

1 "Town Hall"

2
3 **Built upon 2007 Plan Section 2.1 Town Services and Facilities**

4
5 *X.1.1 Town Government, Services, and Facilities*

6 **Government.** The Town of Dewey Beach was chartered by the state of Delaware in 1981. "The
7 government of the Town and the exercise of all powers conferred by [its Charter] ... shall be
8 vested in the Commissioners of Dewey Beach. The Commissioners of Dewey Beach shall
9 consist of five members ... One of the said Commissioners shall have the title of "Mayor of the
10 Town of Dewey Beach ..."¹ The Town holds annual elections in which property owners and
11 long-term lease holders are eligible to vote. Commissioners are elected to staggered two-year
12 terms; the Mayor is chosen for a one-year term by a vote of the Commissioners, and serves as
13 chief executive of the Town.

14 **Operations.** The management of Town operations is directed by a Town Manager, who is hired
15 by the Commissioners, and is responsible to them for the proper administration of the affairs of
16 the Town placed in his charge. "It is the intention of [the Town Charter] that, in the performance
17 of his duties, and in the exercise of his powers, the Town Manager shall not be influenced by any
18 matters whatsoever of a political or fractional nature. It is the intention of [the] Charter that the
19 Town Manager shall be guided solely by the matters of expediency and efficiency in the
20 administration of the affairs of the Town placed in his charge."² The town manager currently
21 supervises the Chief of Police (Police Division), and Director of Accounting and Human
22 Resources, Director of Finance, Building Official, Lifeguard Captain, Maintenance Supervisor,
23 Parking Supervisor/Code Enforcement, and a number of other town employees in the
24 Administrative Division of Town Hall.

25 **Police and Lifeguards.** The Dewey Beach Police Department currently has a staff of eight
26 full-time sworn-in officers, three part-time sworn-in officers, and three support staff. Patrol
27 divisions work three ten-hour shifts during the winter and fall but change their work pattern to
28 accommodate the summer influx by working five eight-hour shifts. During the summer
29 months the permanent police force is augmented by up to 40 assistant officers. No increase in
30 police services is anticipated in the immediate future.

31 The Dewey Beach Patrol employs certified lifeguards and emergency medical technicians during
32 the summer season. All members of the Dewey Beach Patrol are certified Emergency First
33 Responders.

34
35 **Facilities.** The Town maintains four facilities: Town Hall, the Town Hall Annex, the West
36 Rehoboth Beach Annex, and the Lifesaving Museum. Town Hall is located at 105 Rodney Ave.
37 It houses most Administrative and Police personnel and functions. The Administrative side of

¹ Section 3 Town Charter

² Section 14 Town Charter

1 Town Hall is open for business Monday through Friday 9:00 am to 4:30 pm year round, except
2 for Federal and State Holidays. It also houses Delaware Alderman’s Court No. XXX, and a small
3 second floor, non-ADA compliant conference room. For at least ten years, Town officials have
4 recognized that its personnel needs have outgrown this facility. The Town Hall Annex is located
5 adjacent to Town Hall at 1205 Coastal Highway. This facility was acquired in 2015, to serve as
6 the site of a new and/or expanded Town Hall. Its current uses include a small, ADA-compliant
7 conference room for Town committee meetings, a cashier’s office for parking permits, and a
8 staging area for Seasonal Police and Code Enforcement Officers during the Summer season. This
9 facility includes two bathrooms. The West Rehoboth Beach Annex is located at XXXX Hebron
10 Ave. in neighboring West Rehoboth Beach, DE 19971. It is a two story structure that is regularly
11 used for maintenance operations and the storage of seasonal equipment and lifeguard stands. It
12 also serves as the Town’s off-site, Emergency Management headquarters as described in the
13 Town’s 2008 Emergency Management Plan. The Lifesaving Museum consists of a large meeting
14 room, a pair of bathrooms, a smaller side room, and a large, outside deck. Its primary uses are as
15 an operations base for the Dewey Beach Patrol during Summer season days, and for Town
16 Commission and Committee meetings year round. Information regarding town services and
17 regulations is available on the town’s official website (www.townofdeweybeach.com).

18 **Ancillary services.** Trash collection in Dewey Beach is provided by private companies.
19 Facilities and services for recycling are available, but may be underutilized.

20
21 **Emergency Fire and Rescue, and Medical Care.** Fire and rescue services are provided by the
22 Rehoboth Beach Volunteer Fire Company Station 1. The Town reported that services provided
23 by this facility are adequate to meet current and anticipated future demands.

