

# 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 March 24, 2016 – 7:00 P.M. Sandwich Town Hall – 130 Main Street

1. Convene Open Session in Auditorium & Pledge of Allegiance
2. Review & Approval of Minutes – 3/17/16
3. Public Forum (*15 Minutes*)
4. Town Manager Report
5. Correspondence / Statements / Announcements / Future Items / Follow-up (*10 Minutes*)
6. Staff Meeting (*15 Minutes*)  
School Committee Chairman Nancy Crossman – Ch. 70 Funding & Proposed Resolution from Foundation Budget Review Commission
7. Old Business (*60 Minutes*)
  - FY'17 Budget Update
  - Overview of Draft Annual Town Meeting Warrant – 5/2/16
  - 2016 Long Range Plan Update
  - Public Safety Planning Public Outreach
  - Other Matters Not Reasonably Anticipated by the Chairman
8. New Business (*10 Minutes*)
  - Seasonal Liquor License Renewals
  - Other Matters Not Reasonably Anticipated by the Chairman
9. Public Forum (*15 Minutes*)
10. Closing Remarks
11. Adjournment

**NEXT MEETING:** Thursday, March 31, 2016, 7:00 P.M., Town Hall

## Dunham, George

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**From:** Nancy Crossman <ncrossman@sandwich.k12.ma.us>  
**Sent:** Monday, March 21, 2016 4:40 PM  
**To:** Dunham, George  
**Subject:** Re: Chapter 70 resolution

Bud,

Frank asked me to forward you the Chapter 70 resolution, so here is what I sent to him.

I also sent it to Linell for Fincom consideration.

There is a growing list of School Committees, Boards of Selectmen and Finance Committees across the state that are sending the resolution to their state representatives and senators. It is organized by MASC. (MA Assn of School Committees) Although Chapter 70 is severely underfunded, this group chose to focus on two major areas: health care and special education.

If you have any questions, let me know.

Nancy

On Fri, Mar 18, 2016 at 6:27 PM, Nancy Crossman <[ncrossman@sandwich.k12.ma.us](mailto:ncrossman@sandwich.k12.ma.us)> wrote:  
Frank,

Attached is a resolution calling for full funding of the Foundation Budget Review Committee's recommendations. There is a coalition advocating for this funding with many School Committees, Boards of Selectmen and Finance Committees voting to support the effort.

As noted in the resolution, the group is focusing on two major areas of underfunding: employee health insurance and special education.

Attached is the resolution which would be sent on formal letterhead with the governing body designated in the "be it resolved" paragraph, signed by the Chair of that body, and sent to State Representative (Randy Hunt) and State Senator (Vinny de Macedo).

The Sandwich School Committee voted to approve this document to support the funding request on March 9, 2016. Each week, I see many governing bodies across the state joining with their support through an MASC (Massachusetts Association of School Committees) web page. Here is the link to the coalition site:  
<http://www.suburbancoalition.org/>.

I am requesting that the Sandwich Board of Selectmen consider supporting the coalition by approving the document at your next meeting. I would be happy to attend the meeting to answer any questions from the board if you agree to place it on the agenda.

Thank you for your consideration,

Nancy Crossman  
Chair, Sandwich School Committee

# SUBURBAN COALITION

*The Suburban Coalition is a statewide organization of local officials that advocates for the resources, funding and support at the state level to sustain vibrant communities throughout the Commonwealth of Massachusetts*

## Menu

# Communities Supporting Resolution Calling for Full Funding of the Foundation Budget Review Commission's Recommendations

☐ March 1, 2016    ☐ Suburban Coalition

## Chapter 70 Resolution

The message is getting out. In just three weeks since we launched a Resolution Calling for Full Funding of the Foundation Budget Review Commission's Recommendations, seven School Committees have passed the resolution. Many other boards and committees, including Boards of Selectmen and Finance Committees, have it on their agendas for consideration. To date, we have been notified by the following

### Board of Selectmen

- **Arlington**
- **Douglas**
- **Groton**
- **Harvard**
- **Lunenburg**
- **Merrimac**

**Northbridge**

- **North Reading**
- **Oxford**
- **Warren**
- **Webster**
- **West Brookfield**

**Finance Committee**

- **Ashland**
- **Groton**
- **Lunenburg**
- **Merrimac**
- **Northbridge**
- **North Reading**
- **Oxford**
- **Walpole**
- **Webster**
- **West Brookfield**

**School Committee**

- **Acton**
- **Amesbury**
- **Arlington**
- **Attleboro**
- **Ayer Shirley**
- **Barnstable**
- **Belchertown**
- **Blackstone-Millville**
- **Boxborough**
- **Cambridge**
- **Chelmsford**
- **Douglas**
- **Dracut**
- **Dudley-Charlton**
- **Fall River**
- **Framingham**
- **Georgetown**
- **Groton-Dunstable**

- **Harvard**
- **Hingham (this was a slightly amended version)**
- **Holliston**
- **Leicester**
- **Lincoln-Sudbury**
- **Marshfield**
- **Melrose**
- **Mendon-Upton**
- **Merrimac**
- **Millbury**
- **Mohawk Trail Regional School District**
- **Needham**
- **New Bedford**
- **Northbridge**
- **Northampton**
- **North Reading**
- **Norwood**
- **Oxford**
- **Peabody**
- **Quaboag Regional**
- **Revere**
- **Rockport**
- **Salem**
- **Sandwich**
- **Silver Lake Regional**
- **Southeastern Regional Voke Tech**
- **Sutton**
- **Walpole**
- **Waltham**
- **Webster**
- **West Springfield**
- **Wilmington**
- **Winchester**

that they have passed the resolution. If your board or committee's name

should be added to this list, please let us know.

Why is this so important? The Governor's budget for FY17 increases Chapter 70 by only 1.6%. It does nothing to recognize the findings of the FBRC regarding the systemic underfunding of the Foundation Budget in the areas of Special Education and employee health insurance. The estimated amount of this underfunding is approximately \$2 billion.

While the Governor's budget seems to honor the commitment to share revenue growth with municipalities by increasing Unrestricted General Government Aid (UGGA) by 4.6%, it ignores the fact that for most communities, the largest portion of local aid comes from Chapter 70. The issue of underfunding affects every aspect of municipal operations. When Chapter 70 aid is inadequate, municipalities must depend on the local property tax to make up the difference.

