

TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET
SANDWICH, MA 02563

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BOARD OF
SELECTMEN

TOWN
MANAGER

BOARD OF SELECTMEN AGENDA

February 23, 2012 – 7:00 P.M.
Sandwich Town Hall – 130 Main Street

1. Pledge of Allegiance
2. Review & Approval of Minutes (*Vote*)
3. Town Manager Report
4. Correspondence / Statements / Announcements / Future Items (*10 Minutes*)
5. Public Forum (*15 Minutes*)
6. Staff Meeting (*60 Minutes*)
7:30 P.M. Public Hearing: FY'13 Budget
7. Old Business (*30 Minutes*)
Long Range Plan – Initial Draft of 2012 Document
Other
8. New Business (*5 Minutes*)
Other
9. Public Forum
10. Closing Remarks
11. Executive Session
(If Needed)
12. Adjournment

NEXT MEETING: Thursday, March 1, 2012, 7:00 P.M. – Sandwich Town Hall

TOWN OF SANDWICH
PUBLIC HEARING
FY'13 BUDGET

In accordance with Section 7.3 of the Town Charter, the Sandwich Board of Selectmen will hold a public hearing on the proposed FY'13 budget being presented to the Annual Town Meeting. The hearing will take place on Thursday, February 23, 2012 at 7:30 p.m. in the Town Hall Meeting Hall, 130 Main Street, Sandwich. A summary of the recommended budget is available at the Selectmen's Office at Town Hall, 130 Main Street and is posted online at www.sandwichmass.org.

Frank Pannorfi, Chairman
Board of Selectmen

- c) The Finance Committee can require that the Town Manager, School Committee, any town department, office, board, commission or committee furnish appropriate additional financial information, as needed.
- d) The Finance Committee shall elect a Chairman and such other officers from among its members and form subcommittees as it deems necessary to accomplish its duties.

Section 7.3 PUBLIC NOTICE AND PUBLIC HEARING

- a) The Finance Committee shall within sixty (60) days following the submission of the draft budget by the Town Manager, review the proposed budget, and return it to the Board of Selectmen with its recommendations.
- b) The Board of Selectmen shall conduct at least one public hearing on the proposed budget, including the school budget, before the Town Meeting, and shall include the recommendations of the Finance Committee.
- c) The Board of Selectmen shall post in the Town Hall and publish in a daily newspaper of general circulation and on the Town website, a summary of the proposed budget and notice stating:
 - 1) the times and places where copies of the message and budget are available for inspection by the public, and
 - 2) the date, time and place where the Board of Selectmen shall conduct the public hearing on the budget.

Section 7.4 BUDGET ADOPTION

Town Meeting shall adopt the annual operating budget, with or without amendments before the beginning of the fiscal year.

Section 7.5 ANNUAL AUDIT

At the close of each fiscal year, and at such times as it may be deemed necessary, the Board of Selectmen shall cause an independent audit to be made of all accounts of the Town by a certified public accountant. The certified public accountant so selected shall have no personal interest, directly or indirectly in the financial affairs of the Town or any of its offices. Upon completion of the audit, the results in a summary form shall be placed on file in the Town Clerk's office and on the Town website as a public record and in the Sandwich Public Library for public information.

Section 7.6 EMERGENCY APPROPRIATIONS, REDUCTIONS, and TRANSFERS

Any and all emergency appropriations, reductions, and transfers shall be made in accordance with the General Laws and the Town By-laws.

PROJECTED REVENUES AND EXPENSES - FY'13

REVENUES

<u>FY'13 Tax Levy:</u>			
FY'12 Levy Limit	46,778,703		
2.5% Increase	1,169,468		
Est. New Growth	400,000		
Excess Levy Reserve Est.	0		
Requested Operational Overrides	0		
County Assess. Outside 2.5: CCC	166,882		
Debt Outside 2.5 (- Non-Levy & SBA)	965,795	49,480,848	
 <u>Other Revenue:</u>			
Land Bank Purchases	1,240,250		
School Building Authority Funding	1,405,795		
State Aid: Discretionary (-5.96%)	2,150,000		
State Ch. 70 Aid: School (0.00%)	6,376,393		
Estimated Local Receipts (- \$500K)	4,300,000 *		
Ambulance Transportation Receipts	750,000		
Surplus Revenue: Certified	2,137,550		
Overlay Release	150,000		
Transfer from Stabilization Fund	0	18,509,988	
 Total Estimated Revenues		 67,990,836	

* = Est. Local Receipts & General Gov't. Budget both reduced by \$500,000 for DPW - Sanitation Division Enterprise Fund.
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EXPENSES

<u>ReCap Sheet Items:</u>			
State Assess: Tuition Assess (36.57%)	2,200,000		
State Assess: All Other (2.65%)	500,000		
Abatements / Overlay	400,000		3,100,000
 <u>Town Meeting Items:</u>			
Group Health Insur.+25% Mitig. Plan(-4.49%)	8,500,000		
County Retirement Assess. (8.87%)	2,800,987		
Property & Liability Insurance (6.67%)	880,000		
Medicare (6.00%)	523,736		
Unemployment Account	100,000		
Debt: Long Term	4,061,599		
Debt: Short Term	75,000		
Reserve Fund	400,000		
Social Services	21,200		
Capital Budget	700,000		
Transfer to Stabilization Fund	175,000		
FY'12 Snow & Ice Deficit	150,000		18,387,522
 <u>Operating Budgets:</u>			
School Budget: Local (1.17%)	23,150,000		
Ch. 70 (0.00%)	6,376,393		29,526,393
UCCRVTS Budget (7.76%)			1,925,000
General Gov't. Budget (3.00% - \$500K) *			14,605,626
 Total Estimated Expenses			 67,544,541

