

**TOWN OF SPRINGFIELD
SELECTBOARD HALL – 96 MAIN STREET – THIRD FLOOR
STRATEGIC PLANNING WORKSHOP MEETING
Wednesday, May 24, 2023**

APPROVED MINUTES

A. CALL MEETING TO ORDER, PLEDGE OF ALLEGIANCE AND ROLL CALL

Chair, Kristi Morris, called the meeting to order at 11:00 am. Roll Call was taken and technical difficulties with Zoom were experienced and fixed. Crissy Webster noted that the High School has a good setup for meetings.

Selectboard Members: Chair Kristi Morris, Vice Chair Michael Martin, Everett Hammond, Walter Martone, and Crissy Webster were present in-person.

Administration: Town Manager Jeff Mobus was present in-person.

Strategic Plan Sections C and D

Chair Kristi Morris discussed this meeting as a continuation of the Board’s review of the Strategic Plan priorities for 2021. Town Manager Jeff Mobus added that they left off at C1 Professional Marketing Plan.

***Note: The following lettering corresponds to the Strategic Plan. ***

C. Planning and Promotions

C1. Professional Marketing Plan.

Town Manager Jeff Mobus discussed item C1 Professional Marketing Plan has been fits and starts. Town Manager Jeff Mobus added that he and Walter Martone had met up at BRIC and nothing really came of that. Town Manager Jeff Mobus further added there is another group that is starting to work on another marketing plan with Mike Schmitt at the coffee shop and they have included us on that a couple of times, noting that every time he speaks with him (Mike Schmitt), he hasn't really gotten past the theoretical concepts yet.

Town Manager Jeff Mobus discussed item C1-3 in terms of identifying funding, Walter Martone has been in contact with the State and has learned that using Revolving Loan Funds for marketing is an allowed use and that's why we're talking about having that as an item on the agenda of the regular meeting to redo the Revolving Loan Fund guidelines. Town Manager Jeff Mobus added efforts have been made to maintain the current runway at Hartness Airport, but no funding has yet been allocated for that. Town Manager Jeff Mobus noted that last he heard they were looking for \$4 million and they are trying to get that on a congressional allocation and that has not been approved. Town Manager Jeff Mobus further added that he has written several letters of support over the last couple of years for it and nothing has been earmarked yet. Town Manager Jeff Mobus additionally discussed that VTrans put out a video about the airport that could easily be used for marketing, and he is sure that was the purpose of that is to support the request for maintaining the airport size as is. Chair Kristi Morris inquired if the \$4 million was for the

total rebuild on the runway or if it was just the extension that they wanted. Chair Kristi Morris noted that the State is going to do the 80' width and shorten it up, adding that was within their plan. Town Manager Jeff Mobus responded that his understanding is that the State had agreed to narrowing and shortening and the \$4 million would be the incremental difference for the widening and the lengthening. Michael Martin noted that he believed \$4 million is what was allocated and \$6 million is what we want. Town Manager Jeff Mobus responded he would confirm the amounts. Walter Martone commented that without that expansion, we're going to have a limit on the aircraft that can come in, noting that many of them are real high rollers, who could support the economy of Springfield if we can get them interested. Town Manager Jeff Mobus noted it affected the region and was not only a Springfield issue.

Town Manager Jeff Mobus discussed when he was talking to department heads, we want to make sure that the marketing efforts include our capacity to provide water and high strength wastewater treatment, noting that's an advantage we would have over other towns. Town Manager Jeff Mobus added that we do have capacity in our water and wastewater system that other towns would not have, and this will be particularly effective in terms of drawing something to the properties on Clinton Street that we want to develop. Town Manager Jeff Mobus clarified that we have excess capacity for water and wastewater, because we built the wastewater treatment plant when we were dealing with Ben and Jerry's, so we had to build it to a different standard. Town Manager Jeff Mobus further added it is a whole different process for processing high strength waste and the whole facility is built to that. Town Manager Jeff Mobus continued that it would allow us to be more attractive than a town that doesn't have that capacity or ability to do high strength waste, such as dairy products, cider, beer, breweries, all those we could be very attractive because we already have the capacity in water and wastewater that would not require an infrastructure upgrade that may be required in other towns.

Walter Martone restated that he heard the Town Manager say that we have excess water and excess capacity to deal with wastewater, and he inquired if there is still an issue with delivering those. Further discussion ensued that the capacity on the Main Street waterline is not the issue it was the age. Additional discussion ensued that the line on Clinton Street was undersized which is why we are replacing it. Walter Martone commented that as far as marketing and everything, we can also say, not only do we have the capacity to do these things, but we are upgrading the infrastructure to deliver those services so it will be more reliable and up to date. Town Manager Jeff Mobus noted that we want to be careful how we market that because that could be interpreted as saying it's something that still needs to be done and it could raise the question of "Why wouldn't I go to a new system as opposed to an upgraded one?". Town Manager Jeff Mobus added that Windsor had to tap out their capacity to maintain Harpoon. Chair Kristi Morris commented that with our legislative plans to relax the zoning permits for Act 250 for downtown districts, village centers, neighborhood development areas, etc., there are a lot of things that came back and said they don't have capacity, but we (Springfield) do. Michael Martin added that if you've got a food processing company that's looking for a high volume of water and wastewater and they're looking for a site, Springfield has that capacity, and we have available lands and buildings that could be used and a build to suit option as soon as we get rid of that slab.

Chair Kristi Morris commented that the Town Manager talked about the two paths, we have this other group that's doing a marketing plan or looking into marketing, and he inquired what are we doing, what's our direction now or what he envisions our direction is. Town Manager Jeff Mobus responded that our vision would be to provide some funding which is why the RLF (Revolving Loan Fund) component would be helpful. Town Manager Jeff Mobus added that he thinks it would still be ideal to have it under the

auspices of the Chamber of Commerce, but it would be a cooperative work between and including SOM (Springfield on the Move), the School District, the Chamber, and the town. Town Manager Jeff Mobus further added that at some point, you're going to need some funding to do a well-done professional marketing plan. Town Manager Jeff Mobus noted that there are some pieces of it that go together and it's not wholly Town project in his mind. Michael Martin commented that going back to their original plan there are eleven significant steps that were adapted in this plan, and he inquired if we have checked off any of the steps that are in this plan. Further discussion ensued that there is not currently a committee and many of the questions would be answered in that committee. Michael Martin commented that one of the first priorities they need to do is to nix this detailed plan and put committee as the number one focus to establish.

