

**Dover Select Board  
Special Meeting Minutes  
Dover Town Office  
Friday, September 21, 2018  
8:30AM**

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*THESE MINUTES ARE NOT OFFICIAL UNTIL THEY HAVE BEEN APPROVED BY THE DOVER SELECT BOARD*

Select Board Members Present: Victoria Capitani, Joe Mahon, Sarah Shippee, Josh Cohen

Select Board Members Absent: Dan Baliotti

Also, Present: Office Manager, Jeannette Eckert

Public: Lauren Harkawik, Janice Stuart

**Special Meeting Call to Order at 8:40am**

**I. Work Session with Economic Development Director**

Vicki requests to hear from Steve what his typical day is like....what are the most frustrating parts....

- There are a lot of projects going on but not much information about them
- No one else at the Town Office is really informed about these ED projects
  - Can reach out to Ken but try not to bother him too often
- No step by step process for each of the job functions
- Lots of ideas are brought to me; went to meeting at West Dover Church last night

Steve offered questions that he has on his role/responsibility with the following:

Current project budget implementation

- All inclusive—everything that is currently in budget
- Considering reevaluating some of the current projects

Current Plan implementation—new projects outlined with current plans

- Town plans—planning was done but project did not move forward

Future Project planning

- Identifying new projects
- Conducting studies, plans, engineering

Short and long-range planning (1-5 years) (10+ years)—coming from the work groups

- New economic development plan
- Focus area planning such as Town Trails plan

Reexamining past potential projects

Josh suggests identifying top priorities as this is an overwhelming list

- What is Steve's role and what is the Board's role?
- If that is defined, then some of these points may not need to be addressed
- What can be delegated and to whom should projects be delegated?
- What needs to come back to us for approval & what can be moved forward on

Newsletter—there is no time for Steve to do this, good idea but need to find someone who could do this—possible intern project

Office Tech—perhaps Tabi can fill this in as well as with the website—need to define Tabi's role

Social media—again don't have time for this; Jeannette has been doing a lot with Facebook page

Creating new maps/brochures—can have a company make them but need the organization of them—still have plenty of rack cards; don't see this as a priority at this time; Gretchen will be bringing this topic up at an upcoming Bi-Town meeting

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Reexamining past potential projects

Town Common—4 years ago, original was very expensive \$800,000 plus price tag, pushback from neighbors; new ramp and stairs might be something to revisit; a scaled down project; Holden Engineering should have a plan drawn up; potential grant money

Developing new trails—Andy & Trails Group has done a lot of work on this—should Steve be still attending meetings—checking in with them as needed

Work Group coordination—a given at this point

Recruiting new businesses and opportunities—always reaching out to businesses to see if they would open one here

Researching new opportunities for projects—background work; ideas can come from a lot of different sources; RFP samples; 7-page list generated from all these ideas; only preliminary research is done until it is prioritized

Assist current businesses expansion—folks have requested aid in developing business plans, financial assistance/ writing grants, recruiting, job training programs---send folks to BDCC; insist that they are the ones to provide this type of help; perhaps have BDCC and/or the Chamber come here and do an ongoing workshop here--Set up a date and advertise it to businesses; BDCC can facilitate the agenda  
Steve's resource is pointing folks in the right direction, not doing the work for them

Assist new potential businesses—folks looking for the same type of direction as current businesses; again BDCC can help

Meeting with business owners, residents, visitors

- A lot of requests—enjoy visiting with folks; also get a lot of people stopping by
- Home Owner's Associations—water & infrastructure studies; definitely not Steve's job; would probably fall under North Branch
  - Who should Steve point them to?
- Huge issue; very expensive; still paying back on the study
- HOA & others should bring it up to the Board
- It is an Economic topic; Makes it difficult for business expansion
- Mt Snow has met with Steve about the water study
- North Branch should get involved in this
- Talk to Laura Sabilia—water is a limiting factor in this valley
- Suggest adopting a flow chart to pinpoint the need and the best person to address it

Job Fair in Brattleboro; try to coordinate one in Dover

- Finding employees, good employees, is hard to do
- Consider second homeowners' children who may be coming out of college or looking for weekend work—tap this potential

Meeting with local, state regional organizations/agencies—BDCC, WRC, different state agencies—doesn't come up a lot but need to stay in the loop

