               | 0.00        | 0.00        |
| 100-9900-99.00 TRANSFER OUT GL           | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9905-00.00 Visiting Nurse            | 6,500     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9910-00.00 Agency on Aging (Age Well | 1,500     | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9920-00.00 Fairfax Fletcher & Westfd | 100       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9930-00.00 Front Porch Forum         | 270       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9931-00.00 GBIC- Greater Burl Indust | 200       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9932-00.00 Winooski Natural Resource | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9933-00.00 Essex High School Robotic | 300       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9934-00.00 Winterfest                | 750       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9936-00.00 Westford Farmers Market   | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9937-00.00 Howard Center             | 750       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9940-00.00 Steps to End Domestic Vio | 300       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9941-00.00 Hope Works                | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9942-00.00 VT Center Independent Liv | 100       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9943-00.00 VT Family Network         | 250       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9944-00.00 COTS-Committee on Temp Sh | 250       | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9945-00.00 CHIPS                     | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9950-00.00 Brookside Cemetery        | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 100-9951-00.00 Pleasant View Cemetery    | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| Total DONATIONS/MISC                     | 58,820    | 36,393.13    | 61.87%                | 36,393.13    | 61.87%                | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| Total Expenditures                       | 1,295,975 | 375,229.02   | 28.95%                | 387,398.02   | 29.89%                | (12,169.00) | (12,169.00) |
|                                          |           |              |                       |              |                       |             |             |
| Total GENERAL FUND                       | 49,451    | 1,316,660.72 |                       | 1,303,610.30 | 0.00%                 |             | 13,050.42   |
|                                          |           |              |                       |              |                       |             |             |
| 110-20 HWY CURRENT TAX REVENUE           |           |              |                       | 0.00         | 0.00%                 |             | 0.00        |
| 110-2000-00.00 Current Taxes Hwy         | 1,103,596 | 183,932.68   | 16.67%                | 183,932.68   | 16.67%                | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| Total HWY CURRENT TAX REVENUE            | 1,103,596 | 183,932.68   | 16.67%                | 183,932.68   | 16.67%                | 0.00        | 0.00        |
|                                          |           |              |                       |              |                       |             |             |
| 110-2705-00.00 Transfer In               | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |
| 110-2910-00.00 Use of Cash on Hand       | 0         | 0.00         | 0.00%                 | 0.00         | 0.00%                 | 0.00        | 0.00        |

| Account                     |                           | Budget    | Actual %   |           | Actual %   |           | Change      | PR % 23     |
|-----------------------------|---------------------------|-----------|------------|-----------|------------|-----------|-------------|-------------|
|                             |                           |           | Actual     | of Budget | Actual     | of Budget |             | GL % 20.84  |
| 110-50 HIGHWAY DEPT REVENUE |                           |           |            |           | 0.00       | 0.00%     |             | 0.00        |
| 110-5000-19.00              | State Grants              | 200,000   | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-19.01              | Rogers Rd Culvert 2020    | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-19.02              | Rollin Irish Rd NWRPC GRT | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-19.03              | Old Stage Road Grant      | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-20.00              | Note Proceeds New Vehicle | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-25.00              | Proceeds Sale of Equipmen | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-30.00              | Reimburse Hwy School Exp  | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-40.00              | State Aid Roads Hwy       | 100,000   | 27,601.08  | 27.60%    | 27,601.08  | 27.60%    | 0.00        | 0.00        |
| 110-5000-40.01              | Better Roads/RPC Grants   | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-40.02              | CCRPC Grant Hwy Projects  | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-44.00              | FEMA OCT 2017 WIND STORM  | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-45.00              | FEMA July 2023 Flood Cowi | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-49.00              | Hwy Insurance Claim       | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-50.00              | FEMA Oct 2019 halloween S | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-51.00              | FEMA Public Safety Dec 20 | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5000-90.00              | Misc Highway Revenue      | 0         | 2,650.55   | 100.00%   | 2,650.55   | 100.00%   | 0.00        | 0.00        |
| Total HIGHWAY DEPT REVENUE  |                           | 300,000   | 30251.63   | 10.1%     | 30,251.63  | 10.08%    | 0.00        | 0.00        |
| Total Revenues              |                           | 1,403,596 | 214,184.31 | 15.26%    | 214,184.31 | 15.26%    | 0.00        | 0.00        |
|                             |                           |           |            |           |            |           |             | 0.00        |
| 110-51 HIGHWAY DEPT - ROADS |                           |           |            |           |            |           |             | 0.00        |
| 110-5100-10.00              | Highway Salaries          | 365,071   | 62,882.07  | 17.22%    | 74,024.32  | 20.28%    | (11,142.25) | (11,142.25) |
| 110-5100-14.00              | FICA/MEDI Expense         | 27,928    | 4,630.62   | 16.58%    | 5,464.06   | 19.56%    | (833.44)    | (833.44)    |
| 110-5100-14.10              | Childcare Tax             | 1,606     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-15.00              | Health Ins Expense        | 45,000    | 11,878.69  | 26.40%    | 12,345.18  | 27.43%    | (466.49)    | (466.49)    |
| 110-5100-15.01              | Dental Expense            | 1,940     | 489.84     | 25.25%    | 489.84     | 25.25%    | 0.00        | 0.00        |
| 110-5100-15.02              | Disability Insurance Hwy  | 1,225     | 390.40     | 31.87%    | 390.40     | 31.87%    | 0.00        | 0.00        |
| 110-5100-15.03              | Vision Ins Expense        | 435       | 72.48      | 16.66%    | 72.48      | 16.66%    | 0.00        | 0.00        |
| 110-5100-16.00              | Pension Expense           | 10,796    | 1,465.63   | 13.58%    | 1,729.47   | 16.02%    | (263.84)    | (263.84)    |
| 110-5100-17.00              | Unemployment              | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-22.00              | Gravel - Road Resurfacing | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-23.00              | Town Ditching             | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.00              | Gravel                    | 100,000   | 27,152.44  | 27.15%    | 27,152.44  | 27.15%    | 0.00        | 0.00        |
| 110-5100-24.01              | Gravel - Road Rebuilding  | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.02              | Chloride                  | 50,000    | 17,359.55  | 34.72%    | 17,359.55  | 34.72%    | 0.00        | 0.00        |
| 110-5100-24.03              | Culverts                  | 7,500     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.04              | Road Fabric               | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.05              | Hot Mix & Cold Patch      | 2,000     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.06              | Guardrails & Fences       | 1,000     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-24.07              | Seed & Mulch              | 2,000     | 1,237.03   | 61.85%    | 1,237.03   | 61.85%    | 0.00        | 0.00        |
| 110-5100-24.08              | Signs                     | 2,500     | 1,555.17   | 62.21%    | 1,555.17   | 62.21%    | 0.00        | 0.00        |
| 110-5100-24.09              | Stone for Culverts-Draina | 7,500     | 1,204.00   | 16.05%    | 1,204.00   | 16.05%    | 0.00        | 0.00        |
| 110-5100-25.01              | Sand                      | 119,000   | 70,250.46  | 59.03%    | 70,250.46  | 59.03%    | 0.00        | 0.00        |
| 110-5100-25.02              | Salt                      | 28,000    | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-25.03              | Chains                    | 5,500     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-26.01              | Gravel - Mud Season       | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-26.02              | Gravel - Unusual events   | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-27.00              | Blades                    | 5,000     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-28.00              | Tires                     | 9,000     | 231.50     | 2.57%     | 231.50     | 2.57%     | 0.00        | 0.00        |
| 110-5100-58.00              | Equipment Rental          | 3,000     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.00              | Contr. Services-Reg Maint | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.01              | Contr. Services-Mud Seas. | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.02              | Contr. Services-Misc.     | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.04              | Contr. Serv.-Tree Removal | 7,000     | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.05              | Contr. Serv.-Roadside Mow | 10,400    | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.06              | Contr. Ser-Unusual events | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.07              | Contr. Serv.-Engineering  | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.08              | Contr.Serv.-Ditching      | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.11              | High Priority Road Projec | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |
| 110-5100-59.15              | Highway Cap't Budget Proj | 0         | 0.00       | 0.00%     | 0.00       | 0.00%     | 0.00        | 0.00        |

| Account                       | Budget                    | Actual %  |            | Actual  | Actual %<br>of Budget | Change  | PR % 23<br>GL % 20.84 |
|-------------------------------|---------------------------|-----------|------------|---------|-----------------------|---------|-----------------------|
|                               |                           | Actual    | of Budget  |         |                       |         |                       |
| 110-5100-59.16                | Equipment Reserve Fund    | 55,230    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-60.00                | State Grants              | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-60.01                | Rogers Rd Culvert - 2020  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-62.02                | Westford Milton Rd Paving | 0         | 200,000.00 | 100.00% | 200,000.00            | 100.00% | 0.00                  |
| 110-5100-62.03                | Old Stage Road Grant      | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-62.04                | Cambridge Rd Paving       | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.00                | N/P 2012 Vol Grader-9/28  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.01                | N/P 2014 West Star-8/05   | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.02                | N/P 2014 Ford F-550-2/21  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.03                | N/P 2015 J. Deere Loader  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.04                | N/P Current Exp Seymour 4 | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.05                | N/P Grant Anticipation    | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.06                | N/P 2017 West Star 7/05   | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.07                | N/P 2018 West Star-9/08   | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.08                | N/P 2020 International HX | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.09                | N/P J.Deere/75G Excavator | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.10                | N/P 2021 Chevrolet Silver | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.11                | 2022 Chevrolet Silverado  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.12                | N/P 2023 GRADER 4/21/24   | 45,909    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.13                | N/P 2024 47X WESTERN STAR | 32,212    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.14                | N/P NEW TRUCK 2025        | 32,000    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-65.15                | 2025 CAT 275 SKID STEER   | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-66.00                | Loan Interest N/P         | 13,248    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.00                | R/M #527-Tk 2024 47X      | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.01                | #518-Tk 2014 - Ford F-550 | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.02                | #515 2008 Excavator Cat   | 5,000     | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.03                | #516 2012 Grader - Volvo  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.04                | #524-TK 2021 Chevrolet Si | 500       | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.07                | #504-Tk 2000 Int'l 250    | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.08                | #522-Tk 2020 Internat'l   | 0         | 662.83     | 100.00% | 662.83                | 100.00% | 0.00                  |
| 110-5100-67.09                | #509-Tk 2005 Int'l Tandem | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.10                | #523-J.Deere/75G Excav't  | 4,000     | 125.14     | 3.13%   | 125.14                | 3.13%   | 0.00                  |
| 110-5100-67.11                | #517-Tk 2014 Westr'n Star | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.12                | Brush Hog                 | 1,000     | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.13                | #519 2015 J Deere Loader  | 5,000     | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.14                | #520-Tk 2017 Westr'n Star | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.15                | Hydroseeder               | 1,000     | 79.78      | 7.98%   | 79.78                 | 7.98%   | 0.00                  |
| 110-5100-67.16                | #521-Tk 2018 Westr'n Star | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.17                | Wood Chipper (used 2015)  | 500       | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.18                | #525-Tk 2022 Chev Silvera | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.19                | #526-Tk 2023 GRADER       | 5,500     | 3,490.66   | 63.47%  | 3,490.66              | 63.47%  | 0.00                  |
| 110-5100-67.20                | John Deere Roller         | 500       | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.21                | Power Washer              | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-67.22                | #527-Tk 2024 47X Western  | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-68.01                | Repairs & Maint-Trucks    | 23,000    | 3,158.03   | 13.73%  | 3,158.03              | 13.73%  | 0.00                  |
| 110-5100-68.05                | Repairs & Maint-Sander    | 500       | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-68.06                | Repairs & Maint-Sm Equip  | 2,000     | 155.67     | 7.78%   | 155.67                | 7.78%   | 0.00                  |
| 110-5100-74.00                | Travel Expense            | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-75.01                | Diesel Fuel               | 65,000    | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-75.02                | Propane Gas - Generator   | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-76.00                | Streets - Electricity     | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-95.00                | Chloride tanks & pumps    | 500       | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5100-99.00                | Transfer Out              | 0         | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| Total HIGHWAY DEPT - ROADS    |                           | 1,106,000 | 408,471.99 | 36.93%  | 421,178.01            | 38.08%  | (12,706.02)           |
| 110-52 HIGHWAY DEPT - PERMITS |                           |           |            |         |                       |         | 0.00                  |
| 110-5200-20.00                | MRGP Stormwater Permit    | 1,750     | 0.00       | 0.00%   | 0.00                  | 0.00%   | 0.00                  |
| 110-5200-30.00                | Petroleum Cleanup Fund    | 50        | 50.00      | 100.00% | 50.00                 | 100.00% | 0.00                  |
| Total HIGHWAY DEPT - PERMITS  |                           | 1,800     | 50.00      | 2.78%   | 50.00                 | 2.78%   | 0.00                  |
| 110-53 HIGHWAY DEPT - GARAGE  |                           |           |            |         |                       |         | 0.00                  |

