

# Project Management Plan for: Shelter Island Town Comprehensive Plan 2020 Update

Version C 6-27-20

## 1.0 Introduction

The New York State Town Law (§272-a) encourages every Town to prepare and maintain a Comprehensive Plan (CP) *“to promote the health, safety and general welfare of the people of the town and to give due consideration to the needs of the people of the region of which the town is a part”*. The currently adopted Town of Shelter Island Comprehensive Plan was published in 1994. A proposed update of the 1994 Plan was developed in 2008 but was not approved by the Town Board at that time. The Town Board now wishes to initiate a project to update the 1994 Plan, building on the extensive work the Town and the community devoted to that effort and to developing the draft 2008 Plan.

The objective of the Comprehensive Plan update will be to create a vision for a sustainable future for Shelter Island and to identify the necessary actions to achieve the vision.

## 2.0 Purpose and Scope

This Project Management Plan (PMP) describes the approach to developing an updated *Comprehensive Plan (CP)* and a Roadmap that will serve to guide implementation of the Comprehensive Plan, ensure periodic reporting on progress toward achieving its goals and objectives, and identify any needed updates as the assumptions and projections that formed the bases of the CP change and evolve. The scope of this PMP is limited to development of the CP and Roadmap only. However, the CP is expected to incorporate other Town planning efforts and project plans as appropriate.

## 3.0 Principles

The CP development process should be:

- **Comprehensive** – all significant risks, opportunities, options, and impacts should be considered.
- **Efficient** – the process should not waste time or money and should make maximum use of the talents in the community.
- **Inclusive** – everyone affected by the plan (both on and off Shelter Island) should be engaged and have opportunities to contribute their thoughts and recommendations.
- **Ethical and Transparent** – everybody should understand and have confidence in the process.
- **Clear** – information, options and results should be presented in a way that can be readily understood.
- **Integrated** – individual, short-term decisions should support strategic, long-term goals. The CP should be informed by the planning efforts of other Island entities.

- **Logical** – Goals and Objectives should have a clear basis in the supporting information and analyses.
- **Supported by Facts and Data** as needed for sound planning and decision-making.
- **Mindful of Sense of Place** and preservation of the special character of Shelter Island.

## 4.0 Organization

**4.1 Roles and Responsibilities:** The organization will include individuals and groups with the roles, responsibilities, authorities and accountabilities described below.

Individual/Organization	Roles and Responsibilities
Town Board	<ul style="list-style-type: none"> <li>• Provides high level strategic direction to the planning effort</li> <li>• Ensures the planning process adheres to the Principles included in section 3.0 of this PMP</li> <li>• Provides input to the Plan</li> <li>• Allocates funding for the Consultant and other related expenses</li> <li>• Participates in Community Workshops</li> <li>• Champions the process in the community</li> </ul>
Town Committees and Boards	<ul style="list-style-type: none"> <li>• Provide their topical expertise as input to the Plan development process</li> <li>• Review applicable draft Chapters and provide comments to Project Director</li> <li>• Provide written materials to the Project Director when requested</li> </ul>
Town Supervisor	<ul style="list-style-type: none"> <li>• Engages with elected and other Off-Island government officials and heads of private sector entities, as needed, on Comprehensive Plan issues</li> <li>• Provides input to the Plan</li> <li>• Participates in Community Workshops</li> <li>• Champions the process in the community</li> </ul>
Comprehensive Plan Task Force (CPTF)	<ul style="list-style-type: none"> <li>• Performs tactical planning for the planning process</li> <li>• Maintains this PMP</li> <li>• Supports the Project Director</li> <li>• Serves as the Evaluation Panel for the Consultant</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>• Manages the overall planning process</li> <li>• Interacts with all stakeholders and off-island planning organizations</li> <li>• Tracks and dispositions all comments</li> <li>• Primary point of contact with the Consultant</li> <li>• Delivers the final Comprehensive Plan</li> <li>• Participates in Community Workshops</li> <li>• Champions the process in the community</li> </ul>

