

**TOWN OF FALMOUTH**  
**SELECT BOARD**  
**AGENDA**  
**STRATEGIC PLANNING SESSION**  
**SATURDAY, AUGUST 27, 2022 – 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.**

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

1. Call to Order
2. Strategic Planning Priorities
3. Fire Staffing – FY24
4. 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.*

## Strategic Planning Input – Nancy Taylor

### Health and Public Safety

- commit to 6 fire station model
- add clinicians to the FPD to assist on calls related to mental health, SUD and supporting homeless citizens
- follow through on the removal of the town from the requirements of civil service
- increase support to the management of SUD
- assess any related/ongoing impact of COVID19

### Financial and Economic Stability

- contract with a grant writer to monitor grant opportunities and facilitate/write applications
- maintain AAA bond rating
- consider a procurement officer
- prioritize the support of the Falmouth Public School department
- grow the affording housing stock

### Improve Organizational Effectiveness

- revisit, review the Falmouth Charter
- fill current vacancies
- focus on equity and inclusion in hiring practices
- conduct departmental audits
- conduct nation-wide search for new town manager

### Coastal and Natural Resources

- design/build town hall/main street/walker street berm (as recommended)
- design/build sewer resiliency as requested
- purchase portable bath stalls, ensuring handicap access, for beaches and contract for cleaning

### Enhance Community Engagement

- contract with half-time community communications consultant
- improve/create a more friendly town website
- reinstate annual potluck supper for committee members
- print required newspaper ads in larger type

## Strategic Planning Input – Onjalé Scott Price

### Manage the affordable housing crisis (Affordable Housing)

- Increase our affordable housing stock (for both ownership and rentals) to match the need.
- Research and learn from other communities/municipalities who have been successful
- Explore and implement radical options such as:
  - Airbnb moratorium;
  - Tax benefits to property owners who rent long-term;
  - Revisiting the ADU bylaw;
  - Supporting changes to minimum lot size requirements; and
  - Supporting ‘tiny homes’ and similar unconventional housing options.

### Manage the opioid and addiction crisis (Addiction)

- Reduce the number of overdoses and deaths to 0. I realize this is a stretch goal, however it is worth striving towards.
- Ideas:
  - Clinicians for the FPD;
  - Learn the root cause of addiction; and
  - Increase funding of life saving services

### Prepare our coasts and waterways for climate change (Coastal Resilience)

- I need to finish reading the report before making any specific recommendations here.

### Decrease pollution to waterways (Water & Wastewater Management)

- Continue to prioritize areas of Falmouth in most need of sewer connections and pursue funding.
- Identify other options for minimizing pollution to waterways such as:
  - Encourage/incentivize composting; and
  - Encourage unconventional wastewater management – specifically for areas not considered a priority for sewer connection.

### Increase Diversity, Equity, and Inclusion throughout Town departments (DEI)

- Hire a DEI Officer
- Implement their recommendations into:
  - Policy updates and changes;
  - New policies;
  - Future Strategic Plans;
  - Hiring and retention of Town employees

## Strategic Planning Input – Sam Patterson

### Replace AAA bond rating by lenders with:

- “Improve the accessibility of housing and of the sustainability of citizen and business investment.”
- Reason: The bond rating is a rating of the municipality’s ability to cover the commercial lending company’s risk through municipal reserve funds and limits on borrowing. It encourages financial hoarding. As a result, it deprioritizes *investing* in the lowering of risks to property owners and residents.

### Questions:

- (VI) What is a prudent level of reserves as a percentage of the total operating budget?
- (VII) Why not use a 10-year capital budget period to assure greater sustainability and improvement of Town, business, and private property infrastructure and municipal services?
- Is the Town intentionally using the budgeted salaries of open employee positions to generate certified free cash to fund capital expenses? (...rather than using town-wide referenda to fund capital expenses?) What is the impact of such a policy on the level and effectiveness of Town services?
- Will adding a Development and Sustainability Director add to the cost effectiveness of our Town management?

