

# WINDHAM STRATEGIC PLAN

## ADMINISTRATION

### Customer Consideration

### Employee Consideration

### Process and Control

#### Improve Communication/Public Outreach

*Enhance use of Website for: press releases, individual articles, etc, and encourage other departments to do same - 2010*

*Hold "Community Fair" - town/school/ non-profit groups - 2010*

*Restart Cable Show "Town Talk" - 2010*

#### Foster Harmonious and Respectful Staff/Management Relationships

*Provide Administrative staff (Town Hall, Planning, Administration, etc) time to meet to discuss ideas and concerns - Department Heads to monitor department during that time. - 2010*

*Meet with Administrative Staff in structured meeting on semi annual basis - 2010*

*Hold weekly Administration staff meetings - 2010*

*Meet with Union Presidents once per year - 2010*

*Update or Expand safety measures in department - 2010*

#### Maintain Stable Tax Rate

*Review and address, as needed, all exemptions and credits for elderly, veterans, etc - 2010*

*Review Health Insurance Options - 2010*

*Expand Use of Revenue Budgeting - Involve Department heads - 2011*

*Study "fees" across all departments - 2011*

#### Expand use of Technology to Provide More Efficient Services

*Facilitate expanded use of credit card and other electronic methods of payment - 2010*

*Facilitate development and use of "on line" forms - 2011*

#### Expand Outreach to Department Heads

*Establish once/month "Update Meetings" with each department head - 2010*

*Establish once/year workshop meetings with Selectmen for each department- 2010*

#### Update Policies and Ordinances

*Restart Policy Committee - 2010*

*Update or Development at least three (3) policies / year - 2010-2012*

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**ADMINISTRATION**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Expand Outreach to Department Heads  
(continued)**

**Expand Staff and Capabilities**

*Schedule individual department head items first on Selectmen's agenda - 2010*

*Add Bookkeeper Position to Staff - 2011*

*Solicit and encourage input and ideas for policies and ordinances- 2010*

*Expand cross training among staff - 2011*

*Review need for new Town Hall, develop plan for submittal to BOS- 2010*

*Work with Highway Agent on Salt Shed Project - 2010*

*Work with "Go Green" committee on energy audits - 2010*

*Establish Local Energy Planning Committee - 2010*

*Handle maintenance needs proactively - conduct annual reviews on facilities - 2010*

*Review town wide infrastructure - roads, sewer near ponds - 2011*

# WINDHAM STRATEGIC PLAN

## ASSESSING

### Customer Consideration

### Employee Consideration

### Process and Control

#### Improve Communication/Public Outreach

*Produce Cable Show "Town Talk" - Topic -  
Revaluation 2010*

*Publish Web information on Revaluation Process  
2010*

*Promote public education & transparency to  
increase public support & trust in Taxation.*

*Create Web links to filable forms, abatement  
applications, inspection requests, address changes,  
etc. and exemption program flyers, frequently  
asked questions. 2011*

*Solicit and encourage input and ideas for additional  
services - 2011*

*Decimate timely information to the general public  
(ie Valuation and Increases in Assessments)*

#### Update Valuations for Utility Properties

*Request for proposal - Public Utility Appraisal  
- 2010*

*Review Public Utility property & valuation -  
2010*

*Broaden Tax Base - 2011 - 2012*

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**ASSESSING**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Expand use of Technology to Provide  
Information**

*Establish costs/fees for custom reports - 2010*

*Assessment data on-line Vision web hosting - 2010*

*Fulfill numerous requests for information, defer  
telephone requests to Web, free time for analysis*

**Update Tax Credit Programs**

*Review and address, as needed, all  
exemptions and credits for elderly, veterans,  
etc - 2010*

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**CABLE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Goal #1 - PENDING**

