



RECOMMENDED COMMUNICATIONS PLAN FOR THE SANDWICH COMPREHENSIVE WATER RESOURCES MANAGEMENT PLAN

Prepared for the Town of Sandwich by the Cape Cod Commission
through District Local Technical Assistance funds provided by the
Commonwealth of Massachusetts

December 2017

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INTRODUCTION

In response to a solicitation for District Local Technical Assistance (DLTA) funding, the Town of Sandwich requested technical assistance from the Cape Cod Commission to develop a communications and engagement plan specific to implementation of the Sandwich Comprehensive Water Resources Management Plan (CWRMP).

Sandwich entered into a Community Compact agreement for Citizen Engagement as an Information Technology Best Practice in 2016. Shortly following, the Massachusetts Office of Municipal and School Technology assisted the Town with improving two-way communications between citizens and Department of Public Works (DPW) staff, which included the use of a new citizen request platform and recommendations for best use of the town website and social media. This Communications Plan builds upon all of the work done to date on citizen engagement and supports the Community Compact goal of using technology to improve citizen engagement for wastewater infrastructure project implementation.

For in depth explanations of recommended goals and objectives, please refer to **Goals and Objectives on page 23.**

RECOMMENDED GOALS

The following are recommended goals for the CWRMP Communications Plan:

1. Increase stakeholders' knowledge of regional and local water quality issues, as well as the contents, costs, and benefits of the CWRMP.
2. Increase local recognition for the need for consistent and predictable municipal funding for the CWRMP
3. Build trust, confidence, and buy-in for the Sandwich CWRMP with an open and transparent engagement process.

For in depth explanations of recommended goals and objectives, please refer to **Goals and Objectives on page 23.**

RECOMMENDED OBJECTIVES

The following are recommended goals for the CWRMP Communications Plan:

1. Town staff should hold an **internal meeting** (a) to disseminate CWRMP talking points and encourage the “one voice” from the Town; (b) to establish protocol for engaging with the public on the CWRMP, and (c) to grow support for the CWRMP communications plan.
2. Town staff should **develop and share online communications materials** on the water quality issues, the CWRMP, and stakeholder engagement opportunities in Sandwich.
3. Town staff should hold in-person **meetings and/or workshops with external stakeholders** that address, at minimum, the water quality issues in Sandwich, the CWRMP, its costs and benefits, and the need for consistent municipal funding for wastewater issues.
4. Town staff should **meet one-on-one with key stakeholders** to discuss the CWRMP and pursue mutually-beneficial scenarios that promote collaboration and cost-saving opportunities.
5. Town staff should **develop a “Community Finance 101”** communications piece in advance of May Town Meeting to describe how programs and projects, like those in the CWRMP, are funded in Sandwich.
6. Town staff should **provide estimates of household costs** for the two different CWRMP plan options and under the various financing options available to the Town’s elected officials.

Work plan elements and rationale are described in full detail in the report sections that follow.

12-MONTH SUGGESTED COMMUNICATIONS WORK PLAN

The following is a suggested work plan for January through December 2018. Note that activities listed within each month are not chronological.

JANUARY

Objective 1 Internal Meeting on page 24

See **Town of Sandwich Stakeholders on page 28** for more on key influencers

Public Workshops on page 64

Platforms for Engagement on page 57

MEETINGS/BRIEFINGS:

- Internal staff meeting to review talking points, the CWRMP communications protocol, and establish a media point person
- Schedule one-on-one meetings with key influencers for February, March

PUBLIC WORKSHOP:

- Begin planning public meetings approach for residents: invite attendees and speakers and developing presentation materials
- Schedule meeting spaces for February, March and April
- Recruit public workshop attendees through social media, e-newsletter, Town website, SCTV, flyers/mailings as budget allows

RESOURCE DEVELOPMENT:

- Establish an e-mail address to use for collecting and recording stakeholder feedback throughout implementation of the Communications Plan
- Create a dedicated CWRMP page on the Town website; include links to the CWRMP drafts and any existing resources, news updates related to CWRMP, e-newsletter and social media sign ups
- Begin developing educational materials around town financing: “Community Finance 101”

JANUARY CONT.

See more about the **General Presentation on page 63**

See more in **Objective 6 on page 27** about household cost.

Social Media on page 59

Platforms for Engagement on page 57

- Develop a general presentation on the CWRMP that can be tailored for a wide array of uses; topics should include:
 - The problem (excess nutrients) and its causes (especially Title 5)
 - Existing wastewater solutions in Town and why they are insufficient to resolve the problem
 - Potential penalties for violating federal Clean Water Act regulations; what is the cost of doing nothing?
 - Recommended approaches to resolving wastewater issues and expertise that went into CWRMP Plan B selection
 - Regional and local goal alignment
- Calculate estimates of household costs under various financing scenarios

ONLINE COMMUNICATIONS:

- Create accounts on social media websites and resource websites as needed, become familiar with the requirements and content types for different platforms
 - Create a 12-month schedule of upcoming events, meetings, and public workshop that will need to be advertised through social media
 - Share links to the CWRMP website on Facebook, Twitter, and in the newsletter
 - Recruit/invite subscribers to the e-newsletter and attendees to public meetings
 - Establish a new newsletter or a new section of the Town e-newsletter dedicated to CWRMP-related news, for sharing relevant news articles, upcoming events, requesting feedback, and recruiting meeting attendees
-

FEBRUARY

Recommended presentation and discussion content for meetings/briefings is listed in **Town of Sandwich Stakeholders on page 28**

Public Workshops on page 64

See more about creating **Interactive Maps on page 68**

Platforms for Engagement on page 57

MEETINGS/BRIEFINGS:

- Board of Selectmen
- Sandwich Economic Initiative Corporation
- Sandwich School Committee
- Sandwich Water Quality Advisory Committee
- Sandwich Finance Committee
- Sandwich Community Preservation Committee
- Continue one-on-one meetings with key influencers

PUBLIC WORKSHOP:

- Hold first public workshop. Topics should include the nature of the problem (sources of nutrients, economic and environmental impacts; high-level CWRMP content)
- Engage key influencers for potential creation of Friends Of group(s)
- Seek stakeholder input on Interactive Map – what information and visuals can stakeholders provide to help tell the story?

RESOURCE DEVELOPMENT:

- Tailor general presentation for public workshop
- Continue development of Community Finance 101
- Develop Interactive Map for the Sandwich CWRMP (examples: existing wastewater success stories in Sandwich, identify problem areas with excess nutrients or insufficient infrastructure) (see Interactive Maps section below)
- Press release on public workshops being held in February/March

FEBRUARY CONT.

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, Community Finance 101, presentations
-

MARCH

Recommended presentation and discussion content for meetings/briefings is listed in **Town of Sandwich Stakeholders on page 28**

Public Workshops on page 64

Platforms for Engagement on page 57

Public Review of Town Meeting Articles on page 66

IMPORTANT DATES:

March 31, 2018 - Articles added to Town Warrant

MEETINGS/BRIEFINGS:

- Local Businesses
- Sandwich, Canal Region, Cape Cod Chambers of Commerce
- Sandwich Water District Board
- Continue one-on-one meetings with key influencers

PUBLIC WORKSHOP:

- Hold second public workshop. Topics should include the costs (funding options, including regional collaboration, cost sharing, and municipal finance options) and benefits (reduced costs to School District, maintaining control of implementation) of CWRMP, cost of doing nothing/regulatory action, links between wastewater planning and economic development and other capital needs in Town
- Share Community Finance 101 following the meeting for at-home review

RESOURCE DEVELOPMENT:

- Tailor general presentation for public workshop
- Complete development of Community Finance 101
- Plan and schedule public review of Town Meeting article

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, Community Finance 101, presentations

APRIL

Recommended presentation and discussion content for meetings/briefings is listed in **Town of Sandwich Stakeholders on page 28**

Public Workshops on page 64

Public Review of the Warrant on page 66

Platforms for Engagement on page 57

MEETINGS/BRIEFINGS:

- Host a follow-up internal meeting to review talking points, public meetings, collected stakeholder feedback
- Sandwich Planning Board
- Local Developers
- Realtors groups
- Continue one-on-one meetings with key influences

PUBLIC WORKSHOP:

- Hold third public workshop. Topics should include purpose/benefits of predictable funding source for wastewater; benefits of a holistic long-term solution to funding wastewater infrastructure projects
- Call to attend Town Meeting in May and the public review of the warrant

RESOURCE DEVELOPMENT:

- Tailor general presentation for public workshop
- Press release on May public review of the warrant

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, presentations
-

MAY

Platforms for Engagement on page
57

Note: Evaluating Social Media on
page 61

IMPORTANT DATES:

May 7, 2018 - Town Meeting

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups
- Host a public review of the Town Meeting articles; share the recorded meeting on social media, the Town webpage, and SCTV

RESOURCE DEVELOPMENT:

- Evaluate success of communications plan
- Press releases related to Town Meeting, as needed

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: e-newsletter subscriber recruitment, relevant news articles, upcoming events, presentations
- Include the Town Meeting date in as many communications materials as possible (at public meetings, in the e-newsletter, on social media and the Town webpage) to encourage residents to attend and vote on the Town Meeting articles
- Make Community Finance 101 widely available on social media

JUNE

Platforms for Engagement on page
57

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups

RESOURCE DEVELOPMENT:

- Collaborate with Sandwich Community Television on recording interviews with municipal officials about the CWRMP, its costs and benefits, and municipal funding options

ONLINE COMMUNICATIONS:

- Develop and share online materials around fertilizer management (on Town website, in e-newsletter, on social media)
 - Social media pages, e-newsletter, CWRMP webpage updates: e-newsletter subscriber recruitment, relevant news articles, upcoming events, presentations
-

JULY

**Platforms for Engagement on page
57**

See Sandwich Residents stakeholder
section on **page 30**

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups

RESOURCE DEVELOPMENT:

- Collaborate with Sandwich Community Television on recording interviews with municipal officials about the CWRMP, its costs and benefits, and municipal funding options
- Develop online educational materials on fertilizer management

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: e-newsletter subscriber recruitment, relevant news articles, upcoming events, presentations, fertilizer management information
-

AUGUST

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups

PUBLIC WORKSHOP:

- Plan second wave of public meetings approach for residents: invite attendees and speakers and refine existing presentation materials
- Schedule meeting spaces for September, October and November
- Recruit public workshop attendees through social media, e-newsletter, Town website, SCTV, flyers/mailings as budget allows

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, presentations
- Recruit new group of public workshop attendees for second wave of public outreach

IMPORTANT DATES:

August 1, 2018 - Petitions must be submitted to the Secretary of the Commonwealth for review to add a question to the November 6, 2018 State election ballot.

