Strategic Planning Overview

CITY OF DOVER, NH
MARCH 14, 2018

1 Why?
2 Master Plan 101
3 Executive Summary
4 What’s Next
5 Strategic Plan 101
6 Plan Summary
7 Actions to Date
8 Questions
Why Dover Has a Strategic Plan

Dover's Strategic Management Goals

- 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 Community and Organizational Profile

1. Leadership

2. Strategic Planning

3. Customer Focus


5. Workforce Focus

6. Operations Focus

7. Results

Dover’s Framework For Performance Excellence
Master Plan 101
Master Plan 101

[Diagram with labels:
- 38 Townhouses (6 @ 24', 22 @ 18')
- 16 Off-Street Spaces (2/du)
- 40 Apartments on 3 Flrs
- 64 Off-Street Spaces (4/du)
- 4,000 sf Restaurant on 1 Flr
- 16 On-Street Spaces (4/du)
- 5,500 sf Retail on First Flr
- 16 On-Street Spaces (4/du)
- 36 Apartments on 2nd & 3rd Flrs
- 36 Off-Street Spaces (4/du)
- 38 Townhouses (20 @ 24', 9 @ 18')
- 116 Off-Street Spaces (2/du)
- 46 Apartments on 3 Flrs
- 24 Covered Spaces (2/du)
Master Plan 101
Master Plan 101

D.B.H. 4-1/2 feet

Diameter Breast Height

PRUNING: REMOVE ANY BROKEN BRANCHES.

NOTE: NO MULCH WITHIN 4" OF TRUNK, TYP.
USE THREE LODGE POLES FOR ADDED STABILITY.

POLYPROPYLENE OR CONCH TIES, TYP.
FASTEN IN FIGURE 8.

STAKE - 2" DIA PRESSURE TREATED LODGE POLE.
HEIGHT AS SPECIFIED. (NOTE: TOP OF STAKES SHALL BE BELOW CANOPY, TYP.).

4" DEPTH MULCH ON ROOT BALL.

4" WATERRING - (WITHIN ROOT BALL DIA), FILL 3 TIMES IMMEDIATELY AFTER PLANTING RAKE OUT PRIOR TO MULCHING AND PLANTING.

ROOT FLARE 1"-2" ABOVE FINISHED GRADE

ROOTBALL: LOOSEN AND REMOVE BURLAP AND WIRE FROM TOP OF ROOT BALL TO 1/2 OF DEPTH. REMOVE ALL BURLAP IF NOT 100% BIODEGRADABLE.

BACKFILL: TOP SOIL TYPICAL OF AREA. (BACKFILL SHALL BE AMENDED THROUGHOUT ENTIRE SITE W/ FERTILIZER AND COMPOST AS REQUIRED).
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 Energy and Planning and regional planning commission of updates.
- Public hearing are part of the adoption or amendment.
Chapters Of a Master Plan

- Vision (2012)*
- Land Use (2015)*
- Community Facilities (2009)
- Utilities (2009)
- Recreation (2009)
- Natural Resources (2017)
- 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
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.
<table>
<thead>
<tr>
<th>Visioning</th>
<th>Land Use Analysis</th>
<th>Transportation</th>
<th>Stewardship of Resources</th>
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</thead>
<tbody>
<tr>
<td>Robert Carrier</td>
<td>Gina Cruikshank</td>
<td>Matt Hanson</td>
<td>Robert Carrier</td>
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<tr>
<td>Dana Lynch</td>
<td>Robert Paolini</td>
<td>Dana Lynch</td>
<td>Elizabeth Goldman</td>
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<td>Jack Mettee</td>
<td>Fergus Cullen</td>
<td>Jon Niehof</td>
<td>Cora Quisumbing-King</td>
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<td>Norm Fracassa</td>
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<td>David Landry</td>
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<td>Anne Ross</td>
<td>Marcia Gasses</td>
<td>Lee Skinner</td>
<td>Otis Perry</td>
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<td>Kirt Schuman</td>
<td>Jerry Reese</td>
<td>Eric Swanson</td>
<td>Alison Perry</td>
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<td>Alison Webb</td>
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<td>Daniel Toland</td>
<td>Lindsey Williams</td>
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<table>
<thead>
<tr>
<th>Climate Adaptation</th>
<th>Conservation &amp; Open Space</th>
<th>Recreation</th>
<th>Community Facilities and Utilities</th>
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<tr>
<td>Bill Baber</td>
<td>Thomas Fargo</td>
<td>Robert Carrier</td>
<td>Donald Andolina</td>
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<td>Anna Boudreau</td>
<td>William Hunt</td>
<td>Ronald A. Cole</td>
<td>Bill Boulanger</td>
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<td>Malone Cloitre</td>
<td>Anne Kotlus</td>
<td>Cova Greig</td>
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<td>Barbara Lehocky</td>
<td>Carrie Keech</td>
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<td>David Landry</td>
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<td>Jan Nedelka</td>
<td>Dorothy Wagner</td>
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<td>John Peterman</td>
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<td>Cora Quisumbing-King</td>
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<td>Brian Wilson</td>
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<td>Tom Thompson</td>
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</tbody>
</table>
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 2025 vision.
## Executive Summary

