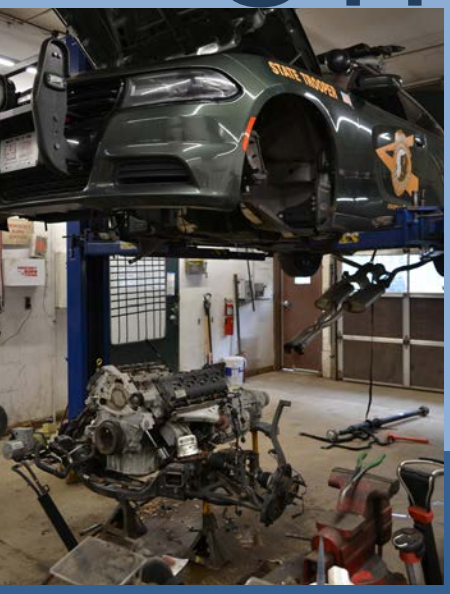
DIVISION OF ADMINISTRATION

A Division of the New Hampshire Department of Safety

STRATEGIC PLAN



FY 25-27

Department of Safety
Division of Administration

TABLE OF CONTENTS

Introduction 1

Department Areas of Focus 2

Strategic Planning Framework 3

Enabling Legislation 4

Mission | Vision 5

Organizational Structure 6

Goals | Objectives 7

INTRODUCTION

The Division of Administration's senior leadership team convened in fall 2023 to develop the strategic plan. Under the auspices of the Department of Safety, this plan will guide and inform the Division's work from fiscal year 2025 to 2027.

Formulated by employees new to the division, and new to the Department of Safety, conversations started at the ground level by identifying synergies in workflows, areas of excellence and potential opportunities for growth and expansion.

During the development of this plan, Division leadership identified objectives that include broadening internal capacities to define, create and increase core services and ensure the continuity of such services through sound financial growth and stability.

Utilizing feedback from employees and stakeholders, the Division of Administration's strategic priorities include initiatives that will amplify the agency's impact in key areas by 2027. This plan dedicates specific attention to several ongoing efforts, which are designed to ensure that the division will continue to meet its mission and relevant needs by continuing to offer high-touch customer service to all divisions within Safety.

At the center of the execution of this plan are the many dedicated, ambitious, creative, and collaborative team members who encompass the Division of Administration. Staff are steadfast in their support of the division's success, which is dependent upon flexibility, a willingness to learn and attention to detail.

It is with great enthusiasm that I proudly submit the Division of Administration's strategic plan for fiscal year 2025-2027.

Amy Newbury

Amy L. Newbury
Director, Division of Administration

AREAS OF FOCUS

The following Department of Safety areas of focus were considered when developing Division specific Goals and Objectives.

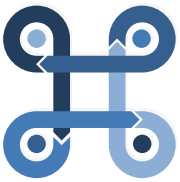
Operational Activities | Financial Stability | Customer Service | Organizational Capacity

Expand Customer Access to Public Safety Services

- Customers access services through different channels without interruption (omni channel)
- Public Awareness of services
- Web/In-person/phone/mail; Appointment vs. walk-ins / Courses vs. Modules
- Automate workflows and promote paperless processing
- Minimize vacancies

Increase Employee Training and Development

- Consistent learning and development requirements
- Expand leadership skills and competencies
- Set formal performance expectations
- Embrace initiative and innovation
- Align roles and responsibilities with knowledge economy (eliminate tasks)



Improve Effectiveness of Reporting and Decision Making

- Data governance/classification/ reporting standards
- Expand access to data/info
- Automate data/feedback for efficient operations
- Identify areas for improvement in service delivery

Ensure Uninterrupted Access to Critical Resources

- Maintain functionality of facilities, fleet, and equipment
- Minimize Internal and External IT Systems and Service disruptions
- Enhance Interoperability of Communications Systems
- Maintain and Promote Cybersecurity best practices to all Public Safety entities
- Support Employee Wellness Initiatives

FRAMEWORK

The Department of Safety Strategic Planning Framework provides a comprehensive approach to developing goals and objectives that align with legislative authority and are supported by budgetary resources and formal management systems.

ENABLING LEGISLATION

121-P:6 Division of Administration

There is established within the department the division of administration under the supervision of an unclassified director of administration who shall, in accordance with applicable laws, be responsible for the following functions:

1. Accounting, purchasing, and budget control.
2. Personnel management.
3. Property, contracts, and grant management.
4. Data processing.
5. Assistance to the Commissioner with short and long range department level planning activities.
6. (Repealed.)
7. (Repealed.)
8. Collection of fuel taxes and administration of road tolls, the international fuel tax agreement, and the audit functions of the international registration plan under RSA 260.
9. Appointment, with the approval of the commissioner, of a road toll administrator who shall be a classified employee and who shall, under the supervision of the director of administration, be responsible for administration of the motor vehicle road toll law and the fuel tax agreement. The director of administration may delegate to the administrator authority to sign and execute any documents pertaining to the director's work and such documents so signed by the road toll administrator shall have the same effect as though signed by the director.

