

# TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET  
SANDWICH, MA 02563

TEL: 508-888-4910 AND 508-888-5144

FAX: 508-833-8045

E-MAIL: [selectmen@townofsandwich.net](mailto:selectmen@townofsandwich.net)

E-MAIL: [townhall@townofsandwich.net](mailto:townhall@townofsandwich.net)



BOARD OF  
SELECTMEN

TOWN  
MANAGER

## BOARD OF SELECTMEN AGENDA November 10, 2016 – 6:00 P.M. Sandwich Town Hall – 130 Main Street

1. Convene Open Session in Auditorium
2. Executive Session – M.G.L. c.30A, §21(a) – The Chair declares that having an open session may have a detrimental effect upon the Town’s bargaining, litigating, or negotiating position, as applicable.
  - Purpose #3: Litigation Strategy – Monomoy Properties v. Planning Board
  - Purpose #3: Collective Bargaining Strategy – Fire Union Negotiations
  - Purpose #7: To comply with the Open Meeting Law, M.G.L. c. 30A, §22(f) for the review, potential approval, and potential release of Executive Session meeting minutes: 2010-2015
3. Pledge of Allegiance
4. Review & Approval of Minutes – 10/20/16
5. Public Forum (*15 Minutes*)
6. Town Manager Report
7. Correspondence / Statements / Announcements / Future Items / Follow-up (*10 Minutes*)
8. Staff Meeting (*90 Minutes*)
  - 7:30 P.M. Public Hearing: 2016/17 Shellfish Regulations – Director of Natural Resources Mark Galkowski
  - 7:45 P.M. Public Hearing: Annual Fees & Charges – Various Departments
  - Human Resources Director Marie Buckner & Town Treasurer/Collector Bill Jennings – Update on Cape Cod Municipal Health Group Insurance Plan Initiatives; RFP on Health Insurance Review
  - Town Managers & HR Director – Overview of Future Staffing & Personnel Priorities
  - Kanten Russell, Stantec Planning & Landscape Architecture – Update on Skate Park Efforts & Receive Direction from Selectmen

9. Old Business *(30 Minutes)*
  - November 21 Special Town Meeting
  - November 17 Selectmen Meeting?
  - FY'18 Budget
  - Other Matters Not Reasonably Anticipated by the Chairman
10. New Business *(5 Minutes)*
  - Other Matters Not Reasonably Anticipated by the Chairman
11. Public Forum *(15 Minutes)*
12. Closing Remarks
13. Adjournment

**NEXT MEETINGS:** Monday, November 21, 2016, 7:00 P.M., SHS Auditorium – STM  
Thursday, December 1, 2016, 7:00 P.M., Town Hall

**SANDWICH ENTERPRISE  
FALMOUTH, MA. 02540**

Please publish the following ad in your legal notice column on October 28, 2016 & November 03, 2016.

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**TOWN OF SANDWICH  
BOARD of SELECTMEN  
Notice of Public Hearing  
Amendments to the Shellfish Regulations**

Notice is hereby given that Board of Selectmen will conduct a public hearing on Thursday, November 10, 2016 at 7:30 p.m. at the Sandwich Town Hall, 130 Main Street, to amend the current regulations pertaining to the taking of shellfish, sea worms and eels from the waters and flats of the Commonwealth within the limits of the Town of Sandwich, and the opening of the shellfish beds for this year as provided under the authority of Massachusetts General Laws, Chapter 130, Section 52.

Anyone wishing to be heard on this matter will be afforded an opportunity at that time.

Susan James, Chairman  
Board of Selectmen



MEMORANDUM

TO: Mr. George H. Dunham, Town Manager

FROM: Mark S. Galkowski, Director

DATE: November 01, 2016

SUBJECT: Suggested language for Board of Selectmen motion to re-open town shellfish beds in a portion of Old Harbor Creek, Mill Creek and Dock Creek (aka Factory Creek) referred to by the DMF as the Sandwich Harbor Center Basin.

Motion to adopt a change to the Town of Sandwich Shellfish Regulations:

I move to amend the current Sandwich Shellfish Regulations by adopting Shellfish Regulation Amendment No: 2016-01 and to authorize the Shellfish Constable to open said areas once the MA Division of Marine Fisheries has received acceptable samples and authorizes said opening. Said areas shall close when deemed appropriate by the Shellfish Constable and Town Manager.

If you have any questions, or require additional information, please contact me.

xc: Asst. TM  
Asst. Dir. DNR  
File



### Shellfish Regulation Amendment No: 2016-01 Opening Areas for Recreational Use

**Effective Date: December 4, 2016**

Acting under the authority of Chapter 130, section 52 of the Massachusetts General Laws, as amended, the Board of Selectmen of the Town of Sandwich hereby promulgates the following amendment which affects the taking of shellfish within the waters of the Town of Sandwich. **This opening is subject to receipt of approval from the Massachusetts Division of Marine Fisheries.**

#### **Open Areas:**

##### **Sandwich Harbor Center Basin (CCB37.0)**

The waters, flats and all tributaries of Sandwich Harbor in the Town of Sandwich, southerly of a line drawn across the entrance jetties of Sandwich Harbor, southeasterly of the easterly face of the Sandwich Boardwalk where it crosses Mill Creek, northerly of a line drawn between the "NO SHELLFISHING" signs located in Dock Creek-West (also know as Factory Creek), northerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of Dock Creek-West (also know as Factory Creek), north of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the Parsonage Creek, north of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the OX Pasture Creek, north of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the Pine Island Creek and northwesterly of a line drawn across the mouth of Springhill Creek are open to the taking of quahogs, soft shell clams, blue mussels, and sea worms. **The taking of oysters as determined by the Shellfish Constable.**

##### **Sandwich North Coastal (CCB35.0)**

"The waters and flats of the Town of Sandwich, from the Bourne town line to the Barnstable town line **excluding** the **Cape Cod Canal (BB 45.4)**, and the **Scorton Creek Approach (CCB 35.3)**, are open to the taking of sea clams, blue mussels and sea worms. No other shellfish may be harvested in this area.

#### **Closed Areas: THE FOLLOWING AREAS ARE CLOSED TO THE TAKING OF ALL SHELLFISH and SEA WORMS.**

##### **Mill Creek (CCB37.1)**

"The waters, flats and all tributaries of Mill Creek northwesterly of a line drawn between the CLOSED "No Shellfishing" signs. The area westerly of the Sandwich Boardwalk between the Boardwalk and the closed "No Shellfishing" signs is closed for propagation.

##### **Dock Creek (CCB37.2)**

"The waters, flats and all tributaries of Dock Creek southerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of Dock Creek." **PROHIBITED**

**Parsonage Creek (CCB37.3)**

"The waters, flats and all tributaries of Parsonage Creek southerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the creek." PROHIBITED

**OX Pasture Creek (CCB37.4)**

The waters, flats and all tributaries of OK Pasture Creek southerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the creek." PROHIBITED

**Pine Island Creek (CCB37.5)**

The waters, flats and all tributaries of Pine Island Creek southerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the creek." PROHIBITED

**Springhill Creek (CCB37.6)**

The waters, flats and all tributaries of Springhill Creek southerly of a line drawn between the "NO SHELLFISHING" signs located at the mouth of the Springhill Creek." PROHIBITED

**All other areas not listed as open, are closed to the taking of shellfish and sea worms. No shellfishing @ 27°F or below. All harvested shellfish must be brought to an on duty Deputy Shellfish Constable at Mill Creek for inspection.**

**All seed soft shell clams must be replanted with siphons (necks) up immediately. All dry dug holes must be fill in prior to digging new holes or leaving the area.**

**Weekly Limit:** A level ten (10) quart wire basket of quahogs, five (5) quarts of soft shell clams, five (5) quarts of blue mussels, ten (10) sea clams per calendar week and a daily limit of twenty five (25) sea worms may be taken.

**Size Limit:** No quahogs measuring less than one (1) inch across the hinge or no soft shell clams or blue mussels measuring less than two (2) inches at the longest diameter, or no sea clams less than five (5) inches at the longest diameter may be taken. Shellfish gauges must be in possession while shellfishing.

**This amendment supersedes all other recreational shellfish openings, closures and weekly limits for soft shell clams, quahogs, oysters, blue mussels, sea clams and sea worms.**

Per Order of the Board of Selectmen:      Date Adopted:      November 10, 2016

Susan James, Chairman \_\_\_\_\_

R. Patrick Ellis, Vice Chairman \_\_\_\_\_

Frank Pannorfi \_\_\_\_\_

Peter Beauchemin \_\_\_\_\_

David Sampson \_\_\_\_\_

## PUBLIC HEARING NOTICE

### SCHEDULE OF FEES AND CHARGES

Notice is hereby given that a Public Hearing has been scheduled for **Thursday, November 10, 2016** at 7:45 p.m., Sandwich Town Hall, 130 Main Street, MA, for the purpose of reviewing the Town's schedule of fees and charges. As provided for under Section 2.60 of the Town's Bylaws, the Board of Selectmen is considering promulgating new fees or revising existing charges. Any person wishing to be heard concerning this subject will be afforded an opportunity to speak at that time.

Susan R. James, Chairman  
Board of Selectmen

### PROPOSED CHANGES :

1. Marina 2017 Fees
2. DNR Shellfish & Conservation  
Commission Fees
3. DPW-Sanitation PAY T  
Bag Fees

**Sandwich Marina Calendar Year 2017 (1 Jan - 31 Dec)**

	2016 <i>Current</i>	2017 <i>Proposed</i>	Additional Revenue
<b>Summer Recreational</b>			
Full slip	\$120/ft	\$130/ft	\$ 25,000.00
Half Slip	\$60/ft	\$65/ft	
<b>Commercial</b>			
Annual	\$50/ft	\$50/ft	\$ 1,000.00
6 Month	\$30/ft	\$33	
Monthly	\$10/ft	10/ft	
Weekly off season rates	\$5/Ft	\$7.50/Ft	\$ 5,000.00
<b>Electricity</b>			
30 amp	\$12 night	\$18	\$ 2,500.00
50 amp	\$18 night	\$27	
100 amp	\$30 night	\$45	
Comm. monthly electric	\$100/month	\$100	
<b>Ramp Fees</b>			
Season	\$150	\$150	
daily pass	\$10	\$10	
<b>Hourly Dockage</b>			
	<i>4 hour MAX</i>		
Under 25'	\$10	\$10	\$ 1,000.00
25'-45'	\$10	\$15	
over 45'	\$10	\$20	
<b>Summer Transient</b>			
\$ Per Foot	\$2.50	\$2.75	\$ 18,000.00
<b>Ice</b>			
block	\$2.00	\$2.50	\$ 500.00
cubes	\$3.00	\$3.00	
<b>Assign new slips</b>			
I-05	30ft	\$ 1,500.00	\$ 1,500.00
			<b>Additional revenue</b>
			\$ 54,500.00

Marina

# DNR - Shellfish

## TOWN OF SANDWICH

The Oldest Town on Cape Cod



## Department of Natural Resources

Mark S. Galkowski, Director

SANDWICH TOWN OFFICES  
16 JAN SEBASTIAN DRIVE  
SANDWICH, MA 02563

TEL: 508- 833-8054

FAX: 508-833-0018

### MEMORANDUM

**TO:** Mr. George H. Dunham, Town Manager

**FROM:** Mark S. Galkowski, Director

**DATE:** November 1, 2016

**SUBJECT:** 2016 Fee Hearing - Requested changes in fees; Shellfish License fees;  
Conservation Commission New Fee.

I request the following requests for fee changes be considered by the Board of Selectmen at their annual fee hearing.