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*Action Item #1 - PENDING*

*Action Item #1 - PENDING*

*Action Item #1 - PENDING*

**Goal #2 - PENDING**

**Goal #2 - PENDING**

**Goal #2 - PENDING**

*Action Item #1 - PENDING*

*Action Item #1 - PENDING*

*Action Item #1 - PENDING*

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STRATEGIC PLAN**

**COMMUNITY DEVELOPMENT**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Increase use of web to keep up to date on department and board activities**

*Posting of all Board and subcommittee hearing notices, meeting agenda, and minutes -2010 (w/IT and Admin) \$*

*Ensure up to date ordinances, forms, applications and contact information -2010 (w/IT and Admin) \$*

**Training on MUNIS for all staff and full utilization of applications for all department activities**

*Comprehensive utilization of software for all department functions – financial, building, ZBA, CC, PB, and Code Enforcement -2010 \$*

*Ongoing annual training for all staff on MUNIS - 2010 \$*

*Make data available to public on public computer - 2011 \$\$ (w/IT)*

*Purchase licenses for and install on all department computers -2011 \$\$\$\$ (w/IT)*

**Streamline Department application processes**

*Annual review of application process by staff and boards; solicit feedback from applicants; research other communities procedures = (w/ZBA, PB, HDC/HC) \$*

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**COMMUNITY DEVELOPMENT**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Provide a public computer and printer**

*Set-up to access and print on-line data - 2010  
(w/IT) - \$*

*Use to fill-out on-line application forms - 2012  
(w/IT) \$*

**Cross-training of employees within  
Department**

*Project collaboration; staff education and training  
opportunities; work coverage during sick or  
vacation times - 2010 \$*

**Review and revise Department  
procedures & policies**

*Collect all existing procedure and policies  
and distribute to staff - 2010 \$*

*Annually solicit feedback from staff on areas  
of improvement - 2010 \$*

*Annually review policies and develop list of  
changes to make that year- 2010 \$*

*Streamline & create written procedures for  
financial processes & management in  
department 2010 (w/ Finance) \$*

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**COMMUNITY DEVELOPMENT**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Work to ensure good public relations and  
promote outreach and education on**

**Department functions**

*Monthly articles in weekly papers on relevant topics  
- 2010 \$*

*Host 2x year public workshops/forums on relevant  
topics - 2010 \$\$\$\$*

*Institute business visitation program, develop  
marketing material for business outreach and  
recruitment efforts; develop Economic  
Development web site -2011 (w/IT and WEDC)  
\$\$\$\$*

*Develop ability to fill-out & submit applications  
online- 2011 (W/ IT and Admin) \$\$\$\$*

*Develop ability to schedule inspection on-line -2012  
(W/ IT and Admin) \$\$\$\$*

**Better file and data maintenance &  
management**

*Receipt of all Conservation Commission and  
Trails files, maps, and information for department  
maintenance -2010 \$*

*Assessment of older files and material -2012 \$*

*Separation of Code enforcement, ZBA, and  
building permit info into separate files - 2012 \$*

*Review and consolidate all ZBA and PB files -  
2012 \$*

*Better management of active PB, ZBA, Code, and  
Building case files - 2010 \$*

**Accurate GIS data & tax maps**

*Timely tax map updating from Planning  
Board actions, public corrections, and new  
deeds; annual Zoning map updating from  
Town Meeting; ensuring data is available on-  
line and in relevant departments ; aerial  
photos; CTAP & RPC data updates - 2010  
(w/IT and Assessing) \$\$\$\$*

# WINDHAM STRATEGIC PLAN

## COMMUNITY DEVELOPMENT

### Customer Consideration

### Employee Consideration

### Process and Control

#### Seek public feedback on Department functions

*Annual customer survey - 2010 \$\$*

*Annual focus groups with applicants, developers, and board members - 2010 \$\$*

*Solicit input from department staff and other Town staff annually - 2010 \$*

#### Enhance the working relationship with other Boards/Departments & volunteers/staff

*Annual workshop with all relevant Boards/Committees - 2010 \$*

*Monthly outreach by Department head to other Boards/Committees/Departments to discuss issues/concerns/projects - 2010 \$*

