Strategic Planning Overview

CITY OF DOVER, NH
MARCH 6, 2019

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
Why Dover Has a Strategic Plan

A Systems Perspective

Dover's Framework For Performance Excellence

1. Leadership
2. Strategic Planning
3. Customer Focus
5. Workforce Focus
6. Operations Focus
7. Results
Master Plan 101
Master Plan 101
Master Plan 101
Master Plan 101

**Diagram:**
- **D.B.H. (Diameter Breast Height):** 4-1/2 feet
- **Pruning:** Remove any broken branches.
- **Note:** No mulch within 4' of trunk, typ.
- **Use three lodge poles for added stability.**

**Instructions:**
- **Polypropylene or one-inch ties, typ.: Fasten in Figure B.**
- **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" water ring - (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.)

(Upon installation of 2.5" caliber.)
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

<table>
<thead>
<tr>
<th>Visioning</th>
<th>Land Use Analysis</th>
<th>Transportation</th>
<th>Stewardship of Resources</th>
</tr>
</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>Cora Quisumbing-King</td>
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<td>Jack Mettee</td>
<td>Fergus Cullen</td>
<td>Jon Niehof</td>
<td>Otis Perry</td>
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<td>Anne Ross</td>
<td>Marcia Gasses</td>
<td>Lee Skinner</td>
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<td>Jerry Reese</td>
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<td>Daniel Toland</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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<tbody>
<tr>
<td>Bill Baber</td>
<td>Thomas Fargo</td>
<td>Robert Carrier</td>
<td>Donald Andolina</td>
</tr>
<tr>
<td>Anna Boudreau</td>
<td>William Hunt</td>
<td>Ronald A. Cole</td>
<td>Bill Boulanger</td>
</tr>
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<td>Malone Cloitre</td>
<td>Anne Kotlus</td>
<td>Cova Greig</td>
<td>William Colbath</td>
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<td>Marcia Gasses</td>
<td>Barbara Lehocky</td>
<td>Carrie Keech</td>
<td>Tom Humphrey</td>
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<td>Haley Harmon</td>
<td>Lee Skinner</td>
<td>Jan Nedelka</td>
<td>David Landry</td>
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<td>Jan Nedelka</td>
<td>Dorothy Wagner</td>
<td>Diana Schuman</td>
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<tr>
<td>John Peterman</td>
<td>Samuel Chouinard</td>
<td>Kirt Schuman</td>
<td>Paul Vlaisch</td>
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<tr>
<td>Cora Quisumbing-King</td>
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<td>Brian Wilson</td>
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</tr>
<tr>
<td>Tom Thompson</td>
<td></td>
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</tr>
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</table>
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 All Chapters are located at: https://bit.ly/2EDtEFF
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
Executive Summary

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

### Elements

#### Recommendations and Implementation Plan - Land Use Analysis

<table>
<thead>
<tr>
<th>Land Use Goal</th>
<th>Objective LU 1</th>
<th>LU 1.1</th>
<th>LU 1.2</th>
<th>LU 1.3</th>
<th>LU 1.4</th>
<th>Objective LU 2</th>
<th>LU 2.1</th>
<th>LU 2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal/Action</strong></td>
<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>
<td><strong>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.</strong></td>
<td><strong>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.</strong></td>
<td><strong>Forge public-private partnerships to redevelop vacant or underutilized city owned parcels</strong></td>
<td><strong>Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.</strong></td>
<td><strong>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.</strong></td>
<td><strong>Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.</strong></td>
<td><strong>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.</strong></td>
</tr>
<tr>
<td><strong>Priority</strong></td>
<td><strong>Short</strong></td>
<td><strong>Immediate and ongoing</strong></td>
<td><strong>Immediate and ongoing</strong></td>
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<td><strong>Responsibility</strong></td>
<td><strong>Cochecho Waterfront Development Advisory Committee, DHA, City Council</strong></td>
<td><strong>Planning Department</strong></td>
<td><strong>Planning Department</strong></td>
<td><strong>Planning Board</strong></td>
<td><strong>Planning Board, Conservation Commission</strong></td>
<td><strong>Planning Board, Conservation Commission</strong></td>
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<td><strong>Chapter Reference</strong></td>
<td><strong>Vision Bullet #2, page 3</strong></td>
<td>Pages 24 &amp; 29</td>
<td><strong>Vision Action Bullet #5, page 4</strong></td>
<td><strong>Vision Action Bullet #5, page 4</strong></td>
<td><strong>Vision Action Bullet #9, page 5</strong></td>
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<td><strong>Vision Action Bullet #7, page 4</strong></td>
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<td><strong>Status</strong></td>
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<td><strong>In Progress (2019)</strong></td>
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<td><strong>Ongoing</strong></td>
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</table>
Sample Recommendations

- **Recreation**
  - Review and repair the wall at the Fish Ladder Park
    - Completed, 2019

- **Conservation/Open Space**
  - Improve protection of Bouchard and Hughes Wellheads
    - Completed, 2018

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

- **Climate Adaptation**
  - Use widely visible public spaces, such as Henry Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise)
  - Completed, 2019

