



Strategic Planning Overview

CITY OF DOVER, NH
MARCH 3, 2021

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Why Dover Has a Strategic Plan

Deliver ever-improving value for customers resulting in greater respect and confidence in our local government

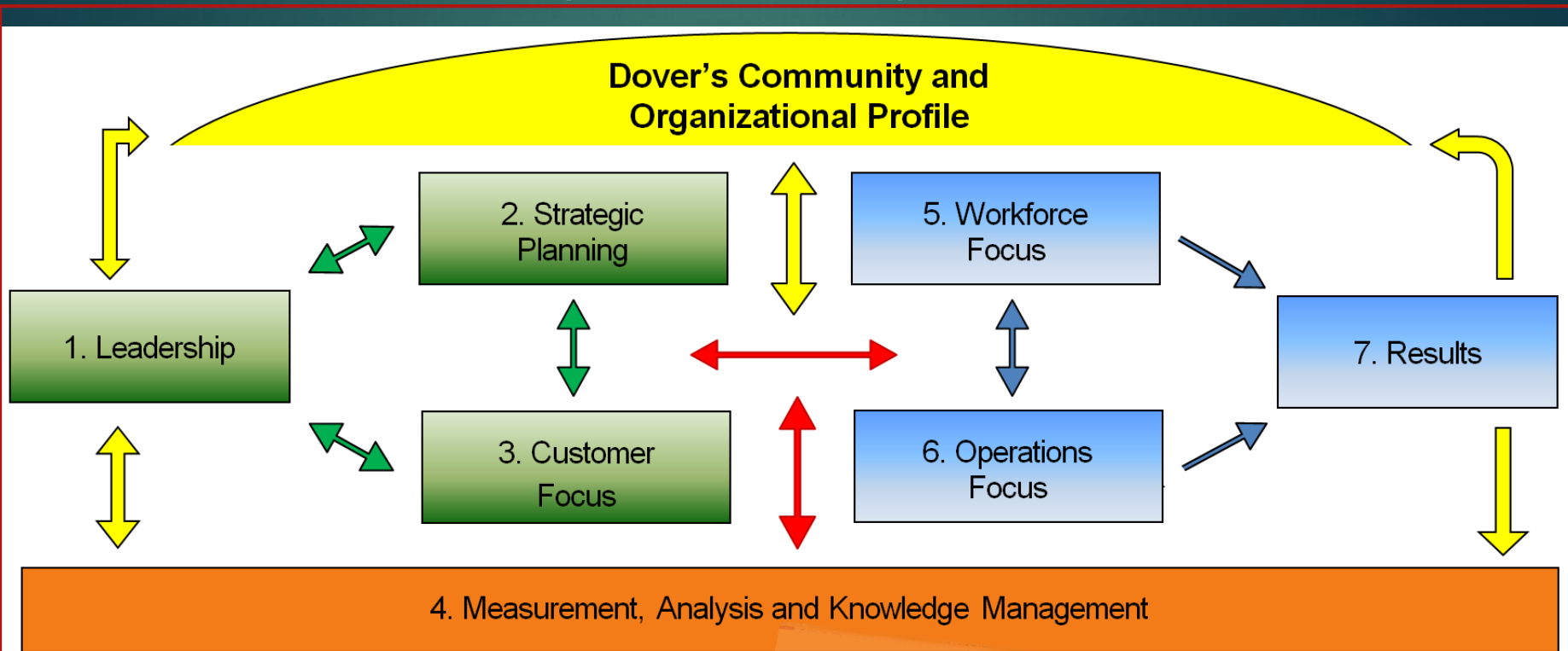
Improve overall organizational performance and capabilities resulting in greater operational efficiencies

Reinforce organizational development and personal learning resulting in a culture of customer focused service, integrity, innovation, accountability and stewardship

