



VILLAGE OF ESSEX JUNCTION TRUSTEES
TOWN OF ESSEX SELECTBOARD
SPECIAL MEETING AGENDA

Online & 75 Maple St.
Essex Junction, VT 05452
Saturday, June 5, 2021
8:00 AM

E-mail: manager@essexjunction.org

www.essexjunction.org

Phone: (802) 878-6951

Due to the Covid-19 pandemic, the public is asked and highly encouraged to attend this meeting remotely. The limited number of in-person seats will be available on a first come, first served basis. Available options to join the meeting remotely:

- JOIN ONLINE: Join Zoom (you will be asked to register for the meeting and to give your name). After registering, you will receive a confirmation email containing information about joining the meeting. Depending on your browser, you may need to call in for audio (below).
JOIN CALLING: Join via conference call (audio only): (312) 626 6799 or (646) 876 9923 | Meeting ID: 897 8118 5681 Passcode: 128984
PROVIDE FULL NAME: For minutes, please provide your full name whenever prompted.
CHAT DURING MEETING: Please use "Chat" to request to speak, only. Please do not use for comments.
RAISE YOUR HAND: Use the "Raise Hand" feature in Zoom to speak or use the "Chat" feature to request to speak.
MUTE YOUR MIC: When not speaking, please mute your microphone on your computer/phone.

1. CALL TO ORDER [8:00 AM]
2. INVOCATION TO CIVILITY
3. AGENDA ADDITIONS/CHANGES
4. APPROVE AGENDA
5. PUBLIC TO BE HEARD
a. Comments from Public on Items Not on Agenda (5-10 minutes)
6. BUSINESS ITEMS
a. Joint Board Strategic Planning Meeting
7. EXECUTIVE SESSION
a. An executive session is not anticipated
8. ADJOURN

Members of the public are encouraged to speak during the Public to Be Heard agenda item, during a Public Hearing, or, when recognized by the Chair or President, during consideration of a specific agenda item. The public will not be permitted to participate when a motion is being discussed except when specifically requested by the Chair or President. This agenda is available in alternative formats upon request. Meetings, like all programs and activities of the Village of Essex Junction and the Town of Essex, are accessible to people with disabilities. For information on accessibility or this agenda, call the Unified Manager's office at 878-1341 TTY: 7-1-1 or (800) 253-0191.

Certification: 5/28/2021

[Signature]

Invocation to Civility

We are gathered together in civil assembly. We gather as a community, in the oldest sense of the word. We gather to come together and try to make decisions; about what is right, about what is wrong. Let us advocate for our positions, but not at the expense of others. Let us remember that there is an immense gap between saying, "I am right" and saying, "I believe I am right." And that our neighbors with whom we might disagree are good people "with hopes and dreams as true and high as ours." And let us always remember that, in the end, caring for each other, in this community, is of far greater importance than any difference we may have. Thank you for being here this evening.

- Toby Balivet

Memorandum

To: Board of Trustees; Selectboard; Evan Teich, Unified Manager
Cc: Jen Knauer; Margeurite Ladd, Assistant Manager
From: Greg Duggan, Deputy Manager
Re: Strategic planning session on June 5
Date: May 28, 2021

Issue

The issue is to prepare the Trustees and Selectboard for their strategic planning session on June 5.

Discussion

The strategic planning session will take place from 8 a.m. to 1 p.m. on Saturday, June 5 at the Recreation Offices at 75 Maple Street. Please use the side entrance near the back of the building, as the session will be held in the large conference room.

Board members are encouraged to attend in person, and remote participation options will be available for those who prefer to attend remotely via Zoom (please use the link on the agenda). If attending in person, **please bring your Town/Village-issued laptop or tablet** – we will be relying on virtual tools for visuals. Board members who know in advance that they will attend remotely are asked to let staff know so that Jen Knauer can better plan for her facilitation.

Due to covid precautions, members of the public are asked to attend remotely via Zoom. For those who must attend in person, there will be a small number of seats available.

A detailed agenda and a list of priority work items are attached.

Cost

The cost of the strategic planning session is approximately \$3,000.

Recommendation

This memo for information and discussion.

