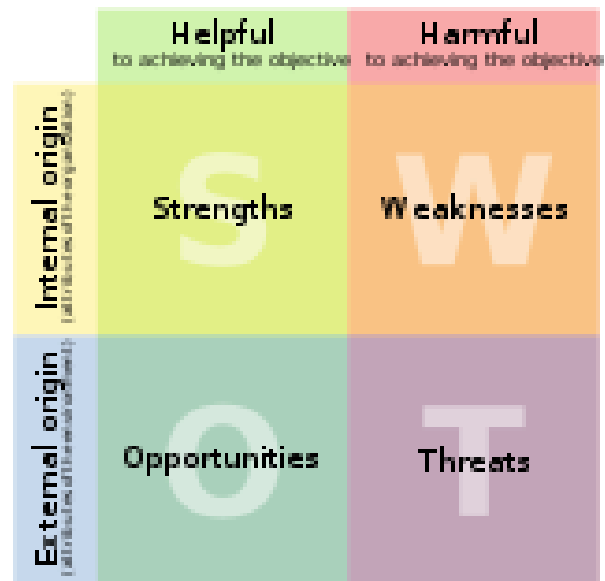


STRATEGIC PLANNING WORKSHOP

JULY 13, 2009

SWOT ANALYSIS



SWOT ANALYSIS: POLICE DEPARTMENT

	STRENGTHS <ul style="list-style-type: none">• Visibility and deterrence• Availability & response to community needs• Organizational relationships• Prosecuting offenders	WEAKNESSES <ul style="list-style-type: none">• Policy modifications and development• Insufficient Staffing• Community interaction & programs• Communication with stakeholders	
	OPPORTUNITIES <ul style="list-style-type: none">• Retirements have made way for cultural change and renewed enthusiasm• Organizational change(s) will allow for better efficiency & effectiveness• Technology• Grants / alternative funding	THREATS <ul style="list-style-type: none">• Strategic planning commitment – long term• Insufficient staffing for population and services provided• Overcoming the status quo• Windham High School and impact on services	

SWOT ANALYSIS: FIRE DEPARTMENT

	STRENGTHS <ul style="list-style-type: none">• Providing core Fire/EMS/Rescue services• Providing HazMat, Fire Inspection / Investigation & Blasting services• Providing public education and outreach	WEAKNESSES <ul style="list-style-type: none">• Long range planning needed to address Substation, Fire/EMS Dispatch• Limited funding to keep pace with PPE replacement needs• Extended response times/call volume with limited manpower and water resources	
	OPPORTUNITIES <ul style="list-style-type: none">• Increased standard of care• Utilize technology to improve service delivery (i.e. GIS mapping, MDT's in vehicles)• Continue to upgrade vehicle equipment and communication / dispatch equipment with new technology	THREATS <ul style="list-style-type: none">• Increased call volume, simultaneous calls & response time putting pressure on existing resources• Continued pressure on Town resources due to I-93 widening and continuation of Rte 111 project• Local and National economic climate and lack of commercial development	

SWOT ANALYSIS: HIGHWAY DEPARTMENT

	STRENGTHS <ul style="list-style-type: none">• Overseeing maintenance of 100+ miles of roads, as well as servicing other departments and entities, with minimal staff• Effectively utilizing subcontractors to supplement in-house resources• Managing department workload within budgetary constraints	WEAKNESSES <ul style="list-style-type: none">• Lack of funding to accomplish the appropriate level of road rehabilitation annually• Maintaining reliable vehicles and equipment within allocated budget• Lack of highway facility to provide for proper equipment maintenance and storage	
	OPPORTUNITIES <ul style="list-style-type: none">• Overseeing road construction projects internally, with use of sub-contractors, has worked well and saved on overall cost of projects• Providing for additional needs of residents if possible within budgetary constraints (i.e. brush disposal program)• Purchasing additional equipment (i.e. brush chipper, small excavator) to accomplish more work in-house	THREATS <ul style="list-style-type: none">• Failed warrant article for salt shed and highway garage affecting public support• Additional state and federal regulations• Additional demands on department without proper funding or involvement in decision making	

