

ARTICLE 1 – BOARD OF SELECTMEN – 2016 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 2, 2016 Annual Town Meeting and are addressed in the recommended FY'17 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 - Finance Director*, Director of Assessing
- 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
- c. Continued review of Pay-As-You-Throw Program – 2016 & Beyond – Director of Public Works*
 - i. Continue full fee for service operations and recommend fees changes, when appropriate – May 2016 & Beyond
 - ii. Work with Upper Cape towns to determine future use of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2016 & Beyond
- d. Determine any potential fulfillment of 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– 2016 & Beyond – Substance Abuse Prevention Committee*, Barnstable County, Board of Selectmen, School Committee, Public Health Nurse
- g. Continue to support the STEM Program & Project Lead-The-Way Efforts – 2016 & Beyond – School Committee*, Superintendent of Schools
- h. Work cooperatively with Town staff, Departments, School Committee and School Administration, to discuss future needs, funding priorities, services, and how changing demographics will impact future budgets, services, and capital needs – 2016 & Beyond – Board of Selectmen*, School Committee & Department, Town Staff, Finance Committee, Capital Improvement Planning Committee

- i. Convene a summit of stakeholders to analyze current and projected demographics, assess resources and upcoming needs, develop achievable goals, and begin discussions about future priorities related to any changing demographics – June 2016
 - ii. Follow through with additional meetings to develop a consensus plan for implementing any recommended strategies for transition or reapportionment of resource allocation – Summer/Fall 2016
 - iii. Explore and recommend various funding approaches designed to meet goals and long-range capital needs with the least impact on taxes - Summer/Fall 2016
 - iv. Keep budget review process and timeframes in compliance with the Town Charter
- i. Continue review & implementation of relevant recommendations from Beach Management Plan & enforce dune protection efforts – 2016 & Beyond – Recreation Director*, Natural Resources Director, Director of Public Works, Public Facilities Director

2. Capital Asset Management

- a. Lead funding effort for new public safety planning proposal– 2016 ATM – Board of Selectmen*, Public Safety Planning Group, Consultants
 - i. Develop plan on future use, sale, etc. of public safety properties being replaced by new facilities – 2016 & Beyond
 - ii. Complete & monitor implementation of public safety civilian dispatch locally – FY'16 & FY'17
 - iii. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2016 & Beyond – Board of Selectmen, Town Manager, Chief of Police, Fire Chief
- b. Public roads and public infrastructure improvements & recommend the continuation of Selectmen's 5-year road funding plan – 2016 & Beyond – Board of Selectmen, Director of Public Works
 - i. Lobby Governor & State House for additional Ch. 90 appropriations & more timely release of approved Ch. 90 funds – 2015 & Beyond
 - ii. Provide sufficient additional funding to DPW Budget to maintain roads & infrastructure at higher standard once larger-scale improvements have been completed
 - iii. Continue private road taking process for action at 2016 & 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. Determine final recommendation to present to the public on future of Henry T. Wing School & seek appropriate Town Meeting action & funding– 2016 & Beyond – School Committee*

i. Present final recommendation on Henry T. Wing School to the public after exploring private use of the building & seek appropriate Town Meeting action– 2016 & Beyond – Board of Selectmen, Capital Improvement Planning Committee, Consultants

e. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2016 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee

i. Consider warrant article(s) to fund relevant portions of the LRCP – 2016 & Beyond

ii. Draft an Updated LRCP – 2017 & Beyond – Town Manager*, CIPC

f. Complete construction project for Clark-Haddad Building when funding provided by 2016 Annual Town Meeting & continue review of future of Deacon Eldred House with Consultant report & input to determine course of action, such as funding – Board of Selectmen, Capital Improvement Planning Committee, Community Preservation Committee, Consultants – 2016 & 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 – 2017 – Recreation Director*, Recreation Committee, Facility Users

h. Submit an updated plan to the Selectmen to expand the delivery of senior & social services for capital & staffing needs and to fund needs accordingly – Council on Aging Director*, Public Health Nurse – 2016 & 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 – 2016 & 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 – 2016 & Beyond

iii. Continue active 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 – 2016 & Beyond
- v. 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. 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 – June 2016 & 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 projects and related infrastructure efforts – 2016 & Beyond – Town Manager*, Director of Assessing, Town Planner, Town Meeting
 - i. finalize Host Community Agreement & Tax Valuation Agreement on new Unit #3
 - ii. prudently plan for how any future New Growth revenue associated with Unit #3 is utilized, insuring funding within Proposition 2.5 limits is not used for future debt projects
- d. Continue to focus on economic development efforts – 2016 & Beyond – Board of Selectmen, Town Manager’s Office, Planning & Economic Development Director*, Director of Assessing, Sandwich Economic Initiative Corporation
 - i. Explore any economic development opportunities with Cape Cod Commission (CCC) – 2016 & Beyond – Town Manger’s Office, Appropriate Town Staff
 - ii. Continue MassDevelopment master planning effort for Town Marina and adjoining property with relevant stakeholders, including Army Corps of Engineers, NRG Canal – 2016 & Beyond
- e. 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 – 2016 & 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 – 2016 & 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 – 2016 & 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 – 2016 & Beyond

iii. Continue to work with federal and state delegation to secure additional appropriated funding for completion of fully permitted Beach Renourishment Project, including release of remaining State Environmental Bond Bill funds & maximizing potential Section 111 federal funding amount – 2016 & Beyond

iv. Work with federal and state delegation to secure funding for future completion of Old Harbor Inlet Stabilization Project – 2016 & 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 – 2016 & 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 2016 & Beyond – Board of Selectmen, Sandwich Housing Authority*

d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2016 & 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.