*Setting employee and project goals and tasks - 2010 \$*

*Employee appreciation & recognition - 2010 \$*

#### Review & revise Board(s) procedures & policies

*Review and revise Site Plan and Subdivision Regulations - 2010 \$\$\$ (w/PB & WEDC)*

*Master Plan status update on recommendations - 2010 \$ (w/PB)*

*CC rules of procedure update; CC land conservation acquisition, ranking and monitoring policies -2010 \$ (W/CC)*

*Comprehensive Zoning Ordinance review - 2010 \$\$ (w/PB)*

#### 3 Year Timeframe (2010-2012)

\$

\$\$

\$\$\$

\$\$\$\$

Little To No Cost

Moderate Cost

Intermediate Cost

Higher Cost

Existing staff, equipment, and material

\$1,000-2,500

\$2,500-5,000

\$5,000-10,000

# WINDHAM STRATEGIC PLAN

## FIRE

### Customer Consideration

### Employee Consideration

### Process and Control

#### Provide for "On-Line" Permit

*Purchase computer system - 2010*

*Create template for Permits - 2010 (w/IT)*

*Implement Use of Permit Program - 2011*

#### Provide for full 24 Hr "ALS" Service

*Increase number of Paramedics by One - 2011*

*Implement Coverage Plan to Ensure at least one paramedic is on shift daily - 2012*

#### Expand Departmental Technology Capabilities

*Update Town GIS Mapping - 2010*

*Purchase 19 sets of PPE (Personnel Protective Equipment) - 2010 (\$46K)*

*Purchase MDT (Mobile Data Terminals) and associated software - 2012 (\$63K)*

*Purchase 22 sets of SCBA (Self Contain Breathing Apparatus) - 2012 (\$82K)*

#### Replace or Add to Equipment Assets

*Purchase new engine (Engine 3 Replacement) - 2011 (\$450K thru CIP)*

*Purchase new Quint (Engine 2 and Ladder Replacement) - 2012 (\$850K thru CIP)*

*Purchase New Ambulance (Replace 1998 Ambulance) - 2013 (\$185K thru CIP)*

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**FIRE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Reestablish Fire Dispatch Locally**

*Study feasibility of bringing Fire Dispatch back to either Police Department or in separate facility within Fire Station - 2010*

*Create Policies and Procedures for Fire Dispatch Locally - 2011*

*Purchase "Code Red" Software - 2012*

*Train to NFPA 1061 Standard of Dispatching - 2012*

*Hire New Communication Supervisor for Dispatch function or promote current employee to handle responsibilities - 2012 (unknown \$)*

*Transition away from Derry Dispatch and bring system fully back "in-house" - 2012*

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STRATEGIC PLAN**

**HIGHWAY**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Improve Communication/Public Outreach**

*Acknowledge and thank people regardless of how small a gesture or even for negative issues as long as they are being open, honest and participating in process.*

*Involve/Inform residents when possible, especially when they may be inconvenienced for long periods or natural events cause large problems.*

*Expand use of WCTV, website, and other news media to promote Highway Department*

*Handle community complaints more timely and efficiently; initial response to calls within 24 hrs.*

**Complete More Tasks with "in-house"  
Staff**

*Use department staff along side local qualified sub-contractors to complete larger scale road projects, using bid process only when work cannot be done because of special needs or requirements - 2010*

*Expand staff's participation in additional departmental processes beyond mundane chores of cold patching, sign work etc.*

**Provide Administrative Assistance to  
Department**

*Hire shared staff person (at least part time) to handle phone calls, bills, time sheets, fill out work orders for both timeliness and priority needs, prepare bid specs and other tasks - 2011 (\$45-\$50K) (Shared with IT/Maint)*

**Upgrade Facilities**

*Develop Educational Outreach program through Cable, Website, and News Media to promote need for new Highway Garage and Salt Shed - 2010*

