



Scope of Work

TASK 1 – COLLECT AND ANALYZE EXISTING DATA, PLANS, AND STUDIES

In consultation with the Technical Advisory Committee, Cape Cod Commission (Commission) staff will conduct a review of existing Local Comprehensive Plans (LCPs), Mass Development’s Unified Plan for MMR, the 2005 MMR JLUS, prior MMR master plans, Comprehensive Wastewater Management Plans (CWMPs), and other existing/ongoing wastewater, water supply and solid waste studies on the MMR and in the towns of Sandwich, Falmouth, Bourne, Mashpee, and Barnstable.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Summary of relevant issues, goals and policies from LCPs, CWMPs and MMR master plans
- ✓ Status summary of 2005 MMR JLUS recommendations
- ✓ Existing Land Use Map of MMR

TASK 2 – COLLECT AND ANALYZE SHARED SERVICES AGREEMENTS

In recognition of the direct link between potential incompatible civilian development and the provision of public and municipal services (including hard infrastructure), a focus of this study effort will be to determine the process by which investments in critical municipal services and infrastructure is made. This focus proceeds based on the understanding that—through dialogue (and potential partnership) between the military services and communities—it may



be possible to guide new municipal and installation development to areas that achieve compatibility both for local growth and economic development objectives of the Cape communities as well as for the mission requirements of the military.

Furthermore, this activity supports recommendations from the 2005 MMR JLUS; notably those concerning local water and wastewater infrastructure and transportation infrastructure (pages 69 and 70), which references the need for additional water and wastewater capacity in particular as Upper Cape towns grow.

Preparing for its role understanding this linkage and fostering this eventual dialogue / supporting such partnerships, Commission staff will attend the 2012 Association of Defense Communities conference to gather the most current information and expand staff knowledge on military-community partnerships, base redevelopment, and alternative energy opportunities.

Commission staff will review examples of existing legislation and community-military shared service agreements, including the City of Monterey, CA Joint Powers Agency agreement.

PROCUREMENT

Commission staff will complete a majority of this task. However, the need for additional legal services is anticipated in the course of legal research on the authorities required to put in place a shared service agreement between a public jurisdiction and a military installation.

DELIVERABLES

- ✓ Summary of best practices from existing Community-Military Partnership case studies (as it relates to promoting compatible use)
- ✓ Summary of policies that enable/disallow military-public shared services; recommendations identifying stakeholder roles, responsibilities, and associated challenges with implementing military-community inter-municipal agreements (MC-IMA) (as they pertain to promoting compatible use).



TASK 3 – UPDATE EXISTING LAND USE/ZONING AND BUILDOUT ANALYSES

In consultation with the Technical Advisory Committee, Commission staff will provide an updated buildout analysis within the study area based on the 2012 Cape-wide buildout. The buildout analysis will identify development potential in surrounding residential, commercial, and industrial zoning districts based on state zoning designations. Commission staff will consult with Town Planners on any zoning changes and update existing land use and zoning maps, including any overlay zones adopted by towns since completion of the 2005 MMR JLUS. In consultation with the Commission's Affordable Housing Specialist and Technical Advisory Committee, Commission staff will update maps of proposed/permitted Chapter 40B developments and other existing/planned affordable housing developments within the study area.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ GIS maps/tables of Updated Land Use, Zoning and Buildout Analyses and summary report
- ✓ Updated Chapter 40B Comprehensive Permit/affordable housing map (as discussed in the 2005 JLUS)

TASK 4 – CONVENE POLICY COMMITTEE/TECHNICAL ADVISORY COMMITTEE MEETINGS

Commission staff will facilitate up to three (3) briefings for the Policy Committee at the following stages of the update process: project initiation; analysis and draft recommendations; and, to present the final report. The Policy Committee and/or MMR base commanders will also convene in response to JLUS update progress on an as-needed basis.



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The Cape Cod Commission staff will also facilitate up to two (2) structured dialogue sessions with the Technical Advisory Committee to discuss specific opportunities for shared service provisions. Discussion will focus on, but not be limited to, the following categories:

- Transportation infrastructure (roadways, rail, air);
- Electric and gas utilities operation and maintenance (including renewable energy);
- Water supply and wastewater infrastructure;
- Solid waste and recycling (transfer station and SEMASS);
- Public safety facilities including fire and police;
- Ecological and conservation services.

