

Town Management

Cost Center 11200

FY 2027 Budget Narrative

Submitted by Phyllis Moss, HR Director

Mission:

The mission of *Town Management* is to professionally implement council policies, oversee daily operations, manage resources (staff, budget, assets), and ensure efficient delivery of essential public services (police, fire-rescue, public works, and parks) to achieve the community's vision, acting as a non-partisan link between elected officials and staff to foster ethical, effective, and financially sound community development.

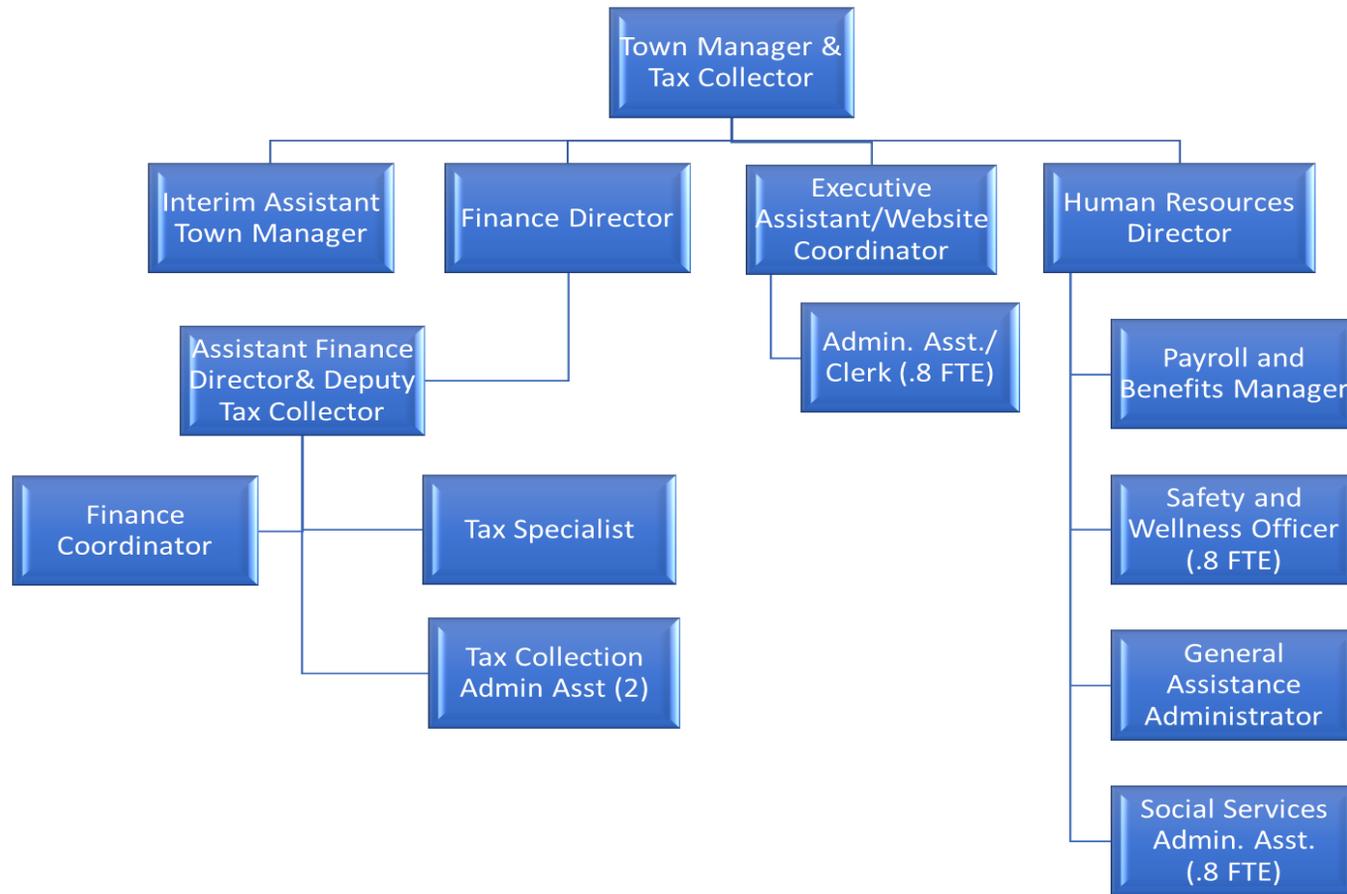
Services Provided:

- **Policy Implementation:** Execute laws and ordinances and implement policies set by the Town Council.
- **Operational Oversight:** Supervise all Town departments and staff, ensuring smooth day-to-day functioning.
- **Financial Management:** Prepare budgets, manage expenditures, and ensure fiscal accountability and transparency.
- **Service Delivery:** Oversee essential services like public safety, public works, sanitation, recreation, and utilities.
- **Strategic Planning:** Work with elected officials to develop long-term vision and goals for community growth.
- **Community Liaison:** Serve as a link between the governing body, department heads, staff, and the public.
- **Human Resources:** Recruit, hire, train, on-board, and fairly compensate employees; develop and distribute policies and oversee municipal insurances, Department of Labor (DOL) safety compliance, and Social Services.
- **Performance Improvement:** Develop metrics to measure service effectiveness and drive continuous improvement.

