



**SELECTBOARD MEETING  
TOWN OFFICE & ZOOM  
October 8th, 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: September 24th SB Meeting** (Review and Approve)
4. **(6:40) – CCRPC UPDATE (Ben Bornstein)**
5. **HIGHWAY DEPARTMENT**
  - a. (6:50) – Review Road Schedule
  - b. (6:55) – Access Permit Request
  - c. (7:00) – Discussion on Road Foreman Truck
    - i. Road Foreman requests ability to take Town truck home during winter months
6. **TREASURER**
  - a. (7:10) – Review FY '26 General Fund and Highway Budget Status Report
  - b. (7:20) – Review and approve accounts payable and payroll warrants
7. **DISCUSSION**
  - a. (7:25) – Errors and Omissions Report
  - b. (7:30) – Budget Presentations
    - i. Essex Rescue
    - ii. Westford Conservation Commission
    - iii. Winterfest
    - iv. Westford Farmer's Market
  - c. (8:00) – Set December Budget Workshop Dates for SB
    - i. Request for one during SB meeting (Dec 10)
  - d. (8:15) – Discussion on providing financial support for abandoned dog (Sept 12, 2024)
8. **(8:30) – CORRESPONDENCE**
9. **COMMUNICATION**
10. **ANTICIPATED EXECUTIVE SESSION –**
11. **ADJOURN**

***The next regular Selectboard Meeting will be held on October 22, 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**  
**September 24, 2026**  
**Draft Minutes**

Present: Pat Haller  
Julia Andrews  
Casey Mathieu  
Nick Nichols  
Deb Jorschick

Callie Hamdy  
Tommy O'Conner  
Abby O'Neil

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**

Added Access Permit requests.

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

There was no public comment.

**MINUTES**

C. Mathieu motioned on the August 13<sup>th</sup> that P. Haller did not make two votes and that he had voted to improve the trails. J. Andrews seconded. Motion passed 5-0.

J. Andrews motioned to table the minutes from September 10, 2026 minutes as amended. C. Mathieu seconded. Motion passed 5-0.

**CCRPC UPDATE**

Ben Bornstein, CCRPC Representative, was present. They had the monthly meeting last week. It mostly revolved around the transportation improvement program. He'll be looking at prior and current year's approval programs approve and see of what would be of use to Westford. Additionally, there is a training he had forwarded to the SB members and additional background with respect to the SB training and inclusion forum that is available.

**ROAD SCHEDULE**

Sean Cushing, Road Foreman, was not present. P. Haller went over the road schedule from September 11, 2026, to September 24, 2026.

**FY'27 HIGHWAY BUDGET STATUS REPORT**

A. O'Neil, Treasurer, went over the FY'27 Highway Budget Status Report.

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

A. O'Neil, Treasurer, 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.

**FIRE TRUCK BOND VOTE LANGUAGE & VOTING**

The board needed to approve and sign the necessity resolution which had been sent over by the town lawyer. N. Nichols motioned to approve the necessity resolution. C. Mathieu seconded. Motion passed 3-0.

The lawyer had provided the Special Town Meeting Warning for the fire truck bond re-vote. T. O'Conner went over some minor changes that had been made to the document since it was put in the backed clarifying that the meeting location is at the Westford School instead of the town office and that it is a special town meeting not an annual town meeting. The warning needed approval and signature of the board. J. Andrews moved to adopt the warning as amended. N. Nichols seconded. Motion passed 5-0.

The Declaration of Intent had been sent by the lawyer and needed approval of the board. J. Andrews moved to approve the declaration of official intent. N. Nichols seconded. Motion passed 5-0.

### **FIRE DEPARTMENT OVERVIEW**

Steve Willard and other members of the Westford Fire Department (WFD) were present. What they are looking at is that membership in the department is down and has been for a while. This is a nationwide trend. They try various things to get new members. The WFD currently has 10 members. Most of their members work out of town so they have limited daytime ability to respond, which is why they also bring in other towns to assist with calls. Some of their equipment needs replacement, some of which are approaching 30 years old. Two years ago, they started paying the volunteers. They do not think it gets anybody interested but it does compensation the members for time away from family and other commitments. They appreciate the taxpayers in town for their overwhelming support over the years.

P. Haller asked what the WFD thinks the Selectboard needs to do regarding their problems. Do they need to look outside of Westford? Everybody loves and appreciates the Fire Department, but they are all aging. When they formed in 1982, fire protection from neighboring towns cost around \$20,000 which for that time period was a lot of money. They do not know if surrounding towns would be willing to take on more and how that would affect response times. It may impact people's insurance ratings as you get a lower rate if there is a fire department in town.

One of the things J. Andrews has been thinking about is that in her mind there is a third option which is a hybrid situation. She thinks the WFD has served the town for a long time admirably. Is there a way to have a Westford and other towns arrangement that gives us more human power without taking away that local feeling. S. Willard feels we have that now through Fairfax, Essex, Jericho, Underhill's mutual aid. But there have been hints that those other towns would like to be compensated for that work. C. Mathieu asked if there is a way they can put a wish list together of what equipment needs upgrading to the SB gets a monetary idea of what they're looking at. S. Willard noted it would be about \$5,000 per person. P. Haller thinks later this fall they will be bringing in an outside consultant to help with the capital budget with a presentation on that during town meeting. C. Mathieu asked how far down the road do we want to kick the can? Do we want to ask another town about their costs to move forward? We need a net cost to get us up to speed. S. Willard thought the capital budget as it is will not be

way off, but the trucks rule the whole budget. As the years progress, they could get even more expensive than they already are.

N. Nichols asked what number of staff would make it unmanageable. They do not know there's a magic number, they are probably approaching that now with ten members, some of which are aging out. They do have some younger people who have joined. At some point it is not feasible. It is common to have a call and only 1 or 2 people show up because people are working, they don't often get a big team out the door. N. Nichols thinks another option they might want to prepare for is that we are going to be forced to seek services from another town which we already do through the mutual aid. Another option would be fully paid fire department. Do any towns of Westford's size have a paid fire department? 1 or 2 paid people, but they do not have the full statistics. The current Essex Fire Department budget is about \$850,000 for example.

Max Tyler was present. He feels like this discussion is a microcosm of many issues the town is facing, not the least of which is making Westford an attractive place for younger people to settle. That might help relieve this staffing issue. Carol Winfield was present. Interesting to her, Seven Days had a recent article about a Vermont fire department that looked to reduce a residency requirement. Westford Fire Department does not have a residency requirement.

#### **DISCUSSION & POSSIBLE ACTION ON A SIGNED PETITION REQUESTING RECONSIDERATION AND NEW VOTE ON SEASONAL TRAIL CLOSURE**

A petition has been received from the town from members of the public. P. Haller read the petition language aloud. Over 125 signatures had signed. P. Haller recognized Dick Lavallee for bringing the petition forward.

J. Andrews moved to change the original ruling and not close any trail for any period of time. D. Jorschick seconded. D. Jorschick had talked with Dick Lavallee regarding the petition and then she went back and researched the meeting and issue as she had not been present. She was hoping if this was not overturned in the decision that possibly we might come to a consensus of a happy medium instead of an all or nothing. She is interested to hear what the people that signed the petition have to say. N. Nichols echoed what D. Jorschick recommended. He thinks when there is an issue where there's valid points on both sides, he will look for compromise. Vicky Ross had written in with that suggestion to the board.

Barb Peck was present. Her opinion is that there should not be a compromise when we are trying to reserve public rights that are being reduced. Being nice to neighbors is not a reason in her opinion to make a compromise on public rights. The landowner can post their land on both sides of the trail to keep hunters off. The Selectboard under statute is really all about preserving public access so she does not think this is a safety issue. It is nice to be a good neighbor, but she thinks in this case in her opinion preserve the public right.

Kirsten Tyler was present. She wanted to make the board aware that the agenda of the trail discussion was scheduled for 8pm and it started early. She wondered if there's a bunch of people who are planning to attend this discussion and are not attending yet. J. Andrews thought she raised a good point because this is a hot button issue. P. Haller noted the board

can table it for a later time during this meeting. This subject was paused at 6:45p.m. and the board went down the rest of the agenda.

This subject resumed at 8:10p.m.

Kati Anderson, one of the landowners, was present. She does not want to relitigate the past. Her and her husband have spent hundreds of hours trying to maintain Schultz trail and trying to understand the issue at hand. She thanked the Selectboard and the town staff for their work. She understands the board is in a difficult position and that many residents have signed the petition. She hopes they can discuss the issues based on facts and without questioning motive. Her family did not initiate this year's request, and they are not the only ones who appreciate the closure, but they are often named by others when asked to sign the petitions. She reiterated that they knew about the trail before purchasing the home in 2020 and they are not trying to shut down Schultz Trail. They thought they could collaborate cooperatively with neighbors and the town with any challenges. They had conflict with the Westford Conservation Commission when work was done in the ROW without notice and when the WCC trespassed on their land to retrieve the bridge that had floated downriver. They are only asking for a temporary closure for hunting season, and the existing timeframe was already a compromise as initially landowners had wanted the trails closed in September. All the land along the trails is already posted. Her and her husband have maintained Schultz Trail for the past three years and it is expensive. Other towns close trails in their towns for hunting season, with VLCT noting it is common. They had also indicated that if the trails were heavily trafficked a closure might not be in the best interest, but that was not the case with Schultz trail, which was sparsely used. Kati has seen hunting accident gunshots firsthand and that will stay with her for the rest of her life, she takes safety very seriously. She recognized that not all the families that have signed her landowner's letter have the same experience as her family. She feels the town should consider each legal trail individually because of this instead of making a closure decision that goes across all trails. If the town cannot find a way to demonstrate a way to protect the private landowners, they might have to find their own lawful ways to reduce recreational land use. Any accidental gunshot is too many and Westford has recreational land that is part of the firearm exclusion zone that people can walk on.

Carol Winfield was present. She thanked Kati for her letter, she hears her and cannot disagree with her sentiments, she is sorry to hear she has had incidents like that and feels it is inexcusable. She does not feel all the residents should be held responsible if there has been infringement. She knows other trails are still open, but if safety during hunting season were the only concern in granting this request why is Maple Shade, which is open to hunting, not closed? It is inconsistent to be concerned about safety on some trails and not others. Hunting has been going on for a long time in Vermont, and many people choose to go in the woods during that time and that is their choice, just as not going in the woods is a choice. By eliminating the legal trails during that time, the board is eliminating people's choice. She does not feel this is a good precedent, especially for two and a half months. She thinks by closing the trails the board is making a choice for people and that makes her uncomfortable. As for the use of the trails, it is admittedly low anyways so why impose more restriction in low trafficked trails? If they are being closed for safety, than the incident of trespassing is not what's driving trail closures. This does not add up comfortably to her with all due respect to the landowners and their land.

Heidi Tardie was present. She asked the Selectboard: do you now or have you ever had in the past had permission to go on to posted land adjacent land for any reason whether you have ever exercised that right? If the board has received permission by the landowners, they have a conflict of interest and they should recuse their vote. If they do not answer she is contacting VLCT about the COI. P. Haller noted they do have a COI policy, so it is up to them to decide if they have one and recuse themselves. Nobody recused themselves. P. Haller noted that if a resident feels that they have not followed the COI policy there is a complaint form they can file with the Ethics Liaison.

Ken Tardie was present. Has any of the SB walked the Schultz Trail? None answered. Ken noted that he and Heidi rode their horses on that trail, and they think there had been some illegal posting along the ROW. The landowners say people are trespassing, but they have posted signs in the town ROW. The excuses he is hearing are the same, but a little bit different than the previous owners. One owner says there's very little use, but they also say people are there yelling at them so either there are very few people on it or there is a lot you cannot have it both ways. The best month to ride horses is the fall months and now they are saying they don't want them there.

Vicky Ross was present. She appreciated Kati's comments and thoughtful presentation, and it pains her every time she is pitted against the town and her neighbors. She has three quick points about this topic. Her view is that the SB's right role is to protect the many and not to facilitate the privilege of the few. Secondly, on the safety point she appreciates people's concerns, but she does not think that just because the town says they are closed, that people will follow them. The responsibility of safety lies with the hunter knowing what they are shooting at and what might be beyond it. These trails have supported hikers and hunters for many decades. Lastly, she thinks 10 weeks is excessive, especially when it encompasses October which is a favorite hiking month of many people in Vermont. She suggested a shortening of the special privileged being asked. She does not want the closures to be on all legal trails and feels it should be a trail-by-trail basis.

Barb Peck was present. There are a lot of landowners in VT that have a lot of property. People can come into your property from your back boundary if you have hundreds of acres and you will not know they are there. To ask the town to close the trail so hunters cannot come through that trail and access your boundary is like a back door. If they are posted legally than hunters on the trail cannot access their land. The question then is who is going to police that? She doesn't think the town should be policing anybody's property for hunting. The SB's priority under statute is to preserve public access. To compromise in her opinion for people who are trying to inhibit that is not something that the SB should be concerning themselves with.

Ben Bornstein was present. He has read Kati's letter and was moved by it. He has tried to support the Andersons because he feels Schultz Trail is different. When it comes to Goodrich Trail, he feels different. Therefore, conflating the four trails is inaccurate and leads to challenges. There is broad authority for municipalities to regulate use and closures and maintenance of trails. One of the limited restrictions on that broad authority is where there is an individual with a court decision like himself granting access. There are twenty-four individuals that share enjoyment of his property that is landlocked and accessed legally from

the Goodrich Trail. He has people coming and going, youth group orienteering, nature trails, extended access to other families for a variety of things, etc. The 2001 decision for his land specifically says this is for the heirs, successors, and assigned. Assigned means those they want to share it with. Any of the 120 odd people who signed on the petition are his assigned if they want to come hike on his property. He welcomes them and embraces them because he has worked hard to keep his land as forest land. Just because it is in conservation does not mean he has to cede his rights. He has confidence in the Andersons as hunters but despite his wife's desire he not be armed, he always goes into the woods armed for safety. He has confronted hunters that have gone on the posted land there prior at his own potential risk. There is an objective safety concern because the SB determined it was objective which leaves his family and friends to a magnified risk. He appreciates P. Haller reaching out to him and acknowledging he is an exception, unfortunately it does not speak to the issue of trying to keep it open and trying to work together.

Kirsten Tyler was preset speaking as a member of the public. She recollects a number of requests, accommodations, and pressures for all the restrictions of the Schultz Trail that have happened in the past. The current request is not the first single request. It has been an ongoing fight for years. She does not think this is going to be the last request. It seems that public restriction of these trails has been consistent. In 2021 the trail markers and the poetry walk were all objected to. In 2022 there was talk on possible litigation regarding the Schultz Trail with the request for restrictions more expansive than the SB found acceptable. In the same meeting there was opposition for anything that encouraged or publicized use of Schultz Trail. One of the members of the Westford Conservation Commission (WCC) was asked not to ever go on the Schultz Trail again, this was granted. The kiosk the WCC has tried to put up to explain to users the safety concerns and to explain respect and dog leashing etc. that Kirsten thinks would be good for the landowners' users has been a prolonged negotiation. They still do not have a kiosk for Schultz or Goodrich Trail. In 2023 a walking bridge that the WCC had installed on the Schultz Trail was asked to be removed and so it was removed and the public lost a crossing built to increase accessibility. In 2024 the SB was asked to not encourage use of the Schultz Trail. They have written policy requests of no events or advertising, no improvements, and hunting closure requests. The letter that was submitted by the landowners says that reversing the closure would mean 'they'd have to do things that make the trail less open or less beautiful.' To K. Tyler that is retaliation. In her original statement last time she spoke about public access and how the board should be keeping it because it says it in every single document the town has such as a town plan, the guidelines, etc. She also said that this request is just another additional request and what we have is death by a thousand cuts. Each of the concessions the SB has already given and now has voted to do, they seem small alone, but this has been years and years of requesting and discouragement. The kiosk stalling, the uninstalled bridge, no more trail programming, now trail closures. She asks that they reverse the hunting closure decision.

