

WELCOME TO



AMHERST, *NEW HAMPSHIRE*



July 2013

**TOWN HALL**

**FY15 - FY18 STRATEGIC PLAN**

# MISSION STATEMENT

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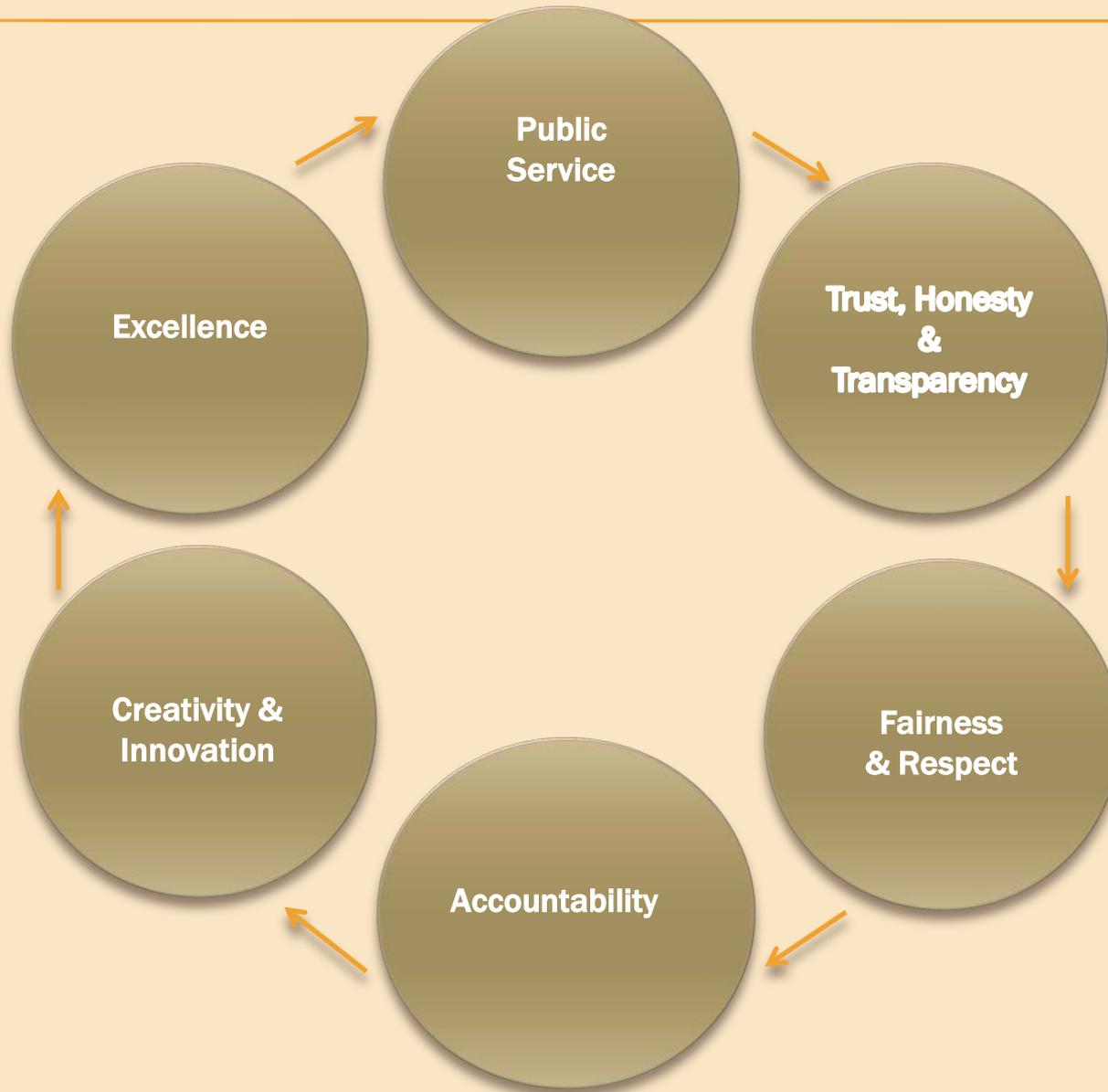
To provide citizens, businesses and visitors with superior performance in a manner that is distinctive, impactful and enduring.