Staff:

Staff in the Town Manager's office include the Town Manager, Assistant Town Manager, Executive Assistant/Website Coordinator, Finance Director, Assistant Finance Director, Finance Coordinator, Human Resources Director, Payroll and

Benefits Manager, Safety and Wellness Coordinator, Special Projects Administrative Assistant, and Social Services staff all working to implement Council policies, manage daily operations, budgets, and staff, and serve as the link between the Manager, departments, and the public.



Key Roles & Responsibilities:

Town Manager: The chief executive, responsible for day-to-day operations, implementing policies, managing finances, and overseeing all departments.

Assistant Town Manager: Supports the Town Manager, handles special projects, policy implementation, and often acts as a deputy.

Executive Assistant: Provides administrative support to the office; oversees special projects, provides website updates; and provides support to the Town Manager and/or Assistant Town Manager in their role as Municipal Ombudsman; speaking with residents regarding their concerns.

Finance Department: Handles budgets, taxes, investments, and financial reporting.

Human Resources: Manages personnel, hiring, payroll and benefits, oversees Social Services and compliance for all Town employees.

Administrative Assistants/Coordinators: Provide clerical support, manage communications (phones, mail), schedule meetings, and handle public inquiries.

Equipment and Assets:

The Town Manager's office equipment consists of office computers and cell phones for senior staff.

Budget Narrative:

Essentially, the Town Manager's office is the central hub for running the Town's administration, ensuring services are delivered efficiently, and translating Council decisions into actionable government functions. Core functions include:

- **Public Relations:** Communicating with residents and acting as a liaison for the elected officials.
- **Policy Implementation:** Executing laws and ordinances set by the council/select board.
- **Budget Management:** Preparing and managing the Town's annual budget.
- **Inter-departmental Coordination:** Ensuring smooth operations across all municipal departments (Police, Public Works, Parks, etc.).

Town of Windham

NEXT YEAR / CURRENT YEAR BUDGET DETAIL - EXPENDITURES

ACCOUNTS FOR PROJECTION 20271 TOWN OF WINDHAM - FY 27 OPERATING BUDGET										
		2025	2026	2026	2026	2027	PCT			
		ACTUAL	ORIG BUD	REVISED BUD	ACTUAL	MANAGER	CHANGE			
1000	GENERAL FUND									
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT			
7	11200	41110	REG FT	982,205.59	1,199,003.00	1,199,003.00	726,972.23	1,004,163.00	-16.3%	
		Annual salaries and wages for Town Manager, Assistant Town Manager, Finance Director, Assistant Finance Director, Human Resources Director, Executive Assistant, Safety Compliance Officer, Finance Coordinator, Payroll & Benefits Manager and Special Projects Administrative Assistant		2.8% COLA DECREASE DUE TO RETIREMENT OF SPECIAL PROJECTS ADMINISTRATOR TM 2-23-26 + \$1,944 to bring COLA to 3.0%				1,004,163.00		
8	11200	41120	REG PT	0.00	0.00	0.00	0.00	0.00	0.0%	
								0.00		
9	11200	41210	OT-REG	234.99	4,000.00	4,000.00	239.54	4,000.00	0.0%	
		Potential Reduction: -\$3,000.00		DEPT HEAD FY27 REMAINS THE SAME				4,000.00		
10	11200	43100	SUPP & MTL	11,105.39	11,000.00	11,000.00	5,401.89	11,000.00	0.0%	
		Operating supplies, paper goods, etc.		Increase to cover additional supplies, materials and office equipment for staff, and to stock staff refreshments (coffee/tea) in kitchen.				11,000.00		
11	11200	43610	BOOKS MAPS	263.80	1,000.00	1,000.00	108.00	1,000.00	0.0%	
		Professional books and publications.						1,000.00		
12	11200	43710	POSTAGE	6,314.27	9,000.00	9,000.00	4,421.89	9,000.00	0.0%	
		Portion of postage costs assigned to manager and finance office; postage meter rental, service and supplies.		PB Postage Meter Lease: \$2,188 (\$544.47 Quarterly) Postage Meter Supplies: \$1,312 Postage: \$5,500				9,000.00		

