

WELCOME TO



AMHERST, *NEW HAMPSHIRE*




ADMINISTRATION and FINANCE

FY23 Strategic Plan (July 22 – June 23)

October 2021 (Updated September 2022)

Vision statement

Our vision is that our Town government:
is fiscally sound,
delivers services fairly and efficiently,
communicates effectively,
and is recognized as a model of local governance
in the State of New Hampshire.



Mission statement

Our mission is

to provide superior service to our residents,
businesses, and visitors,

to fairly administer the ordinances and policies
within our areas of responsibility, and

to provide the transparency in our operations
that the public expects.



Administration General Responsibilities

General Town Government Operations

Human Resources

Communications

Website Management

Public Assistance/Social Service Agencies



Admin Strategic Goal 1: Continuous Improvement of Service Delivery

Provide staff training

Oversee and encourage
implementation of Strategic Plans
town-wide (Work on KPIs)

Proper Administration of ARPA Grant
Funds and FD PFAS Project



Admin Strategic Goal 2: Improve Communications and Engagement

- Work with BOS to develop a town-wide strategic plan
- Ensure that our social media policy is appropriate and up to date

Admin Strategic Goal 3: Attract and Retain Quality Employees

- Provide a safe and welcoming workplace culture
- Provide adequate training opportunities
- Implement updated personnel policy

Finance General Responsibilities

Cashflow Management

Accounts Payable

Payroll

Audits

Bonding/ Debt/ Leasing

GASB Requirements

Federal/State Reporting Requirements

Budget Management/ Forecasting

Finance Strategic Goal 1: Accuracy, Efficiency and Transparency

Boards and Committees, Department Heads, employees and the public are provided with timely and accurate financial reports

Achieve audits with “no material deficiencies”

Develop “outward facing” reports on the financial software to increase transparency

Continue internal training on software to increase usage and to improve usefulness



Finance Strategic Goal 2: Sustainable financial system

Develop clear financial policies

Develop financial procedures, including checklists where appropriate

Review the present financial software and determine if it is the best fit for the town

Budget Impact Summary

Administration

Initiatives	FY 21	FY22	FY23	FY24	FY25
Agenda Software	\$4,500	\$3,000	\$3,150	\$3,300 (est)	\$3,450 (est)
Budgeting/ Performance Management Software	\$7,811	\$8,045	\$8,286	\$8,535	\$8,791
Total Initiatives	\$12,311	\$11,045	\$11,286	\$11,535	\$11,791

Finance


Initiatives	FY21	FY22	FY23	FY24	FY25
Finance Software	\$45,000	\$47,000	\$49,000	\$51,000	\$53,000
Total Initiatives	\$45,000	\$47,000	\$49,000	\$51,000	\$53,000

Summary

During the current fiscal year, it is expected that we will be able to:

- Update the Personnel Policy Handbook
- Develop a social media policy
- Determine the use of ARPA Grant funds and set up any related programs and manage FD PFAS project

The finance department has had regular staff turnover for at least 10 years. I am hoping that making sure that we have the right policies, procedures and technology will help fix this issue once and for all.



Questions or Comments?





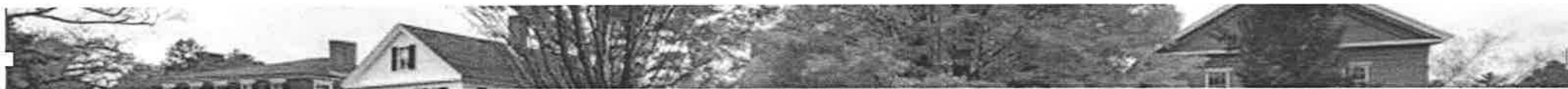
Amherst NH Town Government



Administration and Finance

FY24 (July 2023 – June 2024)

September 2022



Introduction

- Over the last few years administration and finance have had significant turnovers in personnel.
- Our current plan (FY23) was designed to help stabilize these departments and start the process of moving forward.
- Although FY 24 will have its own challenges, we should be better prepared for them.





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Administration and Finance Overview

- General Town Government Operations
- Human Resources (including recruitment, retention and training)
- Communications, both internal and external
- Public Assistance/Social Service Agencies
- All aspects of internal and external Financial Services

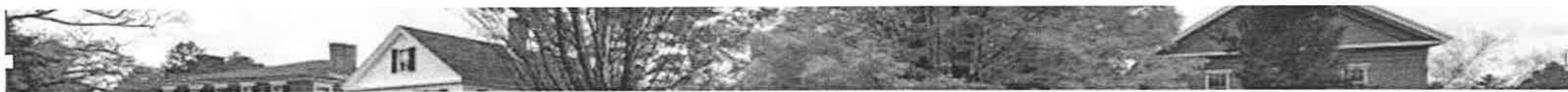




SWOT: Admin and Finance

- Strength: Financial & Organizational Resilience
- Weaknesses: Position turnovers in next 2 years; Out of date and inconsistent policies
- Opportunities: Grant funding (ARPA, PFAS)
- Threats: Recruitment and retention will impact stability





Single point of failure; Greatest threat to systemic stability

- A successful ransomware attack





Employee Retention & Recruitment

- FY 23 (July 22 to June 23):
 - New finance director will need to be onboarded
 - Addition of new Assistant Finance Director
- FY 24 (July 23 to June 24):
 - New town administrator will need to be onboarded
- FY 25 (July 24 to June 25)
 - Addition of new Special Projects Coordinator





Administration Strategy 1: Continuous Improvement of Service Delivery

Goals:

- Improvement in the delivery of services by providing appropriate assistance to each town department
- Provide proper administration of ARPA Grant Funds, PFAS projects and other special projects that may arise

KPI: Annual review of department operations by the BOS indicating satisfaction or above for each area of administrative responsibility

Project: Obligate ARPA funds (Deadline December 24)

Project: Begin Municipal Records Digitization





Administration Strategy 2: Improve Communications and Engagement

Goals:

- Continue to work with BOS on town-wide strategic plan implementation and updates
- Manage, monitor, and update as necessary the town's social media policy

KPI: Improvement in citizen satisfaction score with communications on biennial survey

Project: Implement Social Media Policy

Initiative: First townwide biennial survey





Administration Strategy 3: Attract and Retain Quality Employees

Goals:

- Provide a safe and welcoming workplace culture
- Provide adequate training opportunities
- Implement and monitor updated personnel policy

KPI: Rate of Retention of FT employees annually

Initiative: Town entering NHRS





Finance Strategy 1: Increased Accuracy, Efficiency and Transparency

Goals:

- Boards and Committees, Department Heads, employees and the public are provided with timely and accurate financial reports
- Achieve audits with “no material deficiencies”
- Develop “outward facing” reports on the financial software to increase transparency

KPI: Indication on town-wide biennial survey that public is increasingly aware of information provided by Finance Department





Finance Strategy 2: Develop a Sustainable Financial System

Goals:

- Develop clear financial policies
- Develop financial procedures, including checklists where appropriate
- Review the present financial software and determine if it is the best fit for the town

Project: Financial Software Review

Initiative: Continued funding of new AFD position





Summary:

Initiatives FY 24 (July 23 – June 24)

- Admin: New Hampshire Retirement System
 - Cost: Approximately \$225,000
- Finance: Addition of Assistant Finance Director
 - Cost: Approximately \$100,000





Future Initiatives

- FY 25 (July 24 – June 25)
 - Admin: Special Projects Coordinator position
 - Admin: Digitization of Records
 - Finance: Compensation Study
- FY 26 (July 25 – June 26)
 - Admin: Upgrade IT capabilities

