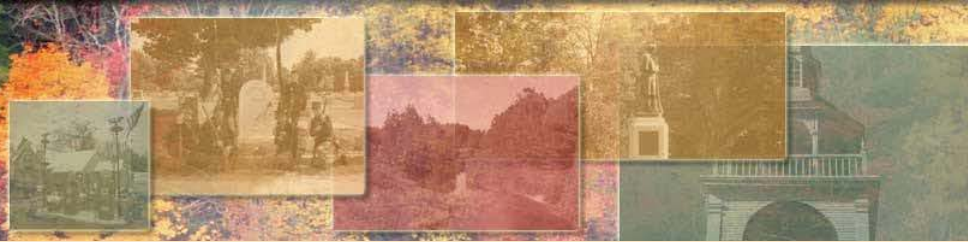


WELCOME TO



AMHERST, *NEW HAMPSHIRE*



July 2013

TOWN HALL

FY15 – FY18 STRATEGIC PLAN

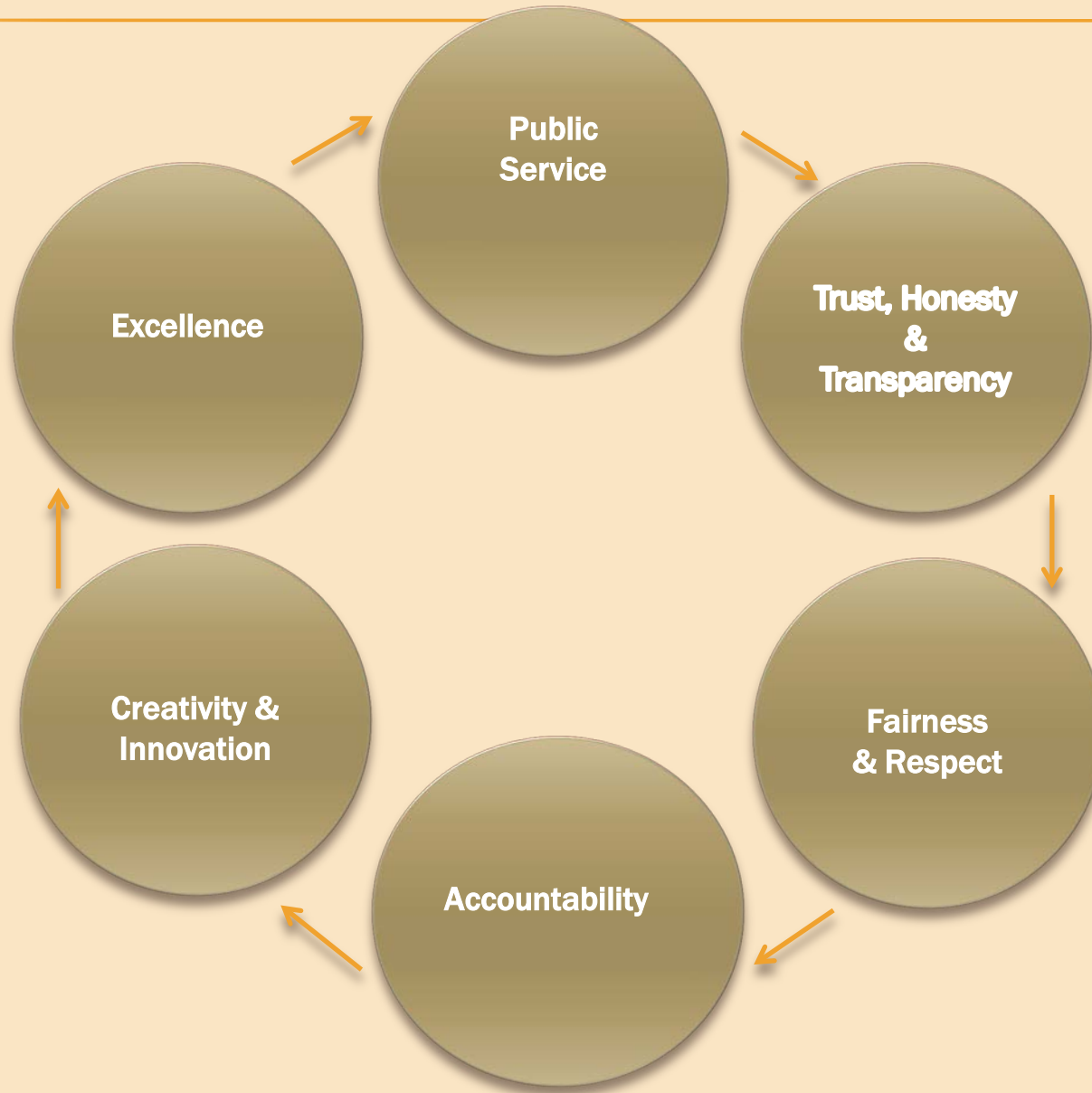
MISSION STATEMENT

To provide citizens, businesses and visitors with superior performance in a manner that is distinctive, impactful and enduring.

VISION STATEMENT

Amherst's self government, because it is supported by informed and engaged citizens, is fiscally sound, delivers services efficiently and communicates effectively with the public, is recognized as a model community in the State of New Hampshire.