Walter Martone commented that we have a lot of very good local talent in this area and Mike Schmitt among some of the people is top tier and he's had a lot of involvement in marketing, so we do have this informal group that's meeting and have put down some things in writing. Walter Martone added he thinks there will be a proposal forthcoming to the Town around that which would include having some kind of overseeing body, involvement in the chamber and others, so he doesn't know that this needs to immediately run and appoint and duplicate something else that is going on right now. Walter Martone further added that nothing was happening, and this has been languishing since we put it in the strategic plan so this group of people who are interested and involved in the field, decided to start putting something together.

Michael Martin commented that he was not recommending that they duplicate any efforts, but if you've got a committee that's working on this, it's ad hoc and informal and it's not sanctioned by the Town, are they going to address all the concerns that we have in the strategic plan. Michael Martin inquired how they would know that this informal committee is going to come back with a piecemeal approach to this and are they willing to accept a charge for formal recognition by the Town of Springfield to focus on the strategic objectives of the Select Board or are they just going to offer a few suggestions that might help but not give us a structure that we need. Chair Kristi Morris inquired if Michael Martin was recommending keeping number two. Michael Martin responded he was but to change number two to number one, noting that he doesn't know how you would do an evaluation if you don't have a committee that does the research. Chair Kristi Morris commented they can cross off C1-1 and make C1-2 item number one. Chair Kristi Morris noted that would also encompass what they were talking about, and they should also add SOM (Springfield on the Move) to that as well.

Michael Martin commented that if they want to make C1-1 as item two instead of fully removing it and C1-3 identify funding sources doesn't matter at this point. Walter Martone noted that they just got approval for using a revolving loan fund for a part of the effort, but he doesn't see that as being the only funding. Chair Kristi Morris inquired if they should update this to be 2023 as they don't want to wait any longer, noting that it sounds like there's some effort already. Chair Kristi Morris added then identify the funding sources for 2023 as well, and we've done some of that already on the revolving loan fund at least as an initial funding source.

Walter Martone added that C1-4 checking into other efforts being done, is being looked at by the school, also. Chair Kristi Morris commented that they have the three videos that he believed the Chamber put together through SRDC for the Great Hall marketing in Springfield and we've got the airport one from VTrans. Everett Hammond added that they have the video from Rocket. Town Manager Jeff Mobus added

that the Rocket video is on our website right now. Chair Kristi Morris inquired what they should say they want for this, is it just marketing for Springfield, do they want to advocate for goals, or let the committee come back to us with recommendations.

Michael Martin commented that everything else is more of a suggestion on their part and he believes that the goal is to create and implement a marketing plan for the Town of Springfield and in a direction that takes should be all positive. Michael Martin continued that rather than them micromanaging the specific targets, the committee's responsibility, number one is to identify the strengths of the Town of Springfield and attracting economic development, manufacturers, other businesses, and residents. Michael Martin added that they still want to try to focus on getting new residents with disposable income to locate in Springfield as he believes that is an economic driver in and of itself. Michael Martin further added that once they identify these strengths, they can develop a marketing plan to try to reach out to get those people interested, we better do some targeted marketing. Michael Martin noted that when it comes to weaknesses, he believes that the committee should come back to the Selectboard to let them know what they identified as weaknesses in our marketing plan and see if there is anything the Selectboard can do to fill these holes and gaps.

Walter Martone commented that he was going to suggest that one of the things that would be very helpful for the Selectboard to do is to start identifying what outcomes you expect from a marketing effort and not to even think in terms of a plan. Walter Martone added we've got lots of plans that are on shelves all over the place but what outcomes are they looking for, are we looking to increase the number of businesses in Town, to bring in more people, who are they looking to target. Walter Martone further added that this whole thing when he wrote the original recommendation it's got to be product oriented, it's got to be something that is measurable that you can determine whether you've achieved it or not, and it should not be something that was just put on the shelf.

Michael Martin commented that one of the things that he sees happen sometimes with these things when you say you want a goal or a product, noting that he likes the idea of measurable criteria, but it seems to him as though we decide that the best thing that we can do for Springfield is to produce a video and get it on the internet and the job is done. Michael Martin added that when you are doing a marketing plan, you have to identify who your target market is and what message you are trying to give them, and you've got to have it on multiple prongs. Michael Martin continued that you can't just say it would be great to have a new food processor in Town and focus our entire efforts on that and forget every other option that Springfield could fit the bill for. Michael Martin further added that we need to determine what are all the things that could come to Springfield and now how do we reach all of those different markets. Michael Martin discussed that those marketing efforts are completely different than what he keeps championing for of residents with disposable incomes, why do they want to come to Springfield what's the lure or the hook that we can use and then how do we reach those people.

Further discussion ensued that Walter Martone had a copy of the marketing plan about what the needs are for Springfield that was done approximately 10 years ago about the branding and what they want to see in Town. Additional discussion ensued that they could look at that plan and see if it needs updating or use it as a tool.

Everett Hammond commented that he believes we need to be careful who we try to pull into the Town, when you are talking about residents with disposable income as you could change Springfield for what it is, such as 50 years from now none of us if you're just an average income earner might not be able to live

here. Everett Hammond added he would rather focus more on businesses that are drawing in some good wages than residents with money, noting that he has seen this starting to happen in a lot of different communities that are really changing. Everett Hammond further added that Vermont itself 50 years from now is not going to look the same.

Chair Kristi Morris summarized that their overarching goal is that we need to expand our grand list. Chair Kristi Morris added that we've been talking about that for years and you do that through adding business, such as industries, or retail, and so on. Chair Kristi Morris further added that we need a residential component, noting we keep hearing about housing or lack of. Chair Kristi Morris continued that he believes their overarching goal should be what we're trying to do to ease the tax burden on Springfield by increasing the people who are paying to expand it out over a higher population.

Chair Kristi Morris noted that he believed they should include the schools in this so they can at least have a voice at the table. Chair Kristi Morris discussed that he hears how bad our schools are and he keeps asking people what makes them so bad. Chair Kristi Morris added that we have teachers like other schools, we have students like other schools, we have issues that we don't have things and events that happened that caused us to be in the limelight. Chair Kristi Morris continued it's the same as the law enforcement used to be, our law enforcement was the worst in the state, but that's maybe not who we are now. Chair Kristi Morris further added that if we keep saying we have the worst police department in the state, we're going to have the worst police department in the state because that's what our message is. Chair Kristi Morris further discussed he would like to see them pull into schools somehow to see what they're doing for marketing so that we get past that message of where we are and where we used to be. Chair Kristi Morris commented that he sees crime all over the State in every town, it's not just our police department, schools, or just Springfield and we've got to get a message that's going to be united and advocate for positivity if we're going to have any success.

