

TOWN OF FALMOUTH
SELECT BOARD
AGENDA
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.

9:00 a.m. OPEN SESSION

1. Call to Order

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

STRATEGIC PLANNING WORKSHOP

3. Review 2023-2027 Strategic Plan and Priorities
4. Strategic Planning Process Discussion
5. Review Plan Updates
6. Adjourn

Nancy Robbins 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.

OPEN SESSION

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

Date: 8/7/23

ONE-DAY LIQUOR LICENSE APPLICATION REVIEW FORM

Applicant: Luke Vose, Crooked Coast

Event: Coast Fest Music Concert

Location: Band Shell / Marina Park, 180 Scranton Ave.

Date: Saturday, 8/5/23 Time: 3:00 p.m. - 10:00 p.m.

License Type: Wine & Malt Beverages or All Alcoholic Beverages

Application sent to the departments, indicated below, for comment:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Police | <u>Not opposed to the proposal (see attached).</u> |
| <input type="checkbox"/> Fire | _____ |
| <input type="checkbox"/> Health | _____ |
| <input type="checkbox"/> Building | _____ |
| <input type="checkbox"/> Communications | _____ |
| <input type="checkbox"/> _____ | _____ |

NOTES: _____

Diane Davidson

From: Ryan Hergt <ryan.hergt@falmouthpolicema.gov>
Sent: Monday, July 31, 2023 2:48 PM
To: Michael Renshaw
Cc: Peter Johnson-Staub; Jeff Lourie; Diane Davidson; Phyllis Downey; Crooked Coast
Subject: Fwd: Coast Fest 2023 Proposed Beer and Wine Policy
Attachments: Proposed Beer and Wine Policy CF 2023.pdf

Mr Renshaw,

The organizers of CoastFest, which is permitted already by the town for entertainment and a one day liquor license, asked for reconsideration to not have a separated beer/wine area. They are requesting that the entire venue be open to beer/wine.

I met with Luke Vose this week to go over the proposal. I worked the event last year and found that the beer/wine area created unnecessary congested. Also, patrons could not eat food and consume beer/wine at the same time as a result. The event is already fenced off with a 4 foot fence surrounding marina park. They also do not allow readmission, which eliminates the worry of of patrons leaving to drink off-premise. They have offered to ensure there are ten security guards, hire an extra detail officer (making it 3) and ensure that last call is at 9:15pm, 45 mins before the event ends.

After meeting with Mr. Vose, and briefing Chief Lourie, we have made the decision to not oppose their proposal. We believe it can be safely managed with their attached security plan. The band Crooked Coast, made up of local musicians, have run safe events in the past and also were recently honored with Falmouth Public Schools "No Guff" Award, for their commitment to the community.

I advised Mr. Vose that the decision to amend the license is ultimately with the Town Managers office. Please feel free to reach out if you would like to discuss this further.

Respectfully,

Sergeant Ryan Hergt

Falmouth Police Department
750 Main Street
Falmouth, Ma 02540
Office: (774) 255-4527 ext. 4617
Fax: (508) 457-2566
ryan.hergt@falmouthpolicema.gov

[Get Outlook for iOS](#)

From: Crooked Coast <crookedcoast@gmail.com>
Sent: Monday, July 31, 2023 2:11:29 PM
To: Ryan Hergt <ryan.hergt@falmouthpolicema.gov>
Subject: Fwd: Coast Fest 2023 Proposed Beer and Wine Policy

----- Forwarded message -----

From: **Matthew Manchester** [REDACTED]
Date: Sun, Jul 30, 2023 at 10:07 AM
Subject: Coast Fest 2023 Proposed Beer and Wine Policy
To: <crookedcoast@gmail.com>, <ryanhergt@falmouthpolicema.gov>

Good morning Officer Hergt,

My name is Matt Manchester and I am one of the organizers of Coast Fest. We really appreciate you and Chief Lourie taking the time to reconsider our beer and wine policy at Coast Fest for this year. Attached is the updated policy with the suggested edits. Please let us know if you have any questions or concerns, and let us know if there is anything else we need to do to move forward with this proposal.

Best,
Matt

--
crookedcoast@gmail.com
crookedcoast.com
facebook.com/crookedcoast

Proposed Beer & Wine Policy

OVERVIEW

- Coast Fest is an independently run music festival that is organized by Falmouth locals and has had nationally touring artists appear on our stage at the Falmouth Harbor. We make it a point to donate a portion of our ticket sales every year to local charities- we have donated to Falmouth Band Parents and Falmouth Service Center in the past. The last few years we have held the festival have been successes, and have heard rave reviews from attendees, public safety personnel, and locals who did not attend. A major complaint that we have heard is the fact that we have to force our attendees to consume their legally purchased alcohol in a corral during the concert which can inhibit families from enjoying the concert with their children (as the beer garden is 21+), prevents people from accessing free water and food opportunities that we provide, and takes away from the festival experience.

SAFETY PROCEDURES

- *Security*
 - Every attendee who wishes to purchase alcohol will have to wear a 21+ wristband that will be highly visible.
 - There will be two beer ticket purchase tents at the festival. Each tent will have a security guard who will be IDing those old enough, and monitoring intoxication levels.
 - There will be 10 security guards on site monitoring the crowd, and 3 detail officers on site as well.
 - Servers reserve the right to refuse sale to any attendee they believe is intoxicated. There will also be a security guard at the beer tent whose job is to monitor those trading their purchased beer ticket for a beverage and will make a judgment as well on this.
 - If there is an attendee who is determined to be too intoxicated, that patron will be stripped of their 21+ wristband, and not allowed to purchase alcohol for the rest of the night. Security at the beer tents doing IDing will not allow people to get a new wristband.
 - In addition to the security located in the beer sale tent and beer ticket tent, we will have 2 security guards in the crowds monitoring

Coast Fest

2023

crowd consumption to make sure that no one underage is drinking and that people are in control.

