Pursuant to Governor Baker’s March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, M.G.L. c.30A, §18, and the Governor’s March 15, 2020 Order imposing strict limitation of the number of people that may gather in one place, this meeting of the Town of Sandwich Board of Selectmen will be conducted via remote participation to the greatest extent possible. Special information and the general guidelines for remote participation by the public and/or parties with a right and/or requirement to attend this meeting can be found on the Town’s website, at www.sandwichmass.org. For this meeting, members of the public who wish to listen and watch the meeting may do so via the Sandwich Community Television website, at www.sandwichcommunitytv.org. No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town’s website an audio or video recording, transcript, or other comprehensive record of the proceedings as soon as possible after the meeting. Thank you for your consideration and understanding during this unique public health emergency.

1. Convene Open Session (in Auditorium if Board Convenes In Person)
2. Pledge of Allegiance
3. Review & Approval of Minutes – 9/3/20
4. Town Manager Report
5. Correspondence / Statements / Announcements / Future Items / Follow-up
6. Finance Director Bill Jennings – Authorize Municipal Bonds for Public Roads & Infrastructure, Library Renovations, & Center for Active Living Projects
7. Old Business
   - Update on Municipal Building Projects – 100 Route 6A, Library Renovations, Center for Active Living
   - FY’21 Budget Update
   - Update on U.S. Army Corps of Engineers Cape Cod Canal Section 111 Report
   - Cape Cod & Islands Water Protection Fund Draft Regulations & Update
   - 2020 & 2021 Long Range Plan Update
8. New Business
   - Potential Special Town Meeting – Financial & Other Issues
   - Report on Any Approved Vendor & Payroll Warrants
   - Other Matters Not Reasonably Anticipated by the Chairman

9. Public Comment – publiccomment@sandwichmass.org

10. Closing Remarks

11. Executive Session – M.G.L. c.30A, §21(a) – The Chair declares that having an open
    session may have a detrimental effect upon the Town's bargaining, litigating, or
    negotiating position, as applicable.
    Purpose #7: To comply with the Open Meeting Law, M.G.L. c.30A, §22(f):
    Review, potential approval and potential release of Executive Session meeting
    minutes – 9/3/20

12. Adjournment

NEXT MEETING: 10/8/20

[Signature]

Diane M. Harwell
Present: M. Miller, B. George, D. Sampson, S. Hoctor, C. Holden; G. Dunham, Town Manager; H. Harper, Assistant Town Manager

Mr. Miller opened the meeting at 7:05 PM by reading the March 12, 2020 Executive Order from Governor Baker suspending certain portions of the Open Meeting Law, even though the Selectmen were meeting face-to-face. There will be no in-person attendance for the public at this time, however the meeting will be live-streamed and comments from the public will be taken through technologic means.

PLEDGE OF ALLEGIANCE

REVIEW AND APPROVAL OF MINUTES
Mr. Sampson moved to approve the minutes of August 20, 2020. Seconded by Mr. George. Approved unanimously.

PUBLIC FORUM

None.

TOWN MANAGER REPORT
1. All Selectmen were tested for COVID-19 on Monday at the Fire Department. This was also offered to staff, newspaper reporter, and people from Sandwich TV. The School Committee is going live shortly as well. If there is a guest at the meeting, the guest will be projected on the screen and heard through the audio. M. Riccio from the ACOE is due to give a presentation on the Section 111 report on September 17 if the draft report is issued.
2. Sandwich has one positive COVID case; on average there have been 1.8 positive cases total, not new, per day from June 1 to present. The Town is doing well and Mr. Dunham thanks the public for their patience and respect for others by following protocols.
3. Mr. Dunham’s letter to the Federal Delegation regarding the Section 111 has been issued. The letter requests funding and permitting for operation and maintenance when dredging the canal.
4. On September 17, Bill Jennings will be presenting the Standard and Poors report. The Town has an AA+ rating, which is excellent. The report looks at many factors including the national economy. The real estate estimates are up over 6% town wide year to date, and there were so many permit applications done electronically while the Town offices were closed resulted in an estimated total of the value of the permits is over $123 million. The lack of money in the reserves and OPEB liability fund limits the AAA bond rating, however when the Town goes to bond, there is insurance issued with the bond that, in effect, it is perceived as AAA. Because due to COVID, many pages of papers need to be signed; does the Board want him to do what he usually does or wait until the end of the night. He will do the usual.
5. There have been a handful of inquiries about the proposed new range on the base. The article in the *Cape Cod Times* was not totally accurate. Mr. Dunham will contact the base for more summary information. Biggest concern appears to be the noise. Mr. Miller questioned what time of year this will be used.

6. Project updates – The demolition inside 100 Rte. 6A is going well. The construction documents for the library will be issued within 2 weeks, with a due date on general bids will be due mid-October. The Center for Active Living is ahead of schedule. The design development agreement with cost estimator should be back next week. The goal is bids in mid-December.

*Questions/Comments from the Board* Mr. George wanted a follow up regarding the BMX and use of the old police station. There was a group meeting yesterday, and questions about the type of agreement have been sent to Town counsel for answers. They will meet again in two weeks to start reviewing the properties. Answers should be back in about a month. Mr. Sampson said that there is a need to emphasize to the interested groups that this will not happen overnight. Mr. Holden said he thought the letter to the Federal delegation was outstanding. Mr. Hoctor asked how long it would take to get a response back. Mr. Dunham said he had contacted main staff contact in the federal offices before the letter was sent and they will get back to him. The staff person in Rep. Keating’s office did get back to Bud. Funding the project should be part of the total ACOE budget. Mr. George asked about when the schools would start. Mr. Dunham said that the teachers only were back this week, getting ready for social distancing, types of learning, etc.

**CORRESPONDENCE/STATEMENTS/ANNOUNCEMENT**

Mr. Holden said he had been following the progress of the school opening through the School Committee and they seem to be doing an excellent job of preparing the schools for reopening. Mr. Miller said a lot of progress has been made, considering the impact on bargaining and union contracts. There are 4 different unions involved and there are memos of agreement with them. Mr. Miller also said the the COVID testing was well done and very organized. Mr. George said he received a call from the Farmers Food Cooperative. They would like to arrange another food event for September 16. They are looking for a place to hold it – possibly the Wing School. They will need volunteers to help again. Mr. Miller said there have been some phone calls from women regarding the name – Board of Selectmen – and the need to consider different wording. Mr. Dunham said the wording is in the Charter, so probably could not be altered until the Charter Review Committee begins meeting. He will check for the rules.

Mr. Dunham said the first drive through flu clinic will be held on September 16. Call the nursing department (833-8020) for an appointment.