AMHERST PUBLIC SERVICE MODEL



INTRODUCTION

✕ Product and Service Delivery

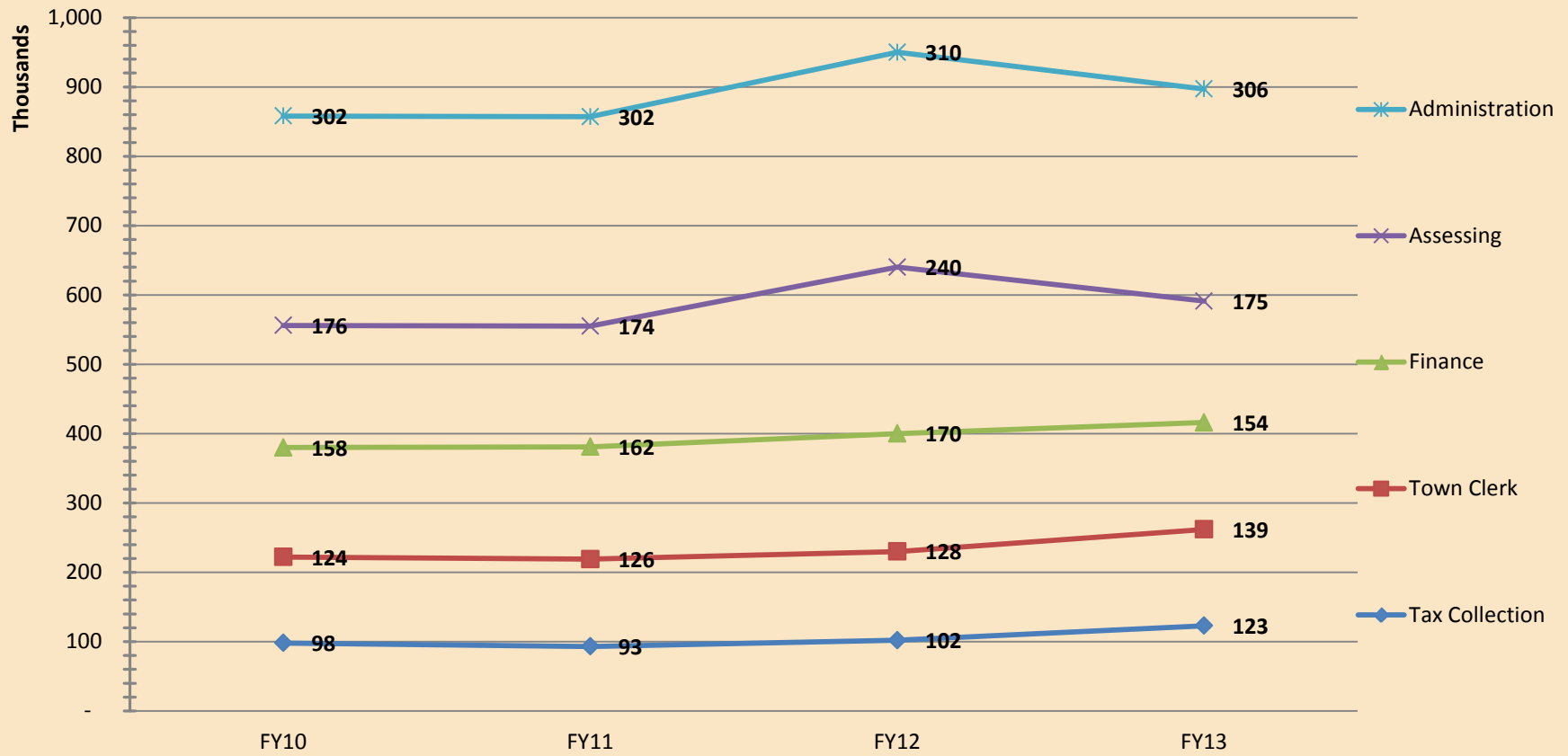
- + Town Clerk
- + Tax Collection and Assessing
- + Public Assistance/Welfare (Executive Assistant)

✕ Specialized Support

- + Town Administration Office
- + Executive Assistant
- + Finance Office

HISTORICAL TRENDS – BUDGETS

Budget History FY10 – FY13



STAFFING COMPARISONS

POPULATION
10,000 - 14,999

	ADMINISTRATION	FINANCE	TOWN CLERK	TAX COLLECTION	ASSESSING
CLAREMONT	City Manager + 1 + 2 part-time	4	* 2		1
CONWAY	Town Manager + 1	2	2	2	2
DURHAM	Town Administrator + 2 + 1 part-time	3	* 3		2
EXETER	Town Manager + 4	3	3	2	2
HAMPTON	Town Manager + 7	5	2	1	2
HANOVER	Town Manager + 1	3	2	2	2
HOOKSETT	Town Administrator + 4	3	2	1	2
LEBANON	City Manager + 2	5	5	By Finance	3
PELHAM	Town Administrator + 3 + 1 part-time	1	* 4		NA
RAYMOND	Town Manager + 2	2	* 3		1
SOMERSWORTH	City Manager + 2	2	2	1	NA
AMHERST	Town Administrator + 1	1 + 1 part-time	1 + 1 part-time	1	1

Notes:

* Town Clerk combine with Tax Collection Per NH RSA 41:45 a
All positions noted above are full-time unless stated otherwise.

TOWN CLERK

- ✕ Motor Vehicle and Boat Registrations
- ✕ Dog Registration and Licensing
- ✕ Transfer Station Decals
- ✕ Elections
- ✕ Census Data
- ✕ Retention of Public Records
- ✕ Notary Public Services