Dave Lavalley asked the same thing, for decision reversal. For the October 9, 2025, meeting the Andersons asked for a one-time closure of the trails. The trails were closed the same meeting upon request with little public input or discussion. Now here we are doing it again. Same request. The town needs to get off their butt and fix the trail ordinance. By doing this every year at a SB meeting we are eroding away our rights as a town. The political climate right now is taking away rights. It is a public trail, and the public should be able to use it. For a

few landowners to close it because they want to hunt there unbothered in ridiculous. There are over 2,000 people in town and we are accommodating a few. The Andersons have been in repeatedly causing issues over Schultz Trail. The ordinance change would have to be voted on by the town. He thinks a reasonable accommodation was what K. Tyler said, where the WCC was willing to put out vests and warning signs. If the landowners are truly good hunters know there is a trail there and should know not to shoot that way. He thinks the landowners should accommodate the trail.

Lee McClenny was present. He had been a previously SB member during the period Kirsten had talked about. He does not mean to take away from Kati and Jim's strong emotions about this but there are two sides to everything, and he agrees this has been death to a thousand cuts. The VT supreme court has made it clear the town has a right to use the trails and he feels the town should defend that right. There are all sorts of people who have ROWs who pass through their land in town. It is the hunter's responsibility to make sure they are safe, but he does not think this is really about hunting. The town went to great lengths to accommodate the Andersons and found that no accommodation was enough. A kiosk on the Machia Hill end would add a whole bunch to the public knowing where the trails are, how to park, what they can do on the trail, etc. but the landowners have resisted that mightily over the years. Their letter makes no reference to that at all. He thinks the board decision to close it is a mistake and sets a terrible precedent. Currently the hunting closure is for bear and deer, but it is a slippery slope to twelve months of closure for other game such as coyotes which are never not in season.

Steve Willard was present. He thinks it seems clear cut. It is a public ROW. It was there when the land was purchased. The town spent a lot of time in court litigating it and the public should be able to use a public ROW. Dick Lavalley was present. He had gotten the petition together and the response he had gotten after announcing it was immense and fast. It is a public ROW and by law the public is allowed to use it.

J. Andrews had voted against closing the trails last meeting. She was quiet about her reasoning at the time. Her concerns as a SB member were that doing things bit by bit is not an effective way to make policy and run a community and municipality. If we believe having a trail open during hunting season is a safety concern, we should make it an ordinance or policy. Doing it bit by bit changes the goalposts in a way that can be unnoticeable if you are not paying attention. She also thought there are other ways to address these concerns for safety without closing the trails such as the kiosks, vests, and signage, posting a volunteer to talk to people as they enter the trail during the first day of hunting season. She thinks there's other solutions that do not restrict access. Public means everybody and sometimes that's uncomfortable and difficult but public is for all of us.

Several people had asked P. Haller to keep an open mind. He turned it back to those people to also keep an open mind that they are trying to find ways as neighbors to work together. The goal is for people to get along well and happily. That has been his interest. This has been difficult and he has seen this coming for a long time now. He wanted to be clear that the Andersons were not the ones that asked for the closure this year, that was James Hazen. He wants to find a way that the landowners feel they are being respected. As J. Andrews has put, there is a way to do that. Knowing that there's emotions on both sides he would like to still

have it closed for the season because he thinks it is the carrot that can get us through difficulties. He will count on the Andersons and others to not continue the deaths by a thousand cuts requests as a show of goodwill. We have had requests for new mailboxes, and the town could have said no way, that is not our responsibility, but they took ownership. They have a road where there are no parking signs, but they don't have an ordinance to for no parking there.

D. Jorschick was present. She thinks that with this trail maintenance piece we started with she does not think a trail closure should be part of that document. She agrees it should be an ordinance, and we should have it living as an ordinance and not something we vote on and move on because we keep revisiting this repeatedly. She thinks that as a board they have more work to do and this should become an ordinance. If to get through this year they limit the time, October – December is a long time. She has ridden horses up there and has never been met with opposition, it was very welcoming. That is what hikers do too. She does not know how to move forward on this right now.

N. Nichols asked if P. Haller could say a more about Covey Trail and Seymour Trail and if he feels strongly about them being closed. P. Haller does not, but they had treated the trails as a group previously. C. Mathieu thinks the board needs to prioritize this, so this does not occur next year. He thinks when we talk about a town vs few people, until you own that land and physically deal with what is going on you may be the only landowner. Those not in that position cannot understand. He would like to continue with the motion, but the board needs to do something before next year and put it on them to make sure it happens, so we are not in this situation again. He feels this needs to be prioritized in the next couple of meetings. P. Haller has been working on the maintenance guidelines, and he has outlined several things that could be added into ordinances. He agrees there are ordinances they should put in place or at least get on paper, so the public has the opportunity to see what those ordinances are.

Dave Gauthier was present. For the motion how long is that going to take affect? J. Andrews explained the motion is not to close the trail. D. Gautier was asking how long will that last, 1-year 2-year, 3-years? It was until another motion was made. Motion failed 2-3.

N. Nichols is worried we are going to keep kicking this down the road and to maintain the same restrictions we did last year is a bad pattern. He feels compelled by the stories said tonight. He wondered about compromise, pulling back the restrictions with the closure to start in deer season November 1. He wanted to do something significant to say that we cannot continue the same pattern. N. Nichols motioned to change the closure dates to November 14 – December 13. P. Haller motioned to change the closure dates to Nov 1 - December 13. N. Nichols seconded.

L. McClenny was sympathetic. The first commenter said that there is no statistical data to base the decision on. We have no proof its unsafe. This is more of the slippery slope in his opinion. He thinks a lot of people thought last year's closure was a compromise. A lot of the reaction form the public is because we are all wondering why we're talking about it again. He does not think they are buying themselves another year. K. Anderson agrees that they thought last year was a one-time thing and a plan/ordinance would be in place already. There is a reason she is the only person out of all the landowners who is present in the meeting, she is not ready to be

done and is ready to be the pariah of town asking for this. The Andersons did not feel like any of their requests were met. They had felt the WCC had dismissed all their concerns. She said this is the one thing that will make the landowners feel they are being respected.

Carol Winfield was not sure what this motion is for. Which trails are they going to restrict? Or are they including all trails? It is not clear to her why this request is being made. Is it for safety, in which it should be all town trails, or is it because the folks requesting this closure have had previous issues they don't feel were rectified and they're trying to produce another request to see if that might get rectified to feel better about past requests not being met? Is it requested because trail users are scaring the game? There are lots of issues brought up but it is not clear to her how this motion is going to address those. Also, if its safety, we would also need to close a lot of town owned roads that have hunters all over the forests such as Osgood, Machia, etc. So, if safety is a concern how far do you want to take this? It is too nebulous to her. She is concerned they have a petition with over one hundred names on it, they have heard from the public, and yet they are running with the landowners. It seems like they have an incredible number of reasons not to do this and investigate further for next year and only a few reasons to close it. Carol wanted to see the data of how many people have been endangered by hunting on these trails. She is sorry if people in the woods scare the landowner's game, but people are in the woods during hunting season and that's part of the sport. She does not think it is incumbent of the residents to enhance the hunting possibilities of landowners. She asked the board to consider the fact they have many people in town who are uncomfortable and only a few who think it's a good idea. Is the board here to represent the town or are they were to represent the landowners? Other trail abutting landowners have been supportive of keeping the trails open.

Dave Gauthier asked if they put an article on the town meeting ballot in March and the voter's said trails are not to be closed, is that possible? That was possible. P. Haller motioned to change the closure dates to November 1 to December 13 for all Legal Trails. N. Nichols seconded. Ben Bornstein stated to make sure that this does not include those who have a legal right to be on the trail. That was the intent of the motion.

Motion passed 3-2. Steve Willard asked what the mechanism of enforcement was. There was none. What happens if he, with an adjoining landowner's permission, walked parallel to the land? As long as he wasn't trespassing there was nothing wrong. It legally must be an ordinance to be enforced, but Westford has no enforcement possibilities.

#### **TOWN ADMINISTRATOR REPORT**

T. O'Conner was present and gave the Town Administrator's report.

#### **ACCESS PERMITS**

Harmony Cism, Zoning Administrator, was present and described the requests. One is an existing access and the applicant wanted to replace the culvert. S. Cushing has okayed it with the condition it needs a 30ft, 18" culvert. P. Haller motioned to approve the access permit to Chris Tardie on Machia Hill Road. J. Andrews seconded. Motion passed 5-0.

The second one is just for work in the ROW, which we do not have a form for. Harmony is working on a form with Tommy and Sean. It is for Fidium who need to bore under Old #11

road to install for a customer. Harmony read out a list of conditions she wanted the board to approve the permit with. P. Haller moved to approve the permit to Joe Stone of Fidium Fiber with the conditions to be outlined by letter. C. Mathieu seconded. Motion passed 5-0.

### **ZONING ADMINISTRATOR REPORT**

Harmony Clism, Zoning Administrator, was present and gave the Zoning Administrator's report.

### **1705 UPDATES & SUPPORTING MATERIALS FROM CCRPC**

Kirsten Tyler, Ben Bornstein, and Max Tyler were present from the Planning Commission. Kirsten Tyler summarized a meeting they'd had with CCRPC to discuss public engagement for 1705. They discussed the three documents that have been shared with the board. K. Tyler is looking forward to the types of engagement planned. There will be a number of different events, styles, and activities to include as many people as possible. With the 1705 property map they wondered if there was anything missing the SB could think to add. They also asked the board to focus on the engagement question and think of priorities. The PC is putting together comments and suggestions. K. Tyler will send those to CCRPC in one packet. She is requesting the same from the SB. B. Bornstein noted that the contract with CCRPC had been signed previously. They had gone over the documents. He and K. Tyler produced a list of venues and activities to create more community involvement in this phase and future phases. They felt it was important to put actual monetary value to certain costs of the different options.

The board asked some clarifying questions. M. Tyler does not know if we have the answers to all the questions they are asking, but if the board has any opinions on who is responsible for providing that information that would be good. He asked the board think about responding in practical terms. What can we afford and do with this property in less than the next 20 years?

### **DOG WARDEN/ANIMAL CONTROL OFFICER**

T. O'Conner explained this came with help from N. Nichols. He has suggested seeing who we can share a dog warden with. Benson came to our desk. This is an offer the Selectboard can take up. He is a licensed animal control officer working with the St. Albans police department and covers animal control in many towns in the areas. He can go on NEMRC, he has previous experience with Fish and Wild, animal abuse cases, etc. \$60 a call, \$60 an hour. Normally there are not really any expenses. He has his phone 24/7. Fairfax has been very pleased with him, and he has been able to support them well on recent issues. If we have a facility we could use as a holding area if that would change costs because most of the costs are the travel to put a dog in a facility. We have reached out to a few folks about this. P. Haller noted we had a dog call this week and found a place for that dog. He had asked that person if they wanted to be the dog warden and they had declined but offered they would take in dogs for us. She does not want to be the person that goes out for dog bites etc. That fits well with the potential of the animal control officer. T. O'Conner noted that as a licensed law enforcement officer the potential contractor can ticket if it is an infraction that meets that level. J. Andrew's one hangup is that we have budgeted \$6,000 for a dog warden which does not leave us with much wiggle room with this potential contractor. It will have to be a discussion amongst the selectboard because the dog warden retention has been difficult for many years.

### **CONVERSATION ON NEXT STEPS FOR DELINQUENT TAX COLLECTOR**

At a discussion not long ago, the idea of the Delinquent Tax Collection (DTC) came up for the board. T. O'Conner had brought up that currently we don't have a DTC, and it seems like we have not needed a new DTC because those duties have been absorbed by other office staff in the interim. MJ, Bookkeeper, had the idea that the group that previously found the treasurer reconvene to make a recommendation. T. O'Conner went over the current procedure with MJ as they work in tandem. The last two years we only have four delinquent parcels. J. Andrews asked if they are not finding it necessary to do the amount of calling like the previous DTC had done. T. O'Conner is finding it case by case. All but one of them got a hold of the town and had plans in place or immediately dealt with within that one phone call.

Vicky Ross was present. She is on the nominating committee and had some questions regarding the proposal. With the proposal, are they assuming they would include having the tax penalty stay as is? Is T. O'Conner suggesting those funds could become revenue to the town and not a source of paying a DTC for that service? Many towns work their delinquent taxes this way. The Selectboard members were amendable to the MJ/Tommy plan. He will have the statute information ready for next meeting.

### **CORRESPONDENCE**

Staff Appreciation Dinner at the Red Brick Meeting House. Recap of abandoned car on Seymour Trail. Wendy Doane support for hiring of Town Planner.

### **COMMUNICATION**

Upcoming budget workshops, updated Trail closure notice. October 26 Public Meeting. Public Meeting September 29.

### **ADJOURN**

The meeting adjourned at 9:40p.m.

Respectfully Submitted,  
Pat Haller  
Selectboard Chair

Callie Hamdy  
Minute Clerk

### **GUEST LIST**

Dave Gauthier  
Kim Guidry  
Ira Allen  
Barb Peck  
Michael Miller  
Harmony Cism  
Max Tyler  
Ben Bornstein  
Kirsten Tyler

Steve Willard  
Kati Anderson  
Dave Lavallo  
Carol Winfield  
Martha McClintock  
Lori Johnson  
Lee McClenny  
Vicky Ross  
Heidi Tardie

Ken Tardie  
Dave Lavallee

Dick Lavalie

DRAFT

**SELECTBOARD INFORMATIONAL MEETING**  
**September 29, 2026**  
**Draft Minutes**

Present:     Julia Andrews  
              Nick Nichols

                  Callie Hamdy  
                  Tommy O'Conner

Guests: Bill Fay, Steve Willard, Chris Cunningham, (another),

The meeting was called to order at 7:03 p.m. The meeting was held in person and via Zoom.

**PUBLIC INFORMATION MEETING ABOUT FIRE TRUCK BOND RE-VOTE**

Julia Andrews and Nick Nichols from the Selectboard were present. Julia went through the presentation. She explained that the original bond vote in 2024 had good community support and had passed, but that it was not properly warned because it was not put in to two newspapers. The board is looking to rectify this by re-voting the bond, with a slight change in bond amount, with any extra monies left over to be paid back into the town coffers. Nick noted that its difficult with just one truck to put out a structure fire. They are expecting the truck to be shipped to New Hampshire in mid-October and delivery at the dealer in December.

Julia asked if there were any questions from the public. There were none.

**ADJOURN**

The meeting adjourned at 7:12p.m.

Respectfully Submitted,  
Julia Andrews  
Selectboard Vice-Chair

Callie Hamdy  
Minute Clerk

## Tommy O'Connor

---

**From:** Harmony Cism  
**Sent:** Friday, September 25, 2026 12:25 PM  
**To:** selectboard  
**Cc:** TownAdmin  
**Subject:** access permit request  
**Attachments:** 06CM011\_Sepic.pdf

Hello Selectboard,

I have received another access permit application, and I'm hoping it can be added to the October 8 agenda.

This application is for an undeveloped property on Cambridge Road. The applicant received DRB conditional use approval on April 4, 2026 to construct a driveway through the WRO. They have also obtained the necessary State permits for work within the State's 50-foot wetland buffer.

The Road Foreman has okayed the location of the proposed driveway.

Thanks!

Sincerely,

*Harmony Cism*

**Administrative Officer & Planning Coordinator**

Town of Westford

(802) 878-4587

*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).*

Application Rec'd 9/24/26

Fee: \$85.00 (new)

\$40.00 (culvert replacement w/ changes)

No charge (culvert replacement same length)

**TOWN OF WESTFORD APPLICATION FOR ACCESS PERMIT**

Applicant Andrew Sepic Phone # 802 829 8060

Mailing Address 3840 Stage Rd Jericho VT 05465

Location of Property: Cambridge Rd Parcel # 06CM011

Intended use of access: ☒ Driveway (single family dwelling)  
(Please check one) ☐ Private Road to serve      homes  
☐ Commercial Establishment

The undersigned requests an Access Permit to allow TBA (contractor) to construct an access in accordance with Vermont Department of Highways Standards to serve the applicant's property, located on the North side of Town Highway No.      (The local name for this road being Cambridge Rd). The proposed access will be located approximately 0.1 mi (feet or miles) from the intersection of this road with Off Number 11 Rd. The applicant agrees to maintain said access and culvert, if needed, adhere to the directions, restrictions and conditions forming a part of this permit.

Dated at Sept 23/2026, this 23 day of September, 2026.