**OLD BUSINESS**

**2021 Liquor License Fees and Proposed COVID Amendments.** Mr. Dunham said that the Board raised the liquor license fees last year, due to take effect the beginning of the next calendar year. So far, because of COVID, this has not happened. He is proposing to delay the increase for one more year, as restaurants were significantly affected by the closure. He also questions whether the fee should be prorated for the months the license holders were not able to remain
open this year. This could be added to the fee hearing if the Board is interested. The fee hearing will be advertised within the next six weeks.

Disposition of H.T. Wing School and Discussion of Land Development Agreement. SCG and Town Counsel have worked out the terms of a land development agreement, but the language needs to be approved. The Agreement will not be signed until the financing is in place, which might take 1½ years. The Agreement outlines the terminology and what will happen and when. Ms. Harper said there was conversation about the property reverting to the Town should the project not move forward. This does not apply to the first phase, but does for the second and third phase. Mr. Sampson asked whether the language could be reviewed again before signing, in case there are any changes over the time frame. There are 12 month options for extending the agreement if SCG cannot acquire what is needed for funding from the State in the first round. Mr. Hoctor says construction would not begin for 3 years and then there are extensions. He wonders if there would be a penalty clause in case the Town loses tax revenue because of the delays. Ms. Harper responded that the extensions were built into the estimated financing rounds, so as long as SCG follows the expected financing process there would not be a penalty. Any requests for extensions beyond these would have to be discussed with the Town. SCG is going to apply for funding this fall, but will not hear if it has been approved until spring. If they do not receive what they need this round, they will apply again. There is a possibility the Town could be responsible for the building for the next 5 years, when the Town had hoped to be relieved of the carrying costs sooner, but Ms. Harper is hopeful for a competitive project, but most projects are not funded in the first round. Once the agreement is signed, it would be 3 years before a purchase and sales would be finalized. The Town would own the building until the purchase and sales is signed. **Mr. Sampson moved to approve the Land Development Agreement in its draft form, pending further review prior to execution when that time comes. Seconded by Mr. Hoctor. Approved unanimously.**

Additional Appointments to Local Planning Committee. There has been a resignation from the person representing the Historical Commission and there hasn’t been a representative from the Conservation Commission. Mr. Vitacco would like the Board to appoint Lisa Hassler from Historical Commission and Roy Anderson from the Conservation Commission. **Mr. George moved to appoint Lisa Hassler representing the Historical Commission and Roy Anderson representing the Conservation Commission to the Local Comprehensive Plan Steering Committee. Approved unanimously.**

Other Matters not Reasonably Anticipated for Old Business. Mr. Sampson said he had received two letters expressing some concerns about the flag raising before Town Meeting. These seem to have come from the Town Democratic Committee. He hopes that flag raising is not a partisan event. If people are concerned, please let Mr. Sampson know directly.

NEW BUSINESS

Authorize Town Manager to Execute the Police Cell Tower Lease. Mr. Dunham reported that there have been three retirements announced this week and one is Deputy Chief Mike Nurse who, when the new police station was built recommended that the required cell tower be
higher to improve cell coverage in that part of Town. This might entice companies to rent space on the tower. There was no response from the first bids. Bids were advertised again and Verizon has bid $24,000 a year for a lease; the funds go into the general fund. Town Counsel worked out the agreement. Mr. Dunham would like the Board’s authorization to sign the lease to get the project moving forward. There might be something up and running as soon as a few months. Mr. Hoctor notes there is no language in the lease agreement that mandates operations, which would allow Verizon to purchase all potential slots and not operate them all. Mr. Dunham said that there is authorization for up to three carriers, but no other interest yet. Mr. Sampson is also concerned about what happens if there is a power outage or other electrical problem, because if it is the Town’s tower it needs to work. Mr. Dunham said that Verizon has to have its own generator. Mr. Dunham says there is a clause in the lease that says the Town can terminate the agreement if there is a failure to operate. Mr. Dunham will check that language. Mr. Hoctor suggested adding a clause that says it must be repaired or operational within 14 days without written notice. Mr. Miller said his concern about possible disruption to police communications has been addressed. Mr. Holden wondered if ensuring the generator should be added to the motion. 

Mr. Sampson moved that the Town Manager be authorized to execute the cell tower lease to Cellco Partnership dba Verizon Wireless pending additional language that ensures the ongoing operability of the platform. Seconded by Mr. George. Approved unanimously.

Discuss and Approve an Appointment for the Cape and Vineyard (CVEC) Electrical Cooperative Board. There has been an opening on this committee. The Town does not advertise committee openings in the newspaper, but has published committee vacancies on the Town website. Laura Gregorio-Tanguilig applied right away for this position; she has sat in at a couple of meetings already. The Cooperative meets quarterly and they look at ways to save money for Cape and Vineyard towns through pooling energy and assisting with solar projects, among others. Mr. George moved to appoint Laura Gregorio-Tanguilig to fill the position on the Cape and Vineyard Electrical Cooperative. Seconded by Mr. Holden. Approved unanimously.

Other Business not Reasonably Anticipated for New Business. None.

PUBLIC FORUM

None.

CLOSING REMARKS

Mr. Holden wished to add his congratulations to the retirees.

ADJOURNMENT

Mr. Sampson moved to go into Executive Session in accordance with MGL Chapter 30 A, Section 21a. The Chair declares that having an open session may have a detrimental effect on the Town’s bargaining, litigating, or negotiating position, as applicable. Purpose #7 To comply with the Open Meeting Law MGL Chapter 30 A Section 22f Review, potential approval and potential release of Executive Session meeting minutes of March 5, 2020 and Purpose #3 –
Contract negotiations, Town Manager. Seconded by Mr. Holden. Approved unanimously by roll call vote.

The meeting adjourned at 7:50 PM.

Respectfully submitted,

Susan James

Supporting Documents:
Fees (3 pages)
SCG Land Development Agreement (19 pages)
Local Planning Steering Committee Appointment (1 page)
Telecommunications Lease (12 pages)
CVEC Appointment (5 pages)
VOTE OF THE BOARD OF SELECTMEN

I, the Clerk of the Board of Selectmen of the Town of Sandwich, Massachusetts (the “Town”), certify that at a meeting of the board held September 17, 2020, of which meeting all members of the board were duly notified and at which a quorum was present, the following votes were unanimously passed, all of which appear upon the official record of the board in my custody:

Voted: that the sale of the $21,835,000 General Obligation Municipal Purpose Loan of 2020 Bonds of the Town dated September 29, 2020 (the “Bonds”) to Wells Fargo, National Association at the price of $23,628,092.87 and accrued interest is hereby approved and confirmed. The Bonds shall be payable on September 15 of the years and in the principal amounts and bear interest at the respective rates, as follows:

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<th>Interest Rate</th>
<th>Year</th>
<th>Amount</th>
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<td>2050</td>
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<td>2.125</td>
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Further Voted: that in connection with the marketing and sale of the Bonds, the preparation and distribution of a Notice of Sale and Preliminary Official Statement dated August 26, 2020 and a final Official Statement dated September 9, 2020 (the “Official Statement”), each in such form as may be approved by the Town Treasurer, be and hereby are ratified, confirmed, approved and adopted.

