

**TOWN OF FALMOUTH**  
**SELECT BOARD**  
**Meeting Minutes**  
**SATURDAY, AUGUST 5, 2023 – 9:00 A.M.**  
**SELECT BOARD MEETING ROOM**  
**TOWN HALL**  
**59 TOWN HALL SQUARE, FALMOUTH, MA 02540**

**THIS IS A WORKSHOP MEETING – THERE WILL BE NO PUBLIC COMMENT.**

Select Board Present: Nancy Robbins Taylor, Chair; Onjalé Scott Price, Vice Chair; Doug Brown; Scott Zylinski; Robert Mascali.

Staff Present: Michael Renshaw, Town Manager; Peter Johnson-Staub, Interim Town Manager.

1. Call to Order by Chair Taylor at 9:00 a.m.

**BUSINESS**

2. Request for amendment to Special One-Day Wine & Malt Liquor License - Luke Vose, Crooked Coast – Coast Fest – Bandshell/Marina Park – Saturday, 8/5/23

Mr. Renshaw reported the Falmouth Police Department (FPD) looked at the amended plan. The applicant has a license and is asking for modification to allow the entire venue be considered the gates. FPD found it more than adequate security and has no objections.

Mr. Vose stated that all servers are TIPS certified.

Mr. Brown commented this is a similar set up for other similar events in the past.

Mr. Mascali said the way it was set up last year was problematic and made it difficult for patrons to enjoy themselves because they were in a confined area.

Chair Taylor is concerned that the request came in the day of the event.

**Mr. Mascali made a motion to approve. Mr. Zylinski second the motion. Vote: Yes-5. No-0.**

**STRATEGIC PLANNING WORKSHOP**

3. Review 2023-2027 Strategic Plan and Priorities

The most recent plan was approved in October 2022. The Select Board would like to look at the priorities and determine if they are appropriate at this time.

Chair Taylor toured the FPD facilities yesterday with the Police Chief. The condition of the building is disgraceful; the rugs and flooring need to go. She would like to look at the potential of a new building; it needs to be a priority and identified in the strategic plan. She would like a feasibility study done and would also like to appoint a building committee in November 2023.

Mr. Zylinski has seen the condition of the building, he called Senator Moran who is available to assist however possible to assist the Town in securing funding for this project.

Mr. Brown suggested the Select Board consider relocating the building towards Gifford Street or the Falmouth High School.

Mr. Renshaw reported they are looking at alternate sites. There are immediate needs, such as windows. Greg Endicott reported the roof is okay, but rain gets in through the windows, they will do air quality testing, and noted that bricks and mortar pointing needs to be addressed to prevent water intrusion. They will get some quotes and take it to November Town Meeting for funding. \$1.4 million is approved for renovation. and will seek authority to use some of that funding for these projects.

They discussed another location to do their work while the building is fixed. Chief Lourie has experience using trailers for temporary relocating.

Mr. Johnson-Staub said there are plans for an interior renovation, \$1.4 million was approved to carry out that plan, it is the Chief's position that is not the best use of the funds. We need to look at a different facility and need to take care of the health and safety issues to make the existing facility useable and do a feasibility study for short-term and long-term plans to address the building. The article approved by Town Meeting was written broadly for improvements to the station, this is different than the narrative given to the public at the time of seeking the funding. Given this, it is appropriate to go back to Town Meeting regarding any changes in the plan approved.

Mr. Zylinski asked for a PowerPoint presentation at Town Meeting to show the issues to Town Meeting Members.

Mr. Mascali suggested looking at what might go there if there is a new building for FPD, noting that area is a choke point and crowded. It would be a good statement to the staff that the Select Board supports a better working environment for them.

Mr. Brown would like the community policing concept in village association meetings. Chair Taylor feels that is a good idea but would have to come from the FPD Chief.

Mr. Renshaw noted that this may be a goal appropriately under Community Engagement; the Select Board was supportive of that change. Mr. Mascali suggested a link on the Town website for village associations' contact information.

#### Affordable Housing:

The Select Board discussed keeping the topic broad by calling it just "Housing" because there are a number of types of housing, it is not just affordable housing, but also workforce and attainable housing.