*Submit garage/salt shed design concepts and cost estimates to Town Meeting for approval - 2010*

*Oversee construction on new Highway Garage/Salt Shed facility on Haverhill Road property - 2010 (assumes funding approval)*

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STRATEGIC PLAN**

**HIGHWAY**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Increase Number of Small Neighborhood  
Projects**

*Complete at least one "small neighborhood" project per year*

**Flexible Staff Work Hours**

*Allow staff to set their schedule as each project comes forth, and or subs have time available to perform services.*

**Update Equipment Purchases and  
Assets**

*Lease/Purchase Five (5) Ton Dump Truck (replaces 1993 L8000) 2011 - \$128K - \$32/year for 4 year lease*

*Purchase small rubber track excavator - 2011 - \$100K (through CIP)*

*Purchase front-end loader - 2012 - \$105K (through CIP)*

**Update Standard and Town Operating  
Procedures**

*Develop general guidelines for staff to follow while still empowering department head to make certain decisions without having to wait for Admin or Selectmen approvals*

# WINDHAM STRATEGIC PLAN

## INFORMATION TECHNOLOGY

### Customer Consideration

### Employee Consideration

### Process and Control

#### Provide IT Support towards other Department's Strategic Action Needs

*Endeavor to meet the demands of the various departments with regards to their own stated Plans, Use Dept. Head meeting, as well as, one on one meetings to review requests. (\*)*

#### Expand Web Services/Usage

*Review Web Host - Evaluate Services and determine if another host should be utilized? - 2010 (\$)*

*Enhance Communication with Customers, Vendors and Community via more information on web*

*Implement Premium Email Services - 2010*

#### Monitor Technology Advances

*Apprise Department Heads and Staff of new innovations, (tools, process changes) in a manner that encourages use.*

*Break major changes to IT Tools and Process Related changes into as least three parts: Internal Review, External Review, Implementation (\*)*

#### Integrate Certain Library Technical Services with Town Services

*Review Pros and Cons with Library Director, prepare document for presentation to Library Staff and Trustees - 2010*

*Complete integration of Library and Town Phone Services - 2010*

*Expand PBX to meet Library needs (if needed). - 2010*

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**INFORMATION TECHNOLOGY**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Transfer Server Equipment to New  
Secure Room at Police Department**

*Phase One - Move Police Network into room,  
as well as other lesser devices (fiber  
connects, external Storage, Applications  
Systems) - 2010 (\$)*

*Phase Two - Move telephone system - 2011  
(\$\$)*

*Phase Three - Move dispatch equipment,  
incidentals, etc - 2012 (\$\$\$)*

\$ - Cost is met by internal budget and time

\$\$ - Cost is met as above with some outside spending  
on services

\$\$\$ - Cost is primarily due to outside vendors

\* - no additional cost associated/expected.

# WINDHAM STRATEGIC PLAN

## LIBRARY

### Customer Consideration

### Employee Consideration

### Process and Control

#### Expand Programs Offered to Residents

Maintain and / or improve the quality of the library's **collection** of materials.

Offer **programs** for children, young adults and adults that meet the needs of Windham residents.

Maintain and /or improve the quality and quantity of the library's **information services** , databases, internet services and print sources.

#### Provide a Friendly, Professional Environment

Provide library users with a well trained, **welcoming library staff**.

#### Expand Training Opportunities

Additional **training** in specialty areas such as reference, cataloging, acquisitions. Cross train staff on circulation procedures. Additional computer skills training.

#### Enhance Internal Communications

Continue schedule of regular staff meetings, and encourage inter staff **communication** .

#### Promote Staff to Others

Work with staff and library board to increase board **awareness** of staff abilities, capabilities and successes.