A strong system of public education helps drive and sustain a strong state economy. It does the same for our communities. Let your legislators know that we are looking to them to implement the recommendations of the FBRC beginning with the FY17 budget by passing the Resolution Calling for the Full Funding of the Foundation Budget Review Commission's Recommendations. Here is a link to the resolution:

Chapter 70 Funding Resolution

The Suburban Coalition is a statewide organization of local officials that advocates for the resources, funding and support at the state level to sustain thriving communities throughout the Commonwealth. We work to ensure that every municipality has the resources to provide high-quality essential services of life safety, education and infrastructure maintenance to its citizens. We provide input to the state about local services, state funding and state regulations. By speaking with one voice, we can address mutual problems more effectively at the state level. The Suburban Coalition is the only statewide organization that brings together Selectmen, School Committees and Finance Committees and other local officials to jointly advocate for our communities. For more information, visit [suburbancoalition.org](http://suburbancoalition.org).

Questions? Contact Dorothy Presser at [dorothypresser@suburbancoalition.org](mailto:dorothypresser@suburbancoalition.org).

Sincerely,

Dorothy Presser  
President



 2 Comments

## **Congratulations to the Five District Partnership, the first of four 2015 Gateway Cities Innovation Award winners.**

 October 16, 2015  Suburban Coalition



## **Resolution Calling for Full Funding of the Foundation Budget Review Commission's Recommendations**

**Whereas** the Massachusetts Foundation Budget Review Commission identified two areas (employee health insurance and special education) where the Massachusetts Foundation Budget significantly understates the true cost of educating students in the Commonwealth and has failed to keep pace with rising costs;

**Whereas** this underfunding means the cost of providing a quality education has increasingly been borne by local communities, most often at the expense of other vital municipal operations;

**Whereas** investing in education today leads to higher incomes, and thus less investment in police, prisons, subsidized health care, low income housing, welfare, etc. in the future;

**Whereas** state and local economies are most effectively strengthened "by investing in education and increasing the number of well-educated workers."

**Therefore Be It Resolved** that the [insert name of local governing board here] calls on the Massachusetts Legislature and the Governor of Massachusetts to fully fund and adopt the recommendations of the Foundation Budget Review Commission in the immediate future.

**Rationale:** The Foundation Budget Review Commission (FRBC) was established by the Legislature in the FY16 budget and was charged with examining the Foundation Budget (Chapter 70) formula. The formula was first established as part of the Education Reform legislation in 1993 and has not been thoroughly reviewed or updated since that time. The FBRC found that the current formula understates costs significantly in two areas: Employee Health Insurance and Special Education.

If the recommendations of the FBRC had been implemented in the FY16 budget, state funding for education would have been about \$500 million more than it was. However, if Chapter 70 reflected the true cost of education, the number would be closer to \$2 billion.

Spending by school districts over the required Net School Spending amounts has increased, as a whole, for more than a decade, indicating that communities are using local property taxes and diverting funding from other portions of municipal budgets to fund their schools. In FY14, the total spending above Foundation in the state was \$1.7 billion. At the same time, the state's commitment to municipal aid has declined. Since 2001, unrestricted local aid has been cut by 43%. The net effect is a combination of cuts to local and school services and an increasing reliance on the regressive property tax.

The evidence overwhelmingly establishes the correlation between a well-educated workforce and higher income individuals. States that invest more in education have a higher paid workforce; also, states that increase the level of education of their population see greater productivity and higher wages over time. The link can then easily be made between higher paid individuals and less reliance on various forms of government assistance, as well as lower rates of crime.

A state's high school and college attainment rates are important factors in the state's overall economic strength. Additionally, investments in education can have significant long-term impacts on state and local economies, as well-educated individuals tend to stay relatively local and contribute tax dollars to the state and municipality in which they reside. In general, the taxes paid over time by these individuals are substantially higher than the cost of their public education.

**PROJECTED REVENUES AND EXPENSES - FY'17**

**REVENUES**

<u>FY'17 Tax Levy:</u>		
FY'16 Levy Limit	54,242,318	
2.5% Increase	1,356,058	
Est. New Growth	550,000	
Excess Levy Reserve Est.	0	
Overrides / Exclusions	0	
County Assess. Outside 2.5: CCC	166,918	
Debt Outside 2.5 (- Non-Levy & SBA)	918,091	57,233,385
<u>Other Revenue:</u>		
Land Bank / CPA Debt	1,326,638	
Marina Debt	200,000	
Mass. School Building Authority Funds	1,279,534	
State Aid: Discretionary (-5.00%)	1,902,081	
State Ch. 70 Aid: School (0.00%)	6,740,018	
Est. Local Receipts	4,650,000	
Surplus Revenue / Free Cash	1,763,451	
Overlay Release	100,000	
Transfer from Stabilization Fund	0	<u>17,961,722</u>
<b>Total Estimated Revenues</b>		<b>75,195,107</b>

**EXPENSES**

<u>ReCap Sheet Items:</u>		
State Assess: Tuition Assess (10.00%)	3,592,317	
State Assess: All Other (3.00%+CCRTA)	587,985	
Abatements / Overlay	400,000	
FY'16 Snow & Ice Deficit	0	4,580,302
<u>Town Meeting Items:</u>		
Group Health Insur.+ Mitig. Plan (5.66%)	9,800,000	
County Retirement Assess. (6.60%)	3,355,082	
Property & Liability Insurance (2.50%)	861,000	
Medicare (6.00%)	636,000	
Unemployment Account	100,000	
OPEB Trust Fund	100,000	
Debt: Long Term	4,170,074	
Debt: Short Term	50,000	
Reserve Fund	500,000	
Capital Budget - Net	686,403	
Transfer to Stabilization Fund	100,000	20,358,559
<u>Operating Budgets:</u>		
School Budget: Local (3.00%)	24,977,500	
Ch. 70 (0.00%)	6,740,018	31,717,518
UCCRVTS Budget (6.62%)		2,184,779
General Gov't. Budget (6.05%)		<u>16,274,032</u>
<b>Total Estimated Expenses</b>		<b>75,115,190</b>

<b><u>Stabilization Fund Balance:</u></b>	
Actual Balance on 11/30/15:	1,226,393
Proposed Transfer From/To Stabilization Fund:	100,000
Projected Post ATM Balance:	1,326,393

