

<b>TOWN OF SOUTH BETHANY TOWN COUNCIL WORKSHOP MEETING MINUTES AUGUST 22, 2013</b>
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**MEETING CALLED TO ORDER**

Mayor Jankowski called the August 22, 2013, Town Council Workshop Meeting to order at 5:00 p.m.

**ATTENDANCE**

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

**PUBLIC COMMENT PERIOD**

There were no comments from the public.

**DISCUSSION OF BUILDING PERMIT FEES – TO SIMPLIFY AND CLARIFY**

Councilman Gross stated that at the July 25, 2013, Town Council Workshop Meeting Council agreed to clarify and simplify the building permit fees. Councilman Gross stated that the square foot area as applied to many items does not work well. Councilman Gross stated that he thinks it was agreed that there are many items that are not covered that have \$50 fees now that need to be looked at and that cost is a better way than square foot for most items and can be applied to everything. Since the July 25, 2013, Town Council Workshop Meeting Councilman Gross distributed information to Council on the \$50 permit fees and Councilman Gross met with the South Bethany Charter and Code Committee. Councilman Gross stated that the Charter and Code Committee endorsed his proposal. In regard to the fee percentage that might be applied, the Charter and Code Committee were comfortable with either of the two that Councilman Gross set forth. Councilman Gross noted that the ICC Index has gone up in August from 1.07 to 1.10. The following is Councilman Gross' proposal:

**South Bethany Building Permit Fees  
(proposed approach)**

1. Principal Buildings, Additions and Substantial Improvements.  
% x ICC Index x floor area
2. Accessory Buildings and all other construction, including renovations, remodeling and alterations.  
% x Construction cost satisfactory to the Code Enforcement Official.

The following exceptions and conditions apply:

- o Construction cost for a project is a contract or bid by a licensed contractor or a detailed estimate which may include labor, time and rates by trade and materials description, quantities and unit cost.
- o The minimum permit fee is \$50.00
- o No permit is required for construction costing less than \$500.00
- o No permit is required for maintenance and ordinary repairs [see Code 145-68A(1)], nor for one-on-one replacement of some items [see Code 145-68A(6)].

The following is a table Councilman Gross presented on the impact of the percentage that might be applied:

**Fee Schedule Percentage to be Applied**

<b>Data from fiscal year 2013</b>	<b>Percent</b>	<b>Construction Costs (\$)</b>	<b>ICC Area (sq. ft.)</b>	<b>Building Permit Fees (\$)</b>
Building Projects (S B fees items 1-7) 2.15% X ICC X sq. ft. (Permits Based on sq. ft.)	2.15%	NA	45,730	105,200
96 Projects (S B fees item 11 and unspecified) \$50 Building Permit		938,880	NA	4,800
Total Building Fees Collected				\$110,000
<b>New Proposal (2.00%)</b>				
Principal Buildings, Additions and Substantial Improvements. (Permits Based on sq. ft. cost) 2.00% X ICC X sq. ft.	2.00%	NA	45,730	97,860
Accessory Buildings and all Other.(Permit Based on Construction Costs) 2.00% X Construction Cost	2.00%	938,880		18,780
Hypothetical Total Building Permit Fees				\$116,640
<b>New Proposal (1.90%)</b>				
Principal Buildings, Additions and Substantial Improvements. (Permit Based on sq. ft. cost) 1.90% X ICC X sq. ft.	1.90%	NA	45,730	93,000
Accessory Buildings and all other. (Permit Based on Construction Costs) 1.90% X Construction Cost	1.90%	938,880		17,800
Hypothetical Total Building Fees				\$110,800
<b>current ICC = \$ 107 / sq. ft.</b>				

Councilwoman Voveris asked Councilman Gross why he had approached the Charter and Code Committee rather than the Budget and Finance Committee. Councilman Gross replied because of the experience and background that the members of the Charter and Code Committee have in matters of the Code.

Councilwoman Callaway asked Councilman Gross if he is proposing changing the existing Building Permit Fee (ICC Index x 2.15% per square foot) to either ICC Index x 2.0% per square foot or ICC Index x 1.9% per square foot. Councilman Gross said yes and he would favor 1.9%, but he would be comfortable with 2.0% which would have a 5% contingency because this is a change and he is not sure exactly how it will come out. Councilman Gross believes that even at 1.9% the revenue to the Town will increase slightly.

Referring to the Fee Schedule Percentage to be Applied table on the previous page, Councilman Gross explained that if you apply his proposal at 2%, the Town generates less for new construction but generates more for projects that previously had a building permit fee of \$50. Councilman Gross stated that some of the projects permitted at \$50 in FY 2013 exceeded \$50,000 in value and a number of the projects exceeded \$20,000 in value. Councilman Gross believes this addresses the question of what is fair.

Mayor Jankowski asked why the Town would lower new construction cost. Councilman Gross said in order to be relatively revenue neutral.

Referring to the current Building Permit Fees, Councilwoman Voveris said that Council had just put it in place for June 1 and it was agreed to give it a year to implement to see what the results were. Councilwoman Voveris questioned why Council was looking at changing it already. Councilman Gross stated that in order to clarify the fees Council has to look at the fees that are generated by it as well. Councilwoman Voveris believes new construction should be separate from all the other categories. Mayor Jankowski agreed.

Councilwoman Callaway stated that after talking to the Code Enforcement Constable she understands why the ninety-six \$50 Building Permit Fee projects were \$50. Councilman Gross said a lot of the projects were \$50 permits because they were not defined on the Schedule of Fees. Councilman Rae said this included some very substantial items. Councilman Gross agreed saying that some of them were \$50,000 projects.