The first request will increase the fee for shellfish licenses. Since the re-establishment of the Sandwich Shellfish License in 2009 the fee has been \$25.00 for resident and taxpayers. We have been utilizing the license fees to pay for our annual quahog relay. Over the years the shellfish license fee covers approximately 2/3 of the cost of the relay.

I request that the Board of Selectmen increase all of the shellfish fees by \$5.00 with the exception of the Sandwich Resident Senior Citizen Permit which would increase by \$2.50. (Please see attached information) These shellfish fees would take effect in the fall of 2017.

The second request would add a Conservation Commission Fee that does not currently exist their schedule of fees. This added fee would be an after-the-fact filing fee for projects that are commenced without a Conservation Commission Permit. Please see the attached memorandum from the Assistant Director of the Department.

If you have any questions, or require additional information, please contact me. I will be attending the hearing.

xc: Asst. TM  
Asst. Dir. DNR  
File



### Shellfish Licenses Sold 2009-2015

YEAR	LICENSES	REVENUE
2009	38	\$ 950.00
2010	74	\$1,850.00
2011	102	\$2,550.00
2012	92	\$2,300.00
2013	81	\$2,025.00
2014	99	\$2,475.00
2015	118	\$2,950.00
Average	90/year	

### Quahog Relay Cost

YEAR	EXPENSE
2011	\$3,834.00
2012	\$5,200.00
2013	\$3,570.00
2014	\$3,825.00
2015	\$3,564.00
2016	\$5,562.00



## OTHER CAPE TOWN'S SHELLFISHING FEES

	RESIDENTIAL	SENIOR	NON-RESIDENT
BOURNE	\$35.00	\$10.00	\$175.00
MASHPEE	\$25.00	\$ 6.00	\$80.00
BARNSTABLE	\$40.00	\$30.00	\$140.00
YARMOUTH	\$30.00	\$15.00	\$80.00
WAREHAM	\$30.00	\$15.00	\$120.00



## Town of Sandwich Shellfishing Fees

License Type	Current Fee	Proposed Fee (2017)
RESIDENTIAL	\$25.00	\$30.00
SENIOR	\$12.50	\$15.00
MASS RESIDENT	\$50.00	\$55.00
OUT OF STATE RESIDENT	\$75.00	\$80.00

# CURRENT 2016 FEES

## Recreational Shellfish - Commercial Eel Permit Fees

### Sandwich Resident Recreational Permit: (Fee: \$25.00)

Issued to those persons who pay real estate taxes or are residents, as defined, of the Town of Sandwich are entitled to a Town of Sandwich recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Sandwich Senior Citizen Recreational Permit: (Fee: \$12.50)

Individual senior citizen who has attained the age of 70 (by July 01 of given year) and is a legal resident of, as defined, or pays real estate taxes to, the Town of Sandwich. One (1) senior citizen permit per household. These permits are intended to be used by the permit holder and are not to be utilized by other members of their family.

### Massachusetts Resident - Recreational Permit: (Fee: \$50.00)

Issued to those persons who pay real estate taxes or are residents, as defined, of the Commonwealth of MA are entitled to a Town of Sandwich - MA Resident Recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Non-Massachusetts Resident - Recreational Permit: (Fee: \$75.00)

Issued to a non-resident of the Town of Sandwich and Commonwealth of Massachusetts

### Native American - Recreational Permit: (Fee: None)

Issued to a person who is of Native American heritage who pay real estate taxes or are residents, as defined, of the Town of Sandwich are entitled to a Town of Sandwich recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Commercial Eel Permit: (Fee \$ 100.00)

Issued to an individual who pays real estate taxes or are residents, as defined, of the Town of Sandwich. Non-residents are not entitled to purchase a Town of Sandwich commercial eel permit.

### Any Permit Replacement: (Fee: \$5.00).

### Shellfish Gauge: (Fee \$2.00)

1<sup>st</sup> gauge is issued free with sale of recreational shellfish license.

# PROPOSED 2017 FEES

## Recreational Shellfish - Commercial Eel Permit Fees

### Sandwich Resident Recreational Permit: (Fee: \$30.00)

Issued to those persons who pay real estate taxes or are residents, as defined, of the Town of Sandwich are entitled to a Town of Sandwich recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Sandwich Resident Senior Citizen Recreational Permit: (Fee: \$15.00)

Individual senior citizen who has attained the age of 70 (by July 01 of given year) and is a legal resident of, as defined, or pays real estate taxes to, the Town of Sandwich. One (1) senior citizen permit per household. These permits are intended to be used by the permit holder and are not to be utilized by other members of their family.

### Massachusetts Resident - Recreational Permit: (Fee: \$55.00)

Issued to those persons who pay real estate taxes or are residents, as defined, of the Commonwealth of MA are entitled to a Town of Sandwich - MA Resident Recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Out of State Resident - Recreational Permit: (Fee: \$80.00)

Issued to a non-resident of the Town of Sandwich and Commonwealth of Massachusetts

### Native American - Recreational Permit: (Fee: None)

Issued to a person who is of Native American heritage who pay real estate taxes or are residents, as defined, of the Town of Sandwich are entitled to a Town of Sandwich recreational shellfish permit. This permit also allows the taking of sea worms, herring and eels for non-commercial purposes.

- a. Family recreational permit: Issued on the basis of one per resident family, as defined.
- b. Individual recreational permit: Issued to an unmarried resident individual over the age of 18.

### Commercial Eel Permit: (Fee \$ 100.00)

Issued to an individual who pays real estate taxes or are residents, as defined, of the Town of Sandwich. Non-residents are not entitled to purchase a Town of Sandwich commercial eel permit.

### Any Permit Replacement: (Fee: \$5.00).

### Shellfish Gauge: (Fee \$2.00)

1<sup>st</sup> gauge is issued free with sale of recreational shellfish license.

# DNR - Conservation Commission

**Town of Sandwich**  
The Oldest Town on Cape Cod



Sandwich Conservation Commission

16 Jan Sebastian Drive  
Sandwich, MA 02563  
(508) 833-8054  
FAX (508) 833-0018

## MEMORANDUM

**TO:** Mark S. Galkowski, Director, Department of Natural Resources

*DJD*

**FROM:** David J. DeConto, Assistant Director, Department of Natural Resources

**DATE:** November 1, 2016

**SUBJECT:** Conservation Commission request for change in fee(s).

The Conservation Commission has requested a change to their permit fee(s) by adding the following at the bottom of the Sandwich Conservation Commission Wetlands Protection Bylaw Fee Schedule: (See attached for a copy of the existing fee schedule)

**AFTER-FACT-FILINGS:** Except for emergency applications or requests, the fees for After-The-Fact Filings shall be **DOUBLE** those that would normally be assessed.

Background:

Almost every year the Sandwich Conservation Commission has to deal with 2-3 projects that were started or completed without the proper approval. It is not fair that these projects are charged the same amount as the ones that follow the 'rules'.

Five Cape towns have this provision in their current fee schedule:

Harwich, Provincetown, Falmouth, Brewster & Barnstable

The Town of Sandwich Building Dept. charges double for projects started without permits.



## OTHER TOWN AFTER THE FACT FILING FEES

HARWICH	Except for emergency applications or requests, the fees for after-the-fact filings shall be <b>DOUBLE</b> those that would normally be assessed.
PROVINCETOWN	After the Fact Filing (ATF): (Local fees for after the fact filings shall be assessed at 2 times (2x) the local share of the filing fee as calculated under 310 CMR 10.03(7)(c) and 310 CMR 4.00 and 2 times the local by-law fee as calculated under Provincetown General By-law Chapter 12.
FALMOUTH	Application after the Fact, Double the listed fee
BREWSTER	Each fee for work that commenced prior to obtaining a permit from the Conservation Commission (after-the-fact) is double the assessed fee (activity fee and variance fee).
BARNSTABLE	After-the-fact-filings, double the listed Notice of Intent fees.



**CURRENT**  
**Sandwich Conservation Commission**  
**Wetlands Protection Bylaw Fee Schedule**

**NOI Permit Fees**

(Each activity is charged a separate fee)

<u><b>TYPE</b></u>	<u><b>FEE</b></u>
<u><b>Category 1</b></u> <u>Single lot, SF house</u> (small projects thereon) (e.g. deck, small shed, small alteration/landscaping project (<500 sq./ft.))	<b>\$25.00</b>
<u>Single lot, SF house</u> (large projects thereon) (e.g. addition, garage, septic, pool, large alteration/landscaping project (>500 sq./ft/))	<b>\$50.00</b>
<u><b>Category 2</b></u> Commercial, Cottage Colony and/or other construction not included in Cat. 1, 3, 4	<b>\$75.00</b>
<u><b>Category 3</b></u> Coastal Projects (e.g. docks, revetments)	<b>\$100.00</b>
<u><b>Category 4</b></u> Subdivisions (roads, utilities, drainage)	<b>\$150.00</b>
<b>NOTE:</b> Any activity or alteration that is found to be in violation of the Wetlands Protection Bylaw, that qualifies to receive a permit after the fact, shall be assessed a fee ten (10) times the appropriate category fee. (e.g. deck \$25.00 X 10 = \$250.00).	
<u><b>CERTIFICATE OF COMPLIANCE INSPECTIONS</b></u>	
2 <sup>nd</sup> Certificate of Compliance Inspection	<b>\$50.00</b>
3 <sup>rd</sup> and each subsequent Certificate of Compliance Inspection	<b>\$100.00</b>
<u><b>RESTORATION ORDER</b></u> (Orders are issued to correct un-permitted alterations of a resource area or buffer zone).	<b>\$200.00</b>



**PROPOSED**  
**Sandwich Conservation Commission**  
**Wetlands Protection Bylaw Fee Schedule**

**NOI Permit Fees**

(Each activity is charged a separate fee)

<u><b>TYPE</b></u>	<u><b>FEE</b></u>
<u><b>Category 1</b></u> <u>Single lot, SF house</u> (small projects thereon) (e.g. deck, small shed, small alteration/landscaping project (<500 sq./ft.))	\$25.00
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<u><b>Category 2</b></u> Commercial, Cottage Colony and/or other construction not included in Cat. 1, 3, 4	\$75.00
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<b>NOTE:</b> Any activity or alteration that is found to be in violation of the Wetlands Protection Bylaw, that qualifies to receive a permit after the fact, shall be assessed a fee ten (10) times the appropriate category fee. (e.g. deck \$25.00 X 10 = \$250.00).	
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2 <sup>nd</sup> Certificate of Compliance Inspection	\$50.00
3 <sup>rd</sup> and each subsequent Certificate of Compliance Inspection	\$100.00
<u><b>RESTORATION ORDER</b></u> (Orders are issued to correct un-permitted alterations of a resource area or buffer zone).	\$200.00

**AFTER THE FACT FILING FEES**

Except for emergency applications or requests, the fees for after-the-fact filings shall be **DOUBLE** those that would normally be assessed.

