



**TOWN OF WAREHAM**  
**BOARD OF SELECTMEN**  
54 Marion Road  
Wareham, Massachusetts 02571

No. 88-10

**TOWN OF WAREHAM**  
**BOARD OF SELECTMEN**

**POLICY STATEMENT**

**GOALS AND OBJECTIVES**  
**FISCAL YEAR 1989**  
**AND BEYOND**

**Statement of Purpose:**

This policy will provide a primary tool to allow the Town Administration to address issues, to set priorities, to make decisions aimed at producing an action plan to meet as many of the Goals and Objectives set by the Board of Selectmen. Within this framework, a balanced program between need and ability to pay should evolve.

Hopefully, this policy statement will broaden the focus of the Town Administration and policy makers from the narrow horizon of the annual operating budget, and thereby support the overall objectives of:

Fiscal Stability  
Service Level Adequacy  
Capital Program Execution

**Short Term Goals and Objectives:**

For purposes of this policy statement, Short Term Goals and Objectives shall be attainable within one year.

The following Short Term Goals and Objectives are to be considered priority items:

**Goal Presentation:**

The mitigation of water pollution within the waters of Wareham.

**Objectives:**

Complete the design and initiate construction of the Cranberry Highway, Point Independence, Jefferson Shores and Indian Mound Beach Sewers.

Pursue funding for the Pine Tree Estates sewers.

Establish the Wastewater Collection and Treatment program as an enterprise fund.

Complete negotiations and execute an Intermunicipal Agreement with the Town of Bourne.

Pursue funding for and enter into a demonstration Stormwater Treatment program with the Environmental Protection Agency.

Coordinate with the Board of Health, Marine Resources Commission and Master Plan Study Committee, recommended By-laws, Rules and Regulations aimed at water pollution control, By April, 1989, Town Meeting

Goal Presentation:

The provision of an adequate and safe vehicular transportation network.

Objectives:

Complete the necessary land takings and initiate construction of the Fiscal Year 1988 Road Improvement program.

Continue to provide an ongoing roadway maintenance effort.

Review and implement street lighting maintenance and improvements, as recommended by the Street Lighting Committee.

Work with the Planning Board to prepare articles for accepting certain streets in approved subdivisions.

Goal Presentation:

Provide a state of the art Management Information System on a Town wide basis.

Objectives:

Upgrade voice and data communications equipment within the Town Hall.

Establish an efficient word processing utility for various paper intensive offices.

Provide a micro and supermicro computer applications including the selection of appropriate software for the Board of Selectmen's Office; Business Manager's Office, Town Administrator's Office, Inspections Department, Visiting Nurses, EMS, Library, Natural Resources areas and Police Department.

Initiate a decentralization of data processing functions.

Plan for the upgrade of data processing functions within the financial and municipal maintenance areas.

Goal Presentations:

The enhancement of Elder Services within the Town.

Objectives:

Plan for the provision of a modern Senior Citizen Center.

Continue to upgrade and expand existing service levels.

Pursue alternative funding sources for provision of Elder Services.

Goal Presentations:

The enhancement of Library Services within the Town.

Objectives:

Negotiate and enter into a contract for design of a modern library facility.

Secure proper sitting arrangements for a modern library facility.

Seek authority to finance the construction and original equipping of a new library via a debt exemption from proposition 2 ½.

Pursue alternate sources of financing for library physical plant upgrades.

Goal Presentations:

Establish sound and fiscally responsible Personnel Plan and accompanying Policy and Procedures.

Objectives:

Negotiate and execute fiscally responsible and businesslike collective bargaining agreements.

Draft a progressive Personnel Policy statement.

Redraft the existing Personnel By-law.

Recommend methods of eliminating inequities in personnel compensation levels.

Review staff organization structures and recommend improved lines of authority and communication.

Review office space allocation and implement improvements including storage of records.

Goal Presentations:

Establish an ongoing Master Planning process for the entire Town.

### Objectives:

Provide catalytic action in developing, researching and writing background data necessary to the planning process.

Draft a master-planning document that is comprehensive and dynamic.

Recommend appropriate actions based upon the planning process.

Draft by-laws aimed at responding to recognized issues of imminent importance (i.e., Aquifer Protection, Architectural Review, etc.)

Recommend specific measures aimed at influencing the redevelopment of the Route 6 & 28 strip towards upscale, quality commercial/residential properties.