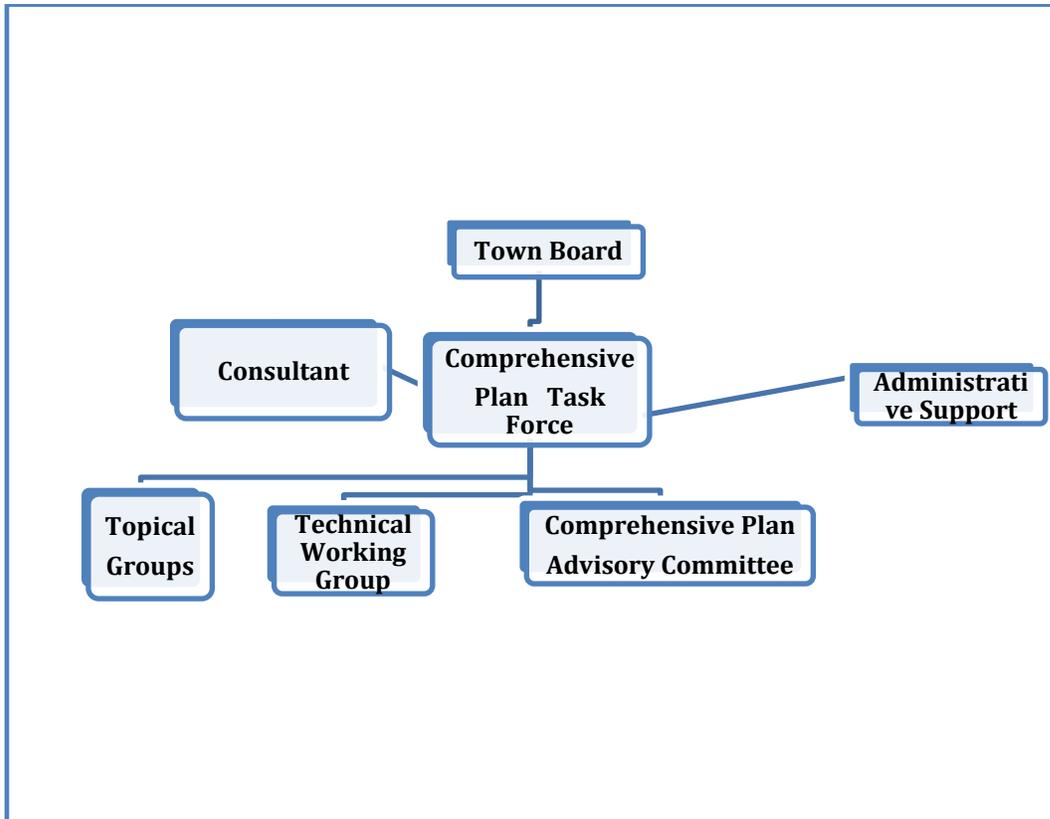
Individual/Organization	Roles and Responsibilities
Comprehensive Plan Advisory Committee (CPAC)Members	<ul style="list-style-type: none"> <li>• Reach out to various members of the community to get input on topical areas.</li> <li>• Provide their own and community input on issues</li> <li>• Reviews and provides comments on draft chapters and related documents</li> </ul>
Technical Working Group (TWG)	<ul style="list-style-type: none"> <li>• Gathers information on the “current state” (Shelter Island 2020) and provides it to Project Director</li> <li>• Serves as an information resource throughout the planning process</li> </ul>
Topical Area Groups	<ul style="list-style-type: none"> <li>• Conduct research and documentation in their assigned areas</li> <li>• Develop outlines of Chapter sections when assigned</li> </ul>
Consultant	<ul style="list-style-type: none"> <li>• Provides overall guidance and support for the planning effort</li> <li>• Plans and facilitates community outreach activities</li> <li>• Prepares the final Plan document</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Engage with the planning process</li> <li>• Provide information, advice, ideas and constructive criticism</li> </ul>

## 4.2 Authorities

Project Element	Project Director	Task Force (CPTF)	Town Board
Approve Project Management Plan			X
Approve changes to PMP (scope only; no cost or schedule impact)	X	Notified	Notified
Approve changes to PMP (cost within budget; schedule changes at activity level; no change to completion date)	X	Notified	Notified
Approve changes to PMP (additional budget allocation required and/or completion date extension)			X
Allocate CP Budget and subsequent additions			X
Approve CP Table of Contents			X
Approve Consultant SOW/RFP for issuance		X	Notified
Interview & Select Consultant for negotiations		X	Notified
Approve Consultant Contract			X
Establish Comprehensive Plan Advisory Committee (CPAC) membership and Charter (including off-island members)		X	Notified