# DPW- PAYT

## Fee Hearing

### Proposed Pay-As-You Throw Bag Fees

November 10, 2016



**Sandwich Department of Public Works**

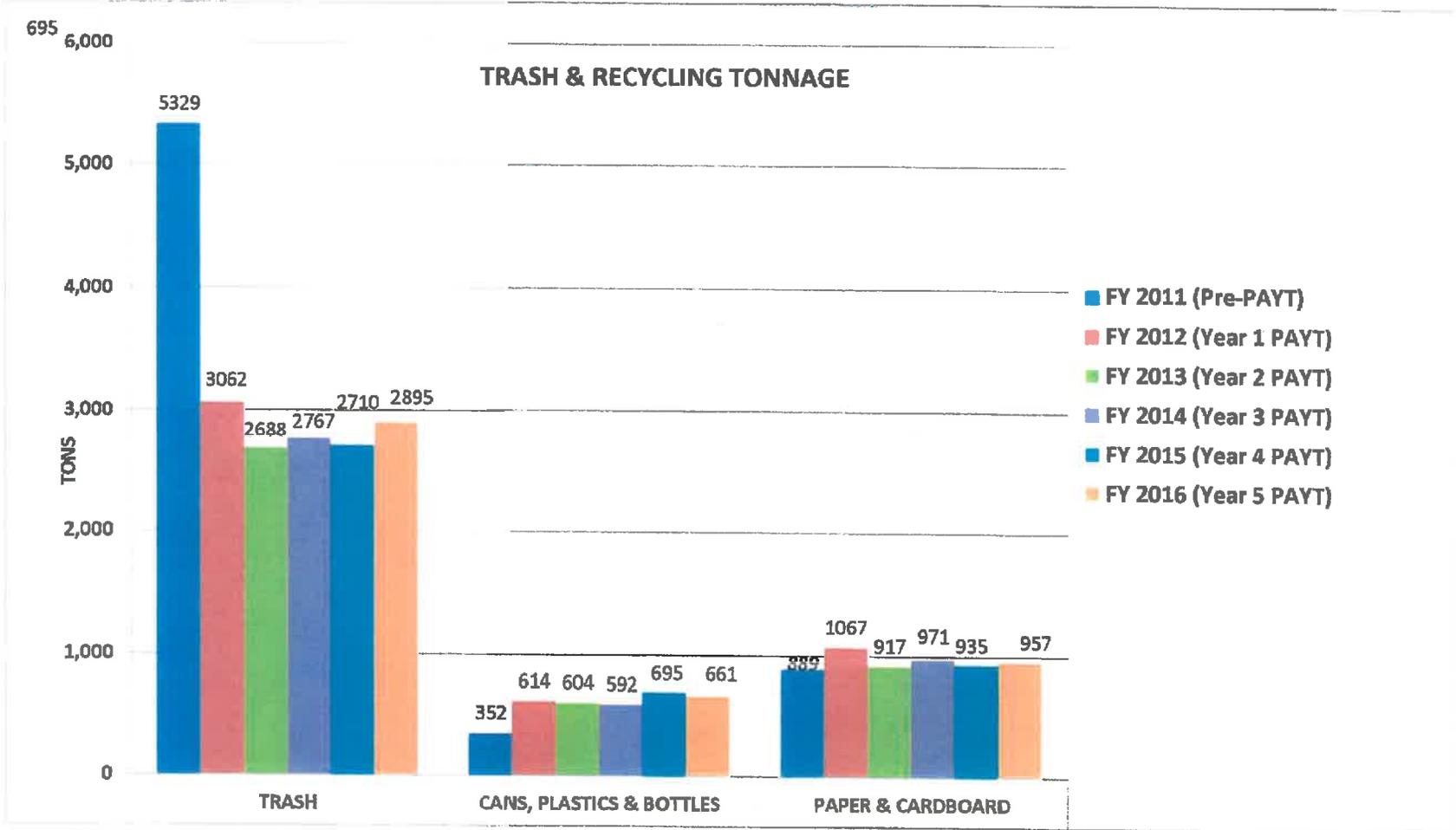
## Sandwich Transfer Station Sticker Sales (FY11 to FY16)

<u>Fiscal Year</u>	<u>Stickers Sold</u>
FY11 (Pre-PAYT)	5,624
FY12	4,936
FY13	4,963
FY14	5,179
FY15	5,231
FY16	5,198

### SANDWICH PAYT: TRASH & RECYCLING COMPARISON (FY '11 TO FY '16)

YEAR	TONS		
	TRASH	CANS, PLASTICS & BOTTLES	PAPER & CARDBOARD
FY 2011 (Pre-PAYT)	5,329	352	889
FY 2012 (Year 1 PAYT)	3,062	614	1,067
FY 2013 (Year 2 PAYT)	2,688	604	917
FY 2014 (Year 3 PAYT)	2,767	592	971
FY 2015 (Year 4 PAYT)	2,710	695	935
FY 2016 (Year 5 PAYT)	2,895	661	957

YEAR	% CHANGE COMPARED TO PRE-PAYT		
	TRASH	CANS, PLASTICS & BOTTLES	PAPER & CARDBOARD
FY 2011 (Pre-PAYT)			
FY 2012 (Year 1 PAYT)	-43%	74%	20%
FY 2013 (Year 2 PAYT)	-50%	72%	3%
FY 2014 (Year 3 PAYT)	-48%	68%	9%
FY 2015 (Year 4 PAYT)	-49%	98%	5%
FY 2016 (Year 5 PAYT)	-46%	88%	8%



## SEMASS CONTRACT - ANNUAL TIPPING FEE COSTS

Base Fee: \$65.00

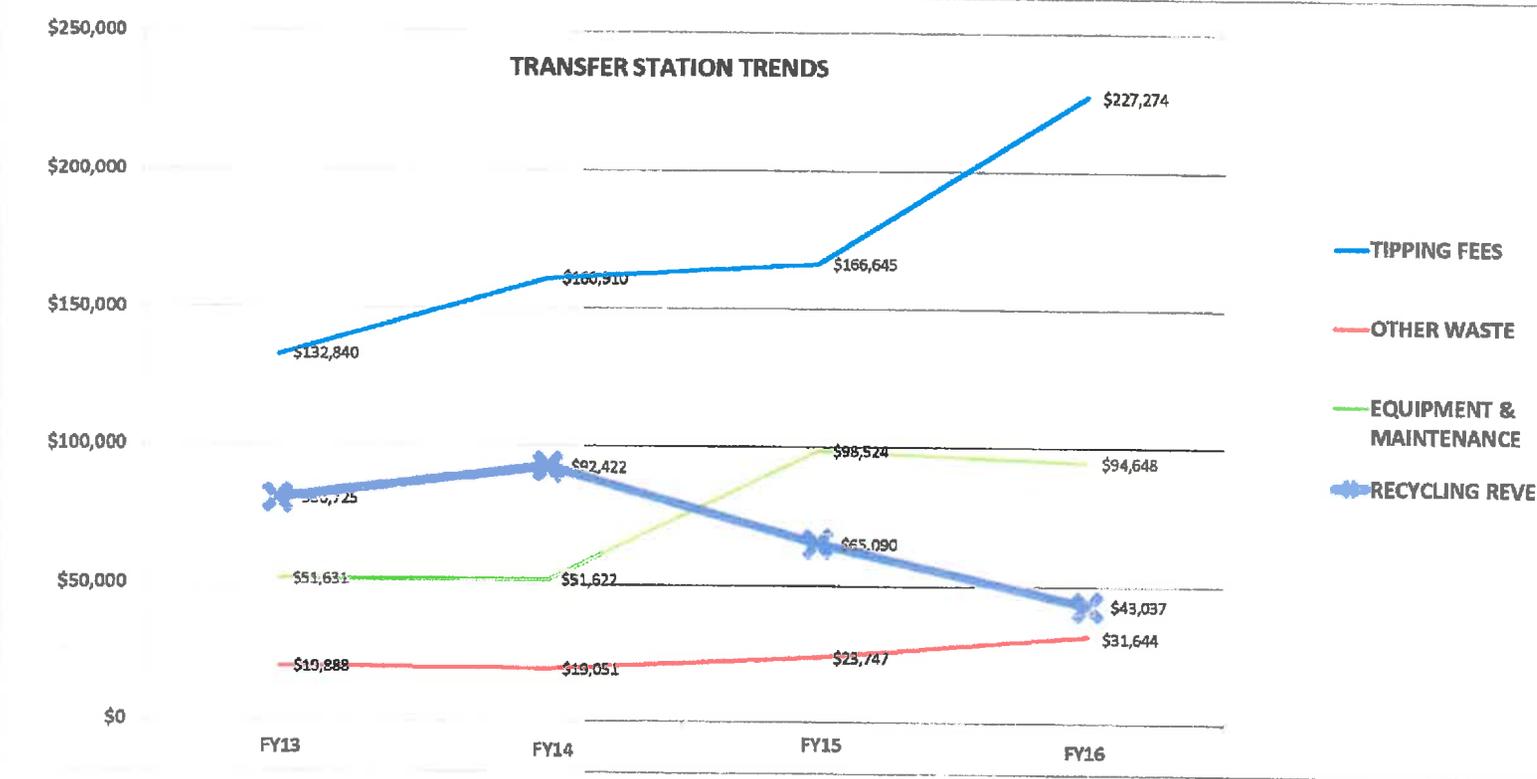
Escalator: 2.50%

<u>Year</u>	<u>Fee/Ton</u>	<u>Community Outreach</u>	<u>Total</u>
2015	65.00	0.25	64.75
2016	66.63	0.25	66.38
2017	68.29	0.25	68.04
2018	70.00	0.25	69.75
2019	71.75	0.25	71.50
2020	73.54	0.25	73.29
2021	75.38	0.25	75.13
2022	77.26	0.25	77.01
2023	79.20	0.25	78.95
2024	81.18	0.25	80.93
2025	83.21	0.25	82.96
2026	85.29	0.25	85.04
2027	87.42	0.25	87.17
2028	89.60	0.25	89.35
2029	91.84	0.25	91.59
2030	94.14	0.25	93.89

