

A Map to Thoughtful Planning

Strategic Plan for the Department of Planning
and Community Development



March 2017

Introduction

The Department of Planning & Community Development guides the physical development of the city by preserving our historic sites, guiding land use, and planning for the thoughtful and respectful construction of buildings and infrastructure. A host of advisory and governing bodies of citizens as well as elected officials provide input and oversight as the city grows, needs arise and technology changes. The process is governed through development and enforcement of the city's Master Plan, Land Use Code (Zoning Ordinance, Driveway regulations, Site Plan Review and Subdivision of Land Regulations), and other city codes and ordinances. Furthermore, the department oversees implementation of the Community Development Block Grant Program.

As part of the City of Dover's Framework for Performance Excellence, each department develops its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Strategic Plan reviews identified issues and challenges for the Department organized around four major goals:

Goals

- A. **Public Information, Outreach, and Engagement** - Increased public awareness and understanding of issues and ensure public participation is vital to the continued success of all public organizations.
- B. **Workforce Development and Management** - Attracting, developing, and retaining a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate service delivery.
- C. **Organizational Excellence and Customer Service** – By maintaining effective internal systems and processes we enhance overall organizational performance and responsiveness to customer needs and expectations.
- D. **Infrastructure and Technological Assets** – Through the application of efficient and modern use of technology, and infrastructure staff is able to accomplish high quality services delivery.

Each of these four Goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

The Department is separated into two main divisions. The Planning Division administers and updates the Land Use Codes, which contains regulations governing use and design characteristics of defined districts and special overlays. Site plans, subdivision plans,

rezoning requests, variances, sign, and use permits are processed by staff and the Planning Board.

The Community Development Division oversees the Master Plan, which is updated and/or readopted every ten years by the Planning Board. The Master Plan is the long-range growth strategy for the city, addressing issues such as land use, housing, neighborhoods, public facilities, natural resources, and transportation. The Department develops one chapter a year within the overall Master Plan. The Division also coordinates activities under the Block Grant Program.

In addition to the above listed responsibilities, all staff coordinate special projects when needed addressing overall goals and tasks of the City.

Vision Statement

The Department's vision statement is derived from the staff's review of the needs of the Department, and the City, and how the department can support the City's overall vision:

"We implement progressive and effective strategies that help achieve a resilient community providing a high quality of life."

Mission Statement

The Department's mission statement reflects its purpose, and is aligned with the City's mission. It is effectuated by the ongoing efforts of our municipal operations and is as follows:

"To be a trusted provider of innovative solutions and collaborate with stakeholders to pursue the community's vision."

Core Values

The core values representing the beliefs and behaviors by which all members of the City of Dover organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows:

Customer-Focused Service – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

Integrity – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

Innovation – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

Accountability – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

Stewardship – We serve as trusted stewards of the public's financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

In addition to the above, the Department also includes the following as core values:

Goal Oriented – We set challenging goals, and pursue concrete objectives.

Technical Competency – We maintain a deep understanding of the built and natural environment and provide state-of-the-art planning and development services.

Multidisciplinary Approach – We use critical thinking and problem solving, to develop holistic answers for complex questions.

Core Functions

There are a significant number and wide range of responsibilities the Department of Planning and Community Development performs. The six core functions the department performs are listed as follows:

Public Service – We communicate with our customers, internal and external, to help them understand land use regulations, the permit process, and the City's Master Plan.

Development Review – We process permits and plans for new development. Some of these reviews can be completed over the counter. Others involve Planning, Zoning Board, Conservation Commission, and Cochecho Waterfront Development Advisory review.

Project Planning – We coordinate the Master Plan, Capital Improvements Program, Infill Development, and other special projects that cross departmental boundaries. An important aspect of project planning is public outreach and education.

Code Compliance – We administer a complaint-driven process and work towards compliance through cooperation.

Conservation and Preservation – We advise property owners, the Energy, Heritage, and Conservation Commissions, and the Open Lands and Community Trail Committees on the value of protecting Dover's resources.