| Account                     |                           | Budget    | Actual %     |           | Actual %     |           | Change      | PR % 23     |
|-----------------------------|---------------------------|-----------|--------------|-----------|--------------|-----------|-------------|-------------|
|                             |                           |           | Actual       | of Budget | Actual       | of Budget |             | GL % 20.84  |
| 110-5300-20.00              | Supplies                  | 5,000     | 298.94       | 5.98%     | 298.94       | 5.98%     | 0.00        | 0.00        |
| 110-5300-21.00              | Oil & Grease - Minor's Ga | 1,300     | 94.51        | 7.27%     | 94.51        | 7.27%     | 0.00        | 0.00        |
| 110-5300-22.00              | Shop Tools & Equipment    | 1,000     | 165.56       | 16.56%    | 165.56       | 16.56%    | 0.00        | 0.00        |
| 110-5300-23.00              | Equipment                 | 2,000     | 1,500.00     | 75.00%    | 1,500.00     | 75.00%    | 0.00        | 0.00        |
| 110-5300-24.00              | Communication Equipment   | 1,500     | 2,140.00     | 142.67%   | 2,140.00     | 142.67%   | 0.00        | 0.00        |
| 110-5300-25.00              | Personal Protective Equip | 1,000     | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-40.00              | Education Workshops       | 500       | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-48.00              | Property Casualty W/C Ins | 40,500    | 20,074.79    | 49.57%    | 20,074.79    | 49.57%    | 0.00        | 0.00        |
| 110-5300-50.00              | Fire/Security System      | 1,500     | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-60.00              | IT Service & Software     | 0         | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-60.05              | Computer                  | 0         | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-68.00              | Bldg Maint & Repairs      | 6,000     | 21.19        | 0.35%     | 21.19        | 0.35%     | 0.00        | 0.00        |
| 110-5300-68.10              | Garage Drain              | 0         | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-71.00              | Salt Shed Reserve         | 0         | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-76.00              | Electricity               | 4,000     | 693.78       | 17.34%    | 693.78       | 17.34%    | 0.00        | 0.00        |
| 110-5300-77.00              | Telephone                 | 1,910     | 131.02       | 6.86%     | 131.02       | 6.86%     | 0.00        | 0.00        |
| 110-5300-78.00              | Water                     | 100       | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-81.00              | Bldg Improvements         | 10,000    | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-83.00              | Storage Shed              | 0         | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-85.00              | Clothing Allowance        | 2,400     | 0.00         | 0.00%     | 0.00         | 0.00%     | 0.00        | 0.00        |
| 110-5300-99.00              | Miscellaneous             | 1,000     | 83.31        | 8.33%     | 83.31        | 8.33%     | 0.00        | 0.00        |
| Total HIGHWAY DEPT - GARAGE |                           | 79,710    | 25,203.10    | 31.62%    | 25,203.10    | 31.62%    | 0.00        | 0.00        |
| Total Expenditures          |                           | 1,187,510 | 433,725.09   | 36.52%    | 446,431.11   | 37.59%    | (12,706.02) | (12,706.02) |
| Total HIGHWAY FUND          |                           | 216,086   | -219,540.78  |           | -232,246.80  |           |             |             |
| Total All Funds             |                           | 265,537   | 1,097,119.94 |           | 1,071,363.50 |           |             |             |

Essex-Westford School Payments      Amount      Cumulative

**From:** [TownAdmin](#)  
**To:** ["Common Committee"; TownAdmin](#)  
**Cc:** [LKJohnson4625@gmail.com](#)  
**Subject:** RE: Topic for next SB meeting, 9/10  
**Date:** Thursday, August 27, 2026 9:36:00 AM

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Thanks for the heads up. It shall be added

**From:** Common Committee <westfordcommoncommittee@gmail.com>  
**Sent:** Thursday, August 27, 2026 8:40 AM  
**To:** TownAdmin <townadmin@westfordvt.us>  
**Cc:** LKJohnson4625@gmail.com  
**Subject:** Topic for next SB meeting, 9/10

Hi Tommy,

It has come to my attention that the Farmers Market wishes to have beer sold at the last market in September. As per the towns procedures, the SB needs to approve this and the party involved needs to make sure the appropriate permits are in place and provide the town with a copy. As was done for the wedding and Winterfest and the store recently. With this in mind, please add a topic for the next SB meeting, 9/10, for discussion/possible approval of alcohol sales at the last Farmers Market.

Apparently this was not done last year and the appropriate permits were not provided. The town needs to be sure that all legal requirements are met to avoid liability.

I have made the organizers of the market aware.

Thanks!  
Lori



# FY26 ANNUAL REPORT

## TOWN of WESTFORD



All information available at: [ccrpcvt.org/westford](http://ccrpcvt.org/westford)

The **Chittenden County Regional Planning Commission (CCRPC)** is a political subdivision of the State created by the municipalities of Chittenden County in 1966 for the development of policies, plans and programs that address regional issues and opportunities in Chittenden County. The CCRPC also serves as the region's federally designated Metropolitan Planning Organization (MPO) and is responsible for transportation planning in Chittenden County in close collaboration with our municipalities, state and federal agencies, other partners, and the public.

The CCRPC is governed by a 29-member board consisting of one representative from each of the County's 19 municipalities, transportation representatives, and at-large members representing the interests of agriculture, environmental/conservation, business, and housing/socio-economic. CCRPC's purpose is to assist and serve its member municipalities to provide effective local government and address regional issues.



[Learn more about CCRPC »](#)

In **FY26**, the CCRPC invested about **\$9.8 million** in:



REGIONAL  
LAND USE



TRANSPORTATION



EMERGENCY  
MANAGEMENT



ENERGY



NATURAL  
RESOURCES



EQUITABLE  
PUBLIC  
ENGAGEMENT



TRAINING



TECHNICAL  
ASSISTANCE

The program leverages more than **\$9.2 million** in Federal and State investment with \$270,000 in municipal dues and another \$330,000 in local match for specific projects – a more than 15:1 return on local investment.

Specific activities the CCRPC is engaged in with **Westford** and CCRPC's regional activities are discussed in the following sections of this report and at [ccrpcvt.org/westford](http://ccrpcvt.org/westford).

## FY26 WESTFORD REPRESENTATIVES

**CCRPC Board** | Representative: *Benjamin Bornstein* | Alternate: *Vacant*

**Transportation Advisory Committee** | Rep: *Sean Cushing*

**Planning Advisory Committee** | Rep: *Harmony Cism*

**Clean Water Advisory Committee** | Rep: *Benjamin Bornstein*

**Regional Emergency Management Committee** | *Francois Ross, Helen Stirling*

## WESTFORD ACTIVITIES

In FY2026, the CCRPC provided assistance to Westford on the following projects and initiatives:

- **Covey Rd/Old #11 2-Way STOP Control Intersection Study:** This technical assistance study evaluated existing traffic control and sight distance concerns at the Covey Road and Old #11 intersection. After collecting traffic data, evaluating stopping and intersection sight distances, and completing a field visit, CCRPC staff performed an All-Way STOP control analysis. The study recommended improving sight distance by grading the westbound approach and clearing vegetation. The [technical memo is available here](#).
- **All-Way STOP Control Warrant Analysis for Woods Hollow Road Intersections:** CCRPC staff evaluated existing traffic conditions, sight distance, and safety concerns, and performed All-Way STOP Warrant analyses for two intersections along Woods Hollow Road, at Phelps Road and Maple Tree Lane. The study recommended installing previously identified low-cost safety improvements and conducting intersection realignment feasibility studies for both intersections. The [technical memo is available here](#).
- **Water Quality Planning Assistance:** CCRPC continued to assist the town with Municipal Road General Permit (MRGP) compliance, Grants in Aid (GIA) work and other water quality-related tasks. CCRPC staff worked with Westford highway to finish a FY25 GIA project on Woods Hollow Road, plan for a FY26 GIA project on Old # 11 Road and provided model bylaw language regarding river corridors.
- **Technical Assistance:** CCRPC staff provided a variety of technical assistance to the Town, including:
  - Answered zoning and regulatory questions from town staff.
  - Developed and shared the final 2024 and 2025 All-Hazards Mitigation Plan monitoring reports to town staff to present to the selectboard.
  - Met several times with Westford Fire District 1 to assist with a sustainability analysis related to their water system.
  - Held an *Essentials of Land Use Planning* training for the Westford Planning Commission.
  - Met with Planning Commission members to discuss potential projects and river corridor regulations.
  - Hosted and upgraded the [Westford Map Viewer](#).
- **Traffic Counts:** In Westford, 3 Turning Movement counts were conducted in FY26. Historic traffic counts conducted in support of Westford transportation projects and studies can be [found here](#).
- **Older Adults and Persons with Disabilities (O&D) Transportation Program:** [The Chittenden County O&D Transportation Program](#) supports community members through affordable transportation to medical appointments, access to fresh food at the grocery store, and social visits. In FY26, 51 trips were provided to Westford residents as part of this program.

## CCRPC FY2027 WORK PROGRAM

| Project Name                                                                | Brief Description                                                                                                                                                                                                                                                                                                                                                        | Total Budget |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Town Center Historic 1705 Property – Public Outreach and Planning (Phase 1) | This project will be Phase 1 of a multi-year effort to evaluate future uses of a recently acquired historic property in the town center, focusing on information gathering and public outreach. This phase will address environmental constraints, align potential uses with municipal goals, and engage the community to develop a shared vision for the site. Outcomes | \$21,000     |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
|                                   | include identifying priorities, collecting community input, and establishing a foundation for future planning and investment decisions.                                                                                                                                                                                                                                                                                                                                           |          |
| Westford Grant Writing Assistance | This project will address staffing limitations in pursuing funding for planning, infrastructure, and community needs. This one-year, on-call assistance will help identify grant opportunities, prepare competitive applications, and coordinate with town staff to align with municipal priorities. Expected outcomes include multiple quality grant submissions, increased funding competitiveness, and reduced administrative burden, positioning the Town for future success. | \$5,600  |
| Brookside Road Path Study         | This project will update a 2003 scoping study for a pedestrian pathway on Brookside Road. The project will develop revised pathway alternatives, planning-level cost estimates, and implementation phasing. The outcome will be an updated conceptual framework to guide informed municipal and community discussions and position the project for future funding without committing to design or construction.                                                                   | \$41,759 |

## WESTFORD PROJECTS IN THE TRANSPORTATION IMPROVEMENT PROGRAM

The [TIP](#) is a prioritized, multi-year list of transportation projects in Chittenden County. To receive federal funds, each transportation project, program, or operation must be authorized through CCRPC approval of the TIP. Westford projects included in the TIP are listed below. These projects are also included in the Vermont Agency of Transportation Capital Program for design or construction.

