

Town of Dover

FY '21 Year-in-review



FY '21 BOARD OF SELECTMEN GOALS

GOAL	FOCUS AREA	STATUS
1. Modernization	Better Leverage Website	Nearing Completion
	Develop Townwide Culture of Management	Complete
2. Long-term Financial Planning	Implement Financial Reserve Policies	Complete
	Implement DOR Report Recommendations	Complete
	Implement Internal Financial Control Policies	Complete / Incomplete
3. Land Use / Open Space	Hale Reservation	Complete
	Land Use Department Head	Complete
	Master Planning	In Progress
	Water Resources	Complete
4. Town Governance Structure	Support Dover's Volunteer Base	Nearing Completion
	Create Synergy Between Boards & Committees	Complete
	Evaluate Dover's Government Structure	Complete / Incomplete

GOAL 1. Modernization

FOCUS AREA 1. Better Leverage Website

LEAD/S. Website Team; IT Team

ACCOMPLISHMENTS	STATUS
Issued survey to gauge public feedback on new website & incorporated changes (<i>new images; reduced number of clicks to subpages; one-click meeting agendas</i>)	Complete
Identified and implemented online tools to expand website utility and improve resident experience (<i>online transfer station stickers, burn permits & special alcohol licenses</i>)	Complete
Developed website admin. team to ensure consistency and regularity for website updates	Complete
Expanded social media team and consolidated Town accounts to bolster content and presence	Complete

NEXT STEPS	STATUS	TARGET DATE
Finalize training plan and user curriculum	Nearing Completion	May 31

GOAL 1. Modernization

FOCUS AREA 2. Develop Townwide Culture of Management

LEAD/S. Administration

ACCOMPLISHMENTS	STATUS
Developed project plans in core focus areas (<i>HR Audit Recommendations; DOR Financial Management Review Recommendations; Time & Attendance Implementation; Website</i>)	Complete
Established regular management & staff training sessions focused on: management; liability; customer service; Town personnel policies	Complete
Codified and improved processes to formally document standard operating procedures (<i>email policy; social media policy; surplus property</i>)	Complete

GOAL 2. Long-term Financial Planning

FOCUS AREA 1. Implement Financial Reserve Policies

LEAD/S. Finance Team; Reserve Policy Taskforce

ACCOMPLISHMENTS	STATUS
Finalized Capital Reserve Fund Presentation	Complete
Presented to Capital Budget Committee for feedback and endorsement	Complete
Capital Reserve Fund Approved at Town Meeting	Complete

NEXT STEPS (FY'22)	TARGET DATE
Draft Capital Reserve Funding Policy for BOS approval	TBD

GOAL 2. Long-term Financial Planning

FOCUS AREA 2. Implement DOR Report Recommendations

LEAD/S. Finance Team

ACCOMPLISHMENTS	STATUS
Developed work plan and prioritized operational recommendations for implementation	Complete
Implemented internal operational recommendations (<i>expanded utility of Vadair; eliminated redundant paper processes</i>)	Complete
Contracted Cash Management Services (Lock box)	Complete
Implement electronic time & attendance and AP processing (First half of departments)	Nearing Completion (July 1)

NEXT STEPS (FY'22)	TARGET DATE
Present the next phase of DOR recommendations for implementation to BOS	TBD

GOAL 2. Long-term Financial Planning

FOCUS AREA 3. Implement Internal Financial Control Policies

LEAD/S. Finance Team

ACCOMPLISHMENTS	STATUS
Created and issued budget reports for BOS and other stakeholders	Complete
Developed internal policies / procedure manual for finance team processes	Complete

NEXT STEPS (FY'22)	TARGET DATE
Finalize internal policies / procedure manual (<i>Carryover from FY'21</i>)	TBD

GOAL 3. Land Use / Open Space

FOCUS AREA 1. Hale Reservation

LEAD/S. Hale Taskforce; Administration

ACCOMPLISHMENTS	STATUS
Contracted with an appraisal firm to gauge market value of property	Complete

NEXT STEPS (FY'22)	TARGET DATE
Review appraisal and develop recommendation	TBD

GOAL 3. Land Use / Open Space

FOCUS AREA 2. Land Use Department Head
LEAD/S. Planning Board; Administration

ACCOMPLISHMENTS	STATUS
Recruit a Land Use Department Head to support and lead the Town's land use initiatives	Complete



Courtney Starling
Land Use Director

GOAL 3. Land Use / Open Space

FOCUS AREA 3. Master Planning

LEAD/S. Planning Board; Administration

ACTION ITEMS	STATUS	TARGET DATE
Land Use Director & Planning Board are prioritizing core components of Master Plan (housing, open space, transportation) before undertaking a revised Master Plan	In progress	September 2021
Framework of a housing production plan has been constructed, work to continue thru Spring	In progress	June 2021
Open Space Plan is nearing completion; a requirement for Dover to access open space funding opportunities	In progress	September 2021

GOAL 3. Land Use / Open Space

FOCUS AREA 4. Water Resources

LEAD/S. Administration

ACCOMPLISHMENTS	STATUS
Negotiated new agreement with Colonial Water Company to provide for system improvements (leak detection) and biannual updates to the community	Complete
Received funding at 2021 ATM for evaluation of long-term options and recommendations for water resources	Complete

NEXT STEPS (FY'22)	TARGET DATE
Draft RFQ for water consultant	TBD
Draft water conservation bylaw options for BOS considerations	TBD
Build dedicated webpage for water-related resources	TBD

GOAL 4. Government Structure

FOCUS AREA 1. Support Dover's Volunteer Base
LEAD/S. Human Resources

ACTION ITEMS	STATUS	TARGET DATE
Develop a training curriculum for boards and committees	Nearing Completion	June 30
Create a volunteer handbook	Nearing Completion	June 30

ACCOMPLISHMENTS	STATUS
Hosted volunteer training sessions on Open Meeting Law; Public Records Law; Affordable Housing	Complete
Hold monthly office hours with Town Counsel	Complete

GOAL 4. Government Structure

FOCUS AREA 2. Create Synergy Between Boards & Committees

LEAD/S. All Boards and Committees

ACCOMPLISHMENTS	STATUS
Working with Park & Rec and Cemetery Commissions on DPW organizational assessment (see goal 4.3)	Complete
Working with Capital Budget Committee and Warrant Committee on capital stabilization fund (see goal 2.1)	Complete
Partnering with Warrant Committee on budget process synchronization	Complete

GOAL 4. Government Structure

FOCUS AREA 3. Evaluate Dover's Government Structure
LEAD/S. Administration

ACCOMPLISHMENTS	STATUS
Conduct a DPW organizational assessment	Complete

NEXT STEPS (FY'22)	TARGET DATE
Finalize DPW assessment into action plan, present to the BOS and implement	TBD
Begin the process of a charter review (Carryover from FY'21)	TBD

Additional Notable Achievements & Ongoing Projects

PROJECT	FY21
Space Needs Assessment	Complete
Digitized Online Forms	Complete
Common Victualler License Implementation	Complete
Compensation Update	Complete
Transitioned Town Network to Active Directory	Complete
Implemented Help Desk Ticketing System for IT Needs	Complete
Caryl Community Center Building Project	In progress
Solar Proposal at Town Garage	In progress
Develop Protocols for Document Retention & Electronic Storage	In progress
Classification Update	In progress
Small Town Performance Benchmarking	In progress
Budget Book & Performance Indicators	In progress