Regarding "No permit is required for construction costing less than \$500", Councilman Rae proposed raising \$500 to a minimum of \$1,000. Councilman Gross said he has no problem with that, but he thinks it would be better to leave it at \$500. Councilman Gross stated that he had talked with the former Code Enforcement Constable (Pete Brockstedt) and the current Code Enforcement Constable (Joe Hinks) and they recommended leaving it at \$500. Councilman Gross added that projects costing \$1,000 might violate the Town's code – the requirement of a building permit could catch these violations.

Mayor Jankowski stated that she does not understand why Council would lower the percentage for new construction. Councilman Gross said he is proposing lowering the percentage in order to be revenue neutral under this approach and to help anybody that is building a new house or anybody that is building an addition or doing substantial improvements. Councilwoman Voveris stated that under Councilman Gross' proposed approach Council would be increasing everybody else. Councilwoman Voveris thinks it makes more sense to increase the fees on new construction and substantial renovation. She added that the Town wants people to improve their property. Councilman Gross believes there is nothing that adds as much value to the town as somebody tearing down an old house and building a new house. Mayor Jankowski questioned if reducing the fee by .15% is an encouragement. Councilman Gross said it is in the spirit of fairness. Mayor Jankowski stated that she does not think the Town should lower the percentage on building a new house or tearing down a house and building a new house.

Councilwoman Callaway stated that Council spent a lot of time discussing this in the spring and decided on a set rate for this year's budget. Councilwoman Callaway does not think Council was expecting the new building construction fee to surface again at this time.

**Motion:** A motion was made by Councilman Junkin, seconded by Councilman Rae, that Council keep the 2.15% on Item 1 of Councilman Gross' proposed approach (Principal Buildings, Additions, and Substantial Improvements).

**Vote:** The motion was adopted. (Administrative Assistant's note: Councilman Gross opposed the motion).

**Motion:** A motion was made by Councilman Junkin, seconded by Councilman Gross, that for Item 2 of Councilman Gross' proposed approach the Town charge a fee that is based on the construction cost for those items. (Councilman Junkin said he is not saying what the fee should be, but it should be the same for all of those projects that fall into that category.)

**Discussion:** Councilwoman Callaway believes the Town has a system in place that is fair to property owners. The \$50 permit fee allows the Code Enforcement Constable to be aware of construction that is going on in town and the Code Enforcement Constable follows up with it more than Councilwoman Callaway knew. Councilwoman Callaway said she cannot support the change unless she clearly understands the categories that Councilman Gross is proposing.

Councilman Rae stated that the current building permit fee schedule is not fair to a property owner who is going to build an additional room on their house that costs \$45,000 and they are subject to the square footage fee (the permit fee could be a couple of thousand dollars) versus their neighbor who puts on a new roof, new siding, new windows, new doors and the cost of construction is \$60,000 and they are paying \$50 for a building permit. Councilman Rae said he thinks Councilman Gross is headed in the right direction. Councilman Rae believes Councilman Gross' proposed approach is trying to be fair and that Council is not trying to make more money. Councilman Rae believes Councilman Gross' approach is trying to make it more equivalent so that one job doesn't cost thousands in fees and another job costs \$50 in fees.

Councilman Junkin said it makes sense to have the building permit fee tied to the cost of the project.

Mayor Jankowski stated that she is not clear on what the fee in Councilman Junkin's motion would be applied to. Councilman Junkin said it would apply to projects over \$500 that currently require a \$50 fee. Councilman Gross said exceptions would be the following exclusions that are specific in the Town Code:

- § 145-68A(1) A building permit shall be required for all proposed construction and other development, as defined in § 145-3, including the placement of manufactured homes within the special flood hazard area, those areas shown as Zones A or V on the community's Flood Insurance Rate Map; provided, however, that ordinary repairs necessary to remedy normal wear and tear or natural unavoidable decay and to keep the property in good condition shall not require a building permit.
- § 145-68A(6) A building permit shall be required for all renovation/remodeling/alteration, as defined in § 145-3, where the total cost exceeds \$500, provided that the following shall not require a building permit, regardless of the total cost, including but not limited to items such as: one-for-one replacement of existing appliances, replacement of existing cabinet doors, replacement of existing built-in furniture, replacement of existing countertops, replacement of existing floor coverings, replacement of existing wall coverings, replacement of ceiling fixtures.

Council discussed what percentage to use if Council adopts Councilman Junkin's motion. To try and stay revenue neutral Councilman Gross suggested .4%.

After more discussion Councilwoman Voveris said that she would like to see a printout of the permits issued, the permit fee paid, and what the permit fee would be under the new proposal. Councilwoman Callaway agreed.

During discussion it was noted that the minimum permit fee would still be \$50.

Councilman Rae stated that the objective is not to make more money. He believes the objective is to have less special categories and having everything in one category with one percentage applied to all projects. Councilwoman Callaway stated that there are not that many special categories. Councilwoman Callaway stated that the current building permit fee schedule is not as complicated as she thought.

Mayor Jankowski asked Councilman Junkin to repeat the motion. Councilman Junkin explained that he moved to take what the estimated construction cost is for a project and apply a percentage to it in order to calculate the fee. This would apply to accessory buildings and all other construction, including renovations and remodeling, and all other things that currently require a \$50 permit (these are all items that are not covered in Item 1 of Councilman Gross' proposed approach). Councilman Junkin stated that this is Item 2 on Councilman Gross' proposed approach. Councilman Junkin stated that Council has to negotiate what the percentage should be. Councilman Junkin added that there would be a \$50 minimum permit fee. Councilman Gross noted that the \$50 minimum permit fee is currently in place and does not need to be a part of the motion. Councilman Junkin agreed.

