

**TOWN OF FALMOUTH**  
**SELECT BOARD**  
**AGENDA**

**STRATEGIC PLANNING SESSION**  
**SATURDAY, OCTOBER 1, 2022 – 9:00 A.M.**

**2<sup>nd</sup> FLOOR TRAINING ROOM**  
**FALMOUTH FIRE & RESCUE DEPARTMENT HEADQUARTERS**  
**399 MAIN STREET, FALMOUTH, MA 02540**

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

**9:00 a.m. OPEN SESSION**

1. FY24 Budget Priorities
2. Complete Strategic Plan
3. Adjourn

Nancy R. Taylor, Chair  
Select Board

*The Select Board may discuss and vote appropriate action on any item listed on this Agenda unless a different disposition is noted. At the discretion of the Chair, agenda items may be taken out of order.*



**TOWN OF FALMOUTH**  
Office of the Town Manager & Select Board  
59 Town Hall Square, Falmouth, Massachusetts 02540

**TO:** Select Board  
**FROM:** Peter Johnson-Staub, Acting Town Manager *PJS*  
**SUBJECT:** FY2024 Budget Priorities CORRECTED  
**DATE:** September 29, 2022  
**CC:** Department Heads

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At your strategic planning session on Saturday, the Board will discuss budget priorities for FY2024. As background for this dialog, we have included a copy of the FY2024 Budget Policy recently adopted by the Select Board and a letter from Chief Timothy Smith regarding staffing requirements to meet the Select Board's policy goal to staff six stations. I will offer some further information and thoughts here for the Board's consideration.

The overall budget outlook continues to be strong. The Town certified \$15,158,189 in Free Cash at the close of FY2022 due to the combination of actual revenues exceeding estimated revenues, and budgeted expenditures exceeding actual expenditures (AKA "turnbacks".) This may seem like a large amount but it is critically important that we continue to certify a high level of Free Cash to fund future capital spending and to fund unanticipated needs during the fiscal year. Total undesignated fund balance including Free Cash and all stabilization funds is within the fiscal policy goal of 15-25%.

As is the case every year, most of the revenue growth will be needed to support existing commitments such as contractual wage rate increases and inflationary increases in expense budgets. At this early stage in the budgeting process, I would recommend "new spending initiatives" be limited to \$300,000 to \$350,000 for FY2024 in order to remain consistent with the adopted FY2024 Budget Policy and the Fiscal Policy. These new initiatives could include new positions or new expenditures for purposes other than maintaining existing service levels. The FY2024 budget picture will become clearer after department budget submissions are compiled and reviewed in November.

The biggest decision we will face for FY2024 is how to address the Board's Fire Station Staffing policy which calls for operating six Fire Stations when the Sandwich Road/Hatchville Station is constructed and operational in late 2024 or 2025 – see Chief Smith's letter of 09/28/2022. The Board may wish to allocate all available "new spending" to Fire wages, which would still fall well short of the amount required to fund 14 positions with benefits and associated costs (rough estimate of \$1.7 Million would need to be reviewed in detail by staff and Finance Committee).

Should the Board choose not to allocate available revenue growth within the levy limit to the Fire Department, I would suggest the Board consider the following:

- Add an Assistant Parks Superintendent position;
- Increase East Falmouth Library hours from 26 hours per week to 30 hours per week (approximate cost \$15,000);

- Add a Sustainability Coordinator;
- Increase the Diversity Equity and Inclusion position to full-time along with a pay grade increase and a modest expense budget allocation;

The total cost for the above items would be close to \$350,000. This recommendation is based upon what I have heard from the Board in recent months, my understanding of the operational needs of the Departments, and preliminary input from Department Heads. I look forward to the dialog on Saturday.

//Budget Priorities Memo 09-29-2022



**TOWN OF FALMOUTH  
SELECT BOARD  
Fiscal Year 2024  
Operating Budget Policy  
Proposed August 30, 2021**

**INTRODUCTION**

The Town of Falmouth, Select Board hereby establishes the following Fiscal Year 2024 (FY2024) budget policy in order to maintain financial stability and meet the needs of our community.

This policy recognizes and amplifies the existing financial policies of the Town and clarifies strategies for meeting the goals contained therein. The FY2024 Budget Policy is intended to establish guidelines to ensure the strong fiscal health of the Town of Falmouth as we continue to follow the sound management practices that have enabled us to meet the Town's financial goals and promote quality of life for Falmouth residents.