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1000	GENERAL FUND									
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT			
13	11200	44400	PROF SVCS	18,711.41	70,035.00	70,035.00	39,860.00	70,035.00	0.0%	
			Professional services for projects and issues that arise during the year (appraisals, engineering, continued leadership development program, succession plan, general code, land use revenue, etc).		FY 19 & FY 20 EXPENSES INCLUDED EATON PEABODY			40,000.00		
					FY 19 - 73,256.17					
					FY 20 - 26,204.35					
					FY 21 - 285.00					
					FY 22 - 5,540.93					
					FY 23 - 25,944.40					
					FY 24 - 14,322.50					
					FY 25 - 18,711.41					
			POLLING & SURVEYS		COMMUNITY INPUT - SURVEYS & POLLING			30,000.00		
			WORK WITH COMMUNICATION DEPT							
			TimeValue Software		Annual charge for software used for amortization schedules			35.00		
14	11200	45330	EQ MT SVCS	666.49	0.00	0.00	41.17	0.00	0.0%	
			Miscellaneous equipment maintenance for office machines other than that covered by maintenance agreements.					0.00		
15	11200	46210	TEL-LAND	13,712.43	14,700.00	14,700.00	9,350.03	13,500.00	-8.2%	
			Telephone and cellular charges.		New Contract through Cove Central Communications:			5,000.00		
					Desk Phone @ \$75/month					
					Fax @ \$87/month					
					Cell @ \$37/month					
			Town Manager Monthly Cell Phone Allowance		\$125/Month			1,500.00		
			Verizon Wireless Monthly Charges		Covers Town-issued mobile devices (Cell phones and iPads)			7,000.00		
16	11200	46310	ADVRTSNG	9,176.67	15,000.00	15,000.00	3,892.26	15,000.00	0.0%	
			Advertising for special events, programs, some shared personnel/help wanted advertising, advertising requests for proposals, etc.					15,000.00		

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1000	GENERAL FUND									
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT			
17	11200	46410	TRV EXP	7,832.43	15,000.00	15,000.00	10,786.57	15,000.00	0.0%	
			Includes in-office training programs, manager's attendance at International City Management Association (ICMA) annual convention, attendance of others at NESGFOA, MMA, NPELA virtual and other conferences and training programs.					6,000.00		
			Travel allowance for Town Manager and Assistant Town Manager					6,000.00		
			TRAVEL HR DIRECTOR			POTENTIAL TRAVEL TO CONFERENCE		3,000.00		
18	11200	46510	PRINTING	7,699.22	10,000.00	10,000.00	0.00	2,000.00	-80.0%	
			Print services.			Business cards, flyers, postcards, etc		2,000.00		
19	11200	46520	COPY SVCS	2,965.16	5,000.00	5,000.00	1,326.69	5,000.00	0.0%	
			Annual maintenance contract on photocopier.					5,000.00		
20	11200	46910	TRNG/CONF	1,398.00	7,500.00	7,500.00	1,510.00	8,500.00	13.3%	
			Expenses for business and attendance at training programs and association conferences.			HR Conference: \$2,000 Rem. Staff: \$5,500 MUNIS ANNUAL CONFERENCE - \$1,000.		8,500.00		
21	11200	46920	MMBR DUES	1,478.82	3,748.00	3,748.00	1,340.10	4,627.00	23.5%	
			Maine Town, City, and County Management Association			Membership for Manager, ATM, and HR Director & Finance.		500.00		
			FY 18 - 313.79							
			FY 19 - 328.75							
			FY 20 - 138.75							
			FY 21 - 157.85							
			FY 22 - 284.00							
			FY 23 - 230.07							
			FY 24 - 292.50							
			FY 25 - 0.00							

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1000	GENERAL FUND								
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT		
27	11200	46920	MMBR DUES	1,478.82	3,748.00	3,748.00	1,340.10	4,627.00	23.5%
			Society for Human Resource Management		Membership cost increased to \$299		299.00		
			FY 18 - 209.00						
			FY 19 - 209.00						
			FY 20 - 209.00						
			FY 21 - 219.00						
			FY 22 - 229.00						
			FY 23 - 244.00						
			FY 24 - 264.00						
			FY 25 - 299.00						
			Maine Local Government HR Association		Membership for HR Director and Payroll and Benefits Manager \$40.00 each		80.00		
			FY 18 - 25.00						
			FY 19 - 25.00						
			FY 20 - 25.00						
			FY 21 - 35.00						
			FY 22 - 35.00						
			FY 23 - 35.00						
			FY 24 - 35.00						
			FY 25 - 35.00						
			ICMA		Decrease \$600 as membership dues are capped at \$1,400		1,400.00		
			FY 18 - 1096						
			FY 19 - 1088						
			FY 20 - 0.00						
			FY 21 - 1000 (paid in FY 22)						
			FY 22 - 0.00						
			FY 23 - 0.00						
			FY 24 - 0.00						
			FY 25 - 0.00						
			National Public Employer Labor Relations Association		Slight increase in cost of membership.		209.00		
			FY 18 - 454.00						
			FY 19 - 205.00						
			FY 20 - 205.00						
			FY 21 - 205.00						
			FY 22 - 0.00						