PROCUREMENT

Commission staff will complete a majority of this task. However, the need for facilitation services is anticipated in the course of convening up to two (2) structured dialogue sessions to discuss specific opportunities for shared service provision.

Additionally, the need for additional legal services is anticipated in the course of preparations for the structured dialogue sessions in order for the MMR JLUS recommendations to be most realistic about the areas of possible inter-municipal public and municipal service sharing.

Finally, the need for additional engineering services is anticipated in the course of assessing (a) capacity in local (not MMR) infrastructure systems, and (b) cost feasibility in sharing capacity.

DELIVERABLES

- ✓ Recommendations for three (3) to five (5) opportunities for Community-Military Partnerships



TASK 5 – ANALYZE EXISTING INFRASTRUCTURE CAPACITY

Commensurate with the budget for the study and utilizing existing reports, Commission staff will update the analysis of existing infrastructure within the study area used for the 2005 MMR JLUS (inclusive of the MMR cantonment). Infrastructure analysis will include the following: wastewater and water supply, solid waste, transportation and storm water utilities for nutrient management. Transportation analysis will be limited to a review of traffic operations and safety at locations where base access/egress intersects with the regional road system.

PROCUREMENT

Commission staff will complete a majority of this task. However, the need for additional engineering services is anticipated in the course of assessing (a) capacity in local (not MMR) infrastructure systems, and (b) cost feasibility in sharing capacity.

DELIVERABLES

- ✓ Summary of existing capacity of utilities and infrastructure on MMR and within study area

TASK 6 – ANALYZE EXISTING/FUTURE LAND USE CONFLICTS

Based on review of MassDevelopment’s unified plan for MMR and discussion with Technical Advisory Committee, Commission staff will identify issues related to existing and future land use on MMR and within the study area, including noise, transportation, regional evacuation and emergency response options, and an alternative energy policy for the study area.

Alternative energy options will be studied mindful of the Department of Defense Siting Clearinghouse requirements and standards published in Title 32,



Code of Federal Regulations, Part 211. Specifically, these regulations seek to advise and guide the process to facilitate the early submission of renewable energy project proposals to the Clearinghouse for military mission compatibility review.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Preliminary report on potential land use conflicts
- ✓ Draft alternative energy policy (in close coordination with the MMR leadership)

TASK 7 – REVIEW SECURITY, ACCESS AND COMMUNICATION POLICIES/PROCEDURES

Commission staff will discuss ongoing MMR security and access issues with the Technical Advisory Committee as well as existing communication policies and procedures between MMR tenants and surrounding communities, including but not limited to the following: emergency management, training activity, violation notices, and proposed development projects.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Communication/coordination strategy between MMR tenants and surrounding communities, including development of web-based tools



TASK 8 – REFINE INTERMUNICIPAL AGREEMENT OPPORTUNITIES

Using the data, analysis and dialogue generated in previous tasks, Commission staff will recommend up to four (4) Community-Military Partnership concepts based on technical assessments and feasibility evaluations (including financial pro-formas) by the Technical Advisory Committee. Each opportunity for a Community-Military Partnership will be evaluated based the following characteristics: operational and organizational structure (including the necessity of a Joint Powers Agreement/Authority); identification of necessary parties; other enabling legislation; base access and general use considerations; contracting and procurement considerations (i.e. 32 CFR Part 33 and OMB – A-87); financial feasibility; timeline for return on investment and milestones; and implementation costs, staffing, management, and required legal instruments.

PROCUREMENT

Commission staff will complete a majority of this task. However, the need for additional legal services is anticipated in the course of preparing a “model agreement” for inter-municipal public and municipal service sharing between MMR communities and the MMR.

Additionally, the need for additional engineering services is anticipated in the course of assessing (a) capacity in local (not MMR) infrastructure systems, and (b) cost feasibility in sharing capacity.

DELIVERABLES

- ✓ Draft feasibility report with recommendations and implementation strategies
- ✓ Model agreement for Community – Military Partnership



TASK 9 – DRAFT RECOMMENDATIONS

Commission staff will prepare for Policy Committee review and approval draft recommendations concerning future land use and zoning within local jurisdictions, characterization of future land use on MMR, and other strategies to address conflicts or needed implementation actions within the study area and identify the responsible party, i.e. local, regional, state or federal government for undertaking such actions.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Summary report on study recommendations

TASK 10 – CONDUCT COMMUNITY OUTREACH

In coordination with ongoing OEA technical assistance, Commission staff and MMR personnel will jointly conduct meetings with military personnel, Planning Boards and Boards of Selectmen/Town Council in the towns of Barnstable, Sandwich, Falmouth, Bourne and Mashpee to present the draft report.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Up to ten(10) briefings at Boards of Selectmen/Town Council/Planning Board meetings



TASK 11 – PREPARE FINAL REPORT

Based on comments received from the community and Technical Advisory Committee on the draft report, Commission staff will prepare a final report for presentation to the Policy Committee including final recommendations, maps and graphics as needed.