ESTIMATED FY'13 BUDGET BALANCE 446,294

Stabilization Fund Balance:	
Actual Balance on 11/7/11:	834,508
Proposed Transfer From/To Stabilization Fund:	175,000
Projected Post ATM Balance:	1,009,508

ESTIMATED FY'14 BUDGET BALANCE	-1,558,712
ESTIMATED FY'15 BUDGET BALANCE	-2,984,219
AVE. ANNUAL DEFICIT CHANGE FY'14-'16	-1,524,624

FY'13 BUDGET TOTALS

NO.	DEPARTMENT	FY12 APPROP	FY13 SALARY	FY13 OPER	FY13 TOTAL	% CHANGE
114	Moderator	1	450	0	450	44900.00%
123	Select./Manager	377,656	353,116	43,350	396,466	4.98%
	Personnel Expen.	158,153	150,136	0	150,136	-5.07%
131	Finance Comm.	2,700	2,000	1,400	3,400	25.93%
135	Accounting	183,362	174,239	25,250	199,489	8.80%
141	Assessing	341,087	333,261	29,925	363,186	6.48%
145	Treasurer	174,755	186,338	-450	185,888	6.37%
146	Tax Collector	241,224	201,959	49,400	251,359	4.20%
147	Tax Title	25,000	0	25,000	25,000	0.00%
151	Legal	225,000	0	225,000	225,000	0.00%
152	Human Resour.	143,842	144,282	8,000	152,282	5.87%
161	Town Clerk	156,990	141,141	3,000	144,141	-8.18%
162	Elect. & Regist.	45,000	21,000	36,500	57,500	27.78%
171	Natural Resour.	236,898	219,342	19,600	238,942	0.86%
175	Plan. & Devel.	153,133	132,220	21,125	153,345	0.14%
190	Facilities Mgmt.	474,604	168,676	322,500	491,176	3.49%
195	Town Reports	11,000	0	11,000	11,000	0.00%
196	Bind Records	1,000	0	1,000	1,000	0.00%
197	Info. Technology	331,456	96,970	238,300	335,270	1.15%
Total 100s		3,282,861	2,325,130	1,059,900	3,385,030	3.11%
210	Police Dept.	3,148,270	3,008,697	271,500	3,280,197	4.19%
220	Fire Dept.	3,790,423	3,521,009	368,800	3,889,809	2.62%
241	Inspections	231,306	229,052	16,105	245,157	5.99%
244	Sealer of W & M	200	0	200	200	0.00%
291	Emerg. Mgmt.	5,250	0	7,750	7,750	47.62%
294	Forest Warden	1,500	0	1,500	1,500	0.00%
297	Bourne Shellfish	4,000	0	4,000	4,000	0.00%
299	Greenhead Fly	1,500	0	1,500	1,500	0.00%
Total 200s		7,182,449	6,758,758	671,355	7,430,113	3.45%
300	School Dept.	29,259,276	29,526,393	0	29,526,393	0.91%
313	UCCRVTS	1,786,439	2,054,405	0	2,054,405	15.00%
Total 300s		31,045,715	31,580,798	0	31,580,798	1.72%

(Note: School Dep't. amount includes Ch. 70 aid.)

NO.	DEPARTMENT	FY12 APPROP	FY13 SALARY	FY13 OPER	FY13 TOTAL	% CHANGE
410	DPW - Engineer.	123,593	118,832	9,800	128,632	4.08%
420	DPW	1,540,118	785,647	558,025	1,343,672	-12.76%
421	Snow & Ice	250,010	12,520	237,491	250,011	0.00%
424	Streetlights	30,000	0	30,000	30,000	0.00%
435	DPW - Sanitation	765,569	234,431	265,569	500,000	-34.69%
Total 400s		2,709,290	1,151,430	1,100,885	2,252,315	-16.87%
510	Health Dept.	167,616	165,627	9,125	174,752	4.26%
522	Nursing Dept.	128,938	109,291	14,700	123,991	-3.84%
541	COA	152,115	151,944	10,500	162,444	6.79%
543	Veterans	41,992	0	42,883	42,883	2.12%
Total 500s		490,661	426,862	77,208	504,070	2.73%
610	Library	892,196	731,095	187,867	918,962	3.00%
630	Recreation	71,149	74,711	13,375	88,086	23.80%
650	DPW - Parks	13,850	0	13,850	13,850	0.00%
671	Hoxie / Grist Mill	10,000	0	0	0	-100.00%
693	Memorial Day	1,200	0	1,200	1,200	0.00%
694	Historic District	12,000	2,000	10,000	12,000	0.00%
Total 600s		1,000,395	807,806	226,292	1,034,098	3.37%
GEN. GOVT. TOTAL (no School)		14,665,656	11,469,986	3,135,640	14,605,626	-0.41%
Selectmen Directed 3.0% Increase = (minus \$500,000 for Sanitation Ent. Fund)			14,605,626		Adjustment Needed =	0
GRAND TOTAL (incl. School)		45,711,371	43,050,784	3,135,640	46,186,424	1.04%