Walter Martone commented that what Chair Kristi Morris was saying, he just jumped right to a note that he (Walter Martone) wrote up under the C5. School Systems, he talked to the superintendent briefly about it and told her that he was going to be coming to her to discuss it, but we need to hear very specifically from schools, not just in a general way, but what the schools want us to advertise about them. Walter Martone continued that if we're trying to attract people or we're trying to attract businesses, we know they are going to be interested in the schools, particularly residents. Walter Martone added that he wants them to be very specific in what we can say about the schools, because we're going to be fighting against a lot of negative publicity about that.

Walter Martone discussed that he is not so worried about gentrification because if it's going to happen in all of Vermont, it's eventually going to happen in Springfield. Walter Martone added that we are not going to continue to be an island here. Walter Martone further added that right now we're kind of an island of poverty and we don't want to continue that. Walter Martone further discussed that the one thing he keeps hearing from existing businesses here is that we need people, we need workers.

Walter Martone discussed that he spoke with their newest member of our Inclusion Committee who has been here two years and he asked them what brought them here and why they chose Springfield to which the member responded that we have good jobs here, noting that housing is a problem. Walter Martone added that as we encounter people who are new to town, we should each and every one of us be asking those questions of why they are here and where they came from because he likes to be able to do some comparison for what they left to come here. Walter Martone commented that he doesn't think we're

going to live long enough to have to fight the battle around gentrification, and he would like to leave that to future generations to have to do that he wants to leave Springfield in a better place than it was when he came.

Further discussion ensued that the focus shouldn't just be on people with money, and we need people here that can buy what our people are selling. Additional discussion ensued regarding the school system and budget concerns.

Crissy Webster commented that we have a very complicated population here and she doesn't believe that it's just, we have a bad name, and the school systems are low. Crissy Webster continued that we have a complicated population and it's really difficult to provide what those kids need. Crissy Webster added that she hears from a lot of business owners that the fact that there's workers here that don't want to show up and they don't want to work, there's this lack of accountability for what needs to be done. Chair Kristi Morris cautioned that it is not just a Springfield problem. Crissy Webster agreed and confirmed it is an overarching problem and it's not just in Springfield. Town Manager Jeff Mobus noted that they are speaking in generalities and there's always exceptions to every situation, but that trend is certainly noticeable.

Town Manager Jeff Mobus discussed that how you message the schools is important, but unlike the police situation, they have standardized test scores that are weak in Springfield compared to other schools. Town Manager Jeff Mobus added that they come from the standard test that's given throughout the state and we are lower than many schools. Chair Kristi Morris responded that to their points, Windsor County has 60% of the subsidized population in Vermont and Springfield has 60% of the Windsor County subsidized population. Town Manager Jeff Mobus noted the housing funding encourages more.

Springfield On the Move Director Jessica Martin in-person commented that part of the issue is how you retain those employees that do show up. Springfield On the Move Director Jessica Martin added that SRDC has done the Working Communities Challenge and she believes that would be a great tool to use, noting there's no sense in redoing everything that has already been done. Springfield On the Move Director Jessica Martin further added that they have that information and that could be applicable to the marketing for that. Chair Kristi Morris commented that they are one of three Working Community Challenges that will be funded next year. Springfield On the Move Director Jessica Martin noted that this working Communities Challenge is a regional thing region and it's not just Springfield.

Michael Martin commented that we need to recognize that everybody has problems and that we're not unique in this. Michael Martin added if we're fortunate enough to solve some of these problems that everybody else has, we rise above the fray. Michael Martin further added if we can focus on some of those problems that we can solve, that is a real competitive advantage for Springfield. Michael Martin continued that we have a poverty issue and that's why he says that if you want development, you don't build it and they will come, you get people that live here that demand these services and those services will follow.

Michael Martin discussed that when it comes to the school system he hears anecdote after anecdote, about our school systems but he doesn't have any kind of comparative factual data to say how they really are, or any kind of statistical data to measure by. Michael Martin added that if we're going to use the school system, it is something that prospective residents think about, we've got to have good data. Michael Martin further added that he feels that the school system is a tool that we use as a marketing tool, and if it's a tool, we must sharpen that tool and we must make sure that we have good school system,

noting that he doesn't know how we do that as a Selectboard. Chair Kristi Morris commented that they can recognize it needs to be sharpened. Michael Martin commented that it might already be sharp enough, noting that they do not have statistical data. Town Manager Jeff Mobus commented that the data is there, we have a very low graduation rate, and our test scores are low, that's subjective data. Chair Kristi Morris noted that AOE (Agency of Education) has all that data. Michael Martin inquired if the test scores are compared to the rest of the State, and if we can look at that. Town Manager Jeff Mobus confirmed. Michael Martin further inquired if we have an action plan to fill the holes and what do we know from the data.

Chair Kristi Morris discussed that based on his previous comments about expanding the grand list with businesses and residential, we also have revolving loan fund possibility, there's that lingering TIF possibility that's out there, we have tax stabilization that's available, we talked about the Working Communities Challenge that Springfield On The Move Director Jessica Martin brought up, also there's some money right now available from the State for housing contractors, either through low income or median income, to provide grants for single family residential owners that want to do an accessory dwelling unit or contractors that we've heard about with the Union Street property, that money is only going to be there for a couple of years and we need to take advantage of that. Chair Kristi Morris added that they need to be part of the discussion about how we can attract more housing units. Chair Kristi Morris continued that the relaxation of the ACT 250 requirements further helps possibilities for development, but he noted that we're not going to do a lot of development in our downtown district as it's dense already. Chair Kristi Morris further added that there are Neighborhood Development Areas that are around that (Downtown District), that we can take advantage of. Chair Kristi Morris further discussed that there's a lot of these tools that you're talking about, and this has got to become the focus to achieve the goals that were mentioned earlier.