The FY2024 budget shall be based on conservative and achievable estimates of available revenues. The FY2023 budget established a baseline for municipal services offered within a sustainable operating budget. Recommended expenses shall continue to be analyzed within a framework of local revenues. Early action shall be taken to address projected shortfalls to ensure that the Town is providing service levels that can be sustained with our anticipated revenue stream over the next few years.

The Town of Falmouth will seek to establish a level service budget which limits increases in order to maintain operations under the proposition 2½ levy capacity. The Select Board may wish to consider pursuing additional funding sources to address priority needs which go beyond a level services budget for FY2024. The Town will not rely on the use of non-recurring revenues such as free cash, stabilization or other one-time revenues to support the operating budget. The Town's management staff will continue to monitor the stream of recurring revenues with

the ongoing goal of identifying additional local revenues to support and enhance service levels in our community.

In establishing a budget ceiling for the coming fiscal year, the Select Board adopts a maximum tax revenue growth of 2.5% above the FY2023 levy and an estimated new growth component of \$800,000.

The operating budget is supported by four major revenue sources: tax levy, state aid, local receipts and other available funds. Among those, the tax levy is the only source of revenue that predictably increases each year. This additional revenue shall be allocated to operating budgets primarily for fixed costs and wage rate increases established through collective bargaining.

The Town will continue to fund appropriations to the Capital Projects Fund and Other Post Employment Benefits (OPEB) funds in the amount of \$1,532,079 from recurring revenues that have been designated as a portion of the operating budget.

The Board may revisit a budget ceiling based on any significant unanticipated, but documented revenue increases which may provide additional flexibility. The Board notes that revenue increases do not necessarily indicate automatic line item budget increases. Individual line item budgets may require reductions or lower proportional growth in order to live within the overall budget increase.

To assist the Acting Town Manager and our Department Managers as they develop an operational budget for the Select Board's review, the following policies will apply:

## **REVENUE POLICY**

### **Local Estimated Receipts**

The Town will continue to maintain the goal of conservatively budgeting local estimated receipts to responsibly avoid any future revenue deficits and to help meet the Town's goals for financial stability. We will continue to monitor local receipts and anticipate a modest increase for FY2024 may be warranted.

Town Meeting voted to increase the room occupancy excise tax rate (i.e. hotel/motel tax including short-term rentals) from 5% to 6% effective July 1, 2022. The additional revenue that results from this rate increase, which is approximately \$350,000, will be allocated to the Falmouth Affordable Housing Fund (FAHF). In addition, the portion of the room occupancy tax attributed to short-term rentals, approximately \$1,000,000, will be allocated to the FAHF and the School Department operating budget with each receiving \$500,000. In future years, the Town

may adjust these allocations after there is a full year of actual collections at the 6% room occupancy tax rate.

**State Revenues**

There was a significant increase in state education (chapter 70) revenues from FY2022 to FY2023. The Town will allocate the increase to the school department after deducting the school assessments. The net increase to the school department is \$1,500,000. At this early stage, the only increase projections will be the \$1.5m allocated to the schools; all other revenues are projected to be level funded.

**Property Taxes**

The Town will present an operating budget that is consistent with the revenues available within the limits of proposition 2 ½ to support FY2024 level services operations. The Board will continue to evaluate property tax increases including a general override for increased level of services, and capital and debt exclusions for the financing of significant capital improvements or other one-time expenses,

**APPROPRIATION POLICY**

To protect the Town’s conservative budget strategy, appropriations shall be limited to the existing programs and fixed cost increases. Town Departments shall endeavor to limit any significant increase in requested budgets unless there is a fixed cost increase in place to support a current service that the Town offers. Department Heads will submit budgets that do not exceed a 2.3% annual increase.

**Strategic Priorities**

To further guide the Town Manager in the development of the FY2024 Budget, the Select Board has begun a series of budget priority discussions which will culminate in the adoption of a five-year Strategic Plan FY2023-FY2027 in October of 2022. Priority shall be placed on maintaining public health and safety and basic municipal services.

**Increase Reserves**

This section addresses three separate reserves: General Stabilization Fund, Capital Stabilization Fund and the OPEB Trust Fund. For the fifth year, the Town will not further appropriate funds into the General Stabilization Fund. The General Stabilization Fund balance is \$7,242,977 which exceeds the overall policy goal of 5% of the previous year’s operating budget not including exempt debt. The Town will fund the Other Post Employment Benefit Trust Fund in the amount of \$500,000.