FY'13 RECOMMENDED GENERAL GOVERNMENT BUDGET

Summary of Significant Non-Personnel Related Budget Changes

(Contracted Wage Increases Included in Appropriate Operating Budgets)

<u>Acct.</u>	<u>Budget - Line Item(s)</u>	<u>Change</u>
3 Accts.	Reinstated Paid Elected Official Stipends (Moderator, Selectmen, Assessors)	13,450
123	Selectmen / Manager - Personnel Expenses / Wage Adjustment Account	-8,153
146	Collector - Postage Increase & Stickers	2,500
162	Elections & Registrations - Fewer State & Federal Elections	12,500
190	Public Facilities - As-Needed Custodian / Building Monitor	10,000
210	Police - Various Line Items	12,385
	Police - Overtime (More Realistically Funded)	58,000
220	Fire - CMED Services - Sheriff's Office	15,000
291	Emergency Management - Additional Operating Funds	2,500
520	Nursing - Purchase of Medical Supplies / Vaccines	2,500
		120,682

ADDITIONAL GENERAL GOVERNMENT BUDGET NEEDS

GHD's List Only, Not Reviewed with Board of Selectmen

Listed in Order of Budget Account

	<u>Amount:</u>
123 Hire (1) Additional Staff in Manager's Office	60,000
135 Add'l. Funding for Finance Director Implementation	50,000
175 Hire Asst. Town Planner	50,000
197 / 410 Hire IT Assistant & GIS Analyst	110,000
210 Hire (8) Civilian Dispatchers for Joint Dispatch	400,000
210 Add'l Funding for Police Overtime	50,000
210 Hire Police Detective	75,000
220 Add'l Funding for Fire Overtime	50,000
220 Hire (4) Firefighters (<u>Capital</u> = Sell 2 Substations, Build 1 Near SHS)	325,000
420 Hire (2) DPW Laborers & Restore Operating Funds	150,000
541 Additional Staffing Needs in COA for Senior Services	50,000
610 Sunday Library Openings & Archivist Salary	<u>30,000</u>
Total Additional "Needs Budget"	1,400,000

FY'13 CAPITAL BUDGET SUMMARY

Draft #6 - 2/14/2012

Approved by Capital Improvement Planning Committee: _____

<u>DEPARTMENT</u>	<u>ITEM</u>	<u>COST</u>
PROJECTS >\$10,000		
171 NATURAL RESOUR.	Replace '98 Pick-up	\$35,000
190 FACILITIES DEPT.	Town Building Repairs & Improvements	\$125,000
190 FACILITIES DEPT.	Replace '97 Pick-up w/ Plow	\$35,000
210 POLICE DEPT.	Tasers for Officers	\$50,000
220 FIRE DEPT.	Replace '07 Ambulance - <i>Amb. Fund - <u>Fall 2012 STM</u></i>	\$250,000
435 DPW - SANITATION	Replace Packer Truck	\$180,000
610 LIBRARY	Public Restroom Renovations	\$20,000
630 RECREATION	Replace Half of Sailboats	\$35,000
650 DPW - PARKS	Replace F-350 Dump Truck w/ Plow - <i>FY'12 S&I Op. Budget</i>	\$65,000
300 SCHOOL DEPT.	Upgrade SHS Locker Rooms	\$50,000
300 SCHOOL DEPT.	Remove Remaining Underground Storage Tanks	\$20,000
300 SCHOOL DEPT.	Replace Bathroom Partitions	\$30,000
300 SCHOOL DEPT.	Replace Carpet / Tile	\$20,000
300 SCHOOL DEPT.	Upgrade to Compatible IT Software System	\$50,000
300 SCHOOL DEPT.	Demolish HTW School Tennis Courts, Fencing, Etc.	\$10,000
TOTAL > \$10,000 CAPITAL EXPENSES		\$975,000
PROJECTS <\$10,000		
171 NATURAL RESOUR.	Replace Buoys	\$6,500
171 NATURAL RESOUR.	Overhaul John Deere Tractor	\$4,500
171 NATURAL RESOUR.	Shellfish / Acquaculture Efforts	\$3,000
210 POLICE DEPT.	Communication Radios & Link with Schools	\$8,500
630 RECREATION	Playground & Skate Park Maintenance	\$7,500
650 DPW - PARKS	Mower Replacement	\$8,000
300 SCHOOL DEPT.		\$0
TOTAL < \$10,000 CAPITAL EXPENSES		\$38,000
RECOMMENDED FY'13 CAPITAL EXPENSES		\$1,013,000
LESS AMBULANCE FUND / OTHER TRANSFERS (See Attached List)		-\$315,000
TOTAL FY'13 CAPITAL MINUS TRANSFERS		\$698,000
*CAPITAL RESERVE FUND		\$2,000
TOTAL FY'13 CAPITAL EXPENSES		\$700,000

*Funds to be held for emergency/reserve purposes until released by CIPC and Town Manager.

AMBULANCE FUND / OTHER TRANSFERS

Fire Department	Amb. Fund - Amb. Replacement - <i>Fall 2012 STM</i>	\$250,000.00
DPW - Snow & Ice	FY'12 S&I Op. Budget Payment - F-350 with Plow	\$65,000.00
Other		<hr/> <hr/>
	TOTAL	\$315,000.00

NOTE: In order to maximize the FY'13 Capital Budget and to purchase as many needed capital items as possible, we have been more aggressive in attempting to use one-time surplus operating budget funds from FY'12 budgets where we believe there will be money to contribute to recommended capital purchases. This will likely mean that we will need to structure the Annual Town Meeting appropriation in such a way that any matching funds from the FY'13 Capital Budget can be combined with the FY'12 operating budget monies so the item can be purchased prior to June 30, 2012. In addition, we recommend waiting on appropriating funds for the ambulance replacement until such time as a sufficient amount exists in the Ambulance Fund Receipts Reserved for Appropriation Account to buy the vehicle outright. This will likely mean this one item will not be presented for approval to the voters until a Fall 2012 Special Town Meeting.