**ESTIMATED FY'17 BUDGET BALANCE** **79,917**

## FY'17 BUDGET TOTALS

NO.	DEPARTMENT	FY16 APPROP	FY17 SALARY	FY17 OPER	FY17 TOTAL	% CHANGE
114	Moderator	450	450	0	450	0.00%
123	Select./Manager	467,269	418,282	61,350	479,632	2.65%
	Personnel Expen.	244,875	414,500	0	414,500	69.27%
131	Finance Comm.	3,400	2,000	1,400	3,400	0.00%
135	Accounting	226,810	192,088	22,250	214,338	-5.50%
141	Assessing	384,818	362,201	24,925	387,126	0.60%
145	Treasurer	205,882	218,759	-7,950	210,809	2.39%
146	Tax Collector	201,800	140,701	56,900	197,601	-2.08%
147	Tax Title	35,000	0	35,000	35,000	0.00%
151	Legal	300,000	0	300,000	300,000	0.00%
152	Human Resour.	170,163	168,338	8,000	176,338	3.63%
161	Town Clerk	165,677	166,501	5,500	172,001	3.82%
162	Elect. & Regist.	60,750	10,500	59,750	70,250	15.64%
171	Natural Resour.	270,676	247,714	27,100	274,814	1.53%
175	Plan. & Devel.	222,299	196,921	21,125	218,046	-1.91%
190	Facilities Mgmt.	522,455	207,850	322,500	530,350	1.51%
195	Town Reports	11,000	0	11,000	11,000	0.00%
196	Bind Records	6,000	0	6,000	6,000	0.00%
197	Info. Technology	529,329	199,512	337,500	537,012	1.45%
<b>Total 100s</b>		4,028,653	2,946,317	1,292,350	4,238,667	5.21%
210	Police Dept.	4,098,264	4,014,677	318,835	4,333,512	5.74%
220	Fire Dept.	3,211,210	3,784,322	-511,200	3,273,122	1.93%
241	Inspections	265,317	257,163	16,105	273,268	3.00%
244	Sealer of W & M	200	0	200	200	0.00%
291	Emerg. Mgmt.	11,500	3,000	8,500	11,500	0.00%
294	Forest Warden	1,500	0	1,500	1,500	0.00%
297	Bourne Shellfish	4,000	0	4,000	4,000	0.00%
299	Greenhead Fly	2,000	0	2,000	2,000	0.00%
<b>Total 200s</b>		7,593,991	8,059,162	-160,060	7,899,102	4.02%
300	School Dept.	30,915,593	31,715,518	0	31,715,518	2.59%
313	UCCRVTS	2,049,172	2,184,779	0	2,184,779	6.62%
<b>Total 300s</b>		32,964,765	33,900,297	0	33,900,297	2.84%

(Note: School Dep't. amount includes Ch. 70 aid.)

NO.	DEPARTMENT	FY16 APPROP	FY17 SALARY	FY17 OPER	FY17 TOTAL	% CHANGE
410	DPW - Engineer.	188,745	184,567	9,800	194,367	2.98%
420	DPW	1,467,558	970,673	708,025	1,678,698	14.39%
421	Snow & Ice	250,014	100,000	300,000	400,000	59.99%
424	Streetlights	30,000	0	30,000	30,000	0.00%
435	DPW - Sanitation	0	420,417	-420,417	0	#DIV/0!
<b>Total 400s</b>		1,936,317	1,675,657	627,408	2,303,065	18.94%
510	Health Dept.	187,330	181,646	10,125	191,771	2.37%
522	Nursing Dept.	145,742	117,712	34,700	152,412	4.58%
540	Social Services	35,000	0	35,000	35,000	0.00%
541	COA	217,769	219,548	10,500	230,048	5.64%
543	Veterans	45,500	0	55,500	55,500	21.98%
<b>Total 500s</b>		631,341	518,906	145,825	664,731	5.29%
610	Library	944,017	766,196	183,637	949,833	0.62%
630	Recreation	155,787	135,459	26,375	161,834	3.88%
650	DPW - Parks	20,850	0	20,850	20,850	0.00%
671	Hoxie / Grist Mill	20,000	20,000	0	20,000	0.00%
693	Memorial Day	1,200	0	1,200	1,200	0.00%
694	Historic District	13,000	2,000	12,750	14,750	13.46%
<b>Total 600s</b>		1,154,854	923,655	244,812	1,168,467	1.18%
<b>GEN. GOVT. TOTAL</b> (no School)		15,345,156	14,123,697	2,150,335	16,274,032	6.05%
<b>GRAND TOTAL</b> (incl. School)		48,309,921	48,023,994	2,150,335	50,174,329	3.86%

**FY'17 CAPITAL BUDGET SUMMARY**

<u>DEPARTMENT</u>	<u>ITEM</u>	<u>COST</u>
<b>PROJECTS &gt;\$10,000</b>		
171 NATURAL RESOURCES	Peter's Pond Security Cameras	\$11,600
190 FACILITIES DEPT.	Repairs to Town Buildings	\$125,000
190 FACILITIES DEPT.	Replace '06 Pickup with Plow	\$28,000
210 POLICE DEPARTMENT	Mobile Radios for Marked & Unmarked Vehicles	\$21,634
220 FIRE DEPARTMENT *	Build Brush Breaker on Donated '90 Chassis	\$150,000
220 FIRE DEPARTMENT	Fire/EMS HazMat & Site Data Software	\$15,000
220 FIRE DEPARTMENT	Upgrade Existing UHF Radio System	\$32,000
220 FIRE DEPARTMENT	Purchase (5) Thermal Imaging Cameras	\$30,950
300 SCHOOL DEPARTMENT	Forestdale School Treatment Facility Upgrade	\$200,000
420 DPW - HIGHWAY *	Replace Dump Truck with Plow	\$160,000
541 COUNCIL ON AGING	HSB Security Cameras	\$12,730
<b>TOTAL &gt; \$10,000 CAPITAL EXPENSES</b>		<b>\$786,914</b>
<b>PROJECTS &lt;\$10,000</b>		
171 NATURAL RESOURCES	Ryder Conservation Security Cameras	\$8,600
171 NATURAL RESOURCES	Regulatory Buoy Replacements	\$4,000
171 NATURAL RESOURCES	(3) AEDs for DNR Vehicles	\$6,000
210 POLICE DEPARTMENT	Patrol Cruiser Rifles & Shotguns	\$8,382
220 FIRE DEPARTMENT	(2) Electric Positive Pressure Ventilation Fans	\$4,310
522 PUBLIC HEALTH NURSE	Vaccine Freezer	\$1,550
522 PUBLIC HEALTH NURSE	Vaccine Refrigerator	\$5,680
<b>TOTAL &lt; \$10,000 CAPITAL EXPENSES</b>		<b>\$38,522</b>
<b>TOTAL FY'17 CAPITAL BUDGET</b>		<b>\$825,436</b>
		* Ambulance Fund Transfer = (\$150,000)
		* DPW Operating Budget Lease/Purchase Account = (\$160,000)
<b>TOTAL OTHER FUNDING SOURCES =</b>		<b>(\$310,000)</b>
<b>NET FY'17 CAPITAL BUDGET</b>		<b>\$515,436</b>

