

Background to this document. David King prepared a list of “fundamental questions” that were reviewed by the Working Group at its March 26, 2016 meeting. While there was a consensus that those were important questions, Dave Davis wanted to see them converted into “goals” prior to a full discussion. David, Dave and Jimmy O’Conor were tasked with so doing. This document is the result of several iterations by that task group.

Our primary intent was to frame a set of **objectives**, to use for discussion within the Working Group to define areas of group alignment and areas of differences of opinion. We used these discussions to frame some draft **goals**, based on the above mentioned fundamental questions, to stimulate discussions and provide some initial input to the critical-issue teams that will be working on a final set of goals and recommendations in each of these areas.

Definitions. While many believe the definitions of “goal” and “objective” to be interchangeable, we have adopted the following hierarchy:

Objective: An objective is what you'd like to accomplish in the long-term. In the context of a comprehensive plan it is the overarching principle that drives strategy and tactics.

- **Goal.** Goals are those elements that must be achieved along the path from the situation today to achievement of the objective; goals must be measurable.

Financial Sustainability

Financial sustainability based on stable and predictable revenue sources and reasonable and predictable expenditures.

- Five- and 10-year capital expenditure plans are established (Town; immediate and ongoing)
- Fee, tax and fine schedules are re-assessed to balance the costs of Town operations, capital improvements, and ocean beach and bay shore preservation equitably across all stakeholder groups¹ (Town; 3 year goal)
- Increases in annual operating expenditures and capital improvements are constrained year-over-year at levels near or below regional inflation rates (Town; immediate and ongoing)
- A resolution committing the Town to establish one or more dedicated “rainy-day funds” equal to one year’s operating expenditures is enacted (Town Commissioners; 1 year goal), and this/these reserve fund(s) are fully funded (Town; 7 year goal)
- A funding stream that will add \$300,000 annually to a “sea-level rise war chest” is established by equitably taxing all stakeholder groups (Town; 3 year goal)
- Memoranda of understanding (MOUs) are established with neighboring communities, Sussex County and The State of Delaware, under which Dewey provides extended public safety services to the surrounding municipalities, e.g., extending its Police, Life Guard and EMT services into those areas, and is reimbursed for maintaining a safe, vibrant destination for increasing local tourism (Town, local communities, County and State; 5 year goal)

¹ Stakeholder groups include, in no particular order: property owners, residents, businesses, and visitors (including visitors who are free riders).

- A visitor –friendly mechanism is established that taps into, in a reliable and predictable manner, the walk-ins and bus-ins who come to Dewey for all it has to offer, but make no direct contribution to the Town’s operations (and sometimes no indirect contribution) (Town, Chamber, State and County Officials; 5 year goal)

The Town operates with adequate resources, investing in itself and being recognized as a gem of a Mid-Atlantic small beach town; clean, beautiful and vibrant.

- A culture of respect for the built and natural environments in and around Town is created and adopted by all stakeholder groups (Town and stakeholder groups; immediate and ongoing)
- Municipal code suitable for a high-profile resort community is created, that establishes minimum standards for construction, property maintenance, trash, etc. (Town; immediate and ongoing)

Prioritization of Stakeholders

All stakeholder groups contribute to Dewey’s vibrancy, and share in the costs and benefits of the Town’s culture and commerce in a balanced way.

- The Town affirmatively balances the needs and wants of all stakeholder groups when setting policy (Mayor and Town Commissioners; immediate and ongoing)

Year Round Town

The Town’s culture and commerce extend throughout the Spring and Fall shoulder seasons.

- “Come to Dewey – Stay in Dewey” becomes a reality in which conveniences like a loaf of bread and bottle of milk, or aspirin and cough syrup are available in Town throughout the Spring and Fall shoulder seasons (Town, Chamber & business community; 5 year goal)
- At least one non-alcohol-focused event is held in or around town each weekend during the Spring and Fall shoulder seasons (Business, Chamber and residential property owners; 5 year goal)
- Many restaurants, entertainment venues, hotel/motels and many private residential rentals are open, at least Thursday to Monday, from mid-March through the end of November (Town, Chamber, and business community; 5 year goal)

Public Safety

The Town provides for the security and safety of all stakeholders within Town limits, including on its beaches and ocean and bay areas, in residential and commercial areas, and along Coastal Highway (SR-1).