Everett Hammond commented that regarding the New England workforce (New Hampshire, Maine, and Vermont) they are a skilled workforce. Everett Hammond added that he has heard from people that live out west that when they are looking for employees, anybody that normally applies from these areas Vermont, New Hampshire, and Maine, are elevated and they're at the top of the pool, so there is a lot of good skilled workforce in these three states. Chair Kristi Morris discussed hearing on the news that the state of California had lost over 300,000 workers. Chair Kristi Morris added that people are moving out of some of our bigger states, that you would think would have more amenities that people would want to go to, but they're getting tired and concerned about some of the traumatic events that have been going on around the country and they're moving. Chair Kristi Morris further added that he believes if we get this marketing approach off the ground, that there are people out there that would be willing to come here and we're seeing it.

Crissy Webster commented on a positive note regarding the schools, we have River Valley Tech Center too, and they do some really great things. Crissy Webster added that the engineering program was just out in West Virginia for our robotics club national championship.

Walter Martone discussed that he wanted to clarify that no one is proposing to displace the population that's in Springfield, what we really want to do is rebalance the population. Walter Martone added that it's just like with the social security system, if you only have people who are drawing the money out, and nobody's putting money in, it's going to fall apart. Walter Martone further added that it's the same thing in Springfield, we need to have people with resources who can pay for the social services that we need

for a very needy population that we must support. Walter Martone continued that regarding the schools and with other things, he has always had in mind that we're selling Springfield as kind of a diamond in the rough. Walter Martone additionally discussed it's not so much everything that we have, all though we have a lot of the basics and everything, but where we're going and that's why you want to come to Springfield now not just because of all these reasons, but also because you're looking towards the future, because you see a different Springfield emerging because of all this influence.

Town Manager Jeff Mobus commented that regarding who's coming here, last year the average home price in Springfield went up from \$178,000 to \$234,000 and anecdotally houses are going up in value, and then a lot of people are coming in and they're paying cash. Town Manager Jeff Mobus added that they're coming from New York, Connecticut, Long Island, because we have high-speed internet, that they can work from home, and they bring families. Town Manager Jeff Mobus further added that emphasizing our high-speed internet capacity is a way to attract those people. Town Manager Jeff Mobus continued that some people are already finding their way here and they're doing it and jumping our house prices, which of course causes problems for those of us that want to stay in Springfield, but it also means that there are people with means coming in, because they're paying cash for properties. Town Manager Jeff Mobus discussed that there's some houses and neighborhoods, such as Prospect Street, where people came in and improve the neighborhood because they bought the house with cash and they fixed them up, so that is a way to attract the population that he believes we're trying to attract.

Michael Martin discussed that one of the drivers for housing cost increases is Airbnb's and we decry the loss of full-time residential housing to Airbnb's. Michael Martin continued that if we spin it in a different way and ask why people would spend hundreds of 1000s or millions of dollars to buy real estate in Springfield, Vermont and advertise it to a public that wants a vacation experience and how are people making money buying real estate in Springfield, Vermont and selling it as a vacation experience. Michael Martin inquired what do they see about our community that were missing. Walter Martone commented that it is the location. Michael Martin responded there is a marketing opportunity and there is a potential when we're exposed to these people that have money to spend on weekend getaways in Springfield, Vermont to capture the potential for investment from those people.

Crissy Webster added that she believes the pandemic kind of taught people to slow down a little bit and that is what they are looking for here. Crissy Webster continued that they do not want all the hustle and bustle of the cities and whatnot, so we can market that they want to be able to come out here to see trees and slow down a bit.

Further discussion ensued that they should not be as specific on C1-10 and to cut it off after recreational businesses. Town Manager Jeff Mobus commented it could be businesses that would be attractive to young people. Chair Kristi Morris responded that could draw in the Trails Committee on what their efforts are, what they are trying to do for Toonerville Trail Extension, Hartness Park, and then there's others that will be coming on such as glamping.

C2. Finish the Wayfinding Project

Town Manager Jeff Mobus discussed that Phase One will be completed this year. Town Manager Jeff Mobus added that we have the mockups for the signs, so we can make sure they are visible and will work, and there is a Downtown Transportation grant that pays 50% up to \$20,675. Town Manager Jeff Mobus further added that SOM (Springfield on the Move) still has money left, about \$7500, to help pay for it as

well. Town Manager Jeff Mobus noted that it must be completed this year as their grant expires this year. Town Manager Jeff Mobus continued that unfortunately the architect who was working with them passed away which caused the delay. Town Manager Jeff Mobus further discussed that MARC (Mount Ascutney Regional Commission) has been great and has helped us carry the bucket to get to the end.

Town Manager Jeff Mobus discussed that the question then comes about Phase Two and Phase Three of how high a priority does that remain. Town Manager Jeff Mobus added that we want to finish this obviously, since there's funding for it, but you can only have two Downtown Transportation Fund grants at a time and when you have one used up here what other options are you blocking. Michael Martin inquired if Phase Two has been envisioned by the Committee.

Springfield On the Move Director Jessica Martin responded that when the Main Street Committee met before COVID, the focus was put on Phase One at that time. Springfield On The Move Director Jessica Martin added that in Phase One they wanted to start centrally and move their way out with the understanding that Phase Two would include electronic messaging boards for ongoing events instead of the sandwich board outside Town Hall that Barbara Courchesne puts out, so that they could have pertinent information for the municipality and then potentially above the new park another type of message board that would have activities, whether it's downtown activities. Springfield On the Move Director Jessica Martin further added that when the school was putting theirs in at Riverside at the time it was discussed that the school message board would have pertinent town information on there as well. Springfield On the Move Director Jessica Martin noted that through the permitting process, it was determined that the message could only change every 30 seconds and so it didn't evolve the way that she believed the Main Street Committee had envisioned for the electronic messaging and how it worked for what really is our civic center over at Dressel Gym and Riverside Park for voting, activities, et cetera, et cetera. Springfield On the Move Director Jessica Martin continued that for Phase Two they discussed that they wanted to have this type of messaging board as part of it, and where that location will be, was not fully determined. Springfield On the Move Director Jessica Martin further discussed that they held off on electronic messaging board at Town Hall because of the potential parking lot redesign and to make it ADA accessible, noting that they didn't want to install something and then have to redo it when we redid the parking lot. Springfield On the Move Director Jessica Martin commented that they wanted at least one centrally located information board as part of Phase Two.

Michael Martin commented that the electronic message board is not necessarily a transportation thing and that it wouldn't be qualified for a Transportation grant, but wayfinding does as we have a direct tie to transportation because you're advertising to vehicular traffic. Springfield On the Move Director Jessica Martin responded that she believed the DTF (Downtown Transportation Grant) was considered for this potential Phase Two, noting that these signs are expensive.