Signature of Applicant Andrew Sepic

**ACCESS PERMIT**

**NOTICE:**

This permit is issued in accordance with Title 19, Section 1111(b), V.S.A. relative to all highways within the control and jurisdiction of the Town of Westford. The issuance of this permit does not release the applicant from any requirements of statutes, ordinances, rules and regulations administered by other governmental agencies. The permit will be effective upon compliance with such of these requirements as are applicable and continue in effect for as long as the present land use continues. Any change from the present land use will require a new permit. This permit is issued subject to the directions, restrictions and conditions contained herein and on the reverse of this form and any attachments hereto, and covers only the work described in this application, and then only when the work is performed as directed. Violations are subject to the penalties set forth in Title 19, Section 1111(b), V.S.A. of fines of not less than \$100 nor more than \$10,000 for each violation.

**DIRECTIONS, RESTRICTIONS AND CONDITIONS:**

- Suitable culvert to be furnished and installed by applicant. Galvanized or plastic pipe at least fifteen inches (15") diameter, thirty feet (30') long, unless other wise instructed by Town Road Foreman. Conformance to the enclosed sketch required.
- Access must be installed according to *Section 320 of the Westford Land Use & Development Regulations* and as close to a 90 degree angle as possible to      Road and level for 20'.
- Additional conditions:
- Approval of this permit does not relieve the applicant from obtaining any other required State or local permits.

Culvert: Required      Not required X Initials SC Date 9/24/26

Dated at Westford, this      day of     , 20    .

Town Selectboard Chair     

Inspected by      (Road Foreman) Date:

10/5/2026

11:30am

Current Yr Pd: 3 - Budget Status Report

## GENERAL FUND &amp; HIGHWAY FUNDS

9/24/2026

10/5/2026

|                |        |
|----------------|--------|
| Payroll        | 30.80% |
| General Ledger | 29.17% |

| Account                             |                           | Budget          | Actual          | Actual %<br>of Budget | Actual        | Actual %<br>of Budget | Change       |
|-------------------------------------|---------------------------|-----------------|-----------------|-----------------------|---------------|-----------------------|--------------|
| <b>100-20 PROPERTY TAXES</b>        |                           |                 |                 |                       |               |                       |              |
| 100-2000-00.00                      | Current Property Taxes    | \$ 1,152,311.50 | \$ 1,560,057.66 | 135.39%               | \$ 437,682.20 | 37.98%                | 1,122,375.46 |
| 100-2005-00.00                      | Advance Year Property Tax | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2009-00.00                      | Late Tax Interest         | \$ 2,500.00     | \$ 324.51       | 12.98%                | \$ 359.06     | 14.36%                | (34.55)      |
| 100-2010-00.00                      | Delinquent Taxes          | \$ 40,000.00    | \$ 27,011.73    | 67.53%                | \$ 27,011.73  | 67.53%                | 0.00         |
| 100-2011-00.00                      | Delinquent Tax Penalty    | \$ 4,000.00     | \$ 2,160.92     | 54.02%                | \$ 2,160.92   | 54.02%                | 0.00         |
| 100-2012-00.00                      | Delinquent Tax Interest   | \$ 3,000.00     | \$ 1,950.59     | 65.02%                | \$ 1,950.59   | 65.02%                | 0.00         |
| Total PROPERTY TAXES                |                           | \$ 1,201,811.50 | \$ 1,591,505.41 | 132.43%               | \$ 469,164.50 | 39.04%                | 1,122,340.91 |
| <b>100-21 LICENSES &amp; FEES</b>   |                           |                 |                 |                       |               |                       |              |
| 100-2100-00.00                      | Liquor Licenses           | \$ 185.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2110-00.00                      | Recording Fees            | \$ 17,000.00    | \$ 6,159.00     | 36.23%                | \$ 7,043.00   | 41.43%                | (884.00)     |
| 100-2120-00.00                      | Dog Licenses              | \$ 1,700.00     | \$ 35.00        | 2.06%                 | \$ 35.00      | 2.06%                 | 0.00         |
| 100-2130-00.00                      | Building Permit           | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2131-00.00                      | Access Permits            | \$ 150.00       | \$ -            | 0.00%                 | \$ 85.00      | 56.67%                | (85.00)      |
| 100-2135-00.00                      | Excess Weight Permit      | \$ 700.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2140-00.00                      | Marriage Licenses         | \$ 150.00       | \$ 75.00        | 50.00%                | \$ 75.00      | 50.00%                | 0.00         |
| 100-2145-00.00                      | Copies                    | \$ 1,700.00     | \$ 664.50       | 39.09%                | \$ 805.70     | 47.39%                | (141.20)     |
| 100-2146-00.00                      | Vault Time                | \$ 200.00       | \$ 29.00        | 14.50%                | \$ 55.00      | 27.50%                | (26.00)      |
| 100-2150-00.00                      | Auto Registration Fees    | \$ 20.00        | \$ 9.00         | 45.00%                | \$ 9.00       | 45.00%                | 0.00         |
| 100-2155-00.00                      | Metal Dumpster            | \$ 3,600.00     | \$ 811.50       | 22.54%                | \$ 959.10     | 26.64%                | (147.60)     |
| Total LICENSES & FEES               |                           | \$ 25,405.00    | \$ 7,783.00     | 30.64%                | \$ 9,066.80   | 35.69%                | (1,283.80)   |
| <b>100-22 INTERGOVERNMENTAL</b>     |                           |                 |                 |                       |               |                       |              |
| 100-2229-00.00                      | Current Use/Land Use      | \$ 85,145.00    | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2230-00.00                      | State - Planning Grant    | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2234-00.00                      | Burlington Free Press Gt  | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2241-00.00                      | State - Misc. Grants      | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2242-00.00                      | State - Traffic Fines     | \$ 4,500.00     | \$ 775.50       | 17.23%                | \$ 989.00     | 21.98%                | (213.50)     |
| 100-2245-00.00                      | State - Miscellaneous     | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2248-00.00                      | Vt Act 68/Equalization    | \$ 965.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2249-00.00                      | VLCT Grants               | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2260-60.06                      | Wastewater Project RF1-26 | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2260-60.07                      | VCDP - Grant - Pigeon Pro | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| Total INTERGOVERNMENTAL             |                           | \$ 90,610.00    | \$ 775.50       | 0.86%                 | \$ 989.00     | 1.09%                 | (213.50)     |
| <b>100-23 PLANNING &amp; ZONING</b> |                           |                 |                 |                       |               |                       |              |
| 100-2350-00.00                      | Vault time/copier/fax fee | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2359-00.00                      | Building Permits          | \$ 8,000.00     | \$ 6,348.50     | 79.36%                | \$ 6,384.50   | 79.81%                | (36.00)      |
| 100-2360-00.00                      | DRB Subdivision - Sketch  | \$ 700.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2361-00.00                      | DRB Subdivision - Prelimi | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2362-00.00                      | DRB Subdivision - Final   | \$ -            | \$ 600.00       | 100.00%               | \$ 1,500.00   | 100.00%               | (900.00)     |
| 100-2363-00.00                      | DRB Subdivision Amendment | \$ 350.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2363-10.00                      | DRB Waiver                | \$ -            | \$ -            | 0.00%                 | \$ 325.00     | 100.00%               | (325.00)     |
| 100-2364-00.00                      | DRB Site Plan             | \$ 325.00       | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2365-00.00                      | DRB Variance              | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2366-00.00                      | DRB Boundary Line Adjustm | \$ -            | \$ 175.00       | 100.00%               | \$ 175.00     | 100.00%               | 0.00         |
| 100-2367-00.00                      | DRB Conditional Use       | \$ 325.00       | \$ 650.00       | 200.00%               | \$ 650.00     | 200.00%               | 0.00         |
| 100-2368-00.00                      | DRB Zoning Appeal         | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2369-00.00                      | ZA Admin Amendment        | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2370-00.00                      | Certificate of Compliance | \$ 500.00       | \$ 320.00       | 64.00%                | \$ 320.00     | 64.00%                | 0.00         |
| 100-2371-00.00                      | Zoning Violation Fines    | \$ -            | \$ -            | 0.00%                 | \$ -          | 0.00%                 | 0.00         |
| 100-2372-00.00                      | Certificate of Occupancy  | \$ 700.00       | \$ 150.00       | 21.43%                | \$ 150.00     | 21.43%                | 0.00         |

|                         |                           |                 |                 |         |               |         |              |
|-------------------------|---------------------------|-----------------|-----------------|---------|---------------|---------|--------------|
| 100-2373-00.00          | Home Occupation           | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2374-00.00          | CCRPC-BWQC                | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2380-00.00          | Legal/Professional Review | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| Total PLANNING & ZONING |                           | \$ 10,900.00    | \$ 8,243.50     | 75.63%  | \$ 9,504.50   | 87.20%  | (1,261.00)   |
| 100-24 TOWN FUNCTIONS   |                           |                 |                 |         | \$ -          |         |              |
| 100-2420-00.00          | Metal Dumpster            | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2421-00.00          | Recycle Bins              | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2422-00.00          | CTCL - GRANT - ELECTION   | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2423-00.00          | 1705 Rte 128              | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2438-00.00          | Holiday Basket Donations  | \$ 2,000.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| Total TOWN FUNCTIONS    |                           | \$ 2,000.00     | \$ -            | 0.00%   | \$ -          | 0.00    | 0.00         |
| 100-2705 TRANSFER IN    |                           |                 |                 |         | \$ -          |         |              |
| 100-2705-00.00          | Transfer In From Reserves | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2705-10.00          | Transfer In - Fund Balanc | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| Total TRANSFER IN       |                           | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-28 DOGS             |                           |                 |                 |         | \$ -          |         |              |
| 100-2820-00.00          | Dog Fines                 | \$ 200.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2821-00.00          | Dog Shelter Fund          | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| Total DOGS              |                           | \$ 200.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-29 MISCELLANEOUS    |                           |                 |                 |         | \$ -          |         |              |
| 100-2900-00.00          | Reimbursement School Exp  | \$ 2,500.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2910-00.00          | Use of Cash on Hand       | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2920-00.00          | Note Proceed Spiller Lot  | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2930-00.00          | Interest Income           | \$ 12,000.00    | \$ 4,691.26     | 39.09%  | \$ 8,299.35   | 69.16%  | (3,608.09)   |
| 100-2935-00.00          | Interest-Restricted       | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-00.00          | Miscellaneous Revenue     | \$ -            | \$ 54.50        | 100.00% | \$ 69.50      | 100.00% | (15.00)      |
| 100-2990-01.00          | Misc Donations            | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-02.00          | Summer Concert Series     | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-03.00          | Nat'l Opioids Settlement  | \$ -            | \$ 579.67       | 100.00% | \$ 579.67     | 100.00% | 0.00         |
| 100-2990-04.00          | CANNABIS VT CONTROL BD    | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-05.00          | Employee Training Grant   | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-10.00          | Town Sign Advertising     | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-11.00          | Maple Shade Town Forest-g | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-2990-12.00          | Veteran Banners - REV     | \$ -            | \$ 575.00       | 100.00% | \$ 805.00     | 100.00% | (230.00)     |
| Total MISCELLANEOUS     |                           | \$ 14,500.00    | \$ 5,900.43     | 40.69%  | \$ 9,753.52   | 67.27%  | (3,853.09)   |
| Total Revenues          |                           | \$ 1,345,426.50 | \$ 1,614,207.84 | 119.98% | \$ 498,478.32 | 37.05%  | 1,115,729.52 |
| 100-30 ADMINISTRATION   |                           |                 |                 |         | \$ -          |         |              |
| 100-3000-10.00          | Select Board Salaries     | \$ 4,000.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-3000-10.01          | Select Board Minute Taker | \$ 1,700.00     | \$ 253.00       | 14.88%  | \$ 302.50     | 17.79%  | (49.50)      |
| 100-3000-11.00          | Town Administrator        | \$ 97,065.80    | \$ 19,963.20    | 20.57%  | \$ 23,398.36  | 24.11%  | (3,435.16)   |
| 100-3000-12.00          | Bookkeeper Salary         | \$ 43,398.12    | \$ 11,998.55    | 27.65%  | \$ 13,787.16  | 31.77%  | (1,788.61)   |
| 100-3000-13.00          | Fire Warden Stipend       | \$ 400.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00         |
| 100-3000-13.01          | Rec Coordinator Salary    | \$ 12,004.20    | \$ 2,769.24     | 23.07%  | \$ 3,230.78   | 26.91%  | (461.54)     |
| 100-3000-14.00          | FICA Expense              | \$ 26,670.71    | \$ 5,339.14     | 20.02%  | \$ 6,199.95   | 23.25%  | (860.81)     |
| 100-3000-14.10          | Childcare Tax             | \$ 1,545.00     | \$ 664.96       | 43.04%  | \$ 763.07     | 49.39%  | (98.11)      |
| 100-3000-15.00          | Health Insurance          | \$ 30,000.00    | \$ 4,321.36     | 14.40%  | \$ 5,537.55   | 18.46%  | (1,216.19)   |
| 100-3000-15.01          | Dental Insurance          | \$ 1,000.00     | \$ 244.92       | 24.49%  | \$ 326.56     | 32.66%  | (81.64)      |
| 100-3000-15.02          | Disability Insurance      | \$ 1,400.00     | \$ 273.42       | 19.53%  | \$ 546.84     | 39.06%  | (273.42)     |

|                            |                           |               |              |        |              |         |             |
|----------------------------|---------------------------|---------------|--------------|--------|--------------|---------|-------------|
| 100-3000-15.03             | Vision Insurance          | \$ 250.00     | \$ 36.24     | 14.50% | \$ 36.24     | 14.50%  | 0.00        |
| 100-3000-15.04             | Cobra Ins Benefit         | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-16.00             | Pension Plan Employer Exp | \$ 10,151.60  | \$ 1,724.18  | 16.98% | \$ 1,999.55  | 19.70%  | (275.37)    |
| 100-3000-17.00             | Unemployment              | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-19.00             | Office Equipment          | \$ 2,500.00   | \$ 10.00     | 0.40%  | \$ 228.24    | 9.13%   | (218.24)    |
| 100-3000-20.00             | Office Supplies & Repairs | \$ 5,000.00   | \$ 1,561.45  | 31.23% | \$ 1,655.24  | 33.10%  | (93.79)     |
| 100-3000-21.00             | Employee Appreciation     | \$ 500.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00%       |
| 100-3000-30.00             | Legal Notices             | \$ 1,300.00   | \$ 1,292.00  | 99.38% | \$ 2,159.00  | 166.08% | (867.00)    |
| 100-3000-34.00             | Postage                   | \$ 6,000.00   | \$ 1,944.17  | 32.40% | \$ 2,178.17  | 36.30%  | (234.00)    |
| 100-3000-40.00             | Education S/B & Town Adm  | \$ 500.00     | \$ 99.00     | 19.80% | \$ 99.00     | 19.80%  | 0.00        |
| 100-3000-42.00             | Grant Writer              | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-48.00             | Property Casualty W/C     | \$ 19,000.00  | \$ 9,265.31  | 48.76% | \$ 9,265.31  | 48.76%  | 0.00        |
| 100-3000-50.00             | Payroll Services Cintract | \$ 6,500.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-59.00             | Admin Planning Consultant | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-60.01             | Legal & Professional Fees | \$ 22,000.00  | \$ 2,489.55  | 11.32% | \$ 4,504.55  | 20.48%  | (2,015.00)  |
| 100-3000-60.02             | IT Professional Services  | \$ 15,000.00  | \$ 5,882.73  | 39.22% | \$ 5,882.73  | 39.22%  | 0.00        |
| 100-3000-60.04             | Software                  | \$ 1,500.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-60.05             | Town Admin Computer       | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-60.07             | Audit Reserve Expense     | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-60.08             | Admin Cap't Budg't Exp    | \$ 11,065.00  | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-60.10             | Holiday Basket Expense    | \$ 1,200.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-62.00             | Stationary & Printing     | \$ 2,850.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-63.00             | Newsletter printing       | \$ 3,100.00   | \$ 861.50    | 27.79% | \$ 861.50    | 27.79%  | 0.00        |
| 100-3000-74.00             | S/B Town Adm Travel       | \$ 300.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-75.00             | Emerg'y Gener't Maint/Fue | \$ 2,000.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-76.00             | Electric-Flag-Gaz-Street  | \$ 1,800.00   | \$ 343.42    | 19.08% | \$ 529.09    | 29.39%  | (185.67)    |
| 100-3000-91.00             | Interest Expense          | \$ 50.00      | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3000-92.00             | Tax Abatements            | \$ 1,000.00   | \$ 589.28    | 58.93% | \$ 589.28    | 58.93%  | 0.00        |
| 100-3000-93.00             | Estimated Uncollected Tax | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| Total ADMINISTRATION       |                           | \$ 332,750.43 | \$ 71,926.62 | 21.62% | \$ 84,080.67 | 25.27%  | (12,154.05) |
| 100-32 CLERK/TREASURER     |                           |               |              |        | \$ -         |         |             |
| 100-3200-10.00             | Clerks Salary             | \$ 49,598.41  | \$ 12,526.77 | 25.26% | \$ 14,416.79 | 29.07%  | (1,890.02)  |
| 100-3200-25.00             | Treasurer Salary          | \$ 16,141.80  | \$ 1,225.00  | 7.59%  | \$ 1,828.75  | 11.33%  | (603.75)    |
| 100-3200-30.10             | Membership Dues           | \$ 150.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3200-40.10             | Education - Clerk's Offic | \$ 300.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3200-40.20             | Education - Treasurer's   | \$ 200.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3200-60.03             | Supplies - Town Clerk     | \$ 300.00     | \$ 203.52    | 67.84% | \$ 203.52    | 67.84%  | 0.00        |
| 100-3200-60.04             | Supplies - Treasurer      | \$ 500.00     | \$ -         | 0.00%  | \$ 254.18    | 50.84%  | (254.18)    |
| 100-3200-60.05             | Treas/Bookkeeper Computer | \$ 1,000.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3200-60.06             | Clerks Computer           | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3200-74.00             | Travel                    | \$ 250.00     | \$ 23.93     | 9.57%  | \$ 23.93     | 9.57%   | 0.00        |
| Total CLERK/TREASURER      |                           | \$ 68,440.21  | \$ 13,979.22 | 20.43% | \$ 16,727.17 | 24.44%  | (2,747.95)  |
| 100-33 BCA/ELECTION        |                           |               |              |        | \$ -         |         |             |
| 100-3300-10.00             | BCA Salaries              | \$ 600.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3300-20.00             | Election Workers          | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3300-30.00             | Ballots Supplies & Votin  | \$ 5,000.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3300-40.00             | CTCL - GRANT - ELECTION   | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3300-99.00             | Election Misc Expense     | \$ -          | \$ -         | 0.00%  | \$ 65.45     | 100.00% | (65.45)     |
| Total BCA/ELECTION         |                           | \$ 5,600.00   | \$ -         | 0.00%  | \$ 65.45     | 1.17%   | (65.45)     |
| 100-34 AUDITORS/DELINQ TAX |                           |               |              |        | \$ -         |         |             |
| 100-3400-10.00             | Auditors Salaries         | \$ -          | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3400-11.00             | Audit/Independent         | \$ 20,000.00  | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3440-10.00             | Delinq Tax Penalty Paymen | \$ 5,000.00   | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3440-34.01             | Delinq Tax Collectors Exp | \$ 100.00     | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |
| 100-3440-40.00             | Education-Auditors & D.Tx | \$ 50.00      | \$ -         | 0.00%  | \$ -         | 0.00%   | 0.00        |