Project Element	Project Director	Task Force (CPTF)	Town Board
Establish Technical Working Group membership and Charter	X	Notified	Notified
Accept SI 2020 information inputs from TWG	X	Notified	Notified
Approve Final SI 2020		X	Notified
Accept SWOT analysis		X	Notified
Establish Three Alternative Visions		X	Notified
Resolve/Disposition Comments from Community Workshops	X	Notified	Notified
Approve Vision 2025/2030			X
Approve Draft Chapters from Consultant	X	Notified	Notified
Approve Final Chapters		X	Notified
Approve draft Comprehensive Plan		X	Notified
Resolve comments from Suffolk County Review		X	Notified
Approve Final Comprehensive Pan			X
Approve Implementation and Monitoring Plan			X

### 4.3 Comprehensive Planning Process Organization Chart



## **5.0 List of Topical Areas**

The following high-level topical areas and specific sub-topics will be considered in the development of the CP:

### **5.1 Planning and Reporting Process (PRP)**

- Comprehensive Plan
- Master Plan
- Groundwater Management Plan
- Solid Waste Management Plan
- Asset Management Plan (Maintenance and Capital Renewal)
- Emergency Management Plans (Hazard Mitigation, Wildfire Response Planning, etc)
- Implementation and Monitoring (I&M) Process and Structure

### **5.2 Community Health, Safety, and Security**

#### **a. Health**

- Access to medical care including emergency medical services
- Disease awareness, prevention, and management
- Safe and sufficient drinking water
- Ticks
- Opioids and illegal drug prevention
- Social services
- Wellness

#### **b. Safety and Security**

- Resiliency
- Fire Protection
- Police Services
- Emergency management
- Building and Fire Code enforcement
- Maintenance of Town assets – hazard recognition and elimination/mitigation

### **5.3 Stewardship of the Natural and Built Environment**

#### **a. Natural Environment**

- Climate change and sea level rise
- Groundwater and surface water quality including inlets and estuary management
- Waste management (hazardous and solid waste disposal; recycling)
- Air Quality
- Night/Dark Sky protection
- Sustainability – energy conservation; renewable generation
- Land preservation

- Ecosystem management
- Strategic Acquisition of Land for environmental sustainability

**b. Built Environment**

- Master Planning
- Planning and Zoning
- Cultural resources management – historical assets
- Building Code enforcement
- Americans with Disabilities Act
- Maintenance and Capital Renewal of Town assets
- Utility infrastructure
- Affordable Community Housing

**5.4 Economic Development** (in accordance with Comprehensive Plan)

- Education
- Jobs growth
- Entrepreneur education and support systems; business development infrastructure (web access; incubators; maker spaces; mentoring programs)
- Banking and Financial Management resources
- Tax management
- Tourism support
- Contractor licensing
- Streamlined permitting process

**5.5 Quality of Life**

- Lifelong learning options
- Recreational and wellness facilities
- Cultural events
- Sports events
- Noise management
- Short term rental management

**6.0 Baseline Milestone Schedule**

The Comprehensive Plan and Planning and RP process effort will follow the following milestone schedule:

<b>Plan Element</b>	<b>Completed By:</b>
Authorization to Proceed	June 2020
Mobilization	September 2020
Shelter Island 2020 (Current State) Approved by Town Board	October 2020
Strengths, Weaknesses, Threats, Opportunities, Challenges, & Imperatives to be Addressed are Identified	October 2020
Shelter Island 2025/2030 Approved by Town Board	December 2020
Comprehensive Plan Draft Completed	June 2021
Public Review Process Completed	August 2021
Comprehensive Plan Draft Approved by Town Board	October 2021

## **Appendix A: Charge for Comprehensive Plan Advisory Committee (CPAC)**

The focus of the CPAC is to assist the Comprehensive Plan Task Force in the development of an updated Comprehensive Plan for the Town of Shelter Island.