**ADDITIONAL FY'17 CAPITAL BUDGET IF FUNDING ALLOWS**

<u>DEPARTMENT</u>	<u>ITEM</u>	<u>COST</u>
<b>PROJECTS &gt;\$10,000</b>		
171 NATURAL RESOURCES	Replace Kubota RTV 900 Less Trade-In	\$20,600
190 FACILITIES DEPARTMENT	Library Repairs (ADA Ramp, Doors & Ent., Flat Roof)	\$50,000
190 FACILITIES DEPARTMENT	Towable Debris/Leaf Blower	\$11,600
420 DPW - HIGHWAY	New Stump Grinder	\$35,506
630 RECREATION	Utility Vehicle for Oak Crest Cove	\$13,000
630 RECREATION	Skate Park Reconstruction Efforts	\$20,000
<b>TOTAL &gt; \$10,000 CAPITAL EXPENSES</b>		<b>\$150,706</b>
<b>PROJECTS &lt;\$10,000</b>		
190 FACILITIES DEPARTMENT	Gravelly Brushcutter Attachment	\$1,852
190 FACILITIES DEPARTMENT	Gravelly Mower	\$3,051
220 FIRE DEPARTMENT	Rescue Air Cushion to Lift 10 Tons	\$5,858
630 RECREATION	Oak Crest Cove Cabin Equipment	\$9,500
<b>TOTAL &lt; \$10,000 CAPITAL EXPENSES</b>		<b>\$20,261</b>
<b>TOTAL ADDITIONAL FY'17 CAPITAL BUDGET IF FUNDING ALLOWS</b>		<b>\$170,967</b>

**GRAND NET TOTAL      \$686,403**

Town of Sandwich  
Annual Town Meeting

# WARRANT

Monday, May 2, 2016

7:00 p.m. – Sandwich High School



**BOARD OF SELECTMEN**

Frank Pannorfi, Chair  
Susan James, Vice-Chair  
Peter Beauchemin  
R. Patrick Ellis  
Ralph A. Vitacco

**MODERATOR**

Garry N. Blank

**FINANCE COMMITTEE**

Linell M. Grundman, Chair  
Robert Guerin, Vice-Chair  
Michael Dwyer  
James Lehane  
Gene Parini  
Richard Reilly  
Mark Snyder  
Matthew Terry  
Thomas Witham

## INDEX OF WARRANT ARTICLES

### May 2, 2016 Annual Town Meeting

1. Report of Town Officials & Long Range Plan Overview (p. \_\_\_\_)
2. FY'17 Budget (p. \_\_\_\_)
3. FY'17 DPW – Sanitation Division Operating Budget (p. \_\_\_\_)
4. FY'17 Golf Department Operating Budget (p. \_\_\_\_)
5. FY'17 Revolving Fund Appropriation Limits ( p. \_\_\_\_)
6. FY'17 Capital Budget (p. \_\_\_\_)
7. Transfer to Stabilization Fund (p. \_\_\_\_)
8. Sandwich Promotions Fund Appropriation (p. \_\_\_\_)
9. Ch. 90 State Aid to Highways Program (p. \_\_\_\_)
10. School Department Cell Tower Lease Transfer and Appropriation of Funds (p. \_\_\_\_)
11. Beach Renourishment Account Appropriation (p. \_\_\_\_)
12. Capital Outlay Expenditure Exclusion: Public Roads & Infrastructure (p. \_\_\_\_)
13. Debt Exclusion: Public Safety Buildings (p. \_\_\_\_)
14. Override: Hiring of (8) EMS/Firefighters (p. \_\_\_\_)
15. CPA Fund Expenditure – Administrative Costs & 10% Allocations (p. \_\_\_\_)
16. CPA Project: Lower Shawme Pond Dam, Grist Mill, & Related Work (p. \_\_\_\_)
17. CPA Project: Clark-Haddad Building Restoration (p. \_\_\_\_)
18. CPA Project: Cedarville Cemetery Improvements (p. \_\_\_\_)
19. CPA Project: Thornton Burgess Society Jam Kitchen Restoration (p. \_\_\_\_)
20. Public Road Taking: Aviator's Lane
21. Authorize Selectmen to Grant Easement: Baksis Road to NRG Canal (p. \_\_\_\_)
22. Town Bylaws: Section \_\_\_\_\_ – Dune Protection Bylaw (p. \_\_\_\_)
23. Town Bylaws: Section \_\_\_\_\_ – Animal Control Bylaw (p. \_\_\_\_)
24. Town Bylaws: Section \_\_\_\_\_ – Public Consumption or Use of Marijuana (p. \_\_\_\_)
25. Transfer Care Custody & Control of Henry T. Wing School to Board of Selectmen (p. \_\_\_\_)
26. Elect Officers & Ballot Questions (p. \_\_\_\_)

### Reference Material & Volunteer Service Form:

1. Article 1 – Board of Selectmen – 2016 Long Range Plan (p. \_\_\_\_)
2. Article 2 – FY'17 Projected Revenues & Expenses (p. \_\_\_\_)
3. A Glossary of Commonly Used Terms (p. \_\_\_\_)
4. Table of Basic Points of Motions (p. \_\_\_\_)
5. Volunteer Service Form (p. \_\_\_\_)

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

**BALLOT QUESTIONS FOR MAY 5, 2016 TOWN ELECTION**

**BALLOT QUESTION #1**

Shall the Town of Sandwich be allowed to assess an additional \$1,300,000 in real estate and personal property taxes for the purpose of constructing improvements and remodeling, constructing, reconstructing and making extraordinary repairs to Sandwich public roads and public infrastructure for the fiscal year beginning July first, two thousand sixteen?

**YES:** \_\_\_\_\_

**NO:** \_\_\_\_\_

**BALLOT QUESTION #2**

Shall the Town of Sandwich be allowed to exempt from the provisions of proposition two and-one-half, so called, the amounts required to pay for the bond issued for the purpose of constructing improvements and remodeling, constructing, reconstructing and making extraordinary repairs for public safety services by constructing a new police department headquarters and a fire department sub-station at the corner of Quaker Meetinghouse Road and Cotuit Road and by completing fire department substation improvements at Route 6A in East Sandwich, including design, site improvements, equipment, furnishings and costs incidental thereto?

**YES:** \_\_\_\_\_

**NO:** \_\_\_\_\_

**BALLOT QUESTION #3**

Shall the Town of Sandwich be allowed to assess an additional \$750,000 in real estate and personal property taxes for the purposes of providing fire department services for the fiscal year beginning July first, two thousand sixteen?

