

<b>TOWN OF SOUTH BETHANY TOWN COUNCIL WORKSHOP MEETING MINUTES APRIL 24, 2014</b>
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**MEETING CALLED TO ORDER**

Mayor Jankowski called the April 24, 2014, Town Council Workshop Meeting to order at 5:00 p.m. Mayor Jankowski amended the agenda by deleting Agenda Item 7, Budget Preparation Process Policy Guidelines. There were no objections.

**ATTENDANCE**

PRESENT: Mayor Kathy Jankowski; Councilpersons Al Rae, Jim Gross, Tony Caputo, Sue Callaway, George Junkin, and Pat Voveris; Town Manager Melvin Cusick; Code Enforcement Constable Joseph Hinks; and Finance Director Renee McDorman

**PUBLIC COMMENT PERIOD**

There were no comments from the public.

**ADOPTION OF MINUTES – APRIL 11, 2014, TOWN COUNCIL REGULAR MEETING MINUTES**

A motion was made by Councilman Caputo, seconded by Councilman Junkin, to accept the April 11, 2014, Town Council Regular Meeting Minutes. The motion was unanimously carried.

**DISCUSSION AND POSSIBLE VOTE ON DEVELOPING AN ORDINANCE REGARDING FIRE PITS CONSTRUCTED IN SOUTH BETHANY**

Mayor Jankowski thanked Councilwoman Voveris for supplying Council with a packet of information on this subject. The packet included: 1) Local laws on fire pit regulations, 2) Bethany Beach Code, 3) Fire Code Enforcement – State Organizational Chart, 4) Email from Joe Hinks, South Bethany Code Enforcement Constable, 5) Illustration from the internet on one town's requirements, and 6) Allstate Insurance article on fire pits. In addition, Mayor Jankowski provided a letter to Council from South Bethany property owner Scott Weitz asking Council to reconsider allowing permanent fire pits in the rear setback area. Councilman Gross noted that portable fire pits are not prohibited in South Bethany. Councilman Gross also noted that permanent fire pits are considered structures, and Town Code does not allow structures in the setback area.

Mayor Jankowski asked Council if this was something Council wanted to put on the list of ordinances that the Charter and Code Committee is reviewing. Councilman Gross believes Council should make some recommendations rather than just turning it over to the Charter and Code Committee. When considering the vegetation, the closeness of the houses, the wood structures, and the wind, Councilwoman Voveris stated that it does not seem like there is enough room on most of the properties in South Bethany to have a fire pit safely burning. Councilman Rae stated that he is concerned with the pine needles in South Bethany, adding that pine needles caused the fire on Anchorage Drive a couple of years ago.

The question was raised if fire pits are any more dangerous than grills. The question was also raised if permanent fire pits are any worse than portable fire pits.

Councilman Gross said Bethany Beach's ordinance regarding fire pits would be a foundation for the development of an ordinance for South Bethany.

It was suggested to invite a representative from the Bethany Beach Volunteer Fire Company to talk to Council about this issue.

The Town Manager and/or the Code Enforcement Constable will contact Bethany Beach to see if they are having any problems enforcing their ordinance regarding fire pits and report back to Council.

### **FIXED ASSET CAPITALIZATION AND DEPRECIATION POLICY GUIDELINES**

Councilman Caputo deferred this item until the May 22, 2014, Town Council Workshop Meeting.

### **DISCUSSION AND POSSIBLE VOTE ON THE MOBI-MAT ADJUNCT COMMITTEE RECOMMENDATIONS REGARDING MOVING MOBI-MATS TO SANDPIPER VILLAGE'S NORTH BEACH ENTRANCE**

Councilman Rae stated that the Mobi-Mat Adjunct Committee met yesterday, April 23. The committee discussed that the options were the Town could buy two more Mobi-Mat's, move two Mobi-Mats, or do nothing. Councilman Rae stated that the committee did not have a consensus on any of these options and therefore the committee did not have a recommendation. Councilman Rae stated that after hearing from the Town Manager it did not seem like it would be wise to move two Mobi-Mats from another location in South Bethany to Sandpiper Village. Councilman Rae's personal recommendation is for the Town to buy two Mobi-Mats for \$9,500 with the expectation of having half of that offset by a state grant. After discussion, Councilman Rae said that he will pass on this issue for now.