Enhance the image of the community by recommending measures to attract residents, visitors and investors looking for an area providing a high level quality of life.

Incorporate into the planning and budgeting process a program of upgrading recreational properties and programs.

Establish a multi year Fiscal Planning Policy.

To seek grant funding where ever possible for implementing master plan recommendations.

### Goal Presentations:

Provide for the public health and safety needs of the Town of Wareham through the delivery of efficient, effective and economical services.

### Objectives:

Provide for the orderly and timely provision of Inspectional Services.

Institute effective parking and traffic control rules, regulations and bylaws.

Study the consolidation of fire districts.

Look towards the consolidation of small departments into larger divisions, offering the economy of scale and prudent business management.

### Medium Term Goals and Objectives:

For the purpose of this policy statement, Medium Term Goals and Objectives shall be attainable within one to three years.

The following Medium Term Goals and Objectives are to be considered priority items:

Goal Presentation:

The mitigation of water pollution within the waters of Wareham.

Objectives:

Complete the construction and institute betterments to finance the Cranberry Highway, Point Independence, Jefferson Shores and Indian Mound Beach Sewers.

Obtain funding, complete design and initiate construction for the Pine Tree Estates sewers.

Maintain according to General Accepted Accounting Practices and Uniform Municipal Accounting System standards with Wastewater Collection and Treatment program as an enterprise fund.

Implement and administer an Intermunicipal Agreement with the Town of Bourne.

Expand upon the knowledge obtained in the demonstration Storm water Treatment program with the Environmental Protection Agency.

Continue to coordinate with the Board of Health, Marine Resources Commission and Master Plan Study Committee, recommended By-laws, Rules and Regulations aimed at Water pollution control, for adoption at Town Meeting.

Goal Presentation:

The provision of an adequate and safe vehicular transportation network.

Objectives:

Complete the construction of the Fiscal Year 1988 Road Improvement program.

Continue to provide an ongoing roadway maintenance effort.

Review and implement street lighting improvements.

Initiate a Fiscal Year 1990 Road Improvement Program.

Goal Presentation:

Provide a state of the art Management Information System on a Town wide basis.

Objectives:

Maintain state of the art voice and data communications equipment within the Town Hall.

Maintain and expand upon the word processing utility for various paper intensity offices.

Provide for micro and super microcomputer applications including the selection of appropriate software for the Municipal Maintenance Division and Finance Division.

Complete a decentralization of data processing functions.

Plan meeting for future data processing needs.

Goal Presentation:

The enhancement of Elder Services within the Town.

Objectives:

Initiate definitive actions for the provision of a modern Senior Citizen Center.

Continue to upgrade and expand existing service levels.

Pursue alternative funding sources for provision of Elder Services.

Goal Presentation:

The enhancement of Library Services within the Town.

Objectives:

Complete the design for the construction of a modern library facility, and initiate the construction and original equipping of a modern library facility on the Arruda Playground site.

Pursue alternate sources of financing for library physical plant upgrades.

Continue to upgrade programming within the library organization.

Goal Presentation:

Establish sound and fiscally responsible Personnel Plan and accompanying Policy and Procedures.

Objectives:

Administer fiscally responsible and businesslike collective bargaining agreements.

Implement a progressive Personnel Policy statement.

Implement a revised Personnel By-law.

Implement methods of eliminating inequities in personnel compensation levels.

Review staff organization structures relating to improved lines of authority and communication, along the lines of the attached organizational chart (see Appendix A).

Review office space allocation and implement improvements including storage of records.

Implement a reorganization of various related departments into a Natural Resources Division.

Goal Presentation:

Establish an ongoing Master Planning process for the entire Town.

Objectives:

Complete a master-planning document that is comprehensive and dynamic.

Implement appropriate actions based upon the planning process.

Implement by-laws aimed at responding to recognized issues of imminent importance (i.e. Aquifer Protection, Architectural Review, etc.)

Implement specific measures aimed at influencing the redevelopment of the Route 6 & 28 strip towards upscale, quality commercial/residential properties.

Enhance the image of the community by initiating measures to attract residents, visitors and investors looking for an area providing a high level quality of life.

Incorporate into the planning and budgeting process a program of upgrading recreational properties and programs.

Maintain a multi year Fiscal Planning Policy.

Initiate the Charter Review Process in accordance with Section 7-1 of the Wareham Home Rule Charter.