# VISION STATEMENT

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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



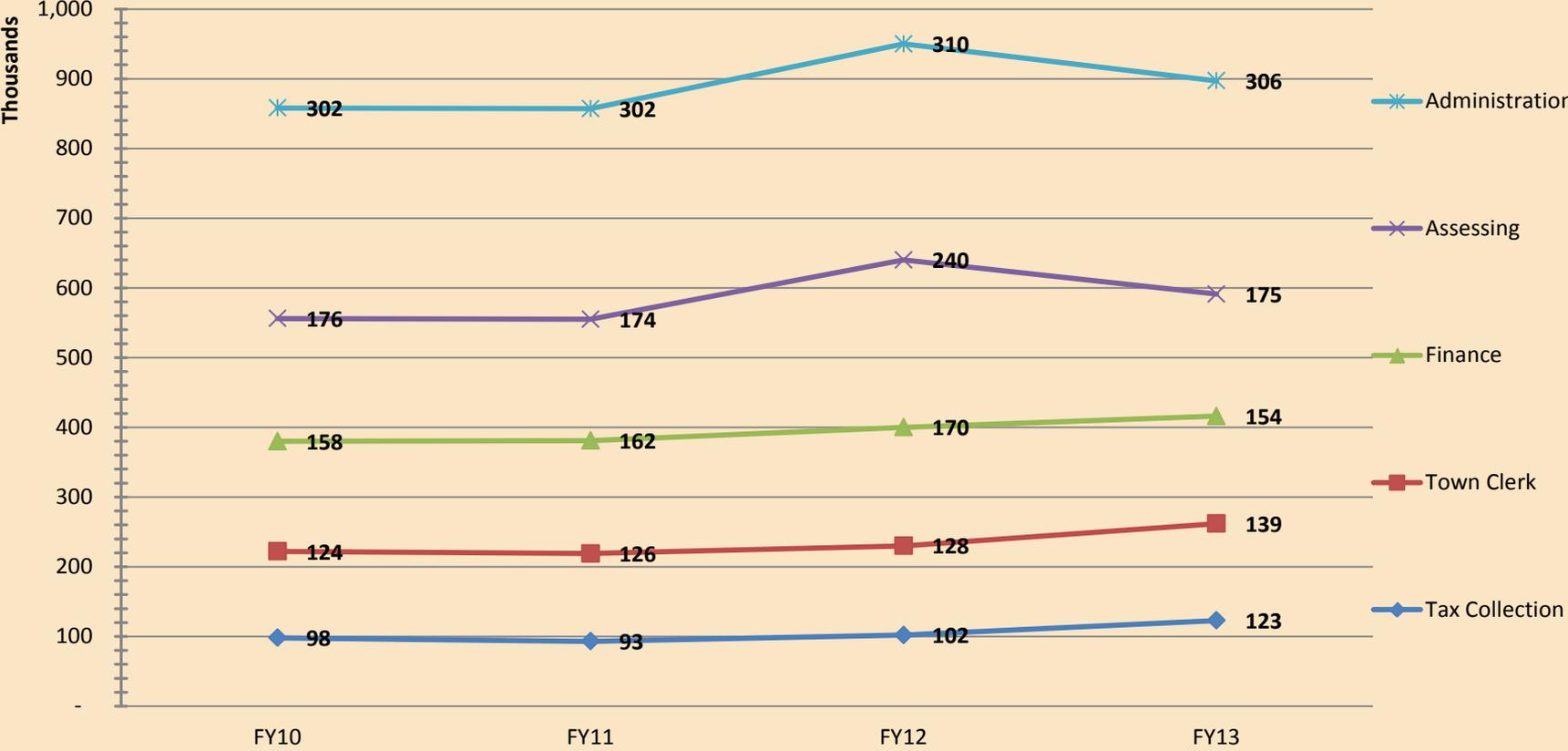
# INTRODUCTION

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- ✘ 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<br>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