Dover's Strategic Management Goals

Why Dover Has a Strategic Plan

A Systems Perspective



Dover's Framework For Performance Excellence

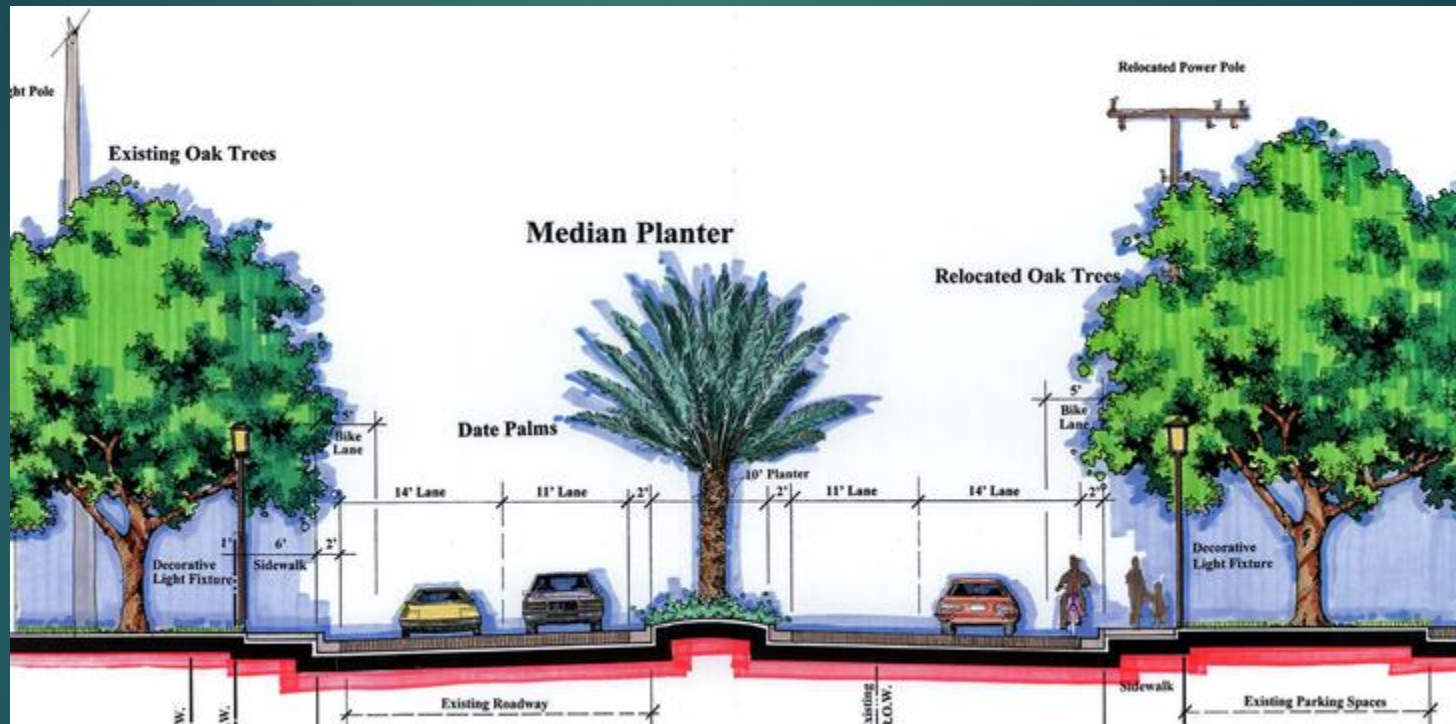
Master Plan 101



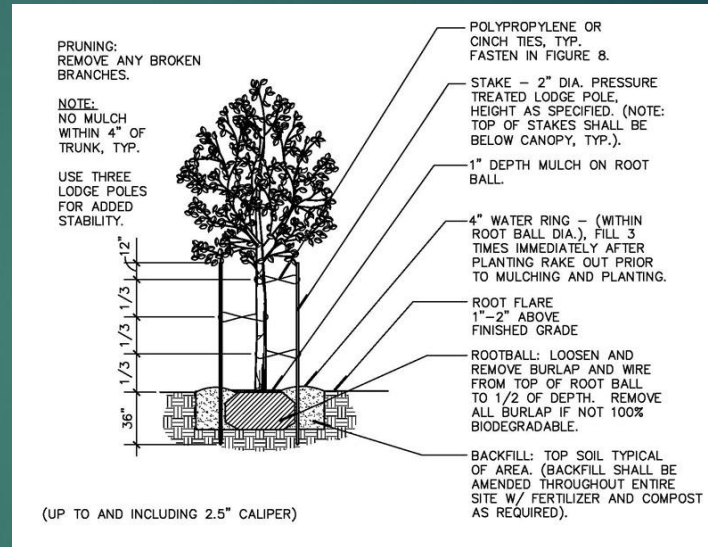
Master Plan 101



Master Plan 101



Master Plan 101



Master Plan Adoption

Planning Board Oversees

(Guided by RSAs 674:2 - 4 and 675:6)