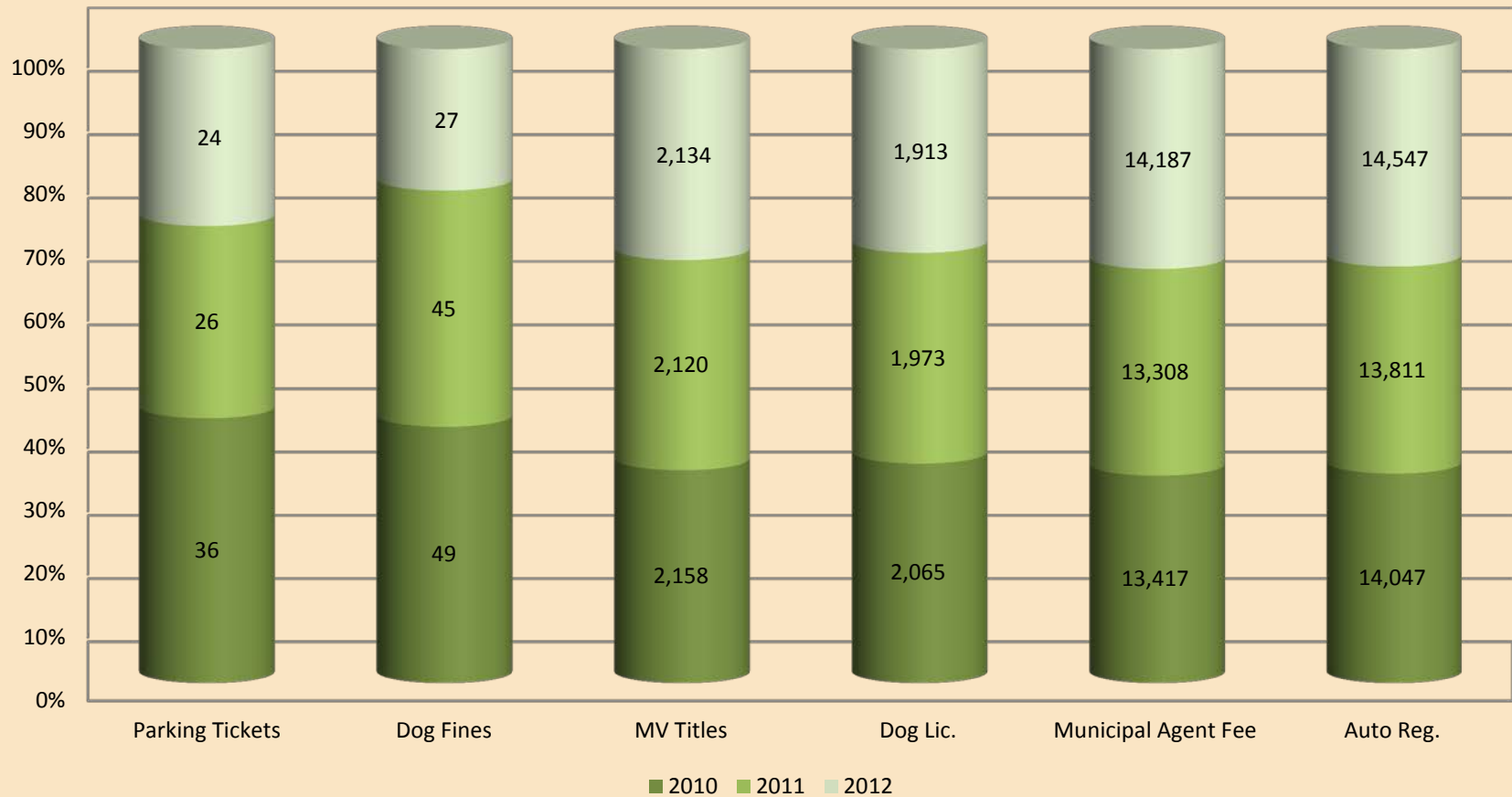
TOWN CLERK - REVENUES

	20 10		20 11		20 12	
	Count	Dollars	Count	Dollars	Count	Dollars
Misc. Income		\$ 434		\$ 242		\$ 340
Parking Tickets	36	\$ 1,010	26	\$ 710	24	\$ 595
Dog Fines	49	\$ 1,350	45	\$ 800	27	\$ 900
Vital Record Fees		\$ 5,168		\$ 1,402		\$ 1,114
MV Titles	2,158	\$ 4,316	2,120	\$ 4,240	2,134	\$ 4,268
UCC Filing Fees		\$ 2,190		\$ 2,175		\$ 4,350
Dog Lic.	2,065	\$ 17,248	1,973	\$ 11,837	1,913	\$ 11,906
Municipal Agent Fee	13,417	\$ 40,251	13,308	\$ 39,938	14,187	\$ 42,561
Auto Reg.	14,047	\$ 2,045,302	13,811	\$ 1,995,607	14,547	\$ 2,100,997
Total:	31,772	\$ 2,117,269	31,283	\$ 2,056,951	32,832	\$ 2,167,031

The Town Clerk's office generates the most revenue of any town department.