### **DISCUSSION REGARDING SOUTH BETHANY'S 10 YEAR COMPREHENSIVE PLAN UPDATE – ADOPTION SHOULD BE COMPLETED BY JULY 2016**

During discussion, Council agreed that some of the questions on the previous survey are still pertinent. Council agreed that there are additional items of concern not covered on the previous survey to add to the list. Council agreed that at the May Town Council Workshop Meeting Council will discuss a list of items to give to the Planning Commission to consider on the survey. Councilman Junkin said he will email the previous survey (without the results) to Council.

### **DISCUSSION AND REVIEW OF THE TOWN'S STRATEGIC PLANNING STRATEGIES DOCUMENT**

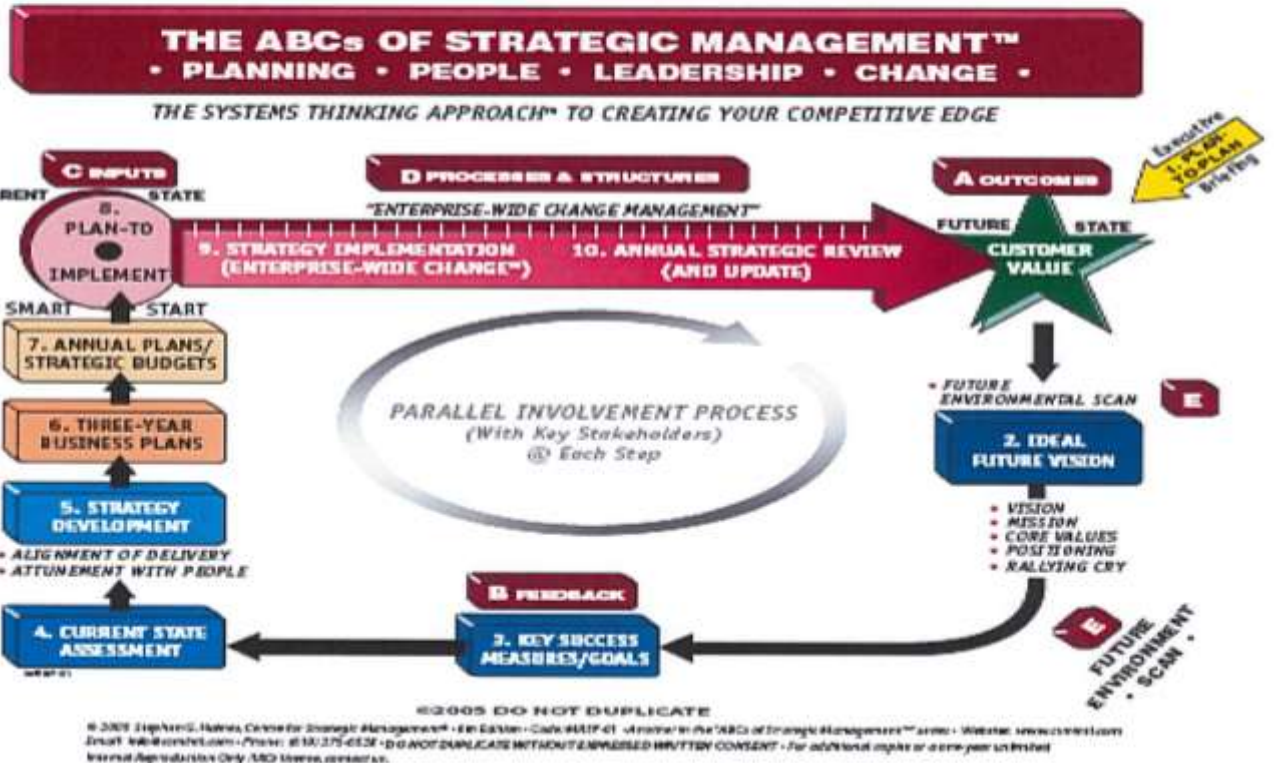
Mayor Jankowski and Planning Commission Member/Budget and Finance Committee Member Joe Conway presented the following PowerPoint Presentation:



## **What we are doing here today?**

- Review what Planning Commission proposed and status
- Discuss and hopefully agree on integrated processes
- Approve process for reporting status of Goals and Objectives on a monthly basis.
- Determine who will "lead" this effort going forward.

# This Is the Generic Process Presented at Aug.'13 W/S by PC



## What Was Asked of Council?

- Approve draft Vision, Mission, Core Values and Principles statements to initiate the process.
- ✓ Post same on Town web site for comment.
- Pending comments and revisions, adopt at subsequent Town Council meeting in Sep.
- ✓ Proposed leads for Goals and Objectives form support teams and develop proposed objectives strategies and annual plans.

## Initial Rationale Has Been Updated

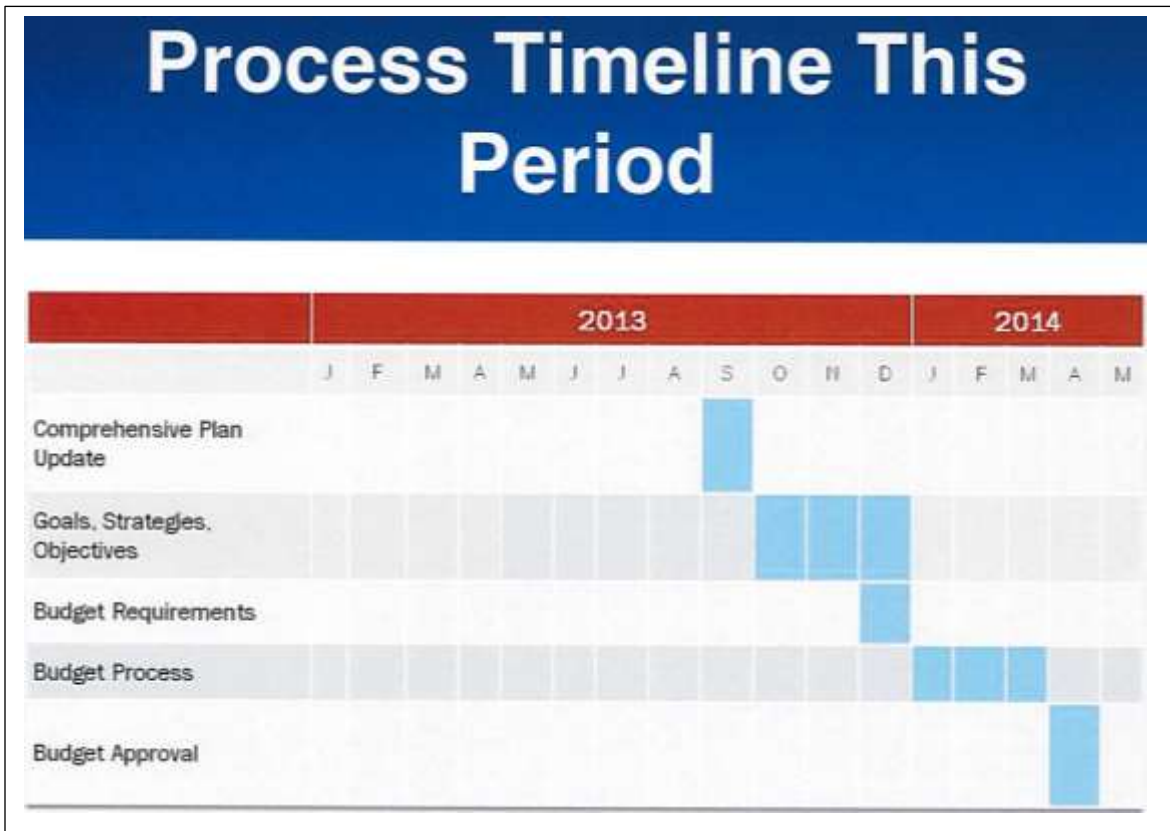
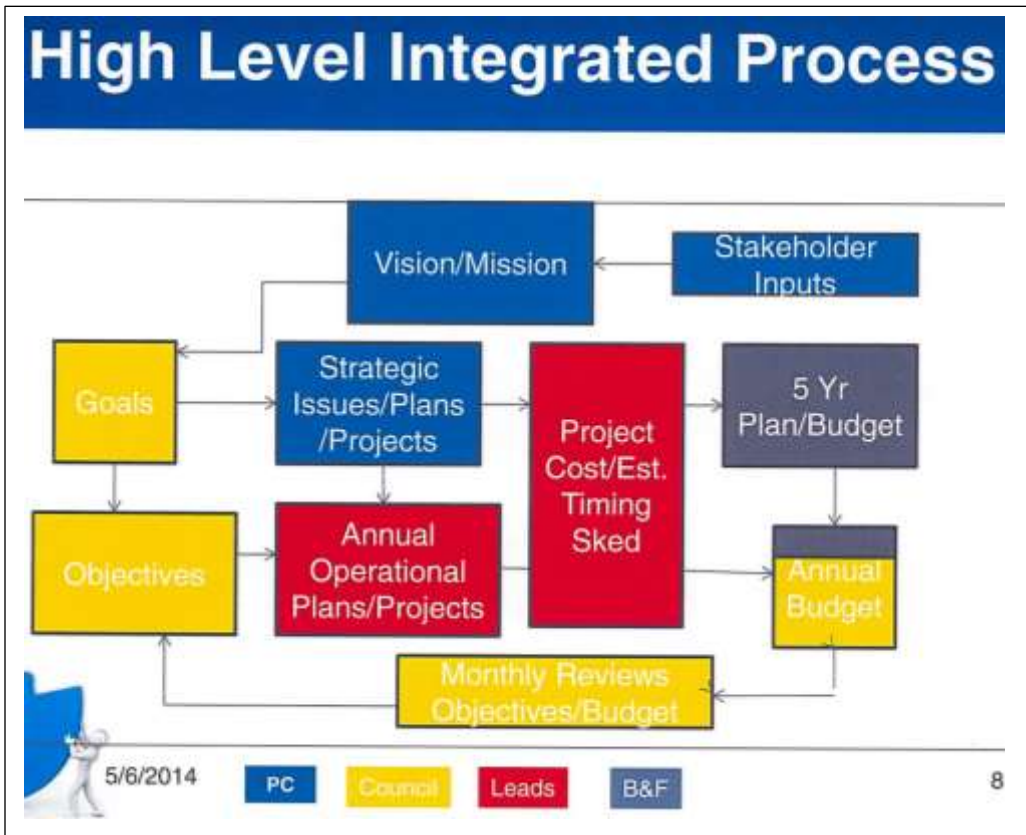
- Initially the rationale to do this was because it provided
  - An enduring basis for the Town's long range plans, and associated programs
  - Alignment of Council, Staff and Committees' activities with measureable, approved program and goals.
  - A process for annual review of associated objectives and performance.
- But, in looking for more tangible payoff, we did some research within GFOA resources.
- .....more research shows a direct relationship to further Improving our Budget Practices.

