

Strategic Plan: Londonderry Town Clerk/Tax Collector's Office

Timeframe: FY27 – FY29

Vision: To provide efficient, transparent, and accessible services to residents while preserving the integrity of public records and facilitating democratic processes.

1. Mission Statement

“To serve the residents of Londonderry with professionalism, integrity, and accountability by managing public records, vital statistics, elections, licensing, Property Taxes, Sewer Taxes, Car, Boat, Tractor, RV, other small vehicle registrations and local governance documentation in a timely and transparent manner.”

2. Core Values

- **Integrity** – Upholding legal and ethical standards.
 - **Efficiency** – Streamlining workflows and reducing wait times.
 - **Transparency** – Ensuring open access to public records and processes.
 - **Accessibility** – Serving all residents equitably, including online services.
 - **Stewardship** – Safeguarding official records and resources.
 - **Safety** – Both for our Town Clerk/Tax Collector Staff and our residents.
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3. Strategic Objectives and Action Items

Objective 1: Enhance Operational Efficiency

- **Action Item 1.1:** Implement or upgrade a digital records management system (RMS).
- **Action Item 1.2:** Conduct an in-office workflow analysis to identify inefficiencies in licensing, recording, voter registration processes and taxation.
- **Action Item 1.3:** Cross-train staff to ensure flexibility and continuity of services in emergency situations.
- **Action Item 1.4:** Part-time Dog Officer that serves only the Town Clerk/Tax Collectors Office.

Objective 2: Improve Public Access and Transparency

- **Action Item 2.1:** Convert online portal for residents to iCloud through Avitar Services
 - Request vital records (birth, death, marriage)
 - Register vehicles
 - Pay fees

- Search public records
- Pay Taxes
- Car/Boat/Trailer/RV/Other Registrations new and renewals as required by state RSA's
- **Action Item 2.2:** Publish an annual "Town Clerk and Tax Collector Report" summarizing key activities and statistics.

Objective 3: Review/Evaluate Election Administration

- **Action Item 3.1:** Increase voter registration and participation through outreach and education.
- **Action Item 3.2:** Ensure compliance with all state and federal election laws and legislative changes.
- **Action Item 3.3:** Explore secure online voter information tools to provide polling locations (1 or more) ballots, and real-time updates.

Objective 4: Strengthen Records Management & Preservation

- **Action Item 4.1:** Digitize all historical land and vital records by 2028.
- **Action Item 4.2:** Create a disaster recovery and continuity plan for data protection.
- **Action Item 4.3:** Bi-monthly meetings of the Record Retention Committee
- **Action Item 4.4:** Review of off-site storage facility Vital Records Control, Hooksett, NH.
- **Action Item 4.5:** Evaluation of existing documents stored in this location by department.

Objective 5: Foster Civic Engagement & Public Trust

- **Action Item 5.1:** Host Annual "Town Clerk Tax Collector Open House" events to explain services and updates. This can correlate with Supervisor of the Checklist evening hours.
- **Action Item 5.2:** Town Clerk/Tax Collector briefs on various topics that can be viewed on YouTube and CTV Channels.
- **Action Item 5.3:** Sharing important information and updates on various sites throughout town. Sharing information with local newspapers and inviting them to participate and interview Town Clerk and Tax Collector when legislative or Town Council changes are made.

4. Key Performance Indicators (KPIs)

- % of records digitized first half of Fiscal Year vs Second half of Fiscal Year
- Average customer wait-time (in-office and online) to continue at present level.
- Voter turnout rate for Town Elections vs. past elections High Priority
- Number of public inquiries resolved within 24 - 48 hours to continue.
- Indicators from on-line anonymous service for resident input.

5. SWOT Analysis Summary

Strengths	Weaknesses
Experienced staff	Limited digital infrastructure/Additional Staff Req.
Strong public trust	Manual processes in place and required by RSAs
Clear legal framework	Limited budget flexibility
Heart of the Community	
Opportunities	Challenges/Concerns
Grants for digitization	Cybersecurity risks
Regional collaboration	Changing state/federal regulations
Education/Classes/Training Measures	Physical Harm to Team, due to lack of Security

6. Resource Plan

- **Staff Development:** Ongoing training in records management, cybersecurity, and election law.
- **Technology Investment:** Implementation of Avitar Software, hardware, and cybersecurity tools.
- **Funding Sources:** Local budgets, NH state grants, federal election assistance funds.

7. Implementation Timeline (Sample Milestones)

Year	Milestone
2026	Begin digitization of key records; Shredding of documents RSA Based
2027	Cross-training and staff development complete; Office Update to reflect Safety and Ergonomics for staff.
2028	100% digital access to Town Clerk and Tax Collector Records
2029	Polling Place(s) designated and supported with required Equipment and Staff

8. Review & Evaluation

- Annual strategic plan review with measurable updates
- Adjust goals based on resident feedback, technological advances, and legal changes