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

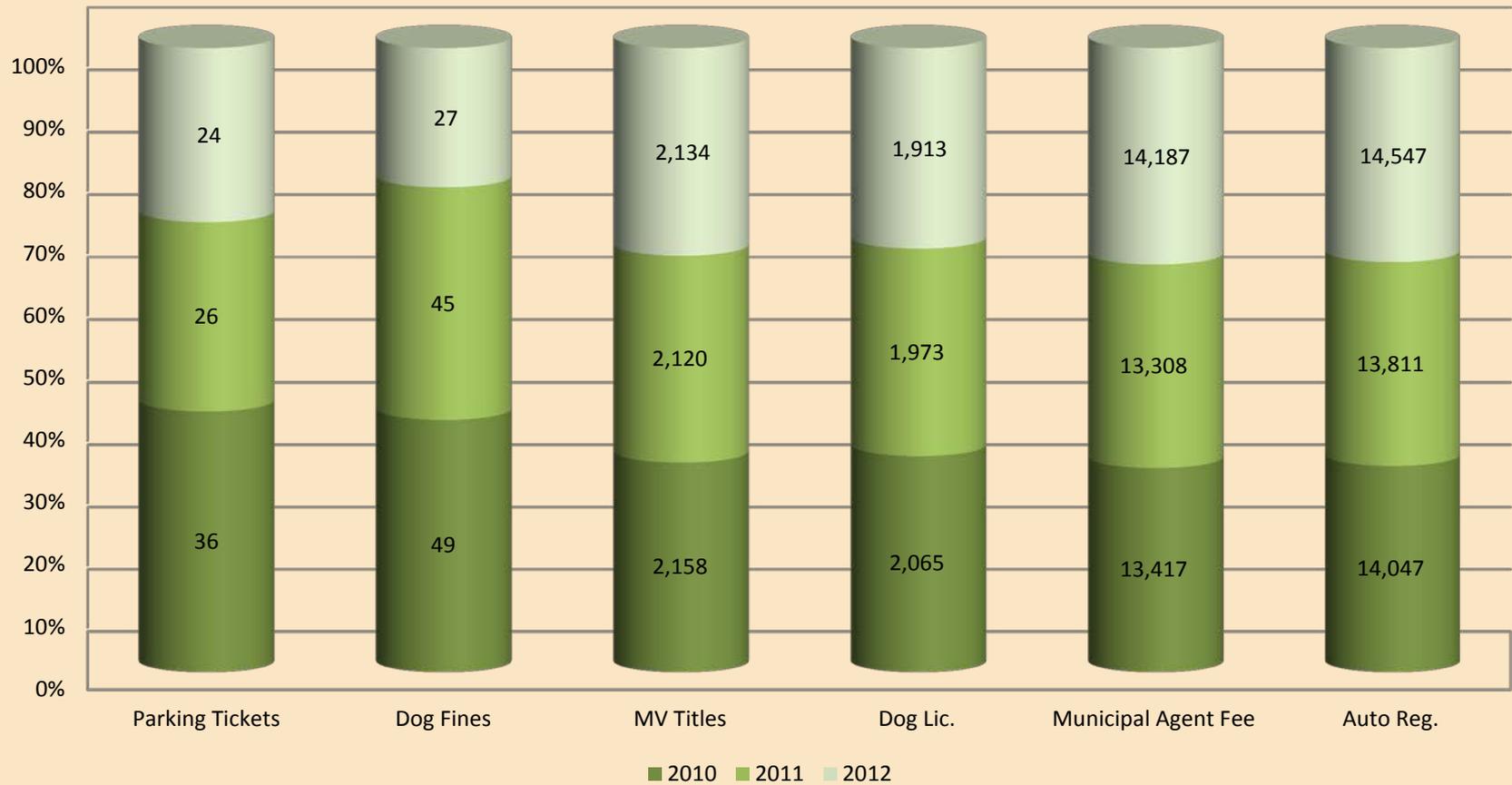
# TOWN CLERK - REVENUES

|                     | 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        |
| <b>Total:</b>       | <b>31,772</b> | <b>\$2,117,269</b> | <b>31,283</b> | <b>\$2,056,951</b> | <b>32,832</b> | <b>\$ 2,167,031</b> |