PROCUREMENT

Commission staff will complete the entirety of this task.

DELIVERABLES

- ✓ Final report

PROJECT TEAM

Project Manager: Sharon Rooney, AICP – Chief Planner

Patty Daley, Deputy Director

Jessica Wielgus, Commission Counsel

Leslie Richardson – Chief Economic Development Officer

Phil Dascombe – Senior Community Design Planner

Ryan Christenberry, Planner/Renewable Energy Specialist

Tom Cambareri, Water Resources Program Manager

Scott Michaud, Hydrologist

Anne Reynolds, GIS/Systems Manager

Glenn Cannon, Technical Services Director

Clay Schofield, P.E., Transportation Engineer

Lev Malakhoff, Senior Transportation Engineer

Steven Tupper, Technical Services Planner

Paul Ruchinkas, Affordable Housing Specialist



POLICY COMMITTEE

102nd Intelligence Wing

- Col. Anthony Schiavi,
alternate Col. Chris Faux

6th Space Warning Squadron

- Lt.Col. Z. Walter Jackim

U.S. Coast Guard Air Station Cape Cod

- CAPT David Throop

Camp Edwards Training Site

- COL Richard Crivello

Town of Bourne Selectmen

- Earl Baldwin

Town of Sandwich Administrator

- George Dunham

Town of Falmouth Selectmen

- Mary Pat Flynn

Town of Mashpee Selectman

- Michael Richardson

Barnstable County Commissioners

- Sheila Lyons

Mashpee Fire Chief/First Responders

- Chief George Baker

Barnstable County Sheriff

- Sheriff James Cummings

Cape Cod Commission

- Paul Niedzwiecki

Association to Preserve Cape Cod

- Ed DeWitt

Cape Cod Chamber of Commerce

- Matt Lee

At Large Member

- Mimi McConnell

Barnstable Planning Board



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- Jo Anne Miller Buntich
(Director of Growth
Management)
 - TBD
- Falmouth Planning Board*
- TBD
- Bourne Planning Board*
- Dan Doucette
- Mashpee Planning Board*
- David Kooharian
 - Mary Waygan, alternate
- Sandwich Planning Board*

TECHNICAL ADVISORY COMMITTEE

102nd Intelligence Wing

- Lt Col Steve Demianczyk
- Col Chris Faux, alternate

On-Call for technical expertise

- Mr. Kevin Bartsch (CE/GIS),
- Thurman Deane (Environmental),
- Col Tim Mullen (Legal)

U.S. Coast Guard Air Station Cape Cod

- CDR Rendon, CDR Husted

On-Call for technical expertise

- Airport issues (i.e. Noise, airspace restrictions, etc): Kurt Carlson, Pete Jamieson, CDR Husted
- Environmental issues (i.e. Endangered Species, Clean Water, etc.): Elizabeth Kirkpatrick,
- Alternative Energy issues: FE, AFE, Elizabeth Kirkpatrick
- Utilities: CDR Rendon, LT Masson, LCDR Eldridge
- Real Property: Mary-Ellen Wilzcki:
- Legal rep from CG as required for review

Camp Edwards Training Site

- LTC Thomas Harrop, Construction Facility Management Officer MANG Joint Force Headquarters
- LTC Richard Bertone, Deputy Commander MAARNG Training Site Camp Edwards



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- Bill Sullivan, Operations Manager Camp Edwards Environmental & Readiness Center
- CPT John Carney, Director Facilities Management MAARNG Training Site Camp Edwards
- Lynda Wadsworth, Community Outreach Camp Edwards Environmental & Readiness Center

- Town planners from Barnstable, Sandwich, Bourne, Mashpee, Falmouth
- Sean O'Brien, Coordinator, Barnstable County Emergency Planning Committee
- George Heufelder, Director, Barnstable County Department of Health and Environment



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