

Department:	POLICE
What services are you providing the town currently?	Law Enforcement / General Police Services / Public Safety Dispatching
What are your core competencies?	Responding to and managing calls for police service; investigating crimes and incidents; availability, visibility & deterrence; relationships with other departments and criminal justice organizations; knowledge of laws, statutes, and ordinances; managing critical incidents; prosecuting offenders
What are you doing really well?	Visibility and deterrence; availability and response to needs of the community; working with other agencies and departments; prosecuting offenders
Weaknesses	
What areas are you avoiding?	Need for more traffic enforcement; recruitment; interpersonal & professional development; participation in more community based programs; equipment and infrastructure enhancements; organizational and personal responsibility; staffing
Where do you lack resources?	Staffing: Additional Captain (1); Additional Patrol Officers (4); Narcotics Investigator (1); School Resource Officer (1); Traffic Unit Supervisor (1); Investigations Unit Supervisor; K-9 (1); FT Records Clerk; Computer Technical assistance. Training; Policies and Procedures; Department structure; Communications infrastructure; Mobile / Portable Technology; Incident Command, Traffic and Investigation equipment; Better training environment (room); Storage; Web site development and maintenance
What are you doing poorly?	<i>Not necessarily poor, but could do better at:</i> Determining conclusion only after completing or conducting thorough investigation; Moving beyond “past practice”; Not being satisfied with the status quo; Challenging ourselves; Training; Policy development; Traffic enforcement; Communication with stakeholders – including media: Self-initiated activity; Maintaining work standards; Moving through cultural change; Establishing priorities; Building positive relationships
Are there services you currently provide that you feel should be eliminated?	No
What needs improvement?	Facility expansion & enhancement; Policies & procedures; Department structure; Self-responsibility & accountability; Self-initiated activity and work product; Follow-through; Relationships (“us vs. them”); Understanding the “cost of doing business”; Conducting thorough investigations; Report preparation; Community interaction and programs; Enhanced salaries and benefits for all positions - to be competitive with other communities; staffing to meet population and calls-for-service increases.

Opportunities	
Any beneficial trends?	Increased population = opportunity for growth; retirements have made way for cultural change; Potential organizational change will allow for better departmental efficiency and effectiveness; on-line training opportunities; career / assignment opportunities; post 9-11 support; additional grant funding
New needs of residents?	Increased population = increased demand for service; educational and crime prevention programs; Citizen Police Academy; open-house(s); traffic issues; Windham High School needs and impact on services; services may not live-up to expectation of relocating residents; diversity issues; web based information; additional training needs – computer crime & fraud, critical incidents, elderly scams/frauds/investigations, etc.
New technologies?	SPOTS; GPS; Report & records capability in cars; Keep pace with new computer technologies; take advantage of digital radio opportunities & technology; Personal Digital Assistants (PDA) with SPOTS interface for administration and detectives; in-car video recorders; TASER recorder(s); personal protection equipment; traffic enforcement and accident investigation equipment; crime scene investigation equipment; photography equipment; web based information and reporting; on-line training
What services / equipment do you feel should be added in the next 5 year period?	Facility expansion and enhancement; More focus in the area of elderly services; WHS resource officer; dedicated narcotics investigation & traffic personnel; K-9; Laser speed measuring devices; Incident Command / Mobile Command vehicle; Undercover vehicle (non-typical); Accident reconstruction equipment; crime scene investigation equipment; crime scene lighting; enhanced training; vehicle mounted video cameras; interactive department website; / updated computers and software; Also, see above “ <i>New Technologies</i> ” .
What public input did you receive for your department?	None
Threats	

Obstacles to overcome?