Mr. Renshaw suggested engaging the departments when coming up with definitions, he and Mr. Johnson-Staub will work on that definition.

Mr. Brown requested an action item to add to the Housing line: he would like to consider supporting the residential deed restriction and a real estate transfer fee.

The Select Board discussed if there is any way they can assist the Falmouth Housing Authority because there are units that are out of service or vacant. Chair Taylor suggested this as a future meeting agenda item.

#### Energy and Water Conservation and Sustainability:

Mr. Brown wants to add solar panels at wastewater treatment facility and to tie into where the wind turbines were. Chair Taylor suggested under consideration and not as a directive.

Mr. Johnson-Staub reported that there have been two rounds of interviews for the Sustainability Coordinator position and there are strong candidates. They are now conducting reference checks and hope to bring a candidate forward for appointment in a couple weeks.

Mr. Brown wants a program to replace wasteful toilets--suggested a tax rate or purchase of a fleet of toilets to be provided to property owners, would then pay a plumber to install. Incentivize people to replace their toilets. Chair Taylor said this is an idea to pass to the Town Manager.

Mr. Johnson-Staub noted the initiative was debated at Town meeting; there was an equity concern by folks who use Town potable water to irrigate, so those on the sewer system should not be charged a fee for water not going into the sewer system. Counter argument is to not have people use potable water to water lawns. We are approaching limits of our water potable system. Water conservation while developing properties, we need to start looking at water conservation as part of development. This would be an item appropriate to go to the Sustainability Coordinator.

Mr. Brown noted no one is taking responsibility for our fresh water ponds, they are falling into disrepair quickly, over vegetated, and an initiative is needed. Mr. Zylinski asked if at certain point would it be appropriate to own our own equipment to take care of vegetation in the ponds. Mr. Brown suggested renting the equipment for a couple more piloting projects. Mr. Mascali suggested it would be a good message to the community that the Select Board is considering renewable energy.

Mr. Brown asked what support system will the Sustainability Coordinator have available to them? Mr. Johnson-Staub noted the position reports to the Assistant Town Manager and it is a highly collaborative position.

Chair Taylor asked that the specific items, ideas, and suggestions noted by the Select Board members are recorded in the record.

#### Financial and Economic Stability:

Mr. Brown asked that the Covid-19 language be removed. Since the Covid-19 money has been disbursed, Chair Taylor agreed.

Mr. Renshaw noted mentioning efforts regarding water rates and the good job done by staff to keep the rates where they are at. An Enterprise Fund may be appropriate for the Water Department, and Mr. Renshaw said the Finance Department needs to be more engaged with this plan. Broad goal would include creation of the Enterprise Fund.

Mr. Mascali would like to look into ways to make the tax lien process more efficient.

#### Health and Public Safety:

Add police station.

Mr. Brown would like to add an ambulance bay to the West Falmouth Fire Station (West), noting that there is space for an ambulance bay if a tree is removed, and the building is still livable. Mr. Zylinski agrees with Mr. Brown. There is a low response rate in West Falmouth because there is no ambulance for medical calls.

Ms. Scott Price suggested using language to explore the idea. Mr. Johnson-Staub noted the idea has been thrown around, depending on your assumptions of moving a large tree.

Chair Taylor noted the policy of the Select Board was to commit to staffing six stations and it is reasonable to add in the ambulance.

#### Management of Coastal Natural Resources and Infrastructure:

Mr. Brown noted that he would like a big picture focus and suggested thinking big about coastal resiliency and the need for a “dream” list including a barrier reef from Nobska to Falmouth Harbor and elevation of coastal roads. Chair Taylor cautioned the need to be careful if/when we hire, we are not committing to another position. Mr. Brown said if they hire a coastal resiliency person, it should be part of the Department of Public Works (DPW) and a professional management assignment within staff operations.

Mr. Renshaw said that pond maintenance is more appropriate under Natural Resources v. Energy and Conservation.

Mr. Brown would like to continue efforts to coastal resiliency.

The Cape Cod Commission has a low lying roads project, we may be able to get a chance.