The Town will allocate the same fixed amount to the Capital Stabilization Fund that has been allocated for many years - \$1,032,079. This amount was initially established based on 75% of the meals tax and an amount from the tax levy. We have found this fixed amount continues to be sufficient to meet capital needs in combination with Free Cash and borrowing. After assessing basic service needs, the Town will continue to review revenue growth and make recommendations as necessary to responsibly increase reserves.



## FALMOUTH FIRE RESCUE DEPARTMENT

TIMOTHY R. SMITH  
CHIEF OF DEPARTMENT

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FALMOUTH, MA 02540  
PHONE: 508-495-2500  
FAX: 508-495-2519

SCOTT J. THRASHER  
DEPUTY CHIEF

CHAD E. ABSTEN  
DEPUTY CHIEF

September 28, 2022

Select Board  
Town of Falmouth  
59 Town Hall Square  
Falmouth, MA 02540

To the Select Board,

I wish to offer the following recommendation based on the Board's current policy of staffing 6 Fire Stations.

The following minimum staffing number would be required for "start of shift" staffing of the following stations:

### **18 Fire personnel minimum (start of shift)**

<b>HQ (Main St.)-</b>	<b>6 (Capt., Lt., and 4 FFs)</b>
<b>Woods Hole-</b>	<b>2 FFs</b>
<b>North Falmouth-</b>	<b>2 FFs</b>
<b>West Falmouth-</b>	<b>2 FFs</b>
<b>Hatchville (new)-</b>	<b>2 FFs</b>
<b>East Falmouth-</b>	<b>4 (1 Lt., and 3 FF's)</b>

I would further request an additional fourteen (14) personnel to allow us to improve our ability to maintain a daily staffing level that will be in line with our current need to maintain two (2) personnel per apparatus.

This request will provide an increase from the current 78 budgeted positions to 92 personnel and will provide a staffing level of 23 budgeted personnel per shift. This is in consideration of the impacts of short and long-term leave that reduces the number of personnel on duty each day. We anticipate that it will take approximately two years from the date the positions are authorized to fill all 14 positions while simultaneously filling vacancies that arise between now and 2025.

I am mindful of the ongoing discussion related to our department and that of the financial planning required. However, I do feel, that at the very least this would allow us to adhere to the Select Board policy of being able to adequately staff at a “minimal” level for the 6-station model.

Previous staffing considerations have been offered and I would continue to advocate for further increases of personnel to improve safety for our personnel and the ability to provide more effective response in each district of our community.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'T. Smith', with a stylized flourish extending to the left.

Timothy Smith, Chief of Department

**DRAFT**  
**Select Board  
Strategic Plan**



**FY2023 – FY2027**

Adopted by the Falmouth Select Board on **INSERT DATE**

## Introduction

In accordance with the Town of Falmouth Home Rule Charter, the Falmouth Select Board hereby presents its five-year strategic plan for the Town of Falmouth. During its annual Strategic Planning retreats throughout September and October 2022 the Board reviewed strategic priorities for Fiscal Years 2023-2027.

As it embarks on the work of Strategic Planning, the Board recognizes the importance of setting forth a vision for our community annually and the need to work through our Town Manager to involve the department heads, also receiving input from Town boards and committees in our decision making. There is also the fundamental need to hear from our citizens to gain a better understanding of community priorities. The goals set forth herein reflect this community of varied, comprehensive interests.

In this five-year plan, the Board has established broad policy areas. The goals of each Town Department are expected to be regularly updated and to address all programs and services of our community. Acting through the Town Manager, the Board will communicate its expectations to the Department, Board, Committee or Commission involved in achieving the policy objective. The Board expects that over the course of the five-year planning period, additional goals may be added during plan review or as updated annually as progress is reported by advisory committees and staff.

[Insert photo here]

At the time of this retreat, the Town and the nation are still living with the coronavirus pandemic that continues to disrupt all our lives, requiring adaptation of many municipal operations, and continues to have implications for short-term and long-term plans and priorities. The seven Strategic Priority areas adopted for the FY2023 - FY2027 planning horizon ranked in alphabetical order:

- I. Affordable Housing
- II. Energy & Water Conservation and Sustainability
- III. Financial and Economic Stability
- IV. Health and Public Safety
- V. Management of Coastal/Natural Resources & Infrastructure
- VI. Organizational Effectiveness & Community Engagement
- VII. Water, Wastewater & Solid Waste Management

The Select Board members recognize that these strategic priorities do not address every area of service provided by the Town of Falmouth. The core values, established for strategic planning purposes, in no way diminish the value and importance of all the services provided by Falmouth's Departments and Divisions. These strategic priorities do involve all staff members

and citizens as the Board implements its objectives and will serve as the foundation for the administration of Town government and delivery of services.