Lack of commitment to strategic planning; Facility limitations; Budgetary limitations; lack of personnel - understaffed for services required; convincing the town, BOS, & Administrator of the need for public safety funding; Selectmen; maintaining good community relations; communication breakdown(s); maintenance of "team" approach and concept; lack of "buy-in" and understanding by all stakeholders; understanding the "cost of doing business"; overcoming the status quo; limited availability of grant funding; Windham High School needs and impact on services; collective bargaining; response times to expanded areas of town; delayed response due to personnel availability; officer case loads; seasonal and weather impacts on department

Negative economic conditions?	Recession; unemployment; increased property taxes; reduced property values; Windham High School; lack of tax base; lack of interest economic development
Government regulation?	Unfunded mandates; doing more for less; certification requirements for police officers and dispatchers; NIMS & Homeland Security mandates and training; OSHA and ANSI standards; FBI and DOJ (NH & US) standards and mandates; NIBRS reporting; new grant funding mandates and requirements; NH retirement requirements and funding
Vulnerabilities?	Failing to keep pace with growth; terrorist acts – first responder; large scale or serious incidents that overwhelm resources; limited training; candidate pool; recruitment and testing; staffing shortages due to retirements, injuries or illnesses; age and inexperience of staff; budgetary limitations; maintaining professional and training proficiencies; stress; age and experience of workforce; updated and enhanced standard operating procedures
Are there negative impacts to your department as the town grows?	Insufficient staff; service needs outpace the growth of the department and its resources; staffing and equipment suffer due to overall need of other departments and the schools; “piece of the pie gets smaller”
Other threats?	Personnel attrition and retirements; injuries and illnesses; lack of and quality of potential candidates; “this is the way we’ve always done it – why change” / “it’s not my job”; generational culture

Windham Fire Strategic Planning SWOT Analysis

Department:	Fire Department
Strengths:	
What Services are you providing?	Fire/EMS/Rescue/HazMat/Fire Inspection/Fire Investigation/Public Education/Blasting Administration
What are your core competencies?	Fire/EMS/Rescue/HazMat/Fire Investigations
What are you doing really well?	Like to think all of it with the resources available
Weaknesses:	
What areas are you avoiding?	Fire Sub-Station/Additional Staffing/Vehicle Replacement/Dispatch
Where do you lack resources?	Manpower/funding/water resources/
What are you doing poorly?	Call Force/Long Range Planning due to uncertain commitments
Is there service that you feel need eliminating?	No
What needs improvement?	Reduction of Response times/Continuing to increase Staffing/PPE Replacement/SCBA Upgrades/Vehicle Replacement
Opportunities:	
Any beneficial trends?	Increased standard of Care/
New needs of residents?	Increased level of care/Transfers/Fire Prevention Awareness
New technologies?	GIS Mapping/MDT's in apparatus/Communication upgrade/
Services/Equipment that should be added within the next 5 years?	GIS Mapping/MDT's/Communications/Dispatch/Engine 3, 2 and Ladder 1 Replacement/Staffing/Sub-Station
Threats:	
Obstacles to overcome?	Increased tax rates/reduction in tax revenue/education of elected officials/High School/Other town department needs
Negative Economic Condition?	High School Bond/Current economic Time/Lack of Economic development/Fear of increased commercial based development
Government Regulations?	Reduction in or Elimination of local, state and federal grant opportunities
Vulnerabilities?	Increased call volume/Increased simultaneous calls/Increased response times/reduction in staffing producing safety concerns
Are there negative impacts to your department as the town grows:	Increased call volume without increased staffing/increased response times due to increased simultaneous calls/fear of spending related to weak economy
Other Threats:	Widening of I-93/Second phase of the Rte.111 project/lack of commercial development opportunities