# SANDWICH TRANSFER STATION ENTERPRISE FUND - EXPENDITURES & REVENUE

**MAJOR EXPENDITURES & REVENUE (FISCAL YEAR 2013-2016)**

DESCRIPTION	FISCAL YEAR			
	FY13	FY14	FY15	FY16
<b>EXPENSE</b>				
TIPPING FEES	\$132,840	\$160,910	\$166,645	\$227,274
OTHER WASTE	\$19,888	\$19,051	\$23,747	\$31,644
EQUIPMENT & MAINTENANCE	\$51,631	\$51,622	\$98,524	\$94,648
<b>REVENUE</b>				
RECYCLING REVENUE	\$80,725	\$92,422	\$65,090	\$43,037



# SANDWICH TRANSFER STATION CAPITAL

## Transfer Station Capital Expenses (2006-2017)

Fiscal Year	Capital Upgrade	Expense
2006	Loader	\$130,000
2007	Solid Waste Trailer	\$65,000
2008	Solid Waste Tractor	\$130,000
2009	None	\$0
2010	Retaining Walls	\$75,000
2011	Compactors	\$45,000
2012	Packer Truck	\$165,000
2013	Spot Lights	\$12,000
2014	Packer Truck	\$180,000
2015	Tractor (\$180k) & 6W Dump Truck (\$75k)	\$255,000
2016	None	\$0
2017	None	\$0
<b>Total</b>		<b>\$1,057,000</b>
<b>12 Year Average</b>		<b>\$88,083.33</b>

## Transfer Station 5 Year Capital Needs (2018-2022)

Fiscal Year	Capital Upgrade	Est. Expense
2018	Solid Waste Trailer	\$75,000
2019	Solid Waste Trailer	\$75,000
2020	Replace Recycling Wall	\$10,000
2021	Roll-Off Truck	\$230,000
2022	Backhoe	\$100,000
<b>Total</b>		<b>\$490,000</b>
<b>5-Year Avg</b>		<b>\$98,000</b>

## Waste Zero Bag Sales (Current & Proposed)

2015	# of Bags Sold		
Month	8 gallon	15 gallon	30 gallon
January	800	6,600	9,400
February	2,000	7,600	15,200
March	3,600	12,000	22,200
April	2,000	10,200	15,200
May	1,400	10,000	14,000
June	1,000	9,800	14,200
July	3,000	22,600	31,000
August	1,600	9,400	14,800
September	3,400	10,600	21,400
October	800	8,800	13,000
November	1,000	11,000	17,200
December	1,600	10,200	17,800
<b>TOTALS</b>	<b>22,200</b>	<b>128,800</b>	<b>205,400</b>

2016	# of Bags Sold		
Month	8 gallon	15 gallon	30 gallon
January	2,200	12,200	17,400
February	2,000	7,600	15,200
March	1,400	7,200	10,000
April	2,600	12,800	22,200
May	2,200	11,800	17,000
June	2,600	14,200	20,800
July	1,400	16,000	23,800
August	2,600	8,200	17,000
September	1,400	8,400	13,800
October	2,400	12,200	15,400
November	1,800	11,600	16,600
December	1,600	15,200	20,000
<b>TOTALS</b>	<b>24,200</b>	<b>137,400</b>	<b>209,200</b>

<i>Current Bag Revenue</i>	8 gallon	15 gallon	30 gallon
2-Year Avg	23,200	133,100	207,300
Cost	0.25	0.60	1.20
Revenue	5,800.00	79,860.00	248,760.00
<b>Total Revenue</b>		<b>\$334,420</b>	

<i>Potential Bag Revenue</i>	8 gallon	15 gallon	New 33 gallon
Bags Sold (2-Year Avg)	23,200	133,100	207,300
Bag Fee (50% Increase)	0.38	0.90	1.98
Revenue	8,700.00	119,790.00	410,454.00
<b>Total Revenue</b>		<b>\$538,944</b>	
<b>Revenue Increase</b>		<b>\$204,524</b>	

Sticker Fee Option	Current Cost	Potential Cost	Revenue Increase
	60	100	\$204,000

### Massachusetts PAYT Communities - Comparison of Fees

Town	Population	Bag Options				Sticker Fee
		Bag Size 1 (gal)	Cost	Bag Size 2 (gal)	Cost	
<b><i>Towns with Similar Population &amp; Fee Structure</i></b>						
North Adams	13,708	30	\$1.75	15	\$1.00	\$60.00
Wilbraham	14,219	33	\$2.55	16	\$1.25	\$100.00
Duxbury	15,059	33	\$1.50	13	\$1.00	\$25.00
Scituate	18,133	30	\$2.00	15	\$1.00	\$70.00
Sudbury	18,317	30	\$2.00	15	\$1.00	\$155.00
Hudson	19,063	33	\$3.00	15	\$1.00	\$10.00
Bridgewater	26,563	30	\$3.00	15	\$1.50	\$30.00
Needham	28,886	30	\$1.90	15	\$1.05	\$95.00
<b>Average</b>	<b>19,244</b>	<b>31</b>	<b>\$2.21</b>	<b>15</b>	<b>\$1.10</b>	<b>\$68.13</b>
Sandwich - Current	20,675	30	\$1.20	15	\$0.60	\$60.00
Sandwich - Proposed	20,675	33	\$2.00	15	\$0.90	\$60.00

#### ***Other Local Towns***

Plymouth	56,468	30	1.25	15	0.78	168
Brewster	9,820	33	2.00	15	1.00	45
Wellfleet	2,750	33	1.50	15	1.00	40

## Proposed PAYT Bag Sales

### *Current Fee (For Roll of 5 Bags)*

8 Gallon Bag		15 Gallon Bag		30 Gallon Bag	
Cost Per Bag	Cost Per Roll	Cost Per Bag	Cost Per Roll	Cost Per Bag	Cost Per Roll
\$0.25	\$1.25	\$0.60	\$3.00	\$1.20	\$6.00

### *Proposed Fee (For Roll of 5 Bags)*

8 Gallon Bag		15 Gallon Bag		New 33 Gallon Bag	
Cost Per Bag	Cost Per Roll	Cost Per Bag	Cost Per Roll	Cost Per Bag	Cost Per Roll
\$0.40	\$2.00	\$0.90	\$4.50	\$2.00	\$10.00

# TOWN OF SANDWICH TRANSFER STATION FEES

## Purchase at the Town Hall Annex

### **Sticker Fee**

1st Residential Sticker.....	\$ 60.00
2nd or 3rd Sticker (must be from same household).....	\$ 10.00
Commercial Sticker	
Vehicles with a Commercial Sticker must present a \$20 one-trip ticket each time they enter the Transfer Station.....	\$150.00

### **Non-Routine User Fee Ticket – Per Item (Except As Noted \*)**

TV, Monitor & CRT.....	\$ 10.00
Residential & Commercial Air Conditioner, Dehumidifier, Refrigerator & Freezer (doors must be removed prior to disposal and may be recycled in the light iron bin free of charge).....	\$ 10.00
Furniture, *kitchen or patio set (five piece maximum) Mattress, Box Spring, & Area Carpet (wall-to-wall carpeting & padding not accepted).....	\$ 10.00
Empty propane tank (tank larger than 20 pounds not accepted).....	\$ 10.00
Rimless tire (commercial truck & machine tire not accepted).....	\$ 10.00

### **One Trip Transfer Station Pass**

Household trash in Pay-As-You-Throw bags and everyday household recyclable items ONLY.....	\$ 10.00
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## **Purchase At Local Retailers – Call For Availability**

### **Pay-As-You-Throw Trash Bags (package of 5)**

30 gallon.....	\$ 10.00
15 gallon.....	\$ 4.50
8 gallon.....	\$ 2.00

Items not accepted at the Sandwich Transfer Station may be disposed at United Waste, 295 Service Road, Sandwich, (508) 833-6200 or Bourne ISWM, 201 MacArthur Boulevard, Bourne, 508-759-0651 for a fee.

# TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

HUMAN RESOURCES OFFICE



130 MAIN STREET  
SANDWICH, MASSACHUSETTS 02563  
TELEPHONE: 508-833-8061  
FAX: 508-833-8045

## MEMORANDUM

**TO:** All Union Presidents  
Retiree Representative  
School Administrators

**FROM:** Marie L. Buckner, Human Resources Director  
William J. Jennings, Town Treasurer/Collector

**DATE:** October 26, 2016

**SUBJ:** Public Employee Committee (PEC)/Insurance Advisory Committee (IAC)

*Marie Buckner*  
*WJ*

The next PEC/IAC meeting will take place on **Thursday, November 10, 2016 at 4:00 in the upstairs of Sandwich Town Hall located at 130 Main Street.**

As you know, the Town of Sandwich is a member of the Cape Cod Municipal Health Group (CCMHG), a joint purchase group of 54 public employers on Cape Cod and Martha's Vineyard. On October 19, 2016, the CCMHG voted to amend its plan offerings effective July 1, 2017 with regard to plan design for co-pays and deductibles. I've attached a copy of the changes that were voted. These changes are authorized through a process in accordance with the Health Care Reform legislation that was passed in 2011.

The purpose of this meeting is to provide you with the information you need to know moving forward and to discuss the timeline we will be using and to set up future meeting dates. If there are any additional topics you would like to discuss please let us know in advance so we can be prepared.

We will both be present to answer your questions. For those questions we don't yet know the answer, we will listen, research and get back to you.

Please plan on attending this meeting as these health insurance benefit changes will affect all Town employees utilizing the health plans. If you are able to attend please contact Marie Buckner. She can be reached by phone at the Sandwich Town Hall at 508-833-8061 or by e-mail at [mbuckner@townofsandwich.net](mailto:mbuckner@townofsandwich.net). We hope you are able to attend.

**CC:** Board of Selectmen  
Town Manager  
Town Department Heads  
Superintendent of Schools  
Director of Finance and Business Operations – Sandwich School Dep't

**CAPE COD MUNICIPAL HEALTH GROUP**

Bring **CURRENT** plans close to level of the current GIC "Benchmark plan".

*To become effective 7/1/17*

**Proposed Plan Design Features**

Deductible increase from \$250/\$750 to \$300/900  
 Outpatient surgery copay incs. From \$150 to \$250  
 Specialist copay incs. from \$35 to \$45  
 RX copay incs. from \$10/\$25/\$50 to \$10/\$30/\$65 Retail;  
 and from \$20/\$50/\$110 to \$25/\$75/\$165 Mail Order

**Total Estimated Savings\***

Carriers' expected savings

	BCBS		HPHC	
	PPO	HMO	PPO	HMO
Deductible increase from \$250/\$750 to \$300/900	-0.7%	-0.7%	-0.6%	-0.6%
Outpatient surgery copay incs. From \$150 to \$250	-0.3%	-0.3%	-0.1%	-0.1%
Specialist copay incs. from \$35 to \$45	-0.4%	-0.4%	-0.5%	-0.5%
RX copay incs. from \$10/\$25/\$50 to \$10/\$30/\$65 Retail; and from \$20/\$50/\$110 to \$25/\$75/\$165 Mail Order	-0.5%	-0.5%	-0.5%	-0.5%
<b>Total Estimated Savings*</b>	<b>-1.9%</b>	<b>-1.9%</b>	<b>-1.7%</b>	<b>-1.7%</b>

\* Savings were calculated from claims decrements and are multiplicative.