#### Maintain Service Delivery During Difficult Economic Times

Budget to **maintain services** and staffing at 2009 levels, as possible - 2010

Maintain **program offerings** at 2009 levels if possible given budget constraints. - 2010

**IT infrastructure** must be maintained at 2009 levels as this is a key service offered by the library, and supports other critical services. - 2010

#### Expand Public Outreach Efforts

Increase **public awareness** of library offerings through newsletters, cable, newspapers, and website.

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**MAINTENANCE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Expand "Communications" with  
Department Heads**

*Meet quarterly w/ Department heads to determine their facilities needs/expectations - 2010*

**Expand Internal Departmental  
Communications**

*Hold Monthly meetings with custodial/maintenance staff to share concerns, goals and expectations - 2010*

**Establish Clear Definable Standard  
Operating Procedures**

*Establish daily, weekly and monthly custodial tasks - 2010*

**Review Allocation of Staff Responsibilities**

*Investigate establishing a nonsupervisory group leader position - 2011*

**Development Inventory Tracking  
Process**

*Establish inventory of all town owned tools and equipment - 2010*

*Develop an inventory of custodial / maintenance supplies routinely used - 2010*

**Expand Recycling Efforts in Facilities**

*Promote recycling at all town recreational facilities (w/ Transfer Manager) - 2010*

**Expand Use of Computer Capabilities**

*Develop computer based Preventative Maintenance program - 2011*

*Track all building/facilities equipment, repairs and associated costs -2012*

**WINDHAM  
STRATEGIC PLAN**

**MAINTENANCE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Purchase Appropriate Departmental**

*Acquire standard tool sets for employee use to reduce reliance and wear on staff owned tools/equipment - 2010*

*Increase annual tool budget allocation from \$500 to \$1000 - 2010*

**Update Security Features in Town**

*Coordinate implementation of Security Upgrades with vendor 2010*

# WINDHAM STRATEGIC PLAN

## POLICE

### Customer Consideration

### Employee Consideration

### Process and Control

#### Ensure Communication with Stakeholders

#### Continued Focus on Training

#### Facility Expansion & Enhancement

Media - consistent preparation and distribution of press releases by supervisors for significant events - 2010

Ensure that minimum training requirement (16-hours) is achieved by October of each year - 2010

Add Training / Community Room - 2010

Residents / Taxpayers - establish email notification process for community wide information - 2010

Ensure that employees receive training on new and emerging trends - 2010

Add Garage / Parking & 2nd driveway - 2011

Victims - institute victim update reports - 2010

Increase discretionary training budget - 2010

Explore on-line training opportunities - 2010

Solicit employee training ideas for budget - 2010

#### Web Site Development

Obtain "How to" Info - 2010

Locate and License web address - 2010

Develop and publish web site - 2011

#### Professional Development

Each supervisor to attend at least one (1) supervisory leadership / development class each year - 2010

Submit application to FBI National Academy for one (1) supervisor - 2010

#### Department Structure Adjustment

Promote Sgt to 2nd Captain and Re-organize department to two (2) divisions - 2010

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STRATEGIC PLAN**

**POLICE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**SRO Integration into WHS**

*Meet with stakeholders to introduce and establish relationship - 2010*

*Integrate SRO into school staff structure - 2010*

*Develop and finalize Safe Schools MOU - 2010*

*Hold periodic meetings with SRO/JPPPO/School Staff - 2010*

**Enhance Community Based Programs**

*Re-energize RAD Program - 2010*

*Integrate SRO Program in WHS - 2010*

*Develop "Senior / Elderly" Affairs Outreach program - 2010*

*Develop Citizens Police Academy - 2011*

**Periodic Rotation of Assignments Allowing for Opportunity and Experience**

*Identify new Detective (pending 2nd Captain) - 2010*

*Rotate 2nd Detective position - 2011*

**Open Dialogue between Management/  
Labor**

*Hold regular informational meetings with Union Rep(s) - 2010*

*Maintain "open door" policy with all employees - 2010*

*Assist with tasks and respond to calls thus availing management to positive relationships and open communication - 2010*

