

REVISED 8-19-16

**AGENDA
REGULAR MEETING OF THE MAYOR AND COUNCIL
August 23, 2016
SEAFORD CITY HALL - 414 HIGH STREET**

- 7:00 P.M.** - Mayor David Genshaw calls the Regular Meeting to Order.
- Invocation
 - Pledge of Allegiance to the Flag of the United States of America.
 - Changes to agenda for this meeting.
 - Approval of minutes of the regular meeting on August 9, 2016.

CORRESPONDENCE:

1.

Mayor Genshaw adjourns Regular Meeting and opens Public Hearing.

7:05 P.M. Public Hearing:

1. **Liborio Watergate, LLC**, new property owners of undeveloped acreage on Bridgeville Hwy., which was formerly known as the subdivision of **Lawrence Crossing** is seeking a sketch review and approval for a new project on this site to be known as **Melanie's Ridge**. The development will consist of 10,000 square feet of commercial frontage on Bridgeville Hwy and a two hundred eighty-eight (288) unit apartment complex to the rear. The property is identified as Tax Map and Parcel 331-5.00 -11.00. The property is zoned C-2 Highway Commercial and R-3 High Density Residential.

Mayor Genshaw closes Public Hearing and reopens Regular Meeting.

Mayor Genshaw calls for a motion on the Liborio Watergate, LLC sketch review for Melanie's Ridge on undeveloped lands on Bridgeville Highway.

NEW BUSINESS:

1. Berley Mears, Director of Public Works to present new proposed Maximum Allowable Industrial Loading (MAIL) limits to finalize EPA approval.

Page 2

AGENDA

REGULAR MEETING OF THE MAYOR AND COUNCIL

August 23, 2016

NEW BUSINESS (CONTINUED):

2. Berley Mears, Director of Public Works to present project updates for Nanticoke Senior Center parking and sidewalk; Boys and Girls Club paving improvement; and Stein Highway sidewalk & curb improvement on the south side from Market Street east to Family Dollar store.
3. Charles Anderson, Asst. City Manager to report on the inquiry Seaford made to participate in the DNREC Environmental Finance, DPH Office of Drinking Water subsidization assistance program for low income subgroups.
4. Charles Anderson, Asst. City Manager to present options for a Mission Statement of the City of Seaford to be finalized and adopted by City Council.
5. Charles Anderson, Asst. City Manager to report on the completion of the tennis court resurfacing portion of the project.

OLD BUSINESS:

- 1.

REMINDER OF MEETINGS & SETTING NEW MEETINGS:

1. Greater Seaford Chamber of Commerce Comcast Mixer at Hooper's Landing, August 25th from 5 p.m. until 7 p.m.
2. City offices are closed Monday, September 5th for the Labor Day Holiday.

Page 3

AGENDA

Regular Meeting of Mayor and Council

August 23, 2016

COMMITTEE REPORTS:

1. **Police & Fire - Councilwoman Leanne Phillips-Lowe**
2. **Administration - Councilman Orlando Holland**
3. **Code, Parks and Recreation - Councilwoman Grace Peterson**
4. **Public Works & WWTF - Councilman William Mulvaney**
5. **Electric - Councilman Dan Henderson**

Mayor Genshaw solicits a motion to adjourn the regular council meeting.

NOTE: Agenda shall be subject to change to include or delete Additional items (including executive session) which arise at the time of the meeting. (29 Del. C. S1004 (e) (3))

N.B.1
8/23/16

City of Seaford WWTF

Memo

To: Dolores Slatcher, CM
From: Bryant Tiff, WWTFOC
cc: Berley Mears, DPW; Charles Anderson, ACM
Date: 8/11/16
Re: EPA Local Limits Approval

Local Limits Evaluation

We have received a letter of acceptance from EPA regarding the local limits evaluation. EPA has accepted our proposal for an interim local limit for copper up until our NPDES copper limit becomes effective in November 2018. By then we will need to have a final local limit for copper prepared that will allow us to meet our NPDES limit.