**Town of Sandwich Request for Quote  
Massachusetts Statewide Contract PRF61**

The Town of Sandwich, Massachusetts is located in upper Cape Cod (Barnstable County), just off the Sagamore Bridge. The Town's population is nearly 20,000 and its municipal budget for health insurance costs for its town and school employees is approaching \$10 million annually. This amount represents the Town share (75%), with individual employees responsible for the remaining share (25%). There are approximately 763 total enrollees on the Town's health insurance plans, including retirees.

The Town purchases health insurance for its employees and retirees via a group purchase arrangement through the Cape Cod Municipal Health Group ("the Group"), along with over 50 other separate purchasing entities in Barnstable and Dukes Counties. The Group includes over 11,000 health plan contracts and over 21,000 members. The Group employers pool risk and self-fund its health plans with reinsurance protection for high cost claims. The claims administrators are Blue Cross Blue Shield of Massachusetts and Harvard Pilgrim Health Care. The primary hospitals used are Cape Cod Hospital and Falmouth Hospital. The Group is governed by its member employers through a Board and a Steering Committee.

The Town is seeking a consultant to perform the following tasks as it relates to the management of the Town of Sandwich's health insurance budget. The Town desires to have the consultant work completed in the early winter 2017. The Total budget for this contract is **\$25,000.00**, including all reimbursable expenses and mileage (if applicable).

The consultant should have experience and knowledge in the relevant Massachusetts General Laws related to public sector health insurance (e.g., MGL c. 32B), as well as municipal financing issues in general.

**Tasks:**

1. Analyze the Town's current status within the Group, including:
  - a. Does Sandwich benefit financially by participating in the Group or is Sandwich subsidizing other entities in the Group?
2. Analyze the new Group plans to be offered starting 7/1/2017 including the "high deductible with a health savings account" option.
3. Analyze the impact of Sandwich leaving the Group for the following options:
  - a. Stand-alone/self-insured;
    - i. For this option, what other new administrative costs would the Town incur?

- b. Join another joint purchasing group
  - c. Join the State Group Insurance Commission (GIC)
  - d. Join the Massachusetts Interlocal Insurance Association
4. Analyze the Town's health insurance budgeting practices, including analysis of recent budget surpluses, the amount of budget "cushion" the Town should prudently maintain annually, etc.
5. Analyze the potential impact of the federal "Cadillac tax" on the Town's health insurance budget.
6. Analyze the number and percentage of eligible Town employees on health insurance and look at trends going forward that may change these percentages.
7. Make a recommendation regarding whether the Town should stay in the Group or not, and why.
8. Recommend any additional tasks required to answer the above questions, and any associated costs if it will exceed the total contract budget of \$25,000.00, for the Town to consider in the future.

Please provide a written narrative approach for completing these tasks, the qualifications of the firm as well as the actual individuals who will do the work and interact with the Town, and your project budget.

The Town will review the proposals/quotes based on the following criteria:

- i. degree to which the proposed project approach will accomplish the above tasks;
- ii. amount of experience for similar municipal health insurance projects in the firm as well as the qualifications of the individuals working on this project; and
- iii. proposed contract price.

For questions, please call Douglas Lapp, Assistant Town Manager, at (508) 888-5144 or (508) 888-4910.

Please email responses no later than November 18, 2016 to [DLapp@townofsandwich.net](mailto:DLapp@townofsandwich.net).

# PRIORITIZATION SUMMIT WORKSHOP

August 25, 2016

## GENERAL GOVERNMENT OPERATIONAL PRIORITIES

### Priority Needs:

#### 1. General Government Personnel Needs:

- Departmental Reorganization
- Funding of Needed Positions
- *See Section 1.b of 2015 Long Range Plan & Presented Every Year Since 2004*

#### 2. NRG Unit #3 Repowering Project:

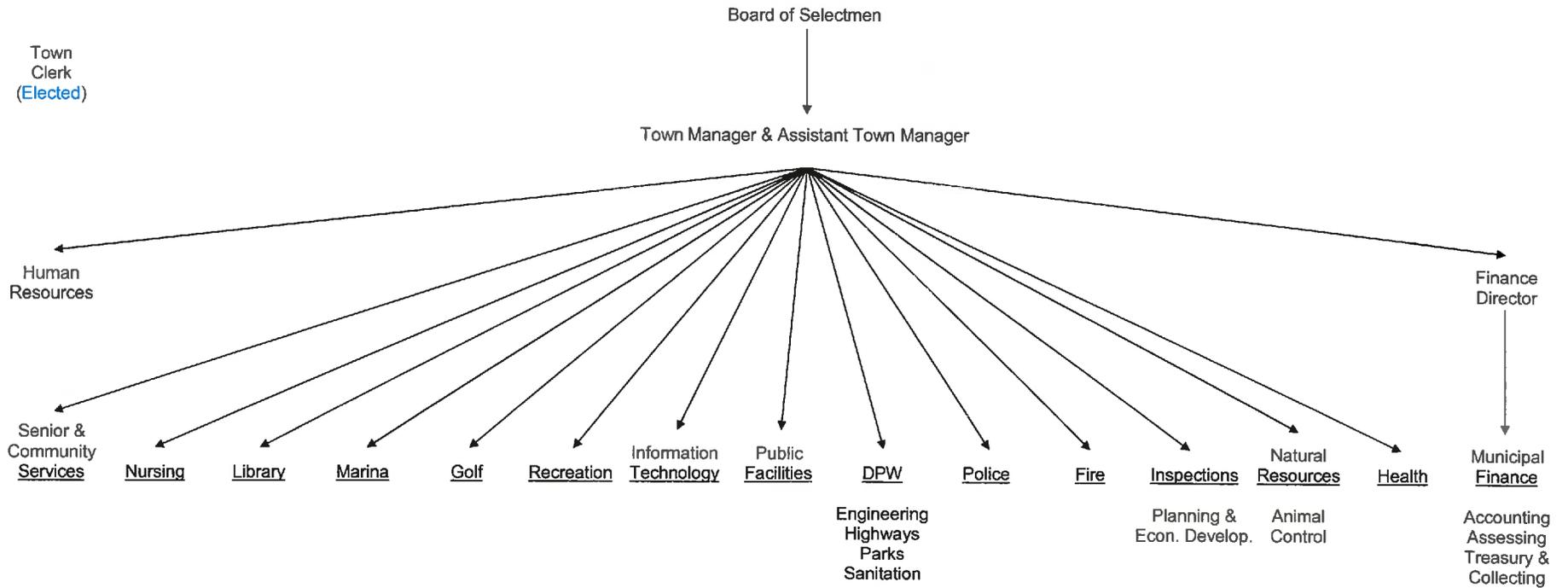
- Assist NRG with Permitting of Proposed Unit #3
- Finalize Payment-In-Lieu-Of-Taxes and Host Community Agreements
- Advise Board of Selectmen & Other Committees on How to Prudently Handle Potential New Growth Created by Unit #3
- *See Section 3.c of 2015 Long Range Plan*

#### 3. Continue to Advance Wastewater Efforts:

- Complete Comprehensive Water Resources Management Plan
- Popponesset Bay Watershed Intermunicipal Agreement
- Further Efforts on CWRMP Goals Working with Relevant Private Partner(s)
- Identify Wastewater Funding Alternatives for Board of Selectmen & Other Committees to Consider
- *See Section 3.a of 2015 Long Range Plan*

**CURRENT ORGANIZATION CHART & REPORTING STRUCTURE**  
**(Horizontal View)**

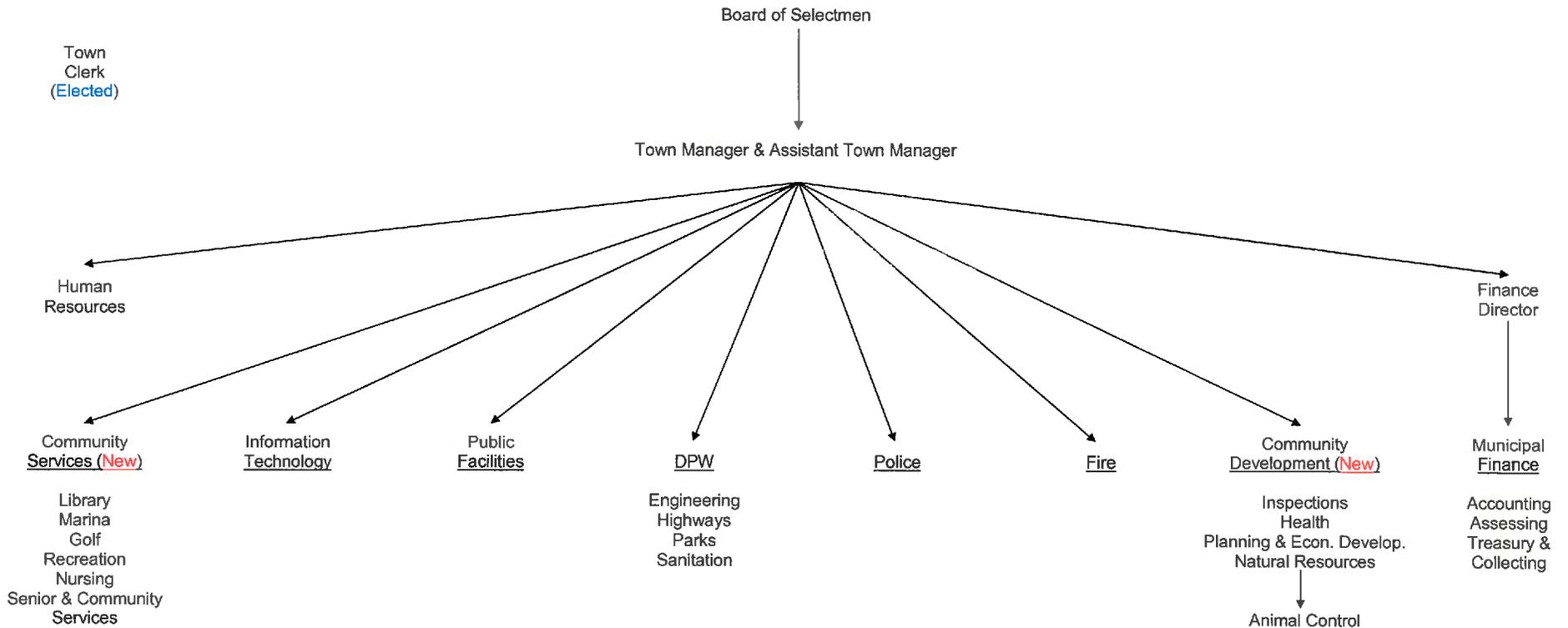
**JULY 1, 2016**



**\*Note:** The Assistant Town Manager, Human Resources Director, and Finance Director have authority over all departments, regardless if those departments report directly to the Town Manager or Assistant Town Manager. For example, any human resource or finance issue in any department can be addressed by the Human Resources Director and Finance Director.