Community Development – We implement programs and activities related to the Block Grant Program, and staff support of multiple Boards and Commissions. Furthermore, we represent the City on regional Boards and Commissions.

Emerging Issues and Challenges

The strategic planning process identified the following issues and challenges:

1) **Collaboration and Communication**

The volume, variety and complexity of projects and plans being reviewed by the City demand collaboration and communication to ensure consistent application of policies and administration of codes. Poor collaboration and communication can lead to poor customer service, project delays, and wasted City resources. Although additional time and energy are required, collaboration and communication are crucial components of effective planning.

2) **Permitting Process**

The City of Dover needs a simplified, streamlined, and clear permitting process to serve its customers, particularly small businesses and individual property owners. The Department needs to review its process and consider implementing an electronic permitting system or similar technology to improve efficiency and transparency of the permitting process and enhance customer service.

3) **Professional Growth Opportunities**

Expanding opportunities for professional growth and advancement will enable the Department to retain the staff expertise and experience it needs to remain a high-performance organization. The Department is reliant on the recognized talent, professional expertise, and knowledge it has, and needs to reinvest and allocate more resources for professional training and development, and clarify criteria and pathways for career advancement.

4) **Coordination of Code Enforcement**

The City uses the VueWorks system to track service calls and work orders. Implementing VueWorks within the Department has not been completed and is disconnected from the filing system in place for much of the Code Enforcement activities. Embracing this technology can provide efficiencies and accountability for Code review and Enforcement across departments. Code Enforcement should be better coordinated with Inspections Services and the Engineering Department.

5) **Information Sharing and Public Outreach**

The Department has a wealth of information and knowledge, much of which exists within project files, reports, documents and studies. The Department communicates this information, but not in a manner that provides easy and secure access to both staff and the public. The Department's website, for example, contains over 400 reports but they are disorganized and in some cases out of date. Land use files are another example of critical information that is often sought but not easily and securely available to the public. Information that is available and organized has more value for property owners and saves staff time. The Department only has one person with the tools to update the website; if others

were able to update it, the website could stay current and helpful for residents and staff to reference.

6) High Demand on Staff Time

The broad nature of the Department's responsibilities generates a need to provide a wide range of services beyond typical Planning and Community Development functions. Expansion of existing Standard Operating Procedures (SOPs) and Frequently Asked Questions (FAQs) will allow for consistency of service during staffing transitions. Additionally, the need for staff to support a range of boards and committees while also being available to the public can make it difficult to provide adequate office staffing while producing necessary reports or respond to internal and external communications.

7) Limited Resources

Computers and software are not currently up to date for all staff, which creates inefficiencies in services and increases the costs of services. Existing technology such as the plotter/scanner may be used to provide expanded services for the public and other departments. A vehicle is available to all city staff located in City Hall and is often unavailable. Given the nature of the services provided by the Department that require travel to meetings and site visits, our use of the vehicle often conflicts with the needs of other City Hall staff. For some tasks, the Department must borrow a truck from another Department.

8) Development Pressures & Constraints

Dover is the oldest continuous settlement in New Hampshire, and as such it benefits from an established, traditional urban form and design in the urban core. On the other hand, 200-year-old infrastructure presents significant maintenance and replacement expenses. The community is diverse in its residents and economy, is an attractive place to live and work, and has a reputation for being well-planned and developed. State and federal regulations and mandates can present additional outside challenges. Although Dover continues to draw new residents and businesses, there is a lack of available land. There are opportunities for infill development and redevelopment but developers are less interested in pursuing these options. There is more demand for residential development than for commercial or industrial development, which conflicts with the City's goals for a more balanced tax base.

