



CITY OF DOVER

CITY COUNCIL - AGENDA

Meeting Type: Workshop Session
Meeting Location: Community Room, Police Department
Meeting Date: **Saturday, January 20, 2024**
Meeting Time: **9:00 am**

- 1. INTRODUCTION, PURPOSE, AND INTENDED RESULTS**
 - A. GROUND RULES**
 - B. BRIEF REVIEW OF DOVER'S VISION, MISSION, AND CORE VALUES**
- 2. IDENTIFY GOALS**
- 3. CATEGORIZE GOALS**
- 4. DEVELOP STRATEGIC OBJECTIVES FOR TOP GOALS (GROUP WORK)**
- 5. WRAP-UP, RECAP, AND ACTION PLAN**



City of Dover Goal Setting Session

Agenda January 20, 2024

1. Introductions, Purpose, and Intended Results
 - a. Ground Rules
 - b. Brief Review of Dover's Vision, Mission, and Core Values
2. Identify Goals
3. Categorize Goals
4. Develop Strategic Objectives for Top Goals (Group work)
5. Wrap-up, Recap, and Action Plan

(Please review the packet, complete the the attached worksheet, and bring it to the facilitated session)



City of Dover Goal Setting Session

Goals – *Qualitative statements* of what the City intends to accomplish over a period of years. These are “Big Picture” items vital to organizational success. *List the top three below.*

Strategic Objectives – Short and long-term *quantitative results* that directly support the goals. Objectives should be measurable, achievable, related to the key factors for success in the City, and consistent with the goals. Objectives describe **WHAT** the City wants to happen. *These will be developed at the facilitated session.*

Tactics – A number of related and reinforcing steps for accomplishing the City’s objectives and goals. Tactics describe specifically **HOW** the goals and objectives will be met. *These remain for the City Manager, department heads, and staff to develop.*

List up to three **goals** that are essential to move the City forward, keeping in mind the definition above.

1) _____

Vision Statement

“To be a city with an emerging urban vibrancy guided by a small town sense of community.”

Mission Statement

“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.”

Core Values

- Customer-Focused Service
- Integrity
- Innovation
- Accountability
- Stewardship



City Council Goals

2022-2023

Goal #1: Our City is Inclusive and Welcoming

The following objectives strengthen our Community by supporting all Dover residents, including those that are under-represented or marginalized.

- Promote inclusion in City events, programs, and projects. Ensure city programs are equitable and accessible to all.
- Provide resources for the community to learn about mental health, social, racial and diversity issues.
- Continue efforts to diversify Boards, Committees and Commission appointments.
- Educate appointed volunteers on these goals by incorporating them into the application process.
- Ensure all (print, web and verbal etc) City communications use language and images that support diversity and inclusivity and are accessible.
- Include “Universal Design” principals in Capital Improvement infrastructure projects.
- Incorporate options for diversity, equity, and inclusivity in programming, operations and strategic planning.
- Celebrate operational successes, whether volunteer or staff driven, through updates and reports.

Goal #2: Our City Volunteers are Engaged

The following objectives ensure that Board, Committee and Commission members are valued and are part of the community’s governance.

- Continually recruit new volunteers from all areas of the community.
- Support and encourage participation in the Citizen’s Leadership Academy.
- Review the mission and purpose for each Board, Committee and Commission for relevancy.
- Encourage joint meetings between Boards, Committees and Commissions where collaboration will enhance their missions.
- Update Board, Committee and Commission expectations, so volunteers understand their role.
- Require an annual report (written or oral) to the City Council on activities undertaken by Boards.
- Celebrate volunteers through a volunteer appreciation program.

Goal #3: Our Waterfront is Developed

The following objectives support the Waterfront development, per the Land Development Agreement

- Endorse and promote CWDACs key benchmarks (milestones).
- Encourage community components within the final design and layout as laid out and expected.
- Support capital investment in the project, per the LDA and CIP, recognizing budget changes.

Goals and Objectives

At a March 2022, Goal Setting session, the City Council developed short and long-term goals to move the City’s Vision forward.

These mission focused goals provide a framework for the Council and Management staff to develop action plans.

The Council goals support:

Inclusion
Civic Engagement
Waterfront Development
Budget Collaboration
Community Engagement
Resiliency
Diverse Housing

Goal #4: Our City's Budget is Collaboratively Created

The following objectives ensure that the City's budget process evolves to better serve the community.

- Disconnect Collective Bargaining Agreement contract approvals from budget adoption, through process and timeline change.
- Respect the different roles the School Board and City Council in the budget development process.
- Enhance the budget process by encouraging school department participation in developing Capital Improvement Programming.
- Advocate for appropriate State and grant funding for all budget components and operation areas.
- Enhance comparisons to other communities, by utilizing the same benchmark communities for the City and School budget.

Goal #5: Our City's Residents are Engaged

The following objectives improve communications through multiple channels with feedback loops for improvement from all.

- Communicate in a manner which will meet people where they are, in content, communication style and format.
- Reboot the City of Dover website to be more collaborative, accessible and informative.
- Increase public engagement through innovative and diverse citizen feedback options.
- Incorporate diverse options for creating dialog with residents, businesses and property owners.
- Report on how feedback was considered and used to revise programs, policies or operations to demonstrate "we're listening."
- Provide clarity on the use and purpose of various City facilities, programs and policies.

Goal #6: Our City is Resilient

The following objectives ensure the City's social, built and natural infrastructure is designed to evolve and support community needs.

- Adopt the Citywide resilience plan by 12/2022 as informed by Dover focused SRPC Equity and Racial Equity and Inclusion reports.
- Set incremental targets to reach City owned property operating on 100% renewable energy by 2035, or sooner, utilizing input of Boards, Committees and Commissions by 06/2023.
- Develop, by 03/2023, a Resilience framework for volunteers, Elected Officials, and staff to strategically guide City Direction.
- Adopt policies which promote Public & Private sector energy efficient infrastructure by 12/2023.
- Develop policies and programs that build social capital in the context of resilience for all, by 12/2023.

Goal #7: Our City is Diverse and Attainable

The following objectives support a Dover that is welcoming to all no matter socio economic background

- Continue policies and programs that promote diverse and resilient housing and businesses in Dover.
- Educate the public on growth rates and how the City is working to accommodate those rates, rather than discourage them.
- Review land use regulations and zoning to promote density in appropriate locations and context.
- Utilize Public Private Partnerships to enhance the City's ability to these goals, and participate, in developments.
- Understand regional housing needs and impediments to affordable housing by analyzing data and trends as well as anecdotes.
- Integrate options for income indexed, market rate and other diverse housing formats into the community as a whole.