### Focus Changes:

- (II) Replace all “COVID-19” references with “public health” and change “mental health issues” to “resident mental health issues.”
- (II A. Goals, add) 8) Develop a 10-yr, long-term plan to mitigate the risks of coastal flooding due to sea-level rise and of increasing severe-storm damage.
- (II A. Goals, add) 9) Develop long-term plans to mitigate the environmental impact of wastewater discharge and surface-water runoff.
- (V) “The Town will pursue conservation of ...”
- (VI) “Develop a plan to sustain and improve strategic public *and private* infrastructure”
- (VI C.4) “Develop a 10-year plan ... Trunk River sewer and other critical infrastructure.”

## Strategic Planning Input – Doug Brown

### Financial and Economic Stability & Community Development

#### Affordable Housing

- Continue to support zoning reform to allow greater density in central locations of town.
- Enhance Accessory Apartment development.
- Maintain level funding at \$4,000,000.00 per year to the Affordable Housing Fund.
- Consider moratorium on short term rentals.
- Integrate the role of Community Development Director into Assistant Town Manager job description.
- Hire Sustainability Director with significant grant writing expertise. 2024
- Monitor and apply for grant opportunities. Alert and assist Department Heads with applications.
- Capital Plan Funding Strategy. Maintain current practice.
- Maintain C.A.F.R. annual update. Maintain current practice.
- Work closely with School Department for budget development.
- Identify ideal budget levels for optimum performance of Departments.
- Identify new revenue sources.
- Maintain AAA Bond Rating.
- Improve public transportation. (Inter-village shuttle? Town owned electric-trolley?)

### Water and Wastewater Management

- Explore and develop discharge capacity. (Outfall?)
- Expedite replacement of ancient water mains.
- Water Conservation Strategies, 0% interest loans for irrigation wells, drip irrigation. Toilet replacement program.
- Explore Enterprise Account for Water Department.
- Conservation Department should collaborate with Cape Cod Commission and County on Freshwater Ponds Initiative.
- Identify future potable water sources.
- Preserve water recharge areas.

### Health and Public Safety

- Identify F.F.R.D. staffing levels to maintain 6 Station Model.
- Budget for future payroll.
- Apply for S.A.F.R Grant.
- Identify best practice for # of police patrols in a town with the size and population of Falmouth. Currently we run 5 cruisers. I suspect we should be at 7. Comparative study by consultant. No predefined constraints on parameters.

- Consider new location for F.P.D. Headquarters Building. Corner of Brick Kiln Rd. / Gifford St.? Convert current building to other public use. (Long-term goal)
- Advocate for removing F.P.D. from Civil Service. Letters to elected officials.
- Health Department should work closely with County Health Department to collaborate on issues regarding public health.

### Coastal and Natural Resources Infrastructure and Beaches

- Implement coastal resiliency action program as directed by coastal resiliency action committee.
- Develop Staff Coastal Resilience Team for implementation of identified objectives.
- Request assistance from Coastal Zone Management and Elected Officials to maximize sea floor mapping program to identify potential mining sites for offshore dredging opportunities. Ongoing mapping associated with wind farm development offers significant opportunities for advancement of this initiative. Currently underway and being modified. See Westport/ So Dartmouth example.
- Develop budgets for dredging projects not currently included in 10 Year Comprehensive Permit. Establish Best Practice Principal Policy for Beach
- Nourishment Projects. Fill to toe of slope. Top dressing exacerbates erosion.
- Community Rating System. Update annually.
- Develop Infrastructure Policy. Elevate vs Relocation.
- Hire Coastal Resiliency Director. 2025
- Propose Legislation to streamline coastal resilience projects. Remove Army Corps of Engineers. Remove Conservation Commission from projects in Vineyard Sound, Nantucket Sound and Buzzards Bay that do not involve interior estuarine areas. D.E.P. and C.Z.M. review process. 2-year maximum permit period.

### Beaches

- Develop and Implement Beach Management Plan.
  - Beach profile studies.
  - Beach Nourishment objectives and strategies.
  - Consider trucked in washed sand for maintenance when needed.
  - Top dressing and beach maintenance should be expedited or standing permit.
  - Consider Beach Department Enterprise Fund. Provides more flexibility for timely maintenance and grant opportunities.
  - Work closely with Sustainability Director/Coastal Resilience Coordinator to optimize grant opportunities.
  - Improve accessibility.

