

ARTICLE 1 – 2013 LONG RANGE PLAN UPDATE

MISSION STATEMENT

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

SUMMARY OF LONG RANGE PLAN

The purpose of the Long Range Plan (LRP) is to annually project the future needs of the Town and identify the primary issues and projects on which the Town will focus, and to report this to Town Meeting (Section 4.2.5(i) of Town Charter). The vision that forms the basis for the LRP is articulated in detail in the Local Comprehensive Plan (LCP) approved by Town Meeting in May 2009. The document below is long range in the sense that it takes us further than just one budget cycle. It is meant to define the next few steps of the journey to the vision set forth in the LCP and the other planning documents identified in the Attachments below. The Board of Selectmen and Town Meeting have already initiated many of these efforts, with progress continuing to be made on many fronts. Several of the items found in the Action Plan will also be voted on at the May 6, 2013 Annual Town Meeting and May 7, 2013 Special Town Meeting and are addressed in the recommended FY'14 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. Consolidating & unifying financial systems with School & Town –School Director of Finance & Business Operations*, Information Technology Director*, Town Accountant, Town Treasurer, Director of Assessing, Town Collector, School Information Technology Staff

i. Complete review of software options & select preferred vendor – December 2013 – Review Team

ii. Warrant article to fund software – May 2014...or sooner – Board of Selectmen

b. Continued review of Pay-As-You-Throw Program – 2013 & Beyond – Director of Public Works*

i. Refine and improve Sanitation Division enterprise fund implementation – FY'2014 – Director of Public Works, Town Accountant

ii. Implement formal plan, (including key milestones) on migrating from a tax subsidized operation to a full fee for service operations September 2013 – Director of Public Works, Town Accountant, Town Manager's Office

iii. Finalize solid waste contract issues (SEMASS) – Summer 2013 – Director of Public Works

iv. Determine future of Upper Cape Regional Transfer Station on Massachusetts Military Reservation – 2014 – Upper Cape Boards of Selectmen, Town Managers, & Directors of Public Works

c. Submit a plan to the Selectmen to expand delivery of senior & social services – August 2013 – Council on Aging Director*, Public Health Nurse

d. Continue progress on recreational facilities & existing Recreation Field Development Plan with the Selectmen – 2013 – Town Manager's Office*, Recreation Director

i. Decide on RFP response for additional recreational uses / services at Sandwich Hollows Golf Club – September 2013 – Board of Selectmen, Town Manager's Office*, Golf Director, Recreation Director

ii. Proceed with development of public recreation fields at SHGC & corresponding license agreements with youth sports boards – 2013 – Town Manager's Office*, Recreation Director, Golf Director

- e. Charter Review Committee recommended changes to Selectmen – 2013 – Selectmen*
 - i. Present recommended changes to Annual Town Meeting, then to State Legislature.
- f. Review and dispose of tax title and other surplus property – Board of Selectmen*
 - i. Provide an updated list of properties to the Board of Selectmen – Town Treasurer – July 2013
 - ii. Decide what actions to take – Board of Selectmen – September 2013
 - iii. Revisit 19 Dewey Ave decision (Clark-Haddad Building) – Board of Selectmen – July 2013
- g. Continue Substance Abuse Prevention Task Force efforts & submit grant to federal Drug Free Community program – March 2013 with September 2013 potential award – Substance Abuse Prevention Task Force*, Barnstable County Grant Writing, Board of Selectmen, School Committee
- h. Support the implementation of STEM Program – 2013 & 2014 – School Committee*, Superintendent of Schools
 - i. Fund required capital improvements to facilitate movement of 7th & 8th Grades to Sandwich High School – May 2013 – Board of Selectmen, Finance Committee

2. Capital Asset Management

- a. Complete funding of library HVAC project so work can be concluded before Winter 2013/14 – May 2013 – Board of Selectmen, Library*, Capital Improvement Planning Committee
- b. Monitor status of current library branch proposal on State waiting list – 2013 – Library*
- c. Move forward on public safety improvement plan
 - i. Warrant article/ballot question to support construction – 2013 – Board of Selectmen
 - ii. Participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2013 and Beyond – Board of Selectmen, Chief of Police, Fire Chief
- d. Evaluate the developing School District Master Plan & adopt School Committee recommendation(s) – 2013 & Beyond – School Committee*
 - i. Consider and discuss School Committee's recommended action concerning School District Master Plan – 2013 – School Committee, Board of Selectmen