**YES** \_\_\_\_\_

**NO** \_\_\_\_\_

**LONG RANGE PLAN – BOARD OF SELECTMEN 20156 (Should This Be FY?) 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 2, 2016, 2015 Annual Town Meeting and are addressed in the recommended FY'16 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
- 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. ~~Fully complete consolidation & unification of financial systems with School & Town with activation of new Assessing Department software program – July 2016 - School Director of Finance & Business Operations\*, Information Technology Director\*, Finance Director\*, Town Treasurer / Collector, Director of Assessing, School Information Technology Staff~~

~~i. Assessing Department implements new software program – July 2015~~

b. Outline & prioritize General Government staffing & reorganization implementation plan – 2016 & Beyond – Board of Selectmen & Town Manager\*

i. Continue to assess effectiveness of delivery of services when vacancies occur & make appropriate organizational changes when prudent

ii. Prioritize new positions & organizational changes needed to improve the delivery of General Government services and address staffing shortfalls not requiring override or substantial reallocation of funds to implement

~~iii. Prioritize positions requiring override or substantial reallocation of funds to implement~~

~~iiii. Fund recommended changes & improvements, potentially by focusing future funding on General Government as School Department enrollments continue to decrease Present & fund reorganization plan to address organizational chart deficiencies~~

~~v. Identify & fund chronically underfunded operating budget accounts to more closely match expenses~~

c. Continued review of Pay-As-You-Throw Program – 2016 & Beyond – Director of Public Works\*

i. ~~Eliminate tax subsidized operation to a~~Continue full fee for service operations and recommend fees changes, when appropriate – May 2016 & Beyond

ii. Work with Upper Cape towns to ~~determine set actual closing date and any~~ future use of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2016 & Beyond

d. Determine any potential fulfillment of ~~Continue progress on recreational facilities & Sandwich Hollows Recreation Master Plan – 2016 & Beyond – Town Manager's Office\*, Recreation Director, Golf Director~~

e. Continue prioritization of Tax Title Redemption & Foreclosure Process – 2016 & Beyond with Latest Update July 2016 – Board of Selectmen, Town Treasurer/Collector\*

f. Continue Substance Abuse Prevention Committee efforts locally, with particular attention paid to MMA Model Program, & continue to play a lead role in regional efforts focus on regional grant request to federal Drug Free Community program— 20165 & Beyond – Substance Abuse Prevention Committee\*, Barnstable County, Board of Selectmen, School Committee, Public Health Nurse

g. Continue to support the implementation of STEM Program & Project Lead-The-Way Efforts – 2015 & Beyond – School Committee\*, Superintendent of Schools

h. Work cooperatively with School Committee, School Administration, and Town staff to discuss future needs, funding priorities, services, and how changing demographics will impact future budgets & services – 2016 & Beyond – Board of Selectmen\*, School Committee & Department, Town Staff, Finance Committee

Long Term:

i. Convene summit to start discussions about future priorities & follow through with additional meetings to develop a consensus plan, if possible

ii. Determine if changing demographics can lead to a reallocation of school funding to address long-delayed municipal needs

iii. Determine long-range capital needs & address appropriate ways to fund these needs

iv. Ask School Committee to Reassess School Choice policy if reducing enrollments further will create opportunities for saving while still maintaining educational services

Short Term:

i. Create a plan for distribution of revenues for municipal and school services with a more equitable distribution of future funding.

ii. Develop a 5-year transitional plan on future funding.

iii. Keep budget review process and timeframes to be in compliance with Town Charter.

iv. Explore various methodologies for reapportionment (i.e., \$, %, other forms).

v. Negotiate a MOU with School Committee to utilize annual School Choice revenues, to offset taxpayer contribution amount.

jh. Continue review & implementation of ~~Implement~~ relevant recommendations from Beach Management Plan & enforce dune protection efforts – 20165 & Beyond – Recreation Director\*, Natural Resources Director, Director of Public Works, Public Facilities Director

i. Appropriate funding for recommended capital improvements— May 2015 & Beyond

ii. Initiate maintenance plan for beach parking lots & cleanliness of beach areas with implementation contingent upon proper funding— 2015 & Beyond

## 2. Capital Asset Management

a. Lead funding support of new Refocus public safety planning proposalefforts — 2016 ATM5 — Board of Selectmen\*, Public Safety Planning Group, Consultants

i. ~~Conduct public process on chosen alternative(s) — including website outreach, public feedback, public outreach & listening meetings, etc. — 2015~~

ii. ~~Present public safety building infrastructure & personnel plan supported by Board of Selectmen to future Town Meeting(s) — Fall 2015~~

iii. Complete & monitor Successfully implementation of public safety civilian dispatch locally — FY'16 & FY'17

iiiv. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County — 20165 & Beyond — Board of Selectmen, Town Manager, Chief of Police, Fire Chief

b. Public roads and public infrastructure improvements & reauthorize the Selectmen's 5-year road funding plan — 20165 & Beyond — Board of Selectmen, Director of Public Works

i. ~~Determine recommended capital funding alternative(s) & present to Town Meeting & voters — 2015 & Beyond~~

ii. ~~Lobby Governor & State House for additional Ch. 90 appropriations & more timely release of approved Ch. 90 funds — 2015 & Beyond~~

iii. Provide sufficient additional funding to DPW Budget to maintain roads & infrastructure at higher standard once larger-scale improvements have been completed

iiiv. Continue Implement private road taking process for action at 20165 & future Annual Town Meetings

c. Continue to study & educate ourselves on the Special Purpose Infrastructure Stabilization Fund to address appropriate capital needs, consider all funding mechanisms & timing to be determined — 2016 & Beyond — Board of Selectmen\*, Town Manager's Office, Finance Director

d. Evaluate the developing School District Master Plan & adopt consider recommendations of School Committee ~~recommendation(s)~~ — 20165 & Beyond — School Committee\*

i. ~~Assist School Committee in implementing recommended actions from School District Master Plan — May 2015 & Beyond — School Committee, Board of Selectmen~~

ii. ~~Support the decommissioning of the Henry T. Wing School for school purposes; School Department continued oversight of Wing School until any municipal services are relocated to the Wing School~~

~~iii. Continue professional re-living analysis of the Present final recommendation on Henry T. Wing School to the public after exploring private use of the building & seek appropriate Town Meeting action with associated public outreach & input – 20165 & Beyond – Board of Selectmen, Capital Improvement Planning Committee, Consultants~~

~~iv. Present recommended decision & associated funding to future Town Meeting – 2015 & Beyond~~

ed. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 20165 & Beyond – Board of Selectmen\*, School Committee, Finance Committee, Capital Improvement Planning Committee

i. Consider warrant article(s) to fund relevant portions of the LRCP – 20165 & Beyond

~~iv. Review LRCP for future changes and updates Draft an Updated LRCP – 20175 & Beyond – Town Manager\*, CIPC~~

fe. ~~Revisit Complete construction project for Clark-Haddad Building when funding provided by 2016 Annual Town Meeting & continue review of future of Clark-Haddad Building & Deacon Eldred House with Consultant report & input to determine course of action, such as funding for these properties~~ – Board of Selectmen, Capital Improvement Planning Committee, Community Preservation Committee, Consultants – 20165 & Beyond

~~i. Seek appropriate funding when recommended course(s) of action determined – 2015 & Beyond~~

g. ~~Work with Recreation Department, Recreation Committee, appropriate consultants, and public to re-establish a new skate park facility & fund accordingly at Town Meeting or through appropriate funding mechanism – 2016 & 2017 – Recreation Director\*, Recreation Committee, Facility Users~~