**Recommendations and Implementation Plan – Land Use Analysis**

### Land Use

<table>
<thead>
<tr>
<th>Goal/Action</th>
<th>Priority</th>
<th>Responsibility</th>
<th>Chapter Reference</th>
<th>Status</th>
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<tr>
<td><strong>Land Use Goal</strong></td>
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<tr>
<td><strong>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover’s historic urban and rural character.</strong></td>
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<td><strong>Objective LU 1</strong></td>
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<tr>
<td>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.</td>
<td></td>
<td></td>
<td><strong>Vision Bullet #2, page 3</strong></td>
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<tr>
<td><strong>LU 1.1</strong></td>
<td>Short</td>
<td>Cochecho Waterfront Development Advisory Committee, DHA, City Council</td>
<td>Pages 24 &amp; 29</td>
<td><strong>In Progress (2017)</strong></td>
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<tr>
<td>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.</td>
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<td><strong>LU 1.2</strong></td>
<td>Immediate and ongoing</td>
<td>Planning Department</td>
<td><strong>Vision Action Bullet #5, page 4</strong></td>
<td><strong>Ongoing</strong></td>
</tr>
<tr>
<td>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.</td>
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<td><strong>LU 1.3</strong></td>
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<td>Planning Department</td>
<td><strong>Vision Action Bullet #5, page 4</strong></td>
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<td>Forge public-private partnerships to redevelop vacant or underutilized city owned parcels</td>
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<td><strong>LU 1.4</strong></td>
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<td>Planning Board</td>
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<td><strong>To Be Reviewed</strong></td>
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<td>Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.</td>
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<td><strong>Objective LU 2</strong></td>
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<td>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.</td>
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<td></td>
<td><strong>Vision Action Bullet #5, page 4</strong></td>
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<td><strong>LU 2.1</strong></td>
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<td>Planning Board, Conservation Commission</td>
<td><strong>Vision Action Bullet #7, page 4</strong></td>
<td><strong>To Be Reviewed</strong></td>
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<td>Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.</td>
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<td><strong>LU 2.2</strong></td>
<td>Short</td>
<td>Planning Board, Conservation Commission</td>
<td>Page 26</td>
<td><strong>Complete d 2016</strong></td>
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<tr>
<td>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.</td>
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</tbody>
</table>
Actions to Date

Land Use
- Acted upon: 24%
- In Progress: 36%
- To be reviewed: 40%

Transportation
- Acted upon: 16%
- In Progress: 37%
- To be reviewed: 47%

Stewardship
- Acted upon: 25%
- In Progress: 93%
- To be reviewed: 0%

Open Space
- Acted upon: 17%
- In Progress: 0%
- To be reviewed: 83%

Recreation
- Acted upon: 5%
- In Progress: 55%
- To be reviewed: 40%

Facility & Utilities
- Acted upon: 1%
- In Progress: 25%
- To be reviewed: 74%
Sample Recommendations

- **Recreation**
  - A complete redesign of Henry Law Park
    - Completed, 2017

- **Conservation/Open Space**
  - Raise awareness of accessible conservation lands
    - Ongoing

- **Community Facilities/Utilities**
  - Renovate Dover High School and Career Technical Center
    - In Progress, 2018
Sample Recommendations

- Land Use
  - 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.
    - Completed, 2016

- Transportation
  - Conduct a citywide existing conditions sidewalk inventory and establish a sidewalk asset management plan that will be used to set annual sidewalk budgets and set priorities for implementation into the CIP.
    - In Progress, 2018
## Connections to Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Vision</th>
<th>Land Use</th>
<th>Transportation</th>
<th>Recreation</th>
<th>Open Space</th>
<th>Facilities &amp; Utilities</th>
<th>Stewardship of Resources</th>
<th>Climate Adaptation</th>
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<td>Citizen Engagement</td>
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<td>Infrastructure</td>
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<td>Health and Safety</td>
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<td>Education/Municipal Collaboration</td>
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</table>
Climate Adaptation

