

ARTICLE 1 – BOARD OF SELECTMEN – 2014 LONG RANGE PLAN

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 5, 2014 Annual Town Meeting and are addressed in the recommended FY'15 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. Consolidate & unify financial systems with School & Town –School Director of Finance & Business Operations*, Information Technology Director*, Finance Director*, Town Treasurer / Collector, Director of Assessing, School Information Technology Staff
 - i. Treasurer’s Office implemented payroll program – January 2014; School implementation of payroll program – July 2014
 - ii. Warrant article to fund software & other IT requirements – May 2014 (Article 5)
 - iii. Accounting Office & School Department implement financial software system – July 2014
 - iv. Assessing Department implements new software program – July 2015
- b. Outline & prioritize General Government staffing & reorganization implementation plan – 2014 & Beyond – Board of Selectmen & Town Manager*
 - i. Prioritize positions not requiring override or substantial reallocation of funds to implement (Article 2)
 - ii. Prioritize positions requiring override or substantial reallocation of funds to implement
 - iii. Present reorganization plan to address organizational chart deficiencies & fund when deemed appropriate
- c. Continued review of Pay-As-You-Throw Program – 2014 & Beyond – Director of Public Works*
 - i. Continue to implement formal plan on migrating from a tax subsidized operation to a full fee for service operations – May 2014 & Beyond
 - ii. Implementation of new solid waste contract issues (SEMASS) – January 2015
 - iii. Work with Upper Cape towns to determine future of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2014 & Beyond
- d. Continue progress on recreational facilities & existing Recreation Field Development Plan with engineering review of development of public recreation fields at SHGC (or other appropriate locations) & corresponding license agreements with youth sports boards – 2014 & Beyond – Town Manager’s Office*, Recreation Director, Golf Director

- e. Review and dispose of any appropriate tax title and other surplus property – Board of Selectmen*
 - i. Review updated list of properties with sub-group of Board of Selectmen – Town Treasurer – Summer 2014
 - ii. Decide what actions to take, if any – Board of Selectmen – Summer 2014
- f. Continue Substance Abuse Prevention Task Force efforts & focus on regional grant request to federal Drug Free Community program – 2014 – Substance Abuse Prevention Task Force*, Barnstable County, Board of Selectmen, School Committee
- g. Continue to support the implementation of STEM Program – 2014 & 2015 – School Committee*, Superintendent of Schools
 - i. Fund FY’15 operating budget & associated capital improvements required to facilitate movement of 7th & 8th grades to Sandwich High School – May 2014 (Article 2)
 - ii. Analyze FY’16 operating & capital budgets to implement second phase of STEM efforts, relocating all students and educational services from the Henry T. Wing School – 2014 & 2015
- h. Implement relevant recommendations from Beach Management Plan – 2014 & Beyond – Recreation Director*, Natural Resources Director, Director of Public Works, Public Facilities Director
 - i. Appropriate funding for recommended capital improvements – May 2014 & Beyond (Article 5)
 - ii. Review & explain allocation of resources for management of salt and fresh water beaches – Summer 2014
 - iii. Develop standardized beach-associated record keeping and track improvements & recommendations for future improvements – Summer 2014
 - iv. Initiate maintenance plan for beach parking lots & cleanliness of beach areas with implementation contingent upon proper funding – 2014 & Beyond
 - v. Update informational pamphlets on beach & wildlife management for distribution with beach sticker purchases – 2014 & Beyond

2. Capital Asset Management

- a. Implement library HVAC project so work can be concluded before Winter 2014/15 – Summer 2014 – Board of Selectmen, Library*, Capital Improvement Planning Committee

- b. Move forward on public safety improvement plan – 2014 & Beyond – Board of Selectmen, Public Safety Planning Group, Consultants
 - i. Review various infrastructure / building options, including appropriate locations, & prioritize implementation plan with input & direction from Board of Selectmen – 2014
 - ii. Review public safety personnel needs and options, & prioritize personnel implementation – 2014 & Beyond
 - iii. Conduct public process - including website outreach, public feedback, public outreach & listening meetings, etc. – Summer & Fall 2014
 - iv. Review various funding options – 1st Quarter 2015
 - v. Present public safety building infrastructure & personnel plan supported by Board of Selectmen to Town Meeting – May 2015
 - vi. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2014 & Beyond – Board of Selectmen, Town Manager, Chief of Police, Fire Chief
- d. Public roads and public infrastructure improvements – 2014 & Beyond – Board of Selectmen, Director of Public Works
 - i. Present 1st request for capital funding to Town Meeting & voters – May 2014 (Article 7 & Ballot Question)
 - ii. Review Board of Selectmen 5-year plan to address complete public roads & public infrastructure needs – 2014 & Beyond
 - iii. Lobby Governor & State House for additional Ch. 90 appropriations & more timely release of approved Ch. 90 funds – 2014 & Beyond
- e. Evaluate the developing School District Master Plan & adopt School Committee recommendation(s) – 2014 & Beyond – School Committee*
 - i. Assist School Committee in implementing recommended actions from School District Master Plan – May 2014 (Article 2) & 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. Appropriate funding at May 2014 Town Meeting for professional re-living analysis of the Henry T. Wing School – May 2014 (Article 5) – Board of Selectmen, Capital Improvement Planning Committee