24 There are a number of doctor’s offices and specialty medical facilities within 5 miles of Dewey
25 beach along SR-1 and SR-24. Additionally, there are several emergency medical care facilities
26 within 5 miles of Dewey Beach, including those north of Town along Coastal Highway/SR-1, at
27The closest major hospital facility to Dewey Beach is Beebe Medical
28 Center, located approximately five miles to the north in Lewes. This facility provides healthcare
29 and emergency medical services to all residents and visitors in the southeast Delaware region.

30 **Emergency Management Plan.** The Town established a DEMA-certified Emergency
31 Management Plan in 200X. This plan calls for During Hurricanes Irene (2011) and Super
32 Storm Sandy (2013) elements of this plan were used to notify residents and visitors of State-
33 mandated evacuations and staffing of the Town’s EMP headquarters.

34
35 **Annual Budget.** The Town operates on an annual budget³ of approximately \$2.9 million. The
36 major sources of revenue come from Real Estate Transfer Tax (\$550 K) and Building Permits
37 (\$263 K), Accommodation Tax (\$468 K) and Business Licenses (\$310 K), Parking (permits,
38 meters and fines @ \$1,078 K) and other Fines (mainly ordinance and traffic violations @ \$129
39 K), and Dog Licenses (\$34 K). On the expenditure side, costs are for year round Administrative

³ 2016/2017 Operating Budget

1 Operations (\$1,091 K) and Police Operations (\$1,090), and for Summer-season Lifeguard (\$325
2 K) and Police (\$350 K). The Town has surpluses of ???????.⁴ In addition, the Town annually
3 collects approximately \$184 K through a Beach Replenishment Tax (based on real estate
4 property values). These monies are in a restricted fund for the sole use for protection and
5 preservation of the Atlantic Ocean Beaches. This fund balance is currently exceeds \$3.5 million.⁵
6

7 **Population Growth.** The 2010 Census puts the Town’s resident population at 357. These
8 residents occupy approximately 200 dwelling units, while the total number of dwelling units in
9 Town is around 2,000. Essentially 90% of the Town’s citizens and property owners do not live in
10 the Town, and most of these do not live with the State of Delaware. Additionally, as often the
11 case with established resort communities, property ownership is shared among extended family
12 members or friends. In communications with Town property owners, the Town currently only
13 mails out such communications to the owner-of-record, who subsequently might not share that
14 information with his/her co-owners and Town citizens. A new, 21st Century communications
15 strategy is of paramount importance.
16

17 Most Town property owners are members of the Baby Boomer generation (of ages 52-70 in
18 2016). National trends show that Boomers are both 1) relocating permanently into resort
19 communities as they retire and 2) spending extended weekends in resort communities all year
20 round. As Dewey’s boomer population ages over the next 10 years it would not be surprising to
21 see hundreds – if not thousands – of them either change their residency to Dewey Beach, DE or
22 adopt a life style that includes extended weekends year round with their families and friends in a
23 vibrant Dewey Beach. Dewey needs to be prepared for providing services and facilities for a year
24 round population of 1,000 or more, many of which are senior citizens.
25

26 One goal of the Town’s 2007 comp plan was to strive toward becoming a more year-round
27 Town. That desire has been re-affirmed during the development of this 2017 comp plan. More
28 “year round” isn’t intended to imply 52 raucous, visitor-filled weekends akin to what one sees in
29 the peak Summer season when the Town is filled with 30,000-plus visitors. As the season’s
30 change, the reasons people come to Dewey change. While the summer season is full of special
31 events and activities and the shoulder seasons have an occasional event, these events are
32 conceived and organized by the Town’s businesses and citizen groups; not by the Town itself. To
33 transform itself into the type of year round resort community that so many property owners and
34 off-season visitors want will require the Town to control the programming of key special events
35 – especially educational events focused on the seasonal changes in our barrier island’s natural
36 environment, and the migratory patterns of fish, marine mammals, birds and butterflies – that
37 will attract its property owners (mainly Boomers) and their families.
38

39 **Sea-level Rise.** The Southern half of Dewey Beach is geographically similar to a barrier island,
40 located between the Atlantic Ocean and Rehoboth Bay. Running down the center is State Route
41 1 (Coastal Highway), which lies at an elevation of about 4.5 feet above mean sea level; the
42 residential properties and businesses West of Coastal Highway are at even lower elevations.
43 With normal high-tide levels of 0.75 to 1 foot, and bi-monthly spring tides can result in high-tide

⁴ 2015/2016 Audit

⁵ Ibiid.