We have proposed to adopt Maximum Allowable Industrial Loading (MAIL) limits rather than concentration limits this time since this will provide some flexibility for us to allocate to individual users based on need. This could be very beneficial to us and our users in the future depending on how our copper situation unfolds. The current concentration limits we have are derived from the MAILs of the previous local limit evaluation.

We have provided notice to effected Industrial Users and other interested parties of local limit changes and allowed the required 30 day comment period with no comments received.

Following adoption, proof of adoption needs to be sent to EPA Region III, at which time they will public notice their approval of the changes to our pretreatment program.

The chart below show the proposed changes to the local limits.

	Current		New
	Local Limit (mg/l)	MAIL (lb/d)	MAIL (lb/d)
Arsenic	0.1759	0.0616	0.117
Cadmium	0.1613	0.0565	0.0278
Chromium	4.2269	1.4806	2.7154
Copper	2.1744	0.7617	0.0542
Cyanide	2.8833	1.01	1.0741
Lead	0.7621	0.267	0.3183
Mercury	0.0794	0.0278	0.0464
Molybdenum	0.6303	0.2208	0.1362
Nickel	1.7568	0.6154	0.9926
Selenium	0.1234	0.0432	0.0919
Silver	2.3282	0.8155	0.0502
Zinc	8.0032	2.8034	1.4688
BOD	350	---	---

We proposed doing away with the local limit for BOD as this creates a point for IU's to have permit violations for things that are easily treated at the wastewater facility. We should make sure the Sewer Use Ordinance (SUO) provides adequate legal authority to impose surcharges or include BOD limits in permits if deemed necessary.

N.B. 4
8/23/16

Draft City of Seaford Example

MISSION STATEMENT

The City of Seaford is a diverse community that exists to provide its residents, businesses, and visitors alike, the best experience possible. Efficient and effective municipal services will be delivered at a high level of customer satisfaction. Ensuring our infrastructure and services support our stakeholders, through cost-effective governance, economic development and improved quality of life, making Seaford the perfect place to start.

THE VISION (To a better tomorrow)

The City Mayor, Council and staff are committed to provide residents, businesses and visitors with:

A safe and clean community

Quality City services.

Infrastructure of adequate capacity to accommodate present and future needs.

Diverse opportunities for recreational, cultural and economic development.

A well-managed and fiscally sound community.

CORE VALUES (Seven point approach to accomplishing our mission)

The City of Seaford is committed to accomplishing its mission and goals through:

Teamwork

Accountability

Competency

Thoroughness

Innovation

Credibility

Safety

"If you don't know where you're going, it doesn't matter which way you go."

– *Cheshire Cat*, *Alice in Wonderland*

Definition -

A **mission statement** is a statement which is used as a way of communicating the purpose of the organization. Although most of the time it will remain the same for a long period of time, it is not uncommon for organizations to update their mission statement and generally happens when an organization evolves. Mission statements are normally short and simple statements which outline what the organization's purpose is and are related to the specific sector an organization operates in.

Properly crafted mission statements serve as filters to separate what is important from what is not, clearly state which markets will be served and how, and communicate a sense of intended direction to the entire organization. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. Also called company mission, corporate mission, or corporate purpose.^[1]

The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide **decision-making**. It provides "the framework or context within which the company's strategies are formulated." It is like a goal for what the company wants to do for the world.^[2]

According to **Dr. Christopher Bart**,^[3] the commercial mission statement consists of three essential components:

1. **Key market**: Who is your target client or customer (generalize if needed)?
2. **Contribution**: What product or service do you provide to that client?
3. **Distinction**: What makes your product or service **unique**, so that the client would choose you?

BACKGROUND

A well-developed mission statement is a great tool for understanding, developing, and communicating fundamental business objectives, and should be expressed in just a paragraph or two. If you read it out loud, it should take about 30 seconds. And it should answer questions people have about your business, like:

- Who is your company?
- What do you do? What do you stand for? And why do you do it?
- Do you want to make a profit, or is it enough to just make a living?
- What markets are you serving, and what benefits do you offer them?
- Do you solve a problem for your customers?
- What kind of internal work environment do you want for your employees?