Councilman Rae said he agrees with Councilman Junkin's motion. He added that it is a matter of figuring out what that percentage is so that it is revenue neutral to what we are doing today. Councilwoman Voveris stated that she does not think it can be revenue neutral. Councilwoman Voveris does not believe Council can come up with revenue neutral on the construction cost. Councilman Junkin and Councilman Gross agreed that if the percentage applied is .5% it will be approximately revenue neutral. Councilwoman Voveris said that this proposal could increase a \$50 permit fee to \$200 which is a huge increase. Councilwoman Voveris believes this is the direction it will go by taking a percentage of the construction cost because the current fee is so low at \$50. Councilman Rae believes the same percentage applied to any job is fairer than having some jobs where the Town is charging thousands of dollars for the permit fee and other jobs that cost more are being charged \$50 for the permit fee. Councilman Rae and Councilman Junkin agreed that using a percentage times construction cost is a fair approach.

**Vote:** After more discussion Mayor Jankowski called for a vote. The motion was defeated. (Administrative Assistant's note: Councilwoman Voveris, Councilwoman Callaway, Mayor Jankowski, and Councilman Caputo opposed the motion.)

Mayor Jankowski stated that Council Members want more information – some examples of what people are paying today for certain projects versus what they would pay under Councilman Gross' proposed approach. Mayor Jankowski asked the Council Members who voted against the motion to supply Councilman Gross with some examples of what they want to see as real data.

Councilwoman Callaway stated that she is concerned that home improvement projects are going to accelerate in cost and she does not want that to happen.

Councilwoman Voveris said she would make a copy of the worksheet that the Finance Director had put together for a Budget and Finance Committee Meeting which has costs attached to permits. Mayor Jankowski stressed the importance of all Council Members having the same information.

**Public Comment:** Kent Stephan said if Council is going to stay revenue neutral under Councilman Gross' proposed approach, then Council is going to be lowering the permit fee for new construction. Mayor Jankowski said Council is not lowering the fee for new construction. Mr. Stephan said in that case the math does not work. Mr. Stephan believes the people who live in South Bethany will be paying more and the people who are moving in from the outside will be paying less. Mr. Stephan said it bothers him that neighboring towns use 3% for new construction and South Bethany uses 2.15%. Mr. Stephan believes the voters would be in favor of raising 2.15% to 3% on new construction rather than adopting Councilman Gross' proposed approach. Councilman Gross agreed that the math does not work. Councilman Gross stated that 3% is paid by only three of the nearby towns.

Angel Rodriguez suggested Council meet again regarding this issue before presenting it to the public.

Mayor Jankowski thanked Councilman Gross for his work.

## **PLANNING COMMISSION UPDATE**

Mayor Jankowski stated that this was an effort that she initiated last year and asked the Planning Commission to help with looking at the strategy for the Town above and beyond the land use required by the State in the Comprehensive Plan. Mayor Jankowski stated that she would like to have all of the Town's strategies aligned with the Town's budget and make sure that Council prioritizes the budget to what the strategy and objectives are for the town.

Mayor Jankowski introduced Planning Commission Chairman Dick Oliver, and Planning Commission Members Jack Whitney, Dave Wilson, and Joe Conway.

Mr. Oliver stated that Mayor Jankowski had made a presentation to the Planning Commission that she would like to expand the scope of what the Planning Commission had traditionally done in the past. The Planning Commission started that process on May 3, 2013. The Planning Commission is calling it the South Bethany Strategic Planning Project. The Planning Commission has worked very hard on this project for the last few months.

Joe Conway gave the following PowerPoint Presentation and comments regarding the Strategic Planning Project:



## **Strategic Planning Project (SPP)**

### **• What is it?**

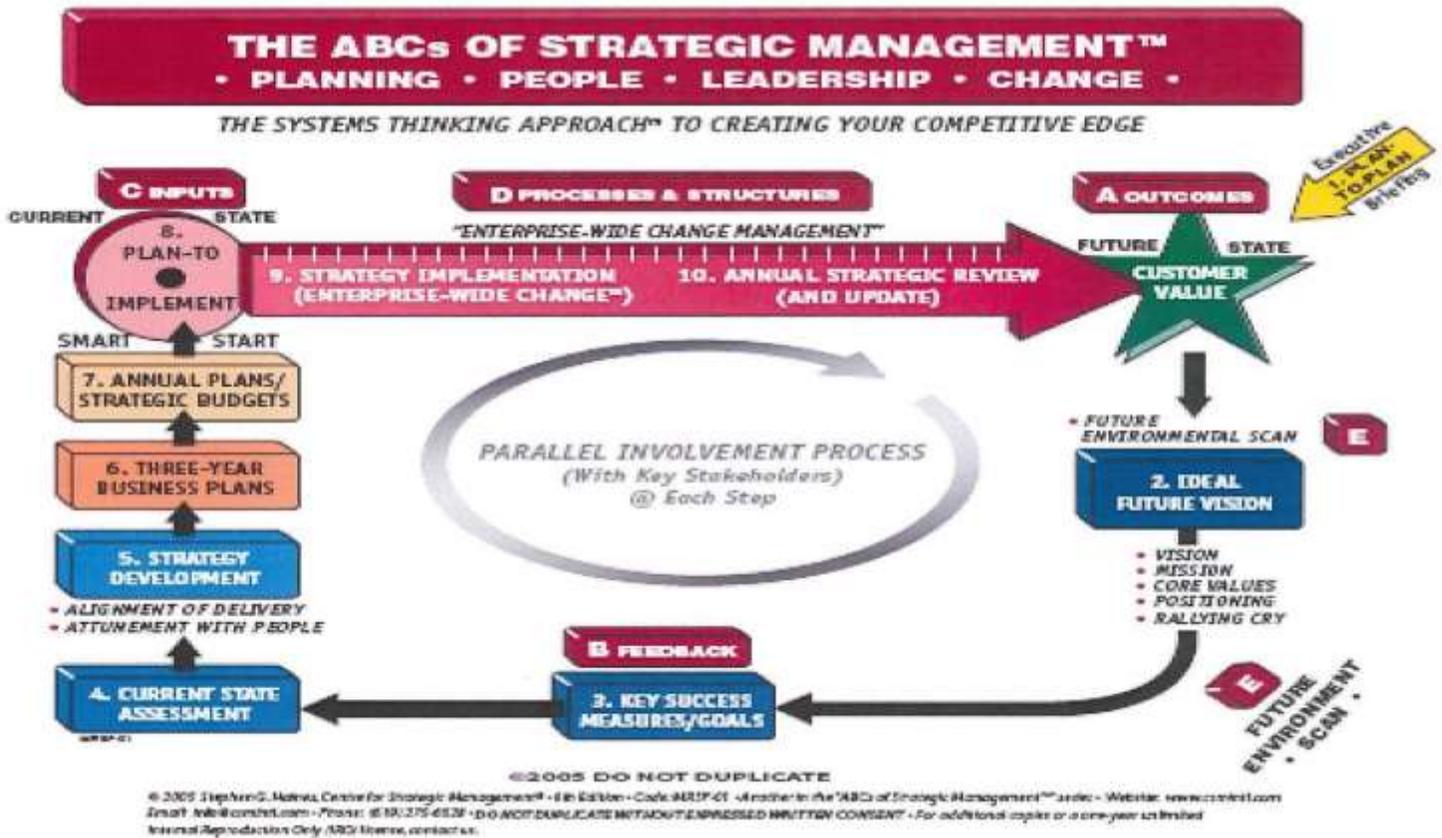
- The SPP is an initiative to align the Town's activities, management processes and principles so that what we do **for** and **as** Town stakeholders is consistent with a shared Vision of SB in the future.

## **Why Do It?**

- An enduring basis for the Town's long range plans, and associated programs
- Aligns Council, Staff and Committees' activities with measurable, approved program and goals.
- Creates a process for annual review of associated objectives and performance.

Mr. Conway said the Planning Commission calls the vision 2023 – a ten year outlook that can act as guidance to the next Council and volunteers that come on board to help various committees.

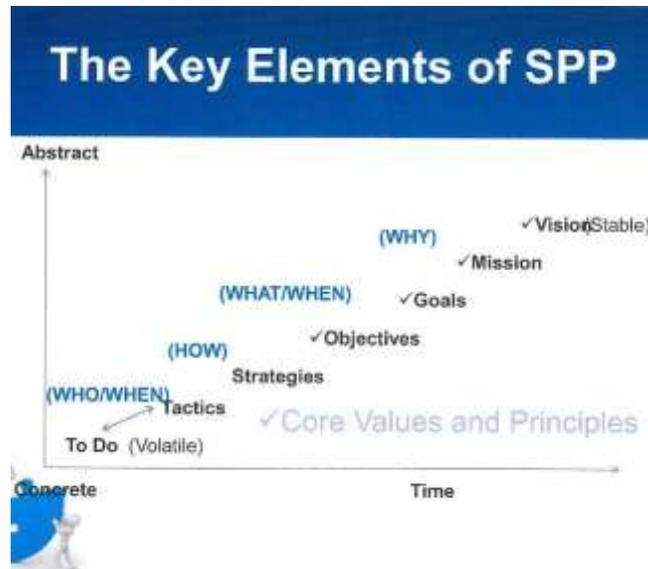
# This Is the Basic 10 Step Process (Handout #1)



Mr. Conway stated that as a result of the Planning Commission's work in the past, the Town has a baseline for Customer Values in the questionnaires that have been circulated and are recorded in the Comprehensive Plan.

Mr. Conway stated that he thinks the Town has the best positioning statement it could ever have – "The Best Little Beach in Delaware".

Mr. Conway said that the Town is already pursuing a lot of the goals, but they are not written in one document where they can be looked at each year and measured.



Mr. Conway stated that the Vision Statement is the most abstract and long term and it needs to be stable. Mr. Conway stated that the Planning Commission edited the Mission Statement in the Comprehensive Plan to align to the new Vision Statement. Then the Planning Commission decomposed the Vision Statement into some major goals – things that need to be done to meet the vision.

## Enabling Activities

- Create SPP Implementation Plan (#2)
- Develop a SWOT analysis ( #3, #4)
- Draft 'Vision", Mission and Core Values(#5)
- Decompose the "Vision" into its key statements to derive top level Goals
- Draft pro forma Objectives to jump –start teams (#6)

Mr. Conway stated that it is not the Planning Commission's job to meet the objectives or to outline the specific strategies. It is the teams that own the goals who do that. The Planning Commission owns the process.