SEPTEMBER

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups

PUBLIC WORKSHOP:

- Repeat first public workshop with new stakeholder group

RESOURCE DEVELOPMENT

- Refine existing presentation for repeat of first public workshop

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, Community Finance 101, presentations
-

OCTOBER

MEETINGS/BRIEFINGS:

- Continue in-person follow-up meetings with influencers and stakeholder groups

PUBLIC WORKSHOP:

- Repeat second public workshop with new stakeholder group

RESOURCE DEVELOPMENT

- Refine existing presentation for repeat of second public workshop

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, Community Finance 101, presentations
-

NOVEMBER**MEETINGS/BRIEFINGS:**

- Continue in-person follow-up meetings with influencers and stakeholder groups

PUBLIC WORKSHOP:

- Repeat third public workshop with new stakeholder group

RESOURCE DEVELOPMENT

- Refine existing presentation for repeat of third public workshop

ONLINE COMMUNICATIONS:

- Social media pages, e-newsletter, CWRMP webpage updates: public workshop attendee and e-newsletter subscriber recruitment, relevant news articles, upcoming events, Community Finance 101, presentations

IMPORTANT DATES:

November 6, 2018 - State Election

DECEMBER

**Note: Evaluating Social Media on
page 61**

RESOURCE DEVELOPMENT:

- Evaluate communication plan effectiveness against goals/objectives

COMMUNICATIONS PLAN BACKGROUND

THE PROBLEM

Nitrogen is impacting Cape Cod's coastal water quality. Much of the nitrogen entering the Cape's watersheds is from the Title 5 (septic) systems that treat wastewater throughout the region. Too much nitrogen in coastal embayments deteriorates water quality, leading to excess algal growth, low oxygen, and degraded habitat for fish and shellfish. Indirect impacts of degraded water quality include losses in coastal property values and a weakened tourism industry.

These water quality issues are well documented on Cape Cod by the Massachusetts Department of Environmental Protection (MassDEP), the Cape Cod Commission (Commission), and the Massachusetts Estuaries Project (MEP) at the University of Massachusetts Dartmouth. MEP Reports document the impaired water quality in the Cape's watersheds, and ecological damage due to nitrogen loading. The research was used to develop appropriate Total Maximum Daily Loads (TMDLs) by watershed, a calculation of the maximum amount of a pollutant (in this case, nitrogen) that a waterbody can receive and still meet water quality standards. TMDLs approved through the U.S. Environmental Protection Agency (EPA) for specific water

bodies establish enforceable nutrient limits. If exceeded, communities contributing to the excessive nutrient load may be required to develop and implement strategies to achieve the established TMDL.

One significant wastewater issue Sandwich faces involves the Sandwich School District. The District operates three wastewater treatment plants, all of which operate under waivers from MassDEP tertiary treatment requirements. These waivers have been in place for approximately 15 years and allow the plants to continue operating at lower treatment levels. The facilities cannot meet current discharge standards, and all are at or near the end of their useful lifespans. Replacement of these facilities is identified within the town's capital improvements plan.

The lack of wastewater infrastructure is also a limiting factor in developing areas designated for economic development, including Town-held and privately-owned parcels.

DEVELOPING SOLUTIONS

Cost has been a major impediment to wastewater planning on Cape Cod. Local and regional progress towards solving Cape Cod's water quality issues has been made in recent years. The Cape Cod Areawide Water Quality Management Plan (the 208 Plan) redefined the approach to reducing nitrogen; giving municipalities greater flexibility and more funding options to address the problem. The 208 Plan was

certified by Governor Charlie Baker and approved by the EPA in 2015.

The 208 Plan provides new opportunities for communities to manage nitrogen impacts, including the concept of nitrogen credits. This allows towns to negotiate financial or other arrangements to have neighboring communities that share watersheds to cover some or all of a portion of their nitrogen responsibility.

Several towns have developed Comprehensive Water Resource Management Plans (CWRMPs) to address nitrogen issues locally, including the Town of Sandwich.

SANDWICH CWRMP

The Town developed its CWRMP to “guide the improvement of water quality in groundwater, freshwater ponds, and coastal estuaries,” including but not limited to nitrogen TMDLs in certain coastal estuaries.

The CWRMP details existing and forecasted conditions in the Town and describes water resource protection needs, including sanitary needs and water supply and surface water protection. It also identifies and evaluates wastewater management options, building in flexibility to address water quality issues with a variety of methods, strategies, and financing mechanisms. A preliminary implementation schedule is included in the plan as well.

To date, Sandwich’s CWRMP has not relied on tax revenues. A majority of its cost has been covered through a 2010 settlement with Textron Systems for pollution related to the Massachusetts Military Reservation (now Joint Base Cape Cod). The settlement provided \$400,000 for Phase I and II of the CWRMP. In addition to wastewater, the Textron-funded plan was required to cover protection of surface waters, water supply, accommodation of sustainable economic development and mitigation of convenience, aesthetic and economic impacts. The Town’s required match of approximately \$140,000 was provided through in-kind staff support. With the settlement funds nearly exhausted and the plan developed through Phase II, funding options to further develop and implement the plan are being evaluated.

FINANCIAL POSITION AND POLICIES

The Town of Sandwich maintains a AA+ bond rating from Standard & Poor’s, most recently affirmed in the 2016 issuance of \$3.85 million in General Obligation debt. This rating is only one short of the highest given by Standard & Poor’s, AAA. A high bond rating allows communities to borrow money at more favorable interest rates.

A policy analysis conducted by the Massachusetts Department of Revenue’s Division of Local Services and released in August 2017 provides recommendations to strengthen the Town’s already strong position. Among the

goals of the study, requested by the Board of Selectmen, was to develop policies to support an improved bond rating.

Town staff is recommending consideration of the Municipal Water Infrastructure Investment Fund (the Fund), M.G.L. c. 40, § 39M, as a possible resource to address a substantial portion of the initial phase of its CWRMP and create a consistent source of funding. Approved in 2016, the Fund will allow communities to assess a property tax surcharge of up to three percent and dedicate these funds toward municipal wastewater, drinking water, and/or stormwater infrastructure.

These recommendations are under review by the Town administration, and will be prepared for consideration by the Board of Selectmen at a future date.

TOWN MEETING AND THE STATE ELECTION

All Sandwich registered voters are eligible to participate in Town Meeting in Sandwich. To pass articles relative to taxation or borrowing at Town Meeting, 2/3 of those in attendance must vote in support of such measures. If a surcharge allowed for a dedicated wastewater infrastructure fund is presented and approved by Town Meeting, a request would need to be made to the Massachusetts Secretary of the Commonwealth by August 1, 2018 to place a binding question on the ballot for the November 6, 2018 state election. A majority vote decides the question.

COMMUNICATIONS PLAN

In response to a solicitation for DLTA funding, Sandwich requested technical assistance from the Commission to support the development of an outreach plan for the CWRMP. A communications plan will help the Town streamline their outreach process, increase the likelihood of meeting stakeholder needs, identify and manage risks to CWRMP implementation, and build trust and confidence in Town management through an inclusive and transparent outreach process.

Commission and Town staff met to discuss opportunities, objectives, available resources, and past efforts. The Commission also researched past and present citizen engagement processes in Sandwich, and applied best practices and lessons learned from the 208 Plan process throughout the development of this outreach plan.

This document presents a framework for a Communications Plan for the Town of Sandwich's CWRMP. It outlines the Commission's recommendations for goals and objectives, approaches, audiences and resources to engage, and key communications messages and channels to help build support for water quality solutions outlined in the Town's CWRMP. Where possible, recommendations were prioritized in favor of high-impact, low-effort approaches to best leverage the Town's limited staff resources dedicated to communications.

GOALS AND OBJECTIVES

DEVELOPING GOALS AND OBJECTIVES

The recommended Communications Plan should be organized around broad goals and specific objectives. The goals describe what this Plan will try to achieve; objectives define how the goals will be met. These goals and objectives should align with the local and regional planning context.

GOAL RECOMMENDATIONS

1. Increase stakeholders' knowledge of regional and local water quality issues, as well as the contents, costs, and benefits of the CWRMP.

