

ARTICLE 1 – BOARD OF SELECTMEN – 2017 LONG RANGE PLAN

MISSION STATEMENT

The government of the Town of Sandwich will provide the public with the highest, most efficient and effective level of service with the resources available in a manner that exemplifies honesty, integrity and a commitment to public service while honoring our rich history, protecting our environment and responsibly planning for our future.

SUMMARY OF LONG RANGE PLAN

The purpose of the Long Range Plan (LRP) is to annually project the future needs of the Town and identify the primary issues and projects on which the Town will focus, and to report this to Town Meeting (Section 4.2.5(i) of Town Charter). The vision that forms the basis for the LRP is articulated in detail in the Local Comprehensive Plan (LCP) approved by Town Meeting in May 2009. The document below is long range in the sense that it takes us further than just one budget cycle. It is meant to define the next few steps of the journey to the vision set forth in the LCP and the other planning documents identified in the Attachments below. The Board of Selectmen and Town Meeting have already initiated many of these efforts, with progress continuing to be made on many fronts. Several of the items found in the Action Plan will also be voted on at the May 1, 2017 Annual Town Meeting and are addressed in the recommended FY'18 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. Outline & prioritize General Government staffing & reorganization implementation plan – 2017 & Beyond – Board of Selectmen & Town Manager*

i. Continue to assess effectiveness of delivery of services when vacancies occur & make appropriate organizational changes when prudent

ii. Prioritize & fund new positions & organizational changes identified to improve the delivery of General Government services and address staffing shortfalls

iii. On an ongoing basis, consider facilitating town-wide efficiencies in services wherever possible.

b. Continued review of Pay-As-You-Throw Program – 2017 & Beyond – Director of Public Works*

i. Work with Upper Cape towns to determine future use of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2017 & Beyond

c. Continue to evaluate recreational opportunities at SHGC or other Town sites, taking into consideration recommendations in the Sandwich Hollows Recreation Master Plan; where possible, eliminate duplication of recreational services
– 2017 & Beyond – Town Manager's Office*, Recreation Director, Golf Director

d. Continue prioritization of Tax Title Redemption & Foreclosure Process – 2017 & Beyond – Board of Selectmen, Town Treasurer/Collector*

e. Continue to support Substance Abuse Prevention Committee efforts locally and continue to play a lead role in regional efforts – 2017 & Beyond – Substance Abuse Prevention Committee*, Barnstable County, Board of Selectmen, School Committee, Public Health Nurse

f. Explore enhanced use of technology for Town departments and relevant boards and committees and for appropriate outreach to general public; if deemed appropriate, provide funding to implement identified technology improvements; monitor implementation of Community Compact app, OpenGov, and other future outreach initiatives – 2017 & Beyond – Assistant Town Manager, IT Director*

g. Continue to support School improvement efforts, particularly those designed to retain and attract students – 2017 & Beyond – School Committee*, Superintendent of Schools

h. Work cooperatively with Town staff, Departments, School Committee and School Administration, to discuss future needs, funding priorities, services, and how changing demographics will impact future budgets, services, and capital needs; explore shared services

where prudent & feasible – 2017& Beyond – Board of Selectmen*, School Committee & Department, Relevant Town & School Staff, Finance Committee, Capital Improvement Planning Committee

i. Continue to convene a summit of stakeholders to analyze current and projected demographics, assess resources and upcoming needs, develop achievable goals, and begin discussions about future priorities related to any changing demographics –2017

ii. Follow through with additional meetings to develop a consensus plan for implementing any recommended strategies for transition or reapportionment of resource allocation, especially considering seniors and schools – 2017

iii. Develop measurable outcomes to demonstrate success of educational initiatives, including retention and attraction of students – 2017

i. Continue review & implementation of relevant recommendations from Beach Management Plan & enforce dune protection efforts – 2017& Beyond – Recreation Director*, Natural Resources Director, Director of Public Works, Public Facilities Director

2. Capital Asset Management - Ongoing

a. Proceed with implementation of public safety planning efforts & oversee construction through completion of project– 2017 & 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 – 2017 & Beyond

ii. Monitor effectiveness of public safety civilian dispatch operations – 2017 & Beyond

iii. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2017 & Beyond – Board of Selectmen, Town Manager, Chief of Police, Fire Chief

b. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly and seek appropriate funding when required – 2017 & 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 – 2017 & Beyond

ii. Lobby state & federal officials for access to future sources of sand & proceed with Coastal Zone Management grants to permit nearshore sediment borrow source for future renourishment efforts – said permits to include Scusset Beach borrow site and renewed efforts on removing sand from Great Marsh system & stabilizing the Old Harbor Inlet – 2017 & 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 – 2017 & Beyond
 - iv. Work with federal and state delegation to secure funding and permitting for future completion of Old Harbor Inlet Stabilization & Sand Removal from Great Marsh Project – 2017 & Beyond
- c. Public roads and public infrastructure improvements & recommend the continuation of Selectmen’s 5+-year road funding plan – 2017 & Beyond – Board of Selectmen, 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 – 2017 & Beyond
 - ii. Continue to recommend funding for road maintenance and repair through financing the full road and infrastructure improvement schedule, which is expected to include at least 5 years of capital outlay expenditure exclusions, and provide sufficient additional funding to DPW Budget to maintain roads & infrastructure at higher standard once larger-scale improvements have been completed
 - iii. Continue private road taking process and assess other private road actions that may be feasible for future Town Meetings
- d. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones with completion of Plan scheduled for August – 2017 & Beyond – Health Director*, Water Quality Advisory Committee, Wastewater Consultant, Town Manager
- i. Finalize CWRMP by August 2017 deadline
 - ii. Proceed with recommendations of CWRMP & Interim Solutions Plan and implement appropriate action items, where possible, including relevant funding – 2017 & Beyond
 - iii. Continue representing the Town of Sandwich’s interests when participating in any collaborative pilot projects for watershed solutions, including regional and sub-regional efforts – 2017 & Beyond
 - iv. Continue with Popponesset Bay watershed efforts with towns of Mashpee and Barnstable by finalizing Inter-Municipal Agreement, working of shared watershed permit to submit to State Department of Environmental Protection, and provide funding to accomplish this work – 2017 & Beyond