- ▶ The Board may adopt the master plan as a whole, or in sections or parts.
- ▶ Plan updates should be every 5 to 10 years.
- ▶ The Board shall inform the general public and the Office of Strategic Initiatives and regional planning commission of updates.
- ▶ Public hearing are part of the adoption or amendment.

Public Involvement



Visioning Robert Carrier Dana Lynch Jack Mettee Jan Nedelka Anne Ross Kirt Schuman Alison Webb	Land Use Analysis Gina Cruikshank Robert Paolini Fergus Cullen Norm Fracassa Marcia Gasses Jerry Reese	Transportation Matt Hanson Dana Lynch Jon Niehof Moe Olivier Lee Skinner Eric Swanson Daniel Toland	Stewardship of Resources Robert Carrier Elizabeth Goldman Cora Quisumbing-King David Landry Otis Perry Alison Webb Lindsey Williams
Climate Adaptation Bill Baber Anna Boudreau Malone Cloitre Marcia Gasses Haley Harmon Jan Nedelka John Peterman Cora Quisumbing-King Tom Thompson	Conservation & Open Space Thomas Fargo William Hunt Anne Kotlus Barbara Lehocky Lee Skinner Dorothy Wagner Samuel Chouinard	Recreation Pat Campbell Robert Carrier Gina Cruikshank Linnea Nemeth John O'Connor Tim Paiva	Community Facilities and Utilities Donald Andolina Bill Boulanger William Colbath Tom Humphrey David Landry Paul Vlaisch

Chapters Of a Master Plan

- ▶ Vision (2012)*
- ▶ Land Use (2015)*
- ▶ Community Facilities (2009)
- ▶ Utilities (2009)
- ▶ Recreation (2020)
- ▶ Natural Resources (2017)
- ▶ Economic Dev. (2015)
- ▶ Housing (2015)
- ▶ Transportation (2016)
- ▶ Implementation (Ongoing)
- ▶ Historic Resources (2017)
- ▶ Natural Hazards (2017)
- ▶ Cultural Resources (2017)
- ▶ Energy (2017)
- ▶ Coastal Mgmt. (2018)
- ▶ Regional Concern
- ▶ Community Design
- ▶ Neighborhood Plan

In Place

* = Required

All Chapters are located at: <https://bit.ly/2EDtEFF>

Visioning

A City with an emerging urban vibrancy guided by a small town sense of community.

- ▶ When Dover celebrates its 400th anniversary in 2023 it will be a dynamic community with an outstanding quality of life because it has achieved the following interconnected characteristics:

Vision Elements



- ▶ Safe family friendly neighborhoods, a strong sense of community and an excellent school system,
- ▶ The historic downtown is alive and vibrant,
- ▶ Government and schools are run effectively and efficiently with full transparency,
- ▶ Multiple transportation modes present,
- ▶ Traffic volumes/speeds are well managed,
- ▶ Dover attracts and retains stable, well-paying jobs,
- ▶ Rural character is preserved and infill development is encouraged,
- ▶ Enhanced environmental quality in all the City's activities.

Do's and Don'ts

▶ A Master Plan is:

- ▶ The community's vision
- ▶ A living/dynamic document
- ▶ A tool for managing growth
- ▶ A guide for capital spending
- ▶ The City's strategic plan

▶ A Master Plan is not:

- ▶ Regulations
- ▶ A static document
- ▶ A burden
- ▶ Funding
- ▶ A place holder

Executive Summary Layout

- ▶ Introduction
- ▶ Vision
- ▶ Recommendations
 - ▶ Land Use
 - ▶ Transportation
 - ▶ Stewardship of Resources
 - ▶ Climate Adaptation
 - ▶ Conservation and Open Space
 - ▶ Recreation
 - ▶ Community Facilities and Utilities

LAND USE ANALYSIS RECOMMENDATIONS

Adopted February 24, 2015

Themes and Vision:

Included in the 2012 Vision chapter was an implementation matrix suggesting how Vision elements should be reviewed by the community within the Land Use chapter of the Master Plan. This implementation matrix was used to frame the discussion of this chapter. To encourage neighborhoods to build a sense of community.