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

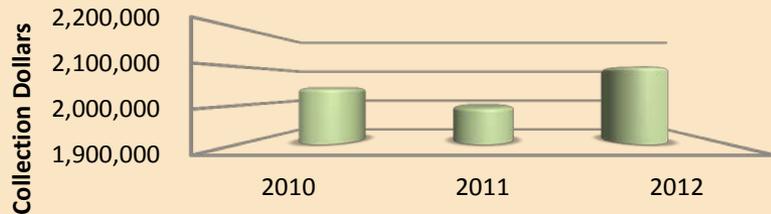
# TOWN CLERK – TRANSACTION COUNTS

## Town Clerk Activity by Transaction



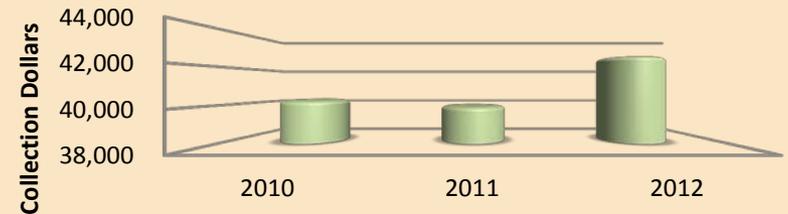
# TOWN CLERK - TRANSACTION DOLLARS

## Auto Registrations



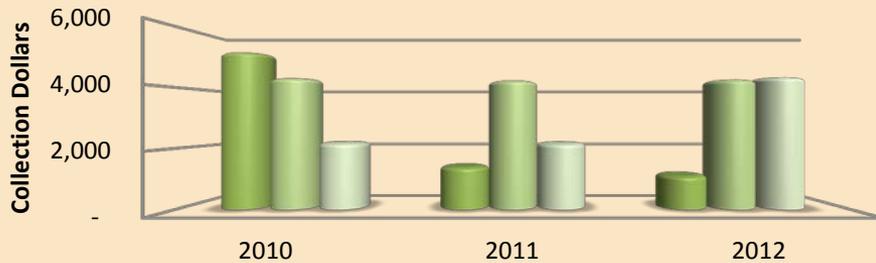
|           | 2010      | 2011      | 2012      |
|-----------|-----------|-----------|-----------|
| Auto Reg. | 2,045,302 | 1,995,607 | 2,100,997 |

## Municipal Agent Fee



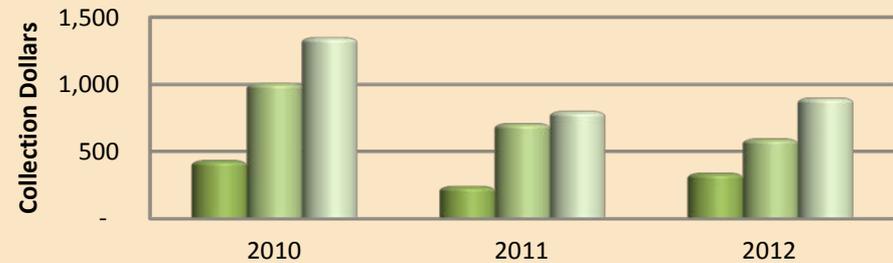
|                     | 2010   | 2011   | 2012   |
|---------------------|--------|--------|--------|
| Municipal Agent Fee | 40,251 | 39,938 | 42,561 |