Action Plan: Goals, Objectives, Actions & Outcome Measures

This strategic plan will be used as the Department's blueprint for successful implementation. It will serve as a living document that evolves and adapts over time as conditions warrant. Finally, this document will assist staff by providing a vision for budgetary and operational decisions. The responses to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

- A. Public Information, Outreach, and Engagement
- B. Workforce Development and Management
- C. Organizational Excellence and Customer Service
- D. Infrastructure and Technological Assets

The Matrix also:

- Identifies the timeline for implementing each Action
 - Ongoing: Actions which are continuous or are already being carried out
 - Short: Actions which should be undertaken in 1-2 years
 - Medium: Actions which should be undertaken within 3-5 years
 - Long: Actions which will take more than 5 years to be initiated or completed
- Identifies the responsible person or people tasked with performing the Action
- Indicates which Issue or Challenge is being addressed by the proposed Action

Tracking Progress through Performance Indicators

The Department currently uses performance indicators to track progress of its programs and other activities. These include the following:

- Number of parcels and dwellings developed
- Number of acres preserved
- Number of plans and projects reviewed
- Number of permit and Board applications

In addition to these, staff has identified performance metrics to be used with the goals and objectives developed to address our issues and challenges.

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

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.			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal A	Public Information, Outreach, and Engagement			
Objective A.2	The Department will enhance and expand its ability to provide timely and useful information for decision-making.			
Action A.2.1	Undertake a comprehensive review of existing procedures and practices for improvement in effectiveness and efficiency	Short	Planners	All
Action A.2.2	Improve the availability and timeliness of digital map products and data for decision making processes	Short	ACP/ZA	1, 2, 4 & 5
Action A.2.3	Explore the development of potential new interactive themes and functions for external users of MapGeo	Ongoing	ACP/ZA, IT	1, 5 & 6
Action A.2.4	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 A.2.5	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			
Objective Outcome Measure	Update themed maps available for use and review			
Objective Outcome Measure	Update of MapGeo to include new themes and functions			
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.			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	Public Information, Outreach, and Engagement			
Objective A.3	Support and enhance the vitality of communities and neighborhoods.			
Action A.3.1	Increase focus on supporting revitalization and redevelopment efforts in downtown and older commercial areas of Dover	Short	Planners	8
Action A.3.2	Encourage the design of new projects that integrate land use and transportation in ways that support and enhance local desires	Ongoing	Planners	1 & 8
Action A.3.3	Identify more effective ways to provide staff resources to partner on local initiatives that support infill and redevelopment in existing neighborhoods	Short	Planners	1, 5 & 8
Action A.3.4	Engage the public in long range planning projects and afford opportunities for residents to effectively shape the future of their community through participation in the master planning process.	Ongoing	Department	5 & 8
Objective Outcome Measure	Biannual meeting with private engineers and surveyors to discuss the Master Plan and local Land Use ordinances/regulations			
Objective Outcome Measure	Amendment of Land Use and Zoning Codes to include the latest best practices for project quality and design			
Objective Outcome Measure	Review and organize materials in “planning library” and a plan to share that material with stakeholders			
Objective Outcome Measure	Development of an outreach manual listing opportunities for engagement and how they are implemented.			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	Public Information, Outreach, and Engagement			
Objective A.4	Create public-friendly communication materials, including website, written documents and outreach materials to raise public profile and increase the effectiveness of its outreach efforts.			
Action A.4.1	Provide constituents with clear, easy-to-access, step-by-step instructions on how to remedy common zoning code violations.	Short	ACP/ZA	1, 4, 5 & 6
Action A.4.2	Improve the use of social media and videos to help raise public profile.	Ongoing	Planners	5 & 8
Action A.4.3	Develop guidebook in conjunction with new outreach tools to keep the public informed on major projects that are under review and also enable the public to communicate	Long	Planners	1, 5 & 6
Action A.4.4	Use Constant Contact to allow the public to subscribe to project updates based on geographical proximity or interest.	Medium	Planners	1, 5 & 6
Objective Outcome Measure	Development of publically accessible SOPs			
Objective Outcome Measure	Consistent and accountable use of social media			
Objective Outcome Measure	Create 1 video per service area, plus 1 per each special 1 per special project, and 1 per chapter of the Master Plan			
Objective Outcome Measure	Guidebook is completed and utilized by staff			
Objective Outcome Measure	Constant Contact integration on web and print materials			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	Workforce Development and Management			
Objective B.1	Develop and empower individuals to continue to improve the effectiveness in serving the community, department and citizens.			