Further Voted: that the Bonds shall be subject to redemption, at the option of the Town, upon such terms and conditions as are set forth in the Official Statement.

Further Voted: that the Town Treasurer and the Board of Selectmen be, and hereby are, authorized to execute and deliver a continuing disclosure undertaking in compliance with SEC Rule 15c2-12 in such form as may be approved by bond counsel to
the Town, which undertaking shall be incorporated by reference in the Bonds for the benefit of the holders of the Bonds from time to time.

Further Voted: that we authorize and direct the Town Treasurer to establish post issuance federal tax compliance procedures and continuing disclosure procedures in such forms as the Town Treasurer and bond counsel deem sufficient, or if such procedures are currently in place, to review and update said procedures, in order to monitor and maintain the tax-exempt status of the Bonds and to comply with relevant securities laws.

Further Voted: that any certificates or documents relating to the Bonds (collectively, the “Documents”), may be executed in several counterparts, each of which shall be regarded as an original and all of which shall constitute one and the same document; delivery of an executed counterpart of a signature page to a Document by electronic mail in a “.pdf” file or by other electronic transmission shall be as effective as delivery of a manually executed counterpart signature page to such Document; and electronic signatures on any of the Documents shall be deemed original signatures for the purposes of the Documents and all matters relating thereto, having the same legal effect as original signatures.

Further Voted: that each member of the Board of Selectmen, the Town Clerk and the Town Treasurer be and hereby are, authorized to take any and all such actions, and execute and deliver such certificates, receipts or other documents as may be determined by them, or any of them, to be necessary or convenient to carry into effect the provisions of the foregoing votes.

I further certify that the votes were taken at a meeting open to the public, that no vote was taken by secret ballot, that a notice stating the place, date, time and agenda for the meeting (which agenda included the adoption of the above votes) was filed with the Town Clerk and a copy thereof posted in a manner conspicuously visible to the public at all hours in or on the municipal building that the office of the Town Clerk is located or, if applicable, in accordance with an alternative method of notice prescribed or approved by the Attorney General as set forth in 940 CMR 29.03(2)(b), at least 48 hours, not including Saturdays, Sundays and legal holidays, prior to the time of the meeting and remained so posted at the time of the meeting, that no deliberations or decision in connection with the sale of the Bonds were taken in executive session, all in accordance with G.L. c.30A, §§18-25, as amended, further suspended, supplemented or modified by the Executive Order of the Governor of The Commonwealth of Massachusetts Suspending Certain Provisions of the Open Meeting Law, Chapter 30A, §20 dated March 12, 2020.

Dated: September 17, 2020

Clerk of the Board of Selectmen
Baseline FY21 UGGA and Chapter 70 Information Now Available

Dear Local Official,

I am writing to share that information about Fiscal Year 2021 (FY21) funding for Unrestricted General Government Aid (UGGA) and Chapter 70 education aid is now available on the Division of Local Services website.

While critical information from the federal government is still needed in order to finalize a full fiscal year budget for the Commonwealth, the Baker-Polito Administration and the Legislature are committing to no less than the Fiscal Year 2020 (FY20) level of funding for UGGA and Chapter 70 education aid as a baseline amount for FY21 funding.

The FY21 funding commitment also includes Chapter 70 increases for inflation and enrollment that will keep all school districts at foundation, under the law as it existed for FY20, providing an additional $107 million in aid over FY20. This increase comes in addition to approximately $450 million in new federal supports for K-12 schools to assist with educating students during the pandemic.

Please click here to view the UGGA and Chapter 70 amounts for each municipality. Local officials with related questions can email databank@dor.state.ma.us.

Sincerely,

Michael J. Heffernan
Secretary of Administration and Finance

You are receiving this message through the Massachusetts Department of Revenue's Division of Local Services DLS Alerts system. These periodic notices include our City & Town e-newsletter, IGRs, Bulletins, Cherry Sheets and other municipal finance-related information. To unsubscribe to DLS Alerts and the City & Town e-newsletter, please email dls_alerts@dor.state.ma.us.
<table>
<thead>
<tr>
<th>LEA Code</th>
<th>DOR Code</th>
<th>Municipality/District</th>
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<th>UGGA</th>
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<td>261</td>
<td>SANDWICH</td>
<td>7,151,788</td>
<td>1,196,864</td>
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Update on FY2021 Local Aid Distributions and Assessments

Dear Local Official,

I am writing to share that the Fiscal Year 2021 (FY21) Local Aid distributions will be updated to reflect the recently announced Chapter 70 and UGGA floors and updated Assessments. As you are aware, the July and August local aid distributions reflected level-funding of both Local Aid and Assessments. Beginning with the September monthly local aid distribution, Assessments will be updated to reflect projected FY21 assessment levels. As you are familiar with, some of these programs, specifically School Choice, Charter Tuition, and Special Education assessments will be updated as data becomes available. Click here to view the projected FY21 assessments for your community or here for your regional school.

If you have questions about the local aid distributions or these assessment, please contact the Division of Local Services at databank@dor.state.ma.us.

Sincerely,

Michael J. Heffernan
Secretary
Administration and Finance

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<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>FY2021 Assessments &amp; Charges</th>
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<td>State Assessments and Charges:</td>
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<td>Retired Teachers Health Insurance</td>
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<td>Mosquito Control Projects</td>
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<td>Air Pollution Districts</td>
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<td>Old Colony Planning Council</td>
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<td>RMV Non-Renewal Surcharge</td>
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<td>Sub-Total, State Assessments:</td>
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REVENUES

FY'21 Tax Levy:
FY'20 Levy Limit 66,281,547
2.5% Increase 1,657,039
Est. New Growth 500,000
Excess Levy Reserve Est. -3,550,000
Overrides / Exclusions 0
County Assess. Outside 2.5: CCC 190,835
Debt Outside 2.5 (- Non-Levy & MSBA) 2,111,100 67,190,521

Other Revenue:
Mass. School Building Authority Funds 1,279,534
State Aid: Discretionary (-6.30%) 2,250,000
State Ch. 70 Aid: School (0.00%) 7,151,788
Est. Local Receipts 5,000,000
Surplus Revenue / Free Cash 2,640,082
FY'20 Health Insur. to 100 Route 6A 800,000
Overlay Release 50,000
Transfer from Stabilization Fund 0 19,171,404