- Pathways exist for safe skateboarding, biking, and walking the length of Town (Town and DelDot; 10 year goal)
- At all times it is safe and convenient for families with small children, dogs and the elderly to cross SR-1 (Town and DelDot; 5 year goal)

- Life Guard and EMT services are extended into the shoulder seasons, Friday through Sunday, to provide for safe, extended use of the ocean and bay beaches in a manner that doesn't conflict with enjoyment of "dogs on the beach" (Town; 2 year goal)
- A policy regarding side-street lighting that provides enhanced public safety and preserves the beauty of the night sky (see darksky.org) is established (Town and DelDot; 1 year goal); MOUs with the relevant State agencies are established for funding and installation (Town and DelDot; 3 year goal); installation is complete (Town; 6 year goal)
- Nuisance code violations, e.g., littering, drunk and disorderly, loud noise, are reduced by 40% from their respective 2015 levels (Town; 3 year goal), and subsequently, by 90% (Town; 5 year goal)
- A similar goal regarding violent crime should be established in consultation with the Chief of Police (Town; ?? year goal)

Governance

Town operations and governance recognized as efficient and effective in meeting the needs of this vibrant and evolving community.

- Follow up on a critical external review of operations and staffing of all departments, as necessary to optimize effectiveness is complete (Town; 3 year goal)
- Follow up on a critical external review of our current governmental structure and its appropriateness for the evolving size and complexity of Town government is completed (Town; 5 year goal)
- All Town Code has been reviewed and amended as necessary to ensure it is clear and enforceable (Town; 3 year goal)
- Processes are established to ensure that all Town code is enforced, and that enforcement actions are documented and fairly applied to all (Town; 3 year goal)

Annexation

Annex strategic areas of neighboring lands and communities to improve the long-term viability of the area and to protect the surrounding natural resources.

- Comprehensive business cases are developed to guide annexation efforts related to N. Indian Beach, Indian Beach, Sea Breeze, The Forgotten Mile and neighboring areas of unincorporated Sussex County (Town, County and State agencies; 6 year goal)

Built Environment

The existing small-town character of the Town and diversity of its surrounding natural resources are protected in perpetuity by appropriate municipal code and effective Town governance.

- Zoning and related Town code is amended to account for modern trends in residential and residential-rental use, and to clarify/unify occupancy criteria (Town; 2 year goal)
- Zoning and related code is amended so as to protect the small-town character of each of the various residential-use zoning districts, including the enactment of appropriate reductions in maximum building size, lot coverage and occupancy in each residential

zoning district, and a minimum set of aesthetic and maintenance standards (Town; 3 year goal)

- Zoning and related code is amended so as to protect and/or expand the Town's diverse natural resources (Town 4 year goal)
- The Zoning Code is amended to base future maximum building height standards for buildings in and adjacent to flood prone areas on predicted sea-level rise 30 years further into the future, (Town, DNREC and DEMA; 7 year goal)
- MOUs with the County and State and responsible utilities are established to define roles and responsibilities to insure that all infrastructure within the Town limits is regularly inspected and maintained in optimum operating condition (Town and agencies; 5 year goal)

Natural Environment

The Town takes a leadership position in, and responsibility for, protecting and preserving the natural environment in and around Dewey.

- MOUs are established with State and County organizations to provide supporting expertise and funding (Town and State/County organizations; 5 year goal)
- MOUs are established with CIB, DNREC, DEMA, FEMA, etc. to use the Town as a test bed for living shoreline technologies for the protection of bayside shores, wetlands and properties (Town and agencies; 5 year goal)
- A plan for zero storm-water-pollutant discharge into the adjacent bay and lakes is approved by the Town Commissioners (Town, DNREC, Army Corps; 5 year goal); MOUs with County and State agencies for funding are in place and construction has begun (8 year goal)
- An MOU has been established with the State to cede control of the right of ways at the bay end of all State-owned roadways to the Town to improve bay access and recreational use, and provide funding for improvements and maintenance (Town and State agencies; 5 year goal)

The Town maintains a strategy for long-term adaptation to sea-level rise that is supported by County and State policy, operations and funding.

- A policy has been adopted by the Town Commissioners, and plan forward has been memorialized in MOUs with the County and State for either planned retreat in the face of pending sea-level rise or infrastructure improvements to protect the Town's bayside lands through the year 2100 (Town and County/State agencies; 10 year goal)

Balance

The Town is recognized as being characterized by a culture that values quiet enjoyment in harmony with vibrant day- and night-time activities, and that respects diverse ways of life.

- Harmonization of the interests of residential-use and business-use stakeholder groups, and activities of family-oriented and party-town-oriented stakeholder groups has been achieved (Town and stakeholder group organizations; immediate and ongoing goal)