|                                 |                           |               |              |         |              |         |            |
|---------------------------------|---------------------------|---------------|--------------|---------|--------------|---------|------------|
| Total AUDITORS/DELINQ TAX       |                           | \$ 25,150.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-35 LISTERS                  |                           |               |              |         |              |         |            |
| 100-3500-09.00                  | Assessor Contract Svcs    | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-10.00                  | Listers Salaries          | \$ 22,880.00  | \$ 3,322.50  | 14.52%  | \$ 3,862.50  | 16.88%  | (540.00)   |
| 100-3500-10.01                  | Reappraisal               | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-20.00                  | Tax Mapping               | \$ 1,250.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-30.10                  | Membership Dues           | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-40.00                  | Education Listers         | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-50.00                  | Supplies/Equipment        | \$ 200.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-60.04                  | Software                  | \$ 865.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-60.05                  | Computer                  | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-74.00                  | Travel                    | \$ 200.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3500-74.01                  | Listing Subcontractors    | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| Total LISTERS                   |                           | \$ 25,395.00  | \$ 3,322.50  | 13.08%  | \$ 3,862.50  | 0.1521  | (540.00)   |
| 100-36 PLANNING/DRB/ZONING      |                           |               |              |         |              |         |            |
| 100-3600-10.01                  | Planning Comm Stipend     | \$ 2,000.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-10.02                  | PC Minute Clerk           | \$ 1,800.00   | \$ 170.50    | 9.47%   | \$ 170.50    | 9.47%   | 0.00       |
| 100-3600-30.00                  | Planning Legal Notices    | \$ 750.00     | \$ -         | 0.00%   | \$ 271.44    | 36.19%  | (271.44)   |
| 100-3600-40.00                  | Planning Admin Education  | \$ 300.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-60.01                  | Planning Legal & Professi | \$ 1,000.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-60.02                  | Planning Special Proje    | \$ 7,000.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-60.06                  | Wastewater Project RF1-26 | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-60.07                  | VCDP - Grant - Pigeon Pro | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3600-99.00                  | Planning Maps & Miscellan | \$ 500.00     | \$ 120.00    | 24.00%  | \$ 120.00    | 24.00%  | 0.00       |
| 100-3601-09.00                  | Planning Consultant       | \$ -          | \$ 238.00    | 100.00% | \$ 238.00    | 100.00% | 0.00       |
| 100-3601-10.00                  | Town Planner Salary       | \$ 30,836.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3601-10.01                  | Planning Assistant        | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3601-40.00                  | Town Planner Education    | \$ 250.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3601-60.05                  | Town Planner Computer     | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3601-74.00                  | Town Planner Travel       | \$ 200.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3620-20.00                  | DRB Stipend               | \$ 2,800.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3620-30.00                  | DRB Legal Notices         | \$ 500.00     | \$ 214.76    | 42.95%  | \$ 214.76    | 42.95%  | 0.00       |
| 100-3620-40.00                  | DRB Education             | \$ 100.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3620-41.00                  | DRB Minutes               | \$ 300.00     | \$ 44.00     | 14.67%  | \$ 44.00     | 14.67%  | 0.00       |
| 100-3620-42.00                  | DRB Grant Writer          | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3620-60.01                  | DRB Legal & Professional  | \$ 2,000.00   | \$ 420.03    | 21.00%  | \$ 420.03    | 21.00%  | 0.00       |
| 100-3620-99.00                  | DRB Miscellaneous         | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3650-10.00                  | Zoning Admin Salary       | \$ 62,462.40  | \$ 14,921.19 | 23.89%  | \$ 17,323.60 | 27.73%  | (2,402.41) |
| 100-3650-40.00                  | Zoning Admin Education    | \$ 500.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3650-60.01                  | Zoning Admin Legal & Prof | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3650-60.05                  | Zoning Admin Computer     | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3650-74.00                  | Zoning Admin Travel       | \$ 300.00     | \$ 13.06     | 4.35%   | \$ 19.15     | 6.38%   | (6.09)     |
| 100-3650-75.00                  | Zoning Admin CCRPC-BWQC   | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3650-99.00                  | Zoning Admin Miscellaneou | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| Total PLANNING/DRB/ZONING       |                           | \$ 113,598.40 | \$ 16,141.54 | 14.21%  | \$ 18,821.48 | 0.1657  | (2,679.94) |
| 100-37 TOWN OFF BLDG & PROPERTY |                           |               |              |         |              |         |            |
| 100-3700-68.00                  | Maintenance/Repairs       | \$ 5,000.00   | \$ 1,423.00  | 28.46%  | \$ 1,423.00  | 28.46%  | 0.00       |
| 100-3700-69.00                  | 1705 Route 128 Property   | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3700-70.00                  | Custodial Services        | \$ 2,600.00   | \$ 960.00    | 36.92%  | \$ 960.00    | 36.92%  | 0.00       |
| 100-3700-71.00                  | Mowing                    | \$ 10,000.00  | \$ 3,000.00  | 30.00%  | \$ 3,600.00  | 36.00%  | (600.00)   |
| 100-3700-75.00                  | Fuel                      | \$ 1,700.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00       |
| 100-3700-76.00                  | Electric                  | \$ 3,000.00   | \$ 1,179.13  | 39.30%  | \$ 1,830.00  | 61.00%  | (650.87)   |
| 100-3700-77.00                  | Telephone                 | \$ 3,200.00   | \$ 598.74    | 18.71%  | \$ 598.74    | 18.71%  | 0.00       |
| 100-3700-78.00                  | Water Office & Library    | \$ 600.00     | \$ -         | 0.00%   | \$ 306.52    | 51.09%  | (306.52)   |
| 100-3700-79.00                  | Common Port-o-let         | \$ 1,500.00   | \$ 750.00    | 50.00%  | \$ 1,105.00  | 73.67%  | (355.00)   |

|                                |                           |               |              |         |              |         |             |
|--------------------------------|---------------------------|---------------|--------------|---------|--------------|---------|-------------|
| 100-3700-81.00                 | Improvements              | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-3700-81.01                 | Septic System Upgrade     | \$ 30,000.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-3700-82.10                 | Maple Shade Town Forest   | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-3700-83.00                 | Sports Field Maintenance  | \$ 5,000.00   | \$ 5,114.32  | 102.29% | \$ 5,114.32  | 102.29% | 0.00        |
| Total TOWN OFF BLDG & PROPERTY |                           | \$ 62,600.00  | \$ 13,025.19 | 20.81%  | \$ 14,937.58 | 0.2386  | (1,912.39)  |
| 100-38 CUSTODIANS              |                           |               |              |         | \$ -         | 0       |             |
| 100-3800-10.00                 | Custodian Contract        | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total CUSTODIANS               |                           | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-41 DOG WARDEN              |                           |               |              |         | \$ -         | 0       |             |
| 100-4100-10.00                 | Salary                    | \$ 300.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4100-40.00                 | Education                 | \$ 50.00      | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4100-74.00                 | Travel                    | \$ 50.00      | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4100-75.00                 | Dog Shelter Expense       | \$ 200.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4190-00.00                 | Miscellaneous             | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total DOG WARDEN               |                           | \$ 600.00     | \$ -         | 0.00%   | \$ -         | 0       | 0.44        |
| 100-42 LAW ENFORCEMENT         |                           |               |              |         | \$ -         | 0       |             |
| 100-4200-00.00                 | Law Enforcement Contract  | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4200-10.00                 | State Police              | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4200-20.00                 | Chittenden County Sheriff | \$ 26,500.00  | \$ 3,920.00  | 14.79%  | \$ 7,000.00  | 26.42%  | (3,080.00)  |
| 100-4200-30.00                 | CUSI                      | \$ 1,000.00   | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total LAW ENFORCEMENT          |                           | \$ 27,500.00  | \$ 3,920.00  | 14.25%  | \$ 7,000.00  | 0.2545  | (3,080.00)  |
| 100-43 EMERGENCY SERVICES      |                           |               |              |         | \$ -         | 0       |             |
| 100-4310-00.00                 | Essex Rescue              | \$ 12,655.32  | \$ 12,655.32 | 100.00% | \$ 12,655.32 | 100.00% | 0.00        |
| 100-4320-00.00                 | Fairfax Rescue            | \$ 14,000.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4330-00.00                 | Dispatching Services      | \$ 15,160.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total EMERGENCY SERVICES       |                           | \$ 41,815.32  | \$ 12,655.32 | 30.26%  | \$ 12,655.32 | 0.3026  | 0.00        |
| 100-45 FIRE DEPARTMENT         |                           |               |              |         | \$ -         | 0       |             |
| 100-4500-00.00                 | Fire Department           | \$ 69,086.00  | \$ 15,000.00 | 21.71%  | \$ 15,000.00 | 21.71%  | 0.00        |
| 100-4500-59.00                 | N/P 2018 Pumper Trk 9/07  | \$ 28,852.00  | \$ 25,882.83 | 89.71%  | \$ 25,882.83 | 89.71%  | 0.00        |
| 100-4500-60.00                 | N/P Fire Utility Tr -4/04 | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-4500-60.01                 | Capital Budget Fire Res E | \$ 39,730.00  | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total FIRE DEPARTMENT          |                           | \$ 137,668.00 | \$ 40,882.83 | 29.70%  | \$ 40,882.83 | 29.70%  | 0.00        |
| 100-48 CONSERVATION            |                           |               |              |         | \$ -         | 0       |             |
| 100-4800-00.00                 | Conservation Commission   | \$ 2,500.00   | \$ 1,080.36  | 43.21%  | \$ 2,530.48  | 101.22% | (1,450.12)  |
| Total CONSERVATION             |                           | \$ 2,500.00   | \$ 1,080.36  | 43.21%  | \$ 2,530.48  | 1.0122  | (1,450.12)  |
| 100-61 HEALTH OFFICER          |                           |               |              |         | \$ -         | 0       |             |
| 100-6100-10.00                 | Health Officer's Salary   | \$ 300.00     | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total HEALTH OFFICER           |                           | \$ 300.00     | \$ -         | 0.00%   | \$ -         | 0       | 0.00        |
| 100-63 TRASH/RECYCLE           |                           |               |              |         | \$ -         | 0       |             |
| 100-6300-00.00                 | Solid Waste Disposal      | \$ 262,955.00 | \$ 70,492.89 | 26.81%  | \$ 93,990.52 | 35.74%  | (23,497.63) |
| 100-6304-00.00                 | Recycle Bins              | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-6305-00.00                 | Recycling Exp.            | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| 100-6306-00.00                 | Metals Recycling Exp      | \$ -          | \$ -         | 0.00%   | \$ -         | 0.00%   | 0.00        |
| Total TRASH/RECYCLE            |                           | \$ 262,955.00 | \$ 70,492.89 | 26.81%  | \$ 93,990.52 | 35.74%  | (23,497.63) |

