

Town of Windham

Assessing and GIS Department
8 School Road
Windham, ME 04062

voice 207.894.5960 ext. 3

fax 207.892.1916

MEMORANDUM

DATE: November 26, 2019

TO: Windham Town Council
Donald Gerrish, Interim Town Manager

FROM: Elisa Trepanier, Assessor/GIS Coordinator

RE: Goal Setting

This memo is in response to the Council's request for information on the two most pressing issues affecting the Assessing Office's ability to operate efficiently and effectively. I presented this question to the Assessing Staff and the response was unanimous; work environment and vehicle safety are the two greatest obstacles for employees.

1. **Space:** The 2006-07 renovation of Town Hall converted the previously separate offices of Assessing, Code Enforcement and Planning into an open office concept. In my experience this office design has had a negative impact on employee job satisfaction, productivity and customer service.

All staff in the open area and some with offices are subjected to a disruptive noise level, occasional disagreements and constant conversations taking place around them making it difficult to focus on their own work. This environment makes it extremely difficult for Assessing Staff to provide the level of accuracy required when working with numerical data and statistics. The daily mental overstimulation is exhausting and not conducive to a positive or progressive work environment.

Over ninety-five percent (95%) of all customers coming into the second-floor customer counter are here to see Code Enforcement and Planning, not Assessing. As a result, everyone can hear each transaction taking place at the counter as well as every telephone call at both the counter and the eight surrounding workstations.

There is a lack of meeting space and as a result it has become common for other departments to hold impromptu meetings at the Personal Property filing cabinets in the Assessing area adding further distractions. These files hold Personal Property data assessed in excess of \$40,000,000.

As part of the 2017 budget the Council agreed to explore the costs of redesigning the floor plan on the second floor. An architect has visited the offices multiple times over the

past year and a half but to date a design has not been approved and there are no cost estimates.

The Space Needs Analysis and Facilities Master Plan prepared by SMRT in 2014 supports the request for private work areas in Assessing. In Option D the Plan stated: "Renovate office areas to provide more separation and privacy between work areas and customer counter."

The Assessing Office has scanned all its real estate records. There are many Code Enforcement file cabinets along the wall dividing the second floor. In the past there has been some concern for the structural integrity of the building due to the weight of the file cabinets. There would be additional space in the main office and the back room if the Code Enforcement and Planning files were scanned and file cabinets removed.

A company who installs noise masking devices has reviewed the offices at the suggestion of Councilor Cummings. I have concerns with this approach in that it is temporary with a life span of only three to five years and the negative effect it has on anyone with hearing aids and hearing problems. We currently have staff on this floor with hearing issues. While this method may be appropriate in many office settings like a bank, the activity at the Code Office customer counter is not comparable to a bank office setting.

There are safety concerns with the current open office. There is no secure separation between the customer counter and the open office. In the past there have been episodes of the police coming in and handcuffing an individual at the counter, residents fist fighting and the Code Office having to push the panic button for an unruly customer in the director's office. While the disturbance was occurring, staff felt they were expected to continue waiting on customers at the public counter in the open office.

The Assessing Staff has no availability to private areas to discuss sensitive tax related issues with taxpayers. Not only property values are discussed but civil matters, divorce, death, inheritance, estate planning etc. Services are affected by the current layout and the busier the customer service counter gets the more Assessing services are affected.

While I understand the Council is investigating the feasibility of constructing a new town hall, I do not feel that the current situation can continue or wait for the possibility of the construction of a new town hall. In the meantime, I will do what I can to rearrange the existing furniture to create as much of a noise buffer as possible for the Assessing Office.

2. **Equipment:** With growth comes diversity. Windham is no longer the small town where everyone knows everyone else. Reviewing properties now poses a variety of risks. In the past an assessor would expect to be on the lookout for loose dogs. Now assessing classes include presentations by the Drug Enforcement Agency (DEA) on how to identify a meth operation in a residence. This and other information is being taught so that assessing staff will recognize when they might be in danger.

I bring up risks posed to assessing staff in the field because it has historically been the

practice to pass down old police vehicles, complete with search lights, to the Assessing Department. Typically, Assessing is handed down these “junk” cars prior to them going to auction and is the only department that is issued the worst vehicles in the fleet. These cars usually have over 120,000 miles on them and frequently need repairs and are not fuel efficient. While this may be economically feasible it is a potential risk for personnel. Assessing staff, if mistaken as an undercover police officer, are not trained to defend themselves as a police officer nor is it their job to do so. The public can be suspicious when they see an unmarked police car in their neighborhood. Although magnets are on each side of the vehicle that indicate “Assessing – Town of Windham”, last year a member of our staff was run off the road by a property renter. The staff member was verbally accosted for taking updated photos of the property. The incident was severe enough that it was reported to police.