**PROPOSED ORGANIZATION CHART & REPORTING STRUCTURE  
(Horizontal View)**

**FUTURE**



**New Positions Identified:** Community Development Director, Community Services Director

**\*Note:** The Assistant Town Manager, Human Resources Director, and Finance Director have authority over all departments, regardless if those departments report directly to the Town Manager or Assistant Town Manager. For example, any human resource or finance issue in any department can be addressed by the Human Resources Director and Finance Director.

3.

**PRIORITIZED LIST OF NEW POSITIONS & SERVICES - FY'17**  
**(Does Not Include Benefit Costs)**

<u>Rank:</u>	<u>Budget - Description</u>	<u>Fiscal Year Funding</u>	<u>Amount:</u>
1.	175 - Assistant Town Planner	FY'15	45,000
2.	420 - (2) DPW Laborers & Reorganize Positions	FY'15	108,150
3.	410 - GIS Analyst / Engineering Assistant (Net of Existing P-T Clerk Position)	FY'15	31,150
4.	197 - Add'l. Funds to Cover IT Software Maintenance & Equipment Costs	FY'15	50,000
5.	610 - Reduce Library Dependence on Donation Funds & Weston Fund Uncertainties	FY'15	29,500
6.	210 - Police Detective	FY'16	65,500
7.	630 - Recreation Department Program Coordinator	FY'16	41,600
8.	541 - Increase Funded Hours of Council on Aging Drivers	FY'16	12,500
9.	171 - DNR Assistance & Conversion to F-T Animal Control Officer (\$50,000 Needed)	FY'15 - Partial	10,000
10.	210 - More Realistically Fund Police Department Overtime	FY'17	150,000
11.	220 - More Realistically Fund Fire Department Overtime	FY'17	50,000
12.	421 - More Realistically Fund DPW Snow & Ice Budget	FY'17	150,000
13.	420 - Add DPW Lease / Purchase of Capital Equipment Line Item to Operating Budget	FY'17	150,000
14.	190 - Facilities Management Add'l. Maintenance Specialist & Part-time Clerk & Custodian	None	150,000
15.	197 - Increase Information Support Specialist to Full-time	None	30,000

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16.	Various - Streamline Town Organizational Structure - Too Flat & Address Staff Shortfalls	None	440,000
17.	420 - DPW Additonal Operating Budget Funds for Road Infrastructure Improvements	None	300,000
18.	420 - DPW Additional Parks Staff & Funding for HTW School Fields	None	100,000
19.	630 & 171 - Reduce DNR & Recreation Dependence on Beach Parking Account	None	150,000

**VERRIDE PARTIALLY REQUIRED - PRIORITIZED LIST OF NEW POSITIONS & SERVICES  
(Includes Benefit Costs)**

<u>Rank:</u>	<u>Budget - Description</u>	<u>Fiscal Year</u>	<u>Amount:</u>
1.	220 - 3rd Ambulance Crew - (4) Fire / EMS Staff (\$1,100,000 & 12 Needed Total)	FY'16 (4 of 12)	326,000
2.	210 - 1 Additional Officer per Shift - (6) Police Officers - Amount = Net Cost	FY'16	172,214
3.	210 & 220 - Joint Civilian Dispatch - (5) Dispatchers	FY'16	(see #2)
4.	220 - 3rd Ambulance Crew - (8) Fire / EMS Staff - <u>Requires Override to Fund</u>	None	750,000

## GENERAL GOVERNMENT OPERATIONAL & ORGANIZATIONAL NEEDS LIST

August 25, 2016

**Justification:** Significant in-roads have been made over the last 3 fiscal years to more appropriately staff the Town's 3 largest General Government budgets: Police, Fire, and the Department of Public Works. These 3 departments have also seen substantial operating budget increases to help fund their services. The substantial and proven needs of the remaining smaller Town departments have not been addressed and need to be. Furthermore, as shown for many years, the Town's organizational structure is too flat making it less effective and efficient than it could be. The positions listed below would address many of these shortfalls. It's important to stress that further details of each position, and an explanation of these details, would be provided as funding looked like it was probable.

### **Needed Positions:**

1. 190 – Public Facilities Department – Administrative Support, Building Maintenance Specialist, & Custodian Positions – \$150,000

**Reasoning:** This department has no internal administrative support which places a burden on several other departments. In addition to regular administrative support on issues like bills, payroll, procurement and contractor-related follow-up, assistance is also needed for scheduling the use of public buildings & facilities for day, evening, and weekend events. Additional part-time custodial support is also needed, including vacation and sick coverage and minor maintenance in the Library, and the department could definitely use a second Building Maintenance Specialist to further building maintenance and improvement efforts. It should be noted that increases in facilities staffing assist every municipal department.

2. 197 – Information Technology Department – Increase Part-Time Support Specialist Position to Full-Time – \$30,000

**Reasoning:** The current part-time IT Support Specialist position should be increased to full-time based on work load and time demands. It should be noted that increases in IT staffing assist every municipal department.

3. 241 – Inspections Department – New Part-Time Office Assistant – \$15,000

**Reasoning:** The workload in all the Inspections Office Departments has increased over the last 2 years as permit activity has risen substantially and the demands on public meeting minutes have increased. This part-time support

position will assist all Inspections Office Departments with counter and phone activity and free up time for night meeting minutes to be completed timely.

4. 123 – Board of Selectmen & Town Manager’s Office; 135 – Finance Director & Accounting Office; 152 – Human Resources Department – Two Additional Support Positions Between These Three Offices – \$150,000

Reasoning: Two, high-level support positions that would assist with daily operations, meeting follow-up, special projects, procurement oversight, preparation of bid specifications, human resource needs, etc. Since 2002, the staffing of the central administrative departments has actually decreased by 2.5 positions while workloads in these departments have increased significantly. Furthermore, these three departments provide an incredible amount of oversight to cost centers that cover all School and Town employees and services. The leaders of these departments should be spending more time on higher level administrative, financial, and human resource work impacting the entire Town rather than on work that should be performed by other staff.

5. Community Development Director Position – \$100,000

Reasoning: The Town’s organizational structure is far too flat and more high level oversight is needed for the departments that would report to this position (Inspections, Planning & Economic Development, Health, Natural Resources).

6. 540 – Senior & Community Services Department – Community Resources Position – \$50,000

Reasoning: The Town’s over-60 population is the largest growing segment of our year-round population. While significant increases have occurred in department staffing over the last 5 years, more assistance will be needed as this population and commensurate service demands increase. Also, it’s important to remember that this Department provides social and outreach services to all age groups, not just seniors.

7. 610 – Library Department – Provide Town Funding for Sunday Hours – \$25,000

Reasoning: In addition to the additional custodial services needed to maintain the Library as highlighted in #1 above, the Library is open more hours than any other municipal building. These hours include Sundays from noon to 4:00 p.m. from September through May. If Sunday hours are to continue, the Town should fund these costs.

8. Community Services Director Position – \$100,000

Reasoning: The Town's organizational structure is far too flat and more high level oversight is needed for the departments that would report to this position (Recreation, Golf, Marina, Senior & Community Services, Nursing, Library). Of all the initiatives listed in this document, this position would need to be refined the most if funding looked promising.

**Additional Comments & Costs:**

Perhaps more than any additional position listed above, the Town would be much more efficiently operated if, at a minimum, the central administrative offices – Town Manager, Finance/Accounting, Assessing, Treasurer, Collector, & Human Resources – were all located in the same building. If sufficient space existed, the Town Clerk's Office and School Department Central Administration should also be located in the same structure. Ideally, all municipal offices would be located in one building, but at a minimum, the central administrative offices should be housed together.

In some departments, sufficient building space does not exist today for current positions, much less any new ones that may be added. For almost every new position listed above, physical space improvements would be needed in the relevant building to properly organize the respective offices. Better cost estimates would have to be determined to identify the appropriate cost. These costs could be funded through the annual capital budget process and would not be of the size to require a debt exclusion or capital outlay improvement exclusion.

Also, health insurance costs have not been added to the cost estimates above. These can be addressed on a fiscal year by fiscal year basis as the positions are funded.

Home > Learn About Us > Kanten Russell



**My goal is to create skate parks that integrate with their surrounding areas. I think that's what ultimately changes the perception of skateboarding—connecting a unique lifestyle to the community at large.**

## **Kanten Russell**

**DESIGNER/PROJECT  
MANAGER**

San Diego, California

[kanten.russell@stantec.com](mailto:kanten.russell@stantec.com)

**(858) 633-4233**

A long-time fixture in the professional skateboarding world, Kanten is a lead designer for

our **Action Sports** Group. Growing up in Southern California—the birthplace of skateboarding—Kanten quickly became a leading figure in the region’s skateboarding scene and was a professional skateboarder for 13 years, traveling all over the world endorsing his pro model shoes and signature skateboards as well as appearing in several skateboarding videos and on magazine covers.

After retiring from skateboarding, Kanten studied civil engineering and landscape architecture as he transitioned into park design. He worked in both the public and private sectors before joining Mike McIntyre at Action Sport Design to plan, design, and manage the construction of skate parks and skate plazas.

Kanten has led the design process of over 100 skate parks across the country including the world’s first green skate park in St. Cloud, Minnesota; a skate plaza in Poplar Bluff, Missouri, which converted a brownfield into an active space to help combat childhood obesity; and the new Alga Norte Community Skate Park in Carlsbad, California.

When he isn’t designing or skateboarding, you can find Kanten taking photos or spending time outdoors with his wife and three daughters in San Diego, California.

## **WHAT I'M UP TO**

### **THE CONFERENCE TRAIL**

If you are at the **Wisconsin Parks and Recreation Association Annual Conference**, November 1-4, Wisconsin Dells, WI, come visit us at booth #802

Designing and maintaining an effective action sports facility means learning new tactics. Last year I presented on this topic with “Action Sports Parks: From Design to Day to Day Operations” at the National Recreation and Park Association (NRPA) conference.

Through analyzing existing facilities, I helped conference goers understand the design,

liability, maintenance, and community impacts involved in creating a skate park in my presentation “Action Sports: Staying Strong,” also at the NRPA 2015 conference.