Windham Startegic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Department:	Highway Department
Strengths:	
What Services are you providing the town currently?	Town roadway maintenance (100+ miles) services to other departments, recreation, schools (sanding) planning (TRC) and others as needed.
What are your core competencies?	Three member department willing to do anything necessary.
What are you doing really well?	Managing our workload annually within our budget constraints.
Weaknesses:	
What areas are you avoiding?	Private property concerns, interfering with other department management.
Where do you lack resources?	Proper funding and facilities, more and better equipment.
What are doing poorly?	The amount of road rehabilitation we should be accomplishing annually.
Are there services you provide that you feel should be eliminated?	Matter of opinion.
What needs Improvement?	Funding for road projects, facilities and equipment.
Opportunities	
Any Beneficial Trends?	Not on a significant enough basis to rely on
New Needs of Residents?	Brush disposal has worked out well to date.
New technologies?	No new ones that would greatly change present methods.
Services/Equipment that you feel should be added in the next 5 Year Period?	Small excavator, brush chipper, newer trucks to accomplish more in-house work.
What public input did you receive for your department?	Great job on Beacon Hill Rd, many comments on ice storm efforts, as well as several other tasks this past year.
Threats	

Windham Startegic Planning
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Obstacles to Overcome?	Mainly funding, new salt shed and garage, more control of daily departmental operations.
Negative economic conditions?	An issue for everyone at present, given choices, I'm not sure.
Government Regulations?	On all levels, local governing bodies and state & federal policies.
Vulnerabilities?	The unforeseen (ice storm, economic climate) dwindling reliable sub-contractors, etc.
Are there negative impacts to your department as the town grows?	Yes, several additional demands on department without proper funding or involvement in decision making.
Other Threats?	Present economy, while struggling to catch up to current needs.

Windham Startegic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Department:	Transfer/Recycling Station
Strengths:	
What Services are you providing the town currently?	Solid Waste Management
What are your core competencies?	Providing efficient solid waste disposal service; staying compliant with applicable regulations; using innovative methods to manage solid waste.
What are you doing really well?	Managing solid waste economically and efficiently.
Weaknesses:	
What areas are you avoiding?	Not to back-slide; vulnerability to external pressures relating to solid waste disposal and public needs; staffing problems.
Where do you lack resources?	Contingencies; technology & infrastructure upgrades.
What are doing poorly?	Workforce "buy-in" & teamwork; reacting to change quickly; procurement programs, especially equipment & vehicles.
Are there services you provide that you feel should be eliminated?	C&D waste should be a waste stream reviewed for elimination.
What needs Improvement?	Long-term planning, especially with Selectmen; pace and implementation; teamwork; developing impact fees; technology/infrastructure.
Opportunities	
Any Beneficial Trends?	Attempts to plan; trying global approach on issues; revamp staffing structure.
New Needs of Residents?	Adequate service; fiscally responsible budget; more public relations and outreach.
New technologies?	Communication techniques, processing information and data with higher quality hardware; updating our technology infrastructure.
Services/Equipment that you feel should be added in the next 5 Year Period?	
Threats	
Obstacles to Overcome?	Changing organization's culture; proactive not reactive; not to back-slide.
Negative economic conditions?	School budget; overall economic crisis; rising health & energy costs; lack of outside funding; rising disposal rates.
Government Regulations?	Non-funded mandates; lack of guidance; common sense regulations.
Vulnerabilities?	Lack of leverage with private sector; budget constraints; performance of workforce; lack of contingencies.
Are there negative impacts to your department as the town grows?	Growth translates to increased solid waste and pressure on operation & facility.

Windham Startegic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Other Threats?	Failing equipment; accomodating users; Station logistics; friction between management and labor; privatization; available disposal sites.
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Windham Strategic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Department:	Administration
Strengths:	
What Services are you providing the town currently?	Oversight of Town Governmental Operations, Human Resources, Financial Recordkeeping, Public Relations, Website Management, Welfare, Budget Development and Administration
What are your core competencies?	Public Relations, Interpersonnel skills among staff, management of Financial Systems, Human Services, Coordination of Town Operations, Teamwork, Caring for Residents Needs,
What are you doing really well?	Managing multiple tasks, Financial Administration, Public Relations, Daily administrative support functions. Providing quality and accurate work product in efficient manner, Citizen Advocacy and positive Customer Service Skills
Weaknesses:	
What areas are you avoiding?	File Management and Organization, Important, but not time critical projects due to lack of time, Managing "proactive" facility maintenance projects vs emergency repairs.
Where do you lack resources?	Time, Additional Administrative Assistance/Bookkeeper
What are doing poorly?	File Organization, Communication at Times within department. Public Outreach at times, particularly during budget cycles.
Are there services you provide that you feel should be eliminated?	None at this time
What needs Improvement?	Prioritizing Projects, Staying on Task til completion, File Organization, Internal Communication, external communication via newsletter and other media, Enhanced interaction between labor and management.