### Organizational Effectiveness

- This section remains the same, but needs to be revisited for implementation. Other organizational changes are included in previous sections; i.e., Assistant Town Manager

job description modification. Hiring Sustainability Director 2024 and Coastal Resilience Coordinator 2025.

### Energy Conservation and Solid Waste Management

- Implement Energy Conservation Measures Continue E.S.C.O. and related programs.
- Improve building efficiency.
- Construct solar canopies on all viable municipal and school parking areas.
- Develop electric quick charging stations in all municipal parking lots.
- Credit card operated, low fees. Don't wait for repaving projects.
- Continue to integrate electric vehicles into town fleet.
- Develop solar array over entire Wastewater Plant Site to replace wind turbine production.
- Explore and implement municipal sites for alternative energy opportunities.

### Solid Waste Management

- Develop future waste contract 2 years prior to expiration of current contract.
- Award contract 18 months ahead of start date. 6 month response timeframe.
- Allow 1 full year after award for contractor to develop resources to execute contract.
- Maintain rail access to Transfer Station for continued operation.
- Acquire trash totes for residents. 2 per residence?
- Develop food waste recycling/composting program with residential pick up. Public/private partnership?

### Community Engagement

- Overhaul the Town website. I understand we did already use our overhaul option, but many substantial issues remain unresolved. The Town Administration relies primarily on the website as its #1 method of public outreach. Its functionality and usability are of utmost importance. Additional funds should be applied to engage an outside consultant to address improvements.
- Share Social-Media Policy with Department Heads and advise how best to proceed with public information sharing.
- Other Community Engagement items remain unchanged.

## **Strategic Planning Input – Scott Zylinski**

### Health and Public Safety

- Support public safety officials and departments
  - Build staffing capacity to meet added work load demands
  - Provide social workers to the FPD
  - Monitor the ongoing impact of COVID or potential health threat
  - Address the ongoing drug addiction afflicting Falmouth families

### Financial and Economic Stability and Planning

- Maintain AAA bond status
- Support departments' program needs
  - Contract with a professional grant writer
- Support CFO
  - Contract with a bidding/procurement consultant
- Prioritize affordable housing

### Improve Organizational Effectiveness

- Fill management positions
  - Town Manager; HR Director; Water Superintendent
- Engage in departmental review process
- Retention of employees
  - Conduct exit interviews regularly
  - Review evaluations tools

### Water and Wastewater Management

- Implement water main replacement plan
- Implement the BOC approved CWMP – Comprehensive Wastewater Management Plan
- Address sewer resiliency issues (Amy Lowell)
- Support DPW mandated Stormwater Management Plan

### Coastal and Natural Resources, Infrastructure and Beaches

- Implement Coastal Resiliency Plan
- Devise 10-year Beach Management Plan



**FIRE STATION STAFFING FY24 -  
FY26**

**AUGUST 27, 2022**

# PRESENTATION OVERVIEW

- Review Timeline of Fire Station Construction and Staffing Decisions
- Describe future staffing needs – i.e. when Hatchville Station is operational
- Budget plan for meeting staffing needs

# DECISIONS LEADING TO CURRENT SITUATION

- **Spring of 2020:**

- Override to add 8 FFs “These added positions will enable the Fire Department to increase start of shift staffing from 14 to 16 per shift and facilitate adherence to the 2-firefighter per engine/ladder minimum while continuing to operate all five existing fire stations until completion of a new fire station.” (*excerpt from explanation in Town Meeting Handbook April 2020*)
- Staffing of 74 FFs (as of FY21) proposed to meet minimum needed to operate 5 stations

- **2021**

- April Town Meeting approves design of Sandwich Rd/Hatchville Station
- 08/30/2021 Strategic Plan: Continue to staff West Falmouth station as resources permit until construction of new, replacement fire station is completed. (Implies 6 Station model when Hatchville completed).