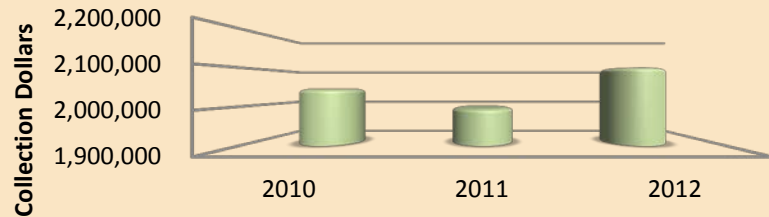
TOWN CLERK – TRANSACTION COUNTS

Town Clerk Activity by Transaction



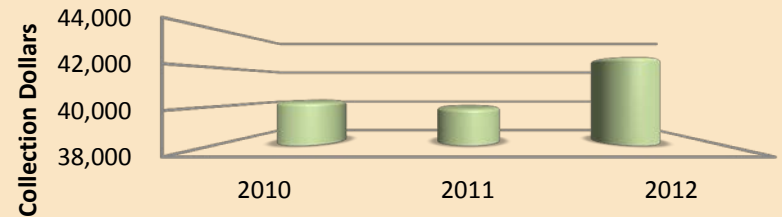
TOWN CLERK – TRANSACTION DOLLARS

Auto Registrations



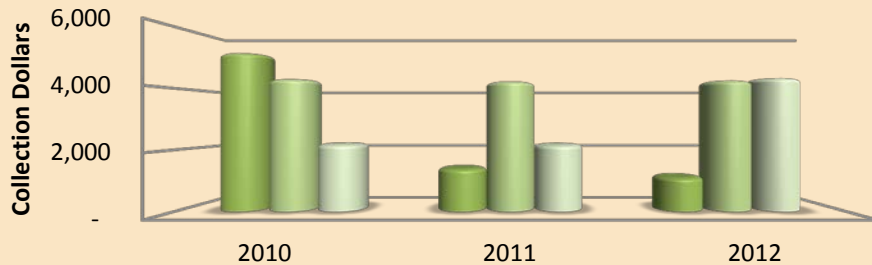
	2010	2011	2012
Auto Reg.	2,045,302	1,995,607	2,100,997

Municipal Agent Fee



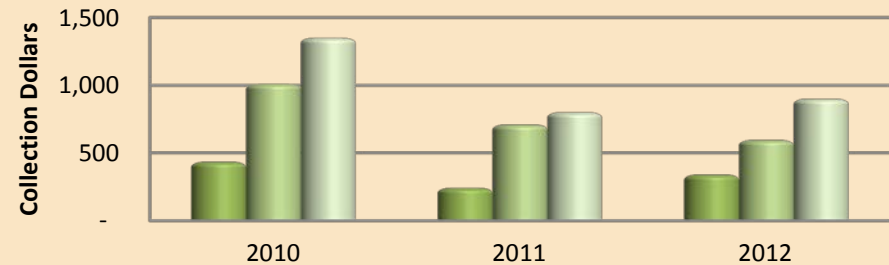
	2010	2011	2012
Municipal Agent Fee	40,251	39,938	42,561

MV Titles, UCC Filing & Dog License



	2010	2011	2012
MV Titles	5,168	1,402	1,114
UCC Filing Fees	4,316	4,240	4,268
Dog Lic.	2,190	2,175	4,350

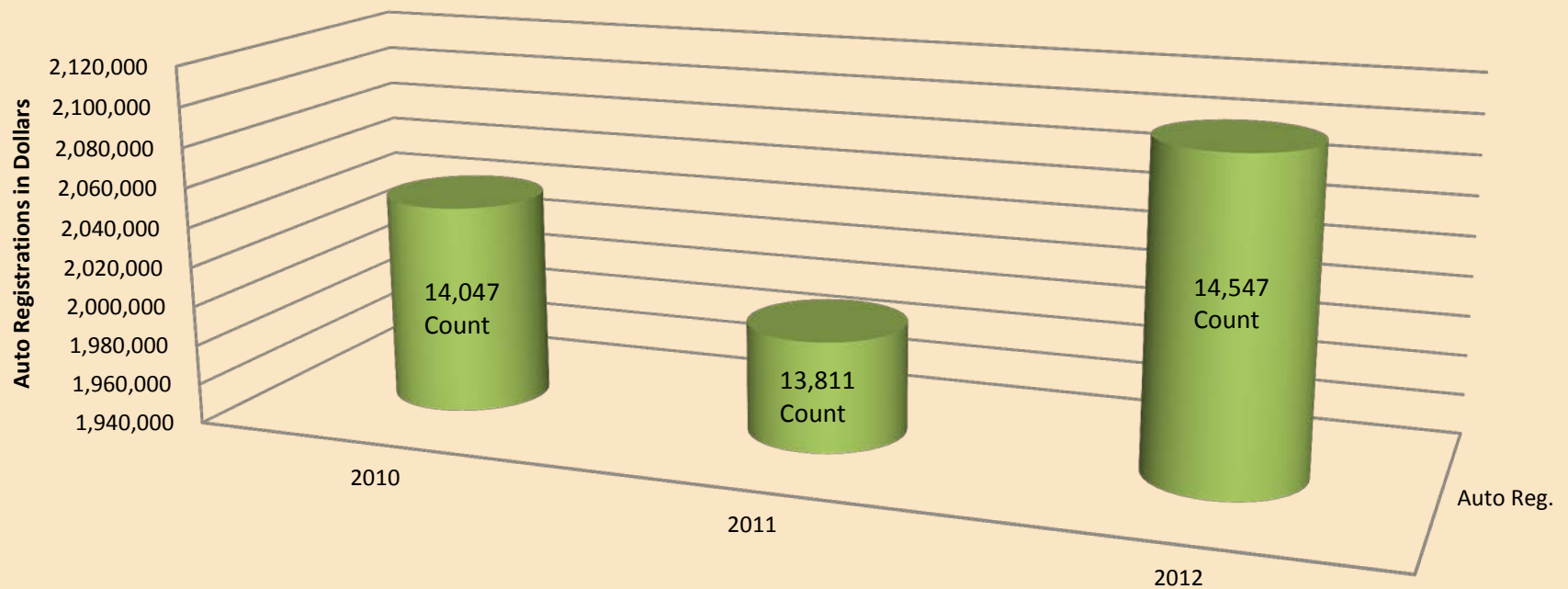
Misc., Parking Tickets, & Dog Fines



	2010	2011	2012
Misc. Income	434	242	340
Parking Tickets	1,010	710	595
Dog Fines	1,350	800	900

TOWN CLERK – AUTO REGISTRATION REVIEW

Auto Registrations in Dollars



	2010	2011	2012
■ Auto Reg.	2,045,302	1,995,607	2,100,997

STRENGTHS

- ✖ Provide wide range of services to residents
- ✖ Positive customer service skills and staff working well together
- ✖ Regularly sought out by peers for professional advice