# Current Status ( Handout #2)

Activity	Who	Strategic Planning Project		Status
		When	Why	
<b>Executive Kick -Off,</b>	Mayor	At initiation review annually	develops req'd internal support	To Be Sked
Assess Customer Values	PC	5 yrs review annually		done in 2010
Future Environmental Scan Conduct SWOT	PC PC	Ongoing 30-May review annually	needed for planning Identify Strengths, Weaknesses Opportunities, Threats	CP has some; sea level rise some; B&F inputs for reserve planning some. Complete
Develop ideal Future Vision	PC drafts Council approves			
Vision Statement	PC/JC	30-Jun		Draft approved
Mission Statement	PC/JC/LL	19-Aug		Draft developed
Core Values	PC/JC	19-Aug		Draft developed
Positioning	all	19-Aug		Complete: "Best Little Beach in DE"
Rallying Cry	Mayor	?	Need to develop public support	To be sked
2.5.1 Press Release	Mayor	after Council review		?
Develop Key Success Measures/ Goals				
Decompose Vision	PC	9-Jul	Provides framework for goals to meet vision	Complete
Derive Proposed Goals	PC/Mayor	19-Aug	Provides town manager/committees a baseline for internal planning	To be presented at next PC meeting
Assure Goals align w/SWOT		9-Jul	Address SWOT elements in strategies	SWOT/goal reference developed
Allocate Goals to Strategy Leads.	Mayor	19-Aug	Must have designated lead for each goal	NEXT Major STEP
3.4.1 Provide derived goals and draft objectives to SPP members and leads	PC	31-Aug	Jump start strategy development	Drafted
<b>Current State Assessment</b> Leads assess current state of activities, funding, etc.				
<b>Strategy Development</b>	Designated leads:			
Develop key strategies, objectives, metrics, states	Leads			Use draft objectives and provided matrix ( XLS spread sheet) as format
5.1.1 Use SMART structure for objectives				
Initial briefs to Council w/s	Leads	Nov		
5.1.1 Includes public/committee inputs				
Council w/s provides feedback	Council	Nov		
Leads brief revised plans to Council for approval for 3-5 year plans and budgetting	Leads	Feb		
<b>Develop Multi-Year Plans</b>	Leads	Mar		
B&F provides financial analysis	B&F			
6.1.1 B&F uses multi-year budgetting tool				
6.1.2 B&F uses reserve planning tool				
Approve Annual Plans/Budgets	Council	Apr		
<b>Develop Implementation Plans</b>	Leads	May		
<b>Strategic Implementation</b>	Leads	June		
<b>Annual Strategy Review</b>	Council/PC coord.	Aug	Assess town while majority stakeholders are available	
Provide guidance to leads for next cycle planning	Council	Aug		

Regarding the slide above, Current Status, Mr. Conway stated that everything above "Allocate Goals to Strategy Leads" has been accomplished (for the most part). Mr. Conway stated that the key is that the leads for particular initiatives will put together their multiyear programs and their annual program for FY 2015. Their budget and their objectives for 2015 should be measurable. Their budget should reflect what it is that they are trying to achieve. This ties things together and gives the Budget and Finance Committee a rationale for why they need to raise the revenues when they do.

# SWOT (Handouts #3, #4)

Strengths	Weaknesses
<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• Substantial income from rental &amp; transfer tax</li> <li>• Historic solid financial performance</li> </ul> <p><b>Real Estate</b></p> <ul style="list-style-type: none"> <li>• Location in low-tax Delaware</li> <li>• Improving real estate values with increasing turnover of properties</li> <li>• Reasonable real estate investment local</li> <li>• Single family zoning (2.1)</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Clean Beaches (1.1)</li> <li>• Small size with most properties developed</li> <li>• Many waterfront properties</li> <li>• Part of Corps of Eng 10 yr beach plan (1.1.1)</li> <li>• Congressional support for beach replenishment</li> <li>• Core assets are: attractive beaches &amp; waterways</li> <li>• Well maintained public spaces (1.3)</li> <li>• Safe, family oriented seaside neighborhood (3.0)</li> <li>• Limited general public access to beaches &amp; canals (7.2.1)</li> <li>• Good neighbors – supportive environment</li> </ul>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• Limited opportunities to raise revenue without raising taxes: (6.2.1,6.4)                             <ul style="list-style-type: none"> <li>○ Lack of commercial properties reducing revenues</li> <li>○ Lack of revenue base (above real estate taxes)</li> <li>○ Lack of commercial and multi-family properties for tax revenue</li> <li>○ No room or opportunity for growth</li> </ul> </li> <li>• High concentration of tax revenue in rental &amp; transfer tax (6.1.2.1)</li> <li>• Lack of long range financial plan (6.5.1)</li> <li>• Historically financially dependent on state and federal government to maintain core assets (1.1.1)</li> </ul> <p><b>Real Estate:</b></p> <p><b>Environment:</b></p> <ul style="list-style-type: none"> <li>• Lack of long range planning (7)                             <ul style="list-style-type: none"> <li>○ Comprehensive long term canal quality (1.2)</li> <li>○ Sea level rise – current structures; new structures; building codes (1.4.1)</li> <li>○ Community enhancement/enhancement of public spaces: power lines, public space enhancement; storm water management (7.2.1.1)</li> <li>○ Beach preservation – dunes &amp; walkways (1.1)</li> </ul> </li> <li>• Vulnerability to storm damage (6.5,6.5.1)</li> <li>• Vulnerability to sea-level rise (6.5,6.5.1)</li> <li>• Poor water quality in the canals (1.1,1.2)</li> <li>• Poor storm drainage in some locations (1.2.1.1)</li> <li>• No/limited canal access for owners (7.2.1.1)</li> <li>• Utilities are above group (power, cable, electric) – unsightly &amp; performance issue</li> <li>• Limited competition for services (6.5,7.1.1)</li> <li>• Inconsistent code enforcement (3.3.2)</li> <li>• Building codes not addressing sea level rise issue (3.3)</li> <li>• Lack of comprehensive long-term canal quality (1.2.1)</li> <li>• Lack of long range community enhancement planning (1.3.1,7.1)</li> <li>• No benchmarks, best practices from other resort/beach communities – what they are doing well, what challenges – consider other communities than in Delaware (7.2.2.1)</li> </ul>