- Promoting and supporting the city's diversity of ages, incomes and origins.
- Keeping Dover an affordable place to live.
- Maintaining Dover's state of the art medical facilities and its status as a regional medical center.
- Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes.
- Downtown – A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.
- Preserve natural resources: water, watershed, air, farmland (aquifer conservation and filtration), and a working waterfront.
- High quality, low impact growth and development that preserves the city's more rural areas and focuses commercial activity in and around the urban core
- Mixed use development wherever appropriate.
- Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover's historic buildings, downtown and neighborhoods.
- Underground utilities in new construction wherever it is feasible.
- Growing the leading edge and innovative economic base and continuing to provide more and better paying jobs including opportunities in the science, high tech and "green industry" fields.
- The development of new business parks consistent with the Dover 2023 vision.

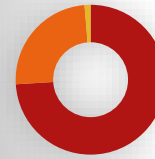
Executive Summary Elements

Recommendations and Implementation Plan –Land Use Analysis

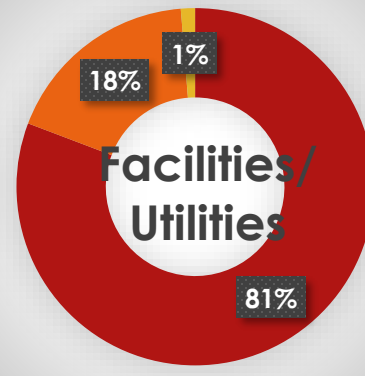
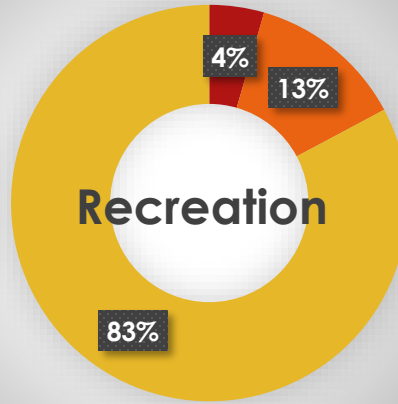
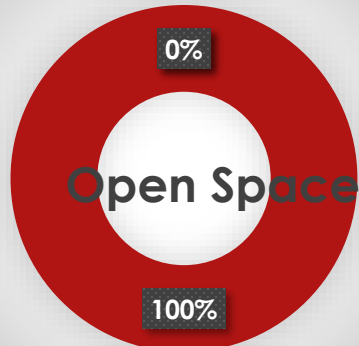
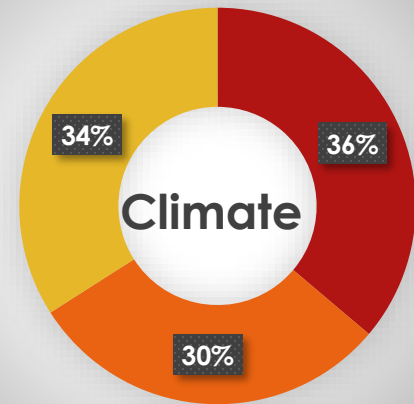
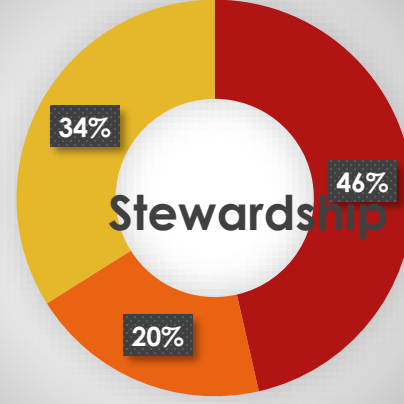
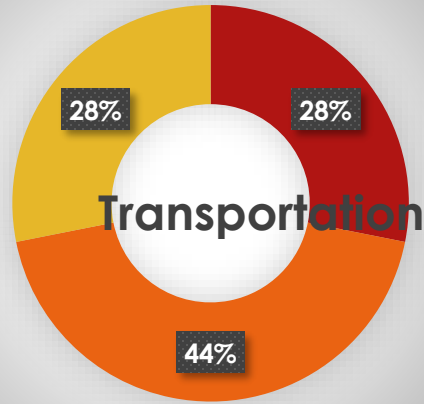
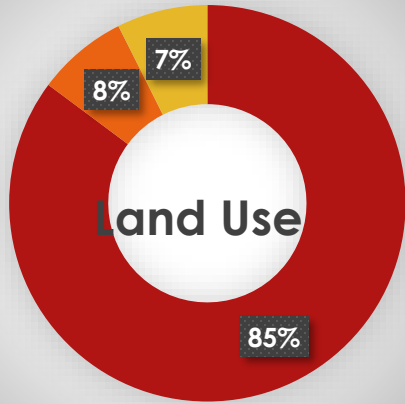
Land Use