WEAKNESSES

- ✖ Keeping Up with Filing
- ✖ Maintaining Organization in Limited Office Space
- ✖ Staffing

OPPORTUNITIES

- ✘ Utilize technology to provide online registration for more services
- ✘ Utilize technology to provide enhanced payment options such as credit card payments
- ✘ Expand Services
- ✘ Digitize Town Records

THREATS

- ✘ Storage Space Needs
- ✘ Handling of Town's Historic Records
- ✘ Changing State Laws
- ✘ Disruptions in Current Technology

STRATEGIC GOAL – TOWN CLERK

- ✖ Goal: Improve Services While Exploring New Revenue Opportunities
 - + Continue to be knowledgeable of changing laws
 - + Attend professional development opportunities
 - + Consult with legislative delegation to be made aware of proposed changes
 - + Contact state officials to learn of what additional services can be provided locally
 - + Use the town website to conduct survey
 - + Expand services to meet community needs

STRATEGIC GOAL – TOWN CLERK

❑ Initiatives:

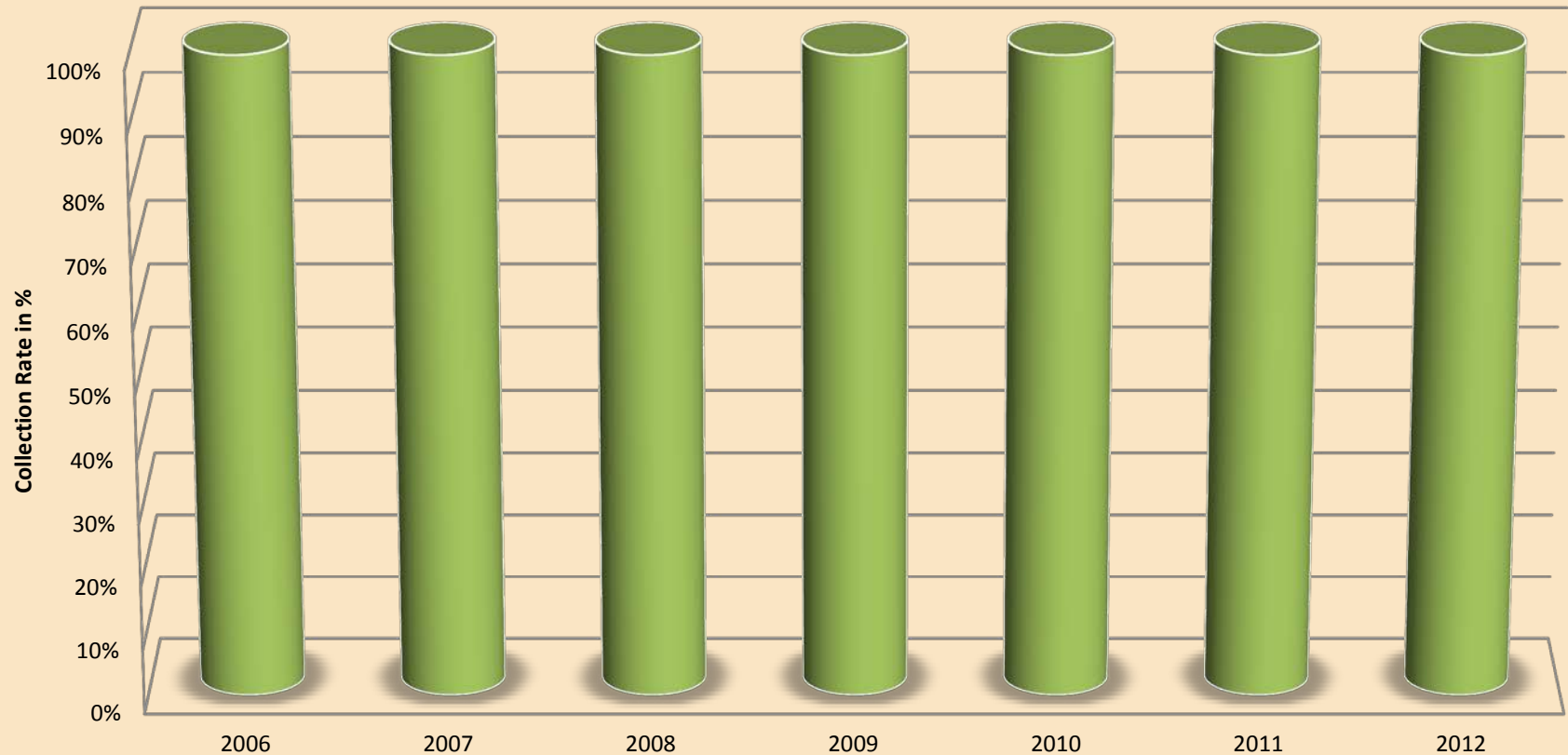
- ❑ Meet with Amherst State Reps and Senator prior to the start of each legislative session (FY15)
- ❑ Attend the annual conference of the New Hampshire City and Town Clerks Association (FY15)
- ❑ Survey results will identify what additional services should be added (FY15)
- ❑ Add one additional service (FY15 - \$2,500)

TAX AND ASSESSING DEPARTMENT

- ✕ Property Tax Collection
- ✕ Tax Liens
- ✕ Inventory and Valuation of Real Estate
- ✕ Contract Assessing KRT
- ✕ Prepares Documents
 - + Abatements
 - + Penalties

ANNUAL TAX COLLECTION RATES

ANNUAL COLLECTION RATES



	2006	2007	2008	2009	2010	2011	2012
■ Collection Rates	95.5	95.9	95.3	96	94.8	94.7	95.8