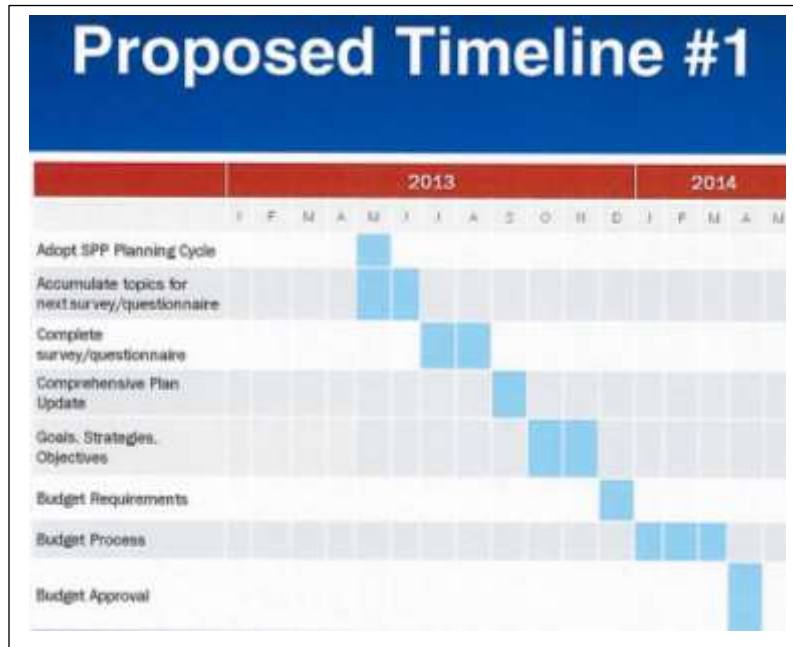
## Budget Process

- Council and/or Committees need to prepare a list of Activities and Programs that support their Vision for the Town. The Planning Commission could take the lead and be responsible for the list of Activities and Programs.
- The Planning Commission's Vision Statement of Activities and Programs need time lines for conducting, accomplishing and maintaining Activities and Programs over a 5 year span.
- The Activities and Programs would be included, about 3 pages, in the Annual Budget through input from Committees. Estimated costs would be the responsibility of the Planning Commission who would work with Melvin and Renee to prepare a matrix of that lists the Programs and Activities in the left column and Departmental and Committee Budgets across the top of columns to the right. Estimated costs would be placed into cells where the Departmental and Committee budgets intersect with Programs and Activities.
- The Planning Commission will fit into the annual Budget cycle just as any Department committee having budget responsibility.









## Monthly Review of Strategy Document

- Each “Lead” Review:
  - Objectives completed
  - Objectives due within next 2 months
- Report on:
  - Measurement (what was accomplished or will be accomplished by due date)
  - Status of budget associated with objective
  - Challenges/issues

## Workshop Monthly Report

2014 OBJECTIVES	OBJECTIVE MEASUREMENT	2014 MEASUREMENT GOAL	Lead	When	5/1/14 - 4/30/15 BUDGET REQUIREMENT	CHALLENGES/ISSUES
1.1.2 Schedule with DNREC to fix all beach walkways <b>Priority</b> prior to Memorial Day weekend.	Town Manager has scheduled with DNREC	Walkway schedule is complete	Melvin Cusick Town Manager	2/15/2014	\$10,000 Walkways and Dune Maintenance for South Bathing portion of walkways.	Budget and economic restrictions
1.1.3 DNREC fixes all beach walkways by Memorial Day	DNREC fixes all beach walkways by May 15, 2014	Beach walkways are fixed	Melvin Cusick Town Manager / Kathy Jankowski Mayor	3/15/2014	Might have to contract to fix our side of the dunes	Sometimes requires political pressure

## What I Am Asking Today

- ? Approve plan to integrate processes more fully.
- Approve process for reporting status of Goals and Objectives on a monthly basis.
- Determine “lead” for moving integrated process forward.

## This Is How Our Integrated Process Aligns With the Core Process



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Mayor Jankowski stated that the Strategic Planning Project is one of the things she was hoping Council could get into place before she left office.