The Town should focus its communication plan on educating residents, local business owners, elected and appointed officials, and other key constituencies (see **Town of Sandwich Stakeholders on page 28**) on the need for and the costs of the CWRMP.

The Town will need a public education process in advance of the Town Meeting in May if funding for the CWRMP is placed on the warrant, and if placed on the state election ballot, again in November. The purpose of this outreach is to provide residents with the information necessary to make informed decisions about the CWRMP. Recommended components of public outreach are listed

under stakeholders' **Key Messages starting on page 28, Talking Points on page 52, and the Platforms section on page 57.**

2. Increase local recognition for the need for consistent and predictable municipal funding for the CWRMP.

Cost remains one of the biggest hurdles to wastewater planning in the Town of Sandwich. The Town should conduct outreach that focuses on educating constituents about municipal financing broadly, as well as financial options available to the Town and the need for a predictable municipal funding source for CWRMP implementation. Concepts such as economies of scale, "the cost of doing nothing," and an explanation of broader economic development goals and existing capital needs should be included.

There should also be recognition of the level of additional financial effort residents and system end users can expect. The Draft CWRMP identifies an additional \$3.37 million in annual revenue to support debt service and programmatic spending in support of the plan. To the extent that these costs have been apportioned and the effects on different users are known, they should be acknowledged and available as part of the Town's outreach.

3. Build trust, confidence, and buy-in for the Sandwich CWRMP with an open and transparent engagement process.

By proactively reaching out to its constituents to explain the CWRMP, the expertise that went into developing it, and the local and regional needs it addresses, the Town should see growing confidence in the proposed CWRMP (and move closer towards meeting Goals 1 and 2 above).

OBJECTIVE RECOMMENDATIONS

- 1. Town staff should hold an internal meeting (a) to disseminate CWRMP talking points and encourage the “one voice” from the Town; (b) to establish protocol for engaging with the public on the CWRMP, and (c) to grow support for the CWRMP Communications Plan.**

The Town should kick off its CWRMP communication plan with an internal meeting to review CWRMP talking points, share existing resources, prioritize communications needs, and to establish protocols for stakeholder engagement.

It would be beneficial to establish one person as the main media contact for the CWRMP, and who would be responsible for planning and posting social media updates, e-newsletters, and Town website updates (see [Platforms for Engagement on page 57](#)). A general social media policy should be shared at this meeting as well (e.g., when and how to engage with constituents, using personal vs. professional social media accounts, ensuring that confidential information is not disclosed, respecting applicable copyright and privacy laws).

Sharing existing resources and prioritizing which ones need to be developed and by whom will be critical to meeting the short deadlines necessitated by the Town Meeting timeline. Leveraging existing resources and internal support for the Communications Plan are essential to its success.

During this meeting, Town staff should create a list of local and regional “key influencers” on water resources, based on the suggested Town of Sandwich stakeholders list (see [page 28](#)). These are individuals who may impact the outcome of CWRMP planning and implementation in Sandwich, and should be engaged early in the outreach process.

This meeting should serve as the kickoff to the Communications Plan and should take place in January 2018.

- 2. Town staff should develop and share online communications materials on the water quality issues, the CWRMP, and stakeholder engagement opportunities in Sandwich.**

Town staff should implement an online Communications Plan to complement its in-person one. Suggested online content includes:

- The impacts and sources of excess nutrients on local water bodies;

- Environmental and economic impacts of excess nutrients;
- CWRMP progress updates: regional collaborations, grant opportunities, accomplishments by both the Town and stakeholders
- Alignment of CWRMP with regional and local goals (especially the 208 Plan and Sandwich Local Comprehensive Plan (LCP));
- Public meeting and event information; and
- Relevant news articles on wastewater planning in Sandwich or elsewhere on the Cape.

Online content should be fact-based, and straightforward, and it should stand alone without narrative explanation. Sharing information-rich primary sources (especially the CWRMP) on the Town website and on social media increases transparency in the decisions that shaped it, and provides information to constituents for informed decisions of their own. Town staff can also engage directly with constituents online, including correcting misinformation as appropriate.

Online channels maximize content exposure and will help grow CWRMP awareness. Partner agencies and collaborating organizations can share these resources with their own constituents, greatly expanding your audience.

Online communications should include Town website updates, social media posts, recorded interviews with municipal officials and experts who helped shape the CWRMP, and an e-newsletter (either a section or standalone) to Town residents and other interested parties. This process should begin immediately following the internal kick-off meeting and be pursued throughout the length of the CWRMP Communications Plan.

3. Town staff should hold in-person meetings and workshops with external stakeholders that address, at minimum, the water quality issues in Sandwich, the CWRMP, its costs and benefits, and the need for consistent municipal funding for wastewater issues.

The Town should share information about the CWRMP in-person to expand understanding of the document and its goals, and to provide decision-making resources to residents, community groups and other stakeholders. Town staff should proactively make themselves available to civic, business, social and other organizations for meetings, presentations, and workshops.

Educational materials provided to such groups must be informational and support the decision-making process for the individuals or groups involved. In addition to a broad overview of the CWRMP, its contents, costs and benefits, and the sources/impacts of water quality degradation, messages should be about the evaluations that went into CWRMP development, how decisions

limited the financial exposure of the Town, and building what's necessary to meet environmental and economic goals. Developing a comprehensive CWRMP presentation is suggested in the [Platforms for Engagement on page 57](#).

Stakeholder groups and key messages for each are described in further detail in the next section, [Town of Sandwich Stakeholders on page 28](#). This process should begin concurrently with online outreach and be pursued throughout the length of the CWRMP Communications Plan.

4. Town staff should meet one-on-one with key stakeholders to discuss the CWRMP and pursue mutually-beneficial scenarios that promote collaboration and cost-saving opportunities.

Some Sandwich stakeholders need additional resources and attention because of their ability to influence wastewater-related decisions in Town. This may be related to their positions as elected or appointed officials, their role on boards or commissions, or their work in economic development or environmental protection. For these “key influencers,” one-on-one meetings to discuss the CWRMP, its potential impacts, and any collaborative or mutually beneficial opportunities to provide information and answer questions are highly recommended.

Discussion points are described in further detail in the next section, [Town of Sandwich Stakeholders on page](#)

28. During the Communications Plan kickoff meeting, Town Staff should develop a list of key influencers based on their local knowledge and expertise, as recommended in [Objective 1 on page 24](#). Some individuals are recommended in the Stakeholder section as well. This process should begin concurrently with the online approach and be pursued throughout the length of the Communications Plan.

These influencers and discussion points are described in further detail in the next section, [Town of Sandwich Stakeholders on page 28](#). This process should begin concurrently with the online and in-person approaches, and be pursued throughout the length of the overall Communications Plan.

5. Town staff should develop a “Community Finance 101” communications piece in advance of May Town Meeting to describe how programs and projects, like those in the CWRMP, are funded in Sandwich.

General information on the community financing process should be developed to help educate Sandwich voters in advance of the May Town Meeting and November election.

This “Community Finance 101” can be built off existing resources at the regional and state level. Some of these guides are listed below in the [Resources section on page 70](#). Recommended contents of a [Community Finance 101](#) are listed in the Platforms for Engagement section on page 66.

The Town should present this information in-person at least once to Sandwich constituents, and make the information available online or otherwise reviewable at their own pace. This information should be developed and shared by March 15, 2018.

6. Town staff should provide estimates of household costs for the two different CWRMP plan options and under the various financing options available to the Town's elected officials.

Providing upfront and easily accessible estimates for project costs, phases and financing options for the CWRMP would ease “sticker shock” in a Town already sensitive to high taxes. Contextual information should be presented about project funding options and the effects of each to adequately prepare decision makers. This information can be shared with the Board of Selectmen and other officials who engage with constituents to use as talking points in CWRMP discussions.

Communications materials on funding options and finance impacts to the Town and its taxpayers should be fully developed and shared before March 15, 2018.

TOWN OF SANDWICH STAKEHOLDERS

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Targeted outreach messages and methods will be based on the needs and interests of stakeholder groups. These groups should broadly include:

- people directly involved in CWRMP planning and implementation;
- those who will enjoy the benefits and/or bear the costs of the CWRMP;
- potential collaborative and partner agencies and organizations; and
- governance bodies responsible for deciding and enforcing related policies and regulations.

It may be helpful to prioritize stakeholder groups based on their level of influence and/or interest they may have in the CWRMP. Some individuals or groups may just need to be informed about the plan and its contents; others may warrant consultation or collaboration. Cross-promoting CWRMP materials with other agencies will help Town staff build and expand their audience.

The following is a prioritized list of anticipated stakeholders for the Town that may be affected by or somehow contribute to the CWRMP and its implementation.

Sandwich Board of Selectmen

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Board of Selectmen is the chief policy-making body and executive board of the Town, and sets guidelines for the preparation of the annual budget. The Selectmen are also responsible for setting Town Meeting warrant articles.

CWRMP OPPORTUNITIES

The Board recognizes the need to address wastewater issues in Sandwich. Sandwich has the highest average residential tax rate in Barnstable County, and the Board is sensitive to issues of cost and taxation. In part, this has led to cost containment decisions and deferred capital spending over the past 10 years.

KEY COMMUNICATIONS MESSAGES

Town staff should present clear and simplified information covering (a) the contents of the CWRMP, (b) why this particular plan was chosen; (c) funding options available to the Town; and (d) financial impacts of these funding options on Sandwich households.