FY'13 CHERRY SHEET RECEIPTS

GHD Draft - 2/14/2012

<u>Account:</u>	<u>FY'12</u>	Gov.'s DOR Est. <u>FY'13</u>	<u>Difference</u>	<u>% Change</u>	<u>Proposed FY'13 Budget Est.</u>	<u>Difference</u>
A. EDUCATION:						
<u>Distributions and Reimbursements:</u>						
* 1. Chapter 70	6,376,393	6,376,393	0	0.00%	6,376,393	0
2. School Transportation Programs	0	0	0			
3. Retired Teachers' Pensions	0	0	0			
4. Charter Tuition Assessment Reimbursement	676,535	622,842	-53,693			
SBAB - School Construction	1,418,438	1,418,438	0			
<u>Offset Items - Reserve for Direct Expenditure:</u>						
* 5. School Lunch	11,622	10,994	-628			
* 6. School Choice Receiving Tuition	194,715	274,133	79,418			
Sub-Total, All Education Items	8,677,703	8,702,800	25,097			
B. GENERAL GOVERNMENT:						
<u>Distributions and Reimbursements:</u>						
1. Unrestricted Gen. Gov. Aid (Old = Lottery, AA)	953,340	884,410	-68,930			
2. Local Share of Racing Taxes	0	0	0			
3. Regional Public Libraries	0	0	0			
4. Police Career Incentive	0	0	0			
5. Urban Renewal Projects	0	0	0			
6. Veterans' Benefits	3,157	5,631	2,474			
7. State Owned Land	543,297	543,471	174			
8. Exemptions: Vet, Blind, SS, Elderly	109,975	108,725	-1,250			
<u>Offset Items - Reserve for Direct Expenditure:</u>						
* 9. Public Libraries	17,638	18,122	484			
Sub-Total, All General Government	1,627,407	1,560,359	-67,048			
C. TOTAL ESTIMATED RECEIPTS	10,305,110	10,263,159	-41,951			
Total Discretionary Aid (* = Not Included)	3,704,742	3,583,517	-121,225			
Discretionary Aid - SBAB (*= Not Included)	2,286,304	2,165,079	-121,225	-5.30%	2,150,000	15,079

FY'13 CHERRY SHEET ASSESSMENTS

GHD Draft - 2/14/2012

<u>Account:</u>	<u>FY'12</u>	<u>Gov.'s DOR Est. FY'13</u>	<u>Final Difference</u>	<u>% Change</u>	<u>Proposed FY'13 Budget Est.</u>	<u>Difference</u>
A. County Assessment, County Tax:	286,291	293,448	7,157	2.50%		
B. STATE ASSESSMENTS AND CHARGES:						
1. Retired Employees Health Insurance	0	0	0			
2. Retired Teachers Health Insurance	0	0	0			
3. Mosquito Control Projects	85,125	88,393	3,268			
4. Air Pollution Districts	7,103	7,413	310			
5. Metropolitan Area Planning Council	0	0	0			
6. Old Colony Planning Council	0	0	0			
7. RMV Non-Renewal Surcharge	19,660	18,300	-1,360			
Sub-Total, State Assessments	111,888	114,106	2,218	1.98%		
C. TRANSPORTATION AUTHORITIES:						
1. MBTA	0	0	0			
2. Boston Metro. Transit District	0	0	0			
3. Regional Transit (CCRTA)	88,903	88,903	0			
Sub-Total, Transportation Assessments	88,903	88,903	0	0.00%		
D. ANNUAL CHARGES AGAINST RECEIPTS						
1. Special Education	0	144	144			
2. STRAP Repayments	0	0	0			
Sub-Total, Annual Charges Against Receipts	0	144	144	N/A		
E. TUITION ASSESSMENTS*						
1. School Choice Sending Tuition	255,782	290,071	34,289			
2. Charter School Sending Tuition	1,355,137	1,865,628	510,491			
3. Essex County Technical Institute Sending Tuition	0	0	0			
Sub-Total, Tuition Assessments	1,610,919	2,155,699	544,780	33.82%		
TOTAL ESTIMATED ASSESSMENTS	2,098,001	2,652,300	554,299	26.42%	2,700,000	47,700

* **Note:** Tuition Assessment totals are subject to change until "final" charter & school choice sending figures are provided to the State DOE.



To: Town of Sandwich Board of Selectmen
From: Dr. Richard Canfield
Date: February 1, 2012
Re: Fiscal-13 Recommended Budget for the Sandwich Public Schools

Message: Enclosed you will find the detail and backup for the recommended budget approved by the Sandwich School Committee at their January 31, 2012 meeting. The approved budget is in the amount of \$30,207,658.

Several documents have been developed with the intent of providing a open view of the operations of the schools and program offerings. Staffing levels and their associated cost are major drivers in all school budgets. The Program and Staff Use Report, and the Summary document derived from that report, will provide you with valuable insight about the use of staff as it relates to class size and program offerings.