- Focus Area for the Chapter 2017/2018
  1. Water availability and quality
  2. Health and Safety
  3. Food
  4. Energy
  5. Infrastructure
  6. Natural Resources
Next Steps

MP Years
1963,
1978,
1988,
1998,
2000,
2007,
2009,
2011,
2012,
2015,
2016,
2017
2018…
Next Steps

- Community Facilities – 2018
  1. Maintenance and Investment strategies
  2. Building and Infrastructure Needs

- Consolidated Plan – 2018/2019
  1. Review impediments to affordable housing
  2. Low mod Infrastructure Needs

- Recreation – 2019
  1. Preserve and Promote a healthy and active Dover
  2. Enhancing Dover’s quality of life
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**

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

<table>
<thead>
<tr>
<th>Goal/Objectives/Actions/Objective Outcome Measures</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
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<tbody>
<tr>
<td><strong>Goal A</strong></td>
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<tr>
<td><strong>Objective A.1</strong></td>
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<tr>
<td>The Department is a center of planning excellence</td>
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<tr>
<td><strong>Action A.1.1</strong></td>
<td>Short</td>
<td>Planners</td>
<td>5 &amp; 8</td>
</tr>
<tr>
<td>Expand outreach via listening tours to interact with neighborhoods and stakeholders</td>
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<td></td>
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<tr>
<td><strong>Action A.1.2</strong></td>
<td>Medium</td>
<td>ACM</td>
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<tr>
<td>Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools</td>
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<td><strong>Action A.1.3</strong></td>
<td>Ongoing</td>
<td>Planners</td>
<td>2 &amp; 5</td>
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<td>Educate and give the public opportunities for feedback regarding the service the department provides</td>
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<td><strong>Action A.1.4</strong></td>
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<td>Explore mechanisms by which department communicates with a focus on enhancing our ability to reach out through customer friendly methods</td>
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<tr>
<td><strong>Objective Outcome Measure</strong></td>
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<tr>
<td>Detailed report of listening tours</td>
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<tr>
<td><strong>Objective Outcome Measure</strong></td>
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<tr>
<td>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</td>
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<tr>
<td><strong>Objective Outcome Measure</strong></td>
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<tr>
<td>Publish and distribute a department newsletter on a periodic basis</td>
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<tr>
<td>Annually, update City Council on Master Plan activities</td>
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<td><strong>Objective Outcome Measure</strong></td>
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<td>Updated and consistent use of traditional and modern media, and a visible presence at community events</td>
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## Actions to Date

<table>
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<th>Timeline</th>
<th>Responsibility</th>
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<td>3 &amp; 8</td>
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<td>2 &amp; 5</td>
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<table>
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<tbody>
<tr>
<td>Objective Outcome Measure</td>
<td>Detailed report of listening tours</td>
<td>Priority of 2018</td>
<td>6%</td>
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<td>Objective Outcome Measure</td>
<td>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</td>
<td>Chamber X A, Rotary, Saco Economic Duk, UNH/X</td>
<td>100%</td>
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<tr>
<td>Objective Outcome Measure</td>
<td>Publish and distribute a department newsletter on a periodic basis</td>
<td>Priority of 2018</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Annually update City Council on Master Plan activities</td>
<td>In March</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Updated and consistent use of traditional and modern media, and a visible presence at community events</td>
<td>Developed PR Schedule and assigned topics to staff, working with MG to complete</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

### Objective A.2

**The Department will enhance and expand its ability to provide timely and useful information for decision-making:**

<table>
<thead>
<tr>
<th>Action A.2.1</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective Outcome Measure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Development of publically accessible SOPs within Development Handbook</td>
<td>Processes reviewed, SOP underway</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Update themed maps available for use and review</td>
<td>Reviewed themes, updated coming</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Update of MapGeo to include new themes and functions</td>
<td>Under review</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>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.</td>
<td>Underway. Scanning old maps and identifying reports. Estimate will take 3 years to complete</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>
Questions

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- Facebook: www.facebook.com/DoverNHPLanning
- Twitter: @DoverNHPlanning
- WWW: http://1.usa.gov/1M63Xv3