Action B.1.1	Within annual performance evaluations: 1) review strategic plan and update performance measures, 2) identify three tangible work related goals for the forthcoming year to increase employee satisfaction, and 3) identify trainings to bolster job skills or knowledge.	Ongoing	ACM	3
Action B.1.2	Increase workforce engagement through including employees in departmental decision making, meetings and regular communication.	Ongoing	ACM	3
Action B.1.3	Promote regular top-down and bottom-up communication within organizational levels regarding work performance expectations, management reassignments, and succession planning.	Ongoing	Department	3
Action B.1.4	Prepare staff for career advancement by providing mentoring and opportunities for growth through stretch assignments, and identification of potential promotability.	Ongoing	ACM	3
Objective Outcome Measure	For each position update performance measures for 6-months and 1-year periods.			
Objective Outcome Measure	Development and utilization of feedback process			
Objective Outcome Measure	Continued use of Office Hours and conversion to Weekly staff meetings.			
Objective Outcome Measure	Establishment of hierarchy and succession plan for key positions.			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	Workforce Development and Management			
Objective B.2	Develop budget strategies that are long term in nature and focus on sustainability.			
Action B.2.1	Conduct annual budgeting with a realistic approach to assigning resources to programs and budgeting services and revenue conservatively.	Ongoing	ACM	6 & 7
Action B.2.2	Work to identify means to generate more revenue and unique and/or new stable funding streams that will help supplement or leverage traditional revenue streams.	Ongoing	ACM	6 & 7
Action B.2.3	Continually be aware to identify opportunities to eliminate excess spending.	Ongoing	Department	6 & 7
Objective Outcome Measure	On an annual basis in January review the department's fee schedule			
Objective Outcome Measure	Document exploration of all opportunities to generate more revenue			
Objective Outcome Measure	On a monthly basis monitor budget expenditures and status.			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal B	Workforce Development and Management			
Objective B.3	Provide training opportunities to sharpen existing skills or develop specialized skills, which in turn, will help workforce take up new roles to enrich their expertise in planning and local government.			
Action B.3.1	Promote volunteer rotations on assignments and cross-training opportunities outside the scope of regular job duties to support professional development.	Short	Planners	1 & 3
Action B.3.2	Expand understanding and knowledge in new areas to effectively serve constituencies.	Medium	Planners	1 & 3
Action B.3.3	Tap into in-house expertise to share knowledge of practice areas.	Ongoing	Planners	1 & 3
Action B.3.4	Use mentoring programs to strengthen leadership skills.	Medium	Planners	1 & 3
Action B.3.5	Develop a master training calendar to advertise and coordinate trainings.	Short	Planners, IT	1 & 3
Objective Outcome Measure	Annually, each staff member has worked with another Board, they normally don't staff.			
Objective Outcome Measure	Each staff member has reviewed Ordinance, Code or Statutes they have not been exposed to previously			
Objective Outcome Measure	One staff meeting a month has a training element			
Objective Outcome Measure	One team bonding exercise every 6 weeks			
Objective Outcome Measure	Training calendar is created in Outlook shared calendar			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal B	Workforce Development and Management			
Objective B.4	Provide sufficient staff to accurately perform the six core functions of the Department; using interns/volunteers when available for special projects.			
Action B.4.1	Annually conduct an audit within the department to evaluate and determine the most critical staffing resource needs.	Ongoing	ACM	3 & 6
Action B.4.2	Develop relationship with local colleges and universities for internship/fellow programs to complete one time tasks.	Ongoing	ACM	3 & 6
Action B.4.3	Maintain front-counter duty and phone coverage Monday through Friday during open hours by adding hours or staff	Long	ACM	6
Objective Outcome Measure	Workplans are developed each November as part of budget process			
Objective Outcome Measure	Develop contact with Colleges and project list for interns			
Objective Outcome Measure	Full professional and administrative staffing			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	Organizational Excellence and Customer Service			
Objective C.1	Encourage employee-led process and procedure improvements that enhance and result in increased customer service levels.			
Action C.1.1	Continually re-evaluate and streamline processes and procedures to make development review understandable and accessible to non-planners.	Ongoing	Department	1, 2, 5 & 6
Action C.1.2	Invite staff from other Departments to discuss their work on a regular basis as part staff meetings	Ongoing	Department	1 & 3
Action C.1.3	Conduct study of similar planning agencies to update and simplify application, review and notice materials	Short	ACM	2
Action C.1.4	Survey staff to identify tasks, processes or workflows that are inhibited by a lack of collaboration.	Short	ACM	1, 2, 4, 5 & 6
Action C.1.5	Identify options for improving the physical work environment and assess their feasibility.	Ongoing	ACP	1, 2, 5, 6 & 7
Objective Outcome Measure	Development of new SOPs which are integrated into the Developers Handbook			
Objective Outcome Measure	Staff from other departments are invited to attended staff meetings			
Objective Outcome Measure	Study completed and findings made reviewed and implemented			
Objective Outcome Measure	Survey of staff completed and tasks, processes or workflows reviewed and revised.			
Objective Outcome Measure	Complete a comprehensive review and assessment to identify workspace needs that will improve the work flow within Department and implement in office relocation project.			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal C	Organizational Excellence and Customer Service			