The Board of Selectmen can help Town staff anticipate CWRMP challenges and constituent concerns, so they can anticipate and proactively respond to these questions and concerns.

Sandwich Residents

CURRENT STRUCTURE AND ROLE IN SANDWICH

Sandwich has approximately 20,500 year-round residents. Sandwich has a higher percentage of year-round residents than the rest of Cape Cod, with fewer seasonal homes and a higher proportion of those commuting off-Cape for work. The number of households has grown by more than 30% since 1990, outpacing County-wide household growth by 10%.

There are currently no known organized groups of Sandwich residents that work to influence water resource decisions in Town. There are two areas that may be more heavily impacted by the CWRMP, South Sandwich and Forestdale.

All voters are open to participate in Town Meeting in Sandwich. To pass articles relative to taxation or borrowing at Town Meeting, 2/3 of those in attendance must vote in support of such measures.

CWRMP OPPORTUNITIES

Conducting outreach to Sandwich residents will be a significant component to the CWRMP Communications Plan (see **Public Workshops on page 64**) They have decision-making roles in financing the CWRMP by voting at Town Meeting in May 2018, the November 2018 election and all future funding decisions relative to CWRMP implementation.

Town staff should host a series of presentations in Sandwich that walk residents through the CWRMP and respond to questions and concerns. Content should be comprehensive but high-level, and residents should be given the opportunity to provide meaningful feedback on the CWRMP whenever possible.

Sandwich Residents Continued

Based on the CWRMP, it's expected that South Sandwich and Forestdale Residential Areas will be more heavily impacted than the rest of the Town. Additional targeted outreach in those areas may be beneficial. Town staff can also give presentations to civic groups (e.g., Kiwanis, Rotary) or similar organizations to expand their reach to a broader network of stakeholders.

Town staff should employ both online and in-person approaches to reaching out to Sandwich residents.

KEY COMMUNICATIONS MESSAGES

Outreach targeted to Sandwich residents should include:

- General overview of the CWRMP, including what research and expertise was leveraged to develop this plan;
- Information on the sources and the economic and environmental impacts of excess nutrients on water quality;
- Potential consequences of taking no action to address these issues;
- Municipal funding options, including costs and benefits to each and implications for homeowners (both on and off sewer);
- Opportunities for residents to participate in resolving this issue, including fertilizer management, ensuring septic systems are operating properly, and organizing efforts to support CWRMP implementation; and
- Benefits to the school system (cost avoidance) for related wastewater-infrastructure needs.

The Town should determine what feedback would be most helpful to collect at the public workshops, such as the feasibility of support for different financing options and ways to encourage residents to reduce their home's impact on the Town's water resources.

Local Businesses

CURRENT STRUCTURE AND ROLE IN SANDWICH

Of all the 15 towns on Cape Cod, Sandwich's population is the least seasonal; that is, it has the highest percent of year-round residents relative to total population. Because of this, residential neighborhoods are well established in Town and local businesses are primarily year-round. Most businesses in Sandwich rely on traditional septic systems and/or cesspools for wastewater management.

CWRMP OPPORTUNITIES

Commercial businesses will eventually share the cost burden of the CWRMP with the Town. Additionally, investments these entities make into innovative and alternative wastewater technologies or commitments they make to reduce fertilizer use also benefit the Town as a whole. These actions could amount to significant changes in Town-wide nitrogen reduction responsibility.

Outreach to local businesses may require more time and effort because of their decentralized nature. The local Chambers of Commerce or other business associations may be able to assist the Town with outreach to local businesses, either through their membership directory, e-mail lists, sharing flyers/mailers, or by hosting Town staff for one or more in-person meetings.

KEY COMMUNICATIONS MESSAGES

Local businesses should be given the opportunity to provide meaningful feedback on the CWRMP, its implementation, and approaches to financing the Plan.

Local Businesses Continued

Local business owners will need a general overview of the CWRMP, the sources and impacts of degraded water quality, the CWRMP's costs and benefits, regulatory impacts and costs of taking no action, and links to economic development opportunities. As they will be impacted by CWRMP implementation, they should also be made aware that new and upgraded infrastructure may be a major impetus for commercial growth in Town.

Sandwich School District

CURRENT STRUCTURE AND ROLE IN SANDWICH

There are four public schools in the Town of Sandwich – Forestdale School, Oak Ridge School, the STEM Academy, and Sandwich High School. These schools are governed by a School Committee of seven elected members.

The Sandwich School Committee’s primary responsibility is to establish the purposes, programs, and procedures that will best produce the educational achievement needed by Sandwich students, while also being responsible for wise management of resources available to the school system. The Committee fulfills these responsibilities by functioning primarily as a legislative body, including formulating policies pursuant to these responsibilities.

The Sandwich School District is responsible for monitoring, maintaining, and improving the District’s facilities and grounds, and for maintaining compliance with applicable government regulations and laws.

CWRMP OPPORTUNITIES

One of the School Committee goals in 2016-17 and again for 2017-18 was to support infrastructure projects in the School District (e.g., advocate for additional allocation of funds for Facilities and Technology, both from the Capital Fund and from the Town of Sandwich, and from funds from the District’s general operating budget).

Three Sandwich schools have wastewater treatment facilities (WWTFs) that are approaching the end of their design life; the estimated cost to upgrade and/or replace them is approximately \$30 million. The CWRMP recommends as part of Phase I that the Forestdale School WWTF and the Oakridge School system be connected to the new advanced WWTF; and the Oak Ridge School WWTF

Sandwich School District Continued

be connected to the existing Sandwich High School WWTF, which would be upgraded.

The School District could be a dedicated supporter of the CWRMP as it advocates for coordinated, Town-wide wastewater solutions that would likely result in substantial cost savings to the District as it pursues solutions for the schools' degraded WWTFs.

KEY COMMUNICATIONS MESSAGES

The School District will need a general overview of the CWRMP, the sources and impacts of degraded water quality, the CWRMP's costs and benefits, regulatory impacts and costs of taking no action, and mutual goals and connections between the Town's and District's infrastructure needs.

The School Committee could be a strong natural ally for the Town due to the cost avoidance the CWRMP could provide the district, and could potentially serve as a resource for broader outreach and engagement (e.g., sharing educational resources and online communications with parents)

Sandwich Economic Initiative Corporation

CURRENT STRUCTURE AND ROLE IN SANDWICH

The mission of the Sandwich Economic Initiative Corporation (SEIC) is to advocate and facilitate Smart Growth and Sustainable Development in accordance with the Town's LCP, and to sustain and stimulate economic opportunities that will enhance the quality of life for Sandwich. The organization is charged with expansion of the Town's tax base, creating jobs, and promoting services for Sandwich citizens.

The SEIC is a volunteer group with nine voting members, each serving for terms of three years. Three members are appointed by the Board of Selectmen, the Sandwich Chamber of Commerce has one appointment, and there are five members at-large that represent Economic Development, Finance, Real Estate, Retail, and Business.

CWRMP OPPORTUNITIES

The SEIC could play a role in liaising with the local business and development community on CWRMP issues, and helping to build the audience for CWRMP outreach.

It has previously advocated for public-private partnerships as a potential solution to wastewater infrastructure issues in Sandwich.

KEY COMMUNICATIONS MESSAGES

Town staff should meet with SEIC to review the CWRMP, as needed, and to discuss mutual goals and the connections between water resource planning and economic development. The Town could suggest ways the SEIC can engage local businesses and developers and help build the CWRMP audience. For

Sandwich Economic
Initiative Corporation
Continued

example, the Town could recommend that the SEIC take the lead on formation of a business association to better coordinate economic development efforts in the area, and may consider what town resources it could offer the SEIC towards that end.

Sandwich Finance Committee

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Finance Committee's primary statutory responsibility is to advise and make recommendations to Town Meeting on the budget and other financial matters. The Finance Committee reviews the proposed budget submitted by the Town Manager and forwards it to the Board of Selectmen with its recommendations. The Committee has nine members, appointed by the Moderator, with each member serving a three-year term.

CWRMP OPPORTUNITIES

The Town should seek out the support of the Finance Committee when proposing a financing plan for the CWRMP.

The Committee can make recommendations about what goes on the Town's warrant in advance of the annual Town Meeting. They also have the technical knowledge and ability to add value to the evaluation of which financing option(s) would work best for Sandwich.

Additionally, the Finance Committee could help engage and educate stakeholders in Town, both on how municipal financing works and how CWRMP projects may be funded. Committee members could be invited as speakers at public workshops, for example.

KEY MESSAGES

Town staff should meet with the Finance Committee to discuss municipal financing options available for CWRMP implementation. Committee feedback and input would be invaluable and legitimizing for future financing discussions.

Sandwich Finance
Committee Continued

Town staff should also ensure that the Committee shares an understanding of general CWRMP information (the problem and cause, consequences of no action, proposed solutions and financial implications, etc.) before recommending citizen engagement, perhaps through sharing the talking points developed for this report.

Sandwich Water Quality Advisory Committee

CURRENT ROLE AND STRUCTURE IN SANDWICH

The Sandwich WQAC advises the Board of Selectmen and coordinates efforts with Town Committees, Staff, and abutting communities to protect and enhance the groundwater, surface waters, watersheds, and estuaries in Sandwich. The committee is made up of key individuals from the Board of Health, Planning Board, the Water District, the Board of Selectmen, and other community leaders. The full-time staff person on the committee is the Town's Director of Public Health.