## 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 |

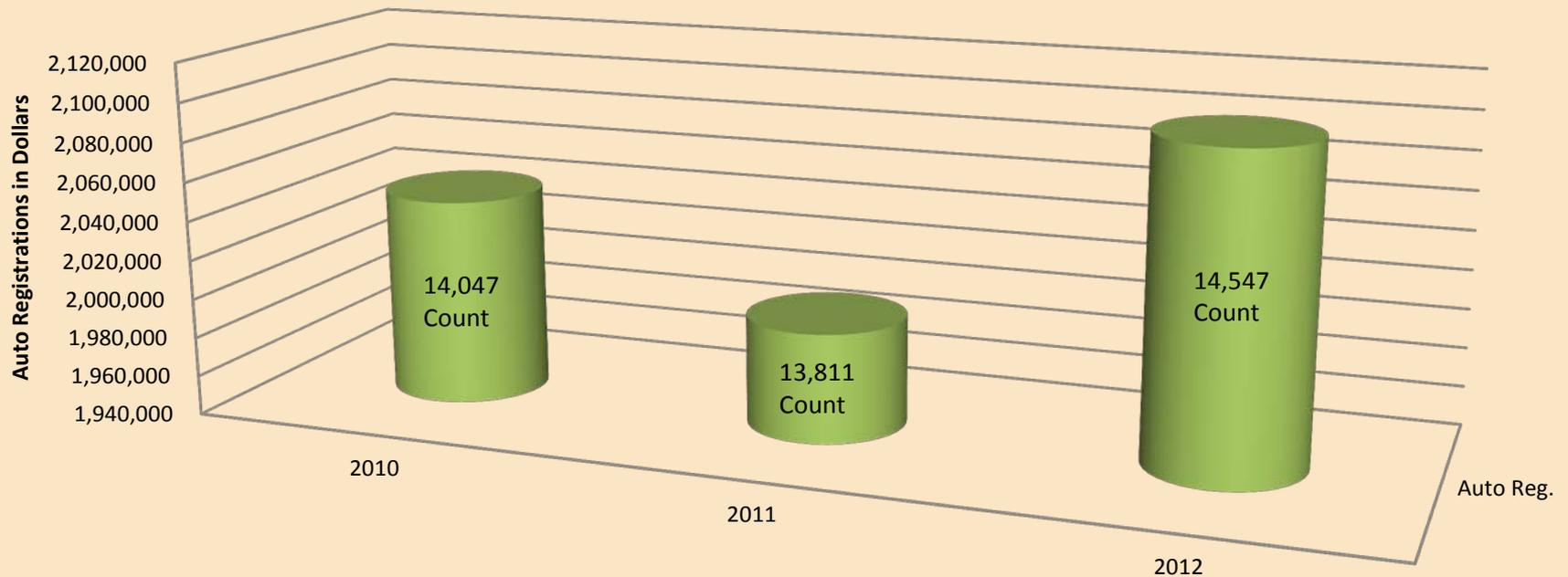
## Misc., Parking Tickets, & Dog Fines



|                 | 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

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- ✘ 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

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## □ 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)