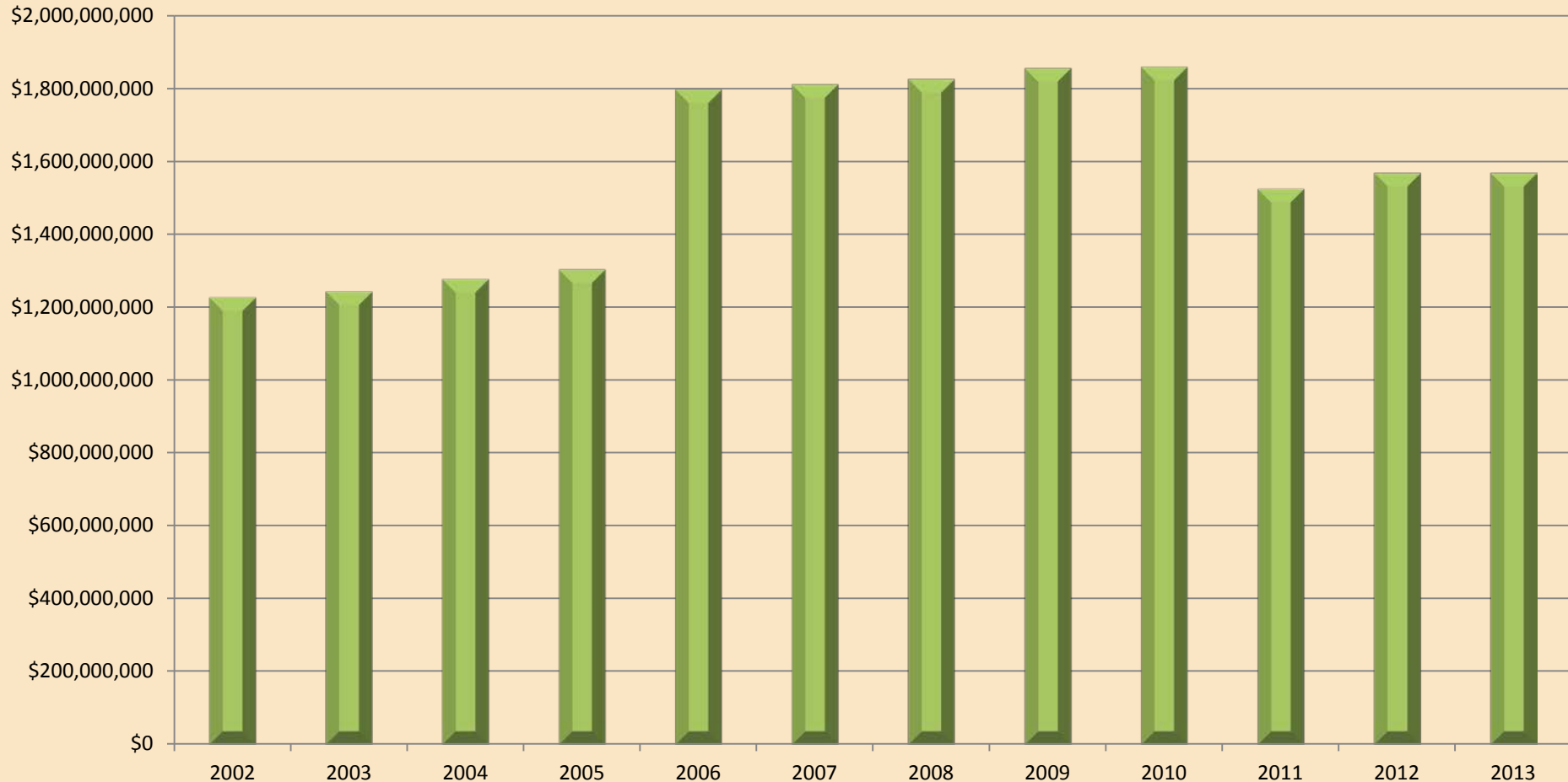
Amherst maintains an excellent rate of collection each year.

HISTORY OF PROPERTY LIENS

TAX YEAR	# OF PROPERTIES (Originally)	DUE AT LIEN	# OF PROPERTIES (Currently)	BALANCE AS OF 9/30/2013
2012	85	\$344,661	50	\$220,424
2011	90	\$876,168	28	\$123,056
2010	90	\$576,882	9	\$32,946
2009	92	\$414,739	4	\$7,509
2008	95	\$424,116	4	\$12,865
2007	77	\$290,597	3	\$7,559
2006	83	\$374,858	3	\$7,301

The Tax Collector works creatively with the taxpayers.

HISTORY OF NET ASSESSED VALUATION



FORMULA USED TO CALCULATE THE TAX RATE

$$\text{Appropriations} - \text{Estimated Revenues} / \text{Net Valuation} = \text{Annual Tax Rate}$$

STRENGTHS

- ✖ Customer Service
- ✖ Knowledgeable Staff
- ✖ Technology
- ✖ Contracted Assessing Services
- ✖ Collections
- ✖ Banking Services
- ✖ Inter-Departmental Support

WEAKNESSES

- ✖ Financial Software
- ✖ Online Service
- ✖ Continuing Education/Training

OPPORTUNITIES

- ✗ Replacement of Financial Software
- ✗ Online Services
- ✗ Expand Payment Options
- ✗ Electronic Billing

THREATS

- ✗ Financial Software
- ✗ Declining State Revenues
- ✗ Statutory Changes

STRATEGIC GOALS – TAX & ASSESSING

- ✖ Goal 1: Expand Services Through Technology
 - + Upgrade accounts receivable software
 - + Improve department website
- ✖ Goal 2: Maintain Quality Services
 - + Mail letter requesting inspection to property owners of all dwelling not accessed
 - + Upgrade Vision 6.5 software to Vision 7
 - + Implement use of tablets in field