During the presentation, Joe Conway made the following points:

- This is a generic process that can be applied to any size enterprise and it doesn't have to consume resources – South Bethany does not have full budget people, full strategic planning committees, etc.
- At the August Town Council Workshop Meeting the Planning Commission presented to Council a draft Vision Statement, Mission Statement, and core values (products that initiate the process). The Planning Commission did a lot of research on vision statements in terms of tense, wording, etc. Council was asked to approve the Vision Statement by September 2013. The Planning Commission needs to have the Vision Statement approved to kick off the next Comprehensive Plan (CP) update. The Planning Commission would like Council to take a vote to approve the Vision Statement. The Vision Statement can always be tweaked in the future. Because Council stepped out to do this under Mayor Jankowski's leadership, Mr. Conway believes Council owes it to Mayor Jankowski to approve a Vision Statement.
- The key to developing a budget is to get broad goals to guide the decision making - develop approaches to achieving the goals with specific plans, programs, and strategies. This is what the Strategic Planning Project matrix is.
- It makes budgeting easier if the budgeting process is formed by strategic goals from the Comprehensive Plan and Council's goals and objectives that are ongoing for a multi-year achievement. The idea of pulling these things together to be on the front end of the budgeting process is going to help the Finance Director, the Town Manager, and the Budget and Finance Committee as they go through the budgeting process.
- One of the benefits of the Strategic Planning Project is that when the Town goes through the annual Comprehensive Plan Update there is a set of goals that are aligned with the Vision Statement, and the objectives for the period of the Comprehensive Plan are defined. It is easy to extract the status of what has been achieved over the course of the year or what has been planned over the course of the next year. This document not only serves to hold people accountable for what they said they might do, but it also serves to inform the comprehensive planning group on how well the Town is doing relative to what's planned to be done.

Councilman Junkin stated that Council has wasted time "wordsmithing" the Vision Statement. He added that all of the variations of the Vision Statement say essentially the same thing. Councilman Junkin said he could accept any of the most recent Vision Statements that have been proposed. Council discussed the various proposed Vision Statements. Council agreed to vote on approving a Vision Statement in May.

Councilman Caputo stated that he found that the Town does not have the resources to recast on an ongoing basis a three year projection within the budget preparation timeframe. This involves a lot of work for the Finance Director. Councilman Caputo stated that if Council approves the plan he knows this is an area that is going to fail.

Slide 7 [Planning Processes (simplified)]: Councilman Junkin asked what Property Owner's Requirements means. Mayor Jankowski said that would be the CP survey or questionnaire. Councilman Junkin verified if Long-Range Finance meant long-range planning for budgeting. Mayor Jankowski said yes. Mr. Conway stated that there is probably a fourth bullet that might be added under Budget Process (Budget & Finance Committee) – Reserves Policy and Recommendations for Reserve Funding. Mayor Jankowski agreed.

Slide 11 (Proposed Process Timeline #2): Councilman Gross stated that he does not understand the value of pushing the Budget Process back into the previous calendar year (October, November, and December). Councilwoman Voveris added that the Town would only have six months' worth of



information. Mr. Conway stated that many property owners are not in South Bethany in January, February, and March including some members of the Budget and Finance Committee. This limits the resources the Town has to pull from. There is a higher probability that these resources will be in town during the spring, summer, and fall. Councilman Rae stated that strategic planning could be done in October, November, and December. Mayor Jankowski and Mr. Conway agreed.

Slide 8 (High Level Integrated Process): Regarding 5 Yr Plan/Budget, the Town Manager does not agree with projecting an operational budget out five years. The Town Manager noted that a lot of the Town's items are dependent on the State budget. Mr. Conway and Mayor Jankowski said it could be 3 years. Mayor Jankowski said the idea is it is more than the annual budget. After discussion, Mr. Conway and Mayor Jankowski agreed that five years might be the wrong number and that three years was fine.