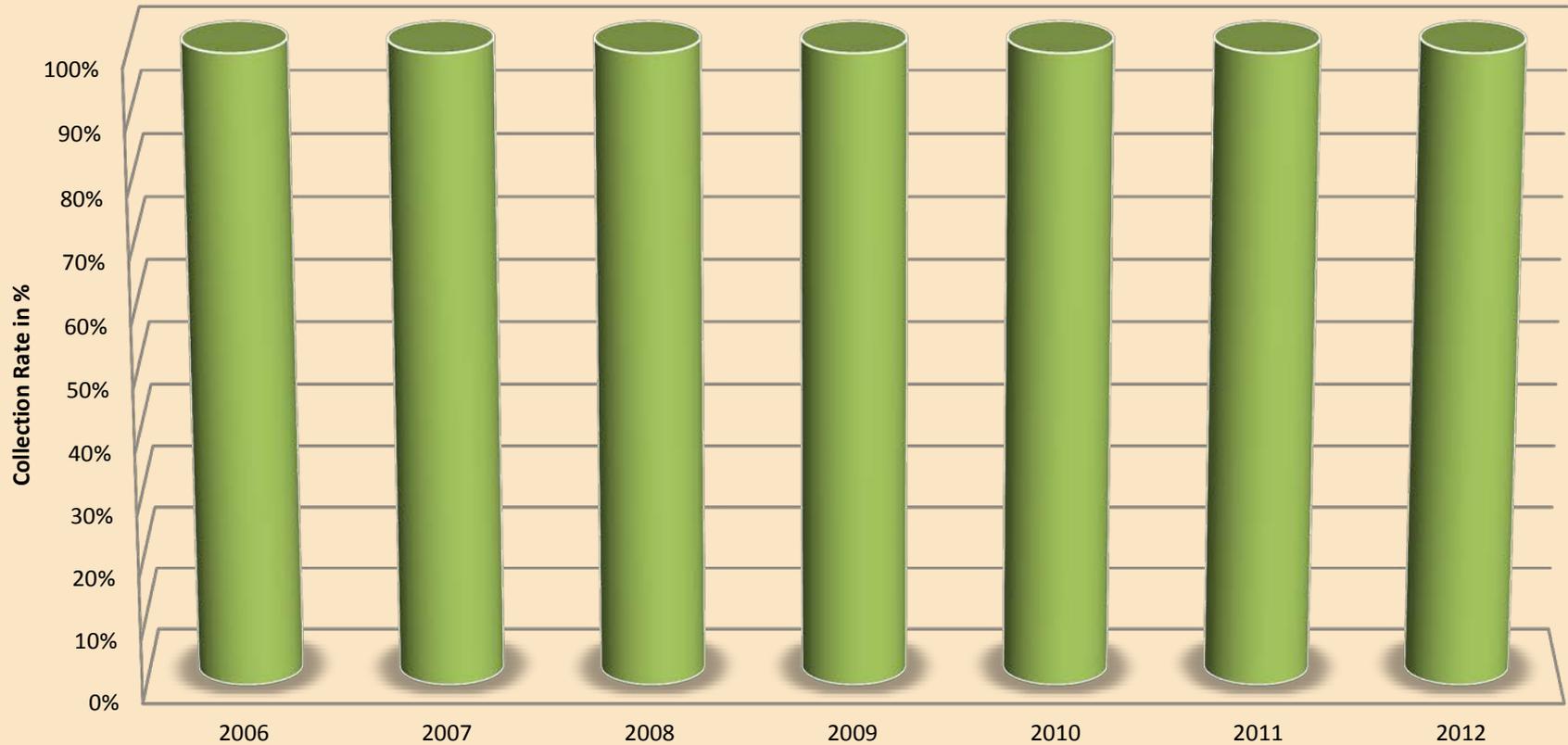
# TAX AND ASSESSING DEPARTMENT

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- ✘ 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<br>(Originally) | DUE AT LIEN | # OF PROPERTIES<br>(Currently) | BALANCE AS OF<br>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

Appropriations - Estimated Revenues / Net Valuation = Annual Tax Rate

# STRENGTHS

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

# WEAKNESSES

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

# OPPORTUNITIES

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

# THREATS

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

# STRATEGIC GOALS – TAX & ASSESSING

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- ✘ 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

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## □ 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

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

# STRENGTHS

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

# WEAKNESSES

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- ✘ 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

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- ✘ 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

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- + 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

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## □ 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

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- ✘ 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

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## □ 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

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

# STRENGTHS

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

# WEAKNESSES

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- ✘ 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

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- ✘ 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

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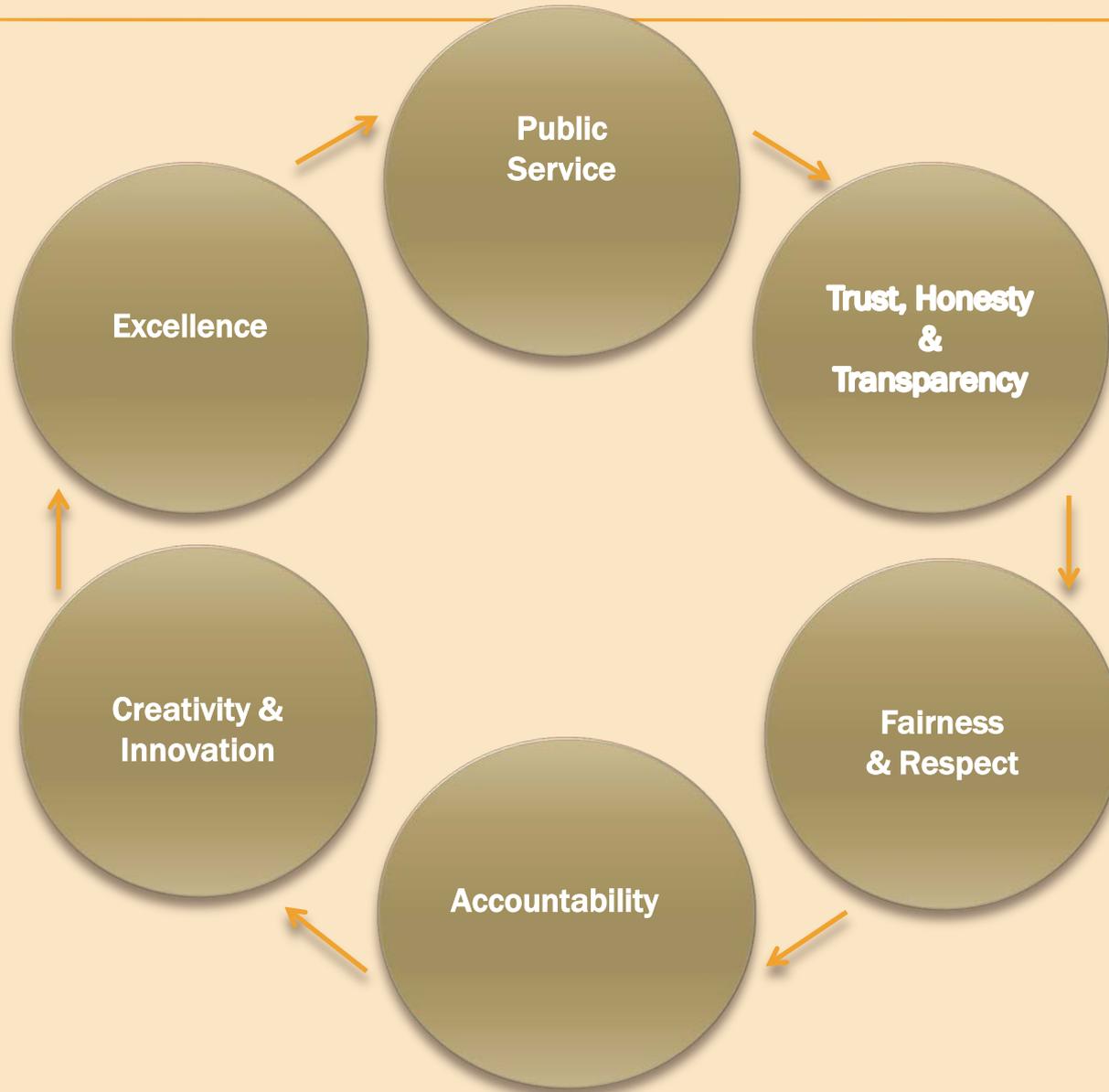
## □ Initiatives:

- 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      |
|---|------------|------------|------------|------------|
| <b>Town Clerk</b>                           |            |            |            |            |
| <b>Projected Budget</b>                     | \$ 136,479 | \$ 140,738 | \$ 145,197 | \$ 149,867 |
| <b>Initiatives</b>                          |            |            |            |            |
| Initiatives are at no cost                  | \$ 2,500   | \$ 2,500   | \$ 2,500   | \$ -       |
| <b>Sub-total Initiatives</b>                | \$ 2,500   | \$ 2,500   | \$ 2,500   | \$ -       |
| <b>Revised Projected Budget</b>             | \$ 138,979 | \$ 143,238 | \$ 147,697 | \$ 149,867 |
| <b>Tax Collection</b>                       |            |            |            |            |
| <b>Projected Budget</b>                     | \$ 275,906 | \$ 282,833 | \$ 290,120 | \$ 297,790 |
| <b>Initiatives</b>                          |            |            |            |            |
| 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   |
| <b>Sub-total Initiatives</b>                | \$ 77,000  | \$ 8,000   | \$ 8,000   | \$ 17,500  |
| <b>Revised Projected Budget</b>             | \$ 352,906 | \$ 290,833 | \$ 298,120 | \$ 315,290 |
| <b>Finance</b>                              |            |            |            |            |
| <b>Projected Budget</b>                     | \$ 151,784 | \$ 156,342 | \$ 161,103 | \$ 166,078 |
| <b>Initiatives</b>                          |            |            |            |            |
| Finance Software                            | \$ 81,371  | \$ -       | \$ -       | \$ -       |
| Annual Maintenance                          | \$ -       | \$ 8,000   | \$ 8,000   | \$ 8,000   |
| Bookkeeper                                  | \$ 50,000  | \$ 51,500  | \$ 53,045  | \$ 54,636  |
| <b>Sub-total Initiatives</b>                | \$ 131,371 | \$ 59,500  | \$ 61,045  | \$ 62,636  |
| <b>Revised Projected Budget</b>             | \$ 283,155 | \$ 215,842 | \$ 222,148 | \$ 228,714 |
| <b>Administration</b>                       |            |            |            |            |
| <b>Projected Budget</b>                     | \$ 775,300 | \$ 783,342 | \$ 791,746 | \$ 800,535 |
| <b>Initiatives</b>                          |            |            |            |            |
| 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   | \$ -       |
| <b>Sub-total Initiatives</b>                | \$ 55,500  | \$ 51,015  | \$ 54,498  | \$ 54,026  |
| <b>Revised Projected Budget</b>             | \$ 830,800 | \$ 834,357 | \$ 846,244 | \$ 854,561 |

# AMHERST PUBLIC SERVICE MODEL



# DISCUSSION

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WELCOME TO



AMHERST, *NEW HAMPSHIRE*

July 2013

**TOWN HALL**

**FY15 - FY18 STRATEGIC PLAN**