For efficiency and safety reasons, Assessing Staff needs to be provided with vehicles that are not used, unmarked police cars. Assessing needs reliable vehicles to access remote private roads that are in poor condition and construction sites that are not complete.

Code Enforcement has had very good luck with the Jeep Patriot. The Code Jeeps are eight years old and according to the Town’s vehicle maintenance department the vehicles still have low mileage and “have been pretty major repair free”. We have contacted several Jeep dealers for pricing and information on the lowest priced Jeep. Currently a 2019 Jeep Renegade Sport is available for \$18,658. This vehicle is a 4-wheel drive with a 4-cylinder engine. It is fuel efficient, getting an estimated 25 – 30 mpg and has the highest Insurance Institute rating for safety. I believe a vehicle like this would be an economical choice and serve our department for many years to come.

Tammy Hodgman

Code Enforcement

From: Donald H. Gerrish
Sent: Wednesday, November 27, 2019 9:13 AM
To: Tammy Hodgman
Subject: Fwd: Council Goal Setting Workshop

Sent from my iPhone

Begin forwarded message:

From: "Christopher S. Hanson" <cshanson@windhammaine.us>
Date: November 26, 2019 at 2:48:06 PM AST
To: "Donald H. Gerrish" <dhgerrish@windhammaine.us>
Subject: Council Goal Setting Workshop

Don,

The 2 most pressing issues that would make the Code Department more efficient and affective ;

1. Space
2. Another Code Enforcement Officer

We currently have 2 Code Officers and the Zoning Coordinator working in 1 office that is 12 x 16 or 192 Sq. Ft.
Kelsey's space is 6 x 14 or 84 Sq. Ft.
Directors Office is 11 x 16 or 187 Sq. Ft.

We could benefit from a space study and move some things around.

The need for another Code Officer in due to the increased amount of Duplex's permitted this year and the amount approved by the Planning Board. I will provide hard numbers prior to the Meeting on December 7th.

I look forward to maintaining our level of Service.

Sincerely,
Chris

Christopher Hanson
Director of Code Enforcement and Zoning Administrator
8 School Road
Windham, Maine 04062

(207) 894-5900 x 6111

cshanson@windhammaine.us

Town of Windham

Office of the Town Manager
8 School Road
Windham, ME 04062

Susan R. Rossignol, Finance Director
srossignol@windhammaine.us

Voice 207.892.1907

fax 207.892.1910

Date: December 2, 2019
To: Donald Gerrish, Interim Town Manager
From: Susan R. Rossignol, Finance Director
Re: Finance Department – Goals & issues

I feel we have the equipment and resources to complete our work efficiently and effectively.

Due to the tasks we do the one thing really not available at this time is the cross training of staff. Our tasks – Payroll, Accounts Payable, Monthly Munis activities, - Financials, Audit – currently have no back up should a serious illness or accident occur. During our annual reviews I have requested Finance staff to take time to learn the basics of each job – but at the current workload - time does not permit a thorough learning of these tasks.

The Collection Division – has successfully cross trained during quiet times and has the ability to cover one another if needed.

I believe we have very talented people in both divisions and think that cross training accounts payable due to its not being confidential could be accomplished with Collections allowing time for Devin to learn Payroll completely as well as be a backup to Monthly closing functions in MUNIS.

In my past experience we had individuals from other departments who were willing to cross train – learn positions and once deemed able to cover positions were paid a weekly stipend. They had to be available to not only have refreshers but actually sit in and cover at least once each year.

Unfortunately this does take staff from another location – at perhaps an inconvenient time. (Ex. Tax due dates)

I don't believe we currently need full time staff but perhaps a floater who can go from one department to another and help when needed (not just Finance but all departments)

This employee could also help us accomplish the HR task we have been unsuccessful in hiring to complete the MUNIS HR update – which will make many Payroll and HR reporting functions work as intended.



Town of Windham

Fire - Rescue Department

375 Gray Road
Windham, ME 04062
Business 207-892-1911
Fax 207-892-0544

MEMORANDUM

To : Don Gerrish, Interim Town Manager
From : Brent Libby, Fire-Rescue Chief
Date : November 25, 2019
Re : 2020 Council Goal Setting

Looking forward to 2020 and fiscal year 2021 the Fire-Rescue Department has two major priorities in equipment and buildings as well as a continuing staffing project.