- 2 drinks allowed to be purchased at a time per person (following guidance of other music festivals and concert/sports games)
- Last beer ticket sold will be at 9:00pm, and the last alcohol served will be at 9:15pm.
- A communication system will be utilized to identify festival goers who are no longer allowed to consume on site, may need medical attention, and for any other important messages.
- We hold meetings with our security multiple times before the festival to review goals and rules.
- *Grounds*
 - Beer/Wine/Seltzer only being served, no hard alcohol
 - ID at beer ticket stations- with TIPS certified security and license scanners
 - "No Alcohol Allowed" family area will be created so that families or people who do not wish to be surrounded by people consuming alcohol can freely enjoy the concert. This will be monitored by a volunteer.
 - Free water is provided to all attendees, and there are a few locations where festival attendees can utilize shade under tents we provide, and trees on the grounds.
 - Food options readily available, with up to 7 food trucks on the grounds.
 - We provide free busing to downtown Falmouth parking areas and encourage festival attendees to carpool with a designated driver.
 - 4' Snow Fencing surrounds the grounds with no way of entering, or people sneaking in or out alcohol from the grounds due to security presence.
 - Hours of the festival are from 4-10pm. Most attendees arrive around 6-7pm which leaves around 3-4 hours for the most people to be in the venue.
 - Detailed map of the grounds and where amenities are located is available to all security personnel, EMT, PD, etc so they can direct festival goers to what they need.

Coast-Fest

2023

- No re entry allowed, which cuts down on festival attendees leaving the venue to drink on their own and then come into the festival.

FESTIVAL MAP KEY

- 1. ENTRANCE/EXIT**
- 2. BOX OFFICE AND FESTIVAL INFO**
- 3. BEER TICKETS/ 21+ WRISTBANDING**
- 4. STAGE**
- 5. NO CHAIRS ZONE**
- 6. BEER GARDEN TENT**
- 7. THE SAUSAGE GUY**
- 8. SOUND/ FRONT OF HOUSE TENT**
- 9. BAND MERCH/ BEER TICKETS/ 21+ WRISTBANDING**
- 10. CAPE CLASP FESTIVAL MERCH**
- 11. PORTA POTTIES**



FESTIVAL MAP KEY

- 12. FILLING STATION**
- 13. ELLA'S WOOD BURNING PIZZA**
- 14. SURFSIDE BURGER BAR**
- 15. WATER AND COOLING TENT**
- 16. SHAVED ICE**
- 17. SIPPEWISSETT OYSTERS**
- 18. MVY RADIO**
- 19. CAPE COD BOOTY**
- 20. BARKING CLAW**
- 21. WEST SHORE COFFEE**
- 22. CREATIVITY BY LILLY**

Copy of the original, approved one-day liquor license follows.

mailed
5/30/23

2023

License Alcoholic Beverages

23-14-WM

Fee:

25

The Licensing Board of
The Town of Falmouth
Massachusetts
Hereby Grants a

Special License For The Sale of Wine & Malt Beverages

License to Expose, Keep for Sale, and to Sell
Wines and Malt Beverages

To Be Drunk On the Premises

To Crooked Coast
Coast Fest
Luke Vose, Manager
Bandshell - Marina Park
180 Scranton Avenue
Falmouth, MA 02540

On the following described premises:

Bandshell - Marina Park, 180 Scranton Avenue, Falmouth, MA 02540

THE ABOVE NAMED PROFIT OR NON PROFIT ORGANIZATION IS HEREBY GRANTED A SPECIAL LICENSE FOR THE SALE OF WINE AND MALT BEVERAGES ONLY, TO BE DRUNK ON THE PREMISES.

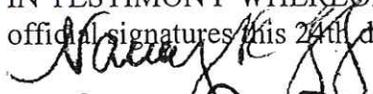
This license is valid from the 5th day of August 2023 until the 5th day of August 2023, unless earlier suspended, cancelled or revoked.

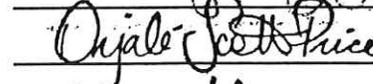
The hours during which Alcoholic Beverages may be sold are from:

Date: Saturday, August 5, 2023. Hours: 3:00 p.m. to 10:00 p.m. - Coast Fest.

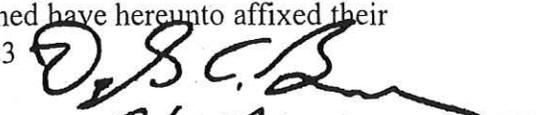
CONDITIONS: 1. FENCE OFF THE AREA WHERE ALCOHOLIC BEVERAGES WILL BE SOLD AND CONSUMED. 2. NO ALCOHOLIC BEVERAGES OUTSIDE OF THE FENCED-IN DESIGNATED AREA. 3. SERVERS MUST BE TIPS OR EQUIVALENT CERTIFIED. 4. ALCOHOLIC BEVERAGE VENDORS AND FOOD VENDORS TO APPLY FOR A TEMPORARY FOOD SERVICE PERMIT WITH HEALTH DEPARTMENT 30 DAYS IN ADVANCE. 5. PROOF OF LIQUOR LIABILITY INSURANCE REQUIRED.

