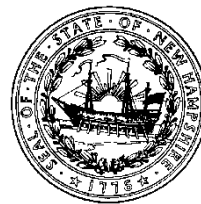


State of New Hampshire Banking Department *2025 Strategic Plan*

Updated as of September 11, 2024



Introduction

The New Hampshire Banking Department is responsible for chartering and supervising state-chartered banks, credit unions and trust companies, as well as licensing and overseeing an array of non-bank consumer financial service providers. The Banking Department also investigates and resolves unlicensed activity and consumer complaints and works to provide financial education and outreach to New Hampshire citizens.

The Banking Department conducts and executes strategic planning to improve our mission effectiveness and engage our staff. Through strategic planning, the Banking Department strives to improve our organization without creating delays in consumer responsiveness or the supervision of the entities under our jurisdiction.

Background

The Banking Department last undertook strategic planning in the fall of 2019 using feedback obtained during a Strengths, Weaknesses, Opportunities, and Threats analysis and goal setting exercise by the staff of the Banking Department. The result was a strategic plan that was rolled out in January of 2020 (the "2020 Strategic Plan"). The 2020 Strategic Plan included the following goals:

1. Be the employer of choice in New Hampshire State Government
2. Improve efficiency and transparency through the development and use of metrics
3. Identify and adopt technological resources and processes for more streamlined department administration
4. Comprehensive, enterprise-wide risk management program
5. Enhance internal and external communication
6. Improve the examination process and the examination report
7. Provide for greater predictability and cost efficiencies for funding mechanisms

In March of 2020, the Covid 19 Pandemic hit the United States. Due to the dangers associated with the pandemic, the Banking Department activated its Continuity of Operations Plan and nearly the entire staff of the Banking Department began working remotely. In April of 2020, Governor Chris Sununu reassigned Bank Commissioner Jerry Little to establish and operate the Governor's Office for Emergency Relief and Recovery. Commissioner Little returned to the Banking Department in September 2020. Additionally, staff from the Banking Department were repurposed to assist in the Covid 19 vaccine roll out.

Banking Department staff continued remote work for the duration of the pandemic. During the pandemic, metrics showed that the examination staff increased efficiency in a remote posture. Therefore, the Commissioner requested and received permission for Banking Department examination staff to remain fully remote with most other staff operating in a hybrid remote work posture.

In December 2021, Commissioner Little retired and in January 2022, Commissioner Emelia Galdieri was sworn into office. Additionally, during 2022, the Banking Department experienced significant staffing changes, largely the result of internal movement and promotions, resulting in a new Consumer Credit Division director, a new General Counsel, and a new Deputy Bank Commissioner.

Between the staffing changes, the pandemic, and the changed hybrid remote work posture, it seemed timely to level set and undertake strategic planning in the spring of 2023. The Banking Department's Senior Management Team¹ reviewed the 2020 Strategic Plan. That review found that some of the goals and objectives had been achieved, while some of the goals and objectives represented areas that needed to be updated and addressed on an ongoing basis. The Senior Management Team also took in feedback from the department staff through division meetings as well as an all-staff strategic planning exercise. This strategic plan is the result of this review and analysis.

On August 26, 2024, the Banking Department's Senior Management Team held a strategic planning meeting to review and update the 2025 Strategic Plan. The review found that many of the goals and objectives were achieved. Those achievements are marked "COMPLETE". Additionally, the review identified additional goals and objectives to be added to the 2025 Strategic Plan. Those updated goals and objectives are noted in bold text. As a result, the 2025 Strategic Plan has been revised with an update of September 11, 2024.

Our Mission

The New Hampshire Banking Department is committed to protecting the public's interest through the professional supervision of the financial services it regulates.

Our Vision

To be recognized as an innovative and exemplary regulator that fulfills its obligations by providing fair and consistent treatment to all stakeholders.