1 levels of 2 feet above mean sea level, it is not going to take much in the way of sea-level rise to
2 result in regular inundation of these properties and of Coastal Highway.

3
4
5 ***Vision Statement – Town Government, Services, and Facilities:*** The Town of Dewey Beach
6 acts to maximize the effectiveness and equitable availability of public services for all
7 stakeholders while maintaining financial sustainability.

8
9 ***Relevant Opportunities and Threats:***

- 10 • Increasing resident and part-time populations
- 11 • Aging citizenry
- 12 • Increasing year round activities bringing families into Town during off seasons
- 13 • Implementation of recreational and educational programming, and more Town-sponsored
14 events
- 15 • Negative impacts of confusing Town code and ineffective and/or uneven code
16 enforcement
- 17 • Tension between “family-oriented” and “party-Town” activities
- 18 • Out of date and failing infrastructure
- 19 • Sea-level rise

20
21
22 ***Plan Objectives and Recommendations – Town Government, Services, and Facilities:***
23 **Obj. GS&F-1 Town operations are recognized as efficient and effective in meeting**
24 **the needs of this vibrant and evolving community.**

- 25 • The Town should create an ad hoc “2027 Needs” task force to the range and level
26 of service that might be required as the Town evolves into a year round Town
27 with off-season populations approaching 1,000 full-time and part-time residents
28 (18 month milestone)
- 29 • The Town should participate in a comprehensive review of the ability of its
30 departmental staffing and operations – including space needs – to meet the needs
31 of the Town as it grows and evolves over the next 10 years (2 year milestone)
- 32 • The Town should undergo a critical external evaluation of operations, staffing and
33 technology at least every 2 years to ensure operational effectiveness and
34 awareness of best practices (2 year milestone and ongoing)
- 35 • The Town should establish policy and processes to strategically plan for, and lead
36 future growth and evolution (18 month milestone)
- 37 • The Town should establish policy and procedures for on-going benchmarking of
38 its services and performance (18 month milestone)
- 39 • The Town should review and amend its Zoning Code, and other code as necessary
40 to ensure alignment with this Comprehensive Development Plan (18 month
41 milestone) and all other parts of its Municipal Code (3 year milestone) to ensure
42 that it is clear, unambiguous, and enforceable
- 43 • The Town should establish procedures to ensure that all Town representatives are
44 seen as being friendly, courteous and helpful by all stakeholders (18 month
45 milestone)

- 1 • The Town should establish policy and processes to ensure that all Town code is
2 enforced appropriately, and that enforcement actions are documented and fairly
3 applied to all (3 year milestone)
- 4 • The Town should establish policy and procedures to ensure all code enforcement
5 personnel, including zoning- and flood-plain-related code, are knowledgeable
6 and helpful in finding code-complaint solutions to stakeholder questions and/or
7 navigating the appropriate appeals process(es) (18 month milestone)
- 8 • The Town should establish policy and procedures to end the on-going and
9 debilitating controversy over private encroachment in public right-of-ways and
10 issues of placement and use of mailboxes, driveways and driveway entrances, and
11 public easements (18 month milestone)
- 12 • The Town should establish policy and processes to make all operations
13 “paperless” (2 year milestone)

14
15
16 **Obj. GS&F-2 Town communications with its property and business owners meet the**
17 **standards for best practices of the Delaware Complete Communities Project for**
18 **public engagement.**

- 19 • The Town will review the recommendations and best practices for public
20 engagement from the Delaware Complete Communities Project and develop
21 policy and plans for enhancing public awareness of, and engagement in town
22 issues, events, and other activities (2 year milestone)
- 23 • The Town will establish policy and processes to implement an “e-government”
24 program in which 1) all transactions by citizens, property and business owners,
25 and visitors can be conducted remotely, and 2) important Town communications
26 immediately reach all citizens and property and business owners (18 month
27 milestone); followed by rapid implementation (2 year milestone)

28
29
30 **Obj. GS&F-3 The Town is characterized by a respectful and diverse culture that**
31 **values quiet enjoyment in harmony with vibrant day- and night-time activities.**