It is our hope that all decision makers, including staff, boards, and committees, will embrace these priorities and take positive steps toward achieving our strategic vision for the planning period of Fiscal Years 2023 - 2027.

Falmouth Select Board,  
Nancy Taylor, Chair  
Onjalé Scott Price, Vice Chair  
Douglas C. Brown  
Samuel H. Patterson  
Edwin Scott Zylinski

Adopted: [Date]

## I. Affordable Housing

The Select Board has included affordable housing as a specific priority area to signify its importance. Prioritizing affordable housing is critical to supporting the hiring and retention of Town staff and maintaining the stability of Town operations. The vitality of the Town is dependent upon a community that is affordable and accessible.

The affordable housing crisis has been exacerbated by the pandemic, an unprecedented and unpredictable housing market, and inflation. This crisis requires significant dedication and cooperation among Town staff and community to resolve.

### **The ongoing goals within this strategic priority area are:**

- Continue using the Housing Production Plan as a guide.
- Evaluate Town owned parcels of land for potential development of affordable housing.
- Update Local Initiative Program (LIP) guidelines and procedures with input from ZBA, Planning Board, Affordable Housing Committee to facilitate development of affordable housing.

### **The specific, actionable goals within this strategic priority area are:**

- Add 100 more affordable rental units, not to include units that are put on the SHI (subsidized housing inventory) but are not actually defined as ‘affordable’.
  - The Housing Coordinator should manage this list and conduct a review every 3 months.
- Consider creative and radical solutions to increasing affordable housing options.
  - Housing Coordinator in collaboration with Affordable Housing Committee seek innovate/radical ways to increase housing stock such as addressing ADU bylaw issues/confusion, reviewing strategies implemented by other Cape towns to incentive developers to build affordable housing, etc.
  - Special focus on researching an Airbnb moratorium.
- Contract with creative contractors to establish innovative ways to increase affordable housing stock through existing infrastructure.
- The Town Manager to provide regular (monthly/quarterly) updates on LIP (Local Initiative Plan) or other affordable housing related projects and their status.
- Maintain a minimum balance of \$4 million in the Falmouth Affordable Housing Fund Trust.

## II. Energy & Water Conservation and Sustainability

The Board will pursue conservation of vital resources with an eye to renewables and efficiencies. The Board is committed to raising awareness of energy conservation opportunities that provide financial and environmental benefits to the community.

### **The ongoing goals within this strategic priority area are:**

- Pursue and promote energy efficiency in new building construction.
- Promote and provide infrastructure to support electric vehicles.
- Continue to investigate viability of electric vehicles when replacing municipal vehicles.
- Explore & implement municipal sites for alternative energy.
- Consider ground mounted and rooftop solar installations. When resurfacing parking lots, consider installing parking lot canopy solar systems.
- Explore public and private partnerships for renewable energy.
- Enhance and promote efforts to improve composting and recycling practices.
  - Explore a municipal composting program through private/public partnerships.
- Continue ESCO and related programs – i.e., building upgrades to improve energy efficiency.

### **The specific, actionable goals within this strategic priority area are:**

- Hire a Sustainability Director as voted at Town meeting.
- Consider hiring a Coastal Resiliency Director (or similar position) for FY25

### **Completed goals within this strategic priority area from previous Strategic Plan:**

- Manage disposition of municipal wind turbines in compliance with applicable procurement law.

### III. Financial and Economic Stability

In this five-year planning period, the fiscal health of our operations and community remains a strategic priority for the Town of Falmouth as we face the continued challenges of COVID-19 and unexpectedly high inflation.

Among the Town's financial goals are to promote long-term financial stability of Town operations through sound financial planning and practices. The Town will be positioned to sustain essential services through economic downturns by continuing conservative revenue assumptions and disciplined budgeting. These sound financial practices allowed us to retain the Town's 'AAA' bond rating – the highest available bond rating. This bond rating upgrade saves taxpayers money every year by reducing borrowing costs and it represents an independent third-party validation of the quality of the Town's management practices. The Town's ongoing Capital needs and wage pressure caused by the declining population of working age individuals in the region remain the most pressing fiscal concern.