Our Values

- Honest Communication
- Integrity
- Agile Professionalism

¹ The Senior Management Team consisted of: Commissioner Emelia Galdieri, Deputy Commissioner Michael Moranti, Director of Operations Michael Jesionowski, Director of Consumer Credit Division Michael Poulos; General Counsel Seth Zoracki; Chief Bank Examiner Todd Wells; Director of Trust Supervision Nancy Daigle Renaud; Executive Strategic Performance Advisor Michele Kelleher; and Public Information Officer Ian Clark. In June 2023, Michael Jesionowski transitioned to a new position at a different state agency and Christina Martin replaced him as Director of Operations.

- Inquisitiveness

Our Goal

Empower employee ownership and enhance trust through improvement of processes.

Our Objectives

To achieve the primary strategic goal, the following objectives must be achieved:

Objective 1: Infrastructure improvement in administration, data management, and operations

1.1 Establish Project Management Office

1.2 Create Executive Dashboards **COMPLETE**

1.3 Improve key processes in Operations Division

1.3.1 Improve payment systems

1.3.2 Improve budget reporting

1.3.3 Implement improvements to the Reimbursement Procedure

1.4 Establish comprehensive training program

1.5 Realignment of the Consumer Credit Division to have Financial Examiners do both examination and licensing tasks. **COMPLETE**

1.6 Establish research and analysis program of emerging FinTech topics to include cryptocurrency, decentralized autonomous organizations, etc.

1.7 Transition the processing of consumer credit consumer complaints through the State Examination System (“SES”) COMPLETE

1.8 Transition the processing of bank and credit union consumer complaints through the SES

1.9 Transition the processing of trust complaints through the SES

1.10 Modernize our data management through digital transformation

Objective 2: Effective laws, rules, and regulations

2.1 Complete draft rewrite of RSA chapter 361-A and seek legislative sponsorship
COMPLETE

2.2 Seek legislative sponsorship for the CSBS Model Money Transmitter Law **COMPLETE**

2.3 Consider legislative changes to RSA chapter 399-F **COMPLETE**

2.4 Monitor FinTech and cryptocurrency related legislation

Objective 3: Formal stakeholder engagement

3.1 Create best practice videos for frequently asked questions and post on website

3.2 Establish an interactive consumer outreach program

3.3 Establish a formal transfer of information learned through communication with other regulatory agencies and industry groups

Objective 4: Accreditation by the Conference of State Bank Supervisors (“CSBS”)

4.1 Establish a team at the Banking Department responsible for facilitating accreditation
COMPLETE

4.2 Deliver Fiscal Year 2023 Annual Report of the Bank Commissioner to Governor and Executive Council and the CSBS by October 1, 2023 **COMPLETE**

4.3 Explore and implement an examination rating system for consumer credit licensees.
COMPLETE

4.4 Review and implement the CSBS Cybersecurity Examination Program

4.5 Review and begin conducting trust company examinations through the State Examination System (“SES”)

4.5.1 Develop SES Trust Program **COMPLETE**

4.5.2 Identify a trust company to pilot the SES Trust Program and test the program
COMPLETE

4.5.3 Implement the SES Trust Program

4.5.4 Review and modernize the CSBS trust examiner certifications

Our Variables

We identified the following items as important items to monitor during our execution of the plan:

- Changes to leadership
- Political environment
- Economic and financial sector changes
- Support by other executive branch departments
- Statewide system changes
- Changeover of key personnel
- Innovation in FinTech
- **Trade organization membership and use of software for essential functions (i.e. NMLS, SES, etc.)**
- **Changes in policy by neighboring regulators**
- **Federal regulator changes**
- **Changes in financial education**

Plan Execution

The Senior Management Team will develop a phased approach to accomplish the objectives. Each phase will include detailed tasks that need to be achieved. At the end of each phase, the Senior Management Team will assess the completion of the tasks and adjust as necessary to accomplish the overall strategic goal.

End State

Ownership, as stated in the goal, is achieved through taking pride in work, reflection on how to improve or support high quality work, and implementation of changes for improvement. Trust is demonstrated through a culture of honest communication. Teams showing a high level of ownership and trust are flexible and resilient in the face of controversy and challenge because the team members support each other and openly share ideas.