

RESOLUTION**RESOLUTION RE: ADOPTION OF 2006-2007 CITY COUNCIL OBJECTIVES AND GOALS**

**WHEREAS:** The Mayor and members of the City Council held a goal setting retreat to identify objectives and a series of goals to be accomplished in the next two years; and,

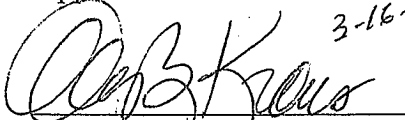
**WHEREAS:** The Mayor and City Council are committed to serving their Dover community in an open, positive, and respectful manner while working towards the long-term betterment of the Dover community; and,

**WHEREAS:** The Mayor and City council desire to articulate to the community, all City boards and commissions, the City Manager and the City's professional staff their collective aspirations and expectations for the term of their service;

**NOW, THEREFORE BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL THAT:**

The 2006-2007 Mayor and Dover City Council establish the mission statement, objectives and goals as identified and finalized in the attached March 11, 2006 Meeting Notes for the purpose of communicating aspirations, expectations and direction which the Mayor and members of the City Council intend to focus upon and pursue during the course of their current City Council terms.


Approved as to Form:

 3-16-06  
Allan Krans  
City Attorney

Sponsored By:

  
Mayor Scott Myers

Recorded by:

  
Judy Gaquette  
City Clerk

Regular Meeting held March 22, 2006.  
Hindle moved to adopt, seconded by Ciotti.  
DeDe moved to amend by adding the word "high" back into the mission statement before "quality", seconded by Hindle. Motion passed on a 9-0 vote.  
Motion to adopt as amended passed on a 9-0 vote.

City of Dover Council Retreat  
March 11, 2006

*Meeting Notes*

- Opening remarks, overview of agenda and meeting orientation

To begin the meeting, facilitator Bill O'Brien distributed a handout to council members, selected from the International City/County Management Association (ICMA) Elected Officials Handbook, *Setting Goals for Action*:

*As an elected official, you play a fundamental role in the evolution of the goals, purposes and direction of your community... Your job as an elected official is to put in place policies, programs and facilities that will help make your mission statement come true.*

*Remember, if each person has his or her own version of the mission statement, it is going to be very difficult to agree on next steps. You and your colleagues must start your administration together; the mission statement is the critical first step.*

*... If you and your fellow elected officials are not making decisions that support the mission statement, your community will never reach its objectives.*

With the above in mind, councilors were asked to review the Dover City Council's current mission statement:

*The mission of the Dover City Council is to provide leadership and vision for the City of Dover, to ensure affordable, high quality services and to provide opportunities through responsive and accessible government.*

Following review and discussion, it was agreed that the word "high," referring to quality services, should be deleted. There were no other changes made to the mission statement.

To reinforce the focus of the retreat's purpose, councilors were then provided with another passage from the same ICMA Elected Officials Handbook:

*Elected officials are also called on to make decisions about more narrow issues raised by constituents... fixing potholes in certain neighborhoods, the protection and replacement of old trees and the problem of minors hanging out in video arcades during school hours. These kinds of little issues can quickly eat up most of your time. However, it is the big issues that deserve most of your time and attention.*

For this session, the facilitator suggested the terminology and definitions below to assure that all participants were using commonly-understood terms:

#### *Objectives*

These are *qualitative statements* of what the council would like to see accomplished in the next two years. (Example: "Beautify the downtown district.")

#### *Goals*

These consist of short and long-term *quantitative results* that directly support the objectives. They should be achievable, related to the key factors for success, and consistent with the objectives. Goals describe specifically *what we want to happen*. (Example: "Develop a new downtown park to create more open space.")

#### *Strategies*

These encompass a number of separate, but related and reinforcing, tactical programs for accomplishing the selected objectives and goals. Strategies address the *how* element of the process.