- **Spring 2022**

- 03/28/2022 Select Board votes policy confirming plan to staff 6 stations once Hatchville is operational and until North/West combined station is operational.
- April/May 2022 Debt Exclusion approved to construct Hatchville Station
- 3 FFs added to FY23 budget to improve ability to achieve 16 FFs at start of shift

# CHIEF SMITH'S STAFFING PLANS BY STATION

	5 Stations – Current Goal	6 Stations – With Hatchville - 2024/2025	5 Stations – With Hatchville & New North/West – Future Year TBD
Headquarters Station	6	6	6
Woods Hole Station	2	2	2
North Falmouth Station	2	2	NA
West Falmouth Station	2	2	NA
East Falmouth Station	4	4	4
New Hatchville Station	NA	2	4
New North/West Station	NA	NA	4
<b>TOTAL</b>	<b>16</b>	<b>18</b>	<b>20</b>

*#s shown include all Firefighters, Lts and Captains who count toward “shift strength” all of whom are also trained as EMTs or Paramedics*

# BUDGETED POSITIONS VS DAILY STAFFING LEVELS – JULY 1, 2022

	Total Department #
<b># Firefighter/Lt/Captain Positions <u>Budgeted</u></b>	<b>78</b>
<b>Vacant New Positions authorized 7/1/2022</b>	<b>-4</b>
<b>Vacant due to retirement/resignation</b>	<b>-2</b>
<b>New hires not fully trained</b>	<b>-2</b>
<b>Medical Leave (injury)</b>	<b>-4</b>
<b>Military Leave</b>	<b>-1</b>
<b>TOTAL FFs Available</b>	<b>65</b>
<b>Per Shift AVG Before Vacation, Personal, Sick</b>	<b>16.25</b>
<b>Allowance for Vacation, Personal, Sick</b>	<b>-0 to -5</b>

- **With voluntary overtime, we are reaching 16 FF goal 85% of the time in recent months.**
- **FY22 Overtime = \$1.3 Million**

# FORECAST OF BUDGETED POSITIONS NEEDED TO REACH 18 FF START OF SHIFT

	Option #1: Add 3 FFs FY24	Option #2: Add 14 FFs FY24
# Firefighter/Lt/Captain Positions <u>Budgeted</u>	81	92
Vacant due to retirement/resignation	-3	-3
Medical Leave (injury)	-2	-2
Military Leave	-1	-1
<b>TOTAL</b>	<b>75</b>	<b>82</b>
Per Shift AVG Before Vacation, Personal, Sick	18.75	21.5
Allowance for Vacation, Personal, Sick	-0 to -5	-0 to -6
OT Impact?	> \$1.5 Million	< \$1.5 Million

- These are projections based on limited data.
- Too many variables to predict with precision.
- Option #1 may not be sufficient to achieve 6-Station staffing goal

# CAVEATS

- Allowances for turnover and all forms of leave are forecasts based on past limited data and past experience.
- We cannot provide certainty with these estimates.
- Estimates represent averages over the entire year. Some days there will be more than the average number on duty and some days less.
- Substantial overtime will still be required to ensure 18 FF for every shift
- Union negotiations will be required to ensure 18 FF for every shift

# TIMELINE

- July 1, 2023 – new positions budgeted
- 18 months to hire, complete Fire Academy and Train
- Anticipate new FFs trained and available for shift strength first quarter 2025
- May not succeed in filling all 14 positions within 18 months given labor market
- Hatchville Station anticipated to go out to bid this Fall, completion late calendar 2024 at the earliest, possible well into 2025

# ESTIMATED COST & TAX IMPACT

- Up to 3 FFs could be added to FY24 Budget without override (may preclude other new positions)
- Cost per FF Used for FY21 Override: **\$121,438**
- Cost of 14 FFs = \$1,700,136
- Tax Rate Impact (FY22 Est) = 12 cents (1.5% increase)
- Impact of AVG Single-Family Tax Bill (FY22 Est) = \$74.65

# NEXT STEPS

- No vote needed today
- Consider joint meeting with Finance Committee before making funding decisions
- Decision by early October preferred for budget planning and community engagement
- Select Board Vote to include override on April 2023 Town Meeting Warrant by early January 2023

# DISCUSSION

DISCUSSION

# PERSPECTIVE

	FY2012	FY2022	% Increase
<b>Annual Fire Dept Calls for Service</b>	<b>6,237</b>	<b>8,823</b>	<b>41%</b>

	FY2012	FY2023	% Increase
<b># FF, LT, Captain Budgeted (i.e. Shift Strength)</b>	<b>57</b>	<b>78</b>	<b>61%</b>