- iv. Include appropriate departments in providing input for preparing scope of work for re-living analysis of Wing & solicit additional input from same departments following issuance of re-living report – Summer 2014 & Beyond – Board of Selectmen, Town Manager’s Office*, Library Director, Council on Aging Director, Inspector of Buildings, Public Facilities Director, School Facilities Director, Capital Improvement Planning Committee
- f. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2014 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee
 - i. Consider warrant article(s) to fund relevant portions of the LRCP – 2014 & Beyond
 - iii. Consider adopting non-monetary recommendations of the LRCP – 2014 & Beyond
 - iv. Review LRCP for future changes and updates – 2015 – Town Manager*, CIPC
- g. Revisit future of Clark-Haddad Building & Deacon Eldred House & determine course of action for these properties – Board of Selectmen, Capital Improvement Planning Committee – 2014 & Beyond

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

- a. Continue to achieve Comprehensive Water Resources Management Plan milestones – per wastewater consultant’s schedule – 2014 & Beyond – Health Director*, Water Quality Advisory Committee, Wastewater Consultant
 - i. Proceed with recommendations of Interim Solutions plan and implement appropriate action items, where possible – 2014 & Beyond
 - ii. Actively participate in Barnstable County Section 208 planning efforts & implement watershed recommendation where possible – 2014 & Beyond
 - iii. Lobby appropriate individuals for determination on Sandwich’s north-facing watersheds & embayments because the lack of a determination is holding up completion of Town’s CWRMP – 2014
- b. Reissue Request for Proposals for Town land in South Sandwich Village Center (SSVC) – Spring 2014
 - i. Review RFP responses & Selectmen make appropriate decision(s)
 - ii. Assist successful RFP respondent(s) in development plans and receipt of appropriate permits – 2014 & Beyond

- c. Continue to focus on economic development efforts – 2014 & Beyond – Board of Selectmen, Town Manager’s Office, Town Planner*, Director of Assessing, Sandwich Economic Initiative Corporation
 - i. Continue on-going RESET efforts with Cape Cod Commission – 2014 – Town Manger’s Office, Appropriate Town Staff
 - 1. Town land in SSSVC – RFP
 - 2. Private land in SSSVC – Growth Incentive Zone (GIZ) efforts
 - 3. Sandwich Industrial Park – Ch. H relevance, thresholds & locations
 - 4. South Shore YMCA Property – open space & wastewater credits
 - ii. Finalize wetlands demarcation & survey process for Town Marina property through Conservation Commission and determine how best to proceed with appropriate efforts going forward - 2014
 - iii. Be cognizant of Sandwich Chamber of Commerce building needs for a tourism information / economic development office, at Route 130 or other location – 2014
 - iv. Continue fostering positive working relations with NRG ownership of Canal Station power plant, negotiate successor to current Tax Valuation Agreement for Town Meeting approval, assist NRG with any potential repowering efforts – May 2014 & Beyond – Town Manager, Director of Assessing*, Town Planner, Town Meeting
- c. Implement appropriate Town staffing to further assist economic development efforts & review success of staffing to implement economic development goals; adjust as deemed appropriate – May 2014 (Article 2) & Beyond
- d. Continue efforts toward future town meeting approval of revised zoning bylaws – Town Planner*, Planning Board – 2014 & Beyond
- e. Review Sandwich Promotions Fund special legislation and determine if amendments are desired to provide direct funding to Sandwich Chamber of Commerce & Sandwich Economic Initiative Corporation – Fall 2014 STM & Beyond – Board of Selectmen
- f. 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 – 2014 & Beyond
- g. Continue Payment-In-Lieu-Of-Tax (PILOT) efforts with local non-profit organizations and implement an outreach plan – Fall 2014 – Board of Selectmen, Board of Assessors, Director of Assessing*

4. Preserve and Protect Historic Character and Natural Resources

- a. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly – 2014 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director*, Woods Hole Group
 - i. Lobby county, state, federal officials for renewed action on Army Corps of Engineers' Section 111 & Section 204 studies, and various permitting & funding efforts – 2014
 - ii. Lobby state & federal officials for access to future sources of sand – 2014
 - iii. Work with federal and state delegation – and Coastal Zone Management – to secure funding for future completion of Beach Renourishment Project, including funding of Hurricane Sandy & Tropical Storm Nemo FEMA requests and federal coastal resiliency grant request – 2014
 - iv. Work with federal and state delegation to secure funding for future completion of Old Harbor Inlet Stabilization Project – 2014 & Beyond
- b. Celebrate Sandwich's 375th anniversary – 2014 – Board of Selectmen, Sandwich 375 Committee*
- c. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 2014 & Beyond – Board of Selectmen*, Community Preservation Committee
- d. Recognize 40th anniversary of Old King's Highway Regional Historic District as the largest historic district in America – Fall 2014 – Board of Selectmen, Old King's Highway Regional Historic District Committee*
- e. 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 2014 & Beyond – Board of Selectmen, Sandwich Housing Authority*
- f. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2014 & 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.