The information of about grants indicates the grants received, along with their term, award amount and description of their use as submitted to the granting agency.

Included in your binder is the January, 2012 Enrollment Projection from NESDEC. This is a report that is currently guiding the discussion of the Sandwich Schools Master Plan Committee. It has implications that suggest the need to prepare now for changes that may occur in the near term.

In the interest of fair disclosure, and to offset budget increases, I have proposed \$312,000 in increased fees and revenue from School Choice. These funds would narrow the gap with the baseline of \$29,526,393 to \$369,265. Concerns have been expressed about raising the middle school sports fee from \$50 to \$150 as part of the increase in fees used to mitigate the proposed budget increase. I look forward to discussing this and other issues as we continue the budget process.

As we move forward with the Finance Committee, I would anticipate receiving questions through Chairman Diedering, as agreed to in my meeting with the Committee this past fall. This will allow us to prepare thoughtful and accurate responses. On behalf of the School Committee, I look forward to receiving the timetable for review by the Finance Committee and the Board of Selectmen.

Memo

To: Board of Selectmen
From: Dr. Richard Canfield, Superintendent of Schools
CC: Shaun Cahill, Chairman and members of the Sandwich School Committee
Date: 2/3/2012
Re: Request for baseline budget with \$23.15M Local Contribution

As agreed at last night's meeting of the Board of Selectmen, I am attaching the Option C slide from my January 25, 2012 presentation to the Sandwich School Committee. This Option had minimal support and was subsequently rejected. As I mentioned in the cover memo submitted with the Option B budget, I believe a good faith effort has been made to trim services from the level service budget to meet the baseline budget with a local contribution of \$23,150,000

The proposed spending plan of \$30,207,658 can meet the baseline as follows:

30,207,658.
-6,376,393 Chapter 70
-312,000. Apply district-held School Choice Receiving Funds and Fees

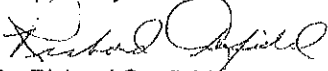
23,519,265. Sub-total
+369,265. Needed for proposed Option B

-369,265. Reductions and Fees Option C
23,150,000. Baseline local contribution

Note that the Option C proposal presented on January 25, 2012, and attached to this memo, proposes 7 additional full-time teacher reductions yielding \$350,000, with an option to mitigate the impact through increased sports fees, and adding parking and transportation fees. The impact the 7 added teacher reductions and increased fees in Option C resulted in minimal support by members of the Committee.

A combination of these staff reductions and increased fees would achieve the \$23,150,000 local contribution.

Since the Option B budget was voted on by the School Committee, I would ask that you consider it as submitted with this additional information that I have provided at your request. Further requests for information should be directed to the Chair of the Sandwich School Committee.

Respectfully submitted:

Dr. Richard Canfield



Option C

January 25, 2012

- **Reduce 7 Additional FTE** **350,000**
- **Or mitigate impact with increased fees for sports, parking, transportation**

January 25, 2012

2020 Vision

Story of 2012-2013

The Budget and Keeping Sandwich Students in Sandwich

2020 Vision for Reaching 21st *Global Standards of Achievement, Leadership, and Citizenship*

Elementary Grades—Provide rigorous and engaging teaching and learning experiences for all students, with the goal of having every student (1) reading at grade level or above, and (2) able and confident in numeracy skills and concepts, and (3) understanding an inquiry-based approach to learning.

Middle School Grades—Provide a STEM (Science, Technology, Engineering, and Mathematics) experience, that includes the visual and performing arts as elements in the development of creative and innovative mindsets, with an emphasis on critical thinking and problem solving, and the refinement of communication skills and the ability to work collaboratively.

High School—Promote higher levels of understanding in English/Language Arts, world languages, visual and performing arts, mathematics, science, history/social studies (economics, geography, government and civics, by weaving in an array of 21st Century elective course opportunities that promote Global Awareness; Financial, Economic, Business and Entrepreneurial Literacy; and Civic, Health, and Environmental Literacy .

SANDWICH PUBLIC SCHOOLS

Story of the 2012-2013 Budget

CHALLENGES

- Collective Bargaining Agreements: anticipate increases
- Special Education: increase in funding necessary to meet mandated and necessary special education program requirements.
- Elimination of the Federal Jobs Bill funding for salaries = ***\$449,184.***
- State Educational Grants: Circuit Breaker anticipate level funding.

Under estimate revenue and over estimate expenses

Revenue

FY-2012

- Chapter 70 6,376,393
- Circuit Breaker 808,029
- School Choice 194,715

FY-2013

- Chapter 70 Assume Level
- Circuit Breaker TBD
- School Choice Assume Level

Expenses Where we started on 12/8/2011

FY-2012	
• Salaries	21,928,180
• Central Admin	399,616
• Teaching Exp.	275,920
• K-8 Expenses	391,810
• Sandwich HS	259,509
• Special Educ.	2,974,090
• Athletics	219,693
• Maintenance	374,625
• Utilities	1,277,585
• Transportation	1,573,500
	29,674,528
Fed. Jobs Bill (449,184)	29,225,344

GAP = \$1,495,053 (0.00%)

BOS Mitigated \$301,049 (1.17%)
towards the sunset of Jobs Bill Funds

FY-2013	
• Salaries	22,978,163
• Central Admin	347,400
• Teaching Exp.	235,160
• K-8 Expenses	366,794
• Sandwich HS	289,756
• Special Educ.	3,031,784
• Athletics	238,330
• Maintenance	377,500
• Utilities	1,252,620
• Transportation	1,602,890
	30,720,397
	(301,049)
	30,419,348