Strengths (continued)	Weaknesses (continued)
<p>Community</p> <ul style="list-style-type: none"> <li>• A mature, relatively affluent and sophisticated population</li> <li>• A steadily increasing year-round population due to availability of services &amp; amenities offered in surrounding community</li> <li>• Steadily growing population in Sussex county</li> <li>• Hard working volunteers, town council and committees</li> <li>• User friendly town services</li> </ul>	<p>Community:</p> <ul style="list-style-type: none"> <li>• Low participation in town affairs by residents (7.3)</li> <li>• Insufficient cooperation with surrounding communities in areas of mutual concern (6.5,7.2.3)</li> <li>• Part time owners unwilling to get involved (7.3.2)</li> <li>• Some properties less than well maintained (1.4,1.5)</li> <li>• Reliance of aging, unpaid volunteers (7.4)</li> </ul>
Opportunities	Threats
<p>Finance:</p> <ul style="list-style-type: none"> <li>• Availability of grant monies from state, federal and foundation sources (1.1.1,1.1.2,1.6,6.2.1)</li> <li>• Increase revenue using non-traditional sources (e.g. parking fees, permits, beach services,...) (2.1,6.1.2)</li> </ul> <p>Real Estate:</p> <p>Environment:</p> <ul style="list-style-type: none"> <li>• Heightened interest in the challenges of sea level rise &amp; environmental threats at the federal, state and county levels (1.1,6.5)</li> <li>• Increasing awareness in the community on sea level rise and environmental threats</li> <li>• Code review and revision as necessary to meet new environmental standards (e.g. sea levels, ...) (1.4.1)</li> </ul> <p>Community:</p> <ul style="list-style-type: none"> <li>• Involvement of part-time residents (7.3.2)</li> <li>• Enlisting new players thru use of technology (7.3.1)</li> <li>• Enhance partnerships with other towns/state/communities to leverage services &amp; technology (6.4,7.2)</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• Continued slow economic growth</li> <li>• Political deadlock at the federal level (1.1.1)</li> <li>• End of federal and state funding for beach replenishment (1.1)</li> <li>• Expenses outgrowing revenue (1.6,6.3,6.4)</li> </ul> <p>Real Estate:</p> <p>Environment:</p> <ul style="list-style-type: none"> <li>• Storm damage * storm water management (1.2.1.1)</li> <li>• Sea level rise (6.5)</li> <li>• Agricultural and private water run-off (1.1.1.1,1.2.1.2)</li> <li>• Prediction of increasing frequency and strength of storm weather events</li> <li>• Degradation of canals (1.1,1.2)</li> </ul> <p>Community:</p> <ul style="list-style-type: none"> <li>• Loss/lack of volunteers (7.4)</li> <li>• Major town staff turnover</li> <li>• Lack of willingness of residents to consider change – let alone embrace</li> </ul>

Mr. Conway stated that SWOT is a process where a team of people look at the Strengths, Weaknesses, Opportunities, and Threats in order to help in developing goals and objectives. Referring to the slides above, Mr. Conway said he went through the draft goals and objectives and in red is the paragraph in that matrix that relates to the strength or weakness.

# Vision, Mission, Values Handout #5

## Vision Statement

South Bethany is a well maintained, single family, safe, seaside community. It embraces a healthy lifestyle and offers a full range of services through a well governed, fiscally sound government that preserves, maintains and improves its beaches, waterways, and public spaces. In cooperation with other jurisdictions, South Bethany develops practical plans to address environmental concerns, including sea-level rise. South Bethany provides a welcoming environment to its property owners and visitors. It is the "Best Little Beach in Delaware".

## Mission Statement

It is the mission of all South Bethany stakeholders to continue to develop the Town into a well-maintained, single family community serving residents, property and business owners and visitors with an inclusive, transparent and responsive government. We provide the services and infrastructures that support a safe, healthy and attractive lifestyle, while preserving and improving our natural and man-made assets. Our collective efforts support the Vision Statement of South Bethany adopted by the South Bethany Town Council.

## Community Values and Principles

- We strive to maintain our single family residential character.
- We protect and maintain our natural resources; and plan for environmental challenges.
- We promote appropriate landscaping, property designs and building codes to support the above and to maintain the character of our town.
- We recognize the importance of public involvement in civic affairs.
- We value the importance of a strong public safety program.
- We value sound financial management and planning.
- We recognize the value of intergovernmental relations.
- We value transparency in town decision making.
- We value and require the strongest ethical behaviors of our employees, elected and appointed officials and volunteers.

Mr. Oliver said he wants to make an editorial change to the Vision Statement. In the fourth line, change "environmental concerns" to "common concerns". Referring to "well maintained" in the first sentence of the Vision Statement in Handout #5 above, Mr. Conway stated that this is decomposed into some objectives for the people maintaining the town – the team of stakeholders. Mr. Conway said it is the people upgrading their properties, the people maintaining the canals and water quality, the people who are doing the public works element of maintenance, the code people who make sure the Town has the right codes in place so that properties are well maintained. It is a team's job and there is going to be a team lead for that goal and the participants from the various sub committees, volunteer groups, paid groups, staff, and everyone else are going to be participants and stakeholders in that team. Referring to the Mission Statement in Handout #5, Mr. Conway said that when the Town Council adopts the Vision Statement, it is the mission of all the stakeholders to get in line and make a collective effort responsive to meeting that vision.