- v. Continue work on regional grant with towns of Falmouth, Bourne, Mashpee, 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 – 2017 & Beyond
- vi. Begin to educate public on Federal and State Section 208 requirements and consequences of inaction with assistance from Cape Cod Commission & Water Quality Advisory Committee – 2017 & Beyond
- vii. Work with relevant private developers, especially NRG Canal, LLC, in meeting local CWRMP goals & regional Section 208 requirements, requiring them to pay their fair share of wastewater infrastructure improvements & operations – 2017 & Beyond

3. Capital Asset Management – Projects

- a. Make a recommendation to present to the public on future of Henry T. Wing School, after exploring potential private use of the building, and seek appropriate Town Meeting action & funding, if appropriate – Fall 2017 STM & Beyond – School Committee, Board of Selectmen, Director of Planning & Economic Development*, Capital Improvement Planning Committee, Consultants
- b. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2017 & Beyond – Board of Selectmen*, School Committee, Finance Committee, Capital Improvement Planning Committee
 - i. Consider warrant article(s) to fund relevant portions of the LRCP – 2017 & Beyond
 - ii. Draft an Updated LRCP once desired format of LRCP is identified by Selectmen – 2017– Town Manager*, Finance Director, CIPC
- c. Continue to explore options for location of the fire administrative offices – 2017 & beyond, Town Manager, Board of Selectmen, Fire Chief
- d. Submit an updated plan to the Selectmen to expand the delivery of senior & community services for capital & staffing needs and to fund needs accordingly – Council on Aging Director*, Public Health Nurse, Consultants – 2017 & Beyond
- e. Continue effort with Recreation Department, Recreation Committee, appropriate consultants, and public to re-establish a new skate park facility & fund accordingly at future Town Meeting or through appropriate funding mechanism – 2017 – Recreation Director*, Recreation Committee, Facility Users, Community Preservation Committee
- f. Explore & recommend various funding approaches, including such programs as the Special Purpose Stabilization Fund override or other funding mechanisms, designed to meet infrastructure

goals and long range capital needs with the least impact on taxes – 2017 & Beyond – Board of Selectmen*, Town Manager’s Office, Finance Director, Town Counsel

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

a. Continue to foster positive working relations with NRG ownership of Canal Station power plant and assist NRG with solar project & proposed Unit #3 projects and related infrastructure efforts; prudently plan for how any future New Growth revenue associated with Unit #3 is utilized, ensuring that funding within Proposition 2.5 limits is not used for future debt projects

– 2017 & Beyond – Town Manager*, Director of Assessing, Town Planner, Town Meeting

b. Continue to focus on economic development efforts – 2017 & Beyond – Board of Selectmen, Town Manager’s Office, Planning & Economic Development Director*, Director of Assessing, Sandwich Economic Initiative Corporation

i. Explore any economic development opportunities with Cape Cod Commission (CCC) – 2017 & Beyond – Town Manger’s Office, Appropriate Town Staff

ii. Continue MassDevelopment master planning effort for Town Marina and adjoining property with relevant stakeholders, including Army Corps of Engineers, NRG Canal; prepare for any potential lease amendments with Army Corps to foster goals of MassDevelopment master plan – 2017 & Beyond

c. Continue to explore infrastructure improvement efforts for enhanced economic development, considering all of the legal options available on a local, regional, state, and federal basis, including Water & Wastewater Infrastructure Fund implementation – 2017 & Beyond

d. Discuss implementation of a Payment-In-Lieu-Of-Tax (PILOT) program and associated efforts with Board of Assessors for local non-profit organizations and implement an outreach plan, if deemed appropriate – 2017 & Beyond – Board of Selectmen, Board of Assessors, Director of Assessing*

5. Preserve and Protect Historic Character and Natural Resources

a. Complete construction project for Clark-Haddad Building & assess success of Deacon Eldred House lease – Board of Selectmen, Clark-Haddad Building Group, Consultants – 2016 & Beyond

b. 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 – 2017 & Beyond – Board of Selectmen*, Community Preservation Committee

c. Meet with Sandwich Housing Authority to discuss progress on George Fernandes Way expansion project & ways to address Sandwich Affordable Housing Plan, especially affordable housing that will attract young professionals; continue joint efforts with Habitat for Humanity to construct home(s) in Sandwich where deemed appropriate – Summer 2017 & Beyond – Board of Selectmen, Sandwich Housing Authority*

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 – 2017 & 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.