OPTION A--No Reductions

GAP = \$1,194,004

OPTION B - First Iteration as of January 18, 2012

Reductions

• Salary Account	(296,921)
• Salary Account	90,595
• Textbooks & Teaching & Learning	(65,000)
• School Expense Line-Items	709
• Special Education Tuition-Out	(153,218)
• Athletic Transportation Expenses	(4,780)
Total Reductions:	(428,615)

Revenue

• Increase Student Activity Fee	4,000
• Increase K-8 Sports Fee	40,000
• Add School Choice –In Revenue	268,000
Total Revenue Increase:	312,000

**Total to Apply To Bridge the
Gap = \$760,615**

1/18/2012 Gap = \$433,389

OPTION B - Second Iteration as of January 25, 2012

Reductions

- Reduce 2 Additional FTE (80,000)
- Utilities and Retirement Adjustment (29,124)
- Include STEM class room materials 25,000

Total = (84,124)

Total to Apply To Bridge the Gap

760,615 (January 18, 2012)
84,124 (January 25, 2012)
\$844,739

Gap = \$369,265

Reductions in Full-Time Equivalent Teachers

- **Literacy Teachers 5 FTEs** - Rationale --The training has reached a level that can be sustained systemically. The Lesley Literacy Collaborative model will continue to be a prominent component of K-8 Language Arts, but with a different configuration for staff use across all 3-schools. The focus will continue to include an intervention component. Reading Recovery will remain, along with classroom use of Leveled Literacy, Guided Reading, etc. Reductions will involve less senior teachers, and not the Literacy Teachers. Positions to be determined by certification, and the contract with the SEA.
- **Grade 5/6 World Language 2 Part-time Teachers** - The program is exploratory only, with little emphasis on language acquisition.
- **Transportation - Elimination of Late Bus.** Tracking of use to-date, indicates insufficient use.

What is in this budget

- Upper limit reserve to address contract negotiations,
- Provides ability to move the district towards the 2020 Vision with a leadership structure that includes the content expertise of department chairs and K-8 coordinators,
- Science kits and materials for K-8 buildings toward development of STEM.

Superintendent's Recommended Budget for Option B

2012-2013

Town		
School Budget	23,150,000	
Chapter 70	6,376,393	29,526,393

Superintendent's Recommended		
School Budget	(Option B)	30,207,658
Chapter 70	(6,376,393)	
Level Service	23,499,265	needed from town

2011 LONG RANGE PLAN

Board of Selectmen Adopted:

March 31, 2011

LONG RANGE PLAN – BOARD OF SELECTMEN 2011 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. Several of the items found in the Action Plan will be voted on at the May 2, 2011 Annual Town Meeting and are addressed in the recommended FY'12 budget.

INTRODUCTION

Guiding principles followed in developing the LRP include:

- Adequate staffing takes precedence over new buildings
- Realistic limitations of a large population & small tax base need to be considered
- Proposition 2.5 funding limitations need to guide wage / compensation packages, to the extent the Town can control them
- Action items over the next 12 months are heavily weighted toward collecting information and plan development
- 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. Submit a plan to the Selectmen and School Committee to explore consolidating & unifying financial systems and human resource cost centers – November 2011 – School

Business Manager*, Town Accountant*, Town Treasurer, Human Resources Director, Information Technology Director, School Information Technology Staff

- i. Warrant article to fund any hardware/software – April 2012 – Selectmen
 - ii. Consider "Chief Financial Officer" position – Jan 2012 – Selectmen, School Committee
- b. Implement Pay-As-You-Throw – July 2011 – Director of Public Works*
- i. Warrant article for transfer station enterprise fund – May 2011 – Selectmen
 - ii. Resolve SEMASS contract issue – 2011 – Director of Public Works
- c. Submit a plan to the Selectmen to improve delivery of senior services – September 2011 – Council on Aging Director*, Public Health Nurse
- i. Warrant article to fund initial step(s) – April 2012 – Selectmen
- d. Review recreational facilities & existing Recreation Field Development Plan with the Selectmen – December 2011 – Recreation Director*
- i. Issue RFP for additional recreational uses / services at Sandwich Hollows Golf Club (provided special legislation passes) – October 2011 – Selectmen, Town Manager's Office*, Golf Director
 - ii. Warrant article to fund first step(s) of recreation plan – April 2012 – Selectmen
- e. Appoint charter review committee – July 2011 – Selectmen*
- f. Streamline volunteer committee system – July 2011 – Selectmen*
- g. Consider formation of Sandwich Endowment Fund – 2012 – Selectmen, Town Treasurer*

2. Capital Asset Management

- a. Warrant article to secure State matching MSBA Green Repair Program funds for Forestdale and Oak Ridge Schools – April 2011 – Selectmen, School Department*
- b. Warrant article for library HVAC capital exclusion – April 2011 – Selectmen, Library*
- c. Resolve status of current library branch proposal – May 2011 – Town Meeting*
- d. Move forward on public safety improvement plan
 - i. Submit staffing plan and personnel cost estimate to Selectmen – December 2011 – Town Manager*, Fire Chief, Police Chief