Total Estimated Revenues 86,361,925

EXPENSES

ReCap Sheet Items:
State Assess: Tuition Assess (1.11%) 4,500,000
State Assess: All Other (8.07%) 665,064
Abatements / Overlay 550,000
FY'20 Snow & Ice Deficit 0 5,715,064

Town Meeting Items:
Group Health Insurance (-2.54%) 11,500,000
County Retirement Assess. (-5.69%) 3,769,883
Property & Liability Insurance (4.17%) 1,250,000
Medicare (4.00%) 676,000
Unemployment Account 100,000
OPEB Trust Fund 25,000
Debt: Long Term - General Fund 3,834,470
Borrowing Expenses 100,000
Reserve Fund 500,000
Capital Budget - Net 326,138
Capital - 100 Route 6A Renovations 1,800,000
Transfer to Stabilization Fund 25,000 23,906,491

Operating Budgets:
School Budget: Local (3.75%) 27,992,918
Ch. 70 (0.00%) 7,151,788 35,144,706
UCCRVTS Budget (-1.21%) 2,135,468
General Gov't. Budget (2.58%) 18,256,108

Total Estimated Expenses 85,157,837

Stabilization Fund & OPEB Trust Fund Balances:

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ESTIMATED FY'21 BUDGET BALANCE 1,204,088
REGULATIONS OF THE
CAPE COD AND ISLAND WATER PROTECTION FUND
MANAGEMENT BOARD

[DRAFT]

1.0  Introduction and Purpose.

The Cape Cod and Islands Water Protection Fund Management Board adopts these regulations pursuant to its authority under M.G.L. c. 29C, §§ 19 and 20. The Board\(^1\) was established by the Enabling Act, which added two sections – §§ 19 and 20 – to M.G.L. c. 29C. The Enabling Act creates the Water Protection Fund and makes the Board responsible for determining the method for allocating subsidies from the fund, including an equitable distribution among participating municipalities. The Board also is responsible for ensuring that the Water Protection Fund is spent only for the purposes set forth in M.G.L. c. 29C, § 19.

The Board’s regulations govern the manner in which the Board awards a subsidy to a water pollution abatement project, as defined in M.G.L. c. 29C and the Department of Environmental Protection’s regulation at 310 CMR 44.03. The Board’s regulations are to be construed and applied in conjunction with the Clean Water State Revolving Fund (SRF) Program established by M.G.L. c. 29C and 310 CMR 44.00 (DEP Selection, Approval and Regulation of Water Pollution Abatement Projects Receiving Financing Assistance from the State Revolving Fund).

The Board can only use the Water Protection Fund to award subsidies to Participating Local Government Units, i.e., Local Government Units who are members of the Water Protection Fund under the Enabling Act. These subsidies are in addition to, not in place of, any financial assistance awarded under the SRF Program. The Water Protection Fund can be expended only with the Board’s approval and only for projects that have obtained all other approvals required by M.G.L. c. 29C.

A broad array of projects are eligible for financing under the SRF Program and thus for subsidies from the Water Protection Fund. These projects include, but are not limited to, the use of innovative strategies and alternative septic system technologies, the completion and update of water quality and wastewater management plans, the construction of sewer collection systems and wastewater treatment plants, and the implementation of drainage improvements and water treatment programs to improve water quality in fresh water ponds. The Board

\(^1\) Capitalized terms in Section 1.0 (Introduction and Purposes) have the meaning set forth in Section 2.0 (Definitions).
may keep “Information Releases” regarding the Projects that have been awarded Subsidies to help guide future projects.

2.0 Definitions.

As used in these regulations, capitalized terms have the meanings set forth below. Where a definition is followed by a citation to 310 CMR 44.03, the definition is substantially the same as set forth in 310 CMR 44.03. Capitalized but undefined terms shall have the meaning set forth in M.G.L. c. 29C.

“Board” means the Cape Cod and Island Water Protection Fund Management Board established by the Enabling Act.

“Calendar Year Allocation” means the amount of the Water Protection Fund that, for a given calendar year, is conditionally committed to (a) Subsidies for Qualified Projects first appearing on the Intended Use Plan Project Listing published in the same calendar year as the year in which the Board makes conditional commitments to subsidize these Qualified Projects, (b) Pre-existing Projects considered in that same calendar year.

“Cape Cod Commission” means the commission established pursuant to Chapter 716 of the Acts of 1989, as amended by Chapter 2 of the Acts of 1990, as further amended from time to time, which shall provide administrative and technical support to the Board.

“Clean Water Act,” or “CWA” means the Federal Water Pollution Control Act, Public Law 92-500, 33 USC § 1251, et seq. (310 CMR 44.03)

“Clean Water Trust” or “Trust” means the Massachusetts Clean Water Trust established by M.G.L. c. 29C.

“Department” means the Massachusetts Department of Environmental Protection. (310 CMR 44.03)

“Eligibility Notice” means a written notice from the Board, acting through the Cape Cod Commission, informing a Participating Local Government Unit that a Qualified Project or Pre-existing Project is eligible for a Subsidy.


“EPA” means the United States Environmental Protection Agency. (310 CMR 44.03)

“Intended Use Plan” means the annual plan submitted by the Trust to EPA pursuant to § 606(c) of the CWA which identifies the intended use of the amounts available to the Water Pollution Abatement Revolving Fund as determined by the
Trust and derived from the federal capitalization grant, state match amounts, loan repayments, investment earnings and any other moneys deposited by the Trust available to fund projects eligible for funding under Title VI of the CWA. The Intended Use Plan includes a project listing, a description of short and long term goals for the use of the funds, information on the activities to be supported, assurances for meeting certain Title VI requirements, and the criteria and method for the distribution of funds. (310 CMR 44.03)

"Intended Use Plan Project Listing" means a listing of those projects identified by the Department for inclusion on the fundable portion of the Project Priority List pursuant to 310 CMR 45.05(2). (310 CMR 44.03)

"Loan Agreement" means an agreement entered into between the Trust and a Local Governmental Unit pertaining to a loan or local governmental obligations. (310 CMR 44.03)

"Loan Commitment" means a written commitment by the Trust to make a loan to a Local Governmental Unit to finance a project approved by the Department on terms consistent with the Department's Project Approval Certificate. (310 CMR 44.03)

"Local Government Unit" or "Local Governmental Unit" means any town, city, district, commission, agency, authority, board or other instrumentality of the commonwealth or of any of its political subdivisions, including any regional local government unit defined in M.G.L. c. 29C, which is responsible for the ownership or operation of a Water Pollution Abatement Project and is authorized by a bond act to finance all or any part of the costs thereof through the issuance of bonds. (310 CMR 44.03)

"Participating Local Government Unit" means a Local Government Unit that is or is part of a municipality that is a member of the Water Protection Fund pursuant to M.G.L. c. 29C, §§ 19 and 20.