Objective C.2	Continually assess customer feedback to ensure that the “front counter” is run efficiently, wait times are minimized and comprehensive and accurate information is provided.			
Action C.2.1	Maintain front-counter duty and phone coverage Monday through Friday during open hours by adding hours or staff	Long	ACM	6
Action C.2.2	Return all phone calls and emails within 1 business day	Ongoing	Department	6
Action C.2.3	Create a customer service training manual and set of simple procedures to institute at the front counter.	Short	ACM	6
Action C.2.4	Ensure applicants have a high level of understanding of the process and know what to expect by the time they submit an application.	Short	ACP	6
Action C.2.5	Track process-related customer complaints and bring resolution to most problematic areas.	Medium	Planners	6
Objective Outcome Measure	Increase the number of applications deemed complete to 100% when submitted vs. incomplete applications.			
Objective Outcome Measure	Create good handouts describing processes or land use issues and applications.			
Objective Outcome Measure	Create a list of standardized conditions in relation to land use decision for the most common applications and integrate into regulations.			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal C	Organizational Excellence and Customer Service			
Objective C.3	Work with partner Departments on process improvement initiatives between Offices that have the ability to impact customer service levels (particularly the Assessor, Inspection Services, and Engineering).			
Action C.3.1	Sustain the Technical Review Committee and meet weekly. Work with the committee to prioritize strategies and actions recommended to streamline review process	Short	ACP	1 & 2
Action C.3.2	Establish a periodic Land Use and Zoning Codes update program that provides minor technical fixes on a continual and regular basis.	Ongoing	ACM	1, 2 & 8
Objective Outcome Measure	Calendar entries for each member of TRC are created, to ensure staff are not double booked			
Objective Outcome Measure	Implementation of a comprehensive Land Use and Zoning Codes update strategy with defined deliverables to reach closure on code updates within a set schedule.			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	Organizational Excellence and Customer Service			
Objective C.4	Simplify and ensure accuracy of compliance materials accessed by the public and the complaint-submission process.			
Action C.4.1	Continue to simplify the complaint form for ease of use.	Short	ACP/ZA	4
Action C.4.2	Raise awareness in the community to counter the most common misperceptions that lead to violations through outreach (e.g., presentations, handouts).	Ongoing	Department	1, 2, 4, 5 & 6
Action C.4.3	Create an interdepartmental group to identify the most prevalent code violations and difficult to enforce requirements encountered by Enforcement staff in order to develop strategies that will address their causes and reduce the frequency of their occurrence.	Short	Planner, CSD, FD	1 & 4
Action C.4.4	Identify land use applications in need of condition of approval follow up by staff	Ongoing	Department	2 & 4
Action C.4.5	Improve enforcement filing, tracking and processes through VueWorks	Short	ACP/ZA, IT	1, 4 & 7
Objective Outcome Measure	Continue to simplify the complaint form for ease of use.			
Objective Outcome Measure	Delivery of a quarterly report that identifies the most common violations found			
Objective Outcome Measure	Quarterly meeting, if not more often, of interdepartmental group			
Objective Outcome Measure	Utilization of a trigger system for staff to follow up on applications			
Objective Outcome Measure	Revised enforcement filing system for faster and more accurate internal use by integration of VueWorks			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	Organizational Excellence and Customer Service			
Objective C.5	Create an effective management structure for each project in order to clarify project vision and direction, staff roles and responsibilities, and desired outcomes.			
Action C.5.1	Develop project management guide for each project to ensure consistency, predictability, and quality control; put onto Blog to memorialize our work.	Short	ACM	6
Action C.5.2	Ensure continuity by clearly identifying a project manager for each planning project and clarifying each person's specific role.	Short	ACM	6
Action C.5.3	Organize internal workshops, on an ongoing basis, to develop and familiarize staff with standardized processes, tools, etc.	Short	ACM	3 & 6
Action C.5.4	Be more strategic about the time and approach for introducing a project to the public in order to maintain momentum and manage expectations.	Short	ACM	5 & 6
Objective Outcome Measure	Project Management Guide Completed			
Objective Outcome Measure	Identification of key staff on specific issues to be the point of contact as issues arise.			
Objective Outcome Measure	One staff meeting a month has a training element			
Objective Outcome Measure	Development of workplans including schedule of meetings and outreach activities			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	Organizational Excellence and Customer Service			
Objective C.6	Improve access and utilization of Economic Loan Fund			
Action C.6.1	Review the loan portfolio and revise process and procedures for utilization	Short	CDP	1,2 & 7
Action C.6.2	Review the loan applications and informational materials to ensure they meet market needs	Ongoing	CDP	1, 2, 7 & 8
Action C.6.3	Understand the market demands for low interest gap financing	Ongoing	CDP	1, 2, 7 & 8
Objective Outcome Measure	Increased timely and accurate payments of past loans, generating more funds within the revolving loan fund			
Objective Outcome Measure	1 new loan issued a year			