- Currently there are no Westford projects in the TIP.

## TECHNICAL ASSISTANCE SERVICES

- CCRPC makes free technical assistance available to all member municipalities across all planning-related topics. For details and limitations, please see CCRPC's [technical assistance policy](#). Below is an overview of the different types of technical assistance to member municipalities each fiscal year:
  - **Transportation Technical Assistance:** The CCRPC can provide the following transportation technical assistance to member municipalities including:
    - Speed studies
    - Roadway safety assessments
    - Traffic signal and stop sign warrant analyses
    - Pavement condition assessments
    - Roadway capacity, signal timing, and level-of-service evaluations
    - Data collection – traffic, walk/bike, sidewalk, culverts, and more
    - Road erosion inventories for Municipal Roads General Permit (MRGP) compliance
  - **Land Use and General Technical Assistance:** Member municipalities are eligible to receive 12 hours of land use and general technical assistance per fiscal year at no charge. Examples of technical assistance in this category include: municipal plan data requests, review of development review decisions, development regulation audits, or project development-related guidance.

- **Geographic Information System (GIS) Technical Assistance:** Member municipalities or non-profit municipal organizations are eligible to receive 12 hours of GIS-related technical assistance per fiscal year at no additional charge. These hours can be used for map creation, data development, GIS analysis, or GIS user assistance.

## REGIONAL ACTIVITIES

- **2026 ECOS Regional Plan:** The [2026 Chittenden County ECOS Plan](#) (Environment; Community; Opportunity; Sustainability) is the regional plan for Chittenden County and combines the Regional Plan, Metropolitan Transportation Plan, Comprehensive Economic Development Strategy, and Enhanced Energy Plan into one. On May 20, 2026, the CCRPC Board of Directors adopted the 2026 ECOS Regional Plan and received [Land Use Review Board approval](#) on July 31, 2026. Approval of the Plan by the LURB follows over five years of work by municipalities, CCRPC staff, and the public. Staff look forward to implementing the plan's goals and actions through CCRPC's work program.
- **Municipal Plans:** CCRPC assists municipalities each year by reviewing municipal plans for compliance with state planning goals and compatibility with the ECOS Regional Plan. This process provides an opportunity for intraregional coordination and collaboration. This year CCRPC completed municipal plan reviews for 9 municipalities. CCRPC staff are also available to help municipalities write and amend municipal plans on a fee-for-service basis.
- **Municipal Regulations and Assistance:** CCRPC staff can assist municipalities with developing or amending municipal regulations on a fee-for-service basis. CCRPC staff may also be able to temporarily fill zoning administrator or town planner positions for a municipality after the loss of an employee. In FY26, CCRPC provided both services to Chittenden County municipalities. CCRPC also retains eight pre-qualified consultants with municipal planning and regulation that can be called upon to assist with municipal projects.
- **Community Outreach & Engagement:** CCRPC continued to build organizational capacity to increase meaningful engagement in our communities through the following actions:
  - Developed and began implementing an organization-wide Community Liaison policy, Stipend Policy, and Language Access Plan as part of the ongoing update to the federally required Public Participation Plan.
  - Supported and facilitated monthly meetings of the [Community Engagement Advisory Committee](#) (CEAC), while continuing to integrate the committee into CCRPC projects, policy development, and organizational initiatives.
  - Strengthened existing partnerships and developed new relationships with organizations, grassroots leaders, and trusted partners serving historically underserved and marginalized communities.
  - Maintained and expanded a searchable [public database of Community Engagement Efforts in Chittenden County](#) to improve coordination among organizations and municipalities, reduce duplication of outreach, and minimize engagement fatigue.
  - Developed and maintained a Chittenden County Community Asset Map, identifying community organizations, gathering spaces, and trusted engagement opportunities throughout the region.
  - Provided assistance to municipalities on community engagement and inclusive outreach strategies and policies for local planning projects.
  - Launched a Municipal Equity Community of Practice, convening monthly meetings of municipal staff working on equity and engagement to share best practices, discuss challenges, exchange resources, and identify opportunities for collaboration.

- **Communications & Regional Collaboration:** CCRPC supported member municipalities and strengthened regional awareness by sharing timely, accessible information and creating opportunities for learning, dialogue, and collaboration through the following efforts:
  - **Traffic Alert Program:** CCRPC compiled and sent out 42 traffic alerts about activities impacting traffic in Chittenden County during FY26. To subscribe to the weekly Traffic Alert email, or for more information, please contact Taylor Dorn at (239) 355-4817 or [trafficalert@ccrpcvt.org](mailto:trafficalert@ccrpcvt.org).
  - **Municipal Elected Official Forums:** CCRPC hosted three forums for Chittenden County Selectboard/City Council members and Town/City Managers/Administrators to support information-sharing and regional collaboration.
  - **Municipal Legislative Breakfast:** CCRPC convened the annual Municipal Legislative Breakfast, bringing together municipal officials, legislators, and regional partners to discuss shared priorities and issues affecting Chittenden County communities.
  - **Accessible and Inclusive Communications:** CCRPC improved the accessibility and usability of its website, project pages and materials, meeting information, and online engagement resources while supporting language access and inclusive participation in regional planning activities.
  - **2026 ECOS Regional Plan Outreach:** CCRPC coordinated public communications and engagement supporting the development and adoption of the 2026 ECOS Regional Plan. This included public notices and hearings, online engagement opportunities, and the development of accessible, graphically designed outreach materials – including posters, one-page summaries, presentations, maps, handouts, and other materials – to make complex planning topics easier to understand during the many public engagement activities held in all 19 municipalities.
  - **External Communications:** CCRPC planned and produced clear, accessible, and ready-to-share information for municipal officials and staff, regional partners, community organizations, and the public about regional programs and initiatives, local and regional projects, funding opportunities, and ways to participate. Materials included newsletters, public notices, website content, presentations, graphics, and other outreach resources.
- **Housing:** CCRPC organized two Regional Housing Convenings to facilitate peer exchanges on housing initiatives across the County. The fall event included a presentation on the Community and Housing Infrastructure Program (CHIP) and a municipal roundtable. In the spring, the NH Youth Movement and 603 Forward presented how to build pro-home communities in cities and towns. CCRPC cooperated with the Agency of Commerce and Community Development (ACCD) and City of Essex Junction on the [Homes for All Initiative](#), specifically the 802 Homes catalog pilot project. The catalog includes 10 pre-permitted, construction-ready Missing Middle Housing designs (ADUs through 4-unit buildings) that municipalities can adopt in their development regulations to speed up permitting and cut costs for small-scale developers. These designs will be available for use by any municipality after completion of the pilot project.
- **Regional Energy Planning and Implementation:** CCRPC helped create or update municipal enhanced energy plans for several municipalities in FY26. CCRPC continued to provide technical support to municipalities for the statewide [Municipal Energy Resilience Program](#) for municipal buildings, EV charging, fleet electrification, and other energy and climate-related programs. CCRPC coordinated with state agencies, utilities, and other partners to provide information about energy and resilience programs and funding opportunities for municipalities. CCRPC staff also served as the state planning representative on the [Vermont Systems Planning Committee](#) (VSPC).
- **Public Transportation Planning:** The CCRPC remains engaged with [Green Mountain Transit](#) (GMT) on a variety of public transit planning projects and initiatives. During FY26, the CCRPC provided

\$761,000 to GMT for transit planning in Chittenden County. CCRPC and GMT also coordinated with VTrans and South Burlington to continue a Regional Transit Signal Priority (TSP) feasibility study that is currently piloting TSP technology on a transit priority route: Dorset Street between Williston Road and Garden Street.

- **Northwest VT Transit Oriented Development (TOD):** Beginning in FY23, the CCRPC initiated work on a \$2.1 million federal RAISE planning grant to advance transit-oriented development (TOD) planning across 12 communities in five Northwest Vermont counties. The grant work included community TOD master plans, municipal zoning updates to support compact, mixed-use development, a regional real estate market analysis, and a transit-focused assessment to evaluate opportunities for enhanced regional transit service. In FY26, the CCRPC completed the Transit, Finance, and Governance Task and substantially completed the community master planning and municipal zoning updates for all 12 participating communities.
- **Transportation Demand Management (TDM):** The CCRPC Board adopted the [Regional Transportation Options Plan](#) on February 18, 2026. The Plan assesses the feasibility of TDM options and provides a framework to advance recommendations of both the 2023 [Metropolitan Transportation Plan](#) (MTP) and the Chittenden County [I-89 2050 Study](#). CCRPC staff participated in CATMA's 4<sup>th</sup> Annual Transportation Summit and their Chittenden County Major Employer Regional Transit Roundtable.
- **Active Transportation Planning:** The CCRPC provided active transportation (walk, bike, roll) technical assistance to municipalities and businesses, assisted municipalities with active transportation grants and UPWP applications, managed active transportation UPWP projects, and conducted bicycle/pedestrian counts on paths, designated bike lanes, and other roadways. These efforts are designed to advance the infrastructure and program recommendations in the [Regional Active Transportation Plan](#).
- **Clean Water:** The CCRPC continued to host the [Clean Water Advisory Committee and the MS-4 Sub-Committee](#). CCRPC staff continued to serve on the Lake Champlain Sea Grant Program Advisory Committee. The CCRPC managed information and involvement programs such as [Rethink Runoff](#) on behalf of our nine municipalities and three organizations (UVM, Burlington International Airport and VTrans) that are subject to an [MS4 permit](#). As the [Clean Water Service Provider \(CWSP\) for the Northern Lake Champlain Direct Drainages \(Basin 5\)](#), CCRPC worked with its [Basin 5 Water Quality Council](#) (BWQC) to oversee the development and implementation of non-regulatory water quality improvement projects that reduce phosphorus loading into these streams and Lake Champlain. CCRPC staff also communicate regularly with staff of the Northwest RPC which serves as the CWSP for the Lamoille watershed (Basin 7) and with staff of the Central Vermont RPC which serves as the CWSP for the Winooski watershed (Basin 8).
- **Emergency Management:** CCRPC continued to staff the Regional Emergency Management Committee ([REMC](#)), a group that coordinates and supports regional all-hazard emergency planning and preparedness activities to improve the region's ability to prepare for, respond to, and recover from all disasters. Over the past year, the REMC met three times, hosting presentations on the Vermont Wildland Fire Program, the State Emergency Management Plan update, Red Cross disaster services, and a training session on the FEMA Public Assistance program. Work on regional emergency management planning has been limited because federal emergency management planning grant (EMPG) funds have been unavailable from FEMA. CCRPC staff continued to support municipal and state emergency management partners through information sharing, training opportunities, and preparedness activities. CCRPC staff maintain readiness to support the State Emergency Operations Center (SEOC) when called upon and to serve as the local liaison between municipalities and the state to collect damage assessment information after significant storm

events. CCRPC also collected information from each municipality on annual implementation of hazard mitigation activities.