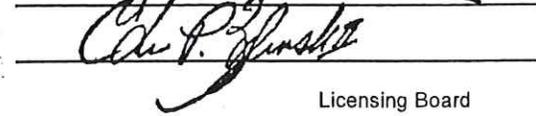
IN TESTIMONY WHEREOF, the undersigned have hereunto affixed their official signatures this 24th day of April 2023











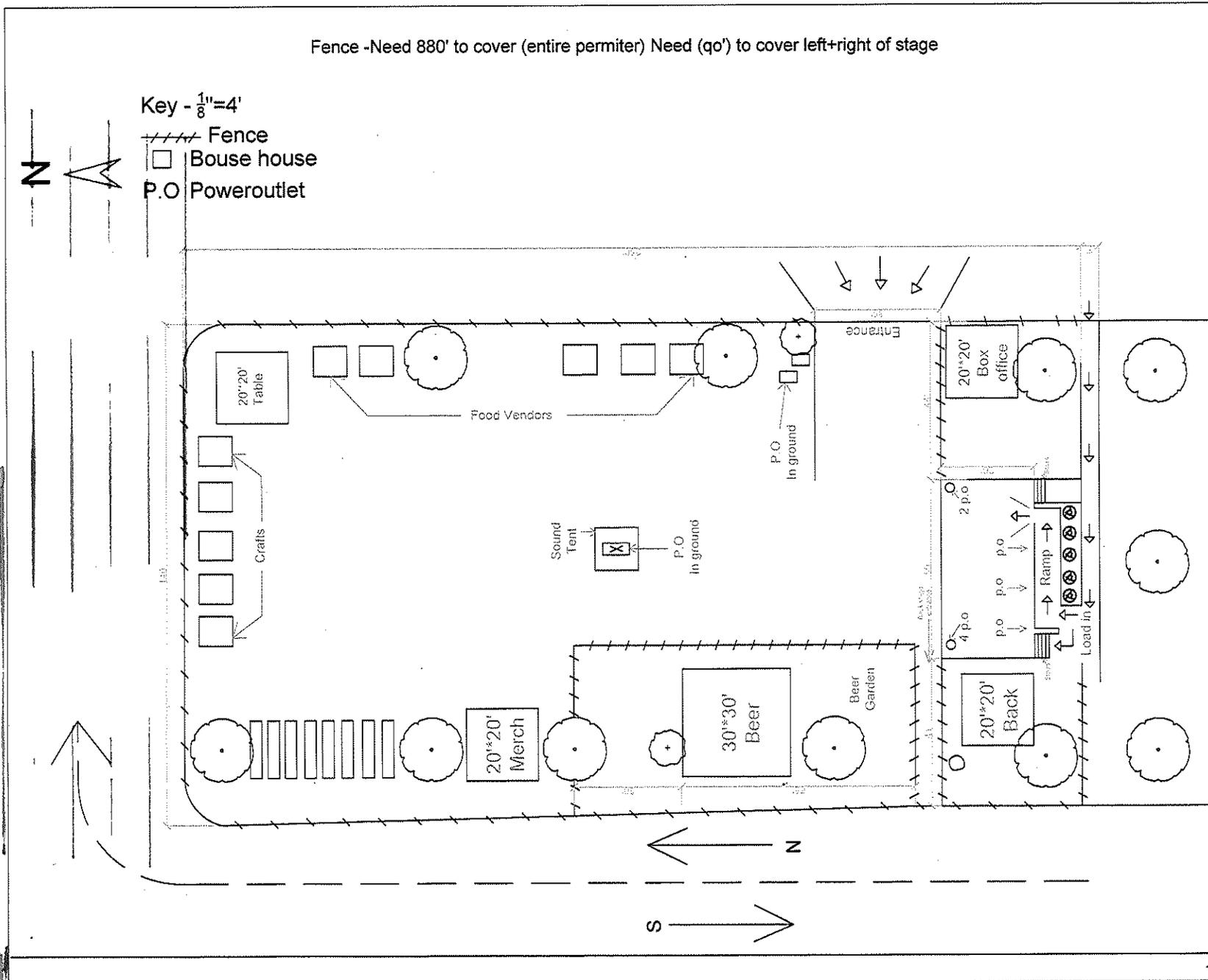
Licensing Board

THIS LICENSE SHALL BE DISPLAYED ON THE PREMISES IN A CONSPICUOUS POSITION WHERE IT CAN EASILY BE READ

Fence -Need 880' to cover (entire perimeter) Need (90') to cover left+right of stage

Key - $\frac{1}{8}"=4'$

- //// Fence
- Bouse house
- P.O Poweroutlet



OPEN SESSION

STRATEGIC PLANNING WORKSHOP

3. Review 2023-2027 Strategic Plan and Priorities

Select Board Strategic Plan



FY2023 – FY2027

Adopted by the Falmouth Select Board on October 24, 2022

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.

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 Robbins Taylor, Chair
Onjalé Scott Price, Vice Chair
Douglas C. Brown
Samuel H. Patterson
Edwin Scott Zylinski

Adopted: October 24, 2022

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.
- Consider developing a program to purchase deed restrictions on existing properties to be converted on future sale.

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 incentivize 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.
- Develop program to encourage solar energy on private property.
- Consider ground mounted and rooftop solar installations.
- 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 Coordinator as voted at Town meeting.

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 remains a pressing fiscal concern.

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. 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.