"Pre-existing Debt" means debt incurred prior to the enactment of the Enabling Act in connection with a Project apart from the Trust by a Participating Local Government Unit that is or is part of the towns of Nantucket, Edgartown, Tisbury, Oak Bluffs, Falmouth, Chatham and Provincetown, or is or is part of the city of Barnstable.

"Pre-existing Project" means a project financed through Pre-existing Debt.

"Project Approval Certificate" means the certificate issued by the Department to the Trust certifying that a project is approved for financing by the Trust and that the costs of the project are eligible for financial assistance pursuant to M.G.L. c. 29C, § 6. (310 CMR 44.03)
“Project Approvals” mean all approvals required for a Qualified Project by M.G.L. c. 29C, including the Loan Commitment, Loan Agreement, Project Approval Certificate, and Project Regulatory Agreement.

“Project Priority List” means the annual list of projects prioritized to receive financial assistance pursuant to 310 CMR 44.00, as described in more detail in 310 CMR 44.05.

“Project Regulatory Agreement” means an agreement between the Department and a Local Governmental Unit, executed and delivered to the Trust on or prior to the date of a loan from the Trust to the Local Governmental Unit to finance a project approved by the Department, which includes a disbursement schedule, procedures for approval and payment of requisitions, conditions related to the borrower’s compliance with the Department’s regulations and other federal and state statutes and regulations applicable to the construction and operation of the project, and provision for the Department’s supervision of the project in accordance with 310 CMR 44.00. (310 CMR 44.03)

“Qualified Project” means a Water Pollution Abatement Project undertaken by a Participating Local Government Unit and identified on the Intended Use Plan Project Listing after the enactment of the Enabling Act.

“Section” means a section of these regulations unless followed by an express reference to a different law.

“State Revolving Fund (SRF) Program” means the financial assistance program for water pollution abatement projects and drinking water projects as set forth in M.G.L. c. 29.

“Subsidy” means a grant awarded by the Board to a Qualified Project or a Pre-existing Project to be paid using funds in the Water Protection Fund.

“Uncommitted Funds” mean the available funds for the current year within the Water Protection Fund that are not committed to (a) be paid to a Participating Local Government Unit for a Qualified Project or Pre-existing Project previously approved for a Subsidy from the Water Protection Fund or (b) restricted as reserve, as established by Section 8.1.

“Water Pollution Abatement Project” or “Project” means any abatement facilities, including without limitation rehabilitation of abatement facilities to remove, curtail or otherwise mitigate infiltrations and inflow, collection system, treatment works and treatment facilities as defined in M.G.L. c. 21, § 26A, and any eligible facilities for implementation of a nonpoint source pollution control management program or estuary conservation and management plan pursuant to the CWA. (310 CMR 44.03)
“Water Protection Fund” means the Cape Cod and Islands Water Protection Fund established by M.G.L. c. 29C, § 19.

“Withdrawal Notice” means a written notice from a Participating Local Government Unit withdrawing its Qualified Project or Pre-existing Project from consideration for a Subsidy from the Water Protection Fund.

3.0 Form of Subsidy.

3.1. Grants Only. All Subsidies shall take the form of grants. The Board shall not use the Water Protection Fund to make loans to Participating Local Government Units for Qualified Projects or Pre-existing Projects.

3.2. Terms of Subsidy. Subsidy shall be provided as a grant for a Qualified Project allocated in equal annual installments over four years commencing from the Board’s vote to allocate the Subsidy according to the Project Regulatory Agreement and only for projects that have obtained all other approvals required by M.G.L. c. 29C. The Subsidy process requires two steps commencing as identified below at which time the Board, based on the estimated project costs identified in the published Intended Use Plan for that given year, shall make a preliminary percentage subsidy commitment to all Qualified Projects, provided that the same percentage subsidy shall be provided to all projects equally in a given year. The final allocation shall be approved by a vote of the Board using the percentage Subsidy commitment established based on the project costs identified in the Intended Use Plan multiplied by the total cost of a Qualified Project set forth in the Project Regulatory Agreement. The annual portion of the Subsidy shall be transferred from the Water Protection Fund to the Trust upon final approval by the Board and the Trust shall hold such amount in a segregated fund. The Trust shall apply such Subsidy to fund portions of a Qualified Project in lieu of making a permanent loan to the Participating Loan Government Unit for such amount or shall be used to reduced the amount of any interim or permanent loan made by the Trust for such Qualified Project.

4.0 Qualifications for Subsidy.

4.1. Application. Consideration for a Subsidy does not require a formal application. The Board will rely on the expertise of the Department and the Trust and their evaluations of a proposed Project under the SRF Program.

4.2. Water Protection Funding Qualification. When a Qualified Project first appears on the Intended Use Plan Project Listing, it shall automatically be eligible for a Subsidy, except as set forth in this section. Within 30 days of the Department’s publication of the Intended Use Plan, the Board,
through the Cape Cod Commission, shall send an Eligibility Notice to all Participating Local Government Units with a Qualified Project on the Intended Use Plan Project Listing. The Participating Local Governmental Unit may opt out of consideration for a Subsidy by sending the Board a Withdrawal Notice within 30 days of receiving the Eligibility Notice. Unless the Board receives a Withdrawal Notice, the Qualified Project shall remain eligible for a Subsidy so long as it meets the requirements set forth in Section 6.0.

5.0 Board Meetings to Determine Subsidy Allocation.

5.1 Annual Meeting. The Board shall meet no less than once annually to allocate Subsidies. The annual meeting will be held within 60 days of the Department’s publication of the Intended Use Plan Project Listing. Additional meetings will be held within 30 days of execution of the final Project Regulatory Agreement to adopt final allocations. The Board’s Chair, in his or her discretion, may schedule additional meetings as needed for additional reasons that require action by the Board.

5.2 Commitments of Subsidies. At the annual meeting, or at a subsequent meeting called by the Chair, the Board shall make a contingent commitment to award a Subsidy for each Qualified Project first appearing on the Intended Use Plan Project Listing in that calendar year, unless the Board has received a Withdrawal Notice within the time frame required by Section 4.2. The commitment shall be contingent on the Qualified Project satisfying the requirements set forth in Section 6.0.