CWRMP OPPORTUNITIES

The WQAC provided significant effort and input into the CWRMP planning process, and recommended the plan that CWRMP sets forth. Because of the knowledge and background of the Committee members, these individuals could be a helpful resource for conducting community outreach.

WQAC members could be invited to speak at the public workshops to describe different options for wastewater solutions available to the Town, and why the selected plan was the best fit based on the evaluative criteria (as outlined in Section 6 of the CWRMP).

KEY MESSAGES

The WQAC can be passively informed about CWRMP milestones and progress through online channels, such as the Town website and e-newsletter.

Sandwich Water District Board

CURRENT STRUCTURE AND ROLE IN SANDWICH

Approximately 68% of the demand from homes and business in Sandwich are served by the Sandwich Water District, which withdraws water from the Sandwich Harbor, Scorton Creek, Three Bays, and Waquoit Bay watersheds and distributes it across town. The Water District has its own District Annual Meeting and tax authority. The staff reports to a Superintendent, and there are three elected members on the Board of Water Commissioners.

CWRMP OPPORTUNITIES

In the past, the members of the Board of Water Commissioners have not been deeply engaged in the CWRMP process. The Superintendent is considered a “key influencer” on water resource-related topics in Sandwich.

KEY MESSAGES

Town Staff should meet with the Board of Water Commissioners to better understand how members view the board’s role in the CWRMP process, and to seek collaborative opportunities where district expertise can be leveraged to grow support for the CWRMP.

Chambers of Commerce

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Town is part of three Chambers of Commerce:

The Cape Cod Canal Region Chamber of Commerce represents Bourne, Sandwich, and Wareham. It markets Sandwich broadly to tourists, and refers thousands of tourists to local businesses. The Sandwich Chamber of Commerce supports, recruits, markets, and promotes existing and potential businesses, producing and distributing local guidebooks and implementing town-specific advertising campaigns.

The Cape Cod Chamber represents all 15 towns on the Cape. It hosts networking and tourism-oriented events, advocate for and market local businesses, and serve as a resource center for new and potential businesses.

CWRMP OPPORTUNITIES

There are opportunities through all three Chambers to engage the local business community and promote the link between wastewater planning and economic development. The Town could give educational presentations to Chamber members, and seek mutually-beneficial projects that meet both CWRMP and economic development goals for Sandwich.

The Town should develop and share educational resources (e.g., flyers, presentations) for the Chambers on CWRMP content, costs/benefits, and opportunities for engagement (e.g. attending public meetings, following on social media, subscribing to the e-newsletter) that can be shared more broadly with Chamber networks.

Chambers of Commerce Continued

KEY MESSAGES

Outreach directed towards the Chambers should give a general overview of the CWRMP and the sources and impacts of degraded water quality, and review what opportunities its implementation creates for economic development. For example, there are targeted areas in Sandwich that will be more amenable to growth once new and/or upgraded infrastructure is in place.

The Town should communicate to the Chambers how the commercial sector would share the plan's costs.

The Chambers can help Town staff anticipate CWRMP challenges and local business owners' concerns to anticipate and proactively respond to these questions and concerns.

Local Developers

CURRENT STRUCTURE AND ROLE IN SANDWICH

Developers play a key role in economic development, and long-term plans such as the LCP, Long-Range Plan, and the CWRMP provide guidance to developers on how and where to invest their resources. There are no known organized groups of developers in Sandwich.

CWRMP OPPORTUNITIES

The Town has taken a proactive approach in working with existing and prospective developers, with the 2009 LCP recommending that the Town continue to improve its communications with the business community and developers, and creating incentives (such as tax credits and regulatory reforms) to encourage development that aligns with climate change goals.

Some Town officials have suggested public-private partnerships as a method of reducing wastewater costs to the Town.

KEY MESSAGES

Outreach directed towards developers should give a general overview of the CWRMP and the sources and impacts of degraded water quality, and review what opportunities its implementation creates for economic development. For example, there are targeted areas in Sandwich that will be more amenable to growth once new and/or upgraded infrastructure is in place.

The Town should communicate to developers how the commercial sector would share the plan's costs.

Realtor Groups

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Cape Cod & Islands Association of Realtors, Inc. is “the voice of real estate” for Cape Cod, Martha’s Vineyard, and Nantucket. It’s a 501(c)6 organization that is governed by a 13-member Board of Directors elected from its membership. There is also a Realtors group in Sandwich.

CWRMP OPPORTUNITIES

Real estate, as with economic development, is closely linked to water resource protection. Large-scale infrastructure projects may affect the tax rate for all residents, but may also affect homeowners that will be located on or near sewer infrastructure.

KEY COMMUNICATIONS MESSAGES

Outreach efforts to Realtor groups should include one or more in-person presentations that focus on (a) the nature of the problem (especially how Title 5 systems contribute to the issue), (b) how water quality has been shown to impact real estate values (e.g., the Cape Cod Commission’s Three Bays study), and (c) a broad overview of the CWRMP, including ways in which the CWRMP addresses these issues. The Realtor groups can help Town staff anticipate CWRMP challenges and homeowners concerns to anticipate and proactively respond to these questions and concerns.

“Friends of” Pond Groups

CURRENT STRUCTURE AND ROLE IN SANDWICH

“Friends of” groups are non-profit organizations established to preserve, protect, and enhance natural resources, often conducting fundraising activities and supporting research to further their mission.

There are currently no “Friends of” ponds groups based specifically in Sandwich, although there is a region-wide group, the Cape Cod Pond and Lake Stewardship (PALS) program, developed by the Commission to coordinate pond-related activities among citizen groups and non-profits working towards water resource protection. PALS plays a role in tracking water quality on Cape Cod, providing data that informs water resource planning efforts.

CWRMP OPPORTUNITIES

Independent “Friends of” groups would be an asset during CWRMP implementation and water quality issues more broadly. Along with raising awareness of water quality issues in Sandwich, such groups could provide a local, but external review of town and citizen actions.

Establishment of free-standing “Friends of” groups to help grow grassroots support for water resource protection is beyond the scope of Town staff. However, this recommendation could be shared with stakeholders in the public workshop meetings who are interested in deeply engaging with water resource protection opportunities in Sandwich.

KEY MESSAGES

The Town should provide resources for individuals or groups are interested in water resource protection in Sandwich.

Sandwich Community Preservation Committee

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Town levies a community-wide, 3% property tax surcharge (the maximum allowable under the law) for Sandwich's Community Preservation Fund that can qualify for state matching funds, and can be used for the acquisition, creation, and preservation of open space, among other things.

CWRMP OPPORTUNITIES

The Town should work collaboratively with the Community Preservation Committee to align open space and water resource protection goals in Sandwich. Discussions with this Committee may be sensitive, however, as Town officials may consider options for wastewater funding that would impact the Preservation Committee's funding.

KEY MESSAGES

The Town should meet with the Sandwich Community Preservation Committee to discuss the contents of the CWRMP, municipal finance options available to the Town, mutual resource protection goals, and opportunities for goal alignment during CWRMP implementation.

Sandwich Planning Board

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Planning Board is responsible for hearing applications to subdivide property, site plans from commercial development, and several types of special permits. The Board is elected for three-year terms and consists of seven regular

Sandwich Community
Preservation Committee
Continued

members. The Board has one representative on the WQAC that helped develop the Plan.

CWRMP OPPORTUNITIES

There are no expected zoning changes proposed as part of the CWRMP, but Town Staff should engage the Planning Board in discussions about aligning water resources plan goals (i.e., infrastructure) with the Town's Long-Range Plan.

KEY MESSAGES

Town Staff may meet with the Planning Board to discuss the CWRMP in general, its contents, and its costs and benefits. The Planning Board can help Town staff anticipate CWRMP challenges and constituents' concerns, so they can anticipate and proactively respond to these questions and concerns.

Sandwich Capital Improvement Planning Committee

CURRENT STRUCTURE AND ROLE IN SANDWICH

The Capital Improvement Planning Committee has five members that are appointed by the Town Moderator for a one-year term (one member of the Finance Committee and four members at-large). The Town Manager serves as an ex-officio staff member without the right to vote.

The Committee is charged with defining and studying all proposed capital projects and improvements involving major tangible assets and projects; considering the relative need, impact, timing, cost, and funding methodology of these expenditures, and the effect that each will have on the financial position of the Town; and preparing an annual report and capital budget, forecasting forward five years.

CWRMP OPPORTUNITIES

The Capital Improvement Planning Committee should be apprised of key information through online communications, and Town staff should remain responsive to requests for information and presentations.

KEY MESSAGES

The Capital Improvement Committee can be passively informed about CWRMP milestones and progress through online channels, such as the Town website and e-newsletter

MA Department of Environmental Protection

CURRENT STRUCTURE AND ROLE IN SANDWICH

MassDEP is the state agency responsible for ensuring clean air and water. It has regulatory oversight through its MEPA (Massachusetts Environmental Policy Act) unit over comprehensive wastewater management plans.

CWRMP OPPORTUNITIES

The Sandwich CWRMP will be among the first reviewed under a streamlined regulatory process through MassDEP and the Cape Cod Commission. The intermunicipal agreement between Mashpee and Sandwich is likewise the first of its kind. These actions help establish Sandwich as a leader in new regulatory options that can lower costs and speed results.

KEY COMMUNICATIONS MESSAGES

MassDEP staff should be apprised of key information through online communications, and Town staff should remain responsive to requests for information and presentations.