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.
- 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 un-programmed 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 for the N/W quadrant of town.
- 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 six-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 Licensed Social Workers (LSW) to the Falmouth Police Department (FPD) to assist on calls related to mental health, substance use disorder, and people without housing.
 - The FPD will convert 2 patrol officer positions to Licensed Social Workers during FY223. For FY25 and beyond, the Select Board will: 1) add the 2 Patrol Officer positions back into the FPD budget, and 2) retain at least 2 LSW positions in 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:

- Consider hiring a Coastal Resiliency Coordinator (or similar position) for FY25
- Develop a plan 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.
- Explore a policy modeled after Chatham to require recurring beach nourishment to compensate for coastal 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 members¹. 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.
- Continue to receive reports from department heads through the Town Manager.
- 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.

¹ 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
 - Reinstitute (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.
 - Determine discharge sites or methods to implement CWMP.
 - 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.

OPEN SESSION

STRATEGIC PLANNING WORKSHOP

4. Strategic Planning Process Discussion

Welcome Page

Town of Falmouth



Mission

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.

Strategic Plan

Ongoing Goals	Actionable Goals	Measures
PRIORITIES		
Affordable Housing		
↑ Continue using the Housing Production Plan		
↑ Evaluate Town owned parcels of land for potential development of affordable housing	↑ Add 100 more affordable rental units	↑ Affordable rental units
	■ Consider creative and radical solutions to increasing affordable housing options	■ Affordable Housing Options Score
	↓ Contract with creative contractors to establish innovative ways to increase affordable housing stock through existing infrastructure	↓ Number of Creative Contractors

Ongoing Goals	Actionable Goals	Measures
 Update Local Initiative Program (LIP) guidelines and procedures to facilitate development of affordable housing	 The Town Manager to provide regular (monthly/quarterly) updates on LIP (Local Initiative Plan) or other affordable housing related projects and their status	 Local Initiative Plan Status Updates
 Consider developing a program to purchase deed restrictions on existing properties to be converted on future sale	 Maintain a minimum balance of \$4 million in the Falmouth Affordable Housing Fund Trust	 Falmouth Affordable Housing Fund Trust
PRIORITIES		
Energy & Water Conservation and Sustainability		
 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		
 Develop program to encourage solar energy on private property		
 Consider ground mounted and rooftop solar installations		
 Explore public and private partnerships for renewable energy		
 Enhance and promote efforts to improve composting and recycling practices		
 Continue ESCO and related programs		
PRIORITIES		
Financial and Economic Sustainability		
 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		

Ongoing Goals	Actionable Goals	Measures
 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		
 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 un-programmed 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		
PRIORITIES		
Health and Public Safety		
 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 for the N/W quadrant of town		
 Continue to collaborate among Town departments to respond to substance use crisis including opiate use		

Ongoing Goals	Actionable Goals	Measures
 Consider land acquisition and funding for new replacement Fire station		
 Continue to review and update Local Emergency Management Plan		
PRIORITIES		
Management of Coastal/Natural Resources & Infrastructure		
 Continue to pursue Community Rating System		
 Continue to implement municipal shellfish management plan		
 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		
PRIORITIES		
Organizational Effectiveness & Community Engagement		
 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		
 Continue to receive reports from department heads through the Town Manager		
 Continue to hold staff appreciation/interaction event		

Ongoing Goals	Actionable Goals	Measures
 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		
PRIORITIES		
Water, Wastewater & Solid Waste Management		
 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		