- 32 • The Town will establish policy and operational procedures to harmonize the
33 interests of residential-use and business-use stakeholder groups, the activities of
34 family-oriented and party-oriented stakeholder groups, and the rights of
35 individuals and those of the larger community have been achieved (1 year
36 milestone)
- 37 • The Town – including the Town Manager, all Town Employees, and
38 Commissioners – will lead the transformation from the current culture of
39 selfishness to one of respect (6 month milestone)

40
41
42 **Obj. GS&F-4 The Town offers a wide range of family-oriented recreational and**
43 **educational programming throughout the Summer in most of the off season.**

- 44 • The Town should establish a Department of Education and Recreation through
45 which the Town provides recreational and educational programming aimed at
46 seniors and families with children of all ages (18 month milestone)

- The Town should work with local businesses to provide for year-round access to the Bay, whether through eco-tours or canoe and kayak rentals (18 month milestone)
- The Town should establish policy and procedures to create and maintain appropriate habitats and self-guided signage for families to explore and understand the special place Dewey Beach occupies in the natural environment (3 year milestone)

Obj. GS&F-5 The Town’s infrastructure is safe and secure, and sufficient for the Town’s needs as the Town grows and evolves through 2027 and beyond.⁶

- The Town should establish an inventory of all critical infrastructure and assess its operational status (1 year milestone)
- The Town should establish responsibilities for repair, maintenance, and improvement of all Town infrastructure (1 year milestone)
- The Town should enact policy and procedures, including MOUs with County and State entities as necessary, to provide for the maintenance and proper operation of all town infrastructure (2 year milestone)
- The Town should enact policy and procedures, including MOUs with County and State entities as necessary, to provide for such repair and maintenance, and proper operation of all town infrastructure (2 year milestone)
- The Town should establish a plan to bring all infrastructure up to a level sufficient to meet the Town’s projected needs through 2027, including identification of relevant MOUs with County and State entities (3 year milestone)
- The Town should establish a sustainable plan to fund its portion of projected costs to bring Town infrastructure up to proper operational levels, to maintain them at such levels and/or implement expected improvements (4 year milestone)

Obj. GS&F-6 The Town makes the threat posed by sea-level rise during this Century a top priority.

- The Town should establish a key Town position (possibly filled by a contract organization) to assess changing models of sea-level rise and keep the Town and its citizens informed about near- and mid-term forecasts (2 year milestone)
- The Town should establish or adopt a graphical information system (possibly through an external contract) that will include 1) all properties in Town that are in flood prone areas and/or at locations where grade is at an elevation below 10 feet above mean sea level, and 2) information on all recorded storm or flood loss damage since 2000 (2 year milestone)
- The Town should establish policies that will dictate how the Town will respond to a sea-level rise of 3 feet from its 2017 current local level⁷ (10 year milestone)

⁶ Recommendations regarding power lines, sidewalks, and SR-1 will be developed under “Built environment” discussions

⁷ As determined at the NSGS Dewey Beach tide gauge.

- The Town should coordinate with local and statewide entities to maintain a public awareness of all local emergency preparedness plans and procedures for response, protection, and evacuation in the face of severe storms, flooding events, and other emergency situations that might require evacuation (18 month milestone)
- The Town should provide a copy of its emergency-management-and-response plan to all property owners and encourage this plan to be made available to all guests and tenants (18 month milestone)

.1.1 Utilities and Infrastructure

Water and Wastewater

Municipal water and wastewater services are provided by Sussex County in conjunction with Rehoboth Beach. Sussex County maintains the water and wastewater infrastructure that serves Dewey Beach, and Rehoboth Beach supplies water and treats wastewater for Dewey Beach under a contract with Sussex County. Renewal of the contract for this arrangement was last approved by the Rehoboth Beach City Council in December 2005.

Rehoboth Beach water service has a supply capacity of 6.5 million gallons per day (mgd), and could access an additional 1.9 mgd as necessary. According to a 2004 report, the water provided to Dewey Beach meets or exceeds all federal and state requirements. Dewey Beach's water requirements are impacted by the seasonal influx of population during the summer months. During the fall and winter, the town requires an average of 250,000 gallons per day (gpd) with a peak usage of 300,000 gpd. This demand jumps to an average of 1.1 mgd and a peak of 1.2 mgd during the late spring and summer months. Growth projections suggest the Rehoboth Beach wells should continue to adequately meet the demands of Rehoboth as well as Dewey Beach, North Shores, and Henlopen Acres. Growth projections suggest that by 2010 the combined average demand will reach 4.6 mgd and a peak demand of 6.9 mgd. This would still fall within the production capacity of the Rehoboth Beach wells; currently, water supply is not a constraint on growth. Rehoboth Beach plans to analyze its ability to continue to provide adequate water services and include any necessary facility improvements in its five-year capital improvement tplan for water, sewer, roads, walks, and utilities.