- **Municipal Roads General Permit (MRGP) Compliance and Water Quality Planning Assistance:** CCRPC staff continued to assist Chittenden County municipalities to meet their MRGP obligations. This includes evaluating segments through Road Erosion Inventories (REIs), tracking and documenting upgraded segments and outlets, and reporting to DEC. Staff also assist municipalities with the State's Grants in Aid (GIA) program, which allocates funding to participating towns for stormwater improvements related to the MRGP. In FY26, 15 Chittenden County municipalities signed up to participate in the GIA program with awards totaling \$448,500.
- **VT Culverts:** [The VT Culverts website](#) can be used by municipalities to view a town's bridges and culvert locations on a map and to understand their condition or inventory date. CCRPC is one of two RPCs that manage the website. As of June 2026, five Chittenden County municipalities actively used VT Culverts to inventory town-maintained bridges and culverts. In FY26, CCRPC staff contracted with Stone Environmental to execute enhancements to the VT Culverts platform. Work included enhanced user guides, ArcGIS online content organization, and general technical assistance.
- **Chittenden County Communications Union District (CCCUD):** CCRPC assisted [the CCCUD](#) as they worked to provide high-speed internet access to under- or unserved addresses in their 8-municipality district, which includes Essex, Essex Junction, Jericho, Shelburne, South Burlington, Underhill, Westford and Williston. In 2026, the CCCUD partnered with Fidium/Consolidated Communications (CCI) to provide broadband service to all the unserved and underserved locations in the 8-municipality district (~500+ locations). Phase 1 of the project, funded with \$2.1M in Construction Grant funds from the Vermont Community Broadband Board (VCBB), is complete and has brought symmetrical, multi-gig speed internet access to the unserved and underserved locations in Shelburne, Essex, Westford and Williston. Phase 2 will be funded with an additional grant award to Comcast from the Federal BEAD program and will include Jericho and Underhill.
- **Older Adults and Persons with Disabilities (O&D) Transportation Program:** [The Chittenden County O&D Transportation Program](#) supports community members through affordable transportation to medical appointments, access to fresh food at the grocery store, and social visits. In FY26, the O&D Committee held six meetings to discuss and decide on program funding, the VTrans grant application process, volunteer driver outreach, and the transition of the program from GMT to Rural Community Transportation (RCT) and Special Services Transportation Agency (SSTA).
- **Chittenden County Brownfields Program:** The Brownfields Program aids property owners, potential developers, and municipalities with investigating environmental issues prior to potential property redevelopment. In FY26, CCRPC used the remainder of three different grants from the Environmental Protection Agency (EPA) and the Vermont Agency of Commerce and Community Development (ACCD) totaling nearly \$750,000 to conduct environmental assessment and cleanup planning services at 13 project sites in 4 municipalities across the county. CCRPC anticipates applying for an additional \$1 million Coalition Assessment Grant from EPA this fall to continue supporting assessment work. In FY27, funds from a \$1 million EPA grant will be available from the Brownfields Revolving Loan Fund CCRPC established in FY26 to aid municipalities and property owners with environmental clean-up of contaminated properties.
- **Regional Transportation Resilience Planning:** The purpose of this project is to identify and prioritize road segments and structures in the County that are vulnerable to flood damage. In FY26, CCRPC staff worked with a consultant to use the Transportation Resilience Planning Tool (TRPT) vulnerability scoring and develop a more robust prioritization schema. They also worked with

municipal Road Foremen to map 35+ repeat storm-damage locations across 9 municipalities and developed a prioritized list of projects that will move forward to scoping. Phase 2 of this project will begin in FY27 and will conduct scoping on the highest priority segments and structures that were identified during phase 1.

- **Exit 14 Scoping Study:** The CCRPC, in collaboration with VTrans, the cities of South Burlington and Burlington, and other partners initiated a scoping study to evaluate alternatives to improve safety, connectivity, and operational efficiency for all users of the [Exit 14 Interchange](#) area. The study recommends short-, medium-, and long-term improvements to address multimodal issues at the interchange area. The [final report is available here](#).
- **Regional Transportation Safety Action Plan:** In FY26, the CCRPC completed a comprehensive [Regional Safety Action Plan \(RSAP\) for Chittenden County](#). The RSAP provides a data-driven, proactive and integrated approach to enhance regional roadway safety by identifying innovative and proven safety solutions to reduce the number of fatal and serious injury crashes for all road users in the County. This ready-to-implement RSAP meets all the requirements of a safety action plan required by the USDOT Safe Streets for All (SS4A) grant program and enables the CCRPC and member municipalities to apply for implementation funding.

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For further information about the CCRPC, please visit [ccrpcvt.org](https://ccrpcvt.org) or contact Charlie Baker, CCRPC Executive Director: [cbaker@ccrpcvt.org](mailto:cbaker@ccrpcvt.org).

**Tommy O'Connor**

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**From:** Julia Andrews  
**Sent:** Saturday, August 1, 2026 12:26 PM  
**To:** selectboard  
**Subject:** Declaration of Inclusion

It's back! And edited here:

<https://docs.google.com/document/d/1OrMm4Qlo4Nga7l74VrbYEmi22ffY7qUY9UwXumfxE/edit?tab=t.0>

The edits are subtle, but important. I'm happy to represent them in an upcoming meeting.

Thanks, Julia

# Declaration of Inclusion

## **Town of Westford, Vermont**

The Town of Westford condemns racism and welcomes all persons, regardless of race, color, religion, national origin, sex, sexual orientation, gender identity and expression, age, disability, socioeconomic status, or other factors that may divide us.

As a town, we formally condemn all discrimination in all of its forms, strive for fair and equal treatment of everyone in our community, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.

The Town of Westford is and will continue to be a place where individuals can live freely and express their opinions.

By the \_\_\_\_\_ Selectboard on \_\_\_\_\_  
20\_\_.



State of Vermont  
Department of Labor  
5 Green Mountain Drive  
P.O. Box 488  
Montpelier, VT 05601-0488  
[www.labor.vermont.gov](http://www.labor.vermont.gov)

[phone] 802-828-4000  
[fax] 802-828-4022

August 3, 2026

Town of Westford  
Attn: Tommy O'Connor  
[toconnor@westfordvt.us](mailto:toconnor@westfordvt.us)  
Sent via e-mail

Dear Mr. O'Connor

Thank you for requesting the workplace safety and health services of Project Work**SAFE**. The initial request was submitted on June 18, 2026, via the Project Work**SAFE** online portal. The request was submitted by Tommy O'Connor, the Town Administrator for the Town of Westford. The request was received by Project Work**SAFE** Program Director Luke McCarthy and forwarded to Senior Occupational Safety and Health Consultant Andrew Blount for follow up and scheduling. Tommy requested a limited-service site inspection for several of the town's locations to include the town offices, library, fire station and highway department. The consultation would focus on the identification of any physical hazards that may be present at these locations. A site visit date of July 28, 2026, was scheduled as a result of the inquiry.



On the morning of July 28, 2026, Work**SAFE** representatives Andrew Blount and Shawn Barth met on site with Westford personnel. We began at the highway and fire department garage, which share a location at 35 Cambridge Road in Westford Vermont. Participants from the Town of Westford included Tommy O'Connor, Road Foreman Sean Cushing, and Select Board Chair, Pat Haller. We first reviewed the rights and obligations of the Town of Westford while working under the Work**SAFE** program. These conditions were agreed to prior to continuing the consultation. OSHA injury and illness logs were requested at this time but were unable to be located by the conclusion of the site visit. It was reported that there have not been any workers' compensation claims in over two and a half years. The town requires approximately fifteen employees, four of which are employed by the highway department. Topics of conversation and informal training as we walked the highway garage included the heat stress initiative, safety data sheet

compilation, and written program requirements such as hazard communication. The housekeeping of the garage space is well maintained; all tools and equipment have a specific home and materials such as hydraulic fluids and oil are all stored in designated locations. As is typical with several pieces of large equipment, space and exit egress ways were a little constrained. As far as highway garages go this is one of the better ones we have toured recently. The group then moved next door to the fire department (same building different bays separated by an interior wall). Similarly to the highway department, this garage space was also in good order. Their kitchen area doubled as storage space which obstructed an electrical panel, but overall, both locations had a minimal number of identified hazards. After covering these two spaces Sean and Pat left the group. Shawn, Andrew and Tommy traveled a short distance to the Town offices and Library located at 1717 and 1713 VT route 128 respectively. Both of these locations were fairly small and consisted of mostly office and meeting space. A few additional items were noted mostly relating to electrical equipment, maintaining emergency equipment, and egress ways. All identified hazards in these two locations were minimal in their severity. A complete list of identified hazards from all four locations can be found in Section III below where each item is discussed in greater detail.

After completing the tour of all four locations Andrew, Shawn, and Tommy reviewed the complete list of identified hazards that will require corrective action on behalf of the Town of Westford, as well as some additional recommendations that do not require a formal response. The group agreed to a thirty-day corrective action time period from the date of report receipt. With no further points of conversation, this concluded the on-site portion of the Work **SAFE** consultation.

Please find enclosed the following:

- I. Program Overview and Employer Obligations
- II. Safety and Health Commentary
- III. Identified Hazards (Safety and Health if applicable)
- IV. Recommendations
- V. OSHA 300 Log Discussion
- VI. Safety and Health Assessment
- VII. Hazard Summary Sheet

As serious hazards were found as part of the consultation these must be corrected within the stated timeframe with abatement information sent to Leslie Curtis; [Leslie.Curtis@vermont.gov](mailto:Leslie.Curtis@vermont.gov) along with Andrew Blount; [Andrew.Blount@vermont.gov](mailto:Andrew.Blount@vermont.gov) and Shawn Barth; [Shawn.Barth@vermont.gov](mailto:Shawn.Barth@vermont.gov) To verify abatement, you may use the attached hazard list by entering the date you corrected the hazard and a brief statement noting what was done to correct the hazard. If more time is required to complete the abatement, please contact me prior to the abatement date. If documentation is not provided by Thursday September 3, 2026, federal regulations may require us to make a referral to the

VOSHA compliance program. Additionally, this hazard list is required to be posted in a prominent place for employees to review for 3 days or until the hazards are corrected, whichever is longer. A hazard summary sheet suitable for posting can be found on the last page of this report.

If you have any questions at any point regarding this report or workplace safety and health in general, please feel free to give us or [any member of Project WorkSAFE](#) a call. While we try to be thorough on consultation visits, it is entirely possible we overlooked something. We recommend our General Industry clients have us out for a visit every 2 years.

We value your feedback! Please take a moment to fill out [THIS SHORT SURVEY](#) to let us know about your experience so we may continually improve our services.

Regards,



Andrew Blount  
**Sr. Occupational Safety & Health Consultant**  
Safety Visit # 416219



Shawn Barth  
**Industrial Hygiene Engineer**  
Health Visit # 416220



A cooperative program between:



Department of Labor  
State of Vermont

and



## **I. Program Overview and Employer Obligations**

The objective of Project Work **SAFE** is to assist employers who want help in recognizing, evaluating and controlling occupational health and safety hazards. Since the program is largely federally funded, we are required to ensure that all serious hazards discovered in the workplace are corrected in a timely manner.

This consultative visit has been conducted as a result of your commitment to correct serious hazards within an agreed time frame. Should you have any problem meeting this deadline, please contact us to request an extension. If, for some reason, serious hazards are not corrected by the agreed upon date, federal regulations require us to turn the case over to VOSHA enforcement personnel.

In the event of a VOSHA inspection, it is important to remember that the Compliance Officer is not legally bound by the consultant's advice or by consultant's failure to point out a specific hazard.

Project Work **SAFE** classifies hazards as serious or other-than-serious in much the same manner as VOSHA compliance officers. Although both types of hazards can directly impact the health or safety of employees, serious hazards differ in that they have the potential to cause serious physical harm or death. All **serious hazards must be corrected and verified as such, either via a letter or follow-up survey.** It is not necessary to verify that other-than-serious hazards have been corrected.

