

Memo

From: Jeremy Gabrielson  
To: Trustee of the Museum at Portland Head Light  
Date: May 10, 2022  
Re: Interim operating structure

*Draft resolution: The Board thanks Jeanne Gross for her service as Director of the Museum at Portland Head Light, and hereby appoints Kathy Raftice, Director of Community Services, to serve as acting Director of Museum of Portland Head Light.*

Jeanne Gross's retirement as Director of the Museum of Portland Head Light presents an opportunity to explore different options for operation of the the museum and gift shop at Portland Head Light.

The gift shop and museum currently are headed by the Director, while the remainder of Fort Williams Park is managed by town staff working under the supervision of Community Services (Park Coordinator, Rangers, Greeters, management of rentals, and planning and management of events) and Public Works (parks department management of greenspace, hardscape, and field maintenance), with the Facilities Department managing the maintenance of the physical buildings.

The museum and gift shop operate on a seasonal basis, staffed by the Director and a combination of both volunteers and part-time seasonal employees, operating between Memorial Day and Indigenous People's Day. The Director's position is a full-time position, while all other positions are not.

As the Director's position becomes open due to the Director's well-deserved retirement, the Town Manager recommends that the operational structure managing the gift shop and museum be reorganized to appoint Kathy Raftice as the acting Director of the Museum at Portland Head Light.

In her role as Director of Community Services, Kathy is responsible for the management of the remainder of the park, provides staffing to the Fort Williams Park Committee, and has the operational experience and strength in organizing both volunteers and seasonal employees, the department also has the organizational capacity to include management of both the gift shop and museum under its structure. Community Services has the built-in capacity to find, acquire, and manage inventory of retail items. Community Services also currently manages the majority of the existing website for Portland Head Light and Fort Williams Park.

Acting as Director of the Museum, the Community Services Director would hire a seasonal manager for the gift shop, who would handle day-to-day management of museum volunteers. A seasonal position for the gift shop manager would be an ideal

position for a person with retail management experience who is not looking for full-year employment and may attract excellent candidates interested in such an option.

If approved by the Board, staff would create a job description for the gift shop manager position and advertise it in the near term. In the interim period, management and organization would be performed by Community Services. As part of the transition, staff would work closely with Jeanne to transfer of institutional knowledge. The organization of the volunteers for the museum would naturally fall within the staff responsibilities of Community Services.

This proposal is being put forward as an interim operating structure to be reviewed and approved by the Board at the annual meeting in 2023.