|                                 |                           |              |              |              |              |              |            |      |
|---------------------------------|---------------------------|--------------|--------------|--------------|--------------|--------------|------------|------|
| 100-68 CEMETERY & TOWN PROPERTY |                           |              |              |              |              | \$ -         | 0          |      |
| 100-6800-00.00                  | Cemetery Commission       | \$ 9,000.00  | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-6800-10.00                  | Cemetery Comm Stipend     | \$ 450.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| Total CEMETERY & TOWN PROPERTY  |                           |              | \$ 9,450.00  | \$ -         | 0.00%        | \$ -         | 0          | 0.00 |
| 100-78 LIBRARY                  |                           |              |              |              |              | \$ -         | 0          |      |
| 100-7800-99.02                  | Transfer Out To Library   | \$ 98,441.00 | \$ 98,441.00 | 100.00%      | \$ 98,441.00 | 100.00%      | 0.00       |      |
| Total LIBRARY                   |                           |              | \$ 98,441.00 | \$ 98,441.00 | 100.00%      | \$ 98,441.00 | 1          | 0.00 |
| 100-83 DEBT SERVICE             |                           |              |              |              |              | \$ -         | 0          |      |
| 100-8310-13.00                  | N/P Spiller House -9/30   | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-8310-14.00                  | N/P Maple Shade Town Forr | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| Total DEBT SERVICE              |                           |              | \$ -         | \$ -         | 0.00%        | \$ -         | 0          | 0.00 |
| 100-93 DUES/ASSESSMENTS         |                           |              |              |              |              | \$ -         | 0          |      |
| 100-9300-30.10                  | Chittenden Couny Tax      | \$ 15,000.00 | \$ 6,904.50  | 46.03%       | \$ 6,904.50  | 46.03%       | 0.00       |      |
| 100-9300-30.11                  | CCMPO                     | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9300-30.12                  | CCRPC                     | \$ 3,253.00  | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9300-30.13                  | VLCT                      | \$ 4,139.00  | \$ 4,139.00  | 100.00%      | \$ 4,139.00  | 100.00%      | 0.00       |      |
| Total DUES/ASSESSMENTS          |                           |              | \$ 22,392.00 | \$ 11,043.50 | 49.32%       | \$ 11,043.50 | 0.4932     | 0.00 |
| 100-99 DONATIONS/MISC           |                           |              |              |              |              | \$ -         | 0          |      |
| 100-9900-00.00                  | Miscellaneous Expense     | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-01.00                  | TLC Grant 04-05           | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-01.01                  | Donations - Other         | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-02.00                  | Misc Jackson Forest       | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-04.00                  | Opioid Settlement Fund    | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-05.00                  | Brick Meeting House       | \$ 2,500.00  | \$ 1,228.00  | 49.12%       | \$ 3,673.00  | 146.92%      | (2,445.00) |      |
| 100-9900-05.01                  | Westford Common Hall      | \$ 2,500.00  | \$ 2,500.00  | 100.00%      | \$ 2,500.00  | 100.00%      | 0.00       |      |
| 100-9900-05.02                  | Summer Concert Series     | \$ 2,700.00  | \$ 2,700.00  | 100.00%      | \$ 2,700.00  | 100.00%      | 0.00       |      |
| 100-9900-05.03                  | Historical Society        | \$ 1,500.00  | \$ 775.13    | 51.68%       | \$ 775.13    | 51.68%       | 0.00       |      |
| 100-9900-07.00                  | Conservation Appropriatio | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-08.00                  | Rec Dept Appropriation    | \$ 750.00    | \$ 500.00    | 66.67%       | \$ 500.00    | 66.67%       | 0.00       |      |
| 100-9900-09.00                  | Grant Matching Appropriat | \$ 25,000.00 | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-10.00                  | Covered Bridge Restoratio | \$ 12,000.00 | \$ 28,000.00 | 233.33%      | \$ 28,000.00 | 233.33%      | 0.00       |      |
| 100-9900-11.00                  | Stop Payment Refunds      | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9900-12.00                  | Veterans Banners-EXP      | \$ 600.00    | \$ 690.00    | 115.00%      | \$ 690.00    | 115.00%      | 0.00       |      |
| 100-9900-99.00                  | TRANSFER OUT GL           | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9905-00.00                  | Visiting Nurse            | \$ 6,500.00  | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9910-00.00                  | Agency on Aging (Age Well | \$ 1,500.00  | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9920-00.00                  | Fairfax Fletcher & Westfd | \$ 100.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9930-00.00                  | Front Porch Forum         | \$ 270.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9931-00.00                  | GBIC- Greater Burl Indust | \$ 200.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9932-00.00                  | Winooski Natural Resource | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9933-00.00                  | Essex High School Robotic | \$ 300.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9934-00.00                  | Winterfest                | \$ 750.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9936-00.00                  | Westford Farmers Market   | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9937-00.00                  | Howard Center             | \$ 750.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9940-00.00                  | Steps to End Domestic Vio | \$ 300.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9941-00.00                  | Hope Works                | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9942-00.00                  | VT Center Independent Liv | \$ 100.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9943-00.00                  | VT Family Network         | \$ 250.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9944-00.00                  | COTS-Committee on Temp Sh | \$ 250.00    | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9945-00.00                  | CHIPS                     | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9950-00.00                  | Brookside Cemetery        | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |
| 100-9951-00.00                  | Pleasant View Cemetery    | \$ -         | \$ -         | 0.00%        | \$ -         | 0.00%        | 0.00       |      |

|                                          |                     |                        |         |                     |          |             |
|------------------------------------------|---------------------|------------------------|---------|---------------------|----------|-------------|
| Total DONATIONS/MISC                     | \$ 58,820.00        | \$ 36,393.13           | 61.87%  | \$ 38,838.13        | 0.6603   | (2,445.00)  |
| Total Expenditures                       | \$ 1,295,975.36     | \$ 393,304.10          | 30.35%  | \$ 443,876.63       | 0.3425   | (50,572.53) |
| <b>Total GENERAL FUND</b>                | <b>\$ 49,451.14</b> | <b>\$ 1,220,903.74</b> |         | <b>\$ 54,601.69</b> | <b>0</b> |             |
| <b>110-20 HWY CURRENT TAX REVENUE</b>    |                     |                        |         | <b>\$ -</b>         | <b>0</b> |             |
| 110-2000-00.00 Current Taxes Hwy         | \$ 1,103,596.12     | \$ 275,899.02          | 25.00%  | \$ 367,865.36       | 33.33%   | (91,966.34) |
| Total HWY CURRENT TAX REVENUE            | \$ 1,103,596.12     | \$ 275,899.02          | 25.00%  | \$ 367,865.36       | 0.3333   | (91,966.34) |
| 110-2705-00.00 Transfer In               | \$ -                | \$ -                   | 0.00%   | \$ -                | 0        | 0.00        |
| 110-2910-00.00 Use of Cash on Hand       | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-50 HIGHWAY DEPT REVENUE              |                     |                        |         | \$ -                | 0        |             |
| 110-5000-19.00 State Grants              | \$ 200,000.00       | \$ 200,000.00          | 100.00% | \$ 200,000.00       | 100.00%  | 0.00        |
| 110-5000-19.01 Rogers Rd Culvert 2020    | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-19.02 Rollin Irish Rd NWRPC GRT | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-19.03 Old Stage Road Grant      | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-20.00 Note Proceeds New Vehicle | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-25.00 Proceeds Sale of Equipmen | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-30.00 Reimburse Hwy School Exp  | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-40.00 State Aid Roads Hwy       | \$ 100,000.00       | \$ 27,601.08           | 27.60%  | \$ 27,601.08        | 27.60%   | 0.00        |
| 110-5000-40.01 Better Roads/RPC Grants   | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-40.02 CCRPC Grant Hwy Projects  | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-44.00 FEMA OCT 2017 WIND STORM  | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-45.00 FEMA July 2023 Flood Cowi | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-49.00 Hwy Insurance Claim       | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-50.00 FEMA Oct 2019 halloween S | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-51.00 FEMA Public Safety Dec 20 | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5000-90.00 Misc Highway Revenue      | \$ -                | \$ 2,650.55            | 100.00% | \$ 2,650.55         | 100.00%  | 0.00        |
| Total HIGHWAY DEPT REVENUE               | \$ 300,000.00       | \$ 230,251.63          | 76.75%  | \$ 230,251.63       | 0.7675   | 0.00        |
| Total Revenues                           | \$ 1,403,596.12     | \$ 506,150.65          | 36.06%  | \$ 598,116.99       | 0.4261   | (91,966.34) |
| 110-51 HIGHWAY DEPT - ROADS              |                     |                        |         | \$ -                | 0        |             |
| 110-5100-10.00 Highway Salaries          | \$ 365,071.10       | \$ 74,024.32           | 20.28%  | \$ 83,133.38        | 22.77%   | (9,109.06)  |
| 110-5100-14.00 FICA/MEDI Expense         | \$ 27,927.94        | \$ 5,464.06            | 19.56%  | \$ 6,160.90         | 22.06%   | (696.84)    |
| 110-5100-14.10 Childcare Tax             | \$ 1,606.31         | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-15.00 Health Ins Expense        | \$ 45,000.00        | \$ 12,345.18           | 27.43%  | \$ 13,561.37        | 30.14%   | (1,216.19)  |
| 110-5100-15.01 Dental Expense            | \$ 1,940.00         | \$ 489.84              | 25.25%  | \$ 535.47           | 27.60%   | (45.63)     |
| 110-5100-15.02 Disability Insurance Hwy  | \$ 1,225.00         | \$ 390.40              | 31.87%  | \$ 610.00           | 49.80%   | (219.60)    |
| 110-5100-15.03 Vision Ins Expense        | \$ 435.00           | \$ 72.48               | 16.66%  | \$ 72.48            | 16.66%   | 0.00        |
| 110-5100-16.00 Pension Expense           | \$ 10,796.13        | \$ 1,729.47            | 16.02%  | \$ 1,919.31         | 17.78%   | (189.84)    |
| 110-5100-17.00 Unemployment              | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-22.00 Gravel - Road Resurfacing | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-23.00 Town Ditching             | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.00 Gravel                    | \$ 100,000.00       | \$ 28,092.74           | 28.09%  | \$ 28,982.94        | 28.98%   | (890.20)    |
| 110-5100-24.01 Gravel - Road Rebuilding  | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.02 Chloride                  | \$ 50,000.00        | \$ 17,359.55           | 34.72%  | \$ 17,359.55        | 34.72%   | 0.00        |
| 110-5100-24.03 Culverts                  | \$ 7,500.00         | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.04 Road Fabric               | \$ -                | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.05 Hot Mix & Cold Patch      | \$ 2,000.00         | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.06 Guardrails & Fences       | \$ 1,000.00         | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |
| 110-5100-24.07 Seed & Mulch              | \$ 2,000.00         | \$ 1,237.03            | 61.85%  | \$ 1,237.03         | 61.85%   | 0.00        |
| 110-5100-24.08 Signs                     | \$ 2,500.00         | \$ 1,555.17            | 62.21%  | \$ 1,555.17         | 62.21%   | 0.00        |
| 110-5100-24.09 Stone for Culverts-Draina | \$ 7,500.00         | \$ 2,709.00            | 36.12%  | \$ 4,515.00         | 60.20%   | (1,806.00)  |
| 110-5100-25.01 Sand                      | \$ 119,000.00       | \$ 83,984.04           | 70.57%  | \$ 86,693.60        | 72.85%   | (2,709.56)  |
| 110-5100-25.02 Salt                      | \$ 28,000.00        | \$ -                   | 0.00%   | \$ -                | 0.00%    | 0.00        |

|                |                           |    |           |    |            |         |    |            |         |            |
|----------------|---------------------------|----|-----------|----|------------|---------|----|------------|---------|------------|
| 110-5100-25.03 | Chains                    | \$ | 5,500.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-26.01 | Gravel - Mud Season       | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-26.02 | Gravel - Unusual events   | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-27.00 | Blades                    | \$ | 5,000.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-28.00 | Tires                     | \$ | 9,000.00  | \$ | 231.50     | 2.57%   | \$ | 231.50     | 2.57%   | 0.00       |
| 110-5100-58.00 | Equipment Rental          | \$ | 3,000.00  | \$ | 162.15     | 5.41%   | \$ | 5,062.15   | 168.74% | (4,900.00) |
| 110-5100-59.00 | Contr. Services-Reg Maint | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.01 | Contr. Services-Mud Seas. | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.02 | Contr. Services-Misc.     | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.04 | Contr. Serv.-Tree Removal | \$ | 7,000.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.05 | Contr. Serv.-Roadside Mow | \$ | 10,400.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.06 | Contr. Ser-Unusual events | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.07 | Contr. Serv.-Engineering  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.08 | Contr.Serv.-Ditching      | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.11 | High Priority Road Projec | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.15 | Highway Cap't Budget Proj | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-59.16 | Equipment Reserve Fund    | \$ | 55,230.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-60.00 | State Grants              | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-60.01 | Rogers Rd Culvert - 2020  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-62.02 | Westford Milton Rd Paving | \$ | -         | \$ | 200,000.00 | 100.00% | \$ | 200,000.00 | 100.00% | 0.00       |
| 110-5100-62.03 | Old Stage Road Grant      | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-62.04 | Cambridge Rd Paving       | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.00 | N/P 2012 Vol Grader-9/28  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.01 | N/P 2014 West Star-8/05   | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.02 | N/P 2014 Ford F-550-2/21  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.03 | N/P 2015 J. Deere Loader  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.04 | N/P Current Exp Seymour 4 | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.05 | N/P Grant Anticipation    | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.06 | N/P 2017 West Star 7/05   | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.07 | N/P 2018 West Star-9/08   | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.08 | N/P 2020 International HX | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.09 | N/P J.Deere/75G Excavator | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.10 | N/P 2021 Chevrolet Silver | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.11 | 2022 Chevrolet Silverado  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.12 | N/P 2023 GRADER 4/21/24   | \$ | 45,909.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.13 | N/P 2024 47X WESTERN STAR | \$ | 32,212.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.14 | N/P NEW TRUCK 2025        | \$ | 32,000.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-65.15 | 2025 CAT 275 SKID STEER   | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-66.00 | Loan Interest N/P         | \$ | 13,248.00 | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.00 | R/M #527-Tk 2024 47X      | \$ | -         | \$ | -          | 0.00%   | \$ | 75.00      | 100.00% | (75.00)    |
| 110-5100-67.01 | #518-Tk 2014 - Ford F-550 | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.02 | #515 2008 Excavator Cat   | \$ | 5,000.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.03 | #516 2012 Grader - Volvo  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.04 | #524-Tk 2021 Chevrolet Si | \$ | 500.00    | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.07 | #504-Tk 2000 Int'l 250    | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.08 | #522-Tk 2020 Internat'l   | \$ | -         | \$ | 1,243.35   | 100.00% | \$ | 1,243.35   | 100.00% | 0.00       |
| 110-5100-67.09 | #509-Tk 2005 Int'l Tandem | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.10 | #523-J.Deere/75G Excav't  | \$ | 4,000.00  | \$ | 125.14     | 3.13%   | \$ | 125.14     | 3.13%   | 0.00       |
| 110-5100-67.11 | #517-Tk 2014 Westr'n Star | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.12 | Brush Hog                 | \$ | 1,000.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.13 | #519 2015 J Deere Loader  | \$ | 5,000.00  | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.14 | #520-Tk 2017 Westr'n Star | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.15 | Hydroseeder               | \$ | 1,000.00  | \$ | 79.78      | 7.98%   | \$ | 79.78      | 7.98%   | 0.00       |
| 110-5100-67.16 | #521-Tk 2018 Westr'n Star | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.17 | Wood Chipper (used 2015)  | \$ | 500.00    | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.18 | #525-Tk 2022 Chev Silvera | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.19 | #526-Tk 2023 GRADER       | \$ | 5,500.00  | \$ | 3,490.66   | 63.47%  | \$ | 3,490.66   | 63.47%  | 0.00       |
| 110-5100-67.20 | John Deere Roller         | \$ | 500.00    | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.21 | Power Washer              | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-67.22 | #527-Tk 2024 47X Western  | \$ | -         | \$ | -          | 0.00%   | \$ | -          | 0.00%   | 0.00       |
| 110-5100-68.01 | Repairs & Maint-Trucks    | \$ | 23,000.00 | \$ | 3,158.03   | 13.73%  | \$ | 3,158.03   | 13.73%  | 0.00       |