Windham Strategic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Opportunities	
Any Beneficial Trends?	Expansion of GIS capabilities with help overall efforts, Renovation to Bartley House allow enhanced concentration and provides for better organization and efficiency. Recreation Coordinator provides some assistance and phone coverage in pinch. Website Coverage. Need for "Records Retention Committee", Experience of current Administration staff, High quality of new hires
New Needs of Residents?	Opportunities for on line offerings and forms, Credit Card usage
New technologies?	GIS Mapping, Utilize technology to enhance web services and payment options (ie credit cards). Expand usage of financial software capabilities in daily and weekly accounting processes.
Services/Equipment that you feel should be added in the next 5 Year Period?	One (1) Administrative Staff for financial bookkeeping (allows Asst/Finance Director more time on higher end tasks)
Threats	
Obstacles to Overcome?	Growth in Town, Concerns with Tax Rate, Lack of Funding, Impact of High School, Changing face of elected officials, Need for "buy-in" by others, Negativity
Negative economic conditions?	High School Impact, Need for more Economic Development, Overall National Economy, Gas and Fuel Prices
Government Regulations?	Additional audit and regulatory demands each year, including administration of ARRA funds, GASB, IRS, DOL, and HIPPA amendments.
Vulnerabilities?	Turnover of seasoned staff, Lack of Funding due to economic downturn, complacency.
Are there negative impacts to your department as the town grows?	Demand for services increases with lack of funding to add staff requires current staff to focus on critical, time sensitive projects with limited future planning. Turnover of staff/management in other departments require Administration time to oversee and facilitate recruitment
Other Threats?	Turnover of Elected Officials and Seasoned Staff creates new learning curves

Windham Startegic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Department:	MAINTENANCE
Strengths:	
What Services are you providing the town currently?	Custodial services to all town buildings with the exception of the senior center; routine building maintenance; oversight for the alarm systems and security; trash removal; setup for town functions; winter snow/ice removal for all walkways, ramps and exterior stairs; on call 24/7 for emergencies.
What are your core competencies?	The department has the ability to quickly adjust to any situation. We have a good basic understanding of the town departments as well as the individual building equipment.
What are you doing really well?	Assisting other departments with resolving space related issues, salvaging building components and finding new uses for those items and finding ways to work around issues such as limited resources for tools and equipment.
Weaknesses:	
What areas are you avoiding?	There is not ample time for recordkeeping, developing department operation policies, researching better procedures or methods.
Where do you lack resources?	The department operates with minimal tools and equipment. Most of our maintenance projects are completed using our own tools.
What are doing poorly?	Projects have a tendency to take too long. The reason they take too long is the result of too many interruptions involving issues that can't wait. It is a classic case of too much to do and not enough time.
Are there services you provide that you feel should be eliminated?	No
What needs Improvement?	Resources! (i.e. tools, time, funding).
Opportunities	
Any Beneficial Trends?	Some of the "go green" trends may be beneficial.
New Needs of Residents?	We are an internal service department primarily for other town departments. While we do have occasion to deal with residents, it is on a limited basis.