## What Do We Ask of Council?

- Approve proposed Vision, Mission, Core Values and Principles statements. (Handout #3)
- Post same on Town web site for comment.
- Pending comments and revisions, adopt at Town Council meeting in Sep.
- Proposed leads for Goals and Objectives form support teams and develop proposed objectives, strategies and tactics/annual plans (Handouts #6,#7) using SMART approach. (Handout #8) by November W/S.



While reviewing the What Do We Ask of Council slide above, Council agreed that Bullet 3, *Pending comments and revisions, adopt at Town Council meeting in Sep.*, should be adopted at the October meeting not the September meeting.

## One Quick Example

- **Vision:** ".....an environmentally stable single family resort and retirement community for future generations,....."
- **Mission:** ".....to provide SB property owners with plans, programs and infrastructure to combat environmental threats to its properties and community."
- **Goals:** (1)To protect property values. (2) To maintain access to properties. (3) To sustain continued availability and use of canals. (4) To avoid crisis
- **Objectives:** (1) Develop and publish a sea level rise mitigation plan by 2015. (2).....



## Example Ctd

- **Strategies:** (1) Assure elected officials understand SBB issues. (2) Initiate/maintain strong relations with DNREC/ state.(3) Maintain active, positive ROI, grant program to fund studies. (4) Initiate information plan on topic to all stakeholders.
- **Tactics:** (1) Mayor/ Manager meet w/Officials NLT XXX, (2) Publish initiative on web site and via mail NLT 01/14. (3) Hire grant writing expert. (4) Form grant subcommittee under XXX Committee. (5) Submit grant to XXX by YYY.
- **To do:** (1)Town Manager set meeting dates. (2) Communications Committee draft info NLT XXX for Council approval and release in Jan 2014. (3) etc.....



Council had a handout from Mr. Conway titled SB Goals and Objectives which had the following columns: 1) Goals, 2) STRATEGIES, 3) 2014 OBJECTIVES, 4) OBJECTIVE MEASUREMENT, 5) 2014 MEASUREMENT GOAL, 5) Lead. The first column on the handout was Goals. The following goals were listed on the handout: 1) Provide for a Well Maintained Town, 2) Maintain the Single Family Character of Town, 3) Provide a Safe Public Environment, 4) Promote Healthy Lifestyles, 5) Continuously Improve Town Management Processes and Governance, 6) Maintain Fiscal Soundness. Mr. Oliver stated that it is the Mayor and Council's responsibility to fill out the last two columns (2014 MEASUREMENT GOAL and Lead).

Mr. Conway said the only thing that is relatively fixed at this point is the Vision Statement and the six Goals. Mr. Conway noted that the six goals come from the Vision Statement.

Vision, Mission, Core Values, and Principles statements: There was a discussion regarding receiving public comment on the content of these statements. The following suggestions were made: 1) Post something on the Planning Commission page of the Town's website to receive comments, 2) Send out a News Update with the information in the body and ask the property owners to reply to the News Update with their comments (Mayor Jankowski suggested that these comments could be sent directly to Mr. Conway), 3) Include an article in the upcoming ZEPHYR regarding this issue.

Mr. Conway suggested asking the Communications and Public Relations Committee to come up with a communication strategy to distribute the information publicly not only within South Bethany but within the regional towns so that they know the good work South Bethany is doing and that there is an opportunity for public comment. Councilman Rae does not believe this is the Communication and Public Relations job. Councilman Rae believes an article in the ZEPHYR from the Planning Commission proposing this would be more appropriate before it goes to the next step. In the end Mayor Jankowski agreed that an article in the ZEPHYR, a News Update, and a News Release in the Coastal Point or Wave would be appropriate.

Councilman Caputo stated that he is in favor of incorporating a lot of this information in the annual budget. Councilman Caputo envisions a 15 page introduction with graphics. He added that in most communities the annual budget is the operating plan.

Councilman Gross suggested that the Planning Commission take the first cut at some of the measurements. Mr. Oliver believes the metrics are defined by the individual committees – they are the owners of the whole thing. Councilman Gross said that anything the Planning Commission can do to help drive the committee on metrics (or even suggest things) would be helpful. Mayor Jankowski said she would like to see the Planning Commission stay in touch with the whole plan as other eyes outside of the committees.

Mr. Conway proposed that as the leads and the groups write up their goals or their objectives that they use SMART (Specific, Measurable, Attainable, Relevant, Time Framed) template for a way to do that.

Mayor Jankowski said she will be working with Council to determine the leads. Mayor Jankowski thanked the Planning Commission members for their good work.

Public Comment: Mr. Stephan stated that property values should be something that is in their mission statement and when the individual committees start writing objectives they should be conditional with property values. He suggested coming up with solutions that would achieve a committee's goal without impacting properties. He added that you come up with better, more creative solutions to things when you have conditional goals.

At this time Mayor Jankowski modified the sequence of the agenda items. These minutes reflect the order in which agenda items were discussed.

### **DISCUSSION OF SOUTH BETHANY HISTORICAL SOCIETY RESOLUTION IN RECOGNITION OF MAY FELERSKI**

Council discussed the following resolution that the South Bethany Historical Society approved on August 9, 2013. Maria Johansen, President of the South Bethany Historical Society, and Martha Fields were present and participated in the discussion.