The Town is fortunate to be in a good position to face the fiscal challenges that the coronavirus pandemic has brought. With the FY2022 budget, we have achieved our financial goals for all reserve categories, and it is important that we maintain these balances. Nevertheless, we must recognize that the global pandemic creates a greater level of fiscal uncertainty than the Town has faced since the “great recession” a decade ago. The Board anticipates that some capital improvements may need to be scaled back or deferred if revenues decline. The Town has been fortunate to be able to increase staffing levels to address targeted service needs in the past several years supported by sustainable, recurring revenues. It may not be prudent to add new positions or programs in the next year or two unless they can be supported with offsetting budget reductions or new recurring revenue sources. This broad strategic priority area will influence decisions made about public safety, education and other important direct services such as community planning, housing, historic preservation, recreation, visitor resources, human services, elder services, and, the increase in food insecurity and mental health issues due to COVID-19.

**The ongoing goals within this strategic priority area are to:**

- Promote long-term financial stability of Town operations.
- Review and publicize long-term capital plan and promote funding strategy for capital; needs including town and school facilities report.
- Continue to prepare a Comprehensive Annual Financial Report each year.
- Continue working with the School Department to create a sustainable financial plan.
- Continue program budgeting and move toward full costing of services.
- Continue collaboration with School Department to complete facility and efficiency upgrades.
- Respond to fiscal impacts related to COVID-19 and inflation and explore new grant and revenue opportunities.
- Monitor appropriate grant opportunities and procedures for submitting and tracking grant applications.

- Review and support plan for reorganization of Town offices and necessary renovation at Town Hall.
- Support opportunities to generate additional funds for community housing.
- Support development of improved high speed internet service.
- Plan for use, development or disposition of Town properties including but not limited to the Emerald House properties, Andrews Farm Farmhouse, 300 Dillingham Ave, and the unprogrammed portions of the Edward Marks Building.
- Develop a policy and plan to address traffic, parking, and transportation needs.
- Support business and community development to promote a vibrant local economy.

**The specific, actionable goals within this strategic priority area are:**

**Completed goals within this strategic priority area from previous Strategic Plan:**

- Improve coordination of planning, permitting, and preservation functions.
- Improve permitting environment to be more user-friendly to the applicant.

## IV. Health and Public Safety

Public Health and Safety are fundamental governmental functions. In this priority area the Board will develop goals to address emerging public health issues, pandemic impacts, and issues of concern related to substance use disorders and the opiate use epidemic in our Town and nation. The Town will focus on efforts to efficiently use our limited staffing and budgetary resources to sustain a high quality of public safety and improve accessibility in the Town of Falmouth.

### **The ongoing goals within this strategic priority area are:**

- Monitor and address emerging public health issues.
- Continue to enhance public safety services town wide.
- Review response data and analysis to evaluate effectiveness of fire station staffing model to best serve the entire Town of Falmouth.
- Support improved efficiency of police and fire operations and consider future expanded services within available resources.
- Continue to staff West Falmouth fire station, as resources permit, until construction on new, replacement fire station is completed.
- Continue to collaborate among Town departments to respond to substance use crisis including opiate use.
- Consider land acquisition and funding for new replacement Fire station based on a five-fire station model based on the McGrath consultant study, recommendations of the Future Fire Stations Citizens Advisory Committee and public input to evaluate potential locations for this new fire station to serve the entire town more effectively.
- Continue to review and update Local Emergency Management Plan.

### **The specific, actionable goals within this strategic priority area are:**

- Provide mental health clinicians to the Falmouth Police Department to assist on calls related to mental health, substance use disorder and people without housing.
  - For FY24, the FPD will convert 2 patrol officer positions to clinicians. For FY25 and beyond, the Select Board will: 1) add the 2 patrol officer positions back into the FPD budget, and 2) add at least 2 clinicians to the FPD budget.
- Actively support the Town's vote to remove FPD from Civil Service.
  - The Select Board will support the passing of this legislation through letter writing or any other appropriate means
- Collaborate with local and regional organizations providing treatment and support to those impacted by Opioid epidemic.
  - The Health and Human Services Department, in collaboration with other appropriate departments, identify gaps in services offered within the Town and options for filling the gaps. Recommendations for funding to be presented in preparation for the FY25 budget.
- Commit to a six-fire station model until such time that a North/West combination station is built and operational.
  - The Select Board will work to create a budgetary plan to support six fire stations.

