

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

**WINDHAM
STRATEGIC PLAN**

ADMINISTRATION

Customer Consideration

Employee Consideration

Process and Control

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

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

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

Expand Staff and Capabilities

Add Bookkeeper Position to Staff - 2011

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

Update Valuations for Utility Properties

*Request for proposal - Public Utility Appraisal
- 2010*

*Review Public Utility property & valuation -
2010*

Broaden Tax Base - 2011 - 2012

**WINDHAM
STRATEGIC PLAN**

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*

**WINDHAM
STRATEGIC PLAN**

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**

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) \$

**WINDHAM
STRATEGIC PLAN**

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) \$*

**WINDHAM
STRATEGIC PLAN**

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)

**WINDHAM
STRATEGIC PLAN**

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

**WINDHAM
STRATEGIC PLAN**

"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

Promote Teamwork

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

Support other departments and their staffs

Ensure Safe Work Environment

Provide forum for JLMC issues

Update and maintain appropriate safety systems in buildings

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

WINDHAM 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)

**WINDHAM
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

WINDHAM
STRATEGIC PLAN

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.

**WINDHAM
STRATEGIC PLAN**

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

**WINDHAM
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

**WINDHAM
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

**WINDHAM
STRATEGIC PLAN**

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 Staff Knowledge of Tax Laws and Operational Procedures

Attend NHTCA Annual Conference

Attend at least one (1) NHTCA Seminar

Maintain Connectivity with NHTCA Members

Expand Software Functionality

Expand Use of MUNIS "Knowledge Database"

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

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

Provide MUNIS Training

Web Ex Training - 2011 (\$150)

Expand Use of MUNIS Training Base as Learning Tool

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"

Procurement Program

Develop policy to detail methods of bulk purchasing, inventory tracking, and earmarking vendors - 2010 - (w/Finance)

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

SOP & EAP improvements

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

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

Complete Emergency Operations Plan (EAP) - 2010

Develop News Articles re: Station activities & programs

Conduct annual JLMC audits

Enhance information presented via Website - 2010

Conduct EAP Drills (w/Fire and Police)

Conduct Tours of Facility to Interested Groups - 2010

Develop and/or enhance Brochures & Handouts

**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

IT & Security Upgrades

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

*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 (PWD)

*Review concept of Public Works Department -
2010 (w/ Highway and Maintenance)*

Infrastructure Upgrades

Purchase and Install Generator - 2012

Garner Budget Support for Program - 2011

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

*Purchase 500 gallon above ground off road
diesel fuel tank and remodel existing fuel
room - 2012 - \$50-75k*

*Implement First Year of Funded Brush Program -
2012*

Implement PWD Concept if supported - 2012

**Foster Productive Union/Mangement
Relations**

Empower labor & ensure labor input

Responsible Annual Budget

*Develop Progressive & Innovative
Operational Methods to save Funds*

Hold "Tool-box" meetings with staff each morning

**WINDHAM
STRATEGIC PLAN**

TRANSFER STATION

Customer Consideration

Employee Consideration

Process and Control

**Update Equipment Purchases and
Assets**

Replace 2001 Bobcat - 2010 (\$75K)

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

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

Replace 2005 JCB - 2012 (\$79K)

Secure Disposal Contracts

Ensure contracts protect Town's interest

Accounting Upgrades

*Eliminate handling of money transaction at
station - 2010 (w/Finance)*

Expand Internal Maintenance

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

Regulatory Compliance

*Ensure department is in compliance with
current regulations*