A mission statement is a guiding light for a business and the individuals who run the business. It is usually made up of three parts:

- Vision – big picture idea of what you want to achieve.
- Mission – general statement of how you will achieve your vision.
- Core Values – how you will behave during the process. Each of these three elements is an important aspect of the businesses guiding light. Once you have developed your mission statement, the next step is to create the following items:

- Goals – general statements of mileposts you need to meet to achieve your vision.
- Objectives – specific, time-sensitive statements for achieving your goals
- Strategies/Action Plans – specific implementation plans of how you will achieve your objectives and goals.

Mission Statement Elements Below are definitions of the three mission statement elements.

Vision - A vision statement is a mental picture of what you want to accomplish or achieve. For example, you may want to develop a profitable winery or a successful organic dairy business.

The vision statement should be concise and easy to remember. Because it is easy to remember, it is easy for everyone in the organization to focus on the vision. When people focus on the vision, their daily activities are automatically directed towards achieving the vision.

Mission - A statement of mission is a general statement of how you will achieve your vision. There is a very close relationship between the vision and mission. The mission is an action statement that usually begins with the word "to". Once again it is a very simple and direct statement that is easy to understand and remember. There is a very close relationship between the two elements. The vision and mission describe what will be achieved and how it will be achieved.

Core Values - Core values define the business in terms of the principles and values that the business leaders will follow. They provide the bounds or limits of how the business leaders will conduct their activities while carrying out the vision and mission.

Example Core Values:

- **Provide economically sound business opportunities for our members.**
- **Practice high ethical business standards.**
- **Respect and protect the environment.**
- **Produce high quality products that are safe for consumers.**
- **Meet the changing needs and desires of consumers.**

The core values tell a lot about the leaders of an organization and how they will conduct their business activities and relationships.

Characteristics of Good Mission Statements - To create a successful mission statement, you should keep the following concepts in mind.

Simple - Your mission statement should be simple. However, creating the statement is usually not easy. It may require several drafts. The statement needs to capture the very essence of what your business or organization will achieve and how you will achieve it. The statement should be short and concise. The fewer words the better. Use just enough words to capture the essence. Most mission statements are too long. People tend to want to add additional information and qualifications to the statement. Usually these statements just confuse the reader and cloud the real meaning of your statement. Each successive draft of your statements should be to simplify and clarify by using as few words as possible. Your statements of vision and mission should be a single thought that can easily be carried in the mind. To test the effectiveness of a mission statement in a business, ask its leaders, managers and employees to tell you the vision and mission of their business. If they cannot instantaneously tell you both, their mission statement is of little use. The vision and mission guide the everyday activities of every person involved in the business. To be effective, your statements need to be short and simple, capturing the essence of what you want to accomplish.

Fluid Process - People agonize over writing mission statements. Granted, it is usually not a simple or easy process. However, the statements are not "cast in stone". They can be updated and modified later. It is often best to do the best job of writing it as you can, use the statement for a period of time, and then revisit it a few months or a year later. It is often easy to sharpen the statement at that time. Remember, the reason you are writing the statement is to clarify what you are doing.

Unique Businesses - It is usually more important to write mission statements for unique or non-traditional businesses where the purpose of the business is not generally known. Mission statements are important for these businesses so that everyone involved in the business understands what the business will accomplish and how it will be accomplished. In essence this means "keeping everyone on the same page" so they are all "pulling in the same direction"

The Role of Goals and Objectives

Once you have developed your vision, mission and core values, you can then develop the goals and objectives needed to achieve your vision.

Goals - Goals are general statements of what you want to achieve. So they need to be integrated with your vision. They also need to be integrated with your mission of how you are going to achieve your vision. Examples of company goals are:

- To improve profitability
- To increase efficiency
- To capture a bigger market share
- To provide better customer service
- To improve employee training
- To reduce carbon emissions

A goal should meet the following criteria:

- **Suitable:** Does it fit with the vision and mission?
- **Acceptable:** Does it fit with the values of the company and the employees?
- **Understandable:** Is it stated simply and easy to understand?
- **Flexible:** Can it be adapted and changed as needed?