Springfield On the Move Director Jessica Martin discussed that for Phase Two they considered where to put these, what to include on them, and then if we want to have additional signage directing people to different areas around Springfield like directing them to trails, parks, and stuff like that. Springfield On the Move Director Jessica Martin added that Phase One is only seven signs and the most information on one sign is five things, and the main focus in Phase One was parking, highlighted points like municipal offices, historic downtown, Industrial Park, Hartness Airport, Riverside, RVTC, and the high school. Springfield On the Move Director Jessica Martin noted that the first one to get cut would be the Innovation Campus if we ran out of space on the Phase One signs. Springfield On the Move Director Jessica Martin continued

that they did have the vision for Phase Two and potentially using Downtown Transportation funds for that, but you can include this with something like we did for the sidewalk and the courtyard upgrade. Springfield On the Move Director Jessica Martin further added that she assumes that both of these applications will be closed out this year that we have currently open.

Chair Kristi Morris inquired why there is a 30-second delay, noting that the movie theater marquee is not a 30 second delay it is a moving one. Springfield On the Move Director Jessica Martin responded that she believed it has to do with the roadway and that the movie theater's marquee is more directed towards pedestrian and not driving traffic, whereas driving by Riverside, you've got that curve right there and people are driving by it's a much higher rate of speed. Springfield On the Move Director Jessica Martin added that she believes there was concern about the level of activity that was going on there and people being distracted by that sign. Springfield On the Move Director Jessica Martin further added that it's at least 30 seconds and that is not a very efficient way to get a lot of information to people and the school district isn't on board with sharing Town information on their board or at least the previous superintendent wasn't.

Michael Martin commented that he was disappointed in the outcome of the use of the sign and was hoping that the sign would have the potential for more messaging to a community building around activities that would be held at that area, and that did not happen. Michael Martin added that he understands that the use of that sign with the traffic at that speed does not provide for a good vehicle for detailed messaging. Michael Martin further added that something at a stop sign or some other area, the best that we have, but it will really be a problem is that island that we have at the Springfield Plaza that's very popular and that's a great messaging spot, and people are stopped and they can read the signs because of the height and it doesn't really provide a detriment to safety in that area. Michael Martin continued that he would like to see us have some kind of focus on electronic messaging, if it's at Town Hall that would be fine as a Phase Two thing, but he doesn't know about putting it in as a 2023-2024 thing but maybe a 2025 kind of thing. Chair Kristi Morris commented that Phase One is going to be implemented this year, and there's plans, at least in the works somewhere on paper for Phase Two and up, so we'll keep that wayfinding and we're not talking about doing away with it and then the funding opportunities for any upgrades or Phase Two or Phase Three

Everett Hammond commented that up in Lebanon they have these pedestrian kiosks, one is by the tunnel, one is between Salt Hill Pub and three tomatoes, one is by Village Pizza, and one is by the library in West Lebanon. Everett Hammond added that they are 6' tall and they are solar, there's no electricity going to them, they are all electronic messages, and they tell you what's happening in town.

Springfield On the Move Director Jessica Martin noted that some of these signs, even in the next couple of years, are going to be outdated. Springfield On the Move Director Jessica Martin added that people get all their information on their phone and phase two is part of that. Springfield On the Move Director Jessica Martin further added they should also possibly include the school district with some of it too because it might be a way to get funding for directing people to the School District or the Tech Center.

C3. Muckross State Park and Outdoor Recreation

Chair Kristi Morris commented that he would be interested in moving C3 up to C1 and get the marketing efforts to include specific efforts to attract and encourage recreational businesses which should be advertising our assets. Town Manager Jeff Mobus discussed that efforts to engage the state of Muckross

have not started but the Trails Committee has been very active in obtaining grants for enhancements along Toonerville Trail and Hartness Park. Town Manager Jeff Mobus added that the Committee has also been very active in identifying the trails and there's information on the trails in Springfield on the Town's website. Town Manager Jeff Mobus further added that the Town has obtained a third round of funding for Toonerville Trail Extension and is working on right-of-way challenges and the inevitable ACT 250 hearing.

Town Manager Jeff Mobus discussed that when improving the trails system in Springfield, safety and ongoing maintenance costs have to be a primary concern as at-grade crossings and long tunnels are not safe and/or are expensive to maintain and are discouraged. Town Manager Jeff Mobus added that is tied to what we talked about Monday night with the VTrans. Town Manager Jeff Mobus noted that we have not engaged the state, but he believes that Chair Kristi Morris is right that this could easily fall into the marketing section. Chair Kristi Morris responded that he did not mind keeping it, but we have it specific to Muckross and we have so much other outdoor recreation that we're promoting at this time, and we should just classify it as outdoor recreation and keep Muckross on there as it is obviously part of their efforts. Michael Martin inquired if Chair Kristi Morris wanted to put it as subsidiary to C1. Chair Kristi Morris responded he believed that would work.

Walter Martone commented that he would not move it to C1 and would keep it as a separate thing because marketing is definitely going to include recreational things and Muckross to the extent that Muckross is available to be advertised. Walter Martone added that C3 was all about developing the asset, the asset of our trails, the asset of Muckross, so it's really got a different intent than just advertising. Walter Martone continued that the advertising clearly did say recreation and he has been asked by these people (the group interested in marketing) to get them some information about Muckross among other things.

Walter Martone discussed that George McNaughton was the big force behind the Muckross support portion of this and giving them that year and advocated for it. Walter Martone added that he believes there needs to be a liaison or assigned person to be the stone in the shoe to get this pushed forward, and maybe if it's not a Selectboard member, they should ask the Trails Committee to designate someone to make sure they're at all of the Friends of Muckross meetings. Further discussion ensued regarding the trail system expansion to connect the trails and a right-of-way that was gained through the Tree Farm Campground to connect them.

Further discussion ensued that the recreational aspect should not be an add-on to marketing and it needs to be its own thing as it is an infrastructure development. Additional discussion ensued that they should have Muckross as a subset of outdoor recreation.

Town Manager Jeff Mobus added that in terms of outdoor recreation, we should also be thinking that there's other outdoor recreation such as Bryant Park off of Route 5, which would be an underutilized asset. Town Manager Jeff Mobus added that we should be thinking about what we want to do with Weathersfield Dam, assuming we get the funding and the permit to take that down, if we want to maintain that property as an outdoor recreation asset as it is in another town, and we do pay a minimal amount of taxes to Weathersfield.