|                               |                           |                 |                 |         |               |         |             |
|-------------------------------|---------------------------|-----------------|-----------------|---------|---------------|---------|-------------|
| 110-5100-68.05                | Repairs & Maint-Sander    | \$ 500.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5100-68.06                | Repairs & Maint-Sm Equip  | \$ 2,000.00     | \$ 155.67       | 7.78%   | \$ 194.52     | 9.73%   | (38.85)     |
| 110-5100-74.00                | Travel Expense            | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5100-75.01                | Diesel Fuel               | \$ 65,000.00    | \$ 13,277.95    | 20.43%  | \$ 13,277.95  | 20.43%  | 0.00        |
| 110-5100-75.02                | Propane Gas - Generator   | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5100-76.00                | Streets - Electricity     | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5100-95.00                | Chloride tanks & pumps    | \$ 500.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5100-99.00                | Transfer Out              | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| Total HIGHWAY DEPT - ROADS    |                           | \$ 1,106,000.48 | \$ 451,377.51   | 40.81%  | \$ 473,274.28 | 42.79%  | (21,896.77) |
| 110-52 HIGHWAY DEPT - PERMITS |                           |                 |                 |         | \$ -          | 0       |             |
| 110-5200-20.00                | MRGP Stormwater Permit    | \$ 1,750.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 77.14%      |
| 110-5200-30.00                | Petroleum Cleanup Fund    | \$ 50.00        | \$ 50.00        | 100.00% | \$ 50.00      | 100.00% | 100.00%     |
| Total HIGHWAY DEPT - PERMITS  |                           | \$ 1,800.00     | \$ 50.00        | 2.78%   | \$ 50.00      | 0.0278  | 0.00        |
| 110-53 HIGHWAY DEPT - GARAGE  |                           |                 |                 |         | \$ -          | 0       |             |
| 110-5300-20.00                | Supplies                  | \$ 5,000.00     | \$ 298.94       | 5.98%   | \$ 993.18     | 19.86%  | (694.24)    |
| 110-5300-21.00                | Oil & Grease - Minor's Ga | \$ 1,300.00     | \$ 94.51        | 7.27%   | \$ 94.51      | 7.27%   | 0.00        |
| 110-5300-22.00                | Shop Tools & Equipment    | \$ 1,000.00     | \$ 165.56       | 16.56%  | \$ 165.56     | 16.56%  | 0.00        |
| 110-5300-23.00                | Equipment                 | \$ 2,000.00     | \$ 1,500.00     | 75.00%  | \$ 1,500.00   | 75.00%  | 0.00        |
| 110-5300-24.00                | Communication Equipment   | \$ 1,500.00     | \$ 2,140.00     | 142.67% | \$ 2,140.00   | 142.67% | 0.00        |
| 110-5300-25.00                | Personal Protective Equip | \$ 1,000.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-40.00                | Education Workshops       | \$ 500.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-48.00                | Property Casualty W/C Ins | \$ 40,500.00    | \$ 20,074.79    | 49.57%  | \$ 20,074.79  | 49.57%  | 0.00        |
| 110-5300-50.00                | Fire/Security System      | \$ 1,500.00     | \$ -            | 0.00%   | \$ 490.00     | 32.67%  | (490.00)    |
| 110-5300-60.00                | IT Service & Software     | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-60.05                | Computer                  | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-68.00                | Bldg Maint & Repairs      | \$ 6,000.00     | \$ 21.19        | 0.35%   | \$ 21.19      | 0.35%   | 0.00        |
| 110-5300-68.10                | Garage Drain              | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-71.00                | Salt Shed Reserve         | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-76.00                | Electricity               | \$ 4,000.00     | \$ 693.78       | 17.34%  | \$ 757.56     | 18.94%  | (63.78)     |
| 110-5300-77.00                | Telephone                 | \$ 1,910.00     | \$ 131.02       | 6.86%   | \$ 212.04     | 11.10%  | (81.02)     |
| 110-5300-78.00                | Water                     | \$ 100.00       | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-81.00                | Bldg Improvements         | \$ 10,000.00    | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-83.00                | Storage Shed              | \$ -            | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-85.00                | Clothing Allowance        | \$ 2,400.00     | \$ -            | 0.00%   | \$ -          | 0.00%   | 0.00        |
| 110-5300-99.00                | Miscellaneous             | \$ 1,000.00     | \$ 83.31        | 8.33%   | \$ 83.31      | 8.33%   | 0.00        |
| Total HIGHWAY DEPT - GARAGE   |                           | \$ 79,710.00    | \$ 25,203.10    | 31.62%  | \$ 26,532.14  | 33.29%  | (1,329.04)  |
| Total Expenditures            |                           | \$ 1,187,510.48 | \$ 476,630.61   | 40.14%  | \$ 499,856.42 | 42.09%  | (23,225.81) |
| Total HIGHWAY FUND            |                           | \$ 216,085.64   | \$ 29,520.04    |         | \$ 98,260.57  |         |             |
| Total All Funds               |                           | \$ 265,536.78   | \$ 1,250,423.78 |         | \$ 98,260.57  |         |             |

# Form PVR-4261-E

## ERRORS AND OMISSIONS CERTIFICATE

The Board of Listers of the Town of Westford are hereby supplying the following changes to the 2026 Grand List. Specifically:  
(Year)

|                                                                                                                              |                            |                             |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|
| Owner <b>Mikayla Forsey &amp; Joseph Mongeon</b>                                                                             |                            | SPAN <b>720-229-10250</b>   |
| Change From <b>\$528,800</b>                                                                                                 | Change To <b>\$405,500</b> | Difference <b>\$123,300</b> |
| Reason<br>House was never removed from assessment, house removed from property in 2025. Owners were told it would be removed |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |
| Owner                                                                                                                        |                            | SPAN                        |
| Change From                                                                                                                  | Change To                  | Difference                  |
| Reason                                                                                                                       |                            |                             |

**LISTERS/ASSESSOR AND SELECTBOARD**

|                                                                                                                                        |                        |                                                                                                                        |      |
|----------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------|------|
| Signature of Lister/Assessor<br> <i>Molly Mashore</i> | Date<br><i>9/22/26</i> | Signature of Selectboard/Alderman<br> | Date |
| Signature of Lister/Assessor<br>                      | Date                   | Signature of Selectboard/Alderman<br> | Date |
| Signature of Lister/Assessor<br>                      | Date                   | Signature of Selectboard/Alderman<br> | Date |
| Signature of Lister/Assessor<br>                      | Date                   | Signature of Selectboard/Alderman<br> | Date |
| Signature of Lister/Assessor<br>                      | Date                   | Signature of Selectboard/Alderman<br> | Date |

**TOWN CLERK**

I, \_\_\_\_\_, town clerk of \_\_\_\_\_, certify receipt of these changes. This certificate will be attached to or recorded in the grand list of \_\_\_\_\_ for tax year \_\_\_\_\_.

|                                                                                                              |              |      |
|--------------------------------------------------------------------------------------------------------------|--------------|------|
| Signature of Town Clerk<br> | Printed Name | Date |
|--------------------------------------------------------------------------------------------------------------|--------------|------|

**32 V.S.A. § 4261. Correcting omission from grand list**

When real or personal estate is omitted from the grand list by mistake, or an obvious error is found, the listers, with the approval of the Selectboard, before December 31, may supply such omissions or correct such errors and make a certificate thereon of the fact; provided, however, the listers may make a correction resulting from the filing or rescission of a homestead declaration without approval of the Selectboard.

**MUST BE ATTACHED TO THE FINAL GRAND LIST FILED WITH THE TOWN CLERK.**



**ESSEX RESCUE, INC.**

**1 Educational Drive**

**Essex Junction, VT 05452    Phone (802) 878-4859**

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August 24, 2026

Town of Westford  
1713 Vermont 128  
Westford, VT 05494

Dear Selectboard,

Essex Rescue is proud to provide 24/7 emergency medical services to the Town of Westford, responding in all weather conditions. Our dedicated team of paid and volunteer clinicians delivers prompt, compassionate care, providing both basic and advanced life support to those in need. We remain committed to ensuring that every member of our community receives safe, efficient, and appropriate pre-hospital care.

For FY27, Essex Rescue made a deliberate decision to level-fund our request while we implemented significant operational changes. Most notably, we expanded our service model to include the consistent scheduling and deployment of an additional ambulance during periods of high call volume. This was an intentional investment in our ability to provide more reliable coverage when demand is greatest. Before requesting additional municipal funding, we believed it was important to allow sufficient time to evaluate the operational and financial impact of this change, including the actual reimbursement generated by the additional service.

Our experience over the past year has provided valuable insight into those financial realities. While we did not quite achieve the reimbursement levels we had projected, Essex Rescue was able to finish the year in a stable position, in large part because of the extraordinary generosity of our community, donors, and supporters.

We have also recognized that the reimbursement shortfall is not unique to Essex Rescue. Medical reimbursement continues to be a significant challenge across the healthcare industry, with payment rates and practices largely determined by insurers and other third-party payers. As a result, there are limits to what an organization such as Essex Rescue can do to directly improve reimbursement through operational changes alone.

At the same time, we have carefully evaluated the operational changes we have made this past year, including the cost and community benefit of consistently staffing and deploying an additional ambulance during periods of high call volume. We believe the additional coverage provides a meaningful benefit to the communities we serve and strengthens our ability to meet the needs of our residents when demand increases. Having evaluated both the benefits and the costs, we believe maintaining this service level is the right decision for the community.

The challenge, therefore, is identifying a sustainable way to support the cost of providing that service. Our experience this past year has given us a much clearer understanding of the resources required and has allowed us to incorporate those lessons into our FY28 financial planning.

**For FY28, we are requesting a 4.1% increase in the Town's per-capita funding rate, from \$19.56 to \$20.36 per resident.** This adjustment is consistent with the July 2026 release of the Consumer Price Index for the Northeast Region and represents a measured approach to addressing the increasing costs of providing emergency medical services.

The Town of Westford's population served by Essex Rescue is 2,062. Based on the new per-capita rate of **\$20.36**, the total FY28 request from the Town of Westford is **\$41,982.32**

This request is intended to help sustain the level of service Essex Rescue has worked to build while continuing to responsibly manage the Town's investment. We will continue to rely on a combination of insurance reimbursement, our annual subscription program, donations, and municipal support to fund our operations. We will also continue to



**ESSEX RESCUE, INC.**

**1 Educational Drive**

**Essex Junction, VT 05452    Phone (802) 878-4859**

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evaluate our call volume, reimbursement experience, staffing needs, and operational costs to ensure that we are making sound decisions about the resources required to serve our communities.

We are proud of the partnership Essex Rescue has built with the Town of Westford and deeply appreciative of the confidence the Town has in our organization. Your support has helped Essex Rescue become a stronger and more financially stable organization while allowing us to continue adapting to the changing needs of the community.

Our FY28 request reflects what we have learned through the past year: we must remain financially responsible, we must carefully evaluate the services we provide, and we must ensure that the resources necessary to sustain those services are available. We believe the expanded coverage Essex Rescue has implemented provides real value to the residents of Westford, and we are committed to maintaining that level of service in a responsible and sustainable manner.

We are grateful for the Town's continued investment in Essex Rescue and for the opportunity to serve the residents of Westford. We look forward to continuing this partnership and working together to ensure that when our community needs emergency medical care, Essex Rescue is there—24 hours a day, 365 days a year.

Thank you for your continued trust and support.

Colleen M. Ballard, NRP  
Executive Director

# FY2028 Municipal Partnership & Funding Discussion



A municipal conversation about readiness, reimbursement,  
and the cost of maintaining reliable emergency medical service

**139**

Square miles served

**5**

Communities served

**3,559**

911 Calls Annually

**55 Years**

Serving our communities since

OUR SERVICE

## A regional EMS service serving five communities

Essex Rescue provides emergency medical services across a regional service area.



- 1 City of Essex Junction
- 2 Town of Essex
- 3 Town of Jericho
- 4 Town of Underhill
- 5 Town of Westford

9.7

911 Calls per day

33,000

Approximate population  
served

139

Square miles

~30

Personnel

24/7

Emergency readiness

Municipal boundaries do not change the expectation that when a resident calls 911, an appropriate EMS resource must be available.

## OUR WORKFORCE

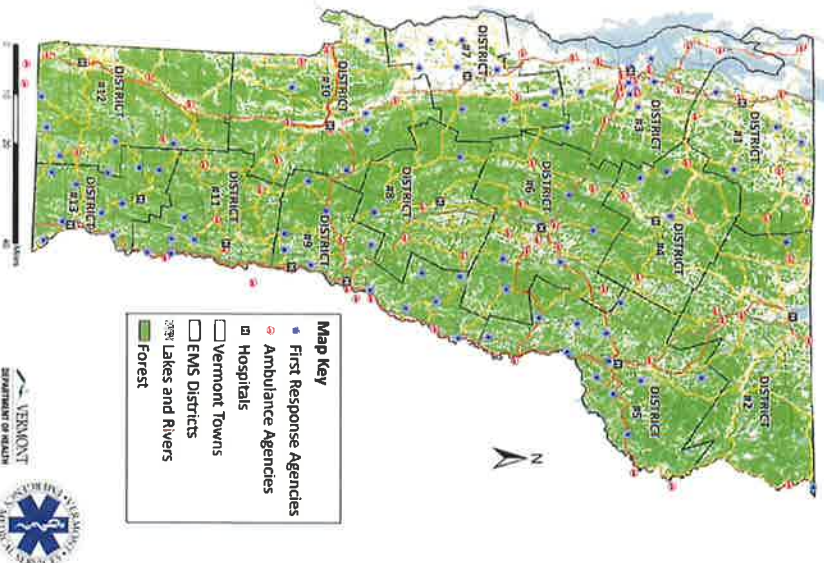
# Who we are



- Private, 501(c)(3) organization
- Combination workforce
- Clinical Staff 432 hours -2,080 hours per year
- Station – 1 Educational Drive, Essex Junction
- 3 Ambulances, 1 Fly car
- Licensed at the Paramedic Level

# Vermont's EMS system

## Vermont Emergency Medical Services



- Federally – Not recognized as an essential service, receives no government funding
- In 2024 Vermont elected to recognize EMS as an essential service
- EMS is the only division of public safety that is regulated by the state and requires individuals and services to be maintain individual licenses
- State Regulation: State of Vermont, Department of Health, EMS & Injury Prevention
- Services and providers operate under State Statutes, VT EMS Rules, and clinically under State Protocols
- District Regulation: 13 districts in Vermont which consist of board members and medical advisors
- Service Level Regulation: Chief, Board, Medical Director



## EMS capabilities today



- Advanced cardiac life support
- ~61 Medications
- Cardiac Monitors (EKG, pace, cardioversion, defibrillation, end-tidal CO2, SPO2, BP)
- Advanced Airways including Intubation
- Video Laryngoscopy
- Needle chest decompression
- Percutaneous and Surgical cricothyrotomy
- CPAP (Continuous Positive Airway Pressure)
- Pain control
- Seizure control
- Childbirth
- Hemorrhage control
- IV pumps
- Intravenous fluid
- Peripheral venous access and Intraosseous access
- Eye irrigation (morgan lens)
- Diverse oxygen delivery systems
- Oral gastric tubes
- Glucose testing

## How our EMS service is funded



EMS agencies around the U.S. are funded similarly, using a various combination of these sources.

### Municipal support (23.35% of annual budget)

Predictable public investment

### Insurance & patient reimbursement

Variable; dependent on utilization and reimbursement, continues to get cut

### Annual subscription program

Community-supported revenue

### Donations

Community generosity

Municipal support provides a predictable foundation for a service whose demand and reimbursement are variable.

## 2024 Demand: The system is being used

Requests for service from January 1, 2024 — December 31, 2024



3,454

Requests for service

2,816

Taken by Essex Rescue

638

Turned over to another resource

Taken: 81.3%

Turned over: 18.6%

### Service Hours:

- 1 - ambulance 24/7 (8,760 service hours per year)
- 2<sup>nd</sup> Ambulance, when staffing allowed (~ 1,236 service hours per year)

## 2025 Demand: The system is being used

Requests for service from January 1, 2025 — December 31, 2025



3,559

Requests for service

2,892

Taken by Essex Rescue

667

Turned over to another resource

Taken: 81.2%

Turned over: 18.7%

### Service Hours:

- 1 - ambulance 24/7 (8,760 service hours per year)
- 2<sup>nd</sup> Ambulance, when staffing allowed (~ 1,236 service hours per year)



## 2026 The demand is real — and readiness must be continuous

Requests for service from January 1, 2026 — through July 31, 2026

**1,834**  
requests for service

**1,566**  
taken by Essex Rescue

**268**  
turned over

**5 Year  
Volume  
> 22%**

85.4 % taken by Essex Rescue based on reported total

14.6 % taken by mutual aid

### New Standard Service Hours:

- 1 - ambulance 24/7 (5,088 service hours thus far)
- 2<sup>nd</sup> Ambulance — Started increasing to 5 days/week, 12-hours a day (1,560 service hours)



# What is The cost to provide ambulance transport?

The Medicare Ground Ambulance Data Collection System provides a national cost benchmark.

Average cost to an agency per ambulance transport

**\$2,673**

Average reimbursement per transport

**\$1,147**

Average unreimbursed gap per transport

**\$1,526**

## Cost vs. reimbursement

\$1,147 reimbursed

\$1,526 gap

57.1% of the average transport cost is not recovered through reimbursement.



# Transport revenue comparison — 2024



85.30% Collected reimbursement rate

## Transport revenue comparison — 2025



83.82% Collected reimbursement rate



# FY2027 Operating budget:

The municipal contribution is one component of a diversified revenue model.

**\$2,531,294**

FY2027 Operating budget

**\$591,044.52**

FY2027 Municipal contribution

**23.35%**

Current municipal share of operating budget

Current municipal contribution as a share of the FY2027 operating budget

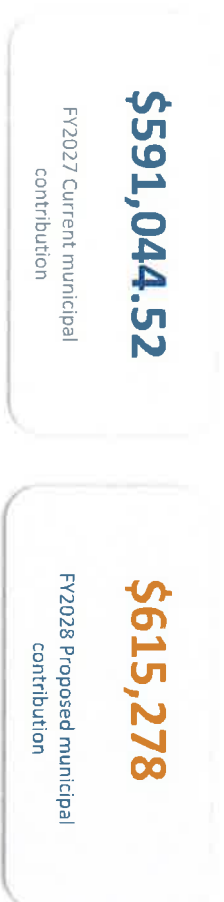


\$591,044.52

\$1,940,249.50 from other revenue sources

Municipal support ≠ the whole budget

## The FY2028 conversation in two numbers



### What these numbers mean

- EMS readiness has a cost whether or not a patient is transported.
- Patient reimbursement is not sufficient to recover the full cost of ambulance service.
- Municipal support provides predictable funding for the readiness that billing cannot reliably finance.
- FY2028 funding should be tied to the level of service the community expects and the actual cost of maintaining it.