Goal Presentation:

Provide for the public health and safety needs of the Town of Wareham through the delivery of efficient, effective and economical services.

Objectives:

Provide for the orderly and timely provision of Inspectional Services.

Maintain effective parking and traffic control rules, regulations and by-laws.

Complete the study of consolidation of fire districts.

Make progress towards the consolidation of small departments into large divisions, offering the economy of scale and prudent business management.

### Long Term Goals and Objectives:

For the purposes of this policy statement, Long Term Goals and Objectives shall be attainable beyond three years.

The following Long Term Goals and Objectives are to be considered priority items:

#### Goal Presentation:

The mitigation of water pollution within the waters of Wareham.

#### Objectives:

Closeout the Cranberry Highway, Point Independence, Jefferson Shores and Indian Mound Beach Sewers.

Closeout the Pine Tree Estates sewers.

Maintain the Waterwater Collection and Treatment program as an enterprise fund.

Complete negotiations and execute an Intermunicipal Agreement with the Town of Bourne.

Pursue funding for and enter into a demonstration Stormwater Treatment program with the Environmental Protection Agency.

Coordinate with the Board of Health, Marine Resources Commission and Master Plan Study Committee, recommended By-laws, Rules and Regulations aimed at water pollution control.

#### Goal Presentation:

The provision of an adequate and safe vehicular transportation network.

#### Objectives:

Closeout the Fiscal Year 1988 Road Improvement program.

Continue to provide an ongoing roadway maintenance effort.

Review and implement street lighting improvements.

Complete the construction of the Fiscal Year 1990 Road Improvement program.

#### Goal Presentation:

Provide a state of the art Management Information System on a Town wide basis.



Objectives:

Maintain state of the art voice and data communications equipment within the Town Hall.

Maintain and expand upon the word processing utility for various paper intensive offices.

Maintain micro and supermicro computer applications on a state of the art basis.

Maintain a decentralized data processing function.

Plan meeting for future data processing needs.

Goal Presentation:

The enhancement of Elder Services within the Town.

Objective:

Maintain a modern Senior Citizen Center.

Continue to upgrade and expand existing service levels.

Pursue alternative funding sources for provision of Elder Services.

Goal Presentation:

The enhancement of Library Services within the Town.

Objectives:

Maintain an efficient, modern library services program.

Complete the construction of a modern library facility.

Goal Presentation:

Establish sound and fiscally responsible Personnel Plan and accompanying Policy and Procedures.

Objectives:

Administer fiscally responsible and businesslike collective bargaining agreements.

Maintain a progressive Personnel Policy statement.

Maintain a progressive Personnel By-law.

Maintain methods of eliminate inequities in personnel compensation levels.

Review staff organization structures relating to improved lines of authority and

communication, along the lines of the attached organizational chart (see Appendix A.)

Review office space allocation and implement improvements including storage of records.

#### Goal Presentation:

Establish an ongoing Master Planning process for the entire Town.

#### Objectives:

Continuously update a master planning document that is comprehensive and dynamic.

Implement appropriate actions based upon the planning process.

Implement by-laws aimed at responding to recognized issues of imminent importance (i.e., Aquifer Protection, Architectural Review, etc.)

Implement specific measures aimed at influencing the redevelopment of the Route 6 & 28 strip towards upscale, quality commercial/residential properties.

Enhance the image of the community by continuing to pursue measures to attract residents; visitors and investors looking for an area providing a high level quality of life.

Incorporate into the planning and budgeting process a program of upgrading recreational properties and programs.

Maintain a multi year Fiscal Planning Policy.

Implement recommend Charter revisions per Section 7-1 of the Wareham Home Rule Charter.

#### Goal Presentation:

Provide for the public health and safety needs of the Town of Wareham through the delivery of efficient, effective and economical services.

#### Objectives:

Provide for the orderly and timely provision of Inspectional Services.

Maintain effective parking and traffic control rules, regulations and by-laws.

Maintain a working relationship with the consolidated fire districts.

Implement the consolidation of small departments into large divisions, offering the economy of scale and prudent business management.

This policy shall take effect immediately.

Wareham Board of Selectmen

Date Signed: March 15, 1988

Sarah D. Woods, Chairman

James J. Vicino, Jr., Clerk

Phyllis A. McGraw

Donald L. Carlson

Joseph R. Grassia, J.D.