- **Discussion Groups**

To begin to identify the council's objectives for the next two years, council members were divided into two groups to discuss the following question:

*What do you feel are the most vital issues this council should address over the next two years?*

Below are the items identified by the two groups in those discussions:

#### Group #1:

- Growth with infrastructure considerations
- Connect pedestrians with commercial, recreation and residential
- Vibrant downtown with a small-town feel
- Cost containment
- Senior services/information
- Better consensus among council members
- Advocating our needs to Concord/County
- Our business open to the public
- Charter/Merit Plan/Administration Code Agreement
- Council serving constituent needs vs. pandering to small interest groups
- Land fill
- Better communication with the school board
- More tax relief for long-term residents
- Conditions of roads and sidewalks
- Website improvements and services
- Number of city employees per 1000 residents
- Tri-City cooperation of resources/legislation
- Revisit goals periodically
- City attorney reporting line

Group #2:

- Expense management – spending contract s
- Maintain infrastructure
- Short/long range – responsible spending
- North End water pressure/safety
- Scheduled road maintenance program w/Rizzo
- Parking (?) issue
- Completion of McConnell Center
- Waterfront development under council control
- Open government
- Reestablish council/manager relationship

At this point it was determined that some of the above-bulleted items could be grouped, resulting in the following:

Grouping A:

- Cost containment
- Number of city employees per 1000 residents
- Expense management – spending contract s
- Short/long range – responsible spending

Grouping B:

- Better consensus among council members
- Our business open to the public
- Charter/Merit Plan/Administration Code Agreement
- City attorney reporting line
- Open government
- Reestablish council/manager relationship

Grouping C:

- Growth with infrastructure considerations
- Connect pedestrians with commercial, recreation and residential
- Conditions of roads and sidewalks
- Scheduled road maintenance program

Grouping D:

- Advocating our needs to Concord/County
- Council serving constituent needs vs. pandering to small interest groups
- Better communication with the school board
- Tri-City cooperation of resources/legislation
- Revisit goals periodically

The remaining original items were determined to be stand-alone issues.

- **Development of Objectives**

Councilors were now asked to articulate clear objectives for the next two years. This resulted in the following three objectives:

1. Develop an expense management strategy that promotes efficient and responsible spending.
2. Clarify the role of the council/manager relationship as it pertains to open government and the governing documents.
3. Improve/update infrastructure with growth management planning.

- **Development of Goals**

At this juncture in the meeting it was now time to identify specific goals and timelines to support the three objectives. Below are the goals identified by the council:

*Objective #1: Develop an expense management strategy that promotes efficient and responsible spending.*

Goals:

- Review and prioritize services offered  
Timeline: Begin April 1; Complete December 31, 2006
- Catalog budget issues and follow up for policy decisions.  
Timeline: Begin April 1; Complete December 31, 2006
- Review financial guidelines and labor relations policies.  
Timeline: Begin July 1; Complete December 31, 2006
- Educate the public with credible facts regarding city spending.  
Timeline: Begin ASAP, then ongoing

*Objective #2: Clarify the role of the council/manager relationship as it pertains to open government and the governing documents.*

Goals:

- General merit plan review and update  
Timeline: July 31, 2006 completion
- Review charter merit plan, administration code and identify conflicts among the documents.  
Timeline: Begin July 1; Complete December 31, 2006

Objective #3: Improve/update infrastructure with growth management planning.

Goals:

- Fast-track the Master Plan update  
Timeline: Update complete by August 31, 2006
- Present road services management plan and set policy direction.  
Timeline: April 5, 2006
- Institute a construction bid management process.  
Timeline: August 31, 2006
- Review the private road policies and services.  
Timeline: August 31, 2006
- Implement the remainder of the Rizzo Plan.  
Interim timeline: June 15, 2006  
Long-term timeline: December 31, 2007
- Resolve issues with North End water pressure.  
Timeline: Update, September 30; Finalize, December 31, 2006

It was determined that all remaining issues originally identified in the discussion groups could be addressed under the three broad objectives developed above.

*Final note:*

Now that the council has identified their objectives and goals, the matter of developing tactics and strategies to accomplish these goals falls to the City Manager.