

# **LONG RANGE PLAN – BOARD OF SELECTMEN 2022 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 and planned for an update this year. 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 2022 Annual Town Meeting and are addressed in the recommended FY'23 budget.

## **INTRODUCTION**

Guiding principles followed in developing the LRP include:

- Adequate staffing takes precedence over capital assets
- Innovation and efficiency must be considered when adding or modifying infrastructure, staff, and services
- Delivering a superior level of service, within reasonable means, should always be a desired outcome
- 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. Implement General Government staffing, succession, & reorganization plan and modify when appropriate – 2022 & Beyond – Board of Selectmen & Town Manager\*
  - i. Complete the renovation of 100 Route 6A for the consolidation of general government departments and dispose of Town Hall Annex & 16 Jan Sebastian Drive
  - ii. Continue to assess effectiveness of delivery of services when vacancies occur & make appropriate organizational changes when prudent
  - iii. Prioritize & fund new positions & organizational changes identified to improve the delivery of General Government services and address staffing shortfalls
  - iv. On an ongoing basis, consider facilitating town-wide efficiencies in services wherever possible and consider regional programs for efficiency
  - v. Sustain COVID-19 Command Team as needed to plan and prepare staff, boards, committees and the public endemic response to COVID-19
- b. Evaluate and implement enhanced use of technology for Town departments and relevant boards and committees and for appropriate outreach to general public; implement 'QAlert' Citizen Response Management program; enhance public participation in Red Alert system – 2022 & Beyond – Director of Public Works, Assistant Town Manager, IT Director\*
- c. Continued to evaluate waste management facility operations including a review of Pay-As-You-Throw Program & adjust sticker & bag fees as appropriate to fully cover sanitation costs – 2022 & Beyond – Director of Public Works\*
- d. Support new Superintendent of Schools in transition and support the schools on efficiency and improvement efforts, particularly those designed to retain and attract students and develop measurable outcomes to demonstrate successes – 2022 & Beyond – School Committee\*, Superintendent of Schools
- e. 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; explore shared services where prudent & feasible – 2022 & Beyond – Board of Selectmen\*, School Committee & Department, Relevant Town & School Staff, Finance Committee, Capital Improvement Planning Committee

g. Support Planning & Development Department in updating & implementing revised Local Comprehensive Plan, including fostering public support and formal adoption at Town Meeting with Cape Cod Commission approval

h. Continue review & implementation of relevant recommendations from Beach Management Plan & and Municipal Vulnerability Preparedness Plan, enforce dune protection efforts – 2022 & Beyond – Recreation Director\*, Natural Resources Director, Director of Public Works, Public Facilities Director

i. Closely track & ensure that the excess levy capacity set aside for FY'22 and beyond will be earmarked to cover all debt associated Library renovations and new Center for Active Living as approved within the Town's Proposition 2.5 levy limit throughout life of 30-year bond payment schedule; also applies for Sandwich Hollows capital improvement bond, if approved by voters – 2022 & Beyond – Finance Director\*, Town Manager's Office, Board of Selectmen

j. Appoint Charter Review Committee to review current Town Charter for Selectmen review & approval prior to submission of any recommended changes to Town Meeting – 2022 & 2023 – Board of Selectmen\*, Town Manager's Office, Town Counsel

## **2. Capital Asset Management - Ongoing**

a. Continue to implement & develop plan on future use, sale, etc. of public safety and other properties being replaced by new facilities based on the recommendations of the Surplus Building Review Team report and Town Meeting authority; take appropriate implementation action(s); consider infrastructure consolidation where appropriate, such as downtown Fire Station relocation with improved DPW facilities – 2022 & Beyond – Town Manger's Office\*, Director of Planning & Development, Director of Assessing

b. Support sale of Tax Title properties for sale through auction to return the properties back onto the 'tax rolls' – 2022 & Beyond – Finance Director\*

c. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly and seek appropriate funding when required – 2022 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director\*, Woods Hole Group