- ii. Submit construction plan and cost estimate to Selectmen – December 2011 – Town Manager*, Fire Chief, Police Chief, Consultant
 - iii. Warrant article/ballot question to support staffing plan – February 2012 – Selectmen
 - iv. Warrant article/ballot question to support construction – February 2012 – Selectmen
- e. Evaluate consultant's School District Master Plan – October 2011 – School Committee*
- i. Recommend action on School District Master Plan – January 2012 – School Committee
 - ii. Warrant article to gauge public acceptance of the School District Master Plan – April 2012 – Selectmen
- f. Submit a comprehensive capital improvement plan to the Selectmen, School Committee and Finance Committee – 2012 – Town Manager's Office*, Public Facilities Director, Building Inspector, School Business Manager, School Facilities Director, Capital Improvement Planning Committee
- i. It would be a 10-year plan encompassing all non-public safety physical facilities. It would propose new construction, if needed, to support a school master plan, road bond, consolidated town hall, senior / community center, and library facilities. It would propose necessary maintenance for facilities down in the queue for new construction. It would also show the tax impact of any borrowing needed to finance either construction or repairs – 2012 – Town Manager*, Financial Department Heads
 - ii. Warrant article to adopt the plan – 2012 – Selectmen
 - iii. Warrant article to fund the first step(s) – 2012 – Selectmen

3. Economic Development (Tax Base Growth)

- a. Achieve first series of Comprehensive Wastewater Management Plan milestones – per Wright-Pierce schedule – Health Director*, Water Quality Advisory Committee, Wright-Pierce
- b. Commence a 10-year tax base expansion plan to Selectmen, Sandwich Economic Initiative Corporation – January 2012 – Director of Planning & Development*, Director of Assessing
 - i. Issue South Sandwich Village Center Request for Proposals – August 2011 – Selectmen, Town Manager's Office*

ii. GenOn future & successor to current Tax Valuation Agreement – 2012 – Town Manager, Director of Assessing*

c. Town meeting approval of revised zoning bylaw – October 2011 – Selectmen, Director of Planning & Development*, Planning Board

d. Continue consideration of the Town's relationship with local non-profit organizations – 2011 – Selectmen, Assessors, Director of Assessing*

4. Preserve and Protect Historic Character and Natural Resources

a. Warrant articles for CPC recommendations – April 2011 – Selectmen*

b. Renewed plan to deal with beach erosion – July 2011 – Town Manager, Natural Resources Director*, Woods Hole Group, Army Corps of Engineers, Department of Environmental Protection

i. Renewed action on previously submitted Federal & State funding & permitting efforts – April 2011 – Selectmen, Federal & State Delegation, Army Corps of Engineers, Department of Environmental Protection

ii. Warrant article to fund permitting expenses which may entail use of CPA funds – October 2011 – Selectmen

iii. Warrant article to fund first improvement step(s) – 2012 – Selectmen

c. Progress report or new requests relative to Sandwich Affordable Housing Plan November 2011 – Sandwich Housing Authority*

d. Review open space purchase priority list – January 2012 – 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.

DRAFT #1

2012 LONG RANGE PLAN

Board of Selectmen Adopted:

LONG RANGE PLAN – BOARD OF SELECTMEN 2012 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 7, 2012 Annual Town Meeting and are addressed in the recommended FY'13 budget.

INTRODUCTION

Guiding principles followed in developing the LRP include:

- Adequate staffing takes precedence over new buildings
- Realistic limitations of a large population & small tax base need to be considered
- Proposition 2.5 funding limitations need to guide wage / compensation packages
- Action items over the next 12 months are heavily weighted toward collecting information and plan development
- 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. Consolidating & unifying financial systems with School & Town –School Business Manager*, Town Accountant*, Town Treasurer, Human Resources Director, Information Technology Director, School Information Technology Staff
 - i. Warrant article to fund software – May 2012 – Selectmen
- b. Continued implementation of Pay-As-You-Throw – 2012 & Beyond – Director of Public Works*
 - i. Review and improve Sanitation Division enterprise fund implementation – FY'2013 – Director of Public Works, Town Accountant
 - ii. Present plan to Selectmen on migrating from a tax subsidized operation to a full fee for service operations – Summer 2012 – Director of Public Works, Town Accountant, Town Manager's Office
 - iii. Resolve SEMASS contract issue & determine future of Upper Cape Regional Transfer Station on Massachusetts Military Reservation – 2012 – Director of Public Works
- c. Submit a plan to the Selectmen to expand delivery of senior & social services – Summer 2012 – Council on Aging Director*, Public Health Nurse
 - i. Consider warrant article to fund initial step(s) – May 2013 – Selectmen
- d. Continue progress on recreational facilities & existing Recreation Field Development Plan with the Selectmen – 2012 – Town Manager's Office*
 - i. Review RFP responses for additional recreational uses / services at Sandwich Hollows Golf Club – Spring 2012 – Selectmen, Town Manager's Office*, Golf Director, Recreation Director
 - ii. Proceed with development of public recreation fields at SHGC & corresponding license agreements with youth sports boards – 2012 – Town Manager's Office, Recreation Director
- e. Charter Review Committee recommended changes to Selectmen – Summer 2012 – Selectmen*
 - i. Present approved changes to Town Meeting, then to Legislature, if approved – Fall 2012 / Spring 2013
- f. Post all committee mission statements on website, etc. – July 2012 – Selectmen*
- g. Review feasibility of future disposition of relevant tax title properties – 2012 & Beyond – Selectmen, Town Treasurer*, Director of Natural Resources, Director of Assessing
 - i. Update list of relevant tax title properties & review with appropriate departments and Board of Selectmen

