

ARTICLE 1 – BOARD OF SELECTMEN – 2015 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 4, 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. Complete consolidation & unification of 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. Assessing Department implements new software program – July 2015
- b. Outline & prioritize General Government staffing & reorganization implementation plan – 2015 & 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 positions not requiring override or substantial reallocation of funds to implement
 - iii. Prioritize positions requiring override or substantial reallocation of funds to implement
 - iv. 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 – 2015& Beyond – Director of Public Works*
 - i. Eliminate tax subsidized operation to a full fee for service operations and recommend fees changes, when appropriate – May 2015 & Beyond
 - ii. Work with Upper Cape towns to set actual closing date and any future use of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2015 & Beyond
- d. Continue progress on recreational facilities & Sandwich Hollows Recreation Master Plan – 2015 & Beyond – Town Manager’s Office*, Recreation Director, Golf Director
- e. Continue prioritization of Tax Title Redemption & Foreclosure Process – Board of Selectmen, Town Treasurer/Collector*
- f. Continue Substance Abuse Prevention Committee efforts & focus on regional grant request to federal Drug Free Community program – 2015 – Substance Abuse Prevention Committee*, Barnstable County, Board of Selectmen, School Committee, Public Health Nurse

g. Continue to support the implementation of STEM Program – 2015 & Beyond – School Committee*, Superintendent of Schools

h. Implement relevant recommendations from Beach Management Plan – 2015 & 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. Refocus public safety planning efforts – 2015 – 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. Successfully implement public safety civilian dispatch locally – FY'16

iv. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2015 & Beyond – Board of Selectmen, Town Manager, Chief of Police, Fire Chief

b. Public roads and public infrastructure improvements – 2015 & 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

iv. Implement private road taking process for action at 2015 & future Annual Town Meetings

c. Evaluate the developing School District Master Plan & adopt School Committee recommendation(s) – 2015 & 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 Henry T. Wing School with associated public outreach & input– 2015 & Beyond – Board of Selectmen, Capital Improvement Planning Committee, Consultants
 - iv. Present recommended decision & associated funding to future Town Meeting – 2015 & Beyond
- d. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2015 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee
- i. Consider warrant article(s) to fund relevant portions of the LRCP – 2015 & Beyond
 - iv. Review LRCP for future changes and updates – 2015 & Beyond – Town Manager*, CIPC
- e. Revisit future of Clark-Haddad Building & Deacon Eldred House with Consultant report & input to determine course of action for these properties – Board of Selectmen, Capital Improvement Planning Committee, Community Preservation Committee, Consultants – 2015 & Beyond
- i. Seek appropriate funding when recommended course(s) of action determined – 2015 & Beyond

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 – 2015 & Beyond – Health Director*, Water Quality Advisory Committee, Wastewater Consultant
- i. Proceed with recommendations of Interim Solutions plan and implement appropriate action items, where possible – 2015 & Beyond
 - ii. Actively participate in Barnstable County Section 208 planning efforts & implement watershed recommendations where possible, while representing the interests of the Town of Sandwich
 - iii. Educate public on Federal and State Section 208 requirements and consequences of inaction – 2015 & Beyond

- iv. Work with relevant private developers in meeting local CWRMP goals & regional Section 208 requirements
- b. Continue to assist successful South Sandwich Village Center (SSVC) developer in permitting efforts & any potential zoning changes – 2015 & Beyond
- c. Continue to foster positive working relations with NRG ownership of Canal Station power plant and assist NRG with 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 – 2015 & Beyond – Board of Selectmen, Town Manager’s Office, Planning & Economic Development Director*, Director of Assessing, Sandwich Economic Initiative Corporation
 - i. Continue on-going RESET efforts with Cape Cod Commission (CCC) – 2015 & 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– 2015 & 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
- 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 – 2015 & 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 – 2015 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director*, Woods Hole Group
 - i. Continue active participation with Army Corps of Engineers on Section 111 & Section 204 studies, various permitting & funding efforts – 2015 & Beyond
 - ii. Lobby state & federal officials for access to future sources of sand & proceed with Coastal Zone Management grant to permit nearshore sediment borrow source for future renourishment efforts – 2015 & Beyond

iii. Work with federal and state delegation to secure funding for completion of Beach Renourishment Project, including funding of Hurricane Sandy & Tropical Storm Nemo FEMA requests, release of State Environmental Bond Bill funds, and coastal resiliency grant efforts – 2015 & Beyond

iv. Work with federal and state delegation to secure funding for future completion of Old Harbor Inlet Stabilization Project – 2015 & 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 – 2015 & 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 2015 & Beyond – Board of Selectmen, Sandwich Housing Authority*

d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2015 & 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.