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

a. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones – per wastewater consultant's schedule – 20165 & Beyond – Health Director\*, Water Quality Advisory Committee, Wastewater Consultant

i. Finalize CWRMP by July 1, 2017 deadline

ii. Proceed with recommendations of draft CWRMP & Interim Solutions Plan and implement appropriate action items, where possible – 20165 & Beyond

iii. Continue Actively participation in Barnstable County Section 208 planning efforts, including the establishment of bookends as solutions, & implement watershed recommendations where possible, while representing the interests of the Town of Sandwich, including participation in any initial pilot projects with neighboring communities – 2016 & Beyond

iv. Educate public on Federal and State Section 208 requirements and consequences of inaction with assistance from Cape Cod Commission & Water Quality Advisory Committee – 20165 & Beyond

iv. Work with relevant private developers in meeting local CWRMP goals & regional Section 208 requirements, requiring them to pay their fair share of wastewater infrastructure improvements & operations – 2016 & Beyond

b. ~~Continue to assist successful~~ Make appropriate decision on -South Sandwich Village Center (SSVC) P&S process, work with developer & CCC to determine compliance with P&S, and determine what, if any, future actions to take if developer does not proceed ~~developer in permitting efforts & any potential zoning changes~~ – June 20165 & Beyond, if Proceeding

c. Continue to foster positive working relations with NRG ownership of Canal Station power plant and assist NRG with solar project & proposed Unit #3 project and finalize Host Community Agreement & Tax Valuation Agreement ~~any potential development / redevelopment~~ and related infrastructure efforts – May 2015 & Beyond – Town Manager\*, Director of Assessing, Town Planner, Town Meeting

d. Continue to focus on economic development efforts – 20165 & Beyond – Board of Selectmen, Town Manager's Office, Planning & Economic Development Director\*, Director of Assessing, Sandwich Economic Initiative Corporation

i. ~~Continue on-going~~ Explore any RESET efforts economic development opportunities with Cape Cod Commission (CCC) – 20165 & Beyond – Town Manger's Office, Appropriate Town Staff

1. Town land in SSVC – RFP

2. Private land in SSVC – CCC permitting efforts

3. Sandwich Industrial Park – Ch. H relevance, thresholds & locations

4. South Shore YMCA Property – open space & wastewater credits

ii. Continue MassDevelopment master planning effort for Town Marina and adjoining property with relevant stakeholders, including Army Corps of Engineers, NRG Canal – 20165 & Beyond

~~e. Implement appropriate Town staffing to further assist economic development efforts & review success of staffing to implement economic development goals; adjust as deemed appropriate – 2015 & Beyond~~

~~ef.~~ Continue to explore infrastructure improvement efforts for enhanced economic development, considering all of the legal options available on a local, regional, state, and federal basis, including Water & Wastewater Infrastructure Fund implementation – 20165 & Beyond

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

a. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly – 20165 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director\*, Woods Hole Group

i. Continue active participation with Army Corps of Engineers on active Section 111 & future Section 204 studies, various permitting & funding efforts – 20165 & Beyond

ii. Lobby state & federal officials for access to future sources of sand & proceed with Coastal Zone Management grants to permit nearshore sediment borrow source for future renourishment efforts – 20165 & Beyond

iii. Continue to work with federal and state delegation to secure additional appropriated funding for completion of fully permitted Beach Renourishment Project, including funding of Hurricane Sandy & Tropical Storm Nemo FEMA requests, release of remaining State Environmental Bond Bill funds & maximizing potential Section 111 federal funding amount, and coastal resiliency grant efforts – 20165 & Beyond

iv. Work with federal and state delegation to secure funding for future completion of Old Harbor Inlet Stabilization Project – 20165 & Beyond

b. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 20165 & Beyond – Board of Selectmen\*, Community Preservation Committee

c. Meet with Sandwich Housing Authority to discuss progress on George Fernandes Way expansion project & ways to address Sandwich Affordable Housing Plan; continue joint efforts with Habitat for Humanity to construct home(s) in Sandwich, – Summer 20165 & Beyond – Board of Selectmen, Sandwich Housing Authority\*

d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 20165 & Beyond – Board of 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.

**Public Safety Planning Project**  
**Board of Selectmen Meeting: 3/17/2016**

- Current proposal approved by Selectmen ***reflects public input:***
  - Includes three (3) staffed Fire/EMS substations
    - Maintains current Rt. 6A headquarters
    - Adds new dormitory to staff current East Sandwich Fire/EMS substation
    - Adds new Fire/EMS substation at corner of QMR/Cotuit Rd.
      - Enables the closure of Forestdale Fire Station
    - Requires \$750,000 override to hire (8) EMS/Fire personnel
  - Includes new Police headquarters at corner of QMR/Cotuit Rd.
    - Enables the closure of current Police headquarters
  - Significantly lower cost compared to original \$30 million proposal
    - Current cost estimate: \$16 - \$18 million range
  - Significantly smaller footprint compared to original proposal
    - Combined 23,000 sq. ft. vs. original 71,000 sq. ft. proposal
  
- ***Construction costs are increasing*** at approximately 6% annually
  
- ***Timeline***, from the date of Town Meeting & ballot approval:
  - 10 months for architects to finalize design and construction documents, plus
  - 1½ - 2 years for bidding and construction
  - FY19 construction complete
  
- ***Info yet to come*** by end of March:
  - Much more detailed, line-by-line cost estimate prepared by independent professional cost estimator
  - Artistic rendering of exterior of buildings