i. Continue active participation with Army Corps of Engineers on active Cape Cod Canal Section 111 & future Section 204 studies, various permitting & funding efforts – 2022 & Beyond

ii. Lobby state & federal officials for support of Section 111 plan, funding implementation, & amending Army Corps operations & maintenance permit &

policy for dredging Cape Cod Canal by requiring placement of dredge material in Town Neck Beach restoration footprint rather than dumping in Cape Cod Bay; need support for access to future sources of sand & continue nearshore sediment borrow source permitting & studies for future renourishment efforts; said permits to include Scusset Beach borrow site and Sandwich Harbor marsh system restoration & dredging– 2022 & 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 above existing legislative limits – 2022 & Beyond

iv. Work with the Woods Hole Group to determine if securing permits for a potential future Old Harbor stabilization/restoration and/or dredging project is deemed feasible and/or recommended; based on this determination, work with our federal and state delegation to evaluate funding and permitting options for a potential future Old Harbor stabilization/restoration & dredging project – Long-Term

d. Implement the voter approved public roads and public infrastructure debt exclusion and implement continued funding within FY'23 DPW operating budget – 2022 & Beyond – Director of Public Works\*, Engineering Consultant

i. Lobby Governor & State House in conjunction with Massachusetts Municipal Association for additional annual Ch. 90 appropriation & more timely release of approved Ch. 90 funds – Long-Term

ii. Provide sufficient additional funding to DPW Budget to maintain roads & infrastructure at higher standard once larger-scale improvements have been completed; partially recommended in FY'23 operating budget – FY'23 and Long-Term

iii. Continue private road taking process and implement the Special Act that authorized Assessments for Betterments for Improvements to Private Ways – 2022 – Director of Public Works\*

iv. Continue efforts to design, fund, and construct shared use pedestrian path on Service Road in conjunction with Barnstable and to implement general pedestrian improvements with sidewalks, shared use paths, and crossings at appropriate designated locations, including Quaker Meetinghouse and Cotuit Roads and 100 Route 6A – 2022 & Beyond – Director of Public Works\*, Assistant Town Engineer, Bike & Pedestrian Committee

v. Expedite submission and processing of all required Boardwalk permits; facilitate regulatory review through MEPA, Army Corps, and other state and local

permits and issue IFB for reconstruction, striving for Winter 2022-23 reconstruction with reopening in Summer 2023 – 2022 & Beyond – Engineering Consultant, Internal Town Staff Team led by Assistant Town Engineer

e. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones as defined in completed Plan – 2022 & Beyond – Health Director\*, Water Quality Advisory Committee, Wastewater Consultant, Town Manager

i. Begin implementing recommendations of CWRMP & Interim Solutions Plan with appropriate action items, where possible, including relevant funding from the American Rescue Plan Act of 2021 and the Water Infrastructure Investment Fund and addressing long-term School Department wastewater needs – 2022 & Beyond – Director of Public Health\*, Town Manager’s Office

ii. Continue representing the Town of Sandwich’s interests when participating in any collaborative projects for watershed solutions, including regional and sub-regional efforts, such as opportunities at Joint Base Cape Cod, the Cape and Islands Water Protection Fund, & the State Revolving Fund – 2022 & Beyond

iii. Implement & approve Inter-Municipal Agreements on Popponesset Bay, Three Bays, and Waquoit watersheds with towns of Mashpee, Barnstable & Falmouth by working of shared watershed permits to submit to State Department of Environmental Protection, and provide funding to accomplish this work – 2022 & Beyond

iv. Evaluate regional efforts with Falmouth, Bourne, Mashpee, Barnstable and Joint Base Cape Cod officials on future regional efforts involving the JBCC wastewater plant & disposal system, including filing of future grant requests as deemed appropriate and drafting future Inter-Municipal Agreement for parties to formally work together on shared solutions; if JBCC option no longer relevant, determine what can be accomplished with neighboring towns – 2022 & Beyond