STRATEGIC GOALS – TAX & ASSESSING

❑ Initiatives:

- ❑ New accounts receivable software purchased (FY15 - \$77,000)
- ❑ Taxes can be paid both online and at window using credit or debit card (FY15)
- ❑ Interior inspection rate is <70% (FY17)
- ❑ Tablets used by assessors (FY18 - \$1,000)
- ❑ Website supports customer convenience (FY16)
- ❑ Vision software upgrade (FY18 - \$8,500)

ADMINISTRATION

- ✕ Oversight of Town Government Operations
- ✕ Human Resources
- ✕ Public Relations
- ✕ Website Management
- ✕ Support Services/Welfare
- ✕ Budget Development

STRENGTHS

- ✖ Transparency
- ✖ Effectively Manage Multiple Tasks
- ✖ Competent Knowledgeable Staff

WEAKNESSES

- ✖ File Management & Organization
- ✖ Succession Planning
- ✖ Communication/Website
- ✖ Human Resources Functions
- ✖ Policies Outdated
- ✖ MBWA
- ✖ Staffing

OPPORTUNITIES

- ✖ Multi-year Budgeting
- ✖ Website Improvement
- ✖ Print Media
 - + Forms & Newsletters
- ✖ Municipal Software
- ✖ Explore Private Sector Partnerships

THREATS

- ✖ Abandoning Strategic Planning
- ✖ Downshifting Costs
- ✖ Continued Focus on Critical, Time Sensitive Tasks
- ✖ Federal Mandates
 - + Storm Water
 - + Affordable Care Act
- ✖ Health Care Costs
- ✖ State Aid / Mandates

STRATEGIC GOALS – ADMINISTRATION

- ✖ Goal 1: Improve Overall Communication with the Town
 - + Improve Communication with the Board of Selectmen
 - ✖ Provide the Selectmen with monthly departmental progress reports which may include:
 - ★ Accomplishments
 - ★ Legal issues
 - ★ Labor concerns
 - ★ Personnel matters
 - ✖ Continue to provide Selectmen with weekly updates
 - ✖ Maintain open door policy

STRATEGIC GOALS – ADMINISTRATION

- + Improve Communications among Department Heads and staff
 - × Communicate overall Town Mission Statement, Vision Statement, goals, budget status to all employees
 - ★ Send out semi-annual messages in newsletters
 - ★ Conduct one (1) annual meeting open to all employees
- + Enhance Communication with Amherst residents
 - × Hold quarterly citizen input forums
 - × Create a “Citizen Response” link on the website to ensure staff is meeting public expectations

STRATEGIC GOALS – ADMINISTRATION

❑ Initiatives:

- ❑ Produce 100% of reports on deadline (FY15)
- ❑ Publish two (2) newsletters (FY15)
- ❑ Host one (1) annual meeting (FY15)
- ❑ Conduct four (4) community meetings (FY16)
- ❑ Review the “Citizen Response” link weekly (FY16)
- ❑ Attend monthly Souhegan Chamber of Commerce meetings (FY15)

STRATEGIC GOALS – ADMINISTRATION

- ✕ Goal 2: Promote sound personnel administration consistent with prevailing State and Federal Law
 - + Improve records management
 - + Create an employee benefit administration program
 - + Work with Department Heads to develop a recruitment and retention strategy
 - + Create a full-time Human Resources Specialist position

STRATEGIC GOALS – ADMINISTRATION

□ Initiatives:

- Hire a Human Resources Specialist (FY15 - \$48,000)
- Train specialist in the use of the human resources module of the new municipal software program (FY15 - \$7,500)
- Digitize personnel files of employees (FY17 - \$2,000)
- Implement a new hire orientation program (FY15)

FINANCE

- ✖ Accounts Payable
- ✖ Payroll
- ✖ Retirement 457(b)
- ✖ Bonding/Debt
- ✖ Leasing
- ✖ Budget Management/Forecasting

STRENGTHS

- ✗ Educated and Dedicated Staff
- ✗ Effectively Manage Multiple Tasks

WEAKNESSES

- ✗ Financial Software
- ✗ File Management & Organization
- ✗ Succession Planning
- ✗ Communication
- ✗ Staffing

OPPORTUNITIES

- ✘ Knowledge of DRA requirements
- ✘ Budget monitoring

THREATS

- ✘ Not Upgrading Finance Software
- ✘ Continued focus on critical, time sensitive tasks
- ✘ More GASB requirements
- ✘ State Mandates
- ✘ Loss of Citizens' Confidence

STRATEGIC GOAL – FINANCE

- ✖ Goal: Improve the Town's Financial System
 - + Purchase & install new municipal management software system
 - + Train all users to maximize use of software
 - + Hire full-time bookkeeper to process A/P & Payroll