## WHERE I’M PUBLISHED

Got a brownfield site and need a community solution? Have you thought about a skate park? Mike McIntyre and I wrote a primer article on the topic for Parks & Recreation, “[Skate parks: An Adaptive Reuse Solution.](#)”

## WHAT I’M READING

Need an overview of skate park design and process? Check out the [Public Skate Park Development Guide.](#)

Jon Gordon’s book, [The No Complaining Rule](#) is a resource I like to use to promote a positive outlook.

## IN THE NEWS

Before, skateboarders did their best with what their neighborhoods had—today, [I’m presenting to communities](#) who are excited to design dedicated skate parks.

Designing with community in mind is where we have to go with skate parks. Now that cities and communities are looking to skate parks for destinations, it’s up to us as designers to [make the places where skaters want to skate.](#)

Kailee Bradstreet at Transworld Business wrote a feature about our work at the [Carlsbad skate park in California.](#) Designing a project in my own backyard that could cater to any skill level? Priceless.

I recently got together with about a dozen skateboarders in Cloquet, Minnesota, along with parents, city officials, and a city councilor to go through [what they wanted in their](#)

[park design.](#)

## IN MY COMMUNITY

I'm working on a fundraiser to support the [Olivia Hudson Foundation](#), created for a young girl, my baby cousin, who passed away from Pediatric Brain Cancer. The foundation honors Olivia's life by funding research and supporting families in financial need.

## BLOGS PROJECTS

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WEDNESDAY, SEPTEMBER 7, 2016

[Navigating the twists and turns of funding skateparks \(Webinar Alert\)](#)

THURSDAY, JULY 2, 2015

[Skatin' in San Diego](#)

THURSDAY, JULY 26, 2012

[Q&A with Kanten Russell, pro skateboarder turned action sport designer](#)

**Tune in to my webinar ["How to get funding for your skate park."](#)**

**30 years in the making**

**The 360: Kanten Russell Hits Skateboarding from Every Angle**

**Field test**

Town of Sandwich  
Special Town Meeting

# WARRANT

Monday, November 21, 2016  
7:00 p.m. – Sandwich High School



**BOARD OF SELECTMEN**

Susan James, Chair  
R. Patrick Ellis, Vice-Chair  
Peter Beauchemin  
Frank Pannorfi  
David J. Sampson

**MODERATOR**

Garry N. Blank

**FINANCE COMMITTEE**

Robert Guerin, Chair  
Mark Snyder, Vice-Chair  
Matthew Anderson  
Gwenn Dyson  
Charles Holden  
James Lehane  
Richard Reilly  
Laura Wing  
Thomas Witham

**November 21, 2016 – Special Town Meeting  
Index of Warrant Articles**

1. Capital Appropriation for Sandwich High School HVAC System (p. 3)
2. Ambulance Fund Transfer – Equipping New Fire/EMS Personnel (p. 3)
3. Sandwich Hollows Enterprise Fund Transfer – Capital Improvements (p. 3)
4. CPA Project: Clark-Haddad Memorial Building Restoration (p. 4)
5. Establish Enterprise Fund for Sandwich Marina Effective July 1, 2017 (p. 4)
6. Approve NRG Payment In Lieu Of Tax Agreement (p. 4)

**Reference Material & Volunteer Application Form:**

1. A Glossary of Commonly Used Terms (p. 6)
2. Table of Basic Points of Motion (p. 9)
3. Town of Sandwich Talent Bank Application (p. 10)

**NOTE:** Petition articles have been printed as submitted and may contain typographic and other errors.

**TOWN OF SANDWICH  
2016 SPECIAL TOWN MEETING  
November 21, 2016**

**Warrant**

Barnstable, ss.

To the Constables of the Town of Sandwich, in the County of Barnstable,

**GREETINGS:**

In the name of the Commonwealth of Massachusetts you are hereby directed to notify and warn the inhabitants of the Town of Sandwich qualified to vote in elections and Town affairs to meet at the Sandwich High School, 365 Quaker Meetinghouse Road, in said Sandwich on

**Monday, November 21, 2016, at 7:00 p.m.,**

then and there to act on the following articles.

**ARTICLE 1**

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money, to be expended under the direction of the School Committee, for the purpose of constructing improvements and remodeling, constructing, reconstructing and making extraordinary repairs to the Sandwich High School HVAC system located at 365 Quaker Meetinghouse Road, including design, site improvements, equipment, furnishings and costs incidental thereto, or take any action relative thereto.

**Recommended by the Board of Selectmen.**

**ARTICLE 2**

To see if the Town will vote to transfer and appropriate the sum of \$100,000.00, or any other amount, from the Ambulance Fund, to be expended under the direction of the Board of Selectmen, for the purpose of purchasing equipment, communication equipment, and related supplies for new Fire / EMS personnel in the Fire Department, or take any action relative thereto.

**Recommended by the Board of Selectmen.**

**ARTICLE 3**

To see if the Town will vote in accordance with the provisions of M.G.L. c.44, §53F½ to raise and appropriate or transfer from available funds a sum of \$90,000.00, or any other

amount, from the Golf Enterprise Fund to be expended under the direction of the Board of Selectmen, for the purpose of completing extraordinary repairs and improvements to the Sandwich Hollows Golf Club clubhouse and golf course and for replacing maintenance and capital equipment for Sandwich Hollows Golf Club operations, or take any action relative thereto.

**Recommended by the Board of Selectmen.**

**ARTICLE 4**

To see if the Town will vote to raise and appropriate or transfer from available funds under the Community Preservation Act historic resources program the sum of \$1,157,252.00, or any other amount, to be expended under the direction of the Board of Selectmen, for the purpose of preserving and making recommended repairs, renovations, and improvements to the Clark-Haddad Memorial Building and surrounding property, or take any other action relative thereto.

**Recommended by the Board of Selectmen.**

**ARTICLE 5**

To see if the Town will vote to accept the provisions of M.G.L. c.44, §53F½ to establish an enterprise fund for the delivery of operations and services at the Sandwich East Boat Basin Marina effective Fiscal Year 2018, or take any action relative thereto.

**Recommended by the Board of Selectmen.**

**ARTICLE 6**

To see if the Town will vote in accordance with the regulations issued by the Department of Revenue in the Informational Guideline Release No. 98-403 to accept the terms and conditions of the twenty one year payment in lieu of tax agreement which is expected to be effective from Fiscal Year 2020 through Fiscal Year 2040 between the Town of Sandwich and NRG Canal 3 Development LLC dated October 19, 2016 and entitled "Payment In Lieu Of Tax Agreement", a copy of which is on file with the Town Clerk's Office, or take any action relative thereto.

**Recommended by the Board of Selectmen.**

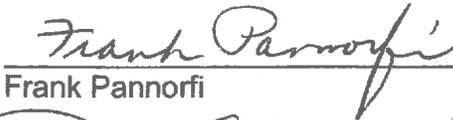
And you are hereby directed to serve this Warrant by posting attested copies thereof, one at the Town Hall, and one at each of the Post Offices in Sandwich, the last posting to be at least fourteen days prior to the time of holding said meeting,

given under our hands this 27th Day of October, 2016.

  
\_\_\_\_\_  
Susan James, Chairman

  
\_\_\_\_\_  
R. Patrick Ellis, Vice-Chairman

  
\_\_\_\_\_  
Peter Beauchemin

  
\_\_\_\_\_  
Frank Pannorfi

  
\_\_\_\_\_  
David J. Sampson

**SELECTMEN OF SANDWICH**

I hereby certify that I have posted attested copies of this warrant at Sandwich Town Hall, Town Hall Annex, Sandwich Post Office, East Sandwich Post Office and Forestdale Post Office, all located within the Town of Sandwich, on

10-28-2016  
Date

  
\_\_\_\_\_  
Constable

**BOARD OF SELECTMEN MEETING SCHEDULE  
FALL 2016 & WINTER 2017**

**TENTATIVE AGENDA TOPICS**

September 1	No Meeting
September 8	No Meeting – Labor Day Week
September 15	Meeting
September 22	No Meeting
September 29	Meeting
October 6	No Meeting
October 13	Meeting
October 20	No Meeting
October 27	Meeting – Summit Workshop Follow-up
November 3	No Meeting
November 10	Meeting
November 17	To Be Decided...???
November 21	<b><i>Special Town Meeting</i></b>
November 24	No Meeting – Thanksgiving Holiday
December 1	Meeting – Tri-Board FY'18 Budget Meeting
December 8	No Meeting
December 15	Meeting
December 22	No Meeting
December 29	No Meeting – Between-the-Holidays Week
January 5	No Meeting
January 12	Meeting
January 19	No Meeting
January 26	Meeting – FY'18 General Government Budget Presentation
February 2	Meeting
February 9	Meeting
February 16	Meeting
February 23	No Meeting – School Vacation Week
March 2	Meeting
March 9	Meeting
March 16	Meeting
March 23	No Meeting
March 30	Meeting

# November 2016

November 2016						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2016						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Oct 30	31	Nov 1	2	3	4	5
Oct 30 - Nov 5					No MEETING		
	6	7	8	9	10	11	12
Nov 6 - 12					BOS MEETING HOLIDAY		
	13	14	15	16	17	18	19
Nov 13 - 19					?		
	20	21	22	23	24	25	26
Nov 20 - 26		STM			HOLIDAY		
	27	28	29	30	Dec 1	2	3
Nov 27 - Dec 3							

**PROPOSED TIMELINE FOR FY'18 BUDGET**

Nov. – Dec. 2016	Town Manager Discusses General Budget Process with Board of Selectmen & Finance Committee
When Certified	Town Manager & Superintendent of Schools Meet to Discuss Free Cash Certification, Current Enrollment Figures, Estimates for Upcoming Budget
December 2016	Selectmen Issue FY'18 Budget Parameters, Timeframes, Etc. to School Committee & Town Manager (Likely Meeting Date = December 1, 2016)
February 1, 2017	Town Manager Submits Proposed General Government Budget to Selectmen & Finance Committee
February 1, 2017	School Committee Submits Proposed School Department Budget to Selectmen & Finance Committee
February 2017	Town Manager Finalizes Capital Budget Recommendation to Capital Improvement Planning Committee
February 9 or 16, 2017	Selectmen Hold Public Hearing on FY'18 Budget
February 23, 2017	Selectmen Submit FY'17 Budget Recommendation to Finance Committee
March 2017	Capital Improvement Planning Committee Submits Capital Budget to Selectmen & Finance Committee
March 28, 2017	Finance Committee Votes on Final Budget Recommendation to Selectmen ( <u>Note</u> : Warrant needs to be finalized by April 6, 2017)
April 13 or 20, 2017	Selectmen Hold Public Hearing on FY'18 Budget
May 1, 2017	Annual Town Meeting & Vote on FY'18 Budget

## SUMMARY OF PRIORITIZED LARGE-SCALE CAPITAL PROJECTS

### Group A – Top Priorities:

1. **Joint Public Safety Building** – Funding received for \$17.015 million project for new Police headquarters, new Fire substation, retrofitted East Sandwich Fire substation. Fire headquarters and downtown substation still need to be addressed in the future.
2. **Public Roads / Infrastructure** – Two years of capital outlay expenditure exclusions have been approved for \$1.3 million each year. At least three more years of capital outlay expenditure exclusions are needed to properly address public roads & infrastructure, then at least an additional \$300,000 in needed annually in the DPW operating budget to maintain these roads & infrastructure.
3. **Water Resources Management** – Town's Comprehensive Water Resources Management Plan (CWRMP) will be completed in summer 2017. On-going discussion with Mashpee & Barnstable on Popponesset Bay watershed & corresponding Intermunicipal Agreement. Cape Cod Commission's Regional Section 208 Plan is also on-going. Long-term funding options and opportunities need to be considered moving forward in line with CWRMP recommendations, trying to maximize shared expenses & solutions with private sector, including long-term and on-going coordination efforts with NRG Canal.
4. **Beach Erosion Prevention** – Extensive beach management and restoration permits received for Town Neck Beach necessitating approximately 400,000 cy of sand to make up for century of beach starvation. \$3.0 million dredging and placement of Cape Cod Canal material by Army Corps of Engineers completed in winter of 2015/16 with about 100,000 cy received. Additional 300,000 cy needed for remainder of permitted work. Town received three grants from the Statet Coastal Zone Management Office and is now seeking relevant permits for Scusset Beach borrow site which could address some of these needs. Army Corps Section 111 analysis underway with expected contract in early 2017 for 18-36 month study. Actual improvements from a successful Section 111 review are 4-5 years away. Addition engineering funds will be needed to permit future work.