Town Manager Jeff Mobus discussed that the State law has changed so the Legislative Body has to affirmatively say that ATVs can be used on which town highways or properties, and he believes this will be a hot button as there are a lot of enthusiasts about snowmobiles and ATVs on our trails and that's outdoor recreation. Town Manager Jeff Mobus added that he believes it makes sense to say outdoor recreation and that it would have a section on Muckcross there, but we don't control that asset, which is unlike the other assets in town.

Town Manager Jeff Mobus discussed that they have talked about making Riverside the crown jewel of the Town as it gets more visitors than any other outdoor area and potentially moving that up on our priority list and making Riverside really look good. Town Manager Jeff Mobus added that he has mentioned that to the School District as part of our combined thing. Town Manager Jeff Mobus further added that the School District is putting in an amphitheater under the glass bridge at Riverside which will be a nice community asset and he suspects we'll be replacing the bandstand as time goes by. Town Manager Jeff Mobus continued that he believes we want to cooperate with the school district on making Riverside a crown jewel and attraction that people go to, because we do get more visitors there with all these sporting events and all the events at Riverside. Walter Martone commented that he believed there was some effort to try and pursue more river access at Riverside such as a potential boat launch or at least more access to the river there. Town Manager Jeff Mobus confirmed and added that's something that BRAT (Black River Action Team) has pushed for more access to the river. Town Manager Jeff Mobus continued that Riverside is seen as a good location because it is relatively smooth entrance among other places, but he believes that was a focus from that to access it for outdoor recreation such as canoes, kayaks, and fishing.

C4. Autonomous Vehicles

Michael Martin commented that they could probably eliminate this item save for the fact that we want to list the fact that we've approved it as a potential asset for businesses that might want to be looking for a testing site. Walter Martone added that is also something that can be used in the marketing plan as that shows how we are tech friendly and interested in new high-tech things.

Walter Martone inquired that they approved it and we registered with the State but how do we do something about it to make it work. Walter Martone added that he believes we need to do some exploration as to what the state is doing with this information and if registering with the State makes us first in line if someone comes in and is looking for a place in Vermont to test. Walter Martone inquired if we need to take some responsibility for advertising that we were the first in the State to say we are interested in this and we get the word out to potential manufacturers that want to do testing. Walter Martone further added that we need to define how we can take advantage of this and what role we need to play, noting that maybe we can explore that as part of marketing. Chair Kristi Morris responded that he did not see how we are going to initiate this other than reaching out which we've already done.

Michael Martin discussed that when he proposed this, he had participated in Municipal Day at the State Offices and the Transportation Department made the pitch and he thought it was a unique opportunity for marketing Springfield. Michael Martin added that we are constantly looking for competitive advantages and we wanted to tie into the technology that we're trying to build here in Springfield with BRIC, and he believed that was a perfect tie in. Michael Martin further added that in retrospect, even though we were the first and the Legislature and the Transportation Department had required that there

be testing performed and certification before autonomous vehicles were run on the roads in Vermont, as a market Vermont is pretty small potatoes compared to the rest of the country and there's substantial autonomous vehicle testing going on in a lot of other places that serve more traffic than the State of Vermont, so the feasibility that something would actually happen from that is pretty remote.

Town Manager Jeff Mobus discussed when he first started as manager, we reached out and were told that Springfield wasn't a good location for testing because of the way the topography of the town is. Town Manager Jeff Mobus added that he does believe that there's value in keeping it as it could be something that we could develop down near Exit 7 as trucking becomes more and more automated, so that there's a place where trucks can go and pick up or drop off loads. Town Manager Jeff Mobus further added that he believes this would be very attractive as this trend continues. Crissy Webster inquired if it needs to be part of the strategic plan that we're actively working on right now. Chair Kristi Morris commented that's the part he has difficulty with as well. Everett Hammond commented that it was not going to hurt to leave it there, but we can push the target date out.

Crissy Webster commented that the idea of a strategic plan is being concise and that's what they are actively working on. Crissy Webster added that it could be a part of the marketing but to actively work on autonomous vehicles she did not think that we're doing that right now as we have other priorities that fall before that. Chair Kristi Morris and Town Manager Jeff Mobus confirmed. Further discussion ensued to add it as an asset to C1.

C5. School System

Chair Kristi Morris discussed that regarding C5-1 meet with the superintendent, he believes that if we include them in our marketing and on our updated version of our strategic plan, that will satisfy that one and maybe solicit some input as well. Further discussion ensued to change C5-1 to "include" instead of "meet with" and it was noted that we have a liaison from the School Board on our Selectboard. Springfield On the Move Director Jessica Martin suggested they consider including RVTC and the superintendent or director of RVTC in that and any other prior academia that's in that area, such as CCV. Michael Martin confirmed. Crissy Webster responded that CCV does not have an active campus anymore.

Chair Kristi Morris commented that C5-2 plays right along with what we were talking about earlier that we have to promote ourselves, noting that some of the complaints are justified, but that's how we improve by hearing from multiple sides. Walter Martone commented that he was not sure if C5-4 was ever going to happen. Further discussion ensued that it was not clear that the School Board is interested in completing this item, though some efforts and recommendations have been made. Michael Martin commented that it's been done but not as a joint committee. Michael Martin continued that the school made recommendations and we've made recommendations and we have a committee. Additional discussion ensued that the school had disbanded their committee. Walter Martone commented that our Inclusion Committee continues to reach out to the schools. Crissy Webster commented that she believed that at the school there were extreme views on both sides that created some problems that didn't seem to have resolutions to. Walter Martone agreed and added that he believed they felt a need to work through their own policies to take that next step as they had issues that they wanted to work on, and it was not sidelined.

Town Manager Jeff Mobus discussed that he had shared with the School Superintendent and the School Chief Financial Officer that we are going through this process and gave them copies of all this. Town

Manager Jeff Mobus added that he had a very productive conversation with Rick Pembroke (School Chief Financial Officer) recently where they talked about things they could work together on at Riverside for example, but even perhaps as we think about longer term about if there's a possibility of moving our Public Works building and they don't have a maintenance shed. Town Manager Jeff Mobus further added that they are currently renting the Hillside Auto Location for their trucks and their lawn equipment and stuff and there may be a way we could create efficiency of scale with them if we do find another location. Town Manager Jeff Mobus continued that they are aware of this process, and we have started talking about doing more together than simply doing fuel bid or our paper purchases together. Town Manager Jeff Mobus noted that the State mandated preschool is going to cause some real challenges for them in terms of space and if they need another building and so there's lots of different moving pieces. Further discussion ensued regarding the Selectboard wants to support and help the school board wherever possible.