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Meeting with potential investors/developers—again doesn't happen a lot but try to take care of it right away; requests for information related to ED; suggest links on the website to some of the appropriate organizations

Meeting/working with existing community organizations – including Bi Town/Chamber  
Also, any other organization that wants to be involved; i.e. Church group that wants to be involved in the work groups

Member of other committees: BDCC, SeVEDS, CEDS—what part of these processes should Steve continue to be involved in? Bring to Board or reach out to representatives of these committees; agendas are sent out; broadened Steve's exposure to projects when he first started

Grand Openings—important for businesses; not a huge time commitment but once it's offered and not taken advantage of within a reasonable period, then it's over; not an on-call grand opening specialist; Select board member could easily fill in on these

Organizing Events—many people feel the Town should be creating & putting on events; not just supporting the events; Steve is not an event coordinator just a facilitator—bring these types of questions to the Board

Concert signage, DASP programs—busy/clerical work that Steve should not have to do; perhaps look at staffing; Jeannette arrange for the concert signage this year

Internships—should be a paid position

- Look into a broader range of college contacts for interns; North Eastern Univ. has one of the largest intern programs; UMass also

Sponsoring Events—continue as usual

Summer Concerts—Year-Round Concerts? Expand by going into September; well attended  
Year-round concerts on hold until there is a venue in which to hold them

Conducting surveys—2008, 2011 both were ED related

- 3-4 people ask regularly if we are doing a survey
- In the past survey was used to shape the programs
- Sub out this work—believe UMASS did the last one
- Are we going to get useful information in another one? Do we need more data?
- Focus on info that was already rec'd in past surveys
- Internet should be a priority
- Putting a survey together is very time consuming; perhaps a newsletter could highlight the needs and create feedback
- Wilmington does a newsletter, but it is just upcoming events; agendas, minutes—gets sent to an email list
- Don't see this office generating a quality newsletter that we want; on a weekly basis is a rush; sub this out as well if it's decided on
- Push next survey out to 2020

Writing Grants—Steve is working with Gretchen on one for housing

- Imperative to be done especially for continuation of Valley Trail
- Reach out to professional grant writers

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Marketing Dover—Besides Bi Town Committee

- How much effort should be put towards additional marketing?
- Bi Town Marketing is coming to the Town soon for funding—last time was \$70,000 over 3 years
- Can spend a lot of money on marketing and spend it quickly
- Marketing specialist to give some ideas? 1% funds
- Wait and integrate with a new website format
- What is it that Dover is marketing? How to differentiate from Mt Snow or Bi Town marketing efforts?
- Visitor Center signage—Bennington & Guilford—does Dover still have a presence there?

Marketing Individual Businesses—no!

Developing new policy—tax stabilization policy, land use/zoning etc.

- Tax policy would have to be a town vote; Wilmington has one, went into effect 5 years ago—basically for new development/ refurbished development
- Inquiries? Direct folks to get on the SB agenda, have never been approached on this
- Zoning should not be Steve's task; Town Plan is written by the Planning Commission and implemented by ZA & DRB; was brought up by Mt Snow

Community Development—scholarship, schools, local organizations

- Movie theater—this Town is more than willing to support it; name change needs to happen; needs assistance with business plan; could fall under community development or venue work group
- Scholarship program—students or athletics, mainly as a marketing tool; Bill Anton tried to set up a financial aid program for every student but was shot down
  - Looking for the Town to fund the program and run it
  - Rotary Club funds academic or community service projects
  - Athletic fund for top athletes? Potentially falls into marketing or business workforce development work groups

Marketing work group—prioritize marketing plan, RFP, & facilitate the plan; uncover what we are marketing

- Marketing firm should have input into website program
- Vote for a point person for each work group

Performing economic analysis—don't have a lot of baseline data besides surveys; would take a lot of work—is this a priority? Where do we stand financially on IRS statistics? What is the economic viability of the town? Would like to see it after implementation

Inventory of current available properties—commercial and residential—rental properties

- Eventually will be put on the website
- MLS listing for properties for sale – obtain from Assessor
- There is not one place to go for rental figures—is this an onerous task? It could be a nice list to have but Steve is not a rental agent