EXISTING FIELD  
PARKING ENTRANCE

QUAKER MEETING HOUSE ROAD

COTUIT ROAD

POLICE STATION

FIRE  
SUB-STATION

**PARKING COUNT**

29 VISITOR AT POLICE  
54 STAFF AND CRUISERS AT POLICE

8 AT SUB STATION

5 ADA COMPLIANT SPACES

FOR ALL ABBREVIATIONS, SYMBOL LEGENDS,  
AND GENERAL NOTES SEE SHEET R0.01



**SANDWICH  
PUBLIC SAFETY  
COMPLEX**

QUAKER MEETING HOUSE ROAD  
SANDWICH, MA

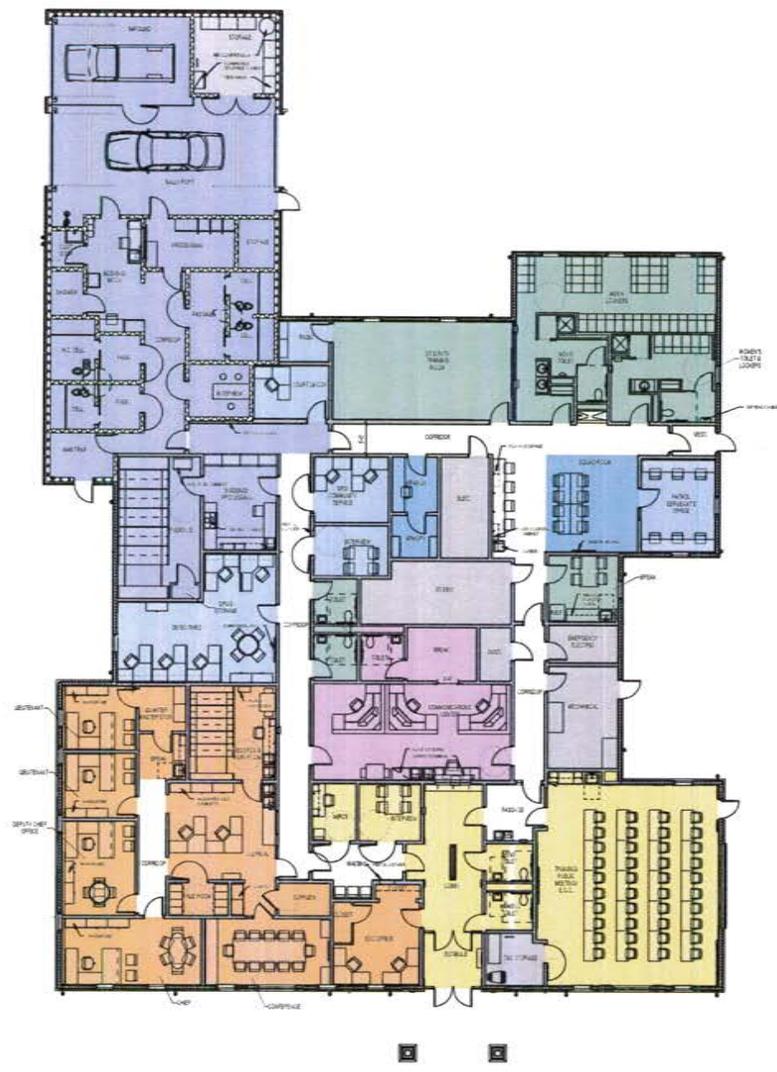
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**SITE PLAN**

DRAWING NO.  
**L1.00**

COLOR LEGEND

- PUBLIC/ SHARED
- POLICE DEPARTMENT
- CIRCULATION
- BUILDING SUPPORT
- ADMINISTRATION
- PRISONER & EVIDENCE PROCESSING/DETENTION
- OPERATIONS
- STAFF SUPPORT
- DISPATCH

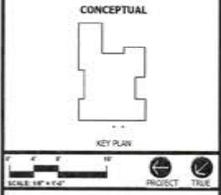


NOTE  
MEASUREMENTS ARE OF THE CENTER TO CENTER, UNLESS OTHERWISE NOTED. THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF ALL ELEMENTS OF THE PROJECT AND REPORT ANY DISCREPANCIES TO THE ARCHITECT IMMEDIATELY UPON DISCOVERY. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE ACCURACY OF THE DIMENSIONS AND LOCATIONS OF ALL ELEMENTS OF THE PROJECT. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE ACCURACY OF THE DIMENSIONS AND LOCATIONS OF ALL ELEMENTS OF THE PROJECT. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE ACCURACY OF THE DIMENSIONS AND LOCATIONS OF ALL ELEMENTS OF THE PROJECT.