5.3 Amount of Subsidy Awarded for Qualified Projects. The Subsidy for each Qualified Project shall be stated as a percentage equally applied to all projects receiving initial subsidy determinations, as described in Section 3.2, and established at the time of the Department’s publication of the Intended Use Plan for a given year. The final Subsidy dollar amount shall be based on a calculation of the percentage established above times the total cost of a Qualified Project set forth in the Project Regulatory Agreement. The Subsidy amount (the Subsidy percentage times the total Project cost as established in the Project Regulatory Agreement) shall be set at the time of the award, and shall not be adjusted except to the extent the Project no longer qualifies as set forth in Section 7.3. For example, if the total Project costs approved by the Project Regulatory Agreement is $10 million and the Subsidy approved by the Board is 25%, the total Subsidy shall be $2,500,000, applied in four annual installments of $625,000.

5.4 Subsidies for Pre-existing Projects.
5.4.1. **Participating Local Government Units Only.** The Board shall not award a Subsidy for a Pre-Existing Project unless (a) there are still amounts outstanding with respect to Pre-existing Debt at the time the Board considers making a commitment to grant a Subsidy; and (b) the obligor on such Pre-existing Debt is a Participating Local Government Unit.

5.4.2. **Timing of Commitment.** At its first Board meeting to approve Subsidies, the Board also shall consider Subsidies for Pre-existing Projects for Participating Local Government Units. For eligible towns or cities that become Participating Local Government Units after such meeting, the Board shall consider Subsidies for the applicable Pre-existing Projects in the first calendar year after such eligible Local Government Unit becomes a Participating Local Government Unit. The Board, through the Cape Cod Commission, shall notify Participating Local Government Units with Pre-existing Projects of their eligibility for a Subsidy at the same time and in the same manner as set forth in Section 4.2, and the Participating Local Government Unit likewise shall send a Withdrawal Notice within the time required by Section 4.2 if it does not wish to be considered for a Subsidy. At the written request of the Participating Local Government Unit, the Board, in its complete discretion, may defer consideration of a Subsidy for a Pre-existing Project to a subsequent calendar year.

5.4.3. **Amount of Subsidy.** The Board shall consider Subsidies for Pre-existing Projects on equal footing with Qualified Projects appearing on the Intended Use Plan Project Listing in the same calendar year. Subsidies for Pre-existing Projects shall be determined in the same manner as set forth in Section 5.3, provided that the Subsidy amount shall be a percentage of the outstanding loan amount at the time of the approval by the Board, as opposed to the total original project costs.

5.4.4. **Nature of Commitment.** Commitments made for Subsidies for Pre-existing Projects shall not be contingent on final approval under Section 6.1, but shall be subject to the funding condition set forth in Section 7.2 and the calculations required for Section 8.2. Payment of subsidies for Pre-existing Projects shall commence in the calendar year in which the Board commits to the Subsidy.

6.0 **Subsidy Commitment and Approval.**

6.1. **Contingent Commitment.** For Qualified Projects eligible for an equal percentage Subsidy, as determined annually by the Board, the Board shall issue a contingent commitment in the first calendar year in which the
Project appears on the Intended Use Plan Project Listing, unless the Board has received a Notice of Withdrawal for the Project. A contingent commitment means that the Subsidy is contingent upon the receipt of an executed Project Regulatory Agreement for the Project.

6.2. Final Approval. For a Qualified Project receiving a contingent commitment, the Board shall issue a final approval upon receipt of a fully executed Project Regulatory Agreement by the Cape Cod Commission. Final approval shall be granted by the Board based upon the project cost as appearing in the final Project Regulatory Agreement entered into by the Trust and the Participating Local Government Unit.

7.0 Conditions for Subsidy: Breach of Conditions.

7.1 No Agreement. The Board shall not require a Participating Local Government Unit to enter into an agreement with the Board. By accepting a Subsidy payment, the Participating Local Government Unit agrees that the terms of the Subsidy are governed by these regulations, as they may be amended from time to time, for the entire duration of the Trust loan.

7.2 Funding Condition. Each contingent commitment and each Subsidy is a commitment of future revenues from the Water Protection Fund solely to the extent available. The Board retains discretion to discontinue, reduce or suspend Subsidies if the Uncommitted Funds are insufficient to meet the total Subsidy commitments – both ongoing obligations for Subsidies awarded in prior years and new awards. When deciding to discontinue, reduce or suspend Subsidies, the Board shall treat all Qualified Projects and Pre-existing Projects as equally as practicable.

7.3 Breach of Conditions of Project Approvals. The Board will suspend or discontinue a Subsidy if the Participating Local Government Unit has breached any of the conditions of the Project Regulatory Agreement or Loan Agreement in a manner that causes the Trust to call back the loan, suspend the Participating Local Government Unit’s ability to draw down the loan funds, or require that the Participating Local Government Unit repay any loan funds previously provided. The Board shall compel a Participating Local Government Unit to pay back any Subsidy already provided. The Board may, in its discretion, reinstate the Subsidy if the Participating Local Government cures its breach of the Project Regulatory Agreement or Loan Agreement in a manner that causes the Trust to reinstate the loan.

8.0 Management of Use of Water Protection Fund.

8.1 Reserve. In the first calendar year in which the Board makes contingent commitments to subsidize Projects, the Board may establish a reserve
from uncommitted funds in an amount that the Board, in its complete discretion and with assistance from a qualified financial consultant, determines is sufficient to ensure that the Water Protection Fund does not become insolvent due to variability in annual deposits to the Water Protection Fund. In each calendar year, prior to determining the Calendar Year Allocation, the Board, in its complete discretion, shall decide whether to restrict and/or utilize funds from the reserve.

8.2 Calendar Year Allocation. Each calendar year, the Board shall consider the amount of deposits into the Water Protection Fund and the amounts required to maintain sufficient reserves per Section 8.1 to determine and establish the amount of any Uncommitted Funds. The Board has complete discretion to determine the portion of the Water Protection Fund that comprises Uncommitted Funds, including discretion to withdraw funds from reserve so that they are deemed Uncommitted Funds. The Uncommitted Funds that the Board, in its discretion, determines are available in a given calendar year shall be the Calendar Year Allocation to be awarded to Participating Local Government Units for Qualified Projects first appearing on the Intended Use Plan Project Listing for that year and to Pre-existing Projects.

9.0 Withdrawal from Water Protection Fund.

9.1 Withdrawal of Eligible Local Government Unit. If a Participating Local Government Unit obtains final approval of a Subsidy for a Qualified Project or is granted a Subsidy for a Pre-existing Project, it may not withdraw from the Water Protection Fund for a period commencing with the date on which the Board makes the first Subsidy payment and continuing through the date on which the Participating Local Government Unit pays off its loan under the SRF Program.

