

# **ARTICLE 1 – 2012 LONG RANGE PLAN UPDATE**

## **MISSION STATEMENT**

The government of the Town of Sandwich will provide the public with the highest, most efficient and effective level of service with the resources available in a manner that exemplifies honesty, integrity and a commitment to public service while honoring our rich history, protecting our environment and responsibly planning for our future.

## **SUMMARY OF LONG RANGE PLAN**

The purpose of the Long Range Plan (LRP) is to annually project the future needs of the Town and identify the primary issues and projects on which the Town will focus, and to report this to Town Meeting (Section 4.2.5(i) of Town Charter). The vision that forms the basis for the LRP is articulated in detail in the Local Comprehensive Plan (LCP) approved by Town Meeting in May 2009. The document below is long range in the sense that it takes us further than just one budget cycle. It is meant to define the next few steps of the journey to the vision set forth in the LCP and the other planning documents identified in the Attachments below. The Board of Selectmen and Town Meeting have already initiated many of these efforts, with progress continuing to be made on many fronts. Several of the items found in the Action Plan will also be voted on at the May 7, 2012 Annual Town Meeting and are addressed in the recommended FY'13 budget.

## **INTRODUCTION**

Guiding principles followed in developing the LRP include:

- Adequate staffing takes precedence over new buildings
- Realistic limitations of a large population & small tax base need to be considered
- Proposition 2.5 funding limitations need to guide wage / compensation packages
- Action items over the next 12 months are heavily weighted toward collecting information and plan development
- Funding sources & tax impacts of proposed actions will be identified during the planning phase

## **ACTION PLAN**

(\* = proposed action item leader)

### 1. Improved Delivery of Existing Services

- a. Consolidating & unifying financial systems with School & Town –School Business Manager\*, Town Accountant\*, Town Treasurer, Human Resources Director, Information Technology Director, School Information Technology Staff
  - i. Warrant article to fund software – May 2012 – Selectmen
- b. Continued implementation of Pay-As-You-Throw – 2012 & Beyond – Director of Public Works\*
  - i. Review and improve Sanitation Division enterprise fund implementation – FY’2013 – Director of Public Works, Town Accountant
  - ii. Present plan to Selectmen on migrating from a tax subsidized operation to a full fee for service operations – Summer 2012 – Director of Public Works, Town Accountant, Town Manager’s Office
  - iii. Resolve SEMASS contract issue & determine future of Upper Cape Regional Transfer Station on Massachusetts Military Reservation – 2012 – Director of Public Works
- c. Submit a plan to the Selectmen to expand delivery of senior & social services – Summer 2012 – Council on Aging Director\*, Public Health Nurse
  - i. Consider warrant article to fund initial step(s) – May 2013 – Selectmen
- d. Continue progress on recreational facilities & existing Recreation Field Development Plan with the Selectmen – 2012 – Town Manager’s Office\*, Recreation Director
  - i. Review RFP responses for additional recreational uses / services at Sandwich Hollows Golf Club – Spring 2012 – Selectmen, Town Manager’s Office\*, Golf Director, Recreation Director
  - ii. Proceed with development of public recreation fields at SHGC & corresponding license agreements with youth sports boards – 2012 – Town Manager’s Office\*, Recreation Director
- e. Charter Review Committee recommended changes to Selectmen – Summer 2012 – Selectmen\*
  - i. Present approved changes to Town Meeting, then to Legislature, if approved – Fall 2012 / Spring 2013
- f. Post all committee mission statements on website, etc. – July 2012 – Selectmen\*
- g. Review feasibility of future disposition of relevant tax title properties – 2012 & Beyond – Selectmen, Town Treasurer\*, Director of Natural Resources, Director of Assessing

- i. Update list of relevant tax title properties & review with appropriate departments and Board of Selectmen
- ii. Conduct public disposition of properties deemed appropriate
- h. Continue Substance Abuse Prevention Task Force efforts & submit grant to federal Drug Free Community program – March 2012 with September 2012 potential award – Substance Abuse Prevention Task Force\*, Barnstable County Grant Writing, Selectmen, School Committee

## 2. Capital Asset Management

- a. Complete construction of MSBA Green Repair Program work for Forestdale and Oak Ridge Schools – September 2012 – School Department\*
- b. Warrant article & ballot question for library HVAC capital exclusion – May 2012 – Selectmen, Library\*, Capital Improvement Planning Committee
- c. Monitor status of current library branch proposal on State waiting list – 2012 – Library\*
- d. Move forward on public safety improvement plan
  - i. Submit schematic design, cost estimate, and staffing plan to Selectmen & commence outreach / educational efforts – March 2012 – Town Manager's Office\*, Fire Chief, Police Chief
  - ii. Warrant article/ballot question to support construction – 1<sup>st</sup> Quarter 2013 – Selectmen
  - iii. Warrant article/ballot question to support staffing plan – 2013 – Selectmen
- e. Evaluate consultant's School District Master Plan & School Committee recommendation – Spring 2012 – School Committee\*
  - i. Review School Committee's recommended action concerning School District Master Plan – Fall 2012 – School Committee, Selectmen
- f. Submit a comprehensive capital improvement needs plan to the Selectmen, School Committee and Finance Committee – 2012 – Town Manager's Office\*, Public Facilities Director, Building Inspector, School Business Manager, School Facilities Director, Capital Improvement Planning Committee
  - i. Prepare a 10-year plan encompassing all physical facilities, proposing new construction, if needed, to support a joint public safety building, road bond, school master plan, marina office building, consolidated town hall, senior / community center,