v. Continue to educate public on Federal and State Section 208 requirements and consequences of inaction with assistance from Cape Cod Commission & Water Quality Advisory Committee including inland impaired waterbodies– 2022 & Beyond

vi. 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 – 2022 & Beyond

### **3. Capital Asset Management – Projects**

- a. Support and monitor the Henry T. Wing Residences through regulatory and financial planning by SCG Development and facilitate transfer of land for the purpose of over 65 housing in accordance with the Option to Purchase approved by the June 15, 2022 Special Town Meeting executed by SCG Development and the Board of Selectmen – 2022 & Beyond – Planning & Development Department\*, Board of Selectmen
- b. Follow-up on Long Range Capital Plan (LRCP) & summit workshops to ask voters for appropriate funding for LRCP projects deemed relevant by Board of Selectmen – 2022 & Beyond – Board of Selectmen\*, School Committee, Finance Committee, Capital Improvement Planning Committee
  - i. Present warrant article(s) to fund LRCP projects supported by Selectmen – Long Term
- d. Address School Department capital needs & renovate Human Services Building for central school administration and fund accordingly through debt exclusion & sinking fund transfer – Superintendent of Schools, School Facilities Director\*, & Relevant Consultants – 2022 & Beyond
- e. Address downtown fire substation needs at DPW Barn location on Route 130 & address DPW facility needs – Long-Term – Town Manager, Board of Selectmen, Fire Chief\*, Director of Public Works\*

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

- a. Continue excellent working relations with Stonepeak ownership of Canal Station power plant and assist Stonepeak with future development plans, including a new Unit #4 & removing Units #1 & #2 & stack when deemed obsolete; prudently plan for how any future New Growth revenue associated with Canal Plant is utilized; assist Stonepeak with future use of property at entrance to Cape Cod Canal – 2022 & Beyond – Town Manager\*, Director of Assessing, Planning & Development Director, Town Meeting
- b. Continue to focus on economic development efforts – 2022 & Beyond – Board of Selectmen, Town Manager’s Office, Planning & Development Director\*, Director of Assessing
  - i. Explore any economic development opportunities with Cape Cod Commission (CCC), including implementing related CCC District Local Technical Assistance grants, once completed – 2022 & Beyond – Planning & Development Director, Town Manger’s Office, Appropriate Town Staff

c. Determine viability of Payment-In-Lieu-Of-Tax (PILOT) program for local non-profit organizations and implement consistent plan, if deemed appropriate – 2022 & Beyond – Board of Selectmen, Board of Assessors, Director of Assessing\*

## **5. Preserve and Protect Historic Character and Natural Resources**

a. Maintain the recently renovated Sand Hill School Community Center and oversee the public and private use of the building as COVID impacts diminish – Facilities Department\* – 2022 & Beyond

b. Consider proposals to restore and use of the Deacon Eldred House for residential use and take appropriate actions toward disposition to a qualified proposer – 2022 – Board of Selectmen\*, Town Manager

c. Determine best uses for Town Hall first floor once municipal offices relocated to 100 Route 6A, focusing on municipal needs first & private, non-profit needs second – 2022 & Beyond – Town Manager’s Office\*, Facilities Department, Board of Selectmen

d. Review warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization required prior to submission of Town-related & owned requests above \$50,000 threshold, particularly with limited funding available & reduced Community Preservation Act (CPA) surcharge; identify Town capital improvement needs that can be funded by CPA – 2022 & Beyond – Board of Selectmen\*, Community Preservation Committee

e. Continue to review open space purchase priority list, particularly if large, desirable parcels become available and to expand and connect existing open space properties; present acquisition opportunities to public in a timely fashion through funding mechanism deemed appropriate – 2022 & 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](http://www.sandwichmass.org)) or viewed at the Office of the Board of Selectmen & Town Manager, Town Hall, 130 Main Street, Sandwich, MA 02563.