STRATEGIC GOAL – FINANCE

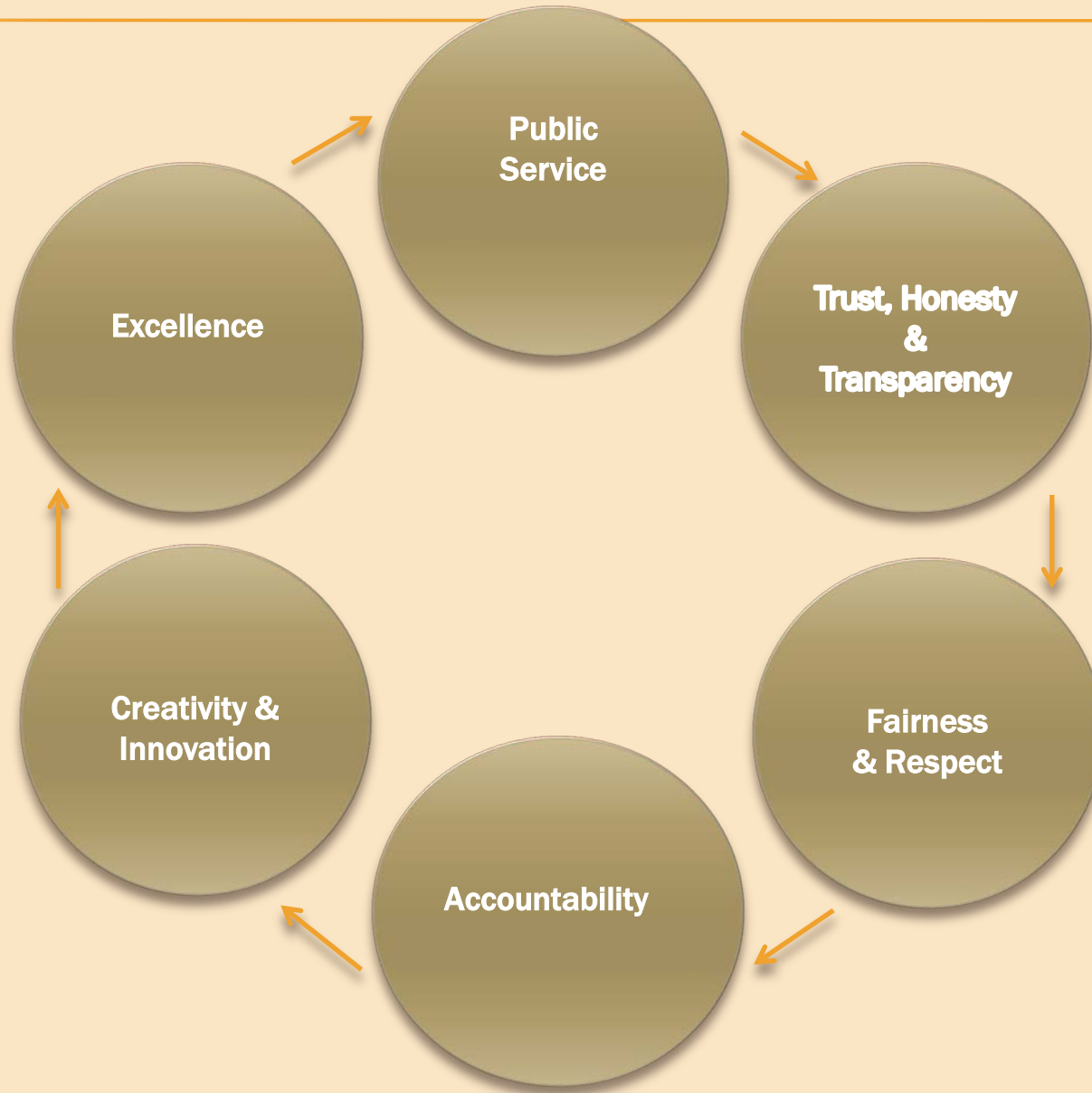
❑ Initiatives:

- ❑ Municipal software purchased and operational (FY15 - \$81,371)
- ❑ Finance support employee on staff (FY15 - \$50,000)
- ❑ Selectmen, Department Heads, employees and the public are provided with timely and accurate financial reports (FY15)
- ❑ No “material deficiencies” reported in Financial audit (FY15)

BUDGET IMPACT SUMMARY

Goals & Initiatives				FY15	FY 16	FY 17	FY 18
Town Clerk							
Projected Budget				\$ 136,479	\$ 140,738	\$ 145,197	\$ 149,867
Initiatives							
Initiatives are at no cost				\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Sub-total Initiatives				\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Revised Projected Budget				\$ 138,979	\$ 143,238	\$ 147,697	\$ 149,867
Tax Collection							
Projected Budget				\$ 275,906	\$ 282,833	\$ 290,120	\$ 297,790
Initiatives							
Accounts Receivable Software				\$ 77,000	\$ -	\$ -	\$ -
Annual Maintenance				\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Vision Software update to 7.0				\$ -	\$ -	\$ -	\$ 8,500
Assessing Tablets				\$ -	\$ -	\$ -	\$ 1,000
Sub-total Initiatives				\$ 77,000	\$ 8,000	\$ 8,000	\$ 17,500
Revised Projected Budget				\$ 352,906	\$ 290,833	\$ 298,120	\$ 315,290
Finance							
Projected Budget				\$ 151,784	\$ 156,342	\$ 161,103	\$ 166,078
Initiatives							
Finance Software				\$ 81,371	\$ -	\$ -	\$ -
Annual Maintenance				\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Bookkeeper				\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636
Sub-total Initiatives				\$ 131,371	\$ 59,500	\$ 61,045	\$ 62,636
Revised Projected Budget				\$ 283,155	\$ 215,842	\$ 222,148	\$ 228,714
Administration							
Projected Budget				\$ 775,300	\$ 783,342	\$ 791,746	\$ 800,535
Initiatives							
H/R Module				\$ 7,500	\$ -	\$ -	\$ -
Annual Maintenance				\$ -	\$ 1,575	\$ 1,575	\$ 1,575
H/R Specialist				\$ 48,000	\$ 49,440	\$ 50,923	\$ 52,451
Digitize Personnel Records (Temp. Employee)				\$ -	\$ -	\$ 2,000	\$ -
Sub-total Initiatives				\$ 55,500	\$ 51,015	\$ 54,498	\$ 54,026
Revised Projected Budget				\$ 830,800	\$ 834,357	\$ 846,244	\$ 854,561

AMHERST PUBLIC SERVICE MODEL



DISCUSSION

WELCOME TO



AMHERST, *NEW HAMPSHIRE*



July 2013

TOWN HALL

FY15 – FY18 STRATEGIC PLAN