US Environmental Protection Agency

CURRENT STRUCTURE AND ROLE IN SANDWICH

The EPA is the federal agency responsible for protecting human health and the environment. The EPA's responsibilities include developing and enforcing environmental regulations, giving grants to other organizations to further the EPA's mission, studying environmental issues, and more.

CWRMP OPPORTUNITIES

US EPA was party to a 2014 settlement agreement with the Conservation Law Foundation requiring specific actions by other agencies, including MassDEP and the Cape Cod Commission, regarding development of the Section 208 Plan Update. Its interest in the success of the new regulatory and technology options remains high. Its regulatory role in the Sandwich CWRMP is in the issuance of a National Pollutant Discharge Elimination System (NPDES) permit for the contemplated WWTF.

KEY COMMUNICATIONS MESSAGES

EPA staff should be apprised of key information through online communications, and Town staff should remain responsive to requests for information and presentations.

RECOMMENDED TALKING POINTS

QUICK GUIDE

» What is the CWRMP?.....	53
» Why do we need a CWRMP?	53
» What happens if we do nothing?.....	53
» Why are we acting now?	53
» What are the major components of the CWRMP?	54
» What are the benefits of the CWRMP?	55
» What are the costs of the CWRMP?	55
» What costs will homeowners be responsible for?	55
» How will the CWRMP be paid for?	55
» Why and How was this plan selected?.....	55
» How and Where can I provide CWRMP feedback?	56

Fact-based talking points allow the Town staff and municipal officials that interface with stakeholders to present a “united front” on the CWRMP, and ensure consistent message delivery to constituents. The talking points don’t need to be communicated verbatim, but should consistently inform outreach and engagement with all stakeholders.

This list can serve as the basis for educational outreach to residents, media and interested citizens; be used to anticipate and respond to common concerns and questions about CWRMP; and frame decisions that the Board of Selectmen and Town Meeting members will be asked to make relative to the CWRMP.

These should be refined and shared throughout the Communications Plan implementation.

What is the CWRMP?

- CWRMP stands for Comprehensive Water Resource Management Plan
- It is a town-wide effort to address the Town's responsibilities for surface water protection, public water supply, wastewater disposal, and stormwater

Why do we need a CWRMP?

- The CWRMP addresses three facets of water quality needs – drinking supply, wastewater and stormwater – in a comprehensive manner.
- The plan is intended to improve and maintain public and private water supply, fresh water ponds and streams and salt water/estuarine systems
- An approved CWRMP is required to access low interest loans from the Massachusetts Clean Water State Revolving Fund (SRF). The SRF is a state-wide funding source for wastewater-related infrastructure.
- *Note: When engaging with stakeholders, Town officials and staff should focus on the need for the Plan and its benefits, not the 'one answer' on how to accomplish wastewater compliance.*

What happens if we do nothing?

- MassDEP and US EPA can require compliance, which will be more expensive and out of the Town's control.
- Environmental and economic impacts of degraded water quality affect tourism and shellfishing industries. Property values may decline around embayments with degraded water quality.

Why are we acting now?

- Alignment with regional plans (e.g., 208 Plan, Sandwich LCP, Long-Range Plan)
- Sandwich School Department's three wastewater treatment plants are currently operating under waivers from MassDEP with tertiary treatment requirements; these facilities cannot meet current discharge standards, and all are at or near the end of their useful lifespans
- Pro-active approach to increasing economic development and expanding local tax base
- Avoiding loss of control to US EPA and MassDEP

What are the major components of the CWRMP?

- The recommended plan is divided into three phases and is spread over 60 years
- The phases are designed to be evaluated every five years to chart progress toward water quality goal, allowing for plan adjustments during implementation

PHASE 1 (BEGINS 2020)

Addresses critical program building blocks for north-facing and south-facing watersheds

Provides collection system and WWTF and related infrastructure

Early progress focuses on south-facing watersheds and some non-traditional elements

Includes measures that have already been implemented since MEP reports were completed

PHASE 2 (2037-2057)

Expands Phase 1 to address needs in the north-facing watersheds, and increase TMDL compliance in the south-facing watersheds

PHASE 3 (2057-2077)

The “traditional back-up plan” if non-traditional measures are not as effective as anticipated (Phase 3 not needed if non-traditional measures *are* effective)

All areas in Sandwich could be reevaluated in the future through adaptive management

What are the benefits of the CWRMP?

- **Economic:** Fixing a Town-wide problem for the same cost as fixing just the schools (e.g. cost avoidance for school facilities); Less costly than other plan options.
- **Good Government:** Building a local control solution, rather than wait for outside forces to impose one; Alignment with local and regional environmental and economic development goals; Adaptive management process that allows for flexible decision-making.
- **Environmental:** Relieving nitrogen impacts to coastal waters.
- *Note: Town staff should emphasize that the CWRMP's adaptive management structure means that adjustments can and will be made throughout the Plan's implementation to keep costs down and ensure water quality standards are being met.*

What are the costs of the CWRMP?

- To date, planning for the CWRMP has been covered by the \$400,000 Textron Systems settlement of 2010
- MEP reports calculate nitrogen contribution by Town for the watersheds on the Cape; costs can be shared among municipalities that contribute to the nitrogen load when working on a watershed level

What costs will homeowners be responsible for?

- The Town is currently seeking funding to being Phase I of the project, which addresses the most critical water resource needs in the Town, such as the School WWTFs already working beyond capacity
- Depending on their location, some homeowners may need to pay to hook up to new sewer infrastructure

How will the CWRMP be paid for?

- The Town will vote in 2018 at Town Meeting and again during the State Election on an option to create a consistent, dedicated municipal fund to pay for the CWRMP, these costs will be spread among all Sandwich residents and over the course of 60 years
- The Town continues to aggressively pursue grants and low- or no-interest loans from state and federal sources that will reduce impacts to Sandwich taxpayers

Why and How was this plan selected, and were alternatives considered?

- Plan A vs. Plan B – Plan B was less costly, had more opportunity for regional collaboration

- WQAC expertise and local knowledge
- *Note: Demonstrate the extensive work that went into identifying and evaluating Plan options, and how local expertise and best practices went into developing the CWRMP.*

How and Where can I provide CWRMP feedback?

- Comments and feedback will be collected at public workshops and presentations
- A CWRMP-specific email address gives stakeholders the opportunity to provide feedback at any time
- *Note: Stakeholders should feel like their concerns about the CWRMP are being addressed, and should understand there is still flexibility and adaptability built into the CWRMP. The Town may wish to highlight key questions on which they are seeking input to focus conversations on the flexible portions of the Plan, where stakeholders' suggestions will be most useful and impactful.*

PLATFORMS FOR ENGAGEMENT

The following is a list of potential communications channels for engaging with the stakeholder groups recommended above, prioritized based on the most high-impact, low-effort initiatives.

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TOWN CWRMP WEBSITE

The Town should dedicate a webpage on the Town website (<http://sandwichmass.org/>) to its CWRMP efforts. The current website is being upgraded and updated, and the Town should take advantage of its improved functionality to promote the CWRMP.

The webpage should include a CWRMP download link(s), either as one document or in separate chapters; information about upcoming events and presentations; a link to sign up for future updates and event information (e.g. the e-newsletter), and an email link to provide feedback on the CWRMP.

208 WEBSITE EXAMPLE

The Cape Cod Commission has a 208 Plan-focused webpage created during the Plan's development, available at www.capecodcommission.org/208. Page visitors see (a) a video overview of Cape Cod's nitrogen problem, and how the 208 Plan addresses the impacts of excess nutrients; (b) recent news articles and presentations on the 208 Plan; (c) download links for the Plan and Implementation Report; and (d) links to related websites where they can find out more about implementation, ongoing projects, and past conference proceedings.

E-NEWSLETTER

There are nearly 2,000 existing subscribers to the town's e-newsletter, which is published weekly. Although the newsletter covers a wide range of topics, subscribers are likely highly interested in Sandwich-specific information. Residents that are already somewhat engaged or interested in local issues may be interested in attending meetings about or providing feedback on CWRMP-related topics.

The Town may want to create a CWRMP-dedicated subsection to the newsletter, and include local events and presentations, website updates, and educational materials in its weekly updates. However, because the purpose of the newsletter is more general, staff may want to limit the amount of water resource-related information included in each edition.

Alternatively, the Town may consider a less-frequent, but water resource-specific e-newsletter. Additional information that could be shared as time and resources allow include links to related news articles, interviews with key influencers in Sandwich, and Plan progress and updates. Town staff should weigh the costs and benefits of starting a subscriber list from scratch, in this instance.

In either case, Town staff can encourage visitors to sign up through social media, on the home page of the Town website, and by bringing newsletter sign-up sheets to in-person meetings.

CWRMP EMAIL ADDRESS

The Town should dedicate a monitored, general email address as a simple method for collecting stakeholder feedback throughout the Communications Plan. The email address should be shared or linked on the Town website, on social media, and in the e-newsletter, as well as in the public workshops. As time and resources allow, Town staff should reply to comments and concerns and share these responses in online communications channels as appropriate. Feedback may be addressed individually or collectively, for critical arguments or frequently asked questions.

SOCIAL MEDIA

Social media is one of the most popular low-cost, high-impact communications approaches available. Municipalities can communicate and engage with their constituents on platforms such as Facebook, Twitter, Instagram, YouTube, and more.