**Additional Staff to Reduce Workload and Enhance Efficiency**

*Fill vacant position allowing fulltime traffic officer - 2010*

*Add two (2) new positions - Narcotics Detective and K-9 Officer (with dog) - 2011*

*Make Records Clerk position full-time - 2011*

**Conducting Thorough Investigations:  
Consistently Determine Case  
Dispositions**

*Case Management System - 2010*

*Random case reviews by peers / supervisors - 2010*

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STRATEGIC PLAN**

**POLICE**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Timely Response to Calls for Service**

*Develop Response Time Operations Directive - 2010*

**Employee Recognition of Quality Work and Accomplishments**

*Establish "Awards" Operations Directive - 2010*

**Diligent Prosecution of Offenders to Include Restitution to Victims**

*Documentation of victim contacts by prosecutor in case file / court log - 2010*

*Maintain and ensure ongoing dialogue between officers and prosecutor for each case - 2010*

**Policy Revisions and Development**

*Identify Ten (10) critical policies for development or revision - 2010*

*Initiate pursuit of New Hampshire Accreditation - 2010*

**Explore and Integrate New and Evolving Technologies**

*Integrate lap top computers in vehicles - 2010*

*Wall mounted flat screen for Dispatch and Conference Room 2010*

*IMC 9-1-1 Module for Dispatch - 2010*

*Establish computer link for SRO - 2010*

*PDA use by Detectives and Administration - 2011*

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**TAX COLLECTION**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Provide Alternative Payment Options:**

*Offer Customers Option to Make Prepayments or Partial Payment Plans - 2010*

*Expand Mortgage /Bank Use of File Payments - 2011*

*Research the Feasibility of Providing "On line Banking" Capabilities - 2012*

**Expand Information Provided on Website**

*Work with IT to List "Report of Paid & Unpaid Taxes Report" - 2011*

*Develop Interface with Mortgage Companies to Reduce Repetative Calls*

**Expand Staff Knowledge of Tax Laws and Operational Procedures**

*Attend NHTCA Annual Conference*

*Attend at least one (1) NHTCA Seminar*

*Maintain Connectivity with NHTCA Members*

**Provide MUNIS Training**

*Web Ex Training - 2011 (\$150)*

*Expand Use of MUNIS Training Base as Learning Tool*

**Expand Software Functionality**

*Expand Use of MUNIS "Knowledge Database"*

*Acquire "Crystal Report" and have Training - 2012 (\$10,000)*

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**TOWN CLERK**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Expand Office Hours to the Public**

**Enhance Interdepartmental  
Communications**

**Establish Records Retention  
Committee**

*Open on the last Saturday of each month from 9am  
- 12pm - 2010*

*Work with all other departments to develop  
protocols to ensure that information the Clerks  
Office is called upon to know as "relayers" of  
information - sort of like the "general knowledge  
office" is accurate and timely - 2010*

*Facilitate new Records Retention Committee -  
serve as its Chairman - 2010*

*Open on Monday evenings year round -2010*

**Expand use of Technology to Provide More  
Efficient Services**

**Expand Departmental Staff's Knowledge  
Base**

**Expand Departmental Technology  
Capabilities**

*Offer E-REG services - 2010*

*Have each staff member attend seminars,  
conferences, etc within budgetary allowances*

*Replace computer screens with Flat Panel  
screens - 2010*

**Improve Communication/Public Outreach**

*Update Website at least weekly to provide current  
notices, meetings dates, etc - 2010*