Goal/Action	Priority	Responsibility	Chapter Reference	Status
Land Use Goal	<i>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover's historic urban and rural character.</i>			
Objective LU 1	Make Dover's downtown a vibrant and livable focal point for the city and region that is alive with a wide variety of retail, dining, entertainment, cultural opportunities and a mix of housing choices.			<i>Vision Bullet #2, page 3</i>
LU 1.1	Redevelop the city-owned Cochecho waterfront parcel through a public-private partnership with a mix of uses that is consistent with the goals and elements of the 2005 Waterfront Charrette.	Short	Cochecho Waterfront Development Advisory Committee, DHA, City Council	Pages 24 & 29 In Progress (2021)
LU 1.2	Actively encourage development and redevelopment of the urban core through regulatory and non-regulatory means. Such development should provide opportunities for a mix of retail, office, service and residential uses.	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4 Ongoing
LU 1.3	Forge public-private partnerships to redevelop vacant or underutilized city owned parcels	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4 Ongoing
LU 1.4	Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.	Short	Planning Board	Vision Action Bullet #9, page 5 Completed 2019
Objective LU 2	Enhance the quality of Dover's natural environment by ensuring long-term protection, conservation and resiliency of its ecological and water resources, shorelines, open space, and wildlife.			Vision Action Bullet #5, page 4
LU 2.1	Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.	Short	Planning Board, Conservation Commission	Vision Action Bullet #7, page 4 Ongoing
LU 2.2	Revise regulations to ensure that low impact storm water facilities, natural resource protection, and other ecological approaches to land use change are required through development review.	Short	Planning Board, Conservation Commission	Page 26 Completed 2016

Actions to Date



- Acted upon
- In Progress
- To be reviewed



Sample Recommendations

- ▶ Climate Adaptation
 - ▶ Investigate the feasibility of implementing a food composting pilot program at Public Works to determine public interest in... curbside pick up
 - ▶ In Progress, 2021
- ▶ Land Use
 - ▶ Develop an alternative energy ordinance to encourage use of alternate sources of energy, such as solar power.
 - ▶ Completed, 2020
- ▶ Land Use
 - ▶ Consider density bonuses for small homes (below 1,000 square feet) and other innovative tools.
 - ▶ Completed, 2018/2020

Sample Recommendations

- ▶ Recreation

- ▶ Create and install signage at each City park that establishes a recognizable and consistent brand throughout the City's park system.

- ▶ In Progress, 2021

- ▶ Transportation

- ▶ Establish a wayfinding and signage program for the downtown that can be implemented in phases.

- ▶ In Progress, 2021

- ▶ Stewardship

- ▶ Explore the creation of an ordinance to encourage use of renewable sources of energy.