Organizational Effectiveness and Community Engagement:

Mr. Mascali said there is a need for the Transportation Committee to be up and running again. Reinvigorate the committee to help the Town move forward. Chair Taylor said this can be sent to the Town Manager.

Mr. Renshaw would like to have in this category how effective management is working with governing body to maintain the buildings. Add goal under organization effectiveness to conduct facilities condition evaluations in fiscal year 2025 to include cost estimates to get those buildings up to standard-repair/replacement. Then connect the results of the study to a 10-year improvement plan.

Mr. Renshaw said the community policing idea by Mr. Brown would go in this section. Assign a Falmouth Police Department officer to work with villages. Mr. Renshaw would recommend this if it were a Community Engagement piece.

Mr. Mascali would like to see the Wastewater Management Committee meet at a time when it does not bump up against Select Board meetings.

Mr. Brown suggested adding additional funding for Falmouth Community Television coverage of meetings.

4. Strategic Planning Process Discussion

Mr. Renshaw's goal is to immerse and plug department heads into the plan. He will work with departments and create specific metrics to tie into policy goals. He will work with department heads to create objectives. The Town is lacking a management tool, it is an important next step. What gets measured, gets done. Over the next 2-3 months, Mr. Renshaw would like to get multiple objectives under each of the Select Board's goals, listing those, and moving them forward at November Town meeting and post it on the Town website. This cloud-based database could be updated quarterly and would be the responsibility of the departments. The software would also allow tracking of capital projects. Mr. Renshaw will work with Mr. Johnson-Staub. This is a November Town Meeting effort, and there will be other things as well, including financial management systems.

Mr. Renshaw presented Ft. Lauderdale, Florida's online dashboard for the public facing side of the tool; interface with staff has more boxes and fields. The system used green, yellow, and red colors to indicate the status of the objectives. Chair Taylor cautioned that when red appears, there may be legitimate reasons why the goal is not attained and suggested being careful and making sure there are places for explanations.

5. Review Plan Updates

Mr. Brown would like to hear if there have been any updates that are in the strategic plan.

Mr. Johnson-Staub explained that even though there has been transition at the top leadership level in Town, they have had full departments staff working throughout the transition.

Chair Taylor appreciates the updates, people are paying attention to the strategic plan and its importance.

The Select Board will get a draft and vote it. They will look at it quarterly because they will get updates from departments that will prompt their review.

Mr. Zylinski asked if there would be immediate funding to institute this software sooner and this was discussed, because the sooner this could happen, the better. The bigger challenge will be taking the Select Board's goals and working with staff on actionable items.

There is not a huge up-front cost, this will be an annual cost, because it is a service; they will be going to Town Meeting for the money, and it will become part of the ongoing budget.

Chair Taylor noted one piece to look at is how employees are evaluated: more about the system and tools we have or don't have. It's part of organizational effectiveness.

We do not have a strong evaluation instrument now, a new Human Resource Management System, will allow with recruiting and evaluations. The Human Resource Director, Mr. Johnson-Staub, and Mr. Renshaw will put something together. Mr. Renshaw said that punctuality and sick leave use are important, but what is more important are the performance reviews tied to the strategic plan, mission, vision statement, and core values. Making sure employees understand the core values and include the departments in creating those core values. Mr. Renshaw has asked department heads to talk with their staff about core values.

Mr. Renshaw showed the Select Board a card that he has with him which includes the set of core values; he provided this to new employees in his past position so that they felt like part of the organization.

Chair Taylor noted the importance of customer service.

Remote work: Mr. Johnson-Staub said it is coming slowly which was expected. A handful of employees are working remotely, about 1-2% working remotely.

Remote work at home allows 1-2 days a week working from home all day, and if hourly then a schedule is structured. Mr. Brown asked about a log-in feature to compensate through the computer--log in so they can do work.

Mr. Renshaw wants to look at alternate work schedules, additional benefits, like a four ten-hour shift per week type schedule; balance is making sure all departments have an opportunity and continue to serve the community.

6. Adjourn

**Mr. Mascali made a motion to adjourn. Mr. Zylinski seconded the motion. Vote: Yes-5. No-0.**

Respectfully Submitted,

Jennifer Chaves  
Recording Secretary