Town Manager Jeff Mobus discussed that they did talk about coming up with a more formal MOU relationship between the two of us (School and Town). Town Manager Jeff Mobus added that there's a recognition on both our parts that we give more than we get from the School District. Town Manager Jeff Mobus further added that an example of this is that they grab salt whenever they want and when salt was cheap it wasn't a big deal, but he believes that they took about \$9,000 worth of salt that we're paying for. Town Manager Jeff Mobus continued that we also maintain a lot of their sports fields at Riverside, which was a challenge when staffing for us was a big problem.

Springfield On the Move Director Jessica Martin commented on C5-3 they are working with the Alumni Association, so that was started more so last year in 2022 with the Cosmos Light the Poles, Springfield on the Move fundraiser to get green and white lights that go up in June. Springfield On the Move Director Jessica Martin added that they are continuing to work with the Alumni Association to try and get our downtown more visible for support of the Cosmos for high school graduates as well as for the alumni when they come in. Springfield On the Move Director Jessica Martin noted that it's only for the month of June. Further discussion ensued that they could either strike this item or say that they would continue this item.

Walter Martone discussed that on Monday night he noticed on the agenda of the School Board one of the items was they had a policy about use of their facilities, noting that he did not know if they had approved it or not. Walter Martone added that he believed we should consider maybe using their facilities for different things, not just the shared stuff at Riverside like the once-a-year Town Meeting at the high school but other meetings, like board meetings, events, and Town sponsored things, it ties us closer together. Chair Kristi Morris commented that he believed that they need to have that MOU because there is cost associated with that, noting that he was aware other certain events have tried to rent the schools and they are upwards of \$900 an evening or day. Town Manager Jeff Mobus commented that it costs Rotary a couple \$1,000 to host the Penny Sale, mostly because of the overtime for the maintenance staff, noting that the charge for the room is pretty minimal. Further discussion ensued regarding getting an MOU with the School District for the use of their facilities and salt fees among other items.

Chair Kristi Morris restated that they discussed they are going to expand the school system section to include conversations and initiatives and include them on marketing.

C6. Grants & Funding

Town Manager Jeff Mobus discussed that the Town has been successful in finding and receiving grants. Town Manager Jeff Mobus added that the Town has received two different Community Development Block Grants for community partners. Town Manager Jeff Mobus further added that the Town has received Structure Grants for multiple culverts and hydroponically connected stormwater projects and the Town has received three grants for the Toonerville Trail extension.

Town Manager Jeff Mobus discussed that grant monies are wonderful however, they often come with costly restrictions and expensive matches and are very time consuming to administer. Town Manager Jeff Mobus added that at a recent meeting with the Department Heads a majority of those present voiced support for a full-time grant manager, just to indicate how labor intensive they are to monitor.

Town Manager Jeff Mobus discussed that we also received the Flood Hazard Mitigation grant for 43 Park Street and that grant has already had to be increased so we're making progress on that as well. Town Manager Jeff Mobus added that the Town has also advocated for funding for Town needs such as workforce housing, retaining walls, and the salt shed. Town Manager Jeff Mobus further added that when he met with representatives of our Federal and State officials, they responded to statements that there is a lot of money out there now with the comment that too often there isn't money for our Town priorities. Town Manager Jeff Mobus continued that when he met with representatives of Senator Welch or Senator Sanders' offices that come down and meet with us and they always want to see how we used the federal dollars. Town Manager Jeff Mobus noted that the real challenge is, there is a lot of money, but there's nothing for retaining walls, we apply for things with programs that say that they're eligible but at the end of the day, none of those projects get funded. Town Manager Jeff Mobus further noted that we would love to have a lot more funding for workforce housing also.

Town Manager Jeff Mobus discussed that he always thanks them for the \$2.662 million in ARPA funds. Town Manager Jeff Mobus added that the Town has received these funds to repair needed water lines in North Springfield Industrial Park and the current water project on Clinton Street. Town Manager Jeff Mobus continued that if the current water project down on Clinton Street comes in, at budget, there could be some ARPA funds still available that we could address some of these other priorities. Town Manager Jeff Mobus noted that there won't be a lot of money left over, but there could potentially be as much as \$100,000 and \$150,000 that we can do something with, and we'd have to do that by December 26, we'll know that number later in the year as this project will be done this year.

Chair Kristi Morris inquired if we want to continue on with a professional grant writer, or if we want to hire one part-time. Chair Kristi Morris noted that we have some budget funding for professional services. Everett Hammond commented that we could try to solicit first, maybe someone out there can write the grant part-time. Chair Kristi Morris commented that we are actually doing it now, it's just time consuming. Town Manager Jeff Mobus clarified that it's grant management, managing the grants, not writing the grants. Town Manager Jeff Mobus added that we are getting the grants now but then you have to manage the grants after you've gotten them. Town Manager Jeff Mobus further added that there's a lot of restrictions that you have to do and then you have to maintain all the paperwork documentation for the life of the asset plus 30 years or something outrageous. Michael Martin inquired how do we do manage the grants now. Town Manager Jeff Mobus responded that it is piecemealed noting that each department does some and it's a burden on the departments. Michael Martin inquired if they never go away from reporting requirements. Town Manager Jeff Mobus responded that they close out eventually, but not in

his lifetime. Further discussion ensued that grants can be closed out, but you then need to maintain the materials and records.

Chair Kristi Morris restated that management of the grants is labor intensive and we've had recommendations that we hire a professional by some corners. Chair Kristi Morris added that we also have professional service funding in our budget that could be used to hire somebody for grant management services. Everett Hammond inquired if NEMRC could do anything to help set up anything for this. Town Manager Jeff Mobus responded that they could not.

Everett Hammond discussed that regarding the salt shed grants, Windham, Vermont just got a \$500,000 grant for salt sheds and retaining walls as part of their Structure Grant. Town Manager Jeff Mobus responded that we did get a scoping grant for a salt shed, which will be done this year, noting that after the first two years we applied for the grant we were told we should do the scoping grant first. Town Manager Jeff Mobus noted that then the location of the salt shed would have to be part of the issue. Everett Hammond commented that the location would help get the grant because it is not a good location.

