



Town of Windham
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Memo

To: Town Council
From: Don Gerrish, Interim Town Manager
Re: Goal Setting Session Feedback from Department Heads

Please find below a summary of department heads' two most pressing issues that they would like to address in the upcoming year(s) to make the services they provide more efficient and effective. Also attached are their submitted memos and/or emailed responses in full which they look forward to discussing with you at the Council's Goal Setting Workshop on Saturday, December 7, 2019 from 8:00 a.m. – noon.

Facility & Space Concerns

- Town Hall
 - Assessing Department - record storage at capacity; open floor plan and layout concerns for safety, noise, productivity.
 - Human Resources – maximum office capacity for existing staff and required record retention. No space to have additional needed staffing.
 - Code Enforcement - 3 people sharing 12x16 office, at capacity for staff space.
 - Parks & Recreation – maximum capacity for existing staff, storage space is insufficient, very difficult to conduct department programming with extremely limited use of Town Hall Gym due to use by other entities; Difficult to accommodate community requests for use of gym; Lake Region Senior Center at capacity and being out of town is a deterrent to senior participation.
 - Town Clerk's Office – Vault storage space at capacity-required safe record-keeping limitations; cannot be addressed in the building we are currently in.
 - I. T. – Office space is crowded, cramped workspace is limiting workflow; projects require conference room space to be monopolized for days; extremely limited storage space, equipment stacked floor to ceiling.

- Planning – Reorganization/reconfiguration of the open concept space shared by Planning, Assessing and Code Enforcement to provide a defined separation between each department.
 - Overall parking at Town Hall is at capacity. Staff parking, between the Town Hall and garage, is not adequate for all personnel and town-owned vehicles. Customer parking along front of building is also filled predominantly by staff, limiting customer parking. If events or meetings are taking place on premise there are no spaces left for parking.
- North Station, Fire-Rescue – renovation/updates; water main extension across 302 to supply automatic sprinkler system; this station is also in need of updates to include ADA compliant bathrooms, station laundry and a new outside façade.
 - Central Station
 - Fire-Rescue - Built when there was not full-time fire staff. Deficient in bay space, storage, locker facilities, decontamination/laundry, overnight accommodations and administrative space.
 - Police – Police staff has increased. Both departments have exceeded their allotted space in this shared facility. Deficient in office space, locker room space, equipment storage, public meeting space, evidence intake space and lack of a central server room.
 - Library – Aging building. Updates needed for: HVAC units, lights, windows, walkway drainage, bathrooms, ADA entrance buttons, elevator, shelving in Children's Room and Teen areas. Space reconfiguration in Children's Room for short-term improvement in programming; a long-term need would be to expand the library.
 - W.E.D.C. – Suggest office presence in North Windham to effectively reach out to business and property owners as downtown projects (sewer, traffic mitigation, amenities) start to be implemented.

Staffing

- Human Resources – additional staffing needed to effectively support and provide guidance to growing Town workforce. Immediate need for an Administrative Assistant.
- Code Enforcement – additional Code Enforcement Officer due to increase in duplexes permitted this year and to maintain current level of service.
- Parks & Recreation – additional staffing needs; Year-round staffing has not expanded at the same rate as program expansion; Parks Maintenance Foreman challenged by increased number of tasks, development of infrastructure at locations, projects and community events. Seasonal part-time position to assist is not adequate to meet the need.

- Fire-Rescue – Continued transition of a 12-hour/day per-diem position to full-time; 2 full-time firefighter/EMT's to provide 7 days/week coverage.
- Police – Increase sworn officer staffing; one additional sworn officer for a total of thirty (30) officers.
- I.T. – The current staffing of I.T. is two employees. Additional manpower is an identified need for this department. Any project, large-scale trouble or event of large significance, or even a scheduled vacation puts a strain on the department. Leaving one person to handle all issues 24/7. Suggest having contingency funds for professional auxiliary support in the short-term; additional staff member in future. Strongly recommend hiring full-time Communications/Cable-TV Manager.
- Finance Office – Full-time “floater” to help with Accounts Payable and Payroll cross-training needs, fill in for unexpected absences and help accomplish MUNIS HR/Payroll updates to make functions work as intended.
- Public Works - The addition of one full-time grounds crew member to help with increased maintenance tasks (maintain new public works facility, new intersection maintenance, Anglers Rd. storm water pond mowing, River Road/Route 302 intersection mowing, solar array grounds maintenance at Enterprise Drive and potential cemetery expansion). Seasonal hire proving difficult to fill.
- Planning – If growth continues, the Town may consider creating an additional position of a junior level engineer (EIT level) or engineering technician to support construction inspection and other projects. (This is currently contracted out to our consulting engineering firm.) An added position could also support the Stormwater Compliance Officer with MS4 compliance. *Another pressing issue for Town as whole, is addressing how we communicate with the public. We could also benefit from an increased social media presence and consider efforts to brand our town and have a communication staff position.

Equipment

- Assessing Department, Vehicles – new jeeps rather than old unmarked police cruisers; due to safety and reliability concerns
- Fire-Rescue Department, Apparatus and Equipment – replacement of 2010 Ambulance that is exceeding its useful life; replace and combine Squad 1 and Engine 7 into one new rescue/pumper; upgrade of vehicle extrication equipment.
- Police – Additional equipment to outfit new officers; possible additional cruiser procurement need.
- Public Works – Additional Street Sweeper. Increased residential development/mileage to clean up after winter season. After the 2020 census, most if not all of Windham will be in the NPDES urbanized area requiring us to sweep more roads.

- Planning – Electronic records management software and personnel would be needed to scan all existing records. Would enable both staff and the public to have access to all records.

Projects & Processes

- W.E.D.C. – Would like to work on (and have funding for) smaller scale projects and pilot projects that would inform future infrastructure and amenity projects. Council needs to develop a true CIP for the major infrastructure investments, with project scope, estimated costs, funding methods, priority and schedule – and a rethinking & reprioritization of various issues Council has staff and committees working on.