This coming year we have looked to our capital improvements plan for apparatus and equipment needs. Last year we had submitted to replace our 2010 ambulance. This vehicle was one that we retained in 2017 to allow us to have a third ambulance in town. This truck is now at 170,000 miles and is exceeding its useful life. Additionally, our 2017 ambulances are between 70,000 and 75,000 miles. With a new ambulance in the fleet we can begin to rotate the use of these trucks to help in prolonging their life. We will also be looking to reduce our apparatus fleet by one vehicle. To do this we would replace and combine Squad 1 and Engine 7 into one new rescue/pumper. Our current Engine 7 would move to reserve and this would allow either trade or sale of Squad 1 and the current reserve engine. The cost of this project would also include an upgrade of some of our vehicle extrication equipment.

The town has made great progress in the last 5 years on updating two of our four stations. South Windham was relocated in January 2016 to an existing building newly renovated at 33 Main Street. Last year several building updates were accomplished for safety and efficiency at the East Windham Station. North Windham has been staffed 24/7 since 2014. The station will receive an automatic sprinkler and fire alarm system this year after being awarded a 2019 FEMA Assistance to Firefighter's Grant. We will cover a small share from the operating budget this year, but we will need to fund a water main extension across 302 to supply the sprinkler system. This station is also in need of updates to include ADA compliant bathrooms, station laundry and a new outside facade. We join with the police department in highlighting the need for space at the Public Safety Building also known as our Central Station. The building opened in 1990 and at that time the Fire-Rescue Department didn't have any full personnel. Over the last few years we have been able to convert any

Page 2 of 2

available space to try and meet operational needs. We continue to be deficient in; adequate apparatus bay space, storage, locker facilities, decontamination/laundry, overnight accommodations, and administrative space. Any improvements to these items will benefit both departments. Given the central location of this facility to the entire town investment in the area will help to ensure operational efficiency.

We will be looking to continue the transition of a 12 hour a day per-diem position to a full-time. We started this process in the fiscal year 2020 budget. We will look to reduce another 12 hour per-diem shift with a 12 hour a day full time position. In order to provide the 7 day a week coverage two fulltime firefighter/EMT's will be needed. There will be a cost offset to the fulltime addition with the reduction of the per-diem hours. A staffing plan is being prepared for the next five years.

Town of Windham

OFFICE OF THE TOWN MANAGER
8 SCHOOL ROAD
WINDHAM, ME 04062

Phyllis Moss, Human Resources Director
pamoss@windhammaine.us

voice 207.892.1907

fax 207.892.1910

MEMORANDUM

To: Town Council
Thru: Don Gerrish
From: Phyllis Moss *P. Moss*
Date: November 26, 2019
Re: Issues/Challenges

The two most pressing issues challenging the Department of Human Resources are staffing and space.

The Town of Windham employs almost three hundred (300) people¹ who are committed to providing quality government services to the Town. These diverse jobs are some of the most satisfying work anyone could choose to do.

Human Resources serves as a partner to departments within the organization to provide advice, support, and recommendations to effectively utilize and manage the Town's most valuable asset: its people! My strategic role is to provide an avenue by which managers can attract and retain quality employees. I accomplish this by:

- Creating a positive work environment by ensuring sound management techniques are consistently practiced;
- Providing support and advice to line management and serve as an internal consultant to senior management;
- Evaluating performance through coaching, training, counseling, and feedback; and
- Establishing standards of performance and professional behavior which facilitate a cohesive work force and support a positive work environment.

The department provides services to employees and the public that include:

- Policy development
- Claims management

¹ This number includes full-time, part-time, seasonal, and call-fire staff

- Workplace investigations
- Collective bargaining for Police, Fire-Rescue and Public Works
- Classification and compensation
- Comprehensive benefits
- Consultation
- Education
- Employee assistance program services
- Risk assessment and management
- Training
- Safety compliance
- Wellness program
- General assistance
- Tax lien abatements
- Food Pantry/Clothes Closet
- Property and Casualty Insurance

This is a lot for one person. The majority of municipalities in our labor market have at least 2 employees in their Human Resources departments and their responsibilities, in some cases, are much less than mine. For instance, South Portland has 6 employees; Cumberland County has 4.5 employees; Scarborough has 3 employees; Saco has 2 employees; and even Gorham has 1.5 employees.

As you plan for the future, keep in mind that as the Town grows and the number of employees grow, the Department of Human Resources also needs to grow – I could use an administrative assistant now. However, even if an administrative assistant were authorized, there is no available space for additional staff in Town Hall. Now is the appropriate time to plan for a new building to accommodate current and future staffing needs.