Sandwich currently has official municipal pages on Facebook and Twitter, as advertised on the Town website. SCTV has a YouTube channel for sharing its video content, including interviews with municipal officials and community members and special town meeting announcements.

FACEBOOK

Facebook is the most popular social media site, with nearly 80% of all online Americans using Facebook. Seventy-six percent of users in the U.S. log in daily, making Facebook a convenient option for connecting to many people at once.

The Town has an official Facebook Page with over 2,3000 followers and/or likes. Posts on the Town's Page cover community news such as school notices, recreation and permit information, and closure and election reminders.

Suggested content for CWRMP-related information includes:

- Event information for public workshops;

- Recordings of Board of Selectmen meetings and interviews with Sandwich officials (see **Recorded Interviews on page 67** below), or other short videos on CWRMP-related topics;
- Public service announcements about ways Sandwich residents can reduce their household impacts on wastewater, such as minimizing fertilizer use;
- Educational materials created throughout the outreach process; and
- Sign up opportunities for Sandwich's e-newsletter

The goal for Facebook should be to encourage your followers to engage with your content, through liking, commenting, or reposting it to their personal page. This engagement grows your potential audience and amplifies your message.

Municipal staff that engage with people on Facebook need to be cautioned against users that are deliberately disruptive, however. Having set responses in place (e.g., the **Recommended Talking Points on page 52**) is helpful, but some users are set on acting provocatively regardless of the response. It's important to pre-emptively set guidelines around social media use for both Page Managers and Followers (e.g., no discriminatory or hate speech) that can be enforced if the need arises. Above all, avoid public, emotional arguments with users and

adhere to fact-based information in your social media engagement.

TWITTER

Twitter is known for its short-content format, called “tweets” - now up to 280 characters per post - and is often considered a source for breaking, up-to-the-minute news updates.¹

The official Twitter account for the Town has just over 200 followers. Tweets include meeting, election, and closure reminders, information about traffic and parking impacts, and ways to share feedback on municipal plans (e.g., the recent bike plan). Twitter and Facebook accounts can be linked such that content shared on Facebook can be automatically shared to Twitter.

Recommend CWRMP-related content to share on Twitter includes:

- Event information and links to event and newsletter sign-up forms;
- Updates to the e-newsletter and Town website;

- Informal polls of your followers to gauge their response to different topics
- Links to wastewater-related news articles for Sandwich and elsewhere on the Cape

Twitter followers generally engage more readily with posts that have associated multimedia – links, photos, infographics, or videos.

Note: Hashtags

Hashtags are keywords or phrases that make it easy for users to find relevant content by placing content into searchable, relevant categories. Hashtags can be used on both Facebook and Twitter, and each post can use more than one hashtag.

Town staff could choose a hashtag to associate with the CWRMP, so that all content shared by the Town and/or reposted by users can be linked and easily found by clicking on the hashtag. There are no set rules to creating one, but useful ones are generally short, unique to the topic, and easy to remember.

Note: Managing Social Media

Like many towns, Sandwich has limited time and resources to devote to social media management, so a set

¹ American Press Institute, 2015. <https://www.americanpressinstitute.org/publications/reports/survey-research/how-people-use-twitter-in-general/>

of protocols, ground rules and expectations around its use should be set early on. Town staff should decide on some basic rules governing social media use, such as, will one person be responsible for sharing content or will multiple people have access? Some recommended points to include in a Social Media policy are listed in the objectives above.

Importantly, the Town's social media manager(s) should always ensure that 'official' accounts for the Town are used to share content (not personal accounts), and the Town must maintain an archive of posts (social media communications fall under the State and local public records laws).

Social media can be planned and scheduled in advance through tools like Hootsuite and Buffer (some subscriptions require a paid account), which can help social media managers be more efficient and deliberate in their postings. Preparing posts ahead can also help managers break complex topics into manageable components.

Note: Evaluating Social Media

Social media websites provide information and data points on engagement with your content. To understand the effectiveness of online engagement, it may be useful to track simple metrics such as the number of followers on Facebook and Twitter, the number of "impressions" on

social media posts (number of people who have seen your content), and the number of e-newsletter subscribers or visitors to the Town's CWRMP webpage. These numbers can be compared at the beginning, middle, and end of the Communications Plan to evaluate how much you've built your audience, and how their interest levels in CWRMP-related topics have changed over time.

MEDIA OUTREACH

The Town should periodically produce and distribute press releases, op-ed pieces, and letters to the editor related to CWRMP progress, including pilot projects, grants awarded, and important document releases.

The main media outlets for Sandwich include:

- **Cape Cod Times** – Daily Newspaper
www.capecodtimes.com
- **Sandwich Enterprise** – Weekly Newspaper
www.capenews.net/sandwich
- **Sandwich Broadsider** – Weekly Newspaper
www.wickedlocal.com/sandwich
- **Cape Cod Broadcasting** – Radio News
WFCC, WQRC, Cape Country 104, Ocean 103,
CapeCod.com
- **iHeart Radio** – WXTK, WCOD, WCIB
- **WCAI** – Cape Cod NPR Radio
- **Sandwich Community TV** – Public Access Television

Town staff should also track relevant media coverage to appropriately respond to any criticism or misinformation in a timely manner.

Media coverage will likely be the primary source for residents and voters to learn about the CWRMP. Ensure educational materials and source material, such as the CWRMP itself and supporting documents are available and easily accessible on the Town website. Along with anticipating general coverage of the CWRMP, coverage should be expected as part of its regulatory review by boards with oversight or other types of formal or informal review. Schedules for regulatory review and other presentations should be developed and shared with the media as well.

Individual meetings or an announced media availability to review the concepts and details associated with the CWRMP are an effective way to ensure information is reaching media outlets. Questions from such sessions can be used to adjust materials and information for other constituencies.

GENERAL PRESENTATION

Town staff should develop a comprehensive presentation on the CWRMP that can be tailored for various audiences.

Contents that can be reused in multiple presentations include:

- General background on Sandwich (demographic information, watersheds, existing development and infrastructure);
- The problem being addressed (the impacts of nitrogen and phosphorus on salt and fresh water, respectively) and its causes (the source(s) of nitrogen and phosphorus that are affecting Sandwich's environment)
- Environmental and economic impacts of excess nutrients;
- TMDLs and MEP reports that assign Sandwich's 'cleanup' responsibility;
- The consequences of no action – what the EPA and DEP could require of Sandwich;
- What solutions have been attempted in the past (e.g., Title 5), and why they are insufficient and/or failing now;

- How the CWRMP presents a path forward (adaptive plan; regional collaborations, only building what's necessary to meet environmental and economic goals, etc.)
- How the CWRMP aligns with regional and local land use and planning goals;
- The CWRMP evaluation process: what plans were considered during development, how decisions were made that limit the financial exposure of the Town, and other factors the WQAC considered in selecting one (e.g., household impacts);
- The cost of the plan and financing options available, including household cost estimates.

This general presentation can be tailored for meetings with different stakeholder groups, and broken down into subsections for the public workshops recommended in the spring and fall.

For presentations on municipal funding options for wastewater, the Town should describe:

- the purpose and benefits of a dedicated and predictable funding source outside the tax levy for wastewater infrastructure,
- the costs of doing nothing and possible enforcement consequences from regional, state and federal regulators, and,

- the benefits of a holistic, long-term solution to funding wastewater infrastructure projects in Sandwich.

If the presentation can stand alone without dialogue, it can be uploaded online (e.g., on a website like SlideShare) so that the general presentation can be shared on multiple platforms.

For presentations that need narration, one “quick-fix” option would be to use either the audio recorder built into your presentation design program, or to use a screen-and-audio recorder such as Camtasia to convert your presentation into a video. Town staff could also reach out to SCTV and the studio at the Sandwich High School/STEM Academy to collaborate on producing a CWRMP overview video.

PUBLIC WORKSHOPS

The Town should host one or more in-person meetings throughout Sandwich to educate people about the CWRMP, and to solicit feedback on a targeted list of questions. The presentation described above can be simplified, or can be broken down into sections so that it can be shared over time with manageable amounts of information.

Public meetings will be an important part of increasing transparency around the CWRMP process, and growing grassroots support for the Plan. They also fortify the “one voice” approach, especially if the presentation is repeated in multiple forums. It’s in the Town’s best interest to proactively reach out to and seek stakeholders that may be impacted by CWRMP implementation.

208 PUBLIC OUTREACH PROCESS EXAMPLE

For the 208 Plan stakeholder process, the Commission held meetings to introduce stakeholders to the Plan and its contents. The process began with Cape-wide listening sessions, followed by two subregional public meetings in each of the four Cape subregions – one to introduce the Commission and its planning partners and the outreach process, and another to introduce information about the affordability of infrastructure and discuss what people are currently paying for

water and wastewater infrastructure.

The Commission then met with watershed working groups that represented a broad range of stakeholders (similar to the Sandwich list above). Working at the watershed level allowed meeting attendees to discuss water quality issues within the jurisdiction of the problem. These groups met four times, discussing (a) the baseline information in each watershed (including land use, nitrogen related water quality impairments, pond water quality, and existing and proposed infrastructure), (b) technologies and approaches that might be used on the Cape, and (c) the process for applying technologies and approaches in each watershed.

After the watershed working group meetings, the Commission met subregionally with stakeholder groups to discuss topics under the categories of (a) scenario planning, (b) regulatory, legal, and institutional issues, and (c) implementation.