- ▶ Completed, 2020

Sample Recommendations

- ▶ Land Use
 - ▶ Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.
 - ▶ Completed, 2019
- ▶ Stewardship
 - ▶ Implement the use of tools that improve analysis and reporting of data gathered from energy audits and assessments for all municipal buildings, operations, and vehicles.
 - ▶ In Progress, 2020
- ▶ Transportation
 - ▶ Investigate the potential to expand COAST transit service to cover the densely populated neighborhood of Spruce Lane/Garrison Road/Back River Road and construct other supporting elements.
 - ▶ Completed, 2019

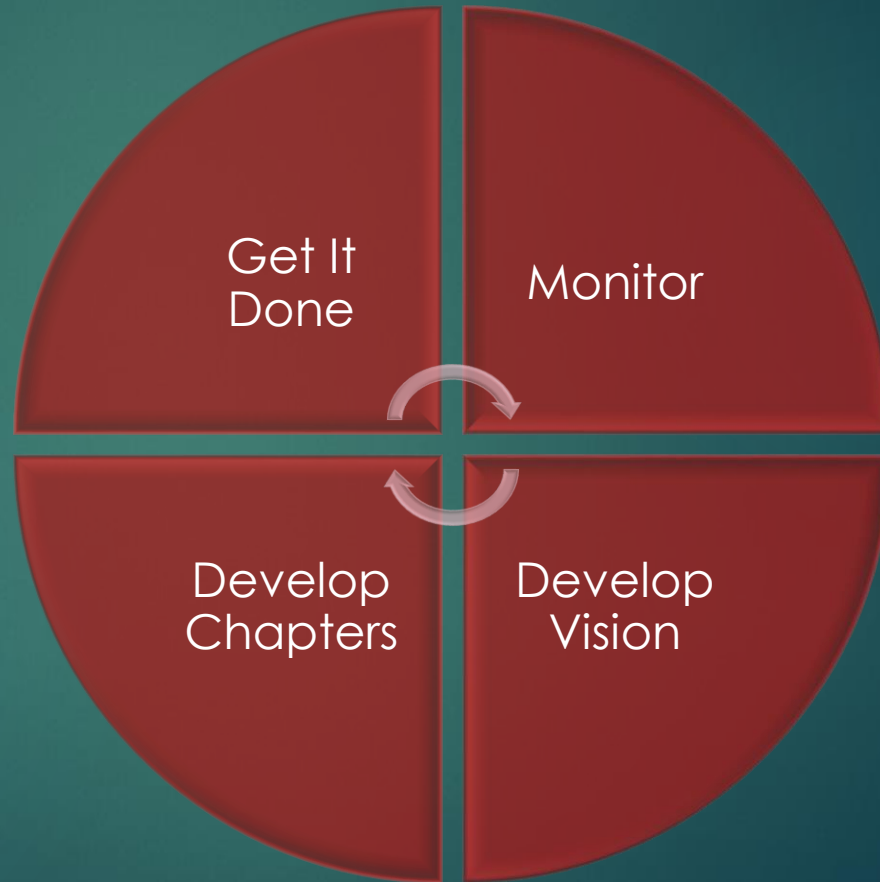
Connections to Goals

Goal	Vision	Land Use	Transportation	Recreation	Open Space	Facilities & Utilities	Stewardship of Resources	Climate Adaptation
Citizen Engagement	X	X	X	X	X	X	X	X
Economic Development	X	X	X	X	X	X	X	X
Infrastructure	X	X	X	X	X	X	X	X
Health and Safety	X	X	X	X	X	X	X	X
Education/Municipal Collaboration	X		X	X		X	X	X

Next Steps

MP Years

1963,
1978,
1988,
1998,
2000,
2007,
2009,
2011,
2012,
2015,
2016,
2017,
2018,
2019
2020...



Next Steps



- Community Facilities/Utilities – 2020/2021
 1. Maintenance and Investment strategies
 2. Building and Infrastructure Needs
- Open Space and Preservation – 2021/2022
- Start Cycle Over with Vision, after 2023

Operational Strategic Plans



All plans are located at: <http://bit.ly/2EXsZBQ>

Strategic Plans 101

▶ What it is

- ▶ Systematic approach for prioritization of actions
- ▶ Data driven
- ▶ A guide for resource allocation
- ▶ A consistent guide

▶ What it is not

- ▶ A fortune teller
- ▶ A smooth, fill in the blank process
- ▶ Automated management
- ▶ A recitation of the Council goals and objectives, applied to departments.
- ▶ A department's operating procedures

Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

Benefits

- ▶ Team Building
- ▶ Mission alignment
- ▶ Creative problem solving
- ▶ Employee attraction/evaluation

Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

Budget Connection

- ▶ Resource allocation
- ▶ Supports requests
- ▶ Provides performance measures

Why Plan?



- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

Consistency with Framework

- ▶ Connections to Council goals
- ▶ Connections to expectations
- ▶ Connection to Master Plan

Framework of the Plan

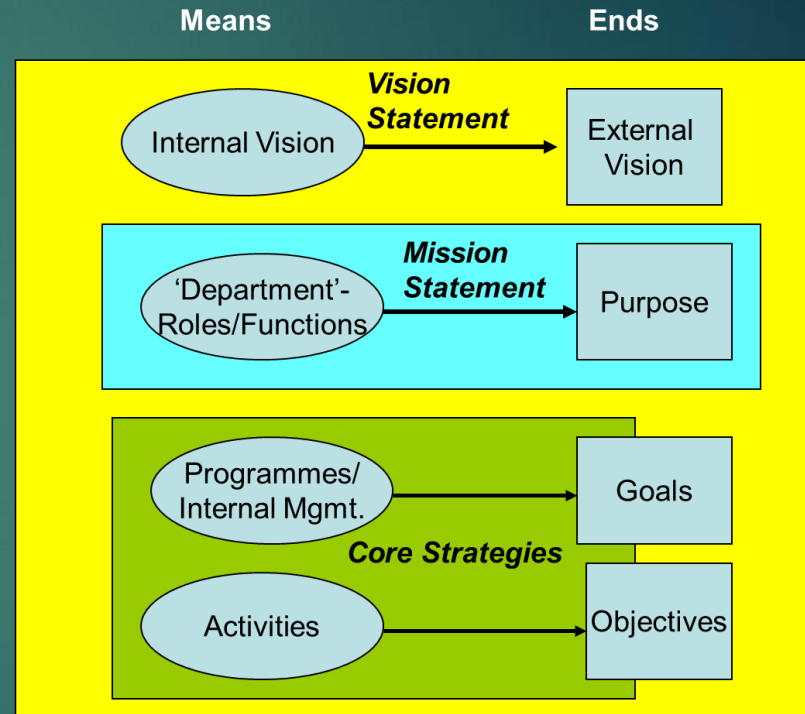
Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Values

and

Beliefs



The Language of Planning – Focusing on Ends and Means

Framework of the Plan

Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Vision and Mission

- ▶ Why, How, What
- ▶ *“To be a city with an emerging urban vibrancy guided by a small town sense of community”*
- ▶ *“To provide affordable, high quality municipal services and responsive accessible local governance ensuring all persons the opportunity to enjoy contributing to and being part of the Dover community.”*

Framework of the Plan

Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Core Values

- ▶ How staff treat each other and stakeholders
- ▶ If a “customer” described your department, they’d use the following adjectives....
- ▶ The City’s are?

Framework of the Plan

Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Issues and Challenges

- ▶ Developed after conducting and Environmental Scan
 - ▶ Strengths
 - ▶ Weaknesses
 - ▶ Opportunities
 - ▶ Obstacles

Framework of the Plan

Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Goals and Objectives

- ▶ Goals are “To” be done
 - ▶ Improve
 - ▶ Decrease
 - ▶ Maintain
- ▶ Objectives
 - ▶ SMART

- *Specific* – a specific improvement.
- *Measurable* – indicator of success.
- *Assignable* – who will do it.
- *Realistic* – achievable with our resources.
- *Time-related* – ETA.

Framework of the Plan

Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Outcomes

- ▶ How we will achieve goals/objectives
 - ▶ To do list
- ▶ Integration into employee evaluations and City Manager's Report

Action Plans

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures - Planning

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	Public Information, Outreach, and Engagement			
Objective A.1	The Department is a center of planning excellence			
Action A.1.1	Expand outreach via listening tours to interact with neighborhoods and stakeholders	Short	Planners	5 & 8
Action A.1.2	Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools	Medium	ACM	5
Action A.1.3	Educate and give the public opportunities for feedback regarding the service the department provides.	Ongoing	Planners	2 & 5
Action A.1.4	Explore mechanisms by which department communicates with a focus on enhancing our ability to reach out through customer friendly methods.	Short	Planners	5
Objective Outcome Measure	Detailed report of listening tours			
Objective Outcome Measure	At least six times a year present to a community group how land use planning adds value to the community or respond to specific issues			
Objective Outcome Measure	Publish and e distribute a department newsletter on a periodic basis.			
Objective Outcome Measure	Annually, update City Council on Master Plan activities			
Objective Outcome Measure	Updated and consistent use of traditional and modern media, and a visible presence at community events.			