All consultation program files and reports are kept confidential, within the limits of State law. VOSHA compliance personnel may not even be aware that you have had a consultative visit. While it is not required that the entire report be given to compliance officers during an inspection, you are required to retain and provide access to any employee exposure records (including sampling summaries and other related data) as required under VOSHA Standard 1910.1020. At your option, you may provide a copy of the full report to the compliance officer as evidence of "good faith", which is used to reduce the amount of any penalties proposed as a result of compliance activities.

Under 1910.1020, employees have a right to access sampling information, which is specific to them or their job duty. We encourage you to share this report and actions you take in response to our visit with employees to make them aware of their crucial role in maintaining a safe and healthful workplace. In addition, this knowledge will allow employees to be aware of your demonstrated concern for their protection.

Involving employees in consultations is a key to ensuring their fullest protection. Employers must permit random private interviews and in union shops, the employee representative should participate in onsite consultations. Under 1910.1020, employees have a right to access sampling information, which is specific to them or their job duty. We encourage you to share with employees any reports or actions taken by you in response to our visits to make them aware of their crucial role in maintaining a safe and healthful workplace. In addition, this knowledge will allow employees to be aware of your demonstrated concern for their protection.

As part of the consultation process, we are required to assist employers with the development of Health and Safety Programs or evaluate existing ones and make recommendations for

improvement. It has been our experience that employers can reduce injuries and illnesses, as well as prevent the development of new hazards, through a preventive approach such as the implementation of a Health and Safety Program.

## **II. Safety and Health Program Commentary**

Federal OSHA is encouraging employers to develop and implement a comprehensive safety and health program. Consultants are required to comment on these programs. In addition, during an enforcement inspection it is possible that proposed fines be reduced by up to 25% if an effective formal safety and health program is in place.

### **Management Commitment and Planning**

Management must state their safety and health goals, assign clear responsibility and authority to the individual(s) in charge, and encourage clear communication to and from employees. While these items need not be in written form to be effective, a written policy is a clear indication of management commitment and formalizes the program. In addition, it is very helpful to establish a disciplinary policy to ensure that employees adhere to safety and health regulations as well as company policies. A "stepped" enforcement policy (verbal warning, written warning, suspension, and dismissal) can be effective. It is critical that top management wears all required protective equipment (PPE), when visiting the work environment.

### **Hazard Identification**

To evaluate the potential for health and safety hazards, comprehensive health and safety surveys are recommended. The checklists available on the OSHA web site ([www.osha.gov](http://www.osha.gov)) may help with the hazard identification. In addition, employees should be encouraged and required to report potentially hazardous situations without fear of reprisal. Finally, a review of "near misses" and investigation of accidents that do occur will help identify situations, machinery, or operations that need to be modified or corrected. Adopting a **no repeat injury** policy would ensure that accident and near misses are investigated completely.

### **Hazard Correction and Control**

Once hazards are identified, they require correction through the use of engineering controls, personal protective equipment, or work practices. To ensure that previously corrected hazards do not reappear, it is important that an ongoing monitoring and maintenance function be performed. The workplace should be inspected for hazards, personal protective equipment use, and adherence to company and state policies and regulations on a routine basis.

### **Training**

Training serves to provide the basis of knowledge by which both employees and supervisors ensure its success. In addition to general training regarding safety and health, regulation specific training must be included as well. It is important that the person responsible for implementation of the company safety and health program have an adequate level of knowledge time and authority to identify, evaluate, and correct hazardous conditions.

### **Program Evaluation**

The safety and health program must be reviewed on a routine basis (annually) to ensure its effectiveness.

**III. Identified Hazards** (You must respond to hazards marked SERIOUS. Responding to hazards marked OTS is optional.)

|                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       |                       |
|------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| <b>Item Number</b>                                                                 | 1 | <b>Serious</b> <u>X</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>OSHA Standard</b>  | <b>1910.303(g)(1)</b> |
| <b>Instances</b>                                                                   | 2 | <b>OTS</b> <u>    </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Correction Due</b> | 9.3.2026              |
| <b>Location of Hazard</b>                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       |                       |
| Fire Station, Library Basement                                                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       |                       |
| <b>Description of Hazard</b>                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       |                       |
|  |   | <p>Obstructed electrical panels were identified in the library basement and the fire station kitchen area. At the fire station a popcorn machine and bags were obstructing access and at the library a recycle bin and "mini-kitchen" setup was within the clearance zone. Electrical panel access must remain clear at all times.</p> <p><i>1910.303(g)(1) Space about electric equipment. Sufficient access and working space shall be provided and maintained about all electric equipment to permit ready and safe operation and maintenance of such equipment.</i></p> <p>So how much space are we talking? The area that needs to be kept clear extends from the floor to the ceiling by 30" or the width of the panel whichever is greater. This area also extends out 36" from the face of the panel and the door (if present) must be able to open at least 90 degrees.</p> <p><b>Recommended Action:</b> This applies to all electrical equipment, breaker panels, and knife switches. Each type of electrical equipment must remain unobstructed at all times to facilitate safe and readily available operation. A conversation with staff could help maintain these clearance requirements more efficiently. Survey other areas of the town to ensure there are not any other occurrences.</p> |                       |                       |
|                                                                                    |   | <p><b>Interim Protection:</b></p> <p><b>Corrective Action (and date corrected:)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                       |                       |

|                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                   |
|------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------|
| <b>Item Number</b>                                                                 | 2 | <b>Serious</b> <u>  X  </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>OSHA Standard</b>  | 1910.303(b)(7)(i) |
| <b>Instances</b>                                                                   | 1 | <b>OTS</b> <u>      </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Correction Due</b> | 9.3.2026          |
| <b>Location of Hazard</b>                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                   |
| Town offices                                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                   |
| <b>Description of Hazard</b>                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                   |
|  |   | <p>This item has recently started to be cited as a result of the NFPA 70E arc-flash/blast consensus standard. Missing screws in the dead face. Although very small, these are now considered to be open holes in the electrical panel. The reasoning behind this is because if an arc-flash/blast were to occur, each of those screws being in place will help contain the blast. When the screws are missing the blast will essentially fold the dead face allowing more of the explosion to escape the cabinet and thus causing more potential damage to equipment and workers in the immediate area.</p> <p><i>1910.303(b)(7)(i) Unused openings in boxes, raceways, auxiliary gutters, cabinets, equipment cases, or housings shall be effectively closed to afford protection substantially equivalent to the wall of the equipment.</i></p> <p><b>Recommended Action:</b> Replace all missing screws in this panel's dead face. Survey the other town facilities for additional instances. When electrical work is necessary at the town, ensure the contractor replaces all necessary screws. Just because two screws will hold it on there, doesn't mean the job is complete.</p> |                       |                   |
|                                                                                    |   | <b>Interim Protection:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       |                   |
|                                                                                    |   | <b>Corrective Action (and date corrected:)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                       |                   |

|                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |                    |
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| <b>Item Number</b>                                                                 | 3 | <b>Serious</b> <u>X</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>OSHA Standard</b>  | 1910.303(b)(7)(iv) |
| <b>Instances</b>                                                                   | 1 | <b>OTS</b> ____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Correction Due</b> | 9.3.2026           |
| <b>Location of Hazard</b>                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |                    |
| Town offices exterior                                                              |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |                    |
| <b>Description of Hazard</b>                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |                    |
|  |   | <p>Exposed internal wiring / broken outer insulation. All protective covers designed to conceal and protect the internal energized wires must remain intact for safe operation.</p> <p><i>1910.303(b)(1)(ii) Mechanical strength and durability, including, for parts designed to enclose and protect other equipment, the adequacy of the protection thus provided</i></p> <p><i>1910.303(b)(7)(iv) There shall be no damaged parts that may adversely affect safe operation or mechanical strength of the equipment, such as parts that are broken, bent, cut, or deteriorated by corrosion, chemical action, or overheating.</i></p> <p><b>Recommended Action:</b> Repair conduit and/or conduit connections so no internal wiring is visible. Given that the located is outside the building, this connection should be water tight.</p> |                       |                    |
|                                                                                    |   | <b>Interim Protection:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |                    |
|                                                                                    |   | <b>Corrective Action (and date corrected:)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                    |
|                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                       |                    |

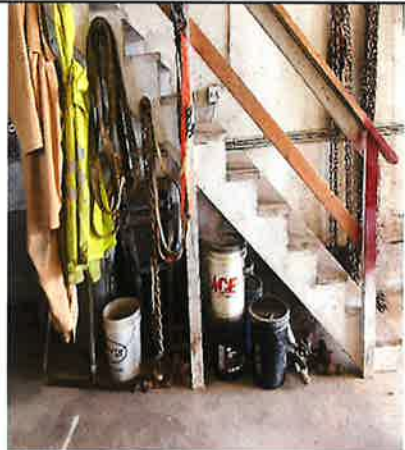
|                                                                                         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                   |
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| Item Number                                                                             | 4 | Serious <u>  X  </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | OSHA Standard  | 1910.303(b)(7)(i) |
| Instances                                                                               | 2 | OTS <u>      </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Correction Due | 9.3.2026          |
| Location of Hazard                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                   |
| Highway department and Fire station                                                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                   |
| Description of Hazard                                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                   |
|        |   | <p>Missing knockouts / open holes in electrical cabinets and junction boxes. Whenever wire is removed from an electrical box the hole which it passed through must be sealed up with a material that is equally as strong as the cabinet wall.</p> <p><b>1910.303(b)(7)(i)</b> <i>Unused openings in boxes, raceways, auxiliary gutters, cabinets, equipment cases, or housings shall be effectively closed to afford protection substantially equivalent to the wall of the equipment.</i></p> |                |                   |
|       |   | <p><b>Recommended Action:</b> Have the identified open holes closed with suitable material by qualified electrician. Install well-fitting knockout plug cover to any unused openings on electrical enclosures.</p>                                                                                                                                                                                                                                                                              |                |                   |
| <p><b>Interim Protection:</b></p> <p><b>Corrective Action (and date corrected:)</b></p> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                   |

|                                                                                         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                   |
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| Item Number                                                                             | 5 | Serious <u>  X  </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | OSHA Standard  | 1910.305(g)(1)(i) |
| Instances                                                                               | 1 | OTS <u>      </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Correction Due | 9.3.2026          |
| Location of Hazard                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                   |
| Library                                                                                 |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                   |
| Description of Hazard                                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                   |
|      |   | <p>These flat cords are not double insulated as is required in a non-home setting. The listing and labeling of these flat cords usually specifies “light home use only”</p> <p><i>1910.305(g)(1)(i) Flexible cords and cables shall be approved for conditions of use and location.</i></p> <p><b>Recommended Action:</b> Remove this flat cord from service. If a temporary cord is needed, ensure it is one with proper insulation and load capacity for the equipment it will service.</p> |                |                   |
| <p><b>Interim Protection:</b></p> <p><b>Corrective Action (and date corrected:)</b></p> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                   |