## A transparent starting point: Northeast CPI

The July 2026 Northeast Region CPI-U increased 4.1% over the prior year.

**4.1%**

July 2026 Northeast CPI-U, 12-month change

**\$24,234**

4.1% increase on current \$591,044.52 contribution

**\$615,278**

CPI-adjusted municipal baseline

**CPI baseline calculation**

$$\text{\$591,044.52} \times 1.041 = \text{\$615,278.35}$$

# What your community is really funding

An ambulance is the visible part of the system. Readiness is the product.



## PEOPLE

EMTs, AEMT's, Paramedics, Drivers, Supervisors, Administrators, Paid and Volunteer

## CLINICAL CAPABILITY

Medications, Equipment, Transportation, Medical oversight

## FLEET & EQUIPMENT

Ambulances, Fly car, Maintenance, Replacement planning

## READINESS

Staffing, Training, QA, Communications, 24/7 Availability

## INFRASTRUCTURE

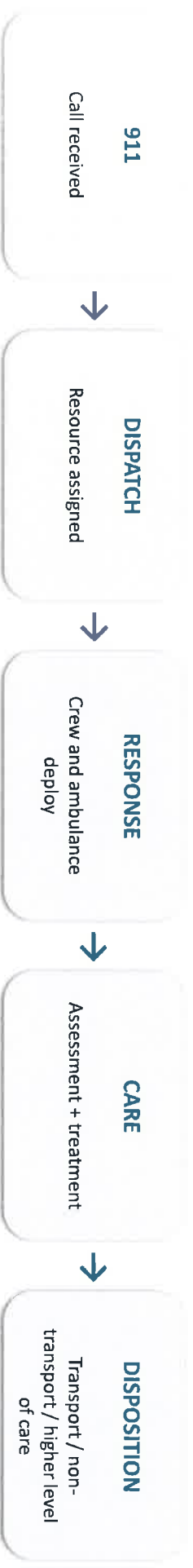
Station, Insurance, Technology, Administration, Licensing, Compliance

**The service must be ready before the emergency happens.**



## What does the municipality receive for its investment?

**24/7 Readiness for Service. A reliable EMS system that is prepared for the first call, the second call, and the unexpected call.**



Readiness is tested by simultaneous calls, staffing gaps, hospital turnaround, vehicle maintenance, severe weather and other system pressures.

## We have seen happens when funding does not keep pace?

Underfunding does not eliminate the need for EMS- It shifts the pressure elsewhere.



- Difficulty maintaining adequate staffing
- Greater dependence on mutual aid
- Delayed ambulance and equipment replacement
- Reduced financial reserves
- Greater dependence on variable patient revenue
- Increased pressure on employees and volunteers
- Less flexibility when an unexpected expense occurs

**The absence of a crisis  
today does not necessarily  
mean the system is  
adequately funded.**

It may mean the agency has successfully  
absorbed the pressure — until it cannot.

THE QUESTION WHEN A RESIDENT CALLS 911

# **“Is someone coming?”**

Essex Rescue's responsibility is to make sure the answer is yes.

**FY2028 is not simply about funding an ambulance.**

It is about maintaining the people, readiness, clinical capability and infrastructure necessary to provide emergency medical care when our communities need it most.

ESSEX RESCUE, INC. • SERVING OUR COMMUNITIES SINCE 1971

They have \$15,000 remaining and will spend it on a printer/computer set up and landscaping/special guests. All remaining funds will revert to the Covered Bridge repair.

#### **Dog Warden**

Is asking to use their remaining obligation for the care of a terminally ill dog that is being cared for by a resident. The remaining ARPA funds would cover a significant portion of that cost.

#### **1705 UPDATE**

Bill announced that they have a purchase and sales contract with the Pigeon Family Trust to buy the property. The town attorney recommends the town have the BRELLA policy in place before going forward. At this point, the Selectboard intends to use the \$150,000 in ARPA allocated for wastewater for half the purchase price. The board will need a special town meeting to use unassigned fund balance for a purpose other than an emergency. The vote will be a floor vote by hand and, if 18 people request, a paper ballot. This is not an article that will be mailed to all voters, it will be a floor vote only. Holly recommended the end of October or early November. The board wanted to discuss further before making a decision on a date for a Special Town Meeting. Upon the Pigeon Trust's permission, the purchase and sales agreement may be put on the website with personal information redacted. The document itself is public record and can be requested. Vicky Ross was present. She asked what the board's communication plan for informing the town about this topic? Bill had not thought of that, but they should have some sort of communication about this. Wendy and Deb offered to assist Holly and Maria with that.

#### **NBRC FUNDING DISCUSSION**

Wendy and Holly had met with Ron Rodjenski about how we can keep this grant. The 1705 Property does not check a lot of the same boxes as Maple Shade project did, but using the funds for 1705 would support municipal buildings. NBRC said we need to pick a project and provide them with a well thought out scope of the selected project with community support. As of yet we have no project, nor do we own the property yet, we just have the purchase and sales. NBRC has been open to a change of scope for these funds, and they have no strict timeline if we wish to do so. Wendy thinks we should keep communication open to let them know where we are and then NBRC can decide. The last thing the board wanted to do was rush plans for the property. Bill announced that George Pigeon had paid the fee to the state for a wastewater permit which has been recorded at the town office.

#### **FY'24 GENERAL FUND BUDGET STATUS REPORT**

Greg Barrows, Treasurer, went over the FY'24 General Fund Budget Status Report.

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

Greg Barrows, Treasurer, went over the Accounts Payable & Payroll Warrants.

#### **CORRESPONDENCE**

##### **Myers Trash Collection Concern**

A resident was concerned that they had some of their papers in their recycling dropped inadvertently on the sides of the road. They feel this happens quite a bit. Myers has been communicated with about it. Bill thought Myers should reach out to the resident. Bill will communicate with Myers.

##### **Conservation Commission Email**

A landowner wants to donate 40 acres to the town for the Conservation Commission, but the property is landlocked. The Conservation Commission has talked about meeting with the individual and then coming to the Selectboard. Bill felt the Selectboard should have been

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:17 PM  
**To:** Maria Barden  
**Subject:** FW: Goodrich Trail Proposed Closure: B. Bornstein  
**Attachments:** B2ResponseMinutes ChangesAug Sept2026.docx

**From:** Benjamin Bornstein <bornbj@yahoo.com>  
**Sent:** Thursday, September 24, 2026 6:15 PM  
**To:** selectboard <selectboard@westfordvt.us>; Casey Mathieu <Casey.Mathieu@westfordvt.us>; Nick Nichols <nich.nichols@westfordvt.us>; Julia Andrews <Julia.Andrews@westfordvt.us>; Pat Haller <Pat.Haller@westfordvt.us>; Tommy O'Connor <toconnor@westfordvt.us>; Town Clerk <townclerk@westfordvt.us>; Deborah Jorschick <Deb.Jorschick@westfordvt.us>  
**Subject:** Goodrich Trail Proposed Closure: B. Bornstein

Dear Selectboard, et al.,  
Please see my comments regarding the pending issues regarding the proposed two and a half month closure of Goodrich Trail to the public.  
Thank you,  
Sincerely,  
Benjamin Bornstein and family

Dear Members of the Westford Selectboard, T. O'Connor and C. Handy:

I am writing in follow-up to the board's discussion and adoption of the minutes of the selectboard's meetings of August 13, and August 28<sup>th</sup>, 2026 that took place on September 10<sup>th</sup>, 2026.

I. Minutes of Selectboard Meetings:

While it is the selectboard's prerogative to determine and adopt what the contents of the minutes should be, it is nonetheless, incumbent upon the selectboard to ensure that the minutes are both accurate and accurately reflect the issues discussed and the statements made with respect to them.

II. The Law That Governs:

There was much discussion regarding a request made to close four trails to the public that are located within Westford from October 1<sup>st</sup> through December 15<sup>th</sup>, 2026. This includes the Goodrich Trail. Goodrich Trail is our driveway/access and egress to our property. Our access and egress to our parcels for all purposes with any vehicles is governed by three final court orders. Two of these orders (1974 and 2001) are Final Stipulated Court Orders. The third, is a final decision rejecting an attempt to overturn the earlier two decisions. This decision (2003) affirmed the terms of the 1974 and 2001 Stipulated Court Orders. Reinterpretation and/or attempts to reinterpret the terms of Stipulated Court Orders by any of the parties is a violation of law, a violation of "res judicata." The 2001 Stipulated Court Order provides that the parties entered into the agreement (at paragraph 3, inter alia), "...the parties enter into this Stipulation and Order to ensure that the Petitioners may not be deprived of access to, or any economic benefits from, their respective parcels." Placing us, the members of our family and our friends in a position to bear the full safety risk the Selectboard claims it must protect the public from by closing Goodrich Trail for nearly a quarter of a year is objectively an adverse encumbrance.

III. Objective or Subject Risk: The Selectboard Determined that It IS An Objective Risk:

The Westford Selectboard has adopted a resolution to close, inter alia, Goodrich Trail from October 1, 2026 until December 15, 2026 (two and a half months) to the public. Those requesting the resolution, and the selectboard's stated basis for the decision, was for "public safety." It was the Selectboard's determination that closing Goodrich Trail to the public for nearly a quarter of the year was to ensure the public's safety. The Selectboard's determination that the public's safety is at risk is based on its

objective determination. Inasmuch as the risk and the threat of personal injury to members of the public is, therefore, an objective fact, transferring the entirety of that risk onto the members of my family and our friends and invitees is an objective risk and threat to our safety. That undeniably constitutes an adverse encumbrance.

Imposing an adverse encumbrance is a violation of the terms of the Stipulated Court Orders. Note, while municipalities have broad authority to regulate and maintain trails within their jurisdiction, one of the limitations on that broad authority to limit public access, is when an individual is the beneficiary of a court decision providing them with access and use of a trail. This is our driveway. Where the municipality's action would place the beneficiary of a court decision, in this case three final court decisions, at risk or threat of increase risk by bearing the full risk otherwise that would have been shared with the entire public, the municipality is barred from doing so.

During a recent Selectboard meeting my concerns of the transfer of the risk to the public's safety onto the members of my family and friends was dismissed as subjective. It was claimed that the town was not required to anticipate or take into consideration individuals' unsubstantiated safety concerns. This defies logic and the law. Those requesting the resolution stated and continue to state that the public's and their safety is at issue. The Selectboard in its presentation and decision, has determined that there is a risk and threat to those who use the Goodrich Trail during this period. At the risk of being repetitive, imposing this risk and threat onto our family members and friends, and our access to our property (for nearly a quarter of a year) is an encumbrance that would adversely impact upon any resale of the property – as surely as it would affect any attempt by you or anyone else to sell their property were there to be shooting allowed near or across your driveway.

IV. Our Rights Run with the Land and [Are] Valid for and Binding upon the Town of Westford...Joseph Bornstein, and their respective, heirs, Successors, and assigns."

I would point out that I and the members of our family share the enjoyment of our property in Westford, for hiking, birdwatching, the study of silviculture, the posting and refreshing of blaze marks on the boundaries by our forester, searches for and cultivation of mushrooms, and nascent maple sugaring operation, youth group orienteering, nature trail development, cutting up fallen timber for firewood, and even providing friends with the odd fir tree for the Christmas holiday. These, more than 24 individuals and/or their families come and go at all times of the year. They are our assigns. The access and egress issues pertaining to Goodrich Trail cannot be conflated with those of other trails. Three final court decisions support me on that. The issues confronting Schultz Trail are different than those of Goodrich Trail. I do not seek to limit access to Goodrich Trail merely to our family and friends. To that end, I would consider the 124 (plus or minus) signatories on

the petition presented recently to the Selectboard to be my assigns and would welcome them to enjoy hiking on our property, on a season by season basis, upon giving me prior notice to their doing so.

V. Where Is the Selectboard's Concern for the Public's Safety in the Language of the Adopted Resolution?

The language of the Selectboard's resolution on this matter appeared to have been omitted from the Minutes. When it was provided, it omitted any mention of the objective need for closure of Goodrich Trail for the public's safety. This is a material omission. It obscures the fact that the basis for the Selectboard's closure of Goodrich Trail is an objective determination that the public's safety is at risk. Imposing this risk on us and the members of our family and friends is categorically an adverse encumbrance – omitting any mention of it in the final resolution is misleading and a misrepresentation of material information by omission.

\*The request and resolution were presented by the requester and the chair of the selectboard as an objective matter of safety. It was further stated as an effort to accommodate two landowners' desires to hunt on their property and not be encumbered by having the public being on trails that track over a portion of their respective parcels.

\*\*When I raised the fact irony of making a claim that it was too dangerous for the public to be on Goodrich Trail during this month and a half period, but somehow is considered reasonable that I, my family, and friends, would still be exposed to that danger and risk, I was told that that is a subjective and unrealized fear, for which the selectboard had no responsibility to consider much less take action upon. This is neither logical, nor reasonable. Under such logic, there would be no stop signs and no traffic lights, because an individual's fear or concern of an accident at an intersection would be considered merely subjective. However, just as the relevant authority makes a determination that there is a safety concern at a certain intersection, and then reaches a decision to place a stop sign or traffic light there, in this case, the selectboard has made the objective determination that (just as a traffic study would be the basis for application for a stop sign) there is an objective danger and risk to the public. Accordingly, that danger and risk are not a subjective figment of anyone's imagination. People wielding guns and shooting pose an objective and inherent risk and danger.

Fundamentally, the Selectboard's reliance on the need for "safety" as the basis to bar public access and use of Goodrich and the other three trails for the "public's safety" is precise validation of that objective fact. Not only was I not given an opportunity to respond to this critique, and therefore, it was presented in the minutes as going unanswered. As such, I am duty bound to raise it here.

It is of concern, that the Selectboard recognizes that closing these trails to the public for “public safety concerns” is an objective factor, but has so far omitted the articulation of this very basis from its resolution to close the Goodrich Trail and the other trails to public use. My pointing out that removal of the public from the trails, did not remove the danger, risk, and/or safety issue with respect to me, the members of my family, and our friends and employees of such risks or danger, was either not included in the minutes or omitted from them.

#### VIII. The Previous Temporary Closure of Goodrich Trail was a Great Success:

In prior Selectboard meetings, I noted that this was not the entire case. That in fact, that the closure coincided with the first season that a large hunting camp that was on the Amberand, LLC property was the primary source of noise and disruption on Goodrich Trail. Inasmuch as I successfully brought to fruition the purchase, with a neighbor, of the A. Johnson property, I was the one who had the task of informing the hunters at that camp that the venue would no longer be open to them. The season of the temporary closure was the first season that they were no longer there. While I noted this, and that I had interceded with a number of hunters I encountered both during and after the trail closure period to inform them that the surrounding properties were posted or in the process of being posted, this information was not reflected in the minutes, thereby leaving an inaccurate perception that the increased calm on Goodrich Trail was due to the closure and not to other more significant factors.

For the record, the closure of Goodrich Trail last year was a last minute resolution and was meant to be only temporary. Please read the Minutes from that meeting – in particular the comments offered by Selectboard Member Casey Mathieu.

I reserve the right to raise other issues pertaining to the maintenance of the Goodrich Trail when the trail maintenance policy will be discussed.

Thank you,

Respectfully,

Benjamin Bornstein and family

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:18 PM  
**To:** Maria Barden  
**Subject:** FW: trails

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**From:** dickstr lavallee <dickstr@yahoo.com>  
**Sent:** Thursday, September 24, 2026 10:05 PM  
**To:** selectboard <selectboard@westfordvt.us>  
**Subject:** trails

I wanted to thank the sb for their (re)consideration of our town trails with ROW's. I appreciate you all listening

Dick Lavallee  
Yahoo Mail: Search, Organize, Conquer

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:19 PM  
**To:** Maria Barden  
**Subject:** FW: Sept 24 Selectboard Meeting

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** Dave Lavalley <cdzgang@gmail.com>  
**Sent:** Saturday, September 26, 2026 7:17 PM  
**To:** selectboard <selectboard@westfordvt.us>  
**Subject:** Sept 24 Selectboard Meeting

All,

I am writing to express my profound disappointment and strong objection to the Board's decision at the September 24 meeting to approve the trail closures.