From: Donald H. Gerrish
Sent: Wednesday, November 27, 2019 9:18 AM
To: Tammy Hodgman
Subject: Fwd: Council Goal Setting

Sent from my iPhone

Begin forwarded message:

From: "Brett N. Burwell" <bnburwell@windhammaine.us>
Date: November 19, 2019 at 9:15:57 AM AST
To: "Donald H. Gerrish" <dhgerrish@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: RE: Council Goal Setting

- 1.) Number one issue is certainly space. We're reaching a point where we are stacking our office with so much gear that we have almost no storage space left. Things are getting crowded and it is limiting to our workflow. When we need to do large projects we have to monopolize a conference room for sometimes days on end, as we have only a small amount of square feet table or floor space left in our offices to put equipment. I don't believe it is reasonable that we have to work surrounded by towering shelves of equipment and equipment piled sometimes floor to ceiling. I don't know of any other department with this much equipment and this little space.

To add onto 1, I would say space is also an issue at Town Hall in general, particularly in the parking lot. We have to leave town hall often during the day, when we leave, we often come back to find very few space available. If there is a parks and rec event happening in the gym, its quite common to come back to find no parking spaces available at all.

- 2.) Manpower is the second issue. We have two employees, however there is approximately 2.5 employees worth of work. For every day tasks, this is manageable, we can provide ongoing support no problem with 2 people. The issue is that any project, large scale trouble, or event of large significance puts an enormous strain on the department. Even something as simple as someone going on vacation is a massive impact – you have one person here to do everything, and be on call 24/7. If a critical issue came up requiring that person to then work on it all day, his support tickets that he wasn't able to get to would pile up precipitously.

I believe in the short term we need to raise professional services to around \$8-\$10k as contingency funds to help on projects and provide auxiliary support and expertise where needed. In the long term I believe within the next 5-10 years it will be necessary to hire a third full time staff member in house(If current trends continue). To give you an example, in the last calendar year, this department has closed 1402 trouble tickets, while during the first 12 calendar months I worked here in 2014, we closed 1172 tickets.

I would also strongly recommend hiring a full time Community/Communications/Cable TV manager

From: Donald H. Gerrish <dhgerrish@windhammaine.us>
Sent: Wednesday, November 13, 2019 10:43 AM
To: Dept Heads & Senior Staff <DeptHeads&SeniorStaff@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: Council Goal Setting

Hi All,

The Council has scheduled a goal setting workshop for Saturday December 7th from 8am to noon in the Council chambers. As we did last year all Department Heads are expected to be there.

In preparation for the workshop I would ask each of you think about what are the 2 most pressing issues in your Department that you would like to address in the coming year or years to make your Departments more efficient and affective in the services you provide. This could include such issues as space, manpower, technology, equipment or anything else you can think of. Please be as specific as you can on the issues you face and include any suggestions to remedy the issues.

Please have the information to me no later than Tuesday November 26th.

If you have any questions please let me know.

Thanks

Don

Donald H. Gerrish
Interim Town Manager
Town of Windham
Ph 207.892.1907

The two most pressing issues at the library both have to do with the building.

- General maintenance/Capital improvement needs- In order to provide today's library services there are several upgrades to our systems needed.
 - Our building is aging. The renovation did a lot to internally address some of our space issues and I am thankful for the support received for that project. However, there are a number of areas that still need to be updated.
 - HVAC- 3 AC units still need a plan for replacement. They are well past the life expectancy. Replacement with mini-splits will also allow for efficient heating in our offices and staff room. Currently there are only two zones for heating. Without thermostats or supplemental heat in the offices they are quite cold during late fall/winter. Space heaters are used throughout the day by staff but this not ideal.
 - Our lights/windows need to be updated to be energy efficient. We have new LED lights in some areas of the library within the scope of the renovation but most areas have several different generations of old fluorescent lights. Also the floor plan change has had an effect on the lighting coverage and has created some areas, particularly in the picture books and the fiction stacks upstairs that are dark.
 - Our walkway and main entrance need a new drainage system (this was included in the FY20 CIP budget but has not been addressed yet) and the main entrance walkway, door, and handicap buttons need to be replaced. We receive many complaints about our handicap buttons not working and our walkway being icy and a danger. The walkway pavement does not meet the doorframe requiring us to have a rubber ramp so that folks with mobility issues and wheelchairs can enter the building. This was a temporary solution that has been in place 2 or more years.
 - Our bathrooms are not up to today's standards for a building of our size and the use that it received.
 - Elevator-due to the age of our elevator there is little our vendor can do to address our safety concerns. The doors do not hold open the necessary amount of time to be ADA compliant and we have many complaints that visitors have difficulty getting in and out of the building.
 - Shelving – library grade steel shelving has never been part of the capital improvement planning for the library. It is needed in the Children's Room and in the Teen area to best utilize the space and expand our growing collection.
- Expansion plan- The above items address the overall systems and running of the library building. There are space needs as well. I looked backed at several years of capital budgets for the library. For many years there was money set aside for a library expansion. \$212,500 for FY09 was the plan and then in FY2011 the plan change to \$500,000 as a referendum in 2013. The expansion seems to have fallen off the table and up until our most recent renovation in FY18 there haven't been a lot of capital requests made for the library building. We have had some insulation added in the attic portion and A/C replaced this year in addition to the renovation. Our boiler was replaced as part of the Public Works Facility construction. Without adding square footage to the building and with constraints of the previous layout the new layout moved us forward in some