|                                                                                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |
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| Item Number                                                                         | 6 | Serious <u>X</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | OSHA Standard  | 1910.212(a)(5) |
| Instances                                                                           | 2 | OTS <u>    </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Correction Due | 9.3.2026       |
| <b>Location of Hazard</b>                                                           |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |
| Highway garage and fire station                                                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |
| <b>Description of Hazard</b>                                                        |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |
|   |   | <p>These style heaters are designed to go up in the corner of a large space and when installed as such, the large opening guard on the back is sufficient because the unit as a whole is guarded by height. When working levels are elevated (like building a mezzanine under it or having a fire truck in close proximity) the large guard becomes insufficient and a smaller holed guard is required to prevent incidental contact with the fan blades.</p> <p><i>1910.212(a)(5) Exposure of blades. When the periphery of the blades of a fan is less than seven (7) feet above the floor or working level, the blades shall be guarded. The guard shall have openings no larger than one-half (1/2) inch.</i></p> |                |                |
|                                                                                     |   | <p><b>Recommended Action:</b> The other heater backs on the mezzanine have a smaller holed guard on them. The mezzanine must have been expanded at some point and the additional guard was not installed. Copy the additional guarding that is present on the other heater back. Hardware cloth that has openings no greater than 1/2 inch by 1/2 inch is an ideal material to use.</p>                                                                                                                                                                                                                                                                                                                               |                |                |
|  |   | <p><b>Interim Protection:</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                |
|                                                                                     |   | <p><b>Corrective Action (and date corrected:)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                |

|                                                                                    |   |                                                                                                                                                                                                                                                                                                              |                |               |
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| Item Number                                                                        | 7 | Serious <u>X</u>                                                                                                                                                                                                                                                                                             | OSHA Standard  | 1910.37(a)(3) |
| Instances                                                                          | 2 | OTS <u>    </u>                                                                                                                                                                                                                                                                                              | Correction Due | 9.3.2026      |
| <b>Location of Hazard</b>                                                          |   |                                                                                                                                                                                                                                                                                                              |                |               |
| Highway department and library basement                                            |   |                                                                                                                                                                                                                                                                                                              |                |               |
| <b>Description of Hazard</b>                                                       |   |                                                                                                                                                                                                                                                                                                              |                |               |
|   |   | <p>The highway department only has one side hinged door near the main entrance. This is the only exit from the garage area. OSHA only considers side hinged doors as exits so a path to that door must be maintained. At the library in the basement there is some storage right near the basement exit.</p> |                |               |
|                                                                                    |   | <p><i>1910.37(a)(3) Exit routes must be free and unobstructed. No materials or equipment may be placed, either permanently or temporarily, within the exit route.</i></p>                                                                                                                                    |                |               |
|  |   | <p><b>Recommended Action:</b> At the highway department ensure a 30 inch minimum travel lane is maintained between equipment and bay doors. At the library remove the recycling bin away from the exit door.</p>                                                                                             |                |               |
|                                                                                    |   | <p><b>Interim Protection:</b></p> <p><b>Corrective Action (and date corrected:)</b></p>                                                                                                                                                                                                                      |                |               |

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| Item Number                                                                        | 8 | Serious <u>X</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | OSHA Standard  | 1910.37(a)(4) |
| Instances                                                                          | 1 | OTS <u>    </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Correction Due | 9.3.2026      |
| <b>Location of Hazard</b>                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |               |
| Town offices                                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |               |
| <b>Description of Hazard</b>                                                       |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |               |
|  |   | <p>Emergency lights at the Town Clerks office were not working when tested. Emergency equipment needs to always be in working order. It is difficult to ensure emergency equipment is in working order if it is not regularly tested.</p> <p><i>1910.37(a)(4) Safeguards designed to protect employees during an emergency (e.g., sprinkler systems, alarm systems, fire doors, exit lighting) must be in proper working order at all times.</i></p> <p><b>Recommended Action:</b> Most likely needs a battery replacement. Whatever the ailment, get the light in working order. Testing emergency lighting should be incorporated with the monthly fire extinguisher inspection process.</p> |                |               |
|                                                                                    |   | <p><b>Interim Protection:</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |               |
|                                                                                    |   | <p><b>Corrective Action (and date corrected:)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |               |

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| Item Number                                                                         | 9 | Serious <u>    </u>                                                                                                                                                                                                                                                                                                                                                        | OSHA Standard  | 1910.106(d)(5)(i) |
| Instances                                                                           | 1 | OTS <u>    </u>                                                                                                                                                                                                                                                                                                                                                            | Correction Due | 9.3.2026          |
| <b>Location of Hazard</b>                                                           |   |                                                                                                                                                                                                                                                                                                                                                                            |                |                   |
| Highway department                                                                  |   |                                                                                                                                                                                                                                                                                                                                                                            |                |                   |
| <b>Description of Hazard</b>                                                        |   |                                                                                                                                                                                                                                                                                                                                                                            |                |                   |
|  |   | <p>Flammable liquids are being stored under the only stairway to the mezzanine.</p> <p><i>1910.106(d)(5)(i) Egress.</i> Flammable liquids, including stock for sale, shall not be stored so as to limit use of exits, stairways, or areas normally used for the safe egress of people.</p> <p><b>Recommended Action:</b> Remove flammable liquids stored under stairs.</p> |                |                   |
|                                                                                     |   | <p><b>Interim Protection:</b></p>                                                                                                                                                                                                                                                                                                                                          |                |                   |
|                                                                                     |   | <p><b>Corrective Action (and date corrected:)</b></p>                                                                                                                                                                                                                                                                                                                      |                |                   |

|                                                                                    |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                     |
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| Item Number                                                                        | 10 | Serious <u>  X  </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Standard       | 1910.1200(f)(6)(ii) |
| Instances                                                                          | 2  | OTS <u>      </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Correction Due | 9.3.2026            |
| <b>Location of Hazard</b>                                                          |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                     |
| Secondary containers throughout                                                    |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                     |
| <b>Description of Hazard</b>                                                       |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                     |
|  |    | <p>Secondary containers of chemicals must have legible labels that consist of the Product Identifier (or name of the chemical listed on the chemical SDS) and words, pictures, symbols, or a combination that provide at least the general information about the hazards of the chemicals.</p> <p><b>1910.1200(f)(6) Workplace labeling.</b> <i>Except as provided in paragraphs (f)(7) and (f)(8) of this section, the employer shall ensure that each container of hazardous chemicals in the workplace is labeled, tagged or marked with either:</i><br/> <i>“product identifier and words, pictures, symbols, or combination thereof, which provide at least general information regarding the hazards of the chemicals”.</i></p> <p><b>Recommended Action:</b> Survey the facilities and ensure all secondary containers are labeled according to the Globally Harmonized System of Classification and Labeling of Chemicals (GHS). The <a href="#">Oregon OSHA Guide to the GHS-aligned Hazard Communication Standard</a> publication is a great resource on what OSHA requires for chemical safety and health at workplaces.</p> <p>Typically the easiest way to accomplish this is to review the Safety Data Sheet (SDS) of the product, determine what <a href="#">pictograms</a> are associated with each product then label secondary containers with the “Product Identifier” and pictograms on SDS. You can also write out the basic hazards of the chemicals such as “Irritant” or “flammable”</p> |                |                     |
|                                                                                    |    | <b>Interim Protection:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                     |
|                                                                                    |    | <b>Corrective Action (and date corrected:)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                     |

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| <b>Item Number</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 11 | <b>Serious</b> __ | <b>Standard</b>       | 1910.1200(e)(1)(i) |
| <b>Instance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1  | <b>OTS</b> _X_    | <b>Correction Due</b> | No correction due  |
| <b>Description of Hazard</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |    |                   |                       |                    |
| SDS Binder and Hazard Communication Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |                   |                       |                    |
| <b>Description of Hazard</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |    |                   |                       |                    |
| <p>A list or index of Safety Data Sheets is required to be provided in the SDS binder.</p> <p>Recommended Action: Sort SDSs alphabetically in the binder. Create an index or list of SDSs and store the index either as the first page in the binder or in the pocket on the opposite side of the cover.</p> <p>Periodically audit chemicals used in the facility, provide SDSs, and update the SDS index. Attached to the email accompanying this report is a template SDS index, which also includes columns to list the Signal word and Pictogram potentially listed in the SDS.</p> <p>Only chemicals that are stored in quantities or used in ways beyond what one might anticipate in a household are required to be accounted for in a Hazard Communication program.</p> <p>Also attached to the email accompanying this report is a template Hazard Communication program to be filled out and located within the SDS binder. Part of your Hazard Communication program is training. Employees should first review this online training provided by Oregon OSHA.</p> <p>Hazard Communication refers to OSHA's regulation on hazardous chemical use in the workplace.</p> <p><a href="#">Oregon Occupational Safety and Health : Hazard Communication aligned with GHS online course : Online courses : State of Oregon</a></p> <p>The following information also needs to be reviewed with employees upon hire or as applicable when a new chemical is used among town operations.</p> <p>Methods and observations that may be used to detect the presence or release of a hazardous chemical in the work area.</p> <p>The physical, health, simple asphyxiation, combustible dust, and pyrophoric gas hazards, as well as hazards not otherwise classified, of the chemicals in the work area. This can be done by reviewing the completed list of hazardous chemicals with pictograms marked.</p> <p>The measures employees can take to protect themselves from these hazards, including specific procedures the employer has implemented to protect employees from exposure to hazardous chemicals, such as appropriate work practices, emergency procedures, and personal protective equipment to be used; and,</p> <p>The details of the hazard communication program developed by the employer, including an explanation of the labels received on shipped containers and the workplace labeling system used by their employer; the safety data sheet, including the order of information and how employees can obtain and use the appropriate hazard information.</p> |    |                   |                       |                    |

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| Item Number                                                                                                                                                                                                                                        | 12 | Serious <u>X</u> | Standard       | 1910.151(c)       |
| Instance                                                                                                                                                                                                                                           | 1  | OTS <u>   </u>   | Correction Due | Corrected on-site |
| <b>Description of Hazard</b>                                                                                                                                                                                                                       |    |                  |                |                   |
| Eyewash in Town Garage                                                                                                                                                                                                                             |    |                  |                |                   |
| <b>Description of Hazard</b>                                                                                                                                                                                                                       |    |                  |                |                   |
| While on-site, the eyewash in the town garage was obstructed from use by a garbage can.                                                                                                                                                            |    |                  |                |                   |
| Commendably, the eyewash is on a maintenance schedule. Please be sure that the eyewash preservative solution is being added to this standalone eyewash station at quantities and frequencies recommended by the preservative product manufacturer. |    |                  |                |                   |
| <b>Recommended Action:</b> Continue to keep eyewash unobstructed and maintain according to manufacturer's recommendations.                                                                                                                         |    |                  |                |                   |
| Interim Protection:                                                                                                                                                                                                                                |    |                  |                |                   |
| Corrective Action (and date corrected): Trash can removed from obstructing eyewash, on-site verification. July 28, 2026                                                                                                                            |    |                  |                |                   |

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| Item Number                                                                         | 13 | Serious <u>   </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Standard       | 1904.7(a) |
| Instance                                                                            | 1  | OTS <u>X</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Correction Due | NA        |
| <b>Location of Hazard</b>                                                           |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |           |
| Administrative OSHA 300 Logs                                                        |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |           |
| <b>Description of Hazard</b>                                                        |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |           |
|  |    | <p>Maintaining OSHA injury and illness logs.</p> <p>The link below will bring you to the main recordkeeping webpage. <a href="https://www.osha.gov/recordkeeping/">https://www.osha.gov/recordkeeping/</a> The link will explain: the recordkeeping requirements, define what constitutes a recordable injury or illness, provide links to the forms 300, 300A and 301, the full 29 CFR 1904 Regulation, and reporting and posting.</p> <p>This <a href="#">OSHA Recordkeeping document</a> also summarizes such information well.</p> <p><b>Recommended Action:</b> Please continue managing OSHA 300 Logs. Review this information to ensure that only recordable injuries are documented on the OSHA logs.</p> <p>Interim Protection:</p> <p>Corrective Action (&amp; Date Corrected):</p> |                |           |

**IV: Recommendations** (You do not need to respond to recommendations, but we highly encourage you to implement them.)

**Recommendation: One****Location or Topic:** Heat Illness Prevention

**Description:** Also attached to the email distributing this document is a template heat illness prevention program document. When heat indices exceed 80 degrees, employers are encouraged to provide cool drinking water, shade and depending on the temperature and humidity, a work/rest schedule.