More than 100 Westford residents signed a petition opposing these closures, and numerous residents spoke directly to the Board about their concerns. Despite this substantial and clearly expressed public opposition, the Board chose to move forward with the closures.

That decision raises serious questions about whose interests the Board believes it is responsible for representing. The Selectboard has a responsibility to consider the interests of the entire town and to protect public resources and established public rights—not simply to accommodate the concerns of a small number of property owners.

This is especially troubling given the longstanding disputes and disruptions involving portions of the trail system that cross private property. These closures should not be viewed in isolation. They have the potential to further restrict public use and could ultimately strengthen efforts to have the town surrender or otherwise diminish established rights-of-way.

If that is not the Board's intention, then the Board should say so clearly and explain what safeguards are in place to ensure that these closures do not become the first step toward permanently reducing public access.

I also believe the Board owes the residents who signed the petition and took the time to speak at the meeting a meaningful explanation of why their concerns were not sufficient to prevent these closures. Simply acknowledging public opposition and then proceeding as planned does not demonstrate that the public's concerns were genuinely given appropriate consideration.

This is not merely a disagreement over a trail. It is a question of whether public access and established town rights will be protected when they come into conflict with the interests of individual property owners.

I strongly urge the Board to reconsider this decision and to take whatever steps are necessary to protect the town's rights and preserve public access to the trail system. At a minimum, residents deserve a clear and

substantive explanation of the Board's reasoning and assurances that these closures will not be used to facilitate the eventual loss of public rights-of-way.

I remain deeply disappointed by the Board's decision and will be watching closely to see how the Board addresses the consequences of it.

Sincerely,

Dave Lavallee

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:19 PM  
**To:** Maria Barden  
**Subject:** FW: 9/24/2026 Trails Decision

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**From:** Vicky Ross <vicky.ross1@outlook.com>  
**Sent:** Friday, September 25, 2026 2:41 PM  
**To:** selectboard <selectboard@westfordvt.us>; Town Clerk <townclerk@westfordvt.us>  
**Cc:** westfordcc@googlegroups.com  
**Subject:** 9/24/2026 Trails Decision

Hello All,

After the long meeting last night, I am not surprised no one had energy to discuss "Next Steps"...

I have some thoughts, suggestions in that regard.  
I am including the WCC for their awareness.

1. It would seem that the Trails Closure should be communicated in the Town October, November and December newsletters. Time is of the essence on this point since the deadline for the October newsletter is Monday, 9/28 @ noon. I think it is important to be in the October newsletter because if someone was aware of the first decision, but not aware of the second decision, they might still think trails would be closed during October, but that now will not be the case.
2. I hope that signs could be put up Trail Kiosks wherever those exist, on any of these 4 trails as soon as practical, announcing the dates of the upcoming trail closures. Something to the effect of what I have below. If desired wording can be provided, I would be happy to volunteer to provide these signs – on bright yellow paper, laminated for protection against weather.

**SEYMOUR TRAIL**  
**Will be Closed Temporarily**  
**for Hunting Season**  
**November 1, 2026 – December 13, 2026**

3. I would suggest that the WCC place TRAIL CLOSED stanchions at each entrance of all 4 trails. This should be done either late in the day on 10/31 or early morning on 11/1. (I saw one of these on Schultz Trail last year, but I don't know how many of those stanchions/signs are available or what total number might be needed to accomplish this.
4. I would suggest that those stanchions and signs be removed promptly on December 14, 2026.

Thank you for your consideration,  
Vicky Ross

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:19 PM  
**To:** Maria Barden  
**Subject:** FW: [WestfordCC] 9/24/2026 Trails Decision

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**From:** Kirsten Tyler <kirstenbeat@gmail.com>  
**Sent:** Friday, September 25, 2026 3:01 PM  
**To:** Vicky Ross <vicky.ross1@outlook.com>  
**Cc:** selectboard <selectboard@westfordvt.us>; Town Clerk <townclerk@westfordvt.us>; westfordcc@googlegroups.com  
**Subject:** Re: [WestfordCC] 9/24/2026 Trails Decision

Vicky,

Thank you for the suggestion. I personally agree. I think we would welcome the laminated signs, thank you so much for the offer! Your wording sounds simple and straightforward. No notes from me.

Will the SB be posting this info in the newsletter?

The WCC has a meeting October 21. I don't think the decision to install signs, the wording of the signs, or that Vicky would provide the signs requires a motion but **Tommy** correct me if I'm wrong.

One issue here: we do NOT have a kiosk for Schultz OR Goodrich Trail on Machia Hill Rd.

I'll wait to hear from SB member(s) about signage and newsletter.  
Kirsten

On Sep 25, 2026, at 2:41 PM, Vicky Ross <[vicky.ross1@outlook.com](mailto:vicky.ross1@outlook.com)> wrote:

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Thank you for your consideration,  
Vicky Ross

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You received this message because you are subscribed to the Google Groups "WestfordCC" group.  
To unsubscribe from this group and stop receiving emails from it, send an email to [westfordcc+unsubscribe@googlegroups.com](mailto:westfordcc+unsubscribe@googlegroups.com).  
To view this discussion visit <https://groups.google.com/d/msgid/westfordcc/MN2PR12MB4638379B9DB7C7F3FB710916B0802%40MN2PR12MB4638.namprd12.prod.outlook.com>.

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:19 PM  
**To:** Maria Barden  
**Subject:** FW: [WestfordCC] 9/24/2026 Trails Decision

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** Julia Andrews <Julia.Andrews@westfordvt.us>  
**Sent:** Friday, September 25, 2026 4:54 PM  
**To:** Pat Haller <Pat.Haller@westfordvt.us>  
**Cc:** Kirsten Tyler <kirstenbeat@gmail.com>; Vicky Ross <vicky.ross1@outlook.com>; selectboard <selectboard@westfordvt.us>; Town Clerk <townclerk@westfordvt.us>; westfordcc@googlegroups.com  
**Subject:** Re: [WestfordCC] 9/24/2026 Trails Decision

Hey folks,

We should be able to move forward on placing signs without meeting again- the important part (discussing and voting on the trail closure) was done in public meeting.

On Sep 25, 2026, at 4:19 PM, Pat Haller <[Pat.Haller@westfordvt.us](mailto:Pat.Haller@westfordvt.us)> wrote:

Ah, we did cover some of this later in our "Communication" agenda nearer 9pm.

An FPF post was drafted by Tommy this morning and I presume has been sent, and yes October Newsletter will have something too. We didn't call out putting up any closure signs...sorry didn't think of that.

Can do at next SB meeting

Thanks for the suggestion and double checking by all,  
Pat

---

**From:** Kirsten Tyler <[kirstenbeat@gmail.com](mailto:kirstenbeat@gmail.com)>  
**Sent:** Friday, September 25, 2026 3:01 PM  
**To:** Vicky Ross <[vicky.ross1@outlook.com](mailto:vicky.ross1@outlook.com)>  
**Cc:** selectboard <[selectboard@westfordvt.us](mailto:selectboard@westfordvt.us)>; Town Clerk <[townclerk@westfordvt.us](mailto:townclerk@westfordvt.us)>; [westfordcc@googlegroups.com](mailto:westfordcc@googlegroups.com)  
**Subject:** Re: [WestfordCC] 9/24/2026 Trails Decision

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One issue here: we do NOT have a kiosk for Schultz OR Goodrich Trail on Machia Hill Rd.

I'll wait to hear from SB member(s) about signage and newsletter.

Kirsten

On Sep 25, 2026, at 2:41 PM, Vicky Ross <[vicky.ross1@outlook.com](mailto:vicky.ross1@outlook.com)> wrote:

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1. I would suggest that those stanchions and signs be removed promptly on December 14, 2026.

Thank you for your consideration,  
Vicky Ross

--  
You received this message because you are subscribed to the Google Groups "WestfordCC" group.

To unsubscribe from this group and stop receiving emails from it, send an email to [westfordcc+unsubscribe@googlegroups.com](mailto:westfordcc+unsubscribe@googlegroups.com).

To view this discussion

visit <https://groups.google.com/d/msgid/westfordcc/MN2PR12MB4638379B9DB7C7F3FB710916B0802%40MN2PR12MB4638.namprd12.prod.outlook.com>.

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:20 PM  
**To:** Maria Barden  
**Subject:** FW: 1705 Property - Next Steps

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** Kirsten Tyler <kirstenbeat@gmail.com>  
**Sent:** Monday, September 28, 2026 9:42 AM  
**To:** Harmony Cism <zoning\_admin@westfordvt.us>  
**Cc:** selectboard <selectboard@westfordvt.us>; PlanningCommission <planningcommission@westfordvt.us>  
**Subject:** Re: 1705 Property - Next Steps

Hi SB and PC,

This is a gentle reminder to get me your notes for the CCRPC soon. I'm planning to send them a packet with our (unedited) notes on Wednesday, 9/30/26.

I have received notes from Will and Max so far.

Thanks,  
Kirsten

On Sep 25, 2026, at 9:27 AM, Harmony Cism <[zoning\\_admin@westfordvt.us](mailto:zoning_admin@westfordvt.us)> wrote:

Hello Selectboard,

Below is the email from Anne Nelson Stoner at CCRPC, with specific questions on the three documents relating to the 1705 community engagement.

I'm adding the PC here as a reminder to both boards to submit your comments to Kirsten Tyler ([kirstenbeat@gmail.com](mailto:kirstenbeat@gmail.com)) at your earliest convenience. Kirsten will compile all of the comments and suggestions and send them to CCRPC by the end of the month. Thank you!

Sincerely,  
*Harmony Cism*  
**Administrative Officer & Planning Coordinator**  
Town of Westford  
(802) 878-4587

---

**From:** Anne Nelson Stoner <[ANStoner@ccrpcvt.org](mailto:ANStoner@ccrpcvt.org)>  
**Sent:** Monday, September 14, 2026 2:30 PM  
**To:** Kirsten Tyler <[kirstenbeat@gmail.com](mailto:kirstenbeat@gmail.com)>; Ben Bornstein <[bornbj@yahoo.com](mailto:bornbj@yahoo.com)>; Harmony Cism <[zoning\\_admin@westfordvt.us](mailto:zoning_admin@westfordvt.us)>; Tommy O'Connor <[toconnor@westfordvt.us](mailto:toconnor@westfordvt.us)>  
**Cc:** Maya Balassa <[mbalassa@ccrpcvt.org](mailto:mbalassa@ccrpcvt.org)>; Kate McCarthy <[kmccarthy@ccrpcvt.org](mailto:kmccarthy@ccrpcvt.org)>  
**Subject:** Re: 1705 Property - Next Steps

Thanks, everyone, for a great meeting this morning!

Attached are three updated project materials to share with the Selectboard along with guiding questions for their consideration (and your own, as you have time!):

1. **Draft 1705 Property Map**

*Is there anything missing from the map that would be important to show the community?*

2. **Existing Conditions Summary**

There are a couple questions highlighted in red in the document text. Generally, please focus on the Possible Directions table beginning on Page 8 and the remaining questions below it. *Do we have answers to any of these questions? What additional details can we add about the benefits, challenges, or costs associated with each direction?* We'll do additional digging as needed, but any thoughts or guidance would be helpful.

3. **Engagement Plan**

Please focus on the engagement questions, IAPs, and engagement activities. *Are there activities you see as priorities? Anything we could cut? Are there other engagement ideas that aren't captured here?*

Thanks!  
Anne Nelson

---

**From:** Kirsten Tyler <[kirstenbeat@gmail.com](mailto:kirstenbeat@gmail.com)>  
**Date:** Monday, September 14, 2026 at 11:32 AM  
**To:** Yahoo <[bornbj@yahoo.com](mailto:bornbj@yahoo.com)>  
**Cc:** Anne Nelson Stoner <[ANStoner@ccrpcvt.org](mailto:ANStoner@ccrpcvt.org)>; Harmony Cism <[zoning\\_admin@westfordvt.us](mailto:zoning_admin@westfordvt.us)>; Tommy O'Connor <[toconnor@westfordvt.us](mailto:toconnor@westfordvt.us)>; Maya Balassa <[mbalassa@ccrpcvt.org](mailto:mbalassa@ccrpcvt.org)>; Kate McCarthy <[kmccarthy@ccrpcvt.org](mailto:kmccarthy@ccrpcvt.org)>  
**Subject:** Re: 1705 Property - Next Steps

**EXTERNAL MESSAGE:** Think Before You Click

I'll send you an update Ben. Thanks all!

Kirsten

## Maria Barden

---

**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:18 PM  
**To:** Maria Barden  
**Subject:** FW: Hearing People in the Back during Selectboard Meetings

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** Kim Guidry <kimguidryfter@gmail.com>  
**Sent:** Thursday, September 24, 2026 7:54 PM  
**To:** Town Clerk <townclerk@westfordvt.us>; TownAdmin <townadmin@westfordvt.us>; selectboard <selectboard@westfordvt.us>  
**Subject:** Hearing People in the Back during Selectboard Meetings

Hello everyone,

Thank you for your loyal service to the town of Westford.

I'd like to suggest, or request, that a town employee in the back of the meeting room approaches the table, or gets closer to the speaker, when speaking. It was difficult to hear Callie's comments this evening, and its not the first time I've heard that folks have strained to hear people talking in the back of the room.

Alternatively, a second speaker in the room. strategically placed.

Making sure everyone speaking is heard could be a reasonable accommodation for accessibility for those with even mild hearing loss.

Thank you for considering,

Kim Allen Guidry

## Maria Barden

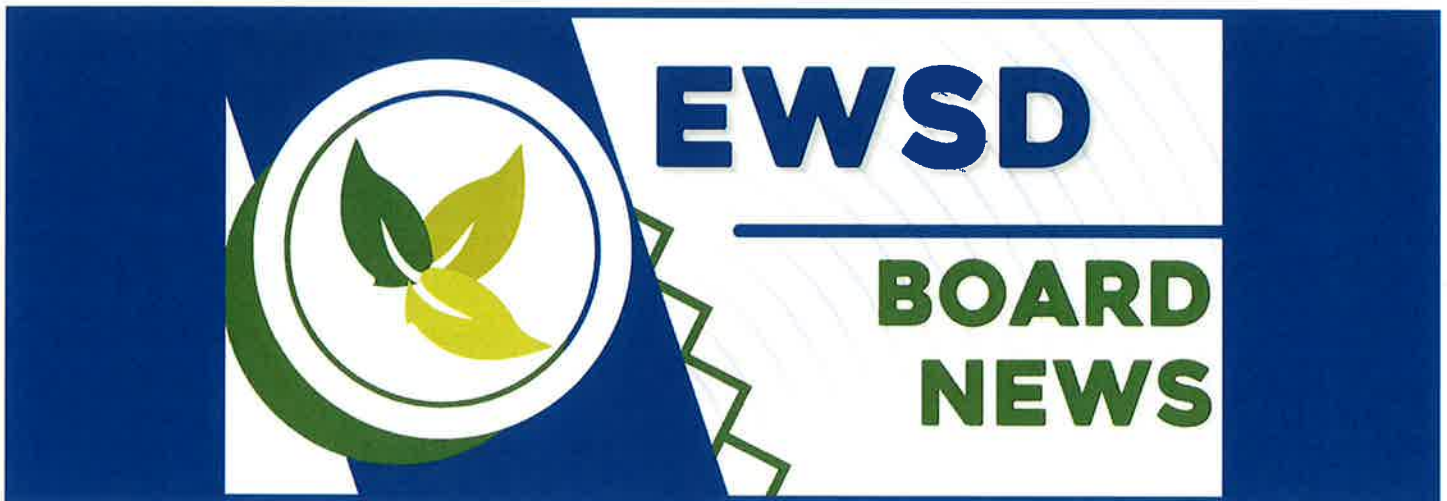
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**From:** TownAdmin  
**Sent:** Monday, October 5, 2026 1:22 PM  
**To:** Maria Barden  
**Subject:** FW: EWSD October School Board Newsletter

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**From:** Essex Westford School District <communications@ewsd.org>  
**Sent:** Friday, October 2, 2026 11:01 AM  
**To:** selectboard <selectboard@westfordvt.us>  
**Subject:** EWSD October School Board Newsletter

[View in browser](#)



## Updates from the School Board October 2026