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	ACTUAL	ORIG BUD	REVISED BUD	ACTUAL	MANAGER	CHANGE
FY 23 - 187.82						
FY 24 - 205.00						
FY 25 - 0.00						
IPMA-HR (International Public Management Association for HR)		Increase in membership cost			195.00	
FY 18 - 109.00						
FY 19 - 109.00						
FY 20 - 109.00						
FY 21 - 114.00						
FY 22 - 0.00						
FY 23 - 156.00						
FY 24 - 0.00						
FY 25 - 0.00						
Maine Government Finance Office Associates		1 MEGFOA Voting Member: \$50			85.00	
		1 MEGFOA Additional Member: \$35				
FY 18 - 35.00						
FY 19 - 35.00						
FY 20 - 0.00						
FY 21 - 75.00						
FY 22 - 75.00						
FY 23 - 150.00						
FY 24 - 75.00						
FY 25 - 75.00						
Government Finance Office Association		GFOA changed their membership structure during FY26 to become a Town/City-wide membership featuring unlimited users with a fee based on population size. We are in the 10-50K population bracket with a membership charge of \$500.			675.00	
1 Town/City-Wide Membership @ \$500						
1 Certified Public Finance Officer (CPFO) Renewal Dues @ \$175						
FY 18 -						
FY 19 - 35.00						
FY 20 - 340.00						
FY 21 - 340.00						
FY 22 - 790.00						
FY 23 - 340.00						
FY 24 - 527.50 (Pro-rated add-on membership plus regular charges)						
FY 25 - 190.00						

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1000	GENERAL FUND								
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT		
27	11200	46920	MMBR DUES	1,478.82	3,748.00	3,748.00	1,340.10	4,627.00	23.5%
			Membership to Maine Association of Payroll Professionals (MAPP)					55.00	
			FY 22 - 0.00						
			FY 23 - 40.00						
			FY 24 - 0.00						
			FY 25 - 0.00						
			DocuSign		3 Memberships @ \$120 per; will convert to team membership to increase users at lower total cost at future renewal date.			360.00	
			FY 23 - 360.00						
			FY 24 - 360.00						
			FY 25 - 360.00						
			Sam's Club					0.00	
			FY 23 - 110.00						
			FY 24 - 0.00						
			FY 25 - 0.00						
			Advanced Workplace Strategies					25.00	
			FY 23 - 25.00						
			FY 24 - 0.00						
			FY 25 - 25.00						
			Maine Municipal Tax Collector's and Treasurer's Association (MMTCTA) Membership		2 Memberships at \$30 each			60.00	
			FY 24 - 60.00						
			FY 25 - 60.00						
			MTCMA - MEMBERSHIP MAINE TOWN,CITY AND COUNTY MANAGEMENT ASSOCIATION		TOWN MANAGER, ASSISTANT MANAGER HUMAN RESOURCES			684.00	
					228. X 3				

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1000	GENERAL FUND								
11200	TOWN MANAGEMENT						GENERAL GOVERNMENT		
22	11200	47430	OTHR EQP	3,000.00	2,140.00	2,140.00	5,000.00	5,250.00	145.3%
			Plan It Software		Base module: \$4,000			5,250.00	
			FY 23 - 800.00		Replacement Manager Add-On: \$1,000 (Allows integration				
			FY 24 - 2,000.00		of Department's individual capital plans so that everything				
			FY 25 - 3,000.00		is housed in one place and tied to project numbers)				
					5% Increase on \$5,000: \$250				
			PLAN IT SOFTWARE IS USED FOR THE CAPITAL IMPROVEMENT PROGRAM		New company has structured a cost increase of 5% to occur				
			- IT HAS BEEN SOLD AND THE NEW COMPANY MADE CONSTANT		annually going forward.				
			IMPROVEMENTS ON A YEARLY BASIS THAT HAS DRIVEN COST UP.						
TOTAL 11200 - TOWN MANAGEMENT				1,066,764.67	1,367,126.00	1,367,126.00	810,250.37	1,168,075.00	-14.6%