Windham Startegic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

New technologies?	
Services/Equipment that you feel should be added in the next 5 Year Period?	We just made a quantum leap forward by upgrading our maintenance truck from a 1986 to a 2000. In reality, we are not a first line department and therefore we do not need new equipment, but need dependable equipment.
Threats	
Obstacles to Overcome?	We have to work around the operational needs of the various departments. It is impractical and often times impossible for us to work around their needs.
Negative economic conditions?	The cost of our supplies and material continues to increase while we try to maintain level funding.
Government Regulations?	Regulations are an ongoing concern. Currently we have to assume that asbestos is present until we prove otherwise.
Vulnerabilities?	Winter weather creates our most vulnerable conditions. Staff works outside removing snow and ice and the elements put staff at risk of work related injuries.
Are there negative impacts to your department as the town grows?	We are directly impacted by the growth of other departments.
Other Threats?	Physical abilities of aging staff.

Windham Strategic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Department: Planning & Development	
Strengths:	
What Services are you providing the town currently?	Building and health code compliance and inspections; code enforcement; ZBA, PB, & CC staff support; processing ZBA & PB applications; customer service on all land use related items;
What are your core competencies?	Customer relationships; understanding of state and local regulations; building & health code compliance and inspections; processing ZBA & PB applications; staff historical knowledge of previous land development
What are you doing really well?	Providing assistance to Boards (PB, ZBA, & CC), as well as other town staff, departments, and Boards when requested; working with "repeat customers" and assisting them in a timely and helpful manner; building & health code compliance and inspections; processing ZBA & PB applications;
Weaknesses:	
What areas are you avoiding?	Learning new technology; changing policies/procedures; resisting department structure changes; cross-training to learn other department functions; organizing files and materials
Where do you lack resources?	Ill defined operational workflow processes and procedures; training for MUNIS computer system; technical expertise for environmental regulations rewriting; staffing and budgeting resources; funding for training of staff and boards; workforce that is open to change; testing equipment for building inspector
What are doing poorly?	Front desk consistent customer service; filing, record-keeping, and office document management; helping first-time customers understanding the procedures/processes; financial management; cross-training employees; economic development initiatives
Are there services you provide that you feel should be eliminated?	Financial management system needs to be streamlined to eliminate duplication with Treasurer and Finance; Sunday licensing

Windham Strategic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

What needs Improvement?	Better defined processes and expectations of office procedures i.e. training materials; customer service; cross-training of staff; MUNIS system training; organization of department resources; understating of Department roles & functions; economic development focus; file content organization; fee structure
Opportunities	
Any Beneficial Trends?	Increased interest in and understanding of land development activities; willingness for citizens and businesses to become involved; department reorganization and new staff "shaking things up"; interest in community economic development; increased use of web site to find information
New Needs of Residents?	Outreach and education on regulations and processes; business development opportunities; more customer-service expectations and business model for Department; online focus for information gathering; desire for increased commercial tax base
New technologies?	Use of scanning software for maps/plans; full utilization of MUNIS software; online permitting;
Services/Equipment that you feel should be added in the next 5 Year Period?	New computers department wide; public computer terminal & printer to view and print maps; GIS data; scanned file information; ability to fill out applications online and to email permits; business assistance program (new and existing); grant writing; public forums for education & outreach on department-related topics;
Threats	
Obstacles to Overcome?	Employees who resist change; negative customer service; office organization, policies, and procedures up to date and followed; negative perception of department and boards by public, other town staff, other department, and other boards; lack of full staffing; being proactive and not just reactive; MUNIS understanding and utilization
Negative economic conditions?	Lack of financial resources to improve physical work environment or increase staffing levels; development pressure on land that is more difficult bcs of constraints; difficult to get support for proactive work

Windham Strategic Planning
Strengths, Weaknesses, Opportunity and Threat Analysis