Affordable Housing Dashboard

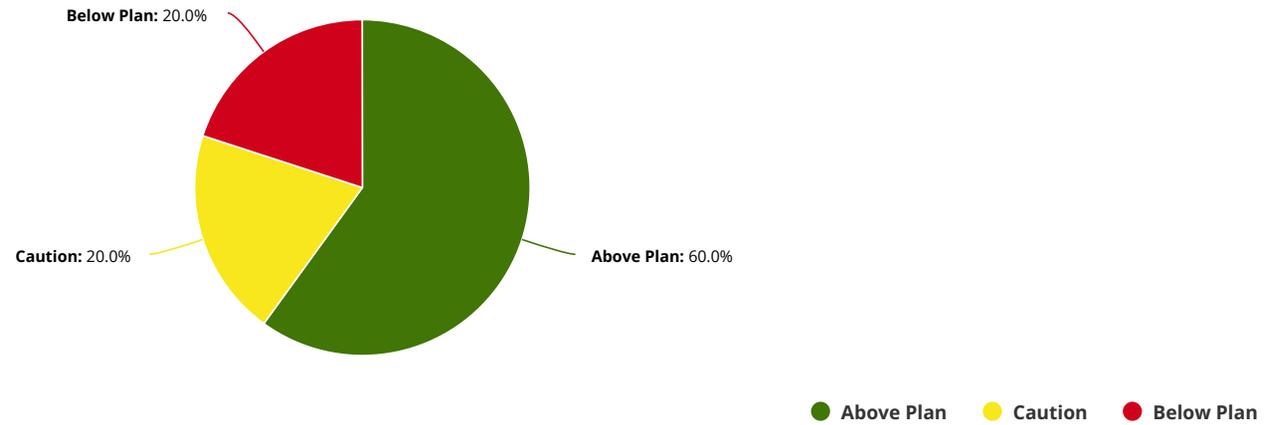
Town of Falmouth

Dashboard Overview

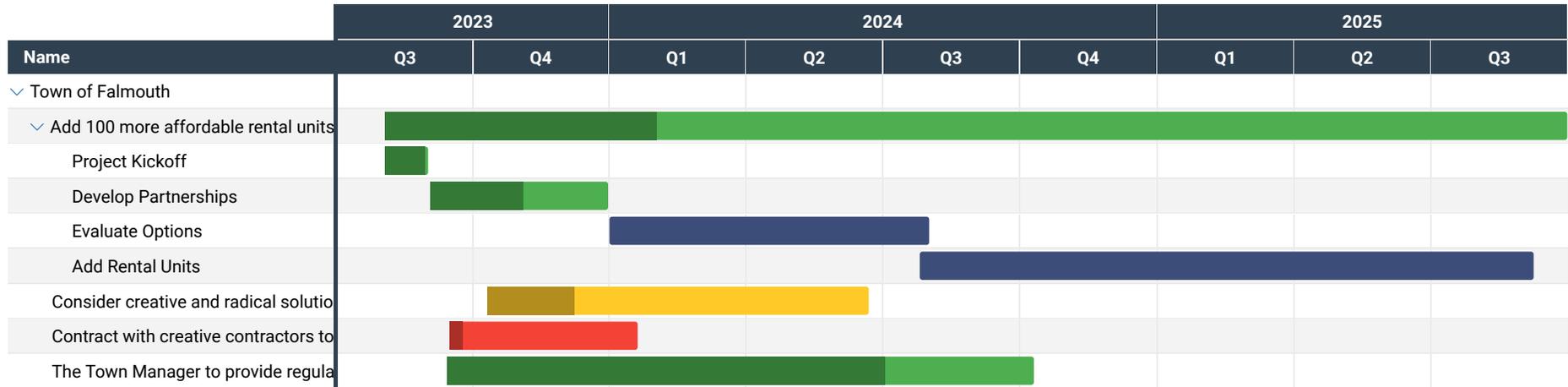
This dashboard serves to provide an update on how we are performing across Affordable Housing. Included are an Actionable Goal Status Snapshot, a Gantt Chart Timeline, an Actionable Goal Overview, a Key Measures Dashboard, and Key Measures Performance Overview. Click into any items to get more information.

Actionable Goal Status Snapshot

Actionable Goal Status Snapshot



Actionable Goal Gantt Chart



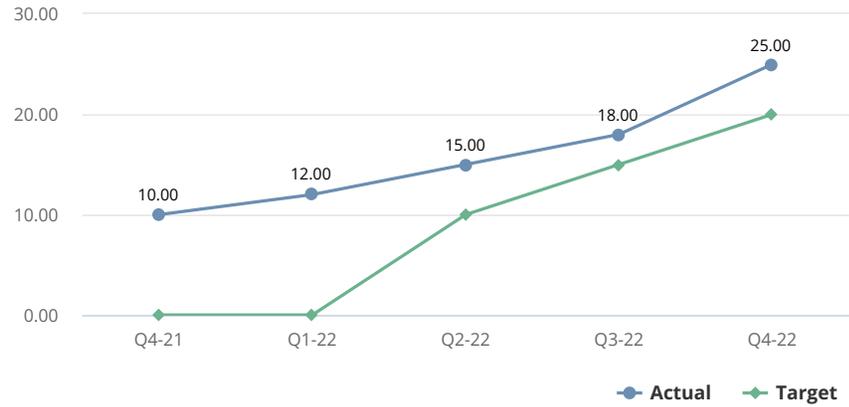
Actionable Goal Overview

Actionable Goals	Owner	End Date	Percent Complete	Analysis
↑ Add 100 more affordable rental units	MR Mike Renshaw	9/30/25	23 %	We kicked off the project and began working through our partnership development. We are ahead of schedule here!
■ Consider creative and radical solutions to increasing affordable housing options	MR Mike Renshaw	6/21/24	23 %	We did not make as much progress as we wanted this quarter, but have items in place to drive forward progress.
↓ Contract with creative contractors to establish innovative ways to increase affordable housing stock through existing infrastructure	CS ClearPoint Support	1/19/24	7 %	This was put on hold as other initiatives took priority.
↑ The Town Manager to provide regular (monthly/quarterly) updates on LIP (Local Initiative Plan) or other affordable housing related projects and their status	CS ClearPoint Support	10/10/24	75 %	We did a good job providing the update on affordable housing projects and their status! Progress update
↑ Maintain a minimum balance of \$4 million in the Falmouth Affordable Housing Fund Trust	CS ClearPoint Support	6/2/25	100 %	Minimum balance maintained.