- ii. In accordance with Phase 1 STEM Academy creation, which will move all Sandwich District 7th and 8th graders to Sandwich High School by September 2014, support the decommissioning of the 1927 H. T. Wing School Building and all portable classrooms at Forestdale and Oak Ridge for school purposes. Coordinate with the municipal government the operations of converting the H. T. Wing 1927 building to municipal use. Coordinate the disposal or sale of the portable classrooms. Develop projection of future impact on H. T. Wing School based on enrollments and projected enrollments.
- e. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2013 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee (CIPC)
 - i. Adopt Long Range Capital Plan – Spring 2013 – Board of Selectmen
 - ii. Consider warrant article(s) to fund relevant portions of the LRCP – 2013 & Beyond – Board of Selectmen, Finance Committee, CIPC
 - iii. Consider adopting non-monetary recommendations of the LRCP – 2013 & Beyond – Board of Selectmen, CIPC
 - iv. Review LRCP for future changes and updates – 2013 & Beyond – Town Manager*, CIPC

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

- a. Continue to achieve Comprehensive Water Resources Management Plan milestones – per Wright-Pierce schedule – 2013 & Beyond – Health Director*, Water Quality Advisory Committee, Wright-Pierce
 - i. Proceed with Interim Solutions plan and implement appropriate action items – 2013 & Beyond – Health Director, Town Counsel, Wright-Pierce
 - ii. Adopt recommended Sewer Standards & Regulations – Spring / Summer 2013 – Board of Selectmen
- b. Prepare a 10-year Tax Base Expansion Plan – 2013 – Sandwich Economic Initiative Corporation*, Town Planner, Director of Assessing
 - i. Review South Sandwich Village Center (SSVC) proposals on both Land Sale and Road Easement and make appropriate decisions – Spring 2013 – Board of Selectmen, Town Manager’s Office*, Sandwich Economic Initiative Corporation, Sandwich Housing Authority

- ii. Complete Development Agreement with Tsakalos Realty Trust, Cape Cod Commission, Town – 2013 – Planning Board, Town Planner*
 - iii. Analyze proposal from Sandwich Chamber of Commerce for use of Route 130 land as tourism information / economic development office – Spring 2013 – Board of Selectmen*, Town Manager's Office
 - iv. Determine if a 2013 MassWorks grant request will be applied for and for what purpose – June 2013 decision for September 2013 submission – Board of Selectmen, Town Manager*, Sandwich Economic Initiative Corporation*
 - v. Approve Cape Cod Commission Ch. H designations for expanded commercial development thresholds in the Sandwich Industrial Park (SIP) – 2013 – Town Manager, Town Planner*, Sandwich Economic Initiative Corporation
 - vi. Develop Scope of Work for Outreach with Cape Cod Commission Reset Team on economic development efforts in SSVc & SIP – 2013 – Town Manager, Town Planner*
 - vii. Establish positive working relations with new NRG ownership of Canal power plant & negotiate successor to current Tax Valuation Agreement – 2013 – Town Manager, Director of Assessing*, Town Meeting
- c. Continue efforts toward future town meeting approval of revised zoning bylaws – 2013 & Beyond – Board of Selectmen, Town Counsel, Planning Board, Town Planner*
 - d. Continue Payment-In-Lieu-Of-Tax (PILOT) efforts with local non-profit organizations and produce an outreach plan by October – Board of Selectmen, Board of Assessors, Director of Assessing*

4. Preserve and Protect Historic Character and Natural Resources

- a. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 2013 & Beyond – Board of Selectmen*, Community Preservation Committee
- b. Continue extensive efforts to address beach erosion issues & lobby County, State, Federal officials accordingly – 2013 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director*, Woods Hole Group
 - i. Lobby County, State, Federal officials for renewed action on Section 111, Section 204, permitting & funding efforts – 2013 – Board of Selectmen*, Town Manager, Natural Resources Director*, Woods Hole Group, Federal & State Delegation

- ii. Lobby State & Federal officials for access to future sources of sand – 2013 & Beyond – Board of Selectmen
 - iii. Consider the feasibility and value warrant article(s) to fund any interim improvements as permits are achieved – 2013 & Beyond – Board of Selectmen
 - iv. Work with federal and state delegation to secure planning, and funding for future completion of Beach Management Plan & Old Harbor Inlet Stabilization Projects – 2013 & Beyond – Board of Selectmen
- c. Meet with Sandwich Housing Authority to discuss progress on George Fernandes Way expansion project, joint efforts with Habitat for Humanity to construct home(s) in Sandwich, and ways to address Sandwich Affordable Housing Plan – Summer 2013 – Board of Selectmen, Sandwich Housing Authority*
- d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2013 & 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) or viewed at the Office of the Board of Selectmen & Town Manager, Town Hall, 130 Main Street, Sandwich, MA 02563.