DATE	ISSUE DATE	DESCRIPTION
10/26/2014		ISSUED FOR BIDDING AND CONSTRUCTION

DATE	REVISIONS	DESCRIPTION

FOR ALL ABBREVIATIONS, SYMBOL LEGENDS, AND GENERAL NOTES SEE SHEET R11.1



**SANDWICH POLICE STATION**

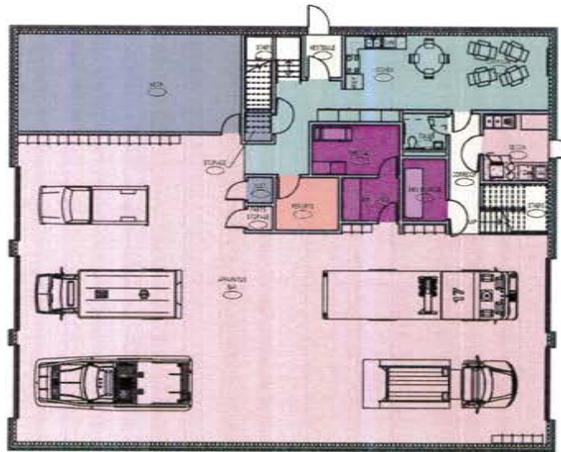
SANDWICH, MA

PROJECT NO. 12016-01 DRAWN BY: IM  
**FURNITURE FLOOR PLAN**

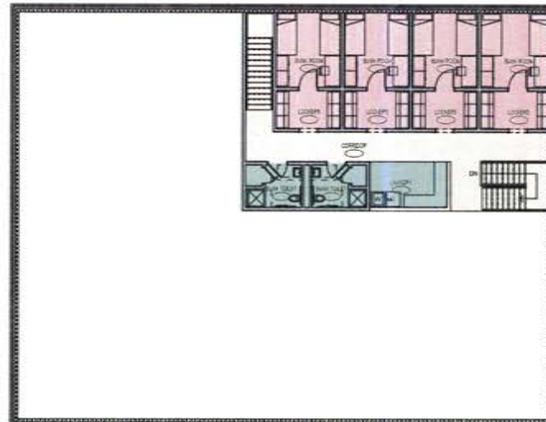
DRAWING NO.  
**A13.01**

1 FURNITURE PLAN 13,664 sq ft  
1/8" = 1'-0"

- COLOR LEGEND
- FIRE DEPARTMENT
  - CIRCULATION
  - BUILDING SUPPORT
  - FIRE ADMINISTRATION
  - BLDG
  - STAFF SUPPORT



1 MAIN LEVEL 6,300.29 sf  
1/8" = 1'-0"



2 UPPER LEVEL 1769.29 sf  
1/8" = 1'-0"

**PROGRESS PRINT**  
DATE: 3/15/2016 9:48:57 AM  
NOT FOR CONSTRUCTION

DATE	ISSUE DATE	DESCRIPTION
03/15/16		

FOR ALL ABBREVIATIONS, SYMBOL LEGENDS, AND GENERAL NOTES SEE SHEET REL.02

CONCEPTUAL



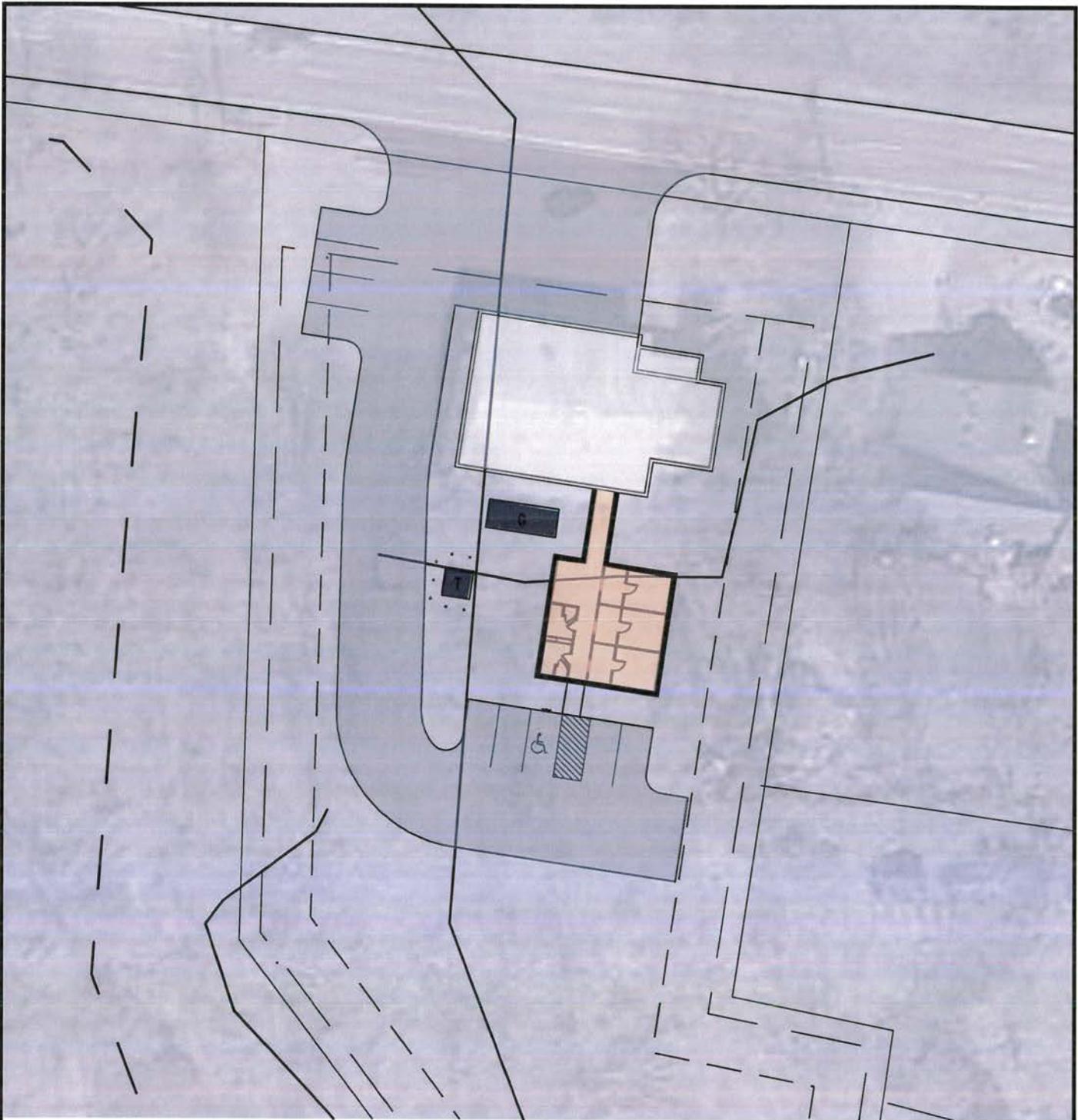
**SANDWICH SUB STATION**

PROJECT ADDRESS

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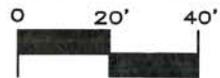
**FLOOR PLANS**

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**A1.01**



**STATION # 2 SITE PLAN**

**SANDWICH PUBLIC SAFETY STUDY**



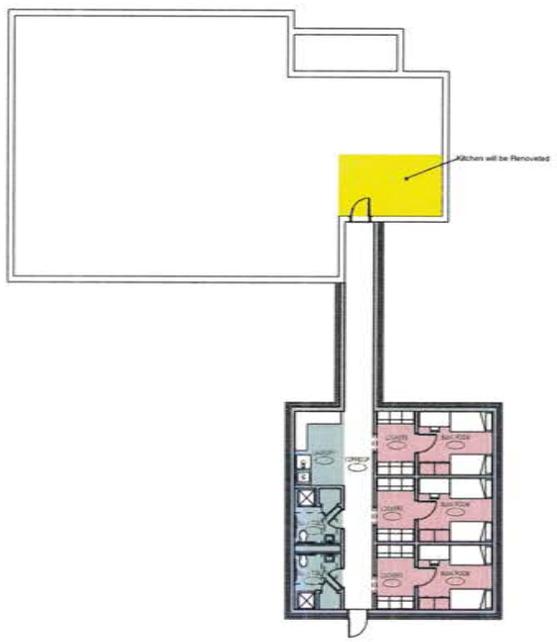
**SANDWICH, MASSACHUSETTS**  
MARCH 2, 2016

**KAESTLE BOOS**  
associates, inc



**PROGRESS PRINT**  
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COLOR LEGEND  
 FIRE DEPARTMENT  
 CIRCULATION  
 STAFF SUPPORT

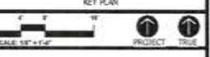


1 MAIN LEVEL (1,505.81 sf ADDITION)  
1/8" = 1'-0"

DATE	ISSUE DATE	DESCRIPTION
03/15/16		
DATE	REVISION	DESCRIPTION

FOR ALL ABBREVIATIONS, SYMBOL LEGENDS, AND GENERAL NOTES SEE SHEET RGL02

CONCEPTUAL



**SANDWICH SUB STATION #2**

PROJECT ADDRESS

PROJECT NO. 000000 DRAWN BY TM

**FLOOR PLANS**

DRAWING NO.  
**A1.01**

## 2016 SEASONAL LIQUOR LICENSE RENEWALS

Franklin Kelleher, d/b/a **Horizons on Cape Cod Bay**, Franklin Kelleher, Manager  
98 Town Neck Road, Sandwich

Sam's Family Restaurant, Inc. d/b/a **Seafood Sam's**, Jeffrey C. Lewis, Manager  
Coast Guard Road, Box 1129, Sandwich

Cellar 55 Wine Merchants, Inc. d/b/a **Cellar 55 Wine Merchants**, Kristen Buzzell, Manager,  
101A Route 6A, Unit #1, Newman Square, Sandwich

M.Z. Sons Inc. d/b/a **Sandwich Food Mart**, Rashid Zahid, Manager,  
298 Route 130, Sandwich

The Casual Gourmet, Inc. d/b/a **Magnolia Café**, Olive Chase, Manager, 67 Grove Street,  
Sandwich