- ii. Conduct public disposition of properties deemed appropriate

2. Capital Asset Management

- a. Complete construction of MSBA Green Repair Program work for Forestdale and Oak Ridge Schools – September 2012 – School Department*
- b. Warrant article & ballot question for library HVAC capital exclusion – May 2012 – Selectmen, Library*, Capital Improvement Planning Committee
- c. Monitor status of current library branch proposal on State waiting list – 2012 – Library*
- d. Move forward on public safety improvement plan
 - i. Submit schematic design, cost estimate, and staffing plan to Selectmen – March 2012 – Town Manager's Office*, Fire Chief, Police Chief
 - ii. Warrant article/ballot question to support construction – Fall 2012 – Selectmen
 - iv. Warrant article/ballot question to support staffing plan – 2013 – Selectmen
- e. Evaluate consultant's School District Master Plan & School Committee recommendation – Spring 2012 – School Committee*
 - i. Review School Committee's recommended action concerning School District Master Plan – Fall 2012 – School Committee, Selectmen
- f. Submit a comprehensive capital improvement needs plan to the Selectmen, School Committee and Finance Committee – 2012 – Town Manager's Office*, Public Facilities Director, Building Inspector, School Business Manager, School Facilities Director, Capital Improvement Planning Committee

Note: prior to time-consuming efforts, Selectmen need to indicate support for implementing such a plan.

- i. It would be a 10-year plan encompassing all physical facilities. It would propose new construction, if needed, to support a joint public safety building, school master plan, road bond, marina office building, consolidated town hall, senior / community center, library facilities, beach erosion issues, wastewater infrastructure, etc. It would propose necessary maintenance for facilities down in the queue for new construction. It would also show the tax impact of any borrowing needed to finance either construction or repairs – 2012 – Town Manager*, Financial Department Heads
- ii. Consider warrant article to adopt (first phase of?) the plan – 2013 – Selectmen

iii. Consider warrant article to fund the first step(s) – 2013 – Selectmen

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

a. Continue to achieve early Comprehensive Water Resources Management Plan milestones – per Wright-Pierce schedule – 2012 & Beyond – Health Director*, Water Quality Advisory Committee, Wright-Pierce

i. Proceed with Interim Solutions plan and implement appropriate action items – 2012 – Health Director, Town Counsel, Wright-Pierce

b. Commence a 10-year tax base expansion plan – 2012 – Sandwich Economic Initiative Corporation*, Town Planner, Director of Assessing

i. Issue South Sandwich Village Center Request for Expression of Interest / Request for Proposals – Spring 2012 – Selectmen, Town Manager's Office*, Sandwich Economic Initiative Corporation

ii. Complete Development Agreement with Tsakalos Realty Trust, Cape Cod Commission, Town – Spring 2012 – Planning Board, Town Planner*

iii. Complete road & infrastructure easement for South Sandwich Village Center with Tsakalos Realty Trust – Spring 2012 – Selectmen, Town Manager's Office

iv. Issue RFP for use of Town Route 130 land as tourism information / economic development office – Spring 2012 – Selectmen, Town Manager's Office*

v. Seek authority to sell additional 7 acres of Town land in South Sandwich Village Center – May 2012 – Town Manager's Office*, Recreation Director

vi. Submit MassWorks grant request for internal roadway between Route 130 and end of Jan Sebastian Drive – September 2012 – Selectmen, Town Manager*, Sandwich Economic Initiative Corporation

vii. Lobby Cape Cod Commission for expanded commercial development thresholds in Industrial Service Trade Area (Sandwich Industrial Park) – 2012 – Town Manager*, Town Planner, Sandwich Economic Initiative Corporation

viii. GenOn future & successor to current Tax Valuation Agreement – 2012 – Town Manager, Director of Assessing*

c. Approve Sandwich Economic Initiative Corporation grant agreement for \$50,000 appropriation & corresponding business plan – Spring 2012 – Selectmen*, Sandwich Economic Initiative Corporation

d. Continue efforts toward town meeting approval of revised zoning bylaws – 2012 & Beyond – Selectmen, Town Counsel*, Planning Board, Town Planner

4. Preserve and Protect Historic Character and Natural Resources

- a. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 2012 & Beyond – Selectmen*, Community Preservation Committee
- b. Commence actions in contracted scope of work to address beach erosion & lobby County, State, Federal officials accordingly – 2012 & Beyond – Selectmen, Town Manager, Natural Resources Director*, Woods Hole Group
 - i. Continue to lobby County, State, Federal officials for renewed action on funding & permitting efforts – 2012 – Selectmen, Town Manager, Natural Resources Director*, Woods Hole Group, Federal & State Delegation
 - ii. Consider warrant article to fund any interim improvements as permits are achieved – 2012 – Selectmen
 - iii. Lobby County, State, Federal officials for access to future sources of sand – 2012 & Beyond – Selectmen, Woods Hole Group
 - iv. Work with federal and state delegation to secure funding – 2012 – Selectmen, Woods Hole Group
- c. Progress report or new requests relative to Sandwich Affordable Housing Plan & Proposed George Fernandes Way expansion project – Summer 2012 – Sandwich Housing Authority*
- d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2012 & Beyond – Selectmen, Natural Resources Director*, Conservation Commission, Community Preservation Committee
- e. Seek Substance Abuse Prevention Grant & implement if received – Spring 2012 – Substance Abuse Prevention Task Force*, School Committee, Selectmen

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.