9.2 Reentry to the Water Protection Fund. A Local Government Unit that has withdrawn from the Water Protection Fund may rejoin the Water Protection Fund at any time after satisfying the requirements of M.G.L. c. 29C, §§ 19 and 20. In accordance with M.G.L. c. 29C, § 19, the Board shall not grant any subsidies to a Local Government Unit that returns to the Water Protection Fund (thus becoming a Participating Local Government Unit) for a period of two years from the date on which the legislative body of the Local Government Unit voted to return to the Water Protection Fund.

Tabled for Future Discussion and Potential Amendment of Regulations: The board, subject to a memorandum of understanding with the department of environmental protection, may direct the comptroller to transfer a specified amount not to exceed 10 per cent of the annual revenue deposited into the fund to the department for the department to contract with a regional planning agency, institution of higher education or non-profit
corporation to evaluate and report on the efficacy of adaptive management measures to reduce nitrogen pollution of coastal waterways undertaken pursuant to an area wide wastewater management plan or a suitable equivalent plan, to monitor the water quality and watersheds of areas subject to the study and to support further assessment and water quality modeling to further refine area wide wastewater management plans or suitable equivalent plans in Barnstable and Nantucket counties and the county of Dukes County. See M.G.L. c. 29C, § 19.
# CCIWPFD DISTRIBUTIONS THROUGH JUNE 2020

Massachusetts Clean Water Trust
Cape Cod Water Protection Fund Distribution

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LONG RANGE PLAN – BOARD OF SELECTMEN 2020 & 2021 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 a Special Town Meeting expected in November 2020 or at the May 2021 Annual Town Meeting and are addressed in the recommended FY’21 and FY’21 budgets.

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 & reorganization plan and modify when
      appropriate – 2021 & Beyond – Board of Selectmen & Town Manager*

      i. Complete the renovation of 100 Route 6A for the consolidation of general government
         departments, to be voted at the Annual Town Meeting on May 6, 2019 and June 15, 2020.

      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.

   v. Sustain COVID-19 Command Team as needed and prepare staff, boards, committees and the public for modifications to service delivery as needed in a post
      COVID-19 environment; review how the COVID-19 public health emergency will
      continue to impact Town & School operations moving forward

   b. Evaluate and implement enhanced use of technology for Town departments and relevant
      boards and committees and for appropriate outreach to general public; if deemed
      appropriate, provide funding for identified technology improvements, such as a Citizen
      Response Management program – 2020 & Beyond – 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 – 2020 & Beyond – Director of Public Works*

   d. Continue to support substance abuse prevention efforts locally and regionally, including
      participation in the Healing Communities Study and the National Prescription Opiate
      Litigation & relevant committee efforts – 2020 & Beyond – Barnstable County, Board of
      Selectmen, School Committee, Public Health Nurse*

   e. Continue to support School improvement efforts, particularly those designed to retain
      and attract students and develop measurable outcomes to demonstrate successes– 2020
      & Beyond – School Committee*, Superintendent of Schools

   f. 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 – 2020 & 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 – 2020 & 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’21 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 – 2020 & Beyond – Finance Director*, Town Manager’s Office, Board of Selectmen

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) – 2020 & Beyond – Town Manager’s Office*, Director of Planning & Development, Director of Assessing

i. Support sale of Tax Title properties for sale through auction to return the properties back onto the ‘tax rolls.’ – 2020 & Beyond – Finance Director*

b. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly and seek appropriate funding when required – 2020 & 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 – 2020 & 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– 2020 & 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 – 2020 & 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

c. Implement the voter approved public roads and public infrastructure debt exclusion and develop plan for continued funding 2020 & Beyond – Director of Public Works*

   i. Lobby Governor & State House in conjunction with Massachusetts Municipal Association for additional Ch. 90 appropriations & 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. Long-Term

   iii. Continue private road taking process and implement the Special Act that authorized Assessments for Betterments for Improvements to Private Ways. 2020 – Director of Public Works*

d. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones as defined in completed Plan – 2020 & 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 Water Infrastructure Investment Fund – 2020 & Beyond

   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 the Cape and Islands Water Protection Fund– 2020 & Beyond

   iii. Implement Inter-Municipal Agreement on Popponesset Bay, Three Bays, and Waquoit watersheds with towns of Mashpee and Barnstable by working of shared watershed permits to submit to State Department of Environmental Protection, and provide funding to accomplish this work – 2020 & Beyond

   iv. Evaluate regional efforts with of 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 – 2020 & 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 – 2020 & 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 – 2020 & 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, 2020 Special Town Meeting executed by SCG Development and the Board of Selectmen and the – 2020 & Beyond – Town Planner*, 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 – 2020 & 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. Renovate the Sandwich Public Library and Construct a new Center for Active Living in accordance with the authority and funding awarded by the October 2019 Special Town Meeting. Determine a plan for School Department administrative needs for capital & staffing requirements and to fund needs accordingly – Senior & Community Services Director*, Public Health Nurse, Library Director*, Library Trustees, Superintendent of Schools*, & Relevant Consultants – 2020 & Beyond

e. Plan to address downtown fire substation needs at DPW Barn location on Route 130 – Long-Term, Town Manager, Board of Selectmen, Fire Chief

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

a. Continue excellent working relations with NRG ownership of Canal Station power plant and assist Stonepeak with future development plans, hopefully including a new Unit #4 & removing Units #1 & #2; prudently plan for how any future New Growth revenue associated with Canal Plant is utilized – 2020 & Beyond – Town Manager*, Director of Assessing, Planning & Development Director, Town Meeting

b. Continue to focus on economic development efforts – 2020 & 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 – 2020 & Beyond – Planning & Development Director, Town Manager’s Office, Appropriate Town Staff

c. Determine if Payment-In-Lieu-Of-Tax (PILOT) program will be utilized following joint meeting with Board of Assessors for local non-profit organizations and implement consistent plan, if deemed appropriate – 2020 & 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. Facilities Department* – 2019 & Beyond

b. Assess the success of the Deacon Eldred House lease and take appropriate actions – 2020 – Board of Selectmen*, Town Manager

c. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests above $50,000 threshold, particularly with limited funding available & consideration of reduced Community Preservation Act surcharge – 2020 & Beyond – Board of Selectmen*, Community Preservation Committee

d. 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 – 2019 & 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.
LONG RANGE PLAN – BOARD OF SELECTMEN 2019 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, 2019 Annual Town Meeting and are addressed in the recommended FY’20 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 & reorganization plan and modify when appropriate – 2019 & Beyond – Board of Selectmen & Town Manager*

      i. Pursue the acquisition of the privately owned parcel located at 100 Route 6A for the consolidation of general government departments, to be voted at the Annual Town Meeting on May 6, 2019.

