

**SUNAPEE SELECTBOARD
STRATEGY SESSION MEETING AGENDA**

6:30 PM Town Office Meeting Room
Monday August 28th, 2023

Present: Selectboard Chair Carol Wallace, Selectboard Members Suzanne Gottling, Josh Trow, Fred Gallup; also present, Town Manager Shannon Martinez

Meeting Called to order at 6:31pm by Selectboard Chair Carol Wallace.

1. REVIEW OF ITEMS FOR SIGNATURE:

CZC's:

- Parcel ID: 0218-0013-0000, 103 North Road, Randall & Renee Clark
- Parcel ID: 0117-0004-0000, 20 Melody Lane, Benjamin & Amy Holobowicz

DRIVEWAY PERMIT:

- Parcel ID: 0233-0026-0000, 17 Bradford Road, Macleay Prentiss Properties, LLC

CONSENT AGENDA: Selectboard Member Trow made a motion to approve the CZCs and driveway permit. Seconded by Selectboard Member Gallup. No further discussion. All voted in favor.

2. SELECTMEN ACTION:

- Identify strategic priorities for the town including those mentioned in the Master Plan Survey
 - Develop initiatives to support achieving stated priorities in advance of the 2024 budget season
1. Town Manager Martinez discussed some of the hurdles facing the team. Selectboard Member Gallup wondered whether the Town could offload some of the administrative workload through a temporary hire, high school or college intern, floating staff, etc.
 - a. Town Manager Martinez reported that a full-time Finance Director has been hired and that the Executive Assistant position is vacant.
 - b. Having a Finance Director, with municipal experience, on the team will fill a critical gap. Town Manager Martinez said the Town now has a designated credit card, which has become necessary for maintaining various tools and subscriptions. All acknowledged that past Town Managers' use of a personal credit card was inappropriate.
 2. Selectboard Member Trow commented that he wants the town to be a stable, boring, functioning entity, and he would like to get through the necessary cleanup in the next year to get there. He said that triaging is important.
 - a. Mr. Trow also believes the Town could benefit from approaching plans from a standpoint of consistency, rather than drastic change.

- b. Town Manager Martinez responded that projects that are continuously ‘kicked down the road’ can ultimately result in larger, urgent fixes when something significant breaks.
 - c. Mr. Trow said it is the responsibility of the department heads to notify Town administration about problems, projects, and concerns.
 - d. Chairwoman Wallace suggested that department heads outline what they would be able to do within their *existing* budget, but also develop a vision for what they would *like* to do.
 - i. Mr. Trow added that the department heads should report what their projects would cost if they were fully staffed.
 - ii. Ms. Wallace would also like the department heads to assign dollar values to the projects they would like to address that may not be possible in the existing budget.
 - e. Mr. Gallup emphasized that each department should be conscientious of the best use of their staff, and when/how they could outsource work if needed, or how to merge outsourced work with existing staff.
3. Town Manager Martinez said that it is critical to empower new team leaders and staff members with ‘soft skills’ such as acknowledging and responding to different communication styles, hard conversations, offering critical feedback, etc.
4. Chairwoman Wallace asked what the metrics for HR development were over the last year
 - a. Town Manager Martinez said that since she started, there are no more paper timesheets, employees are no longer tracking leave on paper, the Town uses an online payroll system, and people can now view their own information and documentation. An HR working group has been instituted and the HR Manual is getting a much-needed overhaul.
5. Mr. Trow wants to know: “*what is the continued cost*” and “*what is the default budget, and what can/cannot be done in the event of the default.*”
6. Town Manager Martinez said she wants departments to be able to demonstrate what they are doing in relation to what they *said* they’re going to do. If projects weren’t completed, why not? She would ask team members to assess the work that needs to be done, what was done, and how it stacks up with what they had been given to work with. She spoke about the importance of having goals, objectives, and established outcomes/outputs.
 - a. She wants Town staff to be held accountable to the Board and Taxpayers by following up on how many committed projects have been completed. She wants to build a process where departments would share specific strategic intentions and metrics for how each will be evaluated.
7. There was a discussion about whether any new positions may be created in the following budget.
8. Ms. Martinez wants to focus on training a cohesive team that can be proud of their work and retain skills and talent among staff.

3. NONPUBLIC: RSA 91-A:3, II(1) Consideration of legal advice provided by legal counsel, either in writing or orally, to one or more members of the public body, even where legal counsel is not present.

Selectboard Member Gallup moved to enter nonpublic session at 8:34 pm, seconded by Ms. Gottling. Roll Call, all voted in favor.

Selectboard Member Gallup moved to exit the nonpublic session at 8:55 pm, seconded by Ms. Gottling. All voted in favor.

Selectboard Member Trow made a motion not to seal the minutes of the nonpublic session, seconded by Mr. Gallup. All voted in favor and the minutes were not sealed.

Selectboard Member Gallup made a motion to reenter nonpublic session at 8:56 pm, seconded by Ms. Gottling. Roll Call, all voted in favor.

Selectboard Member Gallup moved to exit nonpublic session at 9:05 pm, seconded by Sue Gottling. All voted in favor.

Motion was made to seal the minutes of the nonpublic session by Selectboard Member Trow as divulgence of information contained in the minutes would likely render ineffective the proposed acting described in the minutes. Motion seconded by Selectboard Member Gallup. All voted in favor.

Selectboard Member Trow moved to end the meeting at 9:07 pm, seconded by Mr. Gallup. All voted in favor.

Meeting ended at 9:07 PM