Slide 12 (Monthly Review of Strategy Document): Mayor Jankowski suggested that each lead review their Strategic Planning Project objectives every month at a workshop. Councilman Junkin disagreed with having a monthly review at a workshop. After further discussion, Mayor Jankowski agreed. Councilman Junkin suggested that there needs to be an "objectives manager" who periodically reviews the document one on one with the lead, updates the document, and distributes the updated document to Council. Mayor Jankowski, Mr. Conway, and Councilwoman Callaway agreed. Councilman Junkin stated that he thinks the Strategic Planning Project is a good idea but his concern is who the "objectives manager" will be and that the Strategic Planning Project will not work without an "objectives manager". Mayor Jankowski agreed and noted that in the PowerPoint Presentation she asks that Council "Determine 'lead' for moving integrated process forward". There was a discussion on who the "objectives manager" would be. Mr. Conway suggested filling the Planning Commission vacancy with someone who would act as the "objectives manager" for accumulating changes to the document.

Councilman Rae asked Mr. Conway if there was a way to automate the document updating process – any one source software. Mr. Conway said yes and suggested putting the matrix (the Excel Worksheet) online, give the leads a password, the leads can edit their sections of the document in red, and after the next meeting the agreed changes become black. Councilman Gross and Councilman Rae agreed that the leads could update the form. Councilman Rae said he will look into available software for the process.

Mayor Jankowski said she would like to set up a time to meet with the leads individually to finish filling in the strategic planning document so that it is finished by the middle of May. However, Mayor Jankowski questions what is going to happen going forward. Mr. Conway suggested that a group of two or three people (the Town Manager, Mayor Jankowski, someone from the Planning Commission, and a few leads) ought to look into finding the most efficient way to manage the Strategic Planning Project so that it is not resource intensive and it is not duplicative, and report back before the May 22, 2014, Town Council Workshop Meeting. Councilman Junkin and Councilwoman Callaway agreed, but Councilman Junkin said he does not believe it can be successful until an "objectives manager" has been assigned. Mayor Jankowski stated that if there isn't somebody who is going to drive the process to make people keep the information up to date it won't work.

Councilman Rae asked if a quarterly update/review would be adequate. Councilman Junkin, Mayor Jankowski, Councilman Gross, and Mr. Conway agreed that monthly updates/reviews were appropriate. Mr. Conway said the recommendation from a consultant's perspective would be a monthly approach. He added that if Council finds there are not enough changes monthly, Council could modify that.

Councilman Junkin suggested that Mr. Conway could be the "objectives manager". Mr. Conway said he could be but he would have to be appointed. Councilman Junkin stated that he is concerned about doing any of the work for the strategic planning document without having a candidate for the "objectives manager". Mayor Jankowski agreed.

Mr. Conway suggested that Council approve the plan/process contingent on a lead being identified to implement the process. Then Council could approach the Planning Commission to fill the Planning Commission vacancy with someone who would be the "objectives manager".

Councilman Junkin stated that Council could not vote on it today because it is not on the agenda. Councilman Junkin said Council could vote on it at the Town Council Meeting.

Councilwoman Callaway asked Councilwoman Voveris for her view on the issue. Councilwoman Voveris said she would like to take a careful look at the strategic planning document. Councilwoman Voveris stated that she has not been involved with the process because she is not one of the committee people who is leading or giving input. She added that she has not looked at the document in a long time. Councilwoman Voveris said she would like to talk to the Town Manager about it.

Councilwoman Callaway said that the document does give continuity to a changing Council. Mr. Conway said that is one of the things that is a byproduct of this process.

Councilwoman Callaway believes Council has an obligation to continue with the process because of the time, effort, and money spent on it, and she remembers Council voting and agreeing to move forward with it.

Councilwoman Voveris asked Councilman Gross (previous Planning Commission liaison) if he thought it made sense for a Planning Commission member to take charge of the document. From a hierarchy and acceptancy viewpoint, Councilman Gross believes it would be better if the "objectives manager" was a member of Town Council, however Councilman Gross said he is not saying that has to be done. Councilwoman Voveris suggested that the Planning Commission Liaison take charge of the document. There was agreement expressed by some council members.

The Town Manager expressed his concern of the staff being burdened with keeping the document up-to-date noting that it was his understanding that the staff was not supposed to take on this task.