Importantly, workers should be educated (or trained) in the recognition of heat-illness-related symptoms, risk factors for heat illness, and actions that need to be taken to address such symptoms, among other topics which are listed in heat illness prevention plan templates.

The Town of Westford should also complement these trainings with the actions of monitoring weather, providing cool drinking water and encouraging workers to take breaks, drink water and if needed, cease work when conditions require.

**Recommendation: Two****Location or Topic:** Respiratory Protection Program

**Description:** Multiple actions are needed for an employer to have a compliant respiratory protection program, especially in fire departments. This includes medical evaluations, fit testing and training for any individuals that are required to wear respirators during employment. These items are also documented in a Respiratory Protection Program which is reviewed and updated annually as needed.

**Medical Evaluation:** Attached to the email accompanying this report is a medical evaluation form which should be filled out by individuals who are required to use respirators. The evaluation can then be sent by the employee to a physician or other licensed healthcare provider; the healthcare provider can then evaluate this form to determine whether the employee is able to wear the respirator without health complications.

Any medical information regarding employees should not be stored among town records, only "medical release" documentation should be stored for documentation regarding employee medical evaluation for respirator use. Along with the employee's primary care provider, below is a list of healthcare providers that can assist with the respirator medical evaluation process.

Champlain Medical Urgent Care - [Champlain Medical Urgent Care - South Burlington, VT](#)

University of Vermont Health Network - [Find a Provider | University of Vermont Health](#)

Concentra Urgent Care - [Our Burlington Urgent Care Center in VT - Concentra](#)

Fit Testing: Healthcare providers listed above may be able to assist with fit testing as well as the medical evaluation. The Vermont Fire Academy also provides fit testing services to Vermont Fire Departments for full-face masks and some half-mask respirators. Please contact Vermont Fire Academy Site Coordinator Blake Harrison for further information on this possible fit testing option [blake.harrison@vermont.gov](mailto:blake.harrison@vermont.gov).

Training: As a result of respirator training, fire department staff must be able to demonstrate the following. Please be sure that these items are reviewed among Fire Department training events.

Why the respirator is necessary and how improper fit, usage, or maintenance can compromise the protective effect of the respirator;

What are the limitations and capabilities of the respirator are;

How to use the respirator effectively in emergency situations, including situations in which the respirator malfunctions;

How to inspect, put on and remove, use, and check the seals of the respirator;

What the procedures are for maintenance and storage of the respirator;

How to recognize medical signs and symptoms that may limit or prevent the effective use of respirators; and

The general requirements of the OSHA respiratory protection regulation.

**Recommendation: Three****Location or Topic:** Voluntary use of N95 Dust Masks**Description:** Voluntary Use of N95 Dust Masks/Filtering facepieces

If employees wear respirators on a voluntary basis, then such respirator users must review information contained in Appendix D of the respiratory protection standard. This document is attached to the email accompanying this report.

**V. OSHA 300 log Discussion**

Federal OSHA guidelines require us to review employers' OSHA 300 and 300A data, quantify such data into Days, Away, Restricted or Transferred (DART) and Total Recordable Case (TRC) rates then compare such rates to industry-wide rates published by the Bureau of Labor Statistics (BLS).

See item #13 for additional details. It seems as though logs are being maintained; however, due to changes in personnel, all logs requested were not able to be located at the time of the visit. Review criteria in Item #13 and continue to maintain this process.

## VI. Safety & Health Assessment

The Safety and Health Program Assessment Worksheet or “Form 33” was developed by OSHA as a tool for compliance officers and consultants to assess an employer’s safety and health management system. It can be used to provide information to an employer on the safety and health management system at one establishment and how it compares to other establishments in the same industry. The worksheet (Form 33) is based on the 1989 Safety and Health Management Guidelines and consists of those elements or attributes used to evaluate a company’s safety and health management system.

The Form 33 was partially completed as a requirement of the visit and those questions and responses are pasted below. A blank worksheet is also attached to this report. We encourage you to read through the questions on the worksheet and think about how your company would answer them. This is a useful tool to evaluate safety and health systems and determine where safety and health efforts should be focused.

### Hazard Anticipation and Detection

*1. A comprehensive, baseline hazard survey has been conducted within the past five (5) years.*

"Comments: Hazard survey has been conducted in the past with VT League of Cities and Towns. Having Project WorkSAFE (PWS) out is a great start and we recommend you have us back out every 18 months or when you have a specific task, new equipment, or project that you need reviewed (e.g., the mezzanine).

*2. Effective safety and health self-inspections are performed regularly.*

Comments: It is evident by our discussions with town staff that safety & health is a priority and is taken seriously. Workplace safety and health is being actively managed among town operations and facilities. Keep up the great work!

*3. Effective surveillance of established hazard controls is conducted.*

Comments: Going forward it's recommended to take the hazard list we generate and routinely surveil for workplace hazards. This could include obstructed fire extinguishers, hazardous chemical storage, or any hazardous operations on roads.

*7. Material Safety Data Sheets are used to reveal potential hazards associated with chemical products in the workplace.*

Comments: Safety Data Sheets maintained at Town Garage. Make sure a list of hazardous chemicals is created for the SDS binder.

*8. Effective job hazard analysis is performed.*

Comments: Job hazard analyses not documented although hazards are considered and discussed among town operations.

### **Hazard Prevention and Control**

*11. Feasible engineering controls are in place.*

Comments: Engineering controls generally in place. This could include machine guards.

*13. Applicable OSHA-mandated programs are effectively in place.*

Comments: Be sure to document a Hazard Communication program. Any lockout/tagout activities where multiple sources of energy are isolated also require Lockout/Tagout procedures documented. Other required documentation include PPE Assessments and Voluntary Use of N95 respirator forms. The fire department also needs to begin documenting and following a respiratory protection program as volunteer firefighters are not purely volunteers.

*14. Personal protective equipment is effectively used.*

Comments: PPE effectively used among town public works staff.

*15. Housekeeping is properly maintained.*

Comments: Housekeeping generally very well maintained in all Town of Westford work environments.

### **Planning and Evaluation**

*20. Workplace injury/illness data are effectively analyzed.*

Comments: Town of Westford maintains 300 logs.

### **Administration and Supervision**

*26. Safety and health program tasks are each specifically assigned to a person or position for performance or coordination.*

Comments: Town clerk and roads manager primarily engaged in managing safety programs.

### **Safety and Health Training**

*34. Employees receive appropriate safety and health training.*

Comments: Review of safety and health information provided to staff.



State of Vermont  
Department of Labor  
5 Green Mountain Drive  
P.O. Box 488  
Montpelier, VT 05601-0488  
[www.labor.vermont.gov](http://www.labor.vermont.gov)

[phone] 802-828-4000  
[fax] 802-828-4022

## VII. Hazard Summary Sheet

This summary of serious hazards must be posted in a prominent place for three (3) days OR until the hazard is fixed, whichever is longer.

As a result of the Project Work SAFE visit conducted at your town facilities on August 28, 2026 your employer is required to correct the following serious hazards.

| ITEM | LOCATION                                    | HAZARD                                                              | DUE DATE          |
|------|---------------------------------------------|---------------------------------------------------------------------|-------------------|
| 1    | Fire station kitchen area, Library basement | Obstructed electrical panels                                        | September 3, 2026 |
| 2    | Town office basement                        | Missing dead face screws in electrical panel                        | September 3, 2026 |
| 3    | Town office exterior                        | Pulled wire connection resulting in exposed wiring                  | September 3, 2026 |
| 4    | Highway department and fire station         | Missing knockout plugs on electrical equipment                      | September 3, 2026 |
| 5    | Library                                     | Flat cord use                                                       | September 3, 2026 |
| 6    | Highway Department and fire station         | Additional guarding needed on the back of the heater fans           | September 3, 2026 |
| 7    | Highway department and library              | Obstructed exits and exit ways                                      | September 3, 2026 |
| 8    | Town offices                                | Emergency lighting not operable                                     | September 3, 2026 |
| 9    | Highway department                          | Flammables stored under stairs                                      | September 3, 2026 |
| 10   | Highway department                          | Secondary container labeling                                        | September 3, 2026 |
| 11   | Highway department                          | SDS binder missing index                                            | N/A               |
| 12   | Highway department                          | Obstructed eyewash station                                          | N/A               |
| 13   | Administrative                              | Continue to maintain OSHA injury and illness log forms 300 and 300A | N/A               |



## Westford, Vermont Response to VOSHA Visit Findings

Item 1: Blocked Electrical Panel

Location: Library

Corrective Action: Items were removed from in front of panel

Action Confirmation Date: September 1<sup>st</sup>





Item 2: Missing Screws in Electrical Panel

Location: Town Office

Corrective Action: Electrician replaced screws

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 3: Exposed Wiring

Location: Town Office

Corrective Action: Electrician repaired the damaged conduit and replaced the seal to make item water tight.

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 4: Unused Openings in Electrical Boxes

Location: Town Garage

Corrective Action: Electrician placed knockouts in open holes

Corrective Action Date: August 24<sup>th</sup>, 2026



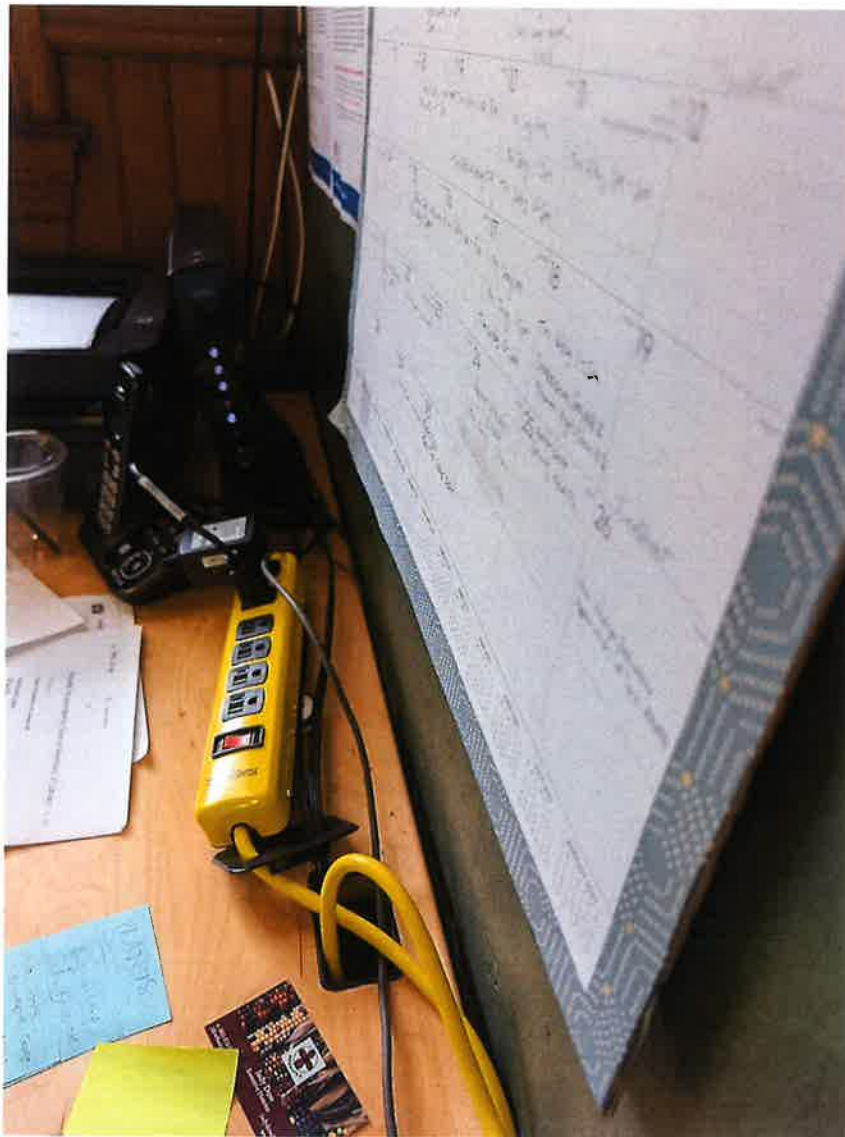


Item 5: Electrical cords that are not double insulated being used

Location: Town Library

Corrective Action: Replaced cord with a double insulated cord

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 6: Missing Guards on Heating Units

Location: Town Garage

Corrective Action: Guard placed over heater on mezzanine

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 7: Space cleared to primary exits

Location: Town Garage and Library

Corrective Action: Items near garage doors were removed and trucks have been parked further in to keep a clear pathway

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 8: Emergency Exit Light Test Mode not working properly

Location: Town Office

Corrective Action: Replaced Exit Sign and had electrician install

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 9: Flammable liquids stored under stairway

Location: Town Garage

Corrective Action: Removed liquids and placed them in a more secure space inside the Town Garage

Corrective Action Date: August 24<sup>th</sup>, 2026





Item 10: Unmarked fluid containers

Location: Town Garage

Corrective Action: Confirmed contents of each container and clearly marked them to show contents.