ways by gaining us valuable space for Circulation functions, study rooms and the teen area but has limited our space and flexibility in the Children's Room and we could use more meeting/programming space. One way that we can address this is by creating a new floor plan with new shelving. With our existing shelving we are very limited as to our layout. I've worked with the shelving contractor that we used for the adult collection for the renovation and come up with a plan to make much better use of the space and give us the ability to do some programming in the Children's Room. Due to the space and staffing issues we can only host children's programs in the meeting room and when there are two staff members scheduled in the children's room so currently Monday-Thursday. If we have a different layout we will have the ability to utilize the Children's room for programming and can do so on Fridays and Saturdays when we only have one person scheduled.

However, I'd also like to begin making a plan for adding square footage to the overall building. Moving furniture and adding different shelving will only get us so far. With the current space usage and visits that the library is seeing we need more space that only an expansion will provide.

Respectfully submitted,

Jen Alvino

Library Director
Windham Public Library

Pressing issues facing Parks and Recreation Department in FY21

I. Personnel

- Current year-round staffing structure has not expanded at same rate as program expansion_ Ongoing need for Per Diem Personnel to fill gap that our full-time staff cannot fill, particularly for large community events of 400-500+ people
- Director's role has changed significantly over past 5 years; more involvement with committees (Advisory, Summerfest, Ad Hoc Community Center) and facility development, requiring other staff members to take on additional duties previously managed by director
- Parks Maintenance Foreman is challenged with trying to balance all requests or expectations within confines of his hours - Tasks have been expanded beyond general parks maintenance to meet all the department's needs-- ongoing projects; development of infrastructure at locations; new community events that require involvement of this position
- Seasonal part-time parks position isn't adequate to accomplish everything; Difficult to recruit someone who can manage all the tasks for the minimal hours and timeframe offered

II. Space

- Parks and Recreation Department office area needs to be renovated/modified to accommodate any further staff expansion - Currently adding a new work station to back storage room to provide computer and phone access to Parks Maintenance Foreman
- More storage is needed for department supplies and equipment
- Parking at all of our parks facilities cannot accommodate the number of people that may attend park events, thus limiting what can be offered at our outdoor facilities
- Continued need to alter locations for many programs/events due to exceeding capacity of the facility (i.e. 2019 Halloween Party at WMS)
- Use of Town Hall Gym for department-sponsored programs is extremely limited due to use by other entities (WCST, RSU14 Adult Education and Alternative Education , Windham Youth Basketball)
- Very difficult to accommodate community members' requests for use of gym for birthday parties, family gatherings, or large group meetings due to limited availability
- Meeting space for community organizations, town committees, or town departments is often insufficient and unable to meet needs of all those asking
- Youth Sports Organizations serve this community well, but are lacking equipment storage; Town's contribution to these organizations could be assistance with storage
- Limited Gathering Space for Senior Citizens – most of our programs need to be “on the go”; Lakes Region Senior Center is at its capacity with what can be offered, and being out of town deters some Windham seniors from participating
- Use of RSU#14 facilities has an associated charge for many of our offerings that results in increased fees to users

From: Amanda L. Lessard
Sent: Tuesday, November 26, 2019 1:57 PM
To: Donald H. Gerrish
Cc: Tammy Hodgman
Subject: RE: Council Goal Setting

One other thought that I think is a pressing issue for the Town, and not just the Planning Department, is related to addressing how we communicate with public. We've seen an uptick in public interest in development projects and I think we could improve our public participation processes. In the next year we'll continue to tackle complex issues around growth management, wastewater planning, water quality protection, zoning changes, etc, in addition to the level of development application we review and we as a Town could be more effective and efficient in how we receive public input and disseminate information. I'm not sure that I have a solution but I'm hopeful that the revamped website will help. But we could also benefit from an increased social media presence, a social media policy or perhaps even consider efforts that have been successful in other communities to brand their town and have a communication staff position.

From: Amanda L. Lessard
Sent: Tuesday, November 26, 2019 12:14 PM
To: Donald H. Gerrish <dhgerrish@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: RE: Council Goal Setting

Don,
The mission of the Planning Department is to provide professional advice and technical expertise to citizens, elected leaders and municipal officials to assist in understanding and addressing community issues and priorities. This is accomplished through a focus on long term economic vitality, environmental integrity, and quality of place through the development of high quality plans, plan implementation and development review services.