Key Measures Dashboard

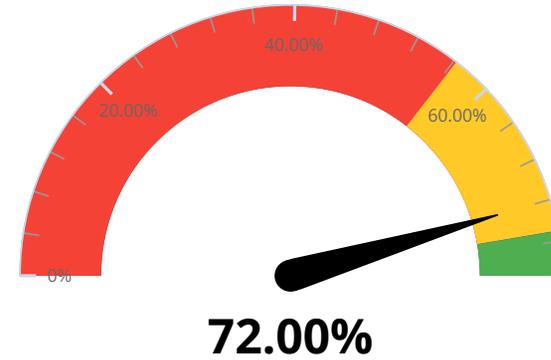
↑ Affordable rental units

Affordable rental units



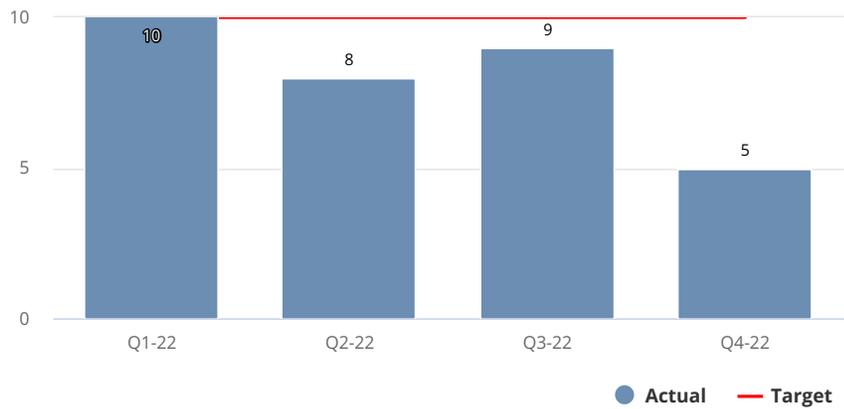
☐ Affordable Housing Options Score

Affordable Housing Options Score



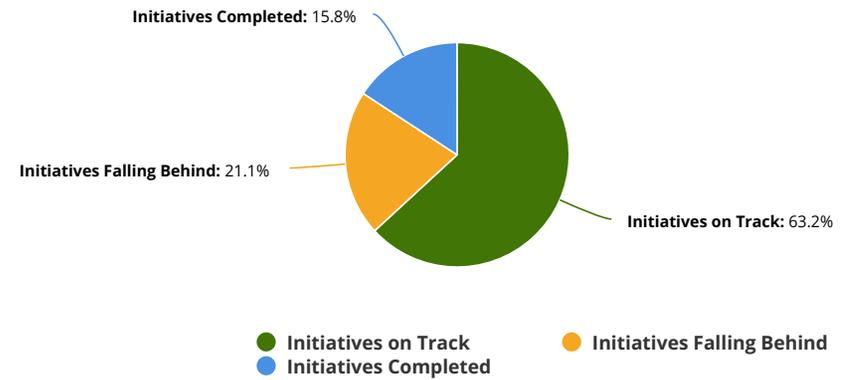
↓ Number of Creative Contractors

Number of Creative Contractors

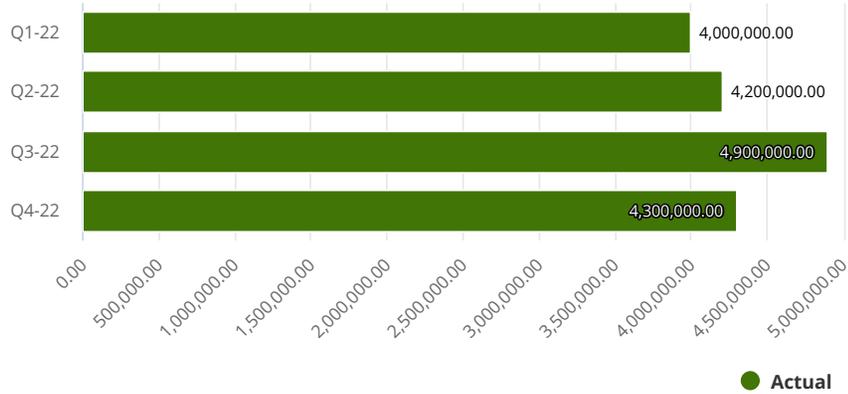


● Local Initiative Plan Status Updates

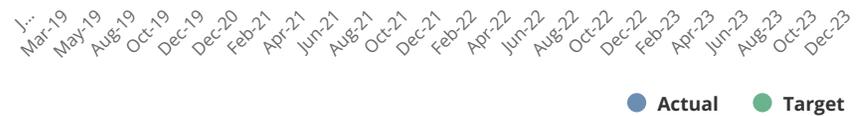
Local Initiative Plan Status Updates



Falmouth Affordable Housing Fund Trust
Falmouth Affordable Housing Fund Trust



My Example
My Example



Key Measures Performance Overview

Measures	Owner	Analysis	Series Name	Series Status
Affordable rental units	Mike Renshaw	We are above our target for this metric and saw a large increase last quarter.	Actual	25.00
			Target	20.00
Affordable Housing Options Score	ClearPoint Support		Actual	72.00%
			Target	75.00%
Number of Creative Contractors	ClearPoint Support		Actual	5
			Target	10
Local Initiative Plan Status Updates	ClearPoint Support		Initiatives on Track	12
			Initiatives Falling Behind	4
			Initiatives Completed	3
Falmouth Affordable Housing Fund Trust			Actual	4,300,000.00



Evaluate Town owned parcels of land for potential development of affordable housing

Town of Falmouth



Collaborators

MR Mike Renshaw

CS ClearPoint Support

Owner

MR Mike Renshaw

Description

This ongoing goal centers around evaluating town owned land for development of affordable housing.

Actionable Goals

↑ Add 100 more affordable rental units
Town of Falmouth | 8/1/23 - 9/30/25

■ Consider creative and radical solutions to increasing affordable ho...
Town of Falmouth | 10/10/23 - 6/21/24

↓ Contract with creative contractors to establish innovative ways to i...
Town of Falmouth | 9/14/23 - 1/19/24

Measures

↑ Affordable rental units
Town of Falmouth

■ Affordable Housing Options Score
Town of Falmouth

↓ Number of Creative Contractors
Town of Falmouth

Analysis

Q4-22

Overall, good job this period. We just kicked off our efforts to start contracting with creative contractors, so we should see this tick up next quarter.

Recommendations

Q4-22

Keep up the good work, and we are going to focus on new ways to drive progress in affordable housing.



Owner

MR Mike Renshaw

Collaborators

CS ClearPoint Support

Analysis Q4-22

We kicked off the project and began working through our partnership development. We are ahead of schedule here!