SWOT ANALYSIS: TRANSFER / RECYCLING

	STRENGTHS <ul style="list-style-type: none">• Providing sufficient solid waste disposal services for residents• Using innovative methods to manage solid waste and save on costs• Staying compliant with applicable state and federal regulations	WEAKNESSES <ul style="list-style-type: none">• Staffing concerns including workforce “buy-in” and teamwork• Maintaining reliable vehicles and equipment within allocated budget; limited contingency funds• Limited long-term planning with Selectmen (i.e. consideration of impact fees; addressing failing equipment; station logistics)	
	OPPORTUNITIES <ul style="list-style-type: none">• Planning; ability to apply global or regional approach to issues• Utilize technology to better communicate and outreach to public• Update technology infrastructure to better manage facility	THREATS <ul style="list-style-type: none">• Organization/public reaction to change in processes• Additional state and federal regulations without appropriate funding or common sense approach• Reliance on partnerships with private sector and lack of leverage	

SWOT ANALYSIS: ADMINISTRATION

	STRENGTHS <ul style="list-style-type: none">• Effectively manage multiple tasks• Excellent customer service• Provide quality and accurate work product in efficient manner• Highly competent, experienced and dedicated staff	WEAKNESSES <ul style="list-style-type: none">• File management and organization• Proactively managing facility maintenance needs versus emergency repairs• External communication via newsletter and other media• Enhanced interaction between management and labor	
	OPPORTUNITIES <ul style="list-style-type: none">• Second floor offices provide for better organization and efficiency• Utilize technology to enhance web services and payment options• Utilize financial software to add efficiency to daily/weekly accounting processes	THREATS <ul style="list-style-type: none">• Focus primarily on critical, time-sensitive projects & tasks• Inability to add needed clerical staff due to funding constraints• Additional audit and regulatory demands each year (including administration of ARRA funds)• Turnover of staff/management in other departments, requiring Administration to oversee and facilitate recruitment	

SWOT ANALYSIS: MAINTENANCE

	STRENGTHS <ul style="list-style-type: none">• Assisting other departments with space related issues• Salvaging building components and finding new uses for the items• Finding innovative solutions for dealing with limited resources for tools and equipment	WEAKNESSES <ul style="list-style-type: none">• Recordkeeping; documentation of department policies and procedures• Limited resources causing extended length of time to complete projects• Inability to proactively tackle facility maintenance due to constant emergency repairs and other needs requiring the department's attention	
	OPPORTUNITIES <ul style="list-style-type: none">• 2008 upgrade of the Maintenance Truck to a more dependable vehicle• Addition of one full-time staff in 2008• Potential to utilize "go green" trends to enhance building efficiency	THREATS <ul style="list-style-type: none">• Lack of funding for adequate tools and equipment• Cost of supplies and materials continues to increase while property maintenance funding is generally level• The nature of the labor-intensive work, especially in winter months, and potential for injury	

SWOT ANALYSIS: PLANNING & DEVELOPMENT

	STRENGTHS <ul style="list-style-type: none">• Staff relationships with larger landowners, builders, and development professionals• Building and health code compliance and inspections• Understanding of state and local land use regulations• Processing ZBA and PB applications	WEAKNESSES <ul style="list-style-type: none">• Department file/information organization• Staff that are not cross-trained in areas outside their specific job function• Understanding & utilization of MUNIS• Financial processes, management, & tracking	
	OPPORTUNITIES <ul style="list-style-type: none">• Community interest in understanding & participating in development activities• New staff to bring in different perspective and ideas• Focus on community economic development• Web site to disseminate information and gather feedback	THREATS <ul style="list-style-type: none">• Negative perception of and attitude towards department and PB, ZBA, & CC by public, other town staff, departments, and boards• Resistance to procedural and operational changes in department functions• Local regulations that are outdated, not clear, or contradictory• Reactive and not proactive in Department work, especially when development picks up	