Government Regulations?	Requirement for Department to implement Federal and State regulations that we have no control over and have to explain to public; perception that local regulations are there to hurt or make it difficult for local developers & landowners; local regulations are often not clear, are outdated, or contradictory; often have not been enforced or enforced unevenly so there is negative perception; difficult to amend local regulations
Vulnerabilities?	Negative public perception of department, roles, staff, and volunteer boards; recordkeeping; staff unwilling to learn other roles in department; reactive environment instead of proactive attitude; customer-service; boards that we provide support to do not understand the roles & functions of Department; Department is judged by actions of board decisions; reliance on other town <u>staff, departments, and boards to be effective</u>
Are there negative impacts to your department as the town grows?	Lack of cross training of employees to handle extra workload; employees that do not want to change roles or duties; lack of financial and staff resources to handle growth; become reactive and not proactive as work load increases; anti-growth residents blame department when town grows; lack of understanding of what department staff vs. Boards do
Other Threats?	Unrealistic expectations of new economic development position to "solve" community tax base concerns; negative reaction to new staff and procedural changes; safety of staff and public in current office space;

Windham Strategic Planning

Strength, Weakness, Opportunity & Threat Analysis

Department:	Assessing
What services are you providing the town currently?	Inventory & valuation of Real Estate
What are your core competencies?	Appraisal experience
What are you doing really well?	Maintaining proportionate assessments & following State Laws.
Weaknesses	
What areas are you avoiding?	Documentation of process
Where do you lack resources?	Field data collection
What are you doing poorly?	Presentation of market data & analysis
Are there services you currently provide that you feel should be eliminated?	No
What needs improvement?	Documentation for public review
Opportunities	
Any beneficial trends?	Real Estate market slowing
New needs of residents?	Access to public data - Vision on-line service
New technologies?	Wireless connection to Town server
What services / equipment do you feel should be added in the next 5 year period?	Large screen monitor with GIS tax mapping
What public input did you receive for your department?	Many requests for Vision info on Web site
Threats	
Obstacles to overcome?	Lack of resources, support staff
Negative economic conditions?	Real Estate market slowdown
Government regulation?	Increased demand for documentaion
Vulnerabilities?	Stress causes errors
Are there negative impacts to your department as the town grows?	More residents, constructions, less time to allot to each. Less time = eliminating services.
Other threats?	Loss of confidence.

Windham Strategic Planning

Strength, Weakness, Opportunity & Threat Analysis

Department:	Information Technology
What services are you providing the town currently?	Technology support, Infrastructure Maint., Information Security, PBX Management
What are your core competencies?	Understanding the entire system architecture, able to adjust to, embrace innovation, able to recognize specific value in advance
What are you doing really well?	Meeting the needs of my customers
Weaknesses	
What areas are you avoiding?	Desire to add to staff (clerical needs)
Where do you lack resources?	Clerical Support
What are you doing poorly?	Time Management
Are there services you currently provide that you feel should be eliminated?	Not at this time
What needs improvement?	Responsiveness, enhancement production
Opportunities	
Any beneficial trends?	Very sound infrastructure, time to provide enhanced support is more often found
New needs of residents?	Demand is growing for online transaction processing OLTP
New technologies?	See Above, Flat Screen (energy Saving), Laptops (mobile office technology)
What services / equipment do you feel should be added in the next 5 year period?	several areas of the town should have OLTP, for at least one type of transaction
What public input did you receive for your department?	N/A
Threats	
Obstacles to overcome?	Lack of Funding
Negative economic conditions?	N/A
Government regulation?	N/A
Vulnerabilities?	Security of Internet Traffic, Internet Access
Are there negative impacts to your department as the town grows?	Negligible
Other threats?	N/A