Specifically, the Advisory Committee will be asked to review, and recommend improvements on:

1. The purpose, scope, elements (or sections), format and schedule for the development of the plan
2. The “principles” to guide the development of the plan.
3. Summaries of the actions proposed, results, outstanding challenges, and lessons learned from the 1994 Plan, and the proposed but not adopted 2008 Plan
4. The set of guiding principles, issues, challenges and opportunities to be addressed in the proposed plan including those identified by the standing town Boards and Committees.
5. The description/characterization of the current state of Shelter Island in 2020
6. The Vision for the future of Shelter Island (Shelter Island 2025 including a one or more alternatives to be considered
7. The Vision to be adopted as the focus of the Comprehensive (or Strategic) Plan
8. The objectives, actions, and timetables required to achieve the selected Vision.
9. The plan for public engagement and education about the updated Comprehensive (or Strategic) Plan.

The Advisory Committee will be selected and appointed by the Town Board and will be expected to serve for approximately 18 months or until the Plan is completed. Advisory committee members will be asked to meet monthly as needed.

### **Qualifications/ Criteria for Participation**

1. Willingness to invest time
2. Willingness and ability to help define Shelter Island in its “current” state
3. Willingness/ability to think about the “big picture” that melds the interests of the various Shelter Island “interest groups” i.e. year around residents, seasonal residents, tourists, home owners, renters, businesses owners, seniors, youth, employers, future residents , community based institutions e.g. Historical Society, Sylvester Manor, Nature Conservancy (Mashomack)
4. Willingness to listen to & challenge different points of view respectfully.

## Appendix B: Charge for the Technical Working Group

The focus of the Comprehensive Plan Technical Working Group is to assist the Comprehensive Plan Task Force in the development of an updated Comprehensive Plan for the Town of Shelter Island.

Specifically, Technical Working Group will be asked to help:

1. Define and characterize (with data and trends) the current state of Shelter Island
2. Define the trends, opportunities, challenges and risks the Town faces currently and going forward
3. Define the issues that must be address in the next 1-2 years, 3 to 5 Years and 5+ years
4. Ensure that issues, challenges, opportunities and risks identified by the Town's professional staff and Boards and Committee are appropriately addressed
5. Define the specific objectives, actions, timetables, and resources required to achieve the Vision Description adopted in the Plan.
6. Design the monitoring and reporting processes that will be used to make certain that the key elements of the Plan are implemented on a timely basis.

The Technical Working Group members will be asked to work with the Planning Task Force individually and as a group as required. Information Support Examples:

Shelter Island Town Organizations	
Organization	Information/Interest/Expertise
Town Clerk's Office	Demographics
Assessor/Receiver of Taxes	Changes in Assessment Values Year around vs seasonal/part time residents
Building Dept.	Permits Potential Build Out Rental information
Highway Department	Infrastructure Requirements/Investments Waste management and disposal
Police	Public Safety Investments
EMS	Health Statuses Staffing and equipment requirements
Fire	Staffing and equipment requirements Investments Requirements

Town Engineer	Infrastructure Requirements Groundwater Test data and modeling; Nitrates/Nitrogen
Recreation	Facilities and Investment Requirements
<b>Organization</b>	<b>Information/Interest/Expertise</b>
Senior Services	Facilities and Investment Requirements
Animal Control	Deer/Tick Status
Zoning Board of Appeals	Zoning Challenges & Issues Density Needed changes in Zoning Regs.
Planning Board	Density Wetlands Permits
Community Housing Board	Demand for affordable housing Housing Statues Housing options
Conservation Advisory Committee	Natural resource protection Conservation Agenda
Water Advisory Committee	Ground and Surface Water Management Planning
Waterways Management Advisory Committee	Waterway Protection and Use
Green Options Committee	Resilience and Sustainability

### Other Shelter Island Stakeholders

<b>Organization</b>	<b>Information/Interest/Expertise</b>
Chamber of Commerce	Economic and Business Data
Baymens Association	Fishery Characteristics
Historical Society	Cultural Resources
Sylvester Manor	Cultural Resources
Nature Conservancy/Mashomack	Land/Habitat Preservation
School District	Education
Library	Life-Long Learning; Recreation
Lions Club	Community Support

### Off-Island Stakeholders

<b>Organization</b>	<b>Information</b>
Peconic Estuary Partnership	Nature resource protection Critical Habitats
Village of Greenport	Ferry line roadways and ferry slips and facilities; ferry traffic
Village of North Haven	Ferry line roadways and ferry slips and facilities; ferry traffic
Suffolk County Department of Health Services	Public Health; drinking water quality
New York State Department of Environmental Conservation	Protection of natural resources; deer management