### Group B – Secondary Priorities:

(Subject to Completion of Feasibility Study of Henry T. Wing School Re-Use – Architectural analysis of HTW completed in 2016 with 3-4 options under

consideration ranging from demolition and removal to attempting to retain portions of building with significant renovation costs required. A debt exclusion will be needed to properly fund any of the options.)

5. **Municipal Offices Consolidation** – Cost derived from HTW architectural review too expensive (>\$70.0 million) to realistically and appropriately refurbish entire school for municipal and school offices. Need for consolidation will continue, but does not appear feasible in the short-term. Future home needed for School Administrative offices and the School for Early Learning, both currently located at the Wing School. Limited municipal space will impact future personnel and staffing needs.
6. **Henry T. Wing School Re-Use** – Architectural analysis of HTW completed in 2016 with 3-4 options under consideration ranging from demolition and removal to attempting to retain portions of building with significant renovation costs required. A debt exclusion will be needed to properly fund any of the options.
7. **School Consolidation (STEM)** – STEM consolidation completed to start the 2014/15 school year with 7<sup>th</sup> and 8<sup>th</sup> grades being moved from Wing, Oak Ridge, and Forestdale into Sandwich High School. The following school year – 2015/16 – all Pre-K – 6<sup>th</sup> grade students were moved from the Wing School into both Oak Ridge and Forestdale with elementary and middle school grades reconfigured accordingly.
8. **Senior / Community Center** – Friends of Council on Aging contracted with architectural firm to update previously building study and design from 12 years ago to update plans and meet current requirements. Debt exclusion needed to properly fund.
9. **Library Facilities** – Decision made to not proceed with debt exclusion to fund large branch library. Significant investments have been made in the last few years on Library HVAC system, parking lot, elevator, exterior envelope, accessibility, septic system, bathrooms, elevator, etc. Additional space is still needed for volume of services and patrons and exploration is currently underway on how to better use existing Children’s space.

**Group C – Lowest Priorities:**

10. **Recreation Field Development Plan** – Master Plan completed in 2014 for proper field and recreational usage at Sandwich Hollows Golf Club and adjoining

property. Plan recommends a total investment of \$9 million to meet all needs. Implementing all or portions of this Plan can be considered on a case-by-case basis in the future.

11. **Marina Office Building** – Marina office and garage buildings completed in the fall of 2016 using future marina proceeds to pay for the structures.
12. **Pedestrian / Bike Path Improvements** – DPW is constantly improving these opportunities throughout Sandwich as deemed appropriate depending on funding availability and roadway improvement schedule. Service Road pedestrian pathway from Route 130 to Barnstable town line is planned for future with engineering firm hired to complete 100% design and project added to Cape Cod's Transportation Improvement Program. Groundwork for project has been paid for through the National Grid natural gas pipeline project which is still ongoing. Future State funding and any potential grant opportunities are planned to fund this specific project over the next 5 years. Local Bikeway & Pedestrian Committee created with Town staff involvement.

**TOWN OF SANDWICH**  
**Capital Improvement Plan Summary**  
**FY'17 - FY'20**

11/8/2016

10:00 AM

Draft # 2

	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>
<b><u>Capital Budget:</u></b>				
>\$10,000	616,020	1,274,450	676,745	732,164
<\$10,000	70,383	44,960	0	0
*Capital Reserve Fund	<u>0</u>	0	0	0
<b>Capital Budget Expenses</b>	<b>686,403</b>	<b>1,319,410</b>	<b>676,745</b>	<b>732,164</b>

*\* Funds to be held for emergency/reserve purposes until released by CIPC and Town Manager.*



**TOWN OF SANDWICH**  
**Capital Improvement Plan Summary**

Draft # 2

FY'17-FY'20

FY'17

FY'18

FY'19

FY'20

**Capital Requests >\$10,000**

**420 DPW-HIGHWAY**

One (1) New Dump Truck w/ Plow	\$160,000			
One (1) New Dump Truck w/ Plow - DPW Budget	(\$160,000)			
New Sidewalk Plow/Skid Steer/Snow Blower	\$43,900			
New Sidewalk Plow/Skid Steer/Snow Blower - Snow & Ice Revenue	(\$43,900)			
New Stump Grinder	\$35,506			
New Paving Hot Box		\$45,040		
New Street Sweeper			\$175,000	
Roadside Mower		\$16,399		

**435 DPW-SANITATION**

New Solid Waste Trailer		\$75,000	\$75,000	
Replace Compost/Leaf/Yard Waste Walls (Transfer Station)				\$10,000
New Solid Waste Trash Truck & Trailer				
Backhoe (Transfer Station)				

**510 BOARD OF HEALTH**

**522 PUBLIC HEALTH NURSE**

**541 COUNCIL ON AGING**

Exterior Security Cameras	\$12,730			
New Mini-Van			\$25,000	

**610 LIBRARY**

Vinyl floor replacement		\$67,529		
Carpet replacement		\$53,282		
Window & Skylight replacement				\$276,164

**620 GOLF DEPARTMENT**

**630 RECREATION**

Utility Vehicle for Oak Crest Cove	\$13,000			
Skate Park Reconstruction Efforts	\$20,000			

**650 DPW-PARKS**

**671 HOXIE/GRIST MILL**

<i>General Government Subtotal</i>	\$416,020	\$774,450	\$551,745	\$607,164
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**300 SCHOOL DEPARTMENT**

All Schools:

Repairs to School Buildings		\$125,000	\$125,000	\$125,000
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High School:

Hot Water Replacement System		\$100,000		
I.T. Networking Infrastructure		\$175,000		

Oak Ridge / Forestdale:

Repair Forestdale Wastewater Treatment Facility	\$200,000	\$100,000		
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<i>School Subtotal</i>	\$200,000	\$500,000	\$125,000	\$125,000
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<b>TOTAL &gt; \$10,000 CAPITAL EXPENSES</b>	<b>\$616,020</b>	<b>\$1,274,450</b>	<b>\$676,745</b>	<b>\$732,164</b>
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**TOWN OF SANDWICH**  
**Capital Improvement Plan Summary**  
**FY'17 - FY'20**

Draft # 2

FY'17      FY'18      FY'19      FY'20

**Capital Requests <\$10,000**

**123 SELECTMEN/MANAGER**

**135 ACCOUNTANT**

**141 ASSESSING**

**145 TREASURER**

**146 TAX COLLECTOR**

**152 HUMAN RESOURCES**

**161 TOWN CLERK**

**171 NATURAL RESOURCES**

Security Cameras - Ryder Conservation Lands

Regulatory Buoy Replacements w/ Tackle

AED's for DNR Vehicles (3)

Maple Swamp Fire Plan

Storage Building Security Cameras

Replace Buoys at Peter's Pond

Ryder Conservation land Utility Survey

John Deere Tractor Attachments

Ryder Conservation land Security Cameras

\$8,600			
\$4,000			
\$6,000			
	\$4,500		
	\$6,450		
	\$5,500		
	\$4,950		
	\$6,390		
	\$9,570		

**175 PLANNING & DEVELOPMENT**

**190 FACILITIES MANAGEMENT**

Gravelly Brushcutter

Towable Debris/Leaf Blower

Gravelly Mower

\$1,852			
\$11,600			
\$3,051			

**197 DATA PROCESSING**

**210 POLICE**

Patrol Cruiser Rifles & Shotguns

\$8,382			
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**220 FIRE**

Purchase One (1) Rescue Air Cushion (Air Bag) to Lift 10 Tons

Purchase Two (2) Electric Positive Pressure Ventilation Fans

Fire Apparatus Mounting Hardware

\$5,858			
\$4,310			
\$3,000			

**241 INSPECTIONS**

**291 EMERGENCY MANAGEMENT**

**410 ENGINEER**

**420 DPW-HIGHWAY**

Trailer for Stump Grinder

	\$4,600		
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**421 DPW-SNOW AND ICE**

**435 DPW-SANITATION**

**510 BOARD OF HEALTH**

**522 PUBLIC HEALTH NURSE**

Vaccine Freezer

Vaccine Refrigerator

\$1,550			
\$5,680			

**541 COUNCIL ON AGING**

Replace Commercial Two Door Refrigerator & Freezer

Replace Commercial Two Door Refrigerator & Freezer - COA donations

\$6,800			
(\$6,800)			

**610 LIBRARY**

**620 GOLF DEPARTMENT**

**630 RECREATION**

Oak Crest Cove - Cabin Equipment

Construct New Town Neck & Boardwalk Beach Gate House(s)

Construct New Town Neck & Boardwalk Beach Gate House(s) - Beach Ca

\$9,500			
\$6,000			
(\$6,000)			

**650 DPW-PARKS**

**TOWN OF SANDWICH**  
**Capital Improvement Plan Summary**

Draft # 2

FY'17 - FY'20

FY'17

FY'18

FY'19

FY'20

**Capital Requests <\$10,000**

<i>General Government Subtotal</i>	\$70,383	\$44,960	\$0	\$0
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**300 SCHOOL DEPARTMENT**

Oak Ridge / Forestdale / High School:

<i>School Subtotal</i>	\$0	\$0	\$0	\$0
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<b>TOTAL &lt; \$10,000 CAPITAL EXPENSES</b>	\$70,383	\$44,960	\$0	\$0
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