Ongoing Goals

 **Evaluate Town owned parcels of land for potential development of ...**
Town of Falmouth

Measures

 **Affordable rental units**
Town of Falmouth

Milestones

 **Project Kickoff**
Town of Falmouth | 8/1/23 - 8/31/23

 **Develop Partnerships**
Town of Falmouth | 9/1/23 - 12/31/23

 **Evaluate Options**
Town of Falmouth | 1/1/24 - 7/31/24

 **Add Rental Units**
Town of Falmouth | 7/25/24 - 9/7/25

Start Date

8/1/23

End Date

9/30/25

Percent Complete

23 %

Q4-22

Owner

 Mike Renshaw

Analysis Q4-22

We are above our target for this metric and saw a large increase last quarter.

Recommendations Q4-22

1. Continue the strategies that led to the large increase last quarter, as they seem to be effective.
2. Investigate the factors that contributed to the above-target performance to replicate them in future quarters.
3. Consider setting higher targets for affordable rental units, given the current performance.

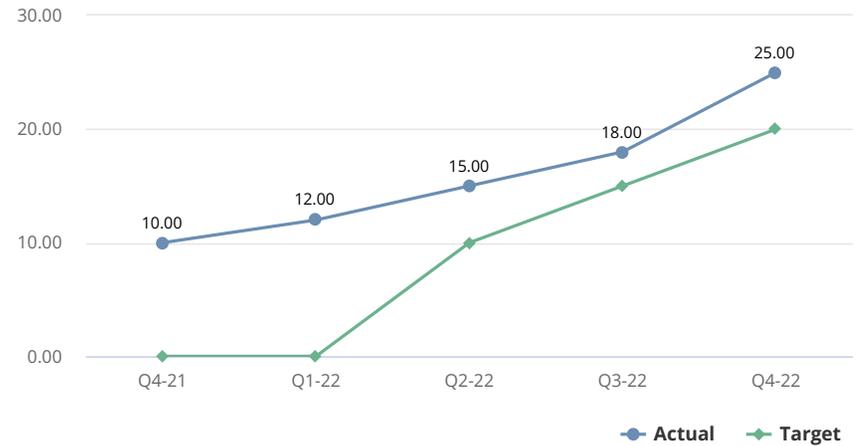
Ongoing Goals

 [Evaluate Town owned parcels of land for potential development of ...](#)
Town of Falmouth

Actionable Goals

 [Add 100 more affordable rental units](#)
Town of Falmouth | 8/1/23 - 9/30/25

Affordable rental units



OPEN SESSION

STRATEGIC PLANNING WORKSHOP

5. Review Plan Updates



AFFORDABLE HOUSING

Housing Division

Strategic Plan Progress Report
October 24, 2022 – July 28, 2023
July 27, 2023

Affordable Housing:

Actionable Goal: 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.

Action Taken:

1. The following are properties that have become deed restricted above the 80% AMI:
 - Lewis Neck Road – 1 home for homeownership at 100% AMI
 - Megansett Crossing – 7 rental units at 100% AMI
 - Club Valley Drive – 1 home for homeownership at 120% AMI
2. The Housing Coordinator (HC) sends the SHI Requesting New Unit Form to the Executive Office of Housing and Livable Communities (EOHLC formerly DHCD) as soon as the Comprehensive Permit (for Ch. 40B projects) is issued by the Zoning Board of Appeals and the appeal period has expired. For other LIP projects, they are filed as soon as the Regulatory and Use Agreement or Deed Restriction is recorded at the Barnstable County Registry of Deeds (as per EOHLC). HC then enters into her calendar a reminder to check PermitEyes to see if a Building Permit has been issued. Once Building Permit is issued it is filed with EOHLC, then another reminder is added to the HC's calendar to check PermitEyes for the Certificate of Occupancy, once Certificate of Occupancy is issued it is filed with EOHLC. Since these reminders are based on individual units and vary from unit to unit, review of the SHI is fluid and happens more frequently than every 3 months.
3. Housing Coordinator spent extensive time researching affordable housing in town and updated the SHI by filing numerous applications for 117 units that were not previously included on the SHI.
4. While researching affordable housing in town, HC created a “Master Affordable Housing List”, which is a more comprehensive list than the SHI as it includes specific addresses and some units that do not qualify to be on the SHI for various reasons. New units are added as soon as they become

officially deed restricted affordable units. List is reviewed more frequently than every 3 months.

Actionable Goal: Consider creative and radical solutions to increase affordable housing options:

- Housing Coordinator in collaboration with Affordable Housing Committee (AHC) seek innovative/radical ways to increase housing stock such as addressing ADU bylaw issues/confusion, reviewing strategies implemented by other Cape towns to incentivize developers to build affordable housing, etc.
- Special focus on researching an Airbnb moratorium.

Action Taken:

1. HC and AHC are working on a new program, Housing Opportunity Purchase Program where the Falmouth Affordable Housing Fund would grant possibly up to \$250,000 to a qualified buyer of a home in Falmouth, while adding an affordable deed restriction to the home in perpetuity. Review of the documents are being done now by Town Counsel's Office and the Housing Coordinator.
2. Housing Coordinator has attended all meetings held in collaboration with other Upper Cape Communities to assist Cape Cod Commission in their goal to create a Regional Housing Production Plan for Cape Cod.
3. Town Counsel's office and the Planning Department provided an informative update on Short-Term Rentals in Town to the Select Board at their April 1, 2023 workshop meeting. The discussion included a brief summary of the current state of short-term rentals in Town, a review of the Zoning Bylaw language, ways other communities are handling short-term rentals, and options for the Board to consider moving forward. Additional discussion, research, and community engagement is anticipated as the Board considers future policy decisions. In the meantime, the Building Department recently purchased software that provides the town with a comprehensive and dynamic list of short-term rentals in town. This software will allow the town to track and record these types of rentals moving forward.