Wastewater treatment services for Dewey Beach are contracted in the same manner as its water services. The Town is within the Dewey Beach Water and Sanitary Sewer District managed by Sussex County. Sussex County contracts with Rehoboth Beach to treat the wastewater from Dewey Beach at the City of Rehoboth Beach Wastewater Treatment Facility. This facility is designed to provide advanced tertiary treatment to 3.4 mgd but is capable of treating a peak day demand of 5.4 mgd. Approximately 1 mgd of the facility's total capacity is allocated to serve Dewey Beach.

Stormwater Management

Commented [DSK1]: Much of this will be developed under "built environment"

Commented [DSK2]: This whole section (and the next)and their primary conclusions needs critical evaluation

Commented [DSK3]: Needs to be updated

1
2 Stormwater Management continues to be a problem in Dewey Beach. Flooding, as a direct result
3 of low elevation as well as inadequate stormwater-management infrastructure and flood controls,
4 creates several problems in Dewey Beach. Stormwater runoff regularly floods the yards of
5 homes located in certain areas of town. This can make it more difficult to sell these homes and
6 cause a decline in the value of other nearby homes and properties. The Town reported that the
7 areas most impacted by flooding are those along Bayard Avenue and Reed Avenue. Currently,
8 the Town is using a grant from the State to finance a project to address the stormwater-
9 management problems in the Reed Avenue area. In January 2006, the Town hired a contractor
10 and was awaiting approval of the necessary permits from the Delaware Department of Natural
11 Resources and Environmental Control (DNREC) and the Army Corps of Engineers.

12
13 *Power lines and street lighting*

14
15 *Sidewalks and right of ways*

16
17 *SR-1*

18
19 **Public bathrooms**

20 The Town does not provide or maintain any public bathroom facilities. There is one pair of
21 restrooms at the Bay end of Dickinson Ave. that is provided and maintained by Dewey Beach
22 Enterprises LLC. This facility is two blocks from the ocean beach; there is no signage directing
23 the public to this one facility and the Town does not actively publicize its presence.

24
25 ***Vision Statement – Utilities and Infrastructure***

26 The Town of Dewey Beach acts to protect and preserve the effectiveness and equitable
27 availability of its public utilities and infrastructure.

28
29 ***Relevant Opportunities and Threats:***

- 30 • Out of date and failing infrastructure
- 31 • 30-0000-plus in Town on a sunny summer Saturday
- 32 • Sea-level rise
- 33 • Expansion and redevelopment of existing beach cottages
- 34 • Increasing resident and part-time populations year round
- 35 • Aging citizenry
- 36 • Increasing year round activities bringing families into Town during off seasons

37
38
39 ***Plan Objectives and Recommendations – Utilities and Infrastructure:***

40 **Obj. U&I - 1 The water and wastewater services provided to the Town are safe, and**
41 **sufficient to meet the needs of the growing and evolving Town over the next 10**
42 **years.**

- 43 • The Town should assess the status of its water supply and waste water services –
44 including handling capacities and delivery infrastructure – to meet the needs of

- 1 the Town today and 10 years into the future when summer crowds might reach
2 40,000 (18 month milestone)
- 3 • As necessary, the Town should enact policy and regulations to ensure that the
4 Town does not outgrow its water and wastewater allocations or engage with the
5 cognizant County entities to ensure that water and waste water capabilities will be
6 improved to meet the growing needs of the Town (18 month milestone)

7
8 **Obj. U&I - 2 The telecommunications and on-demand entertainment services**
9 **provided to stakeholders throughout the Town are reliable and appropriate for a**
10 **first class resort Town in 2017 and over the next 10 years.**

- 11 • The Town should establish policy and regulations and coordinate with regional
12 providers of telecommunications and cable/satellite services to ensure that such
13 services provided to stakeholders in Town are reliable and up-to-date today, and
14 into the future (2 year milestone)
 - 15 • The Town should establish policy and coordinate with Town Businesses to ensure
16 the availability of high-speed internet and telecommunications along Coastal
17 Highway and on Town Bay and Ocean beaches (2 year milestone)
- 18

DRAFT