### **Completed goals within this strategic priority area from previous Strategic Plan:**

- Pursue funding for design and construction of new fire station.
  - The funds for the Hatchville Fire Station have been appropriated, and design and construction are on schedule.
- Pursue opportunities to improve hiring process for police department including removal from civil service and the procedures that will replace civil service hiring.
  - Town Meeting approved the removal from Civil Service, we are awaiting the legislative vote.

## V. Management of Coastal/Natural Resources & Infrastructure

Falmouth's waterfront amenities and natural and enhanced coastal resources are the cornerstone of our cultural identity and financial foundation. The Select Board's decision-making will be guided by the principle that clean and welcoming coastal resources and our marine environment are core values and strategic public infrastructure must be protected. The resiliency of our coast and our infrastructure is a driver of our Strategic Plan and community decision making process.

### **The ongoing goals within this strategic priority area are:**

- Continue to pursue Community Rating System.
- Continue to implement municipal shellfish management plan.
- Dredging:
  - Explore alternatives to increase annual dredging.
  - Consider financial implications of permitting dredging in areas that have not been dredged on a regular basis in the past.
  - Support regional efforts to improve dredging resources and opportunities including legislation that reduces time of year restrictions.
  - Continue annual dredging and associated permitting to maintain channels and harbors.
- Survey curb cuts at beach and harbor entrances and parking lots.
- Incorporate accessibility improvements in conjunction with any sidewalk or pavement improvements.

### **The specific, actionable goals within this strategic priority area are:**

- Develop a policy to prioritize and protect public infrastructure and to inform private development.
- Review, discuss and adopt Coastal Resiliency Action Plan on recommendation of Coastal Resiliency Action Committee.
- Develop beach improvements and ten-year Beach Management Plan.
- Prioritize and plan for repairs to aging coastal structures, such as docks, ramps and retaining structures.
- Prioritize, plan, and manage needs of non-waterways coastal structures, such as parking areas, bridges, bikeways, Trunk River sewer, etc. and other non-waterways retaining structures.

### **Completed goals within this strategic priority area from previous Strategic Plan:**

- Assess feasibility of installing accessible mats where they are not already in place.
  - Some mats have been purchased

## VI. Organizational Effectiveness & Community Engagement

The Select Board will encourage continued evaluation of the Town's organizational effectiveness. We will evaluate our own effectiveness in serving the community in our role as the Select Board and we will encourage ongoing assessment of all Town functions and services including those performed by municipal staff and volunteer committee members<sup>1</sup>. We take pride in knowing that Falmouth community members benefit from a wide array of high-quality municipal services, and we acknowledge there is always room for improvement.

This goal also involves creating a public participation process so the Select Board can better understand and inform the Falmouth community. The Board recognizes there is already a high level of community engagement in Falmouth. We all benefit from the fine work of the talented individuals who serve as Town Meeting members and who volunteer their service on our many boards and committees. We seek to build upon that strength by engaging with the community and department heads in new ways. We acknowledge the valuable public communications provided by FCTV and other local media. By doing so, we hope to better serve the diverse members of our community.

### **The ongoing goals within this strategic priority area are:**

- Support volunteer board and committee members in their work.
- Evaluate needs of committees, assessing any significant unmet needs that might be addressed with available resources.
- Maintain a fixed schedule for the calendar year for committee reports to the Select Board to provide more advance notice and increase the number of committee reports received each year. Where in person meeting is not feasible, a written report may be substituted.
- Receive reports from department heads on topical issues as needed.
- Continue to hold staff appreciation/interaction event.
- Receive quarterly department reports including quantitative overview and some explanatory narrative.
- Evaluate permitting system on recurring basis.
- Maintain citizen confidence in the Select Board and Town leadership by providing a vision of Falmouth over time.
- Maintain a 'Recognition' item as a routine item on Select Board agendas to celebrate individuals, staff and groups for noteworthy contributions to the community.
- Expand use of website and 'notify me' function to notify the public of matters of interest.

### **The specific, actionable goals within this strategic priority area are:**

- Develop training video for committee members on open meeting law, ethics, and role of committee members relative to staff.
- Host meeting with committee chairs to discuss annual schedule and how the Board can support the committees in their work.
- Make municipal services (specifically the Town website) easier to navigate for the public.