MISSION VISION

Mission Statement

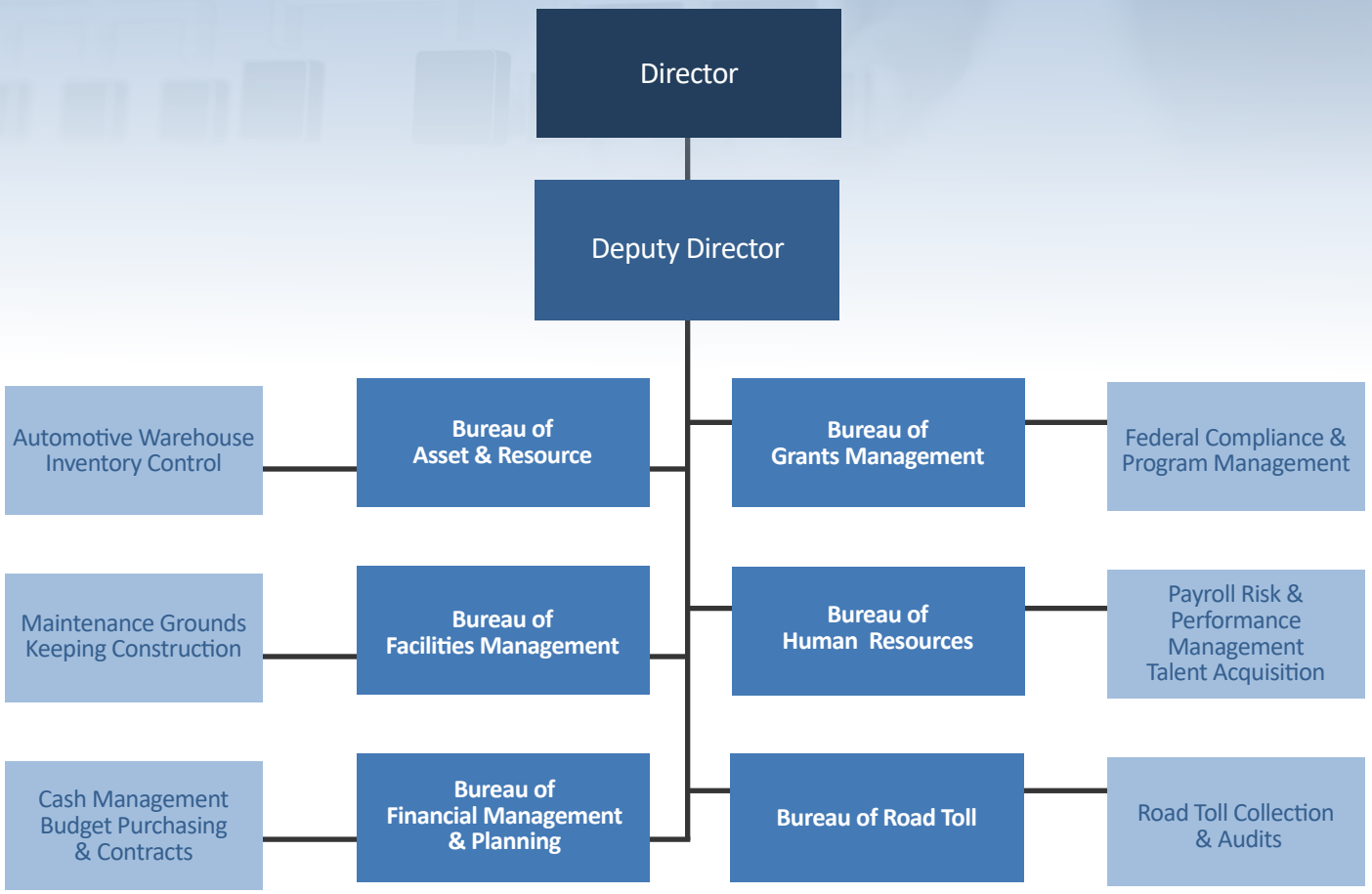
To optimize public safety by providing the highest quality support services to Divisions within the Department of Safety through revenue collection, expenditure reporting, and management of human resources, grants, budgets, and assets.

Vision Statement

The Division of Administration will be an invaluable resource and recognized partner at all levels and Divisions within the Department of Safety. We will exceed expectations, provide exceptional service, and add value for our partners.

DIVISION OF ADMINISTRATION

ORGANIZATIONAL STRUCTURE



GOALS & OBJECTIVES

Develop a High-Performance Culture

We aim for a high-performance culture that fosters excellence, productivity, and innovation. This goal is to enable employees to work as effectively as possible, achieve business objectives and create value

OBJECTIVES

Establish a Talent Optimization & Recruitment Task Force

Enhance Employee Recognition & Reward Systems

Promote Continuous Learning & Professional Development

Maximize Revenue Collections

The Division of Administration is responsible for revenue collections. We look to enhance automation, streamline the collection process, and reduce paperwork to support sustainable growth.

OBJECTIVES

Streamline Accounts Receivable Management

Implement a Comprehensive Motor Fuel Audit Program

Enhance Revenue Monitoring & Reporting Systems

GOALS & OBJECTIVES

Optimize Asset Management Infrastructure

This goal is to ensure ongoing processes and continues improvement for maintaining efficient and reliable assets. We will assess how this information is currently collected and managed, with a lens on continuous improvement through performance metrics and KPIs.

OBJECTIVES

Update Automotive Facility to Meet DOS Fleet Needs

Create Division Fleet Replacement Plan

Establish Equipment Replacement Plan

Provide a Professional & Collaborative Working Environment

We will implement workplace improvements to enhance professionalism and collaboration, focusing on physical workspace enhancements and technology upgrades, enhanced through the optimized asset management infrastructure.

OBJECTIVES

Ensure Adequate Resources

Foster Effective Communication

Enhance Team Building

GOALS & OBJECTIVES

Improve Efficiency & Effectiveness of Operations through Data Management & Project Planning

This area of focus supports the development of a comprehensive data management framework to optimize operations and implement strategic project management planning across ongoing technological projects.

OBJECTIVES

Implement Grants Management System

Develop Electronic Workflows for Critical Department Functions

Update & Organize Management of Policies & Procedures

DIVISION OF ADMINISTRATION

A Division of the New Hampshire Department of Safety

CONTACT US

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Department of Safety
Division of Administration