



Best-Practices Municipal Business Management System Framework

After weeks of on-going coordination with Dover City Manager, Mike Joyal, I have successfully championed the initiation of employing a Baldrige-inspired business framework for a City of Dover non-profit municipal business management system of excellence in order to create transparency in Dover's core business deliverable service areas, corresponding subordinate core business process areas, and their cascading aligned and fiscally prioritized essential services in accordance with statutory, regulatory, accreditation, certification and/or fiscal requirements. At the Dover City Council Goals & Objectives Workshop on January 28, 2012 the City Council and City's senior management team embraced a Communications Goal objective to authorize the implementation of a performance measurement management system to advance more transparently efficient and effective municipal business outcomes for our citizens and businesses.

The underlying theme for doing this is to reconfigure and/or retool Dover's existing business management system in accordance with business best-practices deployed strategy and execution across a Strategy Map and Balanced Scorecard's business driver perspectives, i.e., Stakeholders; Financial Stewardship; Internal Business Processes; and Learning and Growth. Planning will be driven by assigning measurable objectives described by bench marking's key performance indicators and metrics. The execution of these objectives will require that the City's demonstrated performance will be routinely measured and analyzed to determine whether Dover is getting planned results across all of the City's core service areas. Successful execution that render or exceed planned results may allow for fiscal surpluses that can be reprogrammed to finance heretofore unfinanced requirements; or equally as important, corrective actions will be considered and implemented when planned performance fails to meet benchmarked expectations.

This is an exciting giant step forward to create a seamless and transparent business management system of excellence that can be easily represented and understood by all our Community's citizens, businesses, and civil servants, alike. I will be the City Council's Champion to advocate and support this process throughout my tenure as Ward 3's City Councilor. I wish to emphasize that this is NOT about Mike Crago, but rather about me seeking to facilitate a cooperative and pro-active nine-member City Council to provide insightful and energetic governance leadership in support of a very accomplished and effective City Management Team to continue what they are doing already: Running Dover's \$100M Non-Profit Municipal Corporate Business Enterprise. **THIS IS NOT ABOUT US REINVENTING THE WHEEL, BUT RATHER ABOUT US RE-TOOLING THE WAGON.** This innovation and pursuit of planned transparency will lead to our City being more capable to consistently achieve planned business results. The ALL-ESSENTIAL PEOPLE FACTOR is about engendering cooperative buy-in and the enthusiastic participation from your City Government to synergistically work together to accomplish shared measureable municipal business goals and objectives.

INFORMATION PAPER
June 12, 2012 City Council Workshop Hand-Out #1, Cont.

I invite and encourage all of Ward 3 and the City's at-large neighbors and businesses to work to support this change management from both the Governance and Administrative Management sides of Dover's city government fence. As our City Council Champion, I will continue to work closely with the City Manager to provide our community routine on-going status and feedback, while we receive encouragement and guidance from the Mayor and City Council to optimize support for the City Administration's Management Team during this challenging journey of "continuing improvement" that may well take several years to fully implement to a satisfying and successful conclusion.

Dover's reward could and should be recognition as one of very few cities in America who will have implemented best-practices management improvements successfully, not to mention the potential recognition that Dover might receive by earning the Granite State's Quality Award and/or pursuing the Malcolm Baldrige National Quality Award. Moreover, Dover will become even more of a "stand-out" New England Maine Street Community for discriminating potential and existing residents and businesses by offering yet another cogent reason why the Garrison City is one heck of a great place for families and businesses to call "home" or their "corporate base of operations."

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