The Planning Department provides staff support for the Long Range Planning Committee, the group charged with many of the implementation items from the 2017 Comprehensive Plan, the Planning Board, the Staff Review Committee, the Highland Lake Leadership Team Ordinance Committee, and other ad hoc committees as necessary (in 2019 those included the Mineral Extraction Committee, the Private Roads Ad Hoc Committee, and the Marijuana Task Force). Staff also manages the work around the implementation of the 21st Century Downtown Plan including ordinance changes and infrastructure work in North Windham, and the Wastewater Study.

Personnel

The Planning Department's most pressing personnel need was addressed in 2019. We are now fully staffed and do not anticipate a need in the coming year for additional manpower. 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. Currently the need for additional support for construction inspections is handled by the Town's contracted consulting engineering firm and the costs are paid by the applicant. An added position could also support the Stormwater Compliance Officer with MS4 compliance, inspections, etc, as growth trends may result in an increase in Windham's Urbanized Areas following the 2020 Census.

Equipment and Technology

Electronic Records Management Software. The Planning Department is running out of space to store hardcopies of application material and plans. Equipment and personnel would be required to scan all existing records. Records Management software would enable both staff and the public to have access to all records.

Office space

Reorganization. With the increase in demand for services between the Planning, Code Enforcement and Assessing Departments the Town could explore reconfiguring the open concept office space to provide a defined separation between each Department.

File Storage. If a system of electronic records management is not provided, the Department has an immediate need for additional file storage space.

Amanda Lessard, Planning Director
Town of Windham
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Windham, ME 04062

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www.windhammaine.us

NOTICE: Under Maine's Freedom of Access ("Right to Know") law, documents – including emails – in the possession of public officials about town business are considered public records. This means if anyone asks to see it, we are required to provide it. There are very few exceptions. We welcome citizen comments and want to hear from our constituents, but please keep in mind that what you write in an email is not private and will be made available to any interested party.

From: Donald H. Gerrish <dhgerrish@windhammaine.us>
Sent: Wednesday, November 13, 2019 10:43 AM
To: Dept Heads & Senior Staff <DeptHeads&SeniorStaff@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: Council Goal Setting

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Please have the information to me no later than Tuesday November 26th.

If you have any questions please let me know.

Thanks

Don

Donald H. Gerrish



Windham Police Department



James C. Boudreau
Support Services Captain

Kevin L. Schofield
Chief of Police

William T. Andrew
Patrol Captain

MEMORANDUM

To: Windham Town Council
Through: Donald H. Gerrish; Interim Town Manager
From: Kevin L. Schofield, Chief of Police
Subject: Council Planning Meeting
Date: November 25, 2019

Please accept this memo as a document to support goal setting for the upcoming fiscal year for the police department. We look forward to this discussion and answering your questions.

Staffing

We would first like to address staffing; as you may be aware, as part of the last strategic planning effort for the Windham Police Department developed increasing staffing to 30 sworn officers. Since April of 2015; we have added three (3) sworn positions and are currently at 29.

In addition, we have taken advantage of our staffing levels to create a team concept schedule. This scheduling concept was requested by members of the patrol division, was conceptually created by a committee of Front-line, supervisory and command level personnel, and implement as a trail / probationary period for 1 year. The advantage of the schedule allows for

- More consistent supervisor – officer work schedule
- More consistent and schedule week end time off scheduled
- High staffing on certain days to allow for
 - Training time
 - Non-replacement time off mitigating OT
 - Directed patrol opportunities
 -

We have also adjusted the K-9 Shift to fit into the overnight patrol schedule to help increase staffing during that time period.

To summarize, these above-referenced actions have placed us in the best position possible to provide efficient Law Enforcement services to the public with our allotted staffing levels.

This report is meant to serve as a goal setting opportunity for the police department for upcoming fiscal year 2020/2021. It is clear by observation that Windham is a growing community, in addition as reported in the Towns comprehensive plan 2016 update that Windham is one of the fastest growing communities in the state. Our growth rate is predicted at 9%-14% which by mid-year 2021 would bring



Windham Police Department



James C. Boudreau
Support Services Captain

Kevin L. Schofield
Chief of Police

William T. Andrew
Patrol Captain

our population to the range of 18,460-19,380. With our student population currently at 3,133 it is reasonable to anticipate that as our town population increases our student population will also.

Subsequently, it is reasonable to anticipate that our programs, school safety and emergency preparedness responsibilities will continue to be a priority for the department.

Traffic concerns, both volumes and regulatory compliance, are of significant importance to our citizens. This was reported by our citizens in the survey sent out in 2014 by Critical Insights which helped develop the comprehensive plan update. In addition most of the calls that I receive concerning police services are traffic related. The proximity of the Town in relation to both the greater Portland area, where many people travel to work and the lakes region where many people go to recreate create large traffic volumes in our community.

