



Long Range Plan

Board of Selectmen's
Annual Report to Town Meeting
May 2, 2011

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.

LRP Summary

- Annual projection of needs, issues, projects
- Builds on 2009 LCP
- Projects beyond one budget cycle
- Defines next steps in LCP, financial projections, other planning documents
- Action plan

Guiding Principles

- Staffing takes precedent over new buildings
- Consider limitations of tax base
- Prop 2 ½ limitations guide compensation plan
- Weighted toward data and plan development
- Identify funding sources and tax impacts

Action Plan

- Improved Delivery of Existing Services
 - Consider Financial and HR consolidation
 - Implement Pay-As-You-Throw (PAYT)
 - Plan for Senior Services
 - Review Recreation Facilities & Programs
 - Appoint Charter Review Committee
 - Streamline Committee system
 - Explore Sandwich Endowment Fund

Action Plan

- Capital Asset Management
 - Secure MSBA repair grant for OR & FD schools
 - Act on Library HVAC capital exclusion
 - Resolve status of proposed library branch
 - Develop Public Safety Improvement Plan
 - Act on School District Master Plan (TBD)
 - Submit 10-year Capital Improvement Plan

Action Plan

- Economic Development
 - Achieve first CWMP milestones (TBD)
 - Commence 10-year tax base expansion plan
 - Issue South Sandwich Village Center RFP
 - Plan for future GenOn Tax Valuation Agreement
 - Revise Zoning Bylaws
 - Consider relationships with local non-profits

Action Plan

- Preserve & Protect Historic/Natural Resources
 - Consider / Implement CPC recommendations
 - Renew plans to deal with beach erosion
 - Renewed action on Fed/State funding & permitting
 - Consider funding permitting expenses (CPA?)
 - Take first improvement steps (TBD)
 - Review / Renew Affordable Housing Plan
 - Prioritize Open Space purchase list

Next Steps

- Warrant Articles this evening
- Ballot Questions May 5th
- Learn more at www.sandwichmass.org
- Fall '11 / Spring '12 Town Meetings



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ARTICLE 1 – 2011 LONG RANGE PLAN UPDATE

MISSION STATEMENT

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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. Several of the items found in the Action Plan will be voted on at the May 2, 2011 Annual Town Meeting and are addressed in the recommended FY'12 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, to the extent the Town can control them
- Action items over the next 12 months are heavily weighted toward collecting information and plan development
- Funding sources & tax impacts of proposed actions will be identified during the planning phase

ACTION PLAN

(* = proposed action item leader)

1. Improved Delivery of Existing Services

- a. Submit a plan to the Selectmen and School Committee to explore consolidating & unifying financial systems and human resource cost centers – November 2011 – School Business Manager*, Town Accountant*, Town Treasurer, Human Resources Director, Information Technology Director, School Information Technology Staff
 - i. Warrant article to fund any hardware/software – April 2012 – Selectmen
 - ii. Consider "Chief Financial Officer" position – Jan 2012 – Selectmen, School Committee
- b. Implement Pay-As-You-Throw – July 2011 –Director of Public Works*
 - i. Warrant article for transfer station enterprise fund – May 2011 – Selectmen
 - ii. Resolve SEMASS contract issue – 2011 – Director of Public Works
- c. Submit a plan to the Selectmen to improve delivery of senior services – September 2011 – Council on Aging Director*, Public Health Nurse
 - i. Warrant article to fund initial step(s) – April 2012 – Selectmen
- d. Review recreational facilities & existing Recreation Field Development Plan with the Selectmen – December 2011 – Recreation Director*
 - i. Issue RFP for additional recreational uses / services at Sandwich Hollows Golf Club (provided special legislation passes) – October 2011 – Selectmen, Town Manager's Office*, Golf Director
 - ii. Warrant article to fund first step(s) of recreation plan – April 2012 – Selectmen
- e. Appoint charter review committee – July 2011 – Selectmen*
- f. Streamline volunteer committee system – July 2011 – Selectmen*
- g. Consider formation of Sandwich Endowment Fund – 2012 – Selectmen, Town Treasurer*

2. Capital Asset Management

- a. Warrant article to secure State matching MSBA Green Repair Program funds for Forestdale and Oak Ridge Schools – April 2011 –Selectmen, School Department*
- b. Warrant article for library HVAC capital exclusion – April 2011 – Selectmen, Library*
- c. Resolve status of current library branch proposal – May 2011 – Town Meeting*

- d. Move forward on public safety improvement plan
 - i. Submit staffing plan and personnel cost estimate to Selectmen – December 2011 – Town Manager*, Fire Chief, Police Chief
 - ii. Submit construction plan and cost estimate to Selectmen – December 2011 – Town Manager*, Fire Chief, Police Chief, Consultant
 - iii. Warrant article/ballot question to support staffing plan – February 2012 – Selectmen
 - iv. Warrant article/ballot question to support construction – February 2012 – Selectmen
- e. Evaluate consultant's School District Master Plan – October 2011 – School Committee*
 - i. Recommend action on School District Master Plan – January 2012 – School Committee
 - ii. Warrant article to gauge public acceptance of the School District Master Plan – April 2012 – Selectmen
- f. Submit a comprehensive capital improvement plan to the Selectmen, School Committee and Finance Committee – 2012 – Town Manager's Office*, Public Facilities Director, Building Inspector, School Business Manager, School Facilities Director, Capital Improvement Planning Committee
 - i. It would be a 10-year plan encompassing all non-public safety physical facilities. It would propose new construction, if needed, to support a school master plan, road bond, consolidated town hall, senior / community center, and library facilities. It would propose necessary maintenance for facilities down in the queue for new construction. It would also show the tax impact of any borrowing needed to finance either construction or repairs – 2012 – Town Manager*, Financial Department Heads
 - ii. Warrant article to adopt the plan – 2012 – Selectmen
 - iii. Warrant article to fund the first step(s) – 2012 – Selectmen

3. Economic Development (Tax Base Growth)

- a. Achieve first series of Comprehensive Wastewater Management Plan milestones – per Wright-Pierce schedule – Health Director*, Water Quality Advisory Committee, Wright-Pierce
- b. Commence a 10-year tax base expansion plan to Selectmen, Sandwich Economic Initiative Corporation – January 2012 – Director of Planning & Development*, Director of Assessing

i. Issue South Sandwich Village Center Request for Proposals – August 2011 – Selectmen, Town Manager’s Office*

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

c. Town meeting approval of revised zoning bylaw – October 2011 – Selectmen, Director of Planning & Development*, Planning Board

d. Continue consideration of the Town’s relationship with local non-profit organizations – 2011 – Selectmen, Assessors, Director of Assessing*

4. Preserve and Protect Historic Character and Natural Resources

a. Warrant articles for CPC recommendations – April 2011 – Selectmen*

b. Renewed plan to deal with beach erosion – July 2011 – Town Manager, Natural Resources Director*, Woods Hole Group, Army Corps of Engineers, Department of Environmental Protection

i. Renewed action on previously submitted Federal & State funding & permitting efforts – April 2011 – Selectmen, Federal & State Delegation, Army Corps of Engineers, Department of Environmental Protection

ii. Warrant article to fund permitting expenses which may entail use of CPA funds – October 2011 – Selectmen

iii. Warrant article to fund first improvement step(s) – 2012 – Selectmen

c. Progress report or new requests relative to Sandwich Affordable Housing Plan November 2011 – Sandwich Housing Authority*

d. Review open space purchase priority list – January 2012 – 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) or viewed at the Office of the Board of Selectmen & Town Manager, Town Hall, 130 Main Street, Sandwich, MA 02563.