Windham Strategic Planning

Strength, Weakness, Opportunity & Threat Analysis

Department:	Tax Department
What services are you providing the town currently?	Tax Collection/Info Source
What are your core competencies?	Knowledge of Tax Laws
What are you doing really well?	Customer Service/Accurate Accounting
Weaknesses	
What areas are you avoiding?	Computer Changes
Where do you lack resources?	Tax Software isn't adequate
What are you doing poorly?	Keeping up with filing
Are there services you currently provide that you feel should be eliminated?	Certain Telephone Inquiries
What needs improvement?	Being able to create reports
Opportunities	
Any beneficial trends?	Payments by way of Files
New needs of residents?	Other payment options
New technologies?	Tax Info on the Web
What services / equipment do you feel should be added in the next 5 year period?	Scanner
What public input did you receive for your department?	Drop off Box for Payments
Threats	
Obstacles to overcome?	Munis Problems
Negative economic conditions?	Residents unable to pay Taxes
Government regulation?	Changes in RSA's that Govern Taxation
Vulnerabilities?	Easy Access Security Issues
Are there negative impacts to your department as the town grows?	A need for increased Staff
Other threats?	Occasional Irate Customers / Interest

Windham Strategic Planning

Strength, Weakness, Opportunity & Threat Analysis

Department:	Town Clerk's Office
What services are you providing the town currently?	Motor Vehicle Regs, Hunting/Fishing Licenses, OHRV's, Boat Regs, Vital Statistics, Dog Registrations, Census upkeep, Elections, Notary Publics, Retaining Town Records, Boat Keys, Skateboard Park stickers, Transfer Station Decals etc.
What are your core competencies?	Attending available workshops
What are you doing really well?	Pleasing the public & staff works well together
Weaknesses	
What areas are you avoiding?	Clutter that is not needed.
Where do you lack resources?	Not much room.
What are you doing poorly?	Filing upkeep
Are there services you currently provide that you feel should be eliminated?	None whatsoever
What needs improvement?	We are under construction right now so we are very unorganized. However once the Tax Collector and Town Clerk's Office swap then I foresee organization skills be implemented.
Opportunities	
Any beneficial trends?	Vehicle market is slowing down.
New needs of residents?	Online vehicle regs and dog regs
New technologies?	E-Reg for motor vehicle/dog, automating areas
What services / equipment do you feel should be added in the next 5 year period?	E-Reg and atleast 1 more computer for "Town Use." All but one computer are owned by the State and they will not let us put any Town Management on them. Working with only one Town Computer makes it impossible to do mulitple transactions for dogs and census maintaining.
What public input did you receive for your department?	If we are going to do credit cards or online

Windham Strategic Planning

Strength, Weakness, Opportunity & Threat Analysis

	services. We have also been praised publicly i.e Tom Case's website.
Threats	
Obstacles to overcome?	The move to the Tax Collector's side any changes that the State applies.
Negative economic conditions?	State prices are rising in Motor Vehicles
Government regulation?	Abiding by the RSA's constantly
Vulnerabilities?	Stress Management and multitasking
Are there negative impacts to your department as the town grows?	Room to retain records.
Other threats?	n/a

Windham Strategic Planning Strength, Weakness, Opportunity & Threat Analysis 2009

Department:	Nesmith Library
What services are you providing the town currently?	Library services, information services and recreational reading. Programs.
What are your core competencies?	Customer service, collection development
What are you doing really well?	Excellent
Weaknesses	
What areas are you avoiding?	None
Where do you lack resources?	Space for book storage, programming and quiet study.
What are you doing poorly?	Providing adequate quiet study space
Are there services you currently provide that you feel should be eliminated?	Not at this time.
What needs improvement?	Young adult activities, which we are working on; and we are preparing to work with the new high school library and faculty.
Opportunities	
Any beneficial trends?	Use of and support for the library continues to grow as the town grows. New high school should increase the use of the library by young adults.
New needs of residents?	New residents typically come from communities in Massachusetts and other parts of Southern New England, and have high expectations of library service
New technologies?	Downloadable audio, downloadable video will present technological challenges and opportunity as well.
What services / equipment do you feel should be added in the next 5 year period?	Increase the audio visual collection and downloadable audio visual services for both adults and children.
What public input did you receive for your department?	Day to day comments, and a recent survey.
Threats	
Obstacles to overcome?	Space limitations with current building. Funding.
Negative economic conditions?	
Government regulation?	
Vulnerabilities?	
Are there negative impacts to your department as the town grows?	
Other threats?	