In addition to the traffic enforcement challenges these high volumes of traffic create, they also create the need to investigate and report traffic crashes that occur as well. Last year (2018) there were **577** traffic crashes reported, of those **2** were fatal crashes and **118** personal injury crashes that require more investigative work to complete properly.

Considering the factors mentioned above, the strategic plan for the Windham Police Department for July 1, 2018 through June 30, 2021 will be to increase our sworn officer staffing to thirty (30) while maintaining our current two (2) Administrative Support personnel and one (1) full time animal control officer. The objectives for the increased staffing will be:

- Increase investigative capacity
- Provide more directed patrol to address identified enforcement needs (ongoing)
- Increase staffing levels on late night shift to enhance officer safety (complete)
- Increase patrol staffing (complete)

Facilities

Currently the Public Safety building houses both the police department and serves as the central Fire station. The building was designed in 1988-89 and completed in 1990 and occupied in April of that year. At that time the police department had 14 or 15 sworn officers and 6 dispatchers for a total of 20-21 staff members. The fire department had zero full time employees. The building is approximately 14,000 square feet in total with each department occupying approximately 7,000 square feet. Each department has grown commensurate with the community over the years.



Windham Police Department



James C. Boudreau
Support Services Captain

Kevin L. Schofield
Chief of Police

William T. Andrew
Patrol Captain

In 2014 the town had contracted with SMRT to perform a space need analysis of all of its facilities. In short, addressing the Public Safety Buildings suitability, the report state " Without expansion or a new building, the floor area required to make any significant improvement for either department is not available in the excites facility. " The report also states that the Police Department needs are 47% more than what we occupy and the Fire Departments needs at 62% more than what they occupy. Please keep in mind that this report is almost six years old and each department has grown during this time frame.

The report offers several options, briefly they are:

- A. Raise the existing roof over the Fire Dept. bays and create more usable space
- B. Add a new 4,875 square foot bay for fire department, repurpose the existing bay.
- C. Add a new Fire station on the existing site and repurpose the existing building for Police.
- D. Use the Town owned Morrel property for new 14,000 square foot

Action items taken to maximize existing space:

- In 2015 we have repurposed the former communications center, to a records and reception area.
- The former dispatch supervisor's office is utilized by the Captain of Patrol position.
- Utilized funding from former dispatch equipment to refurnish squad room
 - Increase work stations
 - Officer filing
- Vacated office space to allow Fire Command / Admin to meet their space needs associated with their growth.
- Time permitting shredding and destroying old records
- Scanning to retain digital copies as time permits.
 - Decrease storage space needs



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Space challenges:

- Lack of office space for CID supervisor (currently in this year's capital improvement plan)
- Locker room over crowded (31 10 inch wide lockers)
- Lack of Storage for equipment
- Public meeting / Training room lacks capacity
- Antiquated inefficient evidence intake
- Lack of a central Servers room

This has caused the need to repurpose one of the garage bays for storage. Additionally, storm water compliance regulations has created a problem of storing vehicles involved in serious car crashes that may result in criminal prosecution for evidentiary purposes. We should explore the possibility of constructing a 3 bay garage on site to help alleviate the storage needs of each department and a bay for vehicle storage.

Equipment

As the department staff increases, so will the need to procure equipment to outfit additional officers. The cost to outfit and equip an officer is approximately \$4,000 and will be budgeted for annually as needed during the budgeting process. Currently, we have typically procured three new vehicles for patrol each year. With additional patrol staff, that need may grow to procuring four per year. This will be analyzed and accessed on a yearly basis during the budgeting process.

The objective for equipment needs is:

- Plan to budget for equipping additional staff as needed
- Analyze and budget for additional cruiser needs as required.

The entire department would like to thank the Town Council for seeking our input and setting goals for the upcoming fiscal year(s). We realize there are many important items the town is working on and is committed to providing quality service and facilities for its citizens. We look forward to working with the council during upcoming budgeting processes to achieve these goals.

Tammy Hodgman

PUBLIC WORKS

From: Donald H. Gerrish
Sent: Wednesday, November 27, 2019 9:20 AM
To: Tammy Hodgman
Subject: Fwd: Council Goal Setting

Sent from my iPhone

Begin forwarded message:

From: Douglas Fortier <drfortier@windhammaine.us>
Date: November 21, 2019 at 3:10:54 PM AST
To: "Donald H. Gerrish" <dhgerrish@windhammaine.us>
Subject: RE: Council Goal Setting

Don,
Issues for public works.

Add one full time grounds crew member

- Finding seasonal help has become nearly impossible
- Added grounds to maintain- new public works facility, new intersection maint. Anglers Rd storm water pond mowing, River Rd.- 302 intersection mowing, solar array grounds maint. at Enterprise Dr. and potential cemetery expansion
- Increased time spent collecting food for human services takes time from grounds maint.