library facilities, beach erosion issues, wastewater infrastructure, etc. Plan would also propose necessary maintenance for facilities further down the prioritized list for new construction and show the tax impact of any borrowing needed to finance either construction, repairs, or maintenance – 2012 – Town Manager\*, Financial Department Heads

ii. Consider warrant article to adopt (first phase of?) the plan – 2013 – Selectmen

iii. Consider warrant article to fund the first step(s) – 2013 – Selectmen

### 3. Economic Development (Commercial Tax Base Growth & Job Creation)

a. Continue to achieve early Comprehensive Water Resources Management Plan milestones – per Wright-Pierce schedule – 2012 & Beyond – Health Director\*, Water Quality Advisory Committee, Wright-Pierce

i. Proceed with Interim Solutions plan and implement appropriate action items – 2012 – Health Director, Town Counsel, Wright-Pierce

b. Commence a 10-year tax base expansion plan – 2012 – Sandwich Economic Initiative Corporation\*, Town Planner, Director of Assessing

i. Issue South Sandwich Village Center Request for Expression of Interest / Request for Proposals – Spring 2012 – Selectmen, Town Manager’s Office\*, Sandwich Economic Initiative Corporation

ii. Complete Development Agreement with Tsakalos Realty Trust, Cape Cod Commission, Town – Summer 2012 – Planning Board, Town Planner\*

iii. Complete road & infrastructure easement for South Sandwich Village Center – Spring 2012 – Selectmen, Town Manager’s Office\*

iv. Issue RFP for use of Town Route 130 land as tourism information / economic development office – Spring 2012 – Selectmen, Town Manager’s Office\*

v. Seek authority to sell additional 7 acres of Town land in South Sandwich Village Center – May 2012 – Town Manager’s Office\*, Recreation Director

vi. Submit MassWorks grant request for internal roadway between Route 130 and end of Jan Sebastian Drive – September 2012 – Selectmen, Town Manager\*, Sandwich Economic Initiative Corporation

vii. Lobby Cape Cod Commission for expanded commercial development thresholds in Industrial Service Trade Area (Sandwich Industrial Park) – 2012 – Town Manager\*, Town Planner, Sandwich Economic Initiative Corporation

viii. GenOn future & successor to current Tax Valuation Agreement – 2012 – Town Manager, Director of Assessing\*

c. Approve Sandwich Economic Initiative Corporation grant agreement for \$50,000 appropriation & corresponding business plan – Spring 2012 – Selectmen\*, Sandwich Economic Initiative Corporation

d. Continue efforts toward town meeting approval of revised zoning bylaws – 2012 & Beyond – Selectmen, Town Counsel, Planning Board, Town Planner\*

e. Explore regional Upper Cape economic development efforts & possibilities – 2013 Town Meetings – Town Manager\*, Cape Cod Commission, Upper Cape Towns

f. Continue Payment-In-Lieu-Of-Tax (PILOT) efforts with local non-profit organizations – 2012 & Beyond – Selectmen, Assessors, Director of Assessing\*

#### 4. Preserve and Protect Historic Character and Natural Resources

a. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 2012 & Beyond – Selectmen\*, Community Preservation Committee

b. Commence actions in contracted scope of work to address beach erosion & lobby County, State, Federal officials accordingly – 2012 & Beyond – Selectmen, Town Manager, Natural Resources Director\*, Woods Hole Group

i. Continue to lobby County, State, Federal officials for renewed action on funding & permitting efforts – 2012 – Selectmen, Town Manager, Natural Resources Director\*, Woods Hole Group, Federal & State Delegation

ii. Consider warrant article to fund any interim improvements as permits are achieved – 2012 – Selectmen

iii. Lobby County, State, Federal officials for access to future sources of sand – 2012 & Beyond – Selectmen, Woods Hole Group

iv. Work with federal and state delegation to secure funding – 2012 – Selectmen, Woods Hole Group

c. Progress report or new requests relative to Sandwich Affordable Housing Plan & Proposed George Fernandes Way expansion project – Summer 2012 – Sandwich Housing Authority\*

d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2012 & Beyond – Selectmen, Natural Resources Director\*, Conservation Commission, Community Preservation Committee

### **ATTACHMENTS**

Many of the action items and concepts expressed above are also addressed with much more specificity in numerous documents like the Local Comprehensive Plan, our annual multi-year financial projections, and various planning documents covering specific issue areas. A listing of all these documents – and the documents themselves – can be found on the Town’s website ([www.sandwichmass.org](http://www.sandwichmass.org)) or viewed at the Office of the Board of Selectmen & Town Manager, Town Hall, 130 Main Street, Sandwich, MA 02563.