Although covering a much broader geographic scope and carried out over a longer time scale, the 208 Public Outreach process may give some guidance and suggestions for topics to address with Sandwich stakeholders, as stakeholder engagement was key to the success of the 208 Plan. Best practices that can be applied to the Sandwich Communications Plan are asking stakeholders for targeted, meaningful feedback in public workshops, leveraging a third-party facilitator, as funding

allows, to guide contentious public meetings, and thinking collaboratively, seeking partnerships, and emphasizing mutual benefits throughout the outreach process.

PUBLIC REVIEW OF TOWN MEETING ARTICLES

Before the May Town Meeting, it may be especially useful to host a public review of the Town Meeting articles. The review could put the CWRMP in context with the Town's spending, and show what work has gone into synthesizing the CWRMP as part of the Town's operations. If recorded, it can also be shared on social media, the Town website, and on SCTV.

COMMUNITY FINANCE 101

The Town should develop a municipal finance overview that can be shared in public workshops and through online channels before the May Town Meeting. This can be in the form of a presentation, handout, or recorded and shared as a video (possibly collaborating with SCTV).

Topics to cover in the overview include:

- Glossary of common terms
- Governance structure in Sandwich
- What is Town Meeting? What does it decide? What is open vs. representative Town Meeting, and which does Sandwich have? What is its structure, and how are members elected? When is the 2018 meeting? Who can attend, and who can vote? What is a quorum, and what is Sandwich's?
- Does the majority always rule in Town Meeting?
- What is a warrant? How can I read it/where and when is it available? Who creates it? What are articles, and who can add/insert them?
- What is the Town Budget? Where, when, and how is it considered?
- What is the process for developing municipal budgets, and the role of the Board of Selectmen, Finance Committee, Town Meeting, etc.

- Where does the money in the Town Budget come from? Where is it spent?
- How can citizens give input into the Budget process? How do I vote at Town Meeting?
- Overview of Town Boards and Committees
- What is Proposition 2½? How does that affect municipal finance?

The Community Finance 101 should include Sandwich-specific information wherever possible (using previous budgets as an example).

In addition to the Community Finance guidelines, it would also be beneficial for the Town to develop an interactive online tool or calculator to educate constituents on financial impacts of the CWRMP. For example, the Town of Harwich has a tool on their Town website that projects that cost to residents per year, based on the assessed value of their residence (available here: <http://www.harwich-ma.gov/wastewater-support-committee/pages/wastewater-costs-calculator>)

Depending on their format(s), Community Finance 101 resources may require more resources than others in this list; however, it will likely be a high-impact project because it places CWRMP costs in context of the Town's other capital needs and spending.

RECORDED INTERVIEWS

SCTV is a 501(c)3 non-profit that produces and broadcasts programs that focus on local people, issues, and services on Sandwich and Cape Cod. It reaches the community through three TV channels, online streaming options, and a radio station. The Town contracts with SCTV for broadcast and recording of municipal meetings, annual Town Meeting, and other Town-hosted events.

Town staff should leverage SCTV in the production of one or more recorded interviews with municipal officials on the CWRMP. These interviews can then be cross-posted to other channels listed above – Facebook, Twitter, the newsletter, and the Town website.

INTERACTIVE MAPS

One way to share place-based information is to develop and share interactive map-based webpages/applications, such as Esri Story Maps. The Town could develop a CWRMP Story Map that lets residents see what projects are being proposed and where, or to indicate areas of greatest need for infrastructure.

There are various levels of complexity to Story Maps; essentially, users add geo-tagged links, pictures and/or videos to a map that people can walk through on their own, or that Town staff can use in a presentation. Stakeholder can also be invited to contribute pictures and text to the Story Map, a constructive way to collaborate with and collect feedback from the community

Town staff will first need to create an ArcGIS Online account to develop and share their project. To create a Story Map, choose an application template that fits the project needs (for example, some scroll through text with few pictures, others share pictures with shorter captions). Each template provides a tutorial and best-use description that explain how to add content.

The following links provide additional resources and guidance on creating Esri Story Maps:

- General resources and FAQs: <https://storymaps.arcgis.com/en/resources/>.

- Story Map templates: <https://storymaps.arcgis.com/en/app-list/>,
- Story Map Best Practices: <https://blogs.esri.com/esri/arcgis/2016/10/11/10-essential-steps-story-map-success> and <https://blogs.esri.com/esri/arcgis/2013/10/04/best-practices-story-maps/>

During the 208 Plan process, the Commission created a Story Map of 208 Project Locations, where each Project included a picture, description, and a map pin. The Story Map also links to further reading: <http://www.capecodcommission.org/index.php?id=562>

PRINT MARKETING

Due to the Town's limited resources, it will be important to leverage partnerships and collaborations with other agencies in Sandwich to help reach a broad range of stakeholders. One way to facilitate information sharing is to develop one or more flyers or brochures that other organizations can disseminate through their own channels. These print materials can answer frequently asked questions, point stakeholders to more information (e.g. on the Town website and the e-newsletter), and invite them to attend public workshops. They can also be saved as PDF files and posted to the Town's and others.

ONLINE SURVEYS

Town staff can conduct online surveys to gauge stakeholder reactions and feedback. They can be conducted formally (e.g., gathering a statistically significant subset of the population) or informally. Informal surveys with limited questions can give quick snapshots of knowledge levels and opinions, but shouldn't be extrapolated to larger groups or used in any policy-making contexts.

Surveys were not explicitly included in the 12-month calendar above, but can be used ad hoc and as needed to collect information from stakeholders (e.g., during or after Public Workshop meetings). They can also be useful for identifying issues, objections, and support for the CWRMP.

There are many options for creating surveys online, two common websites are Survey Monkey and Google Forms (see [Resources](#) below).

APPENDIX A: RESOURCES

The following is a suggested (not prescriptive) list of resources that can assist Town staff in the implementation of the CWRMP Communications Plan.

QUICK GUIDE

» Social Media Websites	70
» Content Creation Websites.....	71
» Best Practices Websites	71
» 208 Plan Materials.....	71
» Municipal Finance Materials.....	72

SOCIAL MEDIA WEBSITES

- Facebook (www.facebook.com)
- Twitter (www.twitter.com)
- YouTube (www.youtube.com)
- Flickr (www.flickr.com)
 - Picture-hosting website
- WordPress (www.wordpress.com)
 - Blog-hosting website
- SlideShare (www.slideshare.com)
 - Presentation-hosting website
- Buffer (www.buffer.com) and Hootsuite (<https://hootsuite.com/>)
 - Social media planning websites

CONTENT CREATION WEBSITES

- Esri Story Maps (<https://storymaps.arcgis.com/en/>)
 - Web applications that combine interactive maps with multimedia content and text to tell a story.
- Camtasia (<https://www.techsmith.com/video-editor.html>)
 - Create and edit videos by recording your computer screen, and adding video, images, audio, or PowerPoint presentations
- Google Forms (<https://www.google.com/forms>) and Survey Monkey (<http://www.surveymonkey.com/>)
 - Online survey websites

BEST PRACTICES WEBSITES

- GovTech (<http://www.govtech.com>)
 - Discusses topics relevant to implementing a social media plan in the public sector
- Buffer Blog (<https://blog.bufferapp.com/>)
 - Posts blog posts and Twitter “Buffer chats” to share social media best practices

208 PLAN MATERIALS

- 208 Plan website (www.capecodcommission.org/208)
- CCH20 – Learn about your watershed (<http://www.cch20.org/my-watershed.html>)
- 208 Project Locations (<http://www.capecodcommission.org/index.php?id=562>)
 - Example of a story map with geo-tagged photos and stories about 208 Plan pilot projects
- Cape Cod Commission Black Box (<http://www.capecodcommission.org/blackbox/>)
 - Links to online decision support tools for stakeholders and policymakers, including Watershed MVP

MUNICIPAL FINANCE MATERIALS

- Citizen's Guide to State Service (<https://www.sec.state.ma.us/cis/ciscig/guide.html>)
- Citizen's Guide to Town Meeting (https://www.sec.state.ma.us/cis/cispdf/Guide_to_Town_Meetings.pdf)
- A Guide to Finance Management for Town Officials (www.mass.gov/dor/docs/dls/publ/misc/town.pdf)
- Massachusetts State Budget Process (<https://www.massaudubon.org/content/download/6893/127306/file/MABudgetProcess.pdf>)
- Association of Town Finance Committees' Handbook (http://www.worthington-ma.us/Pages/WorthingtonMA_BComm/Finance/munifinance/handbook.pdf)
- Proposition 2 ½ Ballot Questions Requirements and Procedures (http://www.worthington-ma.us/Pages/WorthingtonMA_BComm/Finance/munifinance/prop2BallotQuestions.pdf)
- Levy Limits: A Primer on Proposition 2 ½ (http://www.worthington-ma.us/Pages/WorthingtonMA_BComm/Finance/munifinance/Prop2levylimits.pdf)
- DLS New Officials Finance Forum Handbook (http://www.worthington-ma.us/Pages/WorthingtonMA_BComm/Finance/munifinance/noffmanual.pdf)
- Municipal Finance Glossary (http://www.worthington-ma.us/Pages/WorthingtonMA_BComm/Finance/munifinance/FinGlossary.pdf)
- Guide to Sound Fiscal Management for Municipalities (<http://pioneerinstitute.org/download/guide-to-sound-fiscal-management-for-municipalities/>)
 - Background materials for developing Community Finance 101