#### **SOUTH BETHANY HISTORICAL SOCIETY RESOLUTION**

##### ***Recognition of May Felerski***

- WHEREAS**, *May Felerski built her house in South Bethany in 1955 becoming one of the Town's early residents;*
- WHEREAS**, *May Felerski became an active member of the community and was influential in the establishment of the first homeowners group and served as the group's Secretary;*
- WHEREAS**, *May Felerski's home became the center of Town activity serving as the Town Office from 1969 until 1978;*
- WHEREAS**, *May Felerski assumed all-encompassing managerial responsibilities for running the Town including publishing of a newsletter, coordinating the life guards, issuing building permits, writing correspondence and dealing with other Town affairs too numerous to name;*
- WHEREAS**, *May Felerski's office was moved to the new Town Hall when it was opened in 1978 where she continued to work until her death in 1983;*
- WHEREAS**, *May Felerski worked tirelessly for the Town for over twenty-one years many without compensation;*
- WHEREAS**, *May Felerski's leadership and her devotion to her beloved South Bethany formed the foundation of our Town as it exists today; and*
- WHEREAS**, *May Felerski is remembered by many as the First Lady of South Bethany;*
- NOW THEREFORE BE IT RESOLVED** *that the membership of the South Bethany Historical Society respectfully request that the Town Council recognize Ms. Felerski's extraordinary contributions to the Town by permanently affixing her name, May Felerski, to the Town complex or a building or room thereof.*

After discussion, Council agreed to make a decision regarding dedicating the Town Council Meeting Room to May Felerski at the September 13, 2013, Town Council Regular Meeting. The actual dedication ceremony would take place at another time. It was suggested to present a resolution and unveil a plaque with May Felerski's picture and details of her contribution to the Town of South Bethany at the dedication ceremony. Councilwoman Callaway suggested that the Historical Society draft what should be on the plaque. Mayor Jankowski thanked Maria Johansen and Martha Fields for bringing this forward.

### **CANAL WATER QUALITY – DISCUSSION OF GRANT OPPORTUNITIES TO INSTALL OYSTER CAGES AND FLOATING WETLAND RAFTS**

Councilman Junkin stated that the Center for the Inland Bays (CIB) has submitted a grant proposal to the EPA and will also submit a proposal to DNREC. Councilman Junkin prepared an informational packet for Council regarding the grant proposal. Councilman Junkin highlighted the following in the packet:

*Bulkheads of residential canals provide opportune locations to explore how living or green shoreline restoration techniques can be applied and to assess a scaled up oyster production and the use of floating wetlands can increase nutrient removal and filtration of the water.*

*This project proposes to develop a technique by which larger oyster cages and floating treatment wetlands (FTW) can be installed along bulkheads in dead-end canals to increase complex habitat for macro-invertebrate and fish communities.*

*The goals of this project are to:*

- *Develop a means of installing high-density oyster cages along bulkheads in dead-end canals to increase habitat for macro-invertebrate and fish communities.*
- *Develop a means of installing floating treatment wetland (FTW) islands adjacent to the oyster cages to increase available surface area (in the root system) to pull pollutants from the water and provide habitat for macro-invertebrates and fish communities.*
- *Demonstrate that 1) oysters can be successfully positioned in higher densities in dead-end canals and 2) survive through several growth seasons, and 3) spawn.*
- *Document the extent to which oyster communities can successfully reduce TSS and Chlorophyll a, floating wetlands can increase DO, and increase the diversity in the benthic and sessile communities of the canals.*

*Two canals will be selected, within the DE Inland Bays Estuary watershed, based upon their water volume and flushing residence time. These canals will be retrofitted with bulkhead oyster cages and floating wetlands.*

Councilman Junkin stated that the oyster cages are about 10 feet long and 2 foot x 2 foot and hang off a canal bulkhead either at a road end or at a canal end. The Town would have to negotiate with the CIB on where to put the cages. Councilman Junkin is concerned that canal ends are pretty shallow and you have to be prepared for the low tide because the oysters cannot be sitting high and dry. Councilman Junkin has suggested to the CIB placing the cages in a canal on a long street like Petherton or Anchorage. Councilman Junkin stated that the road ends are deeper at the bulkhead. Floating treatment wetlands (floating gardens that could be pretty) would be specifically for canal ends because it does not matter that they are shallow. Councilman Junkin stated that the long canals are 50 feet wide and the west street canals are approximately 70 feet wide. Councilman Junkin said there would be plenty of room for the boat traffic that was parking at people's docks, but Councilman Junkin acknowledged that the Town would have to work with them.

Councilman Gross asked if they think that one cage is going to have a significant influence. Councilman Junkin said very locally so they will measure near the cage for Total Suspended Solids (TSS). If it works, then maybe it will be expanded.

Councilwoman Voveris asked if boats would be a factor. Councilman Junkin replied that boats are a factor and that is why it would be placed at a canal end where boats don't go.

Councilman Caputo said the maintenance overhead has to be factored in. Councilman Junkin agreed, but Councilman Junkin does not think the cost of maintenance will be very much.

Councilwoman Callaway stated that she believes the Town has to try everything it possibly can to improve water quality.

Councilman Junkin asked if anyone was against the proposal. No one was against the proposal.

Mayor Jankowski said depending on where they are put, someone could complain if they have a big boat with dual motors. Councilman Junkin stated that at a canal end a boat could get trapped in a little bit and it could hurt the boat, but the road ends on the wide canals already have docks that stick out as far as the oyster cages would stick out.

### **PUBLIC COMMENT PERIOD**

Delaware Wave reporter, Leigh Giangreco, asked for clarification on where the grant was from. Councilman Junkin stated that it is a grant the CIB is applying for from the EPA and/or from DNREC.

### **ADJOURNMENT**

At 7:05 p.m. a motion was made by Councilman Gross, seconded by Councilman Rae, to adjourn the August 22, 2013, Town Council Workshop Meeting. The motion was unanimously carried.