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

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
Goal D	Infrastructure and Technological Assets			
Objective D.1	Enhance the effectiveness of GIS to support mapping and geographic analysis needs, create better linkages between property records and electronic documents in Treneo for public access and use			
Action D.1.1	Consistently update map of projects before the land use boards and Board Agendas on the Department website	Short	Planners	5 & 7
Action D.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 D.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			
Objective Outcome Measure	Development of outreach materials and guide for finding information regarding land use online			
Objective Outcome Measure	Planned implementation of connecting documents in Treneo with MapGeo for public use.			

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

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	Infrastructure and Technological Assets			
Objective D.2	Continue to maintain and keep data current on the Department website and develop better online permit tracking.			
Action D.2.1	Train additional staff for updating website and social media	Short	ACM	3 & 5
Action D.2.2	Conduct an “audit” of the department’s website to evaluate consistency in format, relevance and/or appropriate links and overall functionality	Short	ACM	5 & 7
Action D.2.3	Continue to expand the website to provide more services or a “one stop shop” for all of department’s data and application processes.	Ongoing	Planners	5 & 7
Objective Outcome Measure	Planning Staff trained and updating web and social media			
Objective Outcome Measure	List of problem areas is identified and resolves on website			
Objective Outcome Measure	All reports from 1990 forward are online in a logical and accessible manner, and all maps in the department are scanned and available.			

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

Long:	Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue
Goal D	Infrastructure and Technological Assets			
Objective D.3	Continue to explore the use of new information technologies and services to enhance operational efficiencies as they evolve and become available			
Action D.3.1	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 D.3.2	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 D.3.3	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 D.3.4	Convert plan filing system so it coordinates with the Treeno filing system and 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			
Objective Outcome Measure	Adoption and Implementation of relevant technology			
Objective Outcome Measure	A vehicle has been purchased, or assigned			
Objective Outcome Measure	Files are stored by Parcel ID and not by year			