SWOT ANALYSIS: ASSESSING

	STRENGTHS <ul style="list-style-type: none">• Appraisal experience; strong in-house knowledge base• Maintaining proportionate assessments in accordance with State law• Educating residents & providing guidance regarding applicable State laws	WEAKNESSES <ul style="list-style-type: none">• Process documentation and presentation for public view• Presentation of market data and analysis• Limited resources causing backlog in collecting and updating field data	
	OPPORTUNITIES <ul style="list-style-type: none">• Access to public data; partnering with software provider to enhance online services• Utilize wireless technology to facilitate processes• Utilize large screen monitor with GIS mapping capabilities to improve presentation of data	THREATS <ul style="list-style-type: none">• Lack of funding to add staff requiring department to eliminate services or allot less time to certain areas• Increasing residents, construction projects, etc. causing increased demand on staff• Increases or changes in State and Regulatory requirements	

SWOT ANALYSIS: INFORMATION TECHNOLOGY

	STRENGTHS <ul style="list-style-type: none">• Understanding of system architecture• Willing to embrace innovation• Problem solve and meet the needs of departments supported by IT	WEAKNESSES <ul style="list-style-type: none">• Clerical and organization• Time management• Responsiveness; enhancement production	
	OPPORTUNITIES <ul style="list-style-type: none">• IT office move provides for better organization and efficiency• Utilize new technology (i.e. flat screens, etc) to improve energy efficiency• Credit card ordinance & ability to provide online transaction processing	THREATS <ul style="list-style-type: none">• Barriers to providing expansion of public data online• Keeping up with required security enhancements• Lack of funding for clerical resources	

SWOT ANALYSIS: TAX COLLECTOR

	STRENGTHS <ul style="list-style-type: none">• Knowledge of tax laws• Positive customer service skills• Accurate accounting	WEAKNESSES <ul style="list-style-type: none">• Keeping up with filing• Computer software updates and changes• Ability to create reports to facilitate certain processes	
	OPPORTUNITIES <ul style="list-style-type: none">• Utilize Town website to provide additional tax information and outreach• Utilize technology to provide enhanced payment options• Utilize scanning technology to improve filing system	THREATS <ul style="list-style-type: none">• Tax software limitations• Residents unable to pay or requiring more time to pay; irate at times• Changing tax laws requiring manual interest calculations and other procedural changes	

SWOT ANALYSIS: TOWN CLERK

	STRENGTHS <ul style="list-style-type: none">• Provide wide range of services to residents• Positive customer service skills and staff working well together• Regular attendance at workshops to improve staff skills and maintain up-to-date knowledge of changes affecting Town Clerk functions	WEAKNESSES <ul style="list-style-type: none">• Keeping up with filing• Maintaining organization in limited office space• Town record retention committee	
	OPPORTUNITIES <ul style="list-style-type: none">• Utilize technology to provide online registration for certain services (i.e. E-Reg for vehicles / dog licenses)• Utilize technology to provide enhanced payment options such as online or credit card payments• Obtain additional computer equipment to better manage non-State programs	THREATS <ul style="list-style-type: none">• Current limitations due to office renovation• Ongoing office/storage space and handling of Town's historic records• Existing and changing state laws requiring constant knowledge of applicable regulations	

SWOT ANALYSIS: NESMITH LIBRARY

	STRENGTHS <ul style="list-style-type: none">• Excellent customer service• Outstanding collections• Quality information services• Excellent programs for children• Serve as a community gathering place• 7 day per week service.	WEAKNESSES <ul style="list-style-type: none">• Unable to provide adequate quiet study space• Internal communication is good but can be improved• Storage.	
	OPPORTUNITIES <ul style="list-style-type: none">• Use of the library continues to grow.• Public support of the library is strong.• Windham High School should increase the use of the library by young adults.	THREATS <ul style="list-style-type: none">• Space limitations with current building• Funding for exploring and adding new services is limited or non-existent.	