Attend other meetings that may be helpful to the position—yes

**Dover Select Board  
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Use of Funds

- Need consensus on stipulations/guidelines regarding the use of 1% funding
  - Surprised by the decision not to fund GPS units
    - Trails Committee prioritized that as one of their top projects
    - All along felt it fit in with 1% money
    - After all, the DVR was funded from 1% money
  - Vicki reminds that that was a one-time expenditure; won't make that mistake again; Board rec'd a lashing for it
  - Steve just wants to know either way
- Public Safety—will be on a case by case basis tied to an event; was not on the original 1% charge
  - Specifically, on the list because of certain activities that need public safety
  - Mt Snow' future events—what if the Police Dept needs a new piece of equipment to handle that event; would like to have money on hand for it
- Joe: You bring up good information but there is a stalemate on the board about this, but all these things increase taxes and it should be economic development money to help offset taxes
  - Town tax rate is flat but grand list has gone up—that is the only reason why taxes have not gone up
- For planning purposes only; not going to buy a firetruck with 1% funds
- What is the original charge of the 1% funds?
- Maybe it is time to revisit the 1% charge if we are going to continue to argue
  - Have we had an economic development increase as a whole?
  - We've created trails, walkway, park but has it done enough to get us to the next level? Are more people coming here to work or live?
  - Fiber Optics or another major project would take a huge chunk of money
    - Nice to spend money—but we need to have money to spend on big projects
  - We need high speed internet!
  - What can we do in the next year; where should we be putting the effort?
- Infrastructure is #1; marketing is also very important—a study would be important
- Trails group needs to put together a trails plan; marketing as well—long range plans
- Biggest need is business assistance—in terms of funding and employees
  - Workforce—housing, marketing
  - Partner with coastal towns where employees work there in summer and here in winter
  - Cash poor businesses
  - Revolving loan program that Wilmington has—something to consider
    - BDCC has offered to establish a loan program
  - Roughly 10% -20% are struggling; hobby businesses at the moment
  - In terms of new businesses; couple of successful ones want to locate here but need assistance
  - Grant programs versus loan programs—grants are easier to manage; trust BDCC which is happy to assist

Communication

- What do you want to hear about at SB meetings?

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- Benches—just like to hear about it; no need to approve it
- Flower barrels—just bring the final expenditure to approve
- Have copies of quarterly reports available for public
- What should I send an email about?
- What do you want to see in the quarterly report?
  - Like to see a quarter to quarter comparison on revenue
  - Pie charts on where the money is spent
- What do you want to see in the annual report?
  - Would like to review it prior to publication
- What do you want to hear about at ED meetings? 4<sup>th</sup> Tuesday of the month
  - Seems like it is place to vent everything which is not constructive
  - Suggest a facilitator to keep it on track—perhaps Randy Capitani

**New Project Awareness**

- How to approach the Board about new projects and funding requests?
  - Email information prior to meetings
- Sensitive material? Land Acquisition?
  - Executive Session, if it is contractual

**How should I handle?**

- Complaints
  - Encourage people to bring those to the Board either in writing or in person
    - Ask to be put on the SB agenda
  - Set specific office hours to see people or set up appointments
- New Project Requests
  - Ideas from business owners, residents, SB members
    - At this point will go to the working groups
    - Does the Board want to hear all of them?
      - If it is a priority, it should come to a meeting

**Valley Trail project:**

- Hire a Clerk of the Works for Valley Trail—define the scope of the job in an RFP; Town could benefit from that
- Should start construction Spring 2019
- Final engineering is not complete yet, but draft easements are in place

**Work Groups:**

- There will be a few that will show up regularly, but others will be no shows
- If any groups fall apart, what is the next step?
- This is a chance to do something & have voices heard
- Next Tuesday the 25<sup>th</sup> will be a kick off meeting
- Regular meetings the 4<sup>th</sup> Tuesday of each month

**II. Public Comments:** hearing none, Josh Cohen moved to adjourn

**III. Adjournment at 10:52am**

Respectfully submitted by Jeannette Eckert

Public notices of these minutes have been posted at the following locations:  
Dover Town Clerk's Bulletin Board, Dover Town Meeting Bulletin Board, Dover School  
Dover Free Library, East Dover Post Office, Town of Dover Website: [www.doververmont.com](http://www.doververmont.com)