      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.

   b. Continued review of Pay-As-You-Throw Program & adjust sticker & bag fees as appropriate to fully cover sanitation costs – 2019 & Beyond – Director of Public Works*

   c. Continue to support substance abuse prevention efforts locally and regionally, including participation in the National Prescription Opiate Litigation & relevant committee efforts – 2019 & Beyond – Barnstable County, Board of Selectmen, School Committee, Public Health Nurse*

   d. Implement enhanced use of technology for Town departments and relevant boards and committees and for appropriate outreach to general public; if deemed appropriate, provide funding for identified technology improvements; – 2019 & Beyond – Assistant Town Manager, IT Director*

   e. Continue to support School improvement efforts, particularly those designed to retain and attract students and develop measurable outcomes to demonstrate successes – 2019 & Beyond – School Committee*, Superintendent of Schools

   f. 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 – 2019 & Beyond – Board of Selectmen*, School Committee & Department, Relevant Town & School Staff, Finance Committee, Capital Improvement Planning Committee

      i. Implement the conclusions reached at the summit of stakeholders which analyzed current and projected demographics, assessed resources and upcoming needs,
developed achievable goals, and began discussions about future priorities related to any changing demographics – 2019

ii. Follow through with additional meetings, where appropriate, to develop a consensus plan for implementing any recommended strategies for transition or reapportionment of resource allocation, especially considering seniors and schools – 2019

g. Continue review & implementation of relevant recommendations from Beach Management Plan & enforce dune protection efforts – 2019 & Beyond – Recreation Director*, Natural Resources Director, Director of Public Works, Public Facilities Director

2. Capital Asset Management - Ongoing

a. Implement public safety planning efforts & oversee construction through completion of project – 2019 & Beyond – Board of Selectmen*, Public Safety Planning Group, Consultants

   i. 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 take appropriate implementation action(s) – 2019 & Beyond

   ii. Review staff recommendations of potential Tax Title properties available for sale through auction to return the properties back onto the ‘tax rolls.’ – 2019 – Town Treasurer*

b. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly and seek appropriate funding when required – 2019 & 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 – 2019 & Beyond

   ii. Lobby state & federal officials 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 – 2019 & 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 – 2019 & 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 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
c. Implement the voter approved public roads and public infrastructure debt exclusion – 2019 & Beyond – Director of Public Works*

   i. Lobby Governor & State House in conjunction with Massachusetts Municipal Association for additional Ch. 90 appropriations & 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. Long-Term

   iii. Continue private road taking process and implement the Special Act that authorized Assessments for Betterments for Improvements to Private Ways. 2019 – Director of Public Works*

d. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones as defined in completed Plan – 2019 & 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 Water Infrastructure Investment Fund if approved at the May 9, 2019 ballot – 2019 & Beyond

   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 the Cape and Islands Water Protection Fund – 2019 & Beyond

   iii. Implement Inter-Municipal Agreement on Popponesset Bay, Three Bays, and Waquoit watersheds with towns of Mashpee and Barnstable by working of shared watershed permits to submit to State Department of Environmental Protection, and provide funding to accomplish this work – 2019 & Beyond

   iv. Continue regional grant with towns of 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 – 2019 & 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 – 2019 & 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 – 2019 & Beyond

3. Capital Asset Management – Projects
a. Issue a Request for Proposals for the sale or long term lease of the Henry T. Wing School and award successful development proposal – 2019 & Beyond – Town Planner*, Board of Selectmen, Town Meeting

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 – 2019 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee

i. Present warrant article(s) to fund LRCP projects supported by Selectmen – 2019 & Beyond

c. Amend the Sandwich Promotions Fund Special Act legislation to include a new receipt reserved for appropriation for capital projects to be funded from the expansion of the rooms tax on short-term rentals – 2019 & Beyond – Board of Selectmen*, Town Manager’s Office, Finance Director, Town Counsel, Town Meeting

d. Determine plan of action for delivery of senior & community services, library services, and School Department administrative needs for capital & staffing requirements and to fund needs accordingly – Senior & Community Services Director*, Public Health Nurse, Library Director*, Library Trustees, Superintendent of Schools*, & Relevant Consultants – 2019 & Beyond

e. Plan to address downtown fire substation needs at DPW Barn location on Route 130 – Long-Term, Town Manager, Board of Selectmen, Fire Chief

f. Complete the new skate park/tennis/pickleball park design and construction documents, issue the Invitation for Bids, and complete construction of the new park – 2019-2020 – Recreation Director*, Engineering Department

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

a. Continue excellent working relations with NRG ownership of Canal Station power plant and assist NRG with fully completing Unit #3 project and related infrastructure efforts; prudently plan for how any future New Growth revenue associated with Unit #3 is utilized – 2019 & Beyond – Town Manager*, Director of Assessing, Planning & Development Director, Town Meeting

b. Continue to focus on economic development efforts – 2019 & Beyond – Board of Selectmen, Town Manager’s Office, Planning & Development Director*, Director of Assessing, Sandwich Economic Initiative Corporation

i. Explore any economic development opportunities with Cape Cod Commission (CCC), including implementing related CCC District Local Technical Assistance grants, once completed – 2019 & Beyond – Planning & Development Director, Town Manager’s Office, Appropriate Town Staff
c. Determine if Payment-In-Lieu-Of-Tax (PILOT) program will be utilized following joint meeting with Board of Assessors for local non-profit organizations and implement consistent plan, if deemed appropriate – 2019 & 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. Facilities Department* – 2019 & Beyond

b. Assess the success of the Deacon Eldred House lease and take appropriate actions – 2019 – Board of Selectmen*, Town Manager

c. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests above $50,000 threshold, particularly with limited funding available & consideration of reduced Community Preservation Act surcharge – 2019 & Beyond – Board of Selectmen*, Community Preservation Committee

d. Assist Sandwich Housing Authority with George Fernandes Way expansion project & discuss ways SHA can help Town address Sandwich Affordable Housing Plan, especially affordable housing that will attract young professionals. – Summer 2019 & Beyond – Board of Selectmen, Sandwich Housing Authority*

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 – 2019 & Beyond – Board of Selectmen, Natural Resources Director*, Conservation Commission, Community Preservation Committee

ATTACHMENTS

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10. **Petition:** Adoption of Climate Policy Town Bylaw (p. ___)

**NOTE:** Petition articles have been printed as submitted and may contain typographic and other errors.

**Reference Material:**

1. Article 1 – 2020 & 2021 Long Range Plan (p. ___)
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- Day After Thanksgiving