Mayor Jankowski said her idea was to make the document available to the public. Councilman Junkin suggested putting the document on the Town's website.

Councilman Caputo said he believes this can only be successful if there is the right person managing and maintaining the document because of the personnel turnover, the personalities of personnel, and the varying computing skill levels in personnel. Councilman Caputo believes it needs to be simplified down.

Councilwoman Voveris said she will study the document this weekend.

Councilman Rae asked Mr. Conway if the "best practices" website had anything in regards to reporting. Mr. Conway said he will look into it.

To take back to the Planning Commission, Mr. Conway asked if there was a sense that Council wants to proceed with the adoption of the integrated processes. Council made the following comments:

- Councilman Gross said he thinks Council wants to proceed.
- Councilman Junkin said he thinks that is what everybody said.
- Councilwoman Callaway thinks that Joe Conway, Mayor Jankowski, Dick Oliver, and maybe Melvin Cusick would be the ones to look at the process and come back with a recommendation.
- Councilman Junkin does not think much can be done until there is an "objectives manager". Councilman Junkin thinks what Council has said is they like the idea if the right person is assigned as the "objectives manager".
- Mayor Jankowski said we need to find a person, a resource, with the skill set of what needs to be done.
- Councilman Junkin said he thinks the mayor should manage the document. Councilman Caputo said that is not a bad alternative as long as it can be set up efficiently. Mr. Conway said the mayor is responsible, but the mayor needs to rely on someone to provide that support.

Mr. Conway said we will take this back to the Planning Commission and we will tell Dick Oliver (Planning Commission Chairman) that we need to get together. Mr. Conway said the Town Manager needs to participate in the meeting in order to move forward. The Town Manager said it will depend on what day the meeting is because the Town is busy trying to get everything ready for the summer season. The Town Manager told Mr. Conway to send him the meeting dates.

The Town Council thanked Joe Conway for his participation.

#### **DISCUSSION AND POSSIBLE VOTE ON DEVELOPING AN ORDINANCE REGARDING NO SMOKING ON SOUTH BETHANY'S BEACH**

Council had a packet prepared by Councilwoman Voveris on the history of Council's discussions regarding no smoking on South Bethany's beach.

Council agreed it would be appropriate to put the question of "no smoking on South Bethany's beach" on the upcoming town survey.

#### **DISCUSSION AND POSSIBLE VOTE ON APPROVAL OF THE MAY FELERSKI DEDICATION CEREMONY AND PLAQUE**

Mayor Jankowski showed Council the plaque. Council agreed that the plaque was very nice. Mayor Jankowski said the cost of the plaque was \$112, and the company that made the plaque was Etch Art out of Salisbury. The Town Manager stated that the Town budgeted \$200 for the plaque.

Mayor Jankowski said the date for the ceremony is Sunday, May 25, (Memorial Day weekend) at 1 p.m. The ceremony will be hosted jointly by the Town and the South Bethany Historical Society. The refreshments are going to be provided by the Historical Society.

There will be an article in the ZEPHYR about it and a news update will go out.

Mayor Jankowski has been working with the Historical Society and with Carolyn Marcello (May Felerski's sister), and they have some people who will be speakers and they are working on a list of others.

Councilman Caputo asked if there was going to be any lettering to accompany the plaque above the door. After discussion, Council agreed to have brass letters on wood the same as the plaque with a nice polished background. Mayor Jankowski asked the Town Manager to talk to Etch Art about lettering above the door frame (measured to the width of the door frame) – however big the letters can be. The Town Manager suggested that the lettering could be on two lines. Council agreed the lettering should say "The May Felerski Room".

#### **PUBLIC COMMENT PERIOD**

There were no comments from the public.

#### **ADJOURNMENT**

At 7:30 p.m., a motion was made by Councilman Gross, seconded by Councilwoman Voveris to adjourn the April 24, 2014, Town Council Workshop Meeting. The motion was unanimously carried.