- **Transportation**
  - Prepare a Citywide bike plan that identifies existing gaps, and recommends routes
  - In Progress, 2019

- **Stewardship**
  - Explore the creation of an ordinance to encourage use of renewable sources of energy.
  - In Progress, 2019
## Connections to Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Vision</th>
<th>Land Use</th>
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<th>Facilities &amp; Utilities</th>
<th>Stewardship of Resources</th>
<th>Climate Adaptation</th>
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Next Steps

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

Get It Done

Monitor

Develop Chapters

Develop Vision
Next Steps

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

➢ **Community Facilities/Utilities – 2019/2020**
   1. Maintenance and Investment strategies
   2. Building and Infrastructure Needs

➢ **Consolidated Plan – 2019/2020**
   1. Review impediments to affordable housing
   2. Low mod Infrastructure Needs
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
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- 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
<table>
<thead>
<tr>
<th>Goal/Objectives/Actions/Objective Outcome Measures</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
</tr>
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<tbody>
<tr>
<td>Goal A: Public Information, Outreach, and Engagement</td>
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<tr>
<td>Objective A.1: The Department is a center of planning excellence</td>
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<tr>
<td>Action A.1.1: Expand outreach via listening tours to interact with neighborhoods and stakeholders</td>
<td>Short</td>
<td>Planners</td>
<td>5 &amp; 8</td>
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<tr>
<td>Action A.1.2: Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools</td>
<td>Medium</td>
<td>ACM</td>
<td>5</td>
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<td>Action A.1.3: Educate and give the public opportunities for feedback regarding the service the department provides.</td>
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<td>2 &amp; 5</td>
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<td>Objective Outcome Measure: Detailed report of listening tours</td>
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<tr>
<td>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</td>
<td></td>
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<tr>
<td>Objective Outcome Measure: Publish and distribute a department newsletter on a periodic basis.</td>
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<tr>
<td>Objective Outcome Measure: Annually, update City Council on Master Plan activities</td>
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<tr>
<td>Objective Outcome Measure: 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>
<thead>
<tr>
<th>Objective A1: Public Information, Outreach, and Engagement</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
<th>Status</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Objective A1.1: Enhance the effectiveness of GIS to support mapping and geographic analysis needs, create better linkages between property records and electronic documents in Tromso for public access and use.</td>
<td>Short</td>
<td>Planners</td>
<td>5 &amp; 8</td>
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<td>Action A1.1.1: Expand outreach via listening tours to interact with neighborhoods and stakeholders</td>
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<td>Action A1.1.2: Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools</td>
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<td>ACM</td>
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<td>Action A1.1.3: Balance and give the public opportunities for feedback regarding the service the department provides</td>
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<td>2 &amp; 5</td>
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<td>Action A1.1.4: 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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<td>Objective Outcome Measure: Detailed report of listening tours</td>
<td>Priority of 2018</td>
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<td>6%</td>
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<td>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</td>
<td>Chamber X, Rotary, Saco Economic Dark</td>
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<td>6%</td>
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<td>Objective Outcome Measure: Publish and distribute a department newsletter on a periodic basis.</td>
<td>Priority of 2018</td>
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<td>Objective Outcome Measure: Annually, update City Council on Master Plan activities</td>
<td>In March</td>
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<td>100%</td>
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<tr>
<td>Objective Outcome Measure: 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>
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<td>Objective A2: The Department will enhance and expand its ability to provide timely and useful information for decision-making</td>
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<td>Action A2.1: Undertake a comprehensive review of existing procedures and practices for improvement in efficiency</td>
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<td>Planners</td>
<td>All</td>
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<td>Action A2.2: Improve the availability and timeliness of digital map products and data for decision-making processes</td>
<td>Short</td>
<td>ACP/ZA</td>
<td>1, 2, 4, &amp; 5</td>
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<td>Action A2.3: Explore the development of potential new interactive themes and functions for external users of MapGeo</td>
<td>Ongoing</td>
<td>ACM/IT</td>
<td>1, 3 &amp; 6</td>
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<tr>
<td>Action A2.4: Implement a program to scan, archive and catalog old files to ensure thousands of old files and planning cases are much more secure, accessible, and organized</td>
<td>Ongoing</td>
<td>Department</td>
<td>1, 2, 4, 5, &amp; 6</td>
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<td>Action A2.5: Thorough effective communication efforts continually worked to make the planning department more accessible and transparent to the public.</td>
<td>Ongoing</td>
<td>Department</td>
<td>1, 2, 4, 5, &amp; 6</td>
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<td>Objective Outcome Measure: Development of publically accessible SOPs within Development Handbook</td>
<td>Processes reviewed, SOP underway</td>
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<td></td>
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<td>35%</td>
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<td>Objective Outcome Measure: Update themed maps available for use and review</td>
<td>Reviewed themes, updated coming</td>
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<td>35%</td>
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<tr>
<td>Objective Outcome Measure: Update of MapGeo to include new themes and functions</td>
<td>Under review</td>
<td></td>
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<tr>
<td>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.</td>
<td>Underway. Scanning old maps and identifying reports. Estimate will take 3 years to</td>
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