Add a second Street sweeper.

- With increased residential development increasing the mileage we sweep it is taking longer to clean up after the winter season
- With the new population census coming in 2020 most if not all of Windham will be in the NPDES urbanized area requiring us to sweep more roads
- Residents expectations have increased and expect their roads to be swept in the spring in a timely manner, It takes 2 – 3 months in the spring to sweep what we have now depending on conditions and this time keeps increasing as the mileage goes up.

Doug

From: Donald H. Gerrish
Sent: Wednesday, November 13, 2019 10:43 AM
To: Dept Heads & Senior Staff
Cc: Tammy Hodgman
Subject: Council Goal Setting

Hi All,

The Council has scheduled a goal setting workshop for Saturday December 7th from 8am to noon in the Council chambers. As we did last year all Department Heads are expected to be there.

In preparation for the workshop I would ask each of you think about what are the 2 most pressing issues in your Department that you would like to address in the coming year or years to make your Departments more efficient and affective in the services you provide. This could include such issues as space, manpower, technology, equipment or anything else you can think of. Please be as specific as you can on the issues you face and include any suggestions to remedy the issues.

Please have the information to me no later than Tuesday November 26th.

If you have any questions please let me know.

Thanks

Don

Donald H. Gerrish
Interim Town Manager
Town of Windham
Ph 207.892.1907

Tammy Hodgman

Town Clerk's Office

From: Donald H. Gerrish
Sent: Wednesday, November 27, 2019 9:15 AM
To: Tammy Hodgman
Subject: Fwd: Goal Setting

Sent from my iPhone

Begin forwarded message:

From: Linda Morrell <lsmorrell@windhammaine.us>
Date: November 26, 2019 at 9:08:21 AM AST
To: "Donald H. Gerrish" <dhgerrish@windhammaine.us>
Subject: Goal Setting

Good Morning Don,

Last minute Linda here!

Really the only thing I can think of is vault space and that really can only be addressed, I think, if we do get to build a new Town Hall, we need a better and larger vault. I have brought this up before at meetings but I don't press the issue because I really don't think we can address it in the building we are currently in. Assessing and I have been rearranging things down there and it has helped, but we've done all we can really do with the space we have.

Staffing is perfect and our current office space is fine for the four of us.

Thank you,
Linda M.

Tammy Hodgman

WEDC

From: Donald H. Gerrish
Sent: Wednesday, November 27, 2019 9:19 AM
To: Tammy Hodgman
Subject: Fwd: Council Goal Setting

Sent from my iPhone

Begin forwarded message:

From: "Tom H. Bartell" <thbartell@windhammaine.us>
Date: November 26, 2019 at 1:05:08 PM AST
To: "Donald H. Gerrish" <dhgerrish@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: RE: Council Goal Setting

Don:

As(if) we start implementing some of the Downtown projects, sewer, traffic mitigation, amenities, I would suggest that an office presence in North Windham with adequate technology, office and meeting/workspace is needed to more effectively reach out to business and property owners as this new infrastructure is designed and constructed. Secondly, WEDC would like to work on smaller scale projects and pilot projects that would inform future infrastructure and amenity projects and would request additional funding to do these projects.

I would further suggest two more broader issues for the Council to set goals around that would help departments to be more efficient and effective in their work.

On policy issues there needs to be a rethinking and reprioritization of the various issues that the Council has staff and committees working on.

On the major infrastructure projects that are pending a similar rethinking and prioritization needs to occur. The Council needs to develop a true CIP for the major infrastructure investments that are either currently being worked on or have been discussed at the Council level. This CIP needs project scope, estimated costs, funding methods, priority, and schedule so that management, departments and the community can see what is ahead and can prioritize their efforts around these projects. My list includes: major road reconstruction, Depot, Brand, Hall, others(?); facilities like Public Safety, North Windham Fire, Community Center, Town Hall; Downtown sewer, traffic improvements, amenities. I probably have missed a few.

Hope this helps. Tom.

Thomas Bartell
Executive Director
Windham Maine Economic Development Corporation
8 School Road
Windham, Maine 04062
Voice: (207) 892-1936

Fax: (207) 892-1916
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www.WindhamMarketplace.com
www.WindhamMaineRetail.com

From: Donald H. Gerrish <dhgerrish@windhammaine.us>
Sent: Wednesday, November 13, 2019 10:43 AM
To: Dept Heads & Senior Staff <DeptHeads&SeniorStaff@windhammaine.us>
Cc: Tammy Hodgman <tahodgman@windhammaine.us>
Subject: Council Goal Setting

Hi All,

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