Walter Martone commented that the ARPA funds that may be left over from the Clinton Street project, the original guidelines ARPA allowed that a certain percentage of the money if you could justify, could be used to reimburse the general fund. Town Manager Jeff Mobus responded that it could be used for lost revenue. Walter Martone then inquired if we captured any of that money or if there is an opportunity now there might be money to offset the Town costs and free up money for something else. Town Manager Jeff Mobus responded that when they first did this, they voted to use the money for the water infrastructure primarily and also the broken water line up in North Springfield. Town Manager Jeff Mobus added that there were only four possible uses of ARPA funds and now there's only three uses that are prohibited, so we could use it for any general fund expense. Town Manager Jeff Mobus further added that we don't even have to worry about lost revenue as that's not even a problem anymore, because you can use it on almost anything.

Walter Martone inquired if we might be able to take this money and put it into the general fund and pay for some additional grant administration. Town Manager Jeff Mobus responded that he believed he could use it to do other things that would free up money to use for that.

Michael Martin discussed that we do want a full-time grant manager if we are going to have a strategic plan. Michael Martin added that it's not a strategic plan to say we're going to keep looking for funds. Michael Martin continued that we are successful in doing that but we're not as successful as it would be if we had a full-time Grant Manager to look for opportunities as well as that person that we need to manage these grants. Michael Martin further added that he believed that part of their strategic plan would be to take on a full-time Grant Manager, noting even if it means starting as a part-time position. Michael Martin further discussed that one of the reasons why he believes it's important is because this person works for us, he appreciates everything that MARC has done for us, but they have other clients (Towns) and they don't focus all of their attention on Springfield, noting that thankfully we got a lot of attention from MARC, and they have been a great partner. Walter Martone noted that Marc is starting to have staffing crunch issues and finding people to replace was a big topic at Monday's meeting.

Town Manager Jeff Mobus discussed that in terms of obtaining the grants, SOM and SRDC have been great partners also, it's not just MARC. Further discussion ensued that getting the grants is not the problem, but getting grants could create additional problems because additional matches and grant management after.

Chair Kristi Morris noted that if we're looking at a professional staff member then we would need to know the approximate salary range and the benefits etc. Chair Kristi Morris added that they should see if there is a part-time option at least initially, noting that they did want to explore what that would look like as they start approaching budget session this fall. Michael Martin commented that the current strategic objective is to explore the possibility and the costs associated with it. Springfield On the Move Director Jessica Martin noted that some of these grants now as a result of COVID include administrative fees and a lot of grants now are allowing certain percentage of the grant funding to help pay for an administrator of grants so that's something to consider.

Everett Hammond commented that he would like to see more data and to know how much time is involved. Everett Hammond noted that we're still lacking technical expertise in this Town with all this stuff in the future, so if they were to combine some kind of a technical person with a grant writer, if there is such a person out there, then they can put together good maps that go with things such as some simple CAD drawings or schematics. Further discussion ensued regarding the amount of effort that is required now for grant administration and maintenance and how many hours they expect a full-time position to have for this. Town Manager Jeff Mobus responded that they should put this in as explore as he will have to combine all the different department's efforts, noting that we do currently have a staff asset in that situation. Town Manager Jeff Mobus noted that Cathy Sohngen's background is grant management, that's what she did at Dartmouth before, so there is technical capacity here because she's doing so much grant management that it impacts the rest of her job.

C7. Address Labor Shortages

Town Manager Jeff Mobus discussed that this has improved a little bit, but it is in shifts. Town Manager Jeff Mobus added that the current problem is that Public Works is again short a few positions which comes and goes there. Town Manager Jeff Mobus further added that right now the real issue in terms of number of people are our truck drivers and heavy equipment operators. Town Manager Jeff Mobus noted that he wouldn't be surprised to see if we get a little benefit from a dip in the economy because Towns don't go out of business.

Town Manager Jeff Mobus discussed that we've identified the challenges and we never had a systemic vacancy policy, so we've developed a plan to address them. Town Manager Jeff Mobus added that we have identified barriers to attracting and retaining quality employees, noting that part of that was reaching out to State Senators and Representatives and he continues to do that. Town Manager Jeff Mobus continued that he believes we need to make it easier or more attractive and accessible to become a police officer. Town Manager Jeff Mobus further added that they need to look at different ways to train or certify officers because there are single parents that can't go on a residential program for four and a half months.

Town Manager Jeff Mobus discussed C7-5 work with local businesses to determine what kinds of jobs they're having difficulty filling; he hears that's all businesses and all jobs. Town Manager Jeff Mobus added C7-6 work with community partners to develop a strategy to attracting quality employees, he has not done that one. Town Manager Jeff Mobus continued that we do have the Working Communities Challenge and he does participate in those. Town Manager Jeff Mobus further added that we are still working on this and it's going to be ongoing and we're going to have to prepare as technology becomes increasingly

part of the workforce. Chair Kristi Morris commented that he (Town Manager) had also identified this past year that some of the barriers were the compensation for wages and benefits that he brought to this board. Town Manager Jeff Mobus responded that is ongoing and we've worked on bargaining employees, but the non-bargaining employees have been left behind a little bit, noting that he is working on a plan to bring to the Board at the June meeting.

Everett Hammond commented that it sounds like people are starting to leave again, and he inquired if exit interviews are occurring with all employees. Town Manager Jeff Mobus responded that we do reach out to employees, but we haven't required them to do exit interviews. Town Manager Jeff Mobus added that he believes they don't want to potentially break bridges, by speaking up. Further discussion ensued that exit interviews will become part of the required exit process in the employee handbook, though you can only request employees that are leaving to do the interview, but you cannot require them to do it.

Everett Hammond commented that it would be nice to catch patterns if there are any. Town Manager Jeff Mobus commented that we get the most honest evaluations from those that are retiring, because they aren't worried about breaking any bridges for future employment, but a lot of it still will be compensation-based complaints. Town Manager Jeff Mobus noted that we are hearing a lot of complaints against prior managers that are no longer their managers, of offences that go back decades and eventually something happened, and they are just done. Town Manager Jeff Mobus added that employees are seeing the workforce shortage and feeling they have they have more leverage.

Town Manager Jeff Mobus discussed that Crissy Webster had identified issues with employing different generations and having the generations get along with each other and managing the different generations with their different work ethics.

D. Infrastructure and Maintenance

The Board has arranged a meeting for section D of the Strategic Plan on Tuesday June 6th at 6 pm.

The meeting adjourned at 11:50 am.

Respectfully submitted,

Carrie M. Kellow, Recording Secretary