Agenda Concept for Joint Board Strategic Planning Meeting Saturday June 5, 2021

8AM Welcome and Call to Order

- Unified Town Manager's Welcome. Opening comments from Board Chairs.
- Introduction of Board Members
- Introduction of Staff in the Room
- Agenda Review and Logistics (Jen)
- Public Comment

8:30 Prioritize Joint Board Projects

- **Review list of potential strategic plan items.** *Pre-reading to be available in meeting packet for June 5th.*
- **Identify items accordingly (A-C):** A) projects involving external deadlines / shared legal obligations; B) projects that may be well-suited to delegate to staff; C) projects that Board(s) have most agency / leeway. *Presentation, facilitated discussion.*
- **Identify / sort collective priorities.** *Mix of Open Discussion, polling and structured prioritization processes.*

9:15 BREAK

9:25 Determine Accountable / Responsible Parties for Prioritized Items

- **Confirm 3-5 most urgent / pressing priorities for Joint Board Projects** if did not already do so before the break. *Test for level of agreement. Open Discussion as needed.*
- **Determine which entity(s)/person will be responsible for carrying work forward.** *May use RACI Model if preferred – outlines level of accountability/responsibility and consultation/information per the involved parties. In this case Village Board, Town Board, Staff. May outline more detailed contacts as needed.*
- **Take a step back and review.** Opportunity for staff and responsible parties to review & reality test. *Q&A, Open Discussion.*
- **(If Time Allows) Gather benchmarks, tasks, Q's to inform the work plan for the top 3-5 priorities.** *Self-paced activity, shared Virtual White Board. Could be used to capture emerging trends/questions/insights; may also be utilized at a later date as an asynchronous activity in order to put shared time where it is most needed.*

10:30 Brief Break if needed

10:40 Develop shared expectations for how staff / mgmt will support two boards' work

- **Staff invited to outline proposed availability** – how staff is planning to manage the demand of two Boards for the short term. *Presentation, Q&A as needed.*
- **How will you handle the priorities that you don't get to?** This is the collective "you" – both Boards, Staff – in anticipation that there will be emerging needs that will challenge capacity. *Open Discussion.*
- **Identify opportunity(s) to evaluate and troubleshoot mechanisms for balancing work / demand.** *Open Discussion. Identify Next Steps if appropriate.*

11:00 Develop shared expectations for working with each other on Joint Board Projects / Operating Agreements as needed

- **Identify a mechanism / shared understanding: if a conflict comes up re a shared project, how would we resolve it?**

Board Chairs will have done some pre-work on this item to inform the discussion (review content from MOU's etc) and will have a proposal to work from.
Presentation. Open Discussion. Track changes / agreements as appropriate.

- **Anticipated Discussion Prompts as needed.** *Open Discussion. Track changes / agreements as appropriate.*
 - How will you make decisions together? (Look at RACI model/table from the 9:30 agenda item if useful. Some decisions may be handled differently)
 - How will you raise objections? (What are the different tools available to signal where you stand? Consensus cards are an example. Mentimeter polls.)
 - How do you want to handle things when you disagree? (VLCT has a model policy, for example)
 - What does the meeting/collaboration schedule look like for joint work?

11:45 (ish) Lunch is available. Assess how much more time is needed / desired.

- **(x min) Bring the "operating agreements" conversation to a natural close**
- **(15-20 min) Wrap-up & Next Steps**
 - Unified Manager / Team – outline next steps
 - Round-robin of take-aways / closing statements (twitter style a.k.a brief)

1:00 Adjourn before 1:00

STRATEGIC PLANNING SESSION

June 5, 2021

Compiled List of Priority Items for Strategic Planning June 5th

- Racial Equity
- Local Options Tax
- Cannabis
- Planning for ARPA dollars
- Tree Farm
- Capital Planning/funding sharing
- Budgeting and planning for separation
- Tax Equity
- Jobs/Economic Development and stability
- Increasing communication between boards/committees/workgroups (everyone should be involved in and aware of each other's work and where the intersections are in the work of each)
- Ongoing work that has been outstanding during merger (and now separation discussions)
- Existing MOUs
- Evaluation and supervision of unified manager
- Police - With an eye towards a shared police with shared oversight
- Village separation vote for 11/2021 and all things necessary to get a final separation charter and plan
- Agreement with the Selectboard to pursue Village separation amicably and with cooperation.

Long Term

- Energy conservation and solar projects - getting Essex (specifically its municipality on a carbon neutral path)
- Establishing priorities and work plan which is ranked by those priorities to include who is responsible, accountable and consulted and informed (RACI MATRIX)
- Restoring trust among the board and with the public through various communication and feedback methods. One thing heard most while campaigning was that people didn't feel comfortable voicing their opinion during public meeting
- RACI matrixes for: Expanding/reworking committees (town doesn't have a bike/ped committee, having a standing Charter committee, what happens to the Task Force work/focus after they stop meetings - where is the citizen representation. This item is also a trust builder - if residents have a way to get involved and have a voice, it increases their awareness of and investment in the process
- Indoor recreation facilities (look towards Springfield's Edgar Mae facility plus an indoor field)
- Intersection of health and municipal services