*Provide a suggestion/concern box for the public in  
office or online - 2010*

# WINDHAM STRATEGIC PLAN

## TRANSFER STATION

### Customer Consideration

### Employee Consideration

### Process and Control

#### Adequate Operational Hours

*Open at least one evening/wk minimum*

#### Employee Recognition Methods

*Assist in Delivering annual "Employee Appreciation Day"*

#### IT & Security Upgrades

*Upgrade computer hardware and Station monitoring - 2010 (w/IT)*

*Provide adequate operational hours to majority of residents*

*Practice "one minute mangement" style to acknowledge contributions of staff*

#### Expand Outreach/Public Relations Programs

#### Interest-Based Bargaining

#### Infrastructure Upgrades

*Develop Individual Cable Show or appear as guest on "Town Talk" - 2010*

*Work with Union Reps to use Interest-Based bargaining for future negotiations*

*Purchase and Install Generator - 2012*

*Develop News Articles re: Station activities & programs*

*Purchase 500 gallon above ground off road diesel fuel tank and remodel existing fuel*

*Enhance information presented via Website - 2010*

*Conduct Tours of Facility to Interested Groups - 2010*

**Expand Internal Maintenance**  
*Enhance monitoring and documentation on vehicles & equipment maintenance - 2010*

*Develop and/or enhance Brochures & Handouts*

**Regulatory Compliance**  
*Ensure department is in compliance with*

**WINDHAM  
STRATEGIC PLAN**

**TRANSFER STATION**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Litter Prevention Program**

*Establish Town Wide Litter Program - 2010  
(w/Highway)*

**Benchmark Performance**

*Conduct Annual Staff Evaluations*

**Responsible Annual Budget**

*Develop Progressive & Innovative  
Operational Methods to save Funds*

*Impose timelines on staff to complete activities &  
projects*

*Review staffing structure and ensure proper  
staffing levels*

**Brush Program**

*Develop ongoing Brush program - 2010  
(w/Highway)*

**Employee Utilization**

*Review concept of Shared Resources and Staff -  
2010 (w/ Highway and Maintenance)*

**Update Equipment Purchases and**

*Replace 2001 Bobcat - 2010 (\$75K)*

*Garner Budget Support for Program - 2011*

*Review proposed concept with Administration,  
BOS, and Union (for buyin) - 2011*

*Replace 1990 BOBCO Trailer - 2010 (\$55K)*

*Implement First Year of Funded Brush Program -  
2012*

*Implement Sharing Concept if supported - 2012*

*Replace 1999 Spectec Trailer - 2011 (\$58K)*

*Replace 2005 JCB - 2012 (\$79K)*

**Foster Productive Union/Mangement**

*Hold "Tool-box" meetings with staff each morning*

**Secure Disposal Contracts**

*Ensure contracts protect Town's interest*

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**"GLOBAL" ACTIONS**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Provide Outstanding Customer Service**

*Promote "Open Door" Policy - Make the Customer First*

*Be Friendly, Professional, and Courteous*

*Use website as a means to communicate to public*

*Return phone calls and emails within 24 hrs*

**Provide appropriate staff Training**

*Use LGC and Primex training services where available*

*Encourage attendance at training sessions within individual responsibilities*

**Hold Employees Accountable and Reward for Excellence**

*Conduct annual employee evaluations*

*Hold annual employee appreciation luncheon and awards ceremony*

**Maintain Stable Tax Rate**

*Use "Global" Budgeting techniques*

*Budget within increased assessments and revenues*

*Use lease/financing options were appropriate*

**Improve Records Management**

*Establish Records Retention Committee*

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STRATEGIC PLAN**

**"GLOBAL" ACTIONS**

**Customer Consideration**

**Employee Consideration**

**Process and Control**

**Promote Teamwork**

*Hold regular staff meetings - encourage and listen to staff input + concerns*

*Support other departments and their staffs*

*Empower labor & ensure labor input*

**Ensure Safe Work Environment**

*Provide forum for JLMC issues*

*Update and maintain appropriate safety systems in buildings*

**Purchasing Efficiencies**

*Develop policy to detail methods of bulk purchasing, inventory tracking, and ear-marking vendors - 2010*

**JLMC Activities**

*Complete Emergency Operations Plan (EAP) - 2010*

*Conduct annual JLMC audits*

*Conduct EAP Drills (w/Fire and Police)*