Actions to Date

Outcome A: Customer - Focused		Timeline	Responsibility	Issue	Status	Progress
Objective A.1	Enhance the effectiveness of GIS to support mapping and geographic analysis needs, create better linkages between property records and electronic documents in Treeno for public access and use					7%
Action A.1.1	Consistently update map of projects before the land use boards and Board Agendas on the Department website	Short	Planners	5 & 7		
Action A.1.2	Educate community users on the availability of the web map (e.g. press release, presentations, references on handouts, etc.).	Ongoing	Department	5, 6, & 7		
Action A.1.3	Support implementation of efforts to enhance document retrieval application records/searches	Ongoing	Department, IT	1, 5, 6, & 7		
Objective Outcome Measure	Updated map of projects the day after an Agenda is completed				Priority of 2019	0%
Objective Outcome Measure	Development of outreach materials & guide for finding information regarding land use online				In progress as part of engagement guide	5%
Objective Outcome Measure	Planned implementation of connecting documents in Treeno with MapGeo for public use.				Larger project, impacted by scanning documents into Treeno, which is ongoing	15%
Outcome B: Product and Process						
Objective B.1	The Department will enhance and expand its ability to provide timely and useful information for decision-making.					65%
Action B.1.1	Undertake a comprehensive review of existing procedures and practices for improvement in effectiveness and efficiency	Short	Planners	All		
Action B.1.2	Improve the availability and timeliness of digital map products and data for decision making processes	Short	ACP/ZA	1, 2, 4 & 5		
Action B.1.3	Explore the development of potential new interactive themes and functions for external users of MapGeo	Ongoing	ACP/ZA, IT	1, 5 & 6		
Action B.1.4	Implement a program to scan, archive and catalog old files to insure thousands of old files and planning cases are much more secure, accessible and organized.	Ongoing	Department, IT	1, 2, 4, 5 & 6		
Action B.1.5	Through effective communication efforts continually work to make the planning department more accessible and transparent to the public.	Ongoing	Department	1, 2, 4, 5 & 6		
Objective Outcome Measure	Development of publically accessible SOPs within Development Handbook				SOP Review completed	50%
Objective Outcome Measure	Update themed maps available for use and review				Reviewed themes, updated zoning	80%
Objective Outcome Measure	Update of MapGeo to include new themes and functions				Reviewed and worked with IT on themes	80%
Objective Outcome Measure	All reports, and applications from 1990 forward are online in a logical and accessible manner, and all maps in the department are scanned and available.				Maps scanned and uploaded, reports have been identified for scanning	66%
Objective B.2	Continue to explore the use of new information technologies and services to enhance operational efficiencies as they evolve and become available					78%
Action B.2.1	Explore the cost and practicability of instituting full service ePermitting software, whether stand alone, or integrated into VueWorks, to enhance a more seamless permitting system or a one stop shop.	Medium	ACM, IT	All		
Action B.2.2	Identify technology types and needs to improve operation (i.e., telephone, email, apps for planners, apps for public, data maintenance, storage/retrieval mechanisms, payment/accounting, etc.).	Medium	Planners, IT	1, 2 & 7		
Action B.2.3	Through vehicle replacement program purchase standalone Planning vehicle or additional City Hall vehicle for use by staff for site visits and meetings	Medium	ACM	4, 6 & 7		
Action B.2.4	Convert plan filing system so it coordinates with Treeno filing system & is searchable by Parcel ID	Short	ACP	1, 2, 5, 6 & 7		
Objective Outcome Measure	Use of full service ePermitting software, whether stand alone, or integration of VueWorks by department				Reviewed and assisted IT in developing RFP, reviewed results and working on recommendation	33%
Objective Outcome Measure	Adoption and Implementation of relevant technology				Staff survey in 2018	80%
Objective Outcome Measure	A vehicle has been purchased, or assigned				Reviewed use of shared car and determined no need for vehicle.	100%
Objective Outcome Measure	Files are stored by Parcel ID and not by year				Completed October 2019	100%

What's Next?