Corrective Action Date: August 24<sup>th</sup>, 2026



## Tommy O'Connor

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**From:** Tommy O'Connor  
**Sent:** Friday, September 4, 2026 9:41 AM  
**To:** selectboard1  
**Subject:** FW: Timeline on Bond Re-Vote

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**From:** Tommy O'Connor  
**Sent:** Friday, August 28, 2026 10:29 AM  
**To:** 'David W. Rugh' <[drugh@firmspf.com](mailto:drugh@firmspf.com)>  
**Subject:** RE: Timeline on Bond Re-Vote

Thank you

The dates are September 10 and 24.

Appreciate this.

---

**From:** David W. Rugh <[drugh@firmspf.com](mailto:drugh@firmspf.com)>  
**Sent:** Friday, August 28, 2026 10:27 AM  
**To:** Tommy O'Connor <[toconnor@westfordvt.us](mailto:toconnor@westfordvt.us)>  
**Subject:** RE: Timeline on Bond Re-Vote

Hi Tommy,

There's really only four dates, one of which is an upcoming Selectboard meeting, as follows:

- September \_\_, 2026 – Selectboard approval of Necessity Resolution, Warning, Form of Ballot and Declaration of Intent.
- September 30-October 2, 2026 – Deadline for Selectboard to post approved Warning for Special Town Meeting for November 3<sup>rd</sup> (between 30-40 days before the meeting) in 3 places (one being Town Clerk's Office). This Warning needs to be published too, no later than 5 days before the meeting.
- November 2, 2026 – Informational meeting on bond vote (required for an Australian ballot vote). SB can change this date to weekend before if desired.
- November 3, 2026 – Special Town Meeting.

I'm not sure what dates the SB is meeting in September, but I'll have the necessary documents ready the Monday before if you let me know when it wants to consider them.

Thanks,  
Dave

p.s. I'm generally out today and Monday traveling, but I'll follow-up next week, if not sooner.

David W. Rugh, Esq.  
SP&F Attorneys, P.C.  
171 Battery Street  
P.O. Box 1507  
Burlington, VT 05402-1507  
Phone: 802-660-2555  
[drugh@firmspf.com](mailto:drugh@firmspf.com)

---

**From:** Tommy O'Connor <[toconnor@westfordvt.us](mailto:toconnor@westfordvt.us)>  
**Sent:** Friday, August 28, 2026 9:45 AM  
**To:** David W. Rugh <[drugh@firmspf.com](mailto:drugh@firmspf.com)>  
**Subject:** Timeline on Bond Re-Vote

Good morning David,

The selectboard asked if a timeline could be shared in regards to the bond re-vote. They understand that you are taking the lead in the creation of language and proper warning articles etc...

They are just wanting to know when those items and other specifics are happening so they can be up to date when being asked by the public. Is there any way to get a rough timeline that I can share with them? I am creating one for other town related activities and will just add those dates to it.

Thanks again.

Tommy O'Connor  
Town Administrator  
1713 VT Route 128  
Westford, VT 05494



*This email message, along with any response or reply, is considered a public record, and thus, subject to disclosure under the Vermont Public Records Law (1 V.S.A. §§ 315-320).*

## Tommy O'Connor

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**From:** Nick Nichols  
**Sent:** Thursday, September 3, 2026 11:32 AM  
**To:** Tommy O'Connor; selectboard  
**Subject:** Dog Warden

Hi Tommy - Not sure if you have done this already, but a friend of mine (and former Westford dog warden), suggested we ask Fairfax who they use as dog warden - I believe they are the DW for several towns and may be willing to cover Westford also. Because they cover multiple towns, they may have additional resources for kenneling, etc.

Thx,  
Nick

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## Tommy O'Connor

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**From:** Town Clerk  
**Sent:** Tuesday, August 25, 2026 12:41 PM  
**To:** selectboard; TownAdmin  
**Subject:** Goats on Brookside

Selectboard,  
I received a complaint today about the goats on Brookside.

Martha Heath reported to me today that the goats have been out 3 times in the last week. Specifically, last night they were out in the evening around 6pm and while it was not entirely dark at that time, the low light of evening made it difficult to see them as they crossed the road. An oncoming vehicle flashed their lights to warn of them and this made Martha aware of them. There is concern that as the days grow shorter these evening road crossings could be increasingly dangerous for both drivers and goats alike. Photo evidence is hard to gather in these instances as those making observations and complaints about the goats are usually driving a vehicle.

### **Callie Hamdy**

*Town Clerk – Westford, VT*  
802-878-4587  
<https://westfordvt.us/>

## Tommy O'Connor

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**From:** dickstr lavallee <dickstr@yahoo.com>  
**Sent:** Thursday, August 27, 2026 6:46 PM  
**To:** selectboard  
**Subject:** Closing town trail during hunting

Obviously Pat you have a pre determined steadfast opinion to close the trails during hunting. We heard from Kirsten who read off a statement basically saying it is illegal to close a public trail. Pat, you further mentioned how last year there was very little dissent from the public on closing the trails. Like Ben said, he was blind sighted as I was when this came up during the select board meeting. I spoke up on how the land owners knew there was a public trail thru their property when they bought it. Like your last select board meeting you dug in your heels to appeal to the few.

Pat, you talked how the land owners applauded the boards decision from last year and how well the closings went. Now, this year you are hearing from the other side of the aisle. The public is asking the board to leave the trails open. Yet you turn a deaf ear to their concerns

You have created a precedent. Down the road we will continue to see our trail rights deminished. It began with trail maintenance a few years back where the Andersons bitched how a fallen tree had blocked the trail. The Conservation commision/ trail maintenance group blocked the tree up to move it out of the trail. The Andersons said they wanted the log to be milled. I guess they should be monitoring their trail to avoid this from happening

Thank you Julia for voting "NO" on the resolution. I was surprised Casey, you voted in favor. As Marilyn said your cousins have hunted up for there for years. I believe you have hunted off these roads as well. I dont understand your vote of yes?

Mrs. Tardie made a good point. What's next, closing a road because to many hunters are parked on the side of the road. The town wants to be a good neighbor so they close the road. Don't say it will never happen because a southern town in VT closed down a couple of roads during fall foliage because they had to much traffic. What the board did on their vote is only the tip of the iceberg

Dick Lavallee

[Yahoo Mail: Search, Organize, Conquer](#)

## Tommy O'Connor

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**From:** Tommy O'Connor  
**Sent:** Monday, August 24, 2026 9:16 AM  
**To:** TownAdmin  
**Cc:** Abby O'Neil; selectboard1  
**Subject:** Budget Season Update

Good morning!

This is a lengthy email, please take your time to review it and if you have any questions, please feel free to contact the Town Administrator for further assistance.

It is almost time to start thinking about the FY 28 Budget Workshops here in Westford. The budget preparation is for July 1<sup>st</sup>, 2027, through June 30<sup>th</sup>, 2028. This is a very involved process, and we are working to improve the systems in place. With that in mind you are receiving this email because you have presented or requested budget funds in the past years. We are planning the budget workshops for late October, November, and December which means that all requests to the Selectboard need to be in by end of November for consideration.

There will be 3 dates in which the selectboard will have groups in that wish to discuss their respective budget requests. Please indicate which date you wish to present.

October 8<sup>th</sup>  
October 22<sup>nd</sup>  
November 12<sup>th</sup>

If these dates do not work for any reason, please contact the Town Administrator at [townadmin@westfordvt.us](mailto:townadmin@westfordvt.us) for further assistance. If you do not wish to present or speak to your budget, please also notify the Town Administrator and any submission will simply be shared with the Selectboard.

### **\*\*\*IMPORTANT REQUEST\*\*\***

Please send any information about your request prior to the meeting in which you are scheduled to present. We publish a public packet the Monday before the meeting and want to give our Selectboard ample time to review prior to presentation. Your budget request information must include:

- 1) FY 28 request amount
  - a. Please break out expenses and income as best you can (please include outside sources so that the board has a clear picture)
- 2) Previous years budget status to the best of your ability – how much income vs. expenses
- 3) Please bring any items that support the FY 28 projections i.e. cost increases, new or additional tasks, etc...
- 4) Please provide a brief synopsis of tasks, events, or projects completed in FY 26 and the status of tasks, events, or projects in FY 27

If there are any questions as to dates, what is being asked for, or general inquiries into the process please contact the Town Administrator for assistance.

Thank you all!

## Tommy O'Connor

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**From:** Tommy O'Connor  
**Sent:** Monday, August 24, 2026 9:28 AM  
**To:** TownAdmin  
**Cc:** Abby O'Neil; selectboard1  
**Subject:** Capital Budget Update  
**Attachments:** Capital Budget Narrative FY28-FY32 DRAFT.xlsx

Good morning,

You may recently have received an email regarding preparation for the FY28 budget request cycle. We are also reviewing and editing the Capital Reserve Program here at the town. The current FY28 to FY32 plan is attached to this email.

During the initial review we just conducted, we realized that we can create a Capital Improvement Committee that works alongside our Planning Commission to prepare the Capital Budget for each year.

With all of that in mind the Selectboard and Town Administrator are asking that each entity review the current Capital Reserve Budget and provide any edits, additions, deletions, etc... as it pertains to their budget. We will make time to review this document during the Budget Workshops and be ready to present this at our Town Meeting Day.

If you need the status of your fund (how much you have currently) please contact the Town Administrator

The Capital Improvement Committee will consist of:

Town Administrator – Tommy O'Connor  
Town Treasurer – Abby O'Neil  
Selectboard Member – Deb Jorschick  
Road Foreman- Sean Cushing  
Town Planner – VACANT

The committee does not have final approval; they are simply the committee that assists each entity in making sure that they have the reserve plan to their liking to then be presented to the Planning Commission and Selectboard.

If you have any questions about the budget attached or the process, please contact the Town Administrator – townadmin@westfordvt.us

Tommy O'Connor  
Town Administrator  
1713 VT Route 128  
Westford, VT 05494