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<sup>1</sup> Throughout the Strategic Plan we will use the generic term "committee" to refer to boards, committees and commissions.

- Fill Town staff vacancies
  - Especially the Town Manager, Assistant Town Manager, Director of Finance, Human Resources Director, and DEI Officer.
- Support departments
  - Conduct departmental assessment or audit to allow the Select Board and Town Manager to assess each department's strengths and weaknesses, where departments need support, etc.
- Support and show appreciation to volunteer committees, boards, and commissions
  - Reinstigate (as deemed safe and appropriate under COVID-19 restrictions) annual potluck social
  - Explore designating one staff person to serve as resource to committee chairs and members with questions and concerns about committee protocols
- Increase general community engagement with the Town
  - Continue to hold two Community Engagement Forums each year including one in the summer months when seasonal residents are in town.
    - Consider potential action items based on feedback received at Community Engagement Forums.
  - Continue engaging/communicating with non-municipal entities (Woods Hole scientific institutions, CCHC, JBCC, etc.)

**Completed goals within this strategic priority area from previous Strategic Plan:**

- Develop orientation for Select Board members.
  - An onboarding packet was created, further 'orientation' options can be explored.
- Promote updated Committee Handbook by distributing copies and requiring acknowledgement of receipt.
- Implement online permitting system.
- Pursue expedited parallel processing and other process improvements to reduce time required for approval of permits.
- Strive to provide preliminary feedback to permit applicants earlier in the review process.
- Provide frequent updates regarding new developments related to coronavirus pandemic and take timely appropriate action to address challenges and opportunities.
- Reduce the length of Select Board meetings by adding times to each agenda item and communicating time limits to invited participants.

## VII. Water, Wastewater & Solid Waste Management

By comprehensively and effectively managing our water and wastewater needs and operating systems, Falmouth will improve water quality, protect public health, and enhance the Town's economic vitality. If managed and planned for properly, we can offer our residents, visitors and future generations healthy water and sustain property values and our vibrant economy.

This planning period will focus on the management of potable water consumption to meet peak seasonal demand, and expansion of the sewer service system. Recent system improvements, planned for more than twenty years, will improve potable water quality and natural water resources and may require necessary increases in staffing and resources to support operations. This period will include an upgrade to the wastewater treatment facility on Blacksmith Shop Road and an expansion of the sewer collection system to include the Great Pond and Green Pond areas. This expansion will require decisions related to additional discharge site locations to manage the increased wastewater effluent flows associated with this increase in the number of properties connected to the sewer system. The careful implementation of these programs and ongoing quality control will be the hallmark of the long-term success of these important water quality projects.

### **The ongoing goals within this strategic priority area are:**

- Evaluate Town wide strategies for addressing water conservation and to mitigate water pressure concerns including the encouragement of private wells for irrigation purposes.
- Explore new sources for additional water supply opportunities.
- Minimize disruptive work; scheduling maintenance/repairs in 'off season'.
- Develop long-range plan for solid waste management.
- Continue managing Upper Cape Regional Transfer Station.
- Enhance and promote efforts to improve composting and recycling practices.
- Continue to monitor water quality of all potable water sources.
- Explore enterprise account for water system.

### **The specific, actionable goals within this strategic priority area are:**

- Implement Comprehensive Wastewater Management Plan
  - Manage and evaluate the implementation of CWMP and construction of sewer service area.
  - Implement, develop, and promote funding plan for CWMP including regular review and update of sewer rates.
  - Develop long-range plan for coastal ponds and waterways utilizing knowledge gained from CWMP.
  - Explore new methods to improve water quality for inland ponds.
  - Plan and implement Stormwater Management Plan in compliance with EPA regulations. Prioritize improvements in locations where there is currently direct discharge into waterways.
  - Monitor and provide input to the Town representative to the Cape Cod & Islands Water Protection Fund Management Board.

- Ensure continual supply of quality drinking water and adequate water pressures.
  - Replace larger sections of existing water mains: Connect loops to help with water quality and fire suppression pressure.

**Completed goals within this strategic priority area from previous Strategic Plan:**

- Secure funds to install treatment required to bring Fresh Pond well back online.
- Evaluate options for collection and disposal of solid waste prior to negotiating a successor contract, including provision of totes for residential curbside collection of trash and/or recyclables.