Make sure the goals are focused on the important properties of the business. Be careful not to set too many goals. You run the risk of losing focus. Also, design your goals so that they don't contradict and interfere with each other.

Objectives

Objectives are specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved. They are milestones along the path of achieving your goals.

Examples of company objectives are:

- To earn at least a 20 percent after-tax rate of return on our net investment during the next fiscal year
- To increase market share by 10 percent over the next three years.
- To lower operating costs by 15 percent over the next two years by improving the efficiency of the manufacturing process.
- To reduce the call-back time of customers inquiries and questions to no more than four hours.

Objectives should meet the following criteria:

- **Measurable:** What will happen and when?
- **Suitable:** Does it fit as a measurement for achieving the goal?
- **Feasible:** Is it possible to achieve?
- **Commitment:** Are people committed to achieving the objective?
- **Ownership:** Are the people responsible for achieving the objective included in the objective-setting process?

Types of Goals and Objectives Most business goals fall into one of four categories. A variety of objectives can be constructed to meet the goal in each category. Examples are given below. Each of the objectives should be described with a quantifiable outcome to be achieved by a predetermined deadline.

Mission and Values Sussex County Example

Sussex County EMS is:

A nationally recognized leader in mobile health care services committed to improving your quality of life.

We will accomplish this through:

- Quality, compassionate patient care
- Continuous quality improvement
- Proactive planning
- Innovative technologies and procedures
- The full spectrum of emergency medical services
- Comprehensive education and training for our personnel and the public

We Value:

- Kindness
- Professionalism in action and in attitude
- Respect, dignity & politeness
- A supportive, productive work environment
- Continuing education for personal and professional growth
- Honesty, trust, integrity in all our actions
- Individual creativity, initiative, and responsibility
- Fiscal responsibility
- Public trust and support

Additional Example

OUR MISSION

Marion is a progressive city that provides high quality services which promote an active, safe, and healthy environment; it enables the community to realize the best standard of living possible through cost-effective governance.

OUR VISION

To accomplish this mission, city government is committed to provide citizens with:

- A safe and clean community
- Efficient and effective quality city services.
- Infrastructure of adequate capacity to accommodate present and future needs.
- Diverse opportunities for recreational, cultural and economic development.
- A well-managed and fiscally sound community.

OUR VALUES

In all respects, city government is dedicated to accomplishing its mission through:

- Professionalism
 - Pride
 - Service
 - Fairness
 - Accountability
-

The UPS's Example

UPS's values, mission, and strategy statements provide guidance regarding our daily decisions. They make clear our priorities and encourage us to seize new opportunities. By following these principles, our actions are aligned to meet the needs of our company, people, customers, shareowners, and communities.

Values: Our Enduring Beliefs

- **Integrity**—It is the core of who we are and all we do.
- **Teamwork**—Determined people working together can accomplish anything.
- **Service**—Serving the needs of our customers and communities is central to our success.
- **Quality and Efficiency**—We remain constructively dissatisfied in our pursuit of excellence.
- **Safety**—The well-being of our people, business partners, and the public is of utmost importance.
- **Sustainability**—Long-term prosperity requires our continued commitment to environmental stewardship and social responsibility.
- **Innovation**—Creativity and change are essential to growth.

Mission: What We Seek to Achieve

- **Grow our global business by serving the logistics needs of customers, offering excellence and value in all that we do.**
- **Maintain a financially strong company—with broad employee ownership—that provides a long-term competitive return to our shareowners.**
- **Inspire our people and business partners to do their best, offering opportunities for personal development and success.**
- **Lead by example as a responsible, caring, and sustainable company making a difference in the communities we serve.**

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New York City tax abatement for housing development

- Post-construction period (“final”) benefits: projects that have received a final certificate of eligibility are eligible for an eight year tax exemption (two years full exemption plus a six year phase out).