Actionable Goal: Contract with creative contactors to establish innovative ways to increase affordable housing stock through existing infrastructure.

Action Taken:

1. Owners of a home on Club Valley Drive approached Falmouth Housing Trust (FHT) to sell their market rate home, that was appraised at \$605,000 for

\$475,000. The sellers will give the difference as a gift and receive a tax benefit. FHT will then sell the home at 120% AMI and put an affordable deed restriction on the property in perpetuity. Select Board as Trustees of the Falmouth Affordable Housing Fund granted \$125,000 to this project.

2. Town Planner and other staff members have spent considerable time working to find a permitting path for a proposal to redevelop the former Royal Nursing building at 545 Main Street. The developer is seeking to create a combination of affordable seasonal and year-round rental units.

Actionable Goal: Town Manager to provide regular updates on Local Initiative Plan or other affordable housing related projects and their status.

Select Board received reports from staff on a number of housing related projects including:

1. Status Report on Falmouth Affordable Housing Fund: Acting Town Manager gave brief overview on uncommitted balance and anticipated applications for funding, December 2022
2. Scranton-Main project - 48 units of age-restricted housing: financing update December 2022
3. Megansett Crossing – 10 units: financing update May 2023
4. Updating Housing Production Plan: February and July 2023 updates
5. Sam Turner Road/Esker Place Local Initiative Plan (LIP) – 4 units: Presentation for LIP approval March 2023
6. Emerald Properties – potential development of affordable housing on Town property: Updates February 2023, May 2023
7. 545 Main Street, former Royal Nursing Property – 60 units: Presentation and request for letter of support for grant application, May 2023
8. 533 Wood Hole Road – 4 rental units at 80%: Regulatory Agreement and Declaration of Restrictive Covenants For Rental Project, Local Action Units approved by Select Board on May 22, 2023.
9. 462 Teaticket Highway – 1 rental unit at 80% AMI: Regulatory Agreement and Declaration of Restrictive Covenants For Rental Project, Local Action Unit approved by Select Board on May 22, 2023.

Actionable Goal: Maintain a minimum balance of \$4 million in the Falmouth Affordable Housing Fund.

Action Taken: As of July 27, 2023 the balance of the Fund is \$7,529,561.

Additional Community Engagement on Housing Matters:

1. A housing page on the Town's website was created to be a resource for the public regarding affordable housing in Falmouth, including current lotteries being held, SHI list, Housing Production Plan, Falmouth Housing Resource Guides, informational videos, local housing entities contact information and more.
2. A map was created of all affordable housing located in Falmouth.
3. HC along with others held a "Listening Session" in several precincts in Town to allow precinct members to be able to openly ask questions regarding affordable housing as a means to educate the public. All precincts had an opportunity to hold a listening session, some declined the offer.
4. HC along with others held a "Housing Huddle" with a panel of guest speakers, Tim Smith, Chief of Falmouth Fire Rescue Department, Peter McConarty, Director of DPW, Peter Speer, COO MBL and Carter Hunt, CEO Falmouth Hospital, to share how the housing crisis has affected their respective departments/businesses. This was attended by the public and recorded by FCTV.



ENERGY & WATER CONSERVATION AND SUSTAINABILITY



FINANCIAL AND ECONOMIC STABILITY

Finance Department

III. Financial and Economic Stability

Implementing technology solutions (financial management platforms, integrated timekeeping/payroll, etc.) to enhance the Department's efficiency and effectiveness.

We can have a specific mention for improvements and maintenance of the Town's technology infrastructure. And/or there could also be specific mention of the Town's Financial Management Infrastructure since we will be asking for significant one-time and ongoing money for Financial Management and other technology to include IT's budget, Radio Systems, etc.? There is a reference to the permitting environment which implies technology improvements but not for technology specifically/more broadly. There are a number of departments that spend significant time managing information / using technology and the infrastructure must be in place to support those activities.

Areas that do not seem to receive specific mention that might have been useful in the Capital Planning process and for aligning operating budget dollars:

- Education or Supporting Education (besides the physical infrastructure?)
- Recreation or perhaps Community Programming in general
- Technology Infrastructure (subsection of III. Financial and Economic Stability to go along with physical infrastructure?)



HEALTH AND PUBLIC SAFETY

Health Department

IV. Health and Public Safety

The ongoing goals within this strategic priority area are:

- Monitor and address emerging public health issues

The Health Department monitors and addresses many types of public health issues for new developments (COVID, water quality at beaches and ponds, communicable diseases, food safety, etc.). The town continues to support the public health nursing contract for communicable disease surveillance.

- Continue to collaborate among Town departments to respond to substance use crisis including opiate use.

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

- 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

The Human Service Department and the Health Department have been working with town committees and outside organizations (Learn to Cope and the Aids Support Groups of Cape Cod) on having Naloxboxes installed on town-owned properties. These boxes will be stocked with Narcan that can be administered during an overdose by anyone this increasing access to Narcan will aid in preventing overdose deaths. The Board of Health voted to support this program on June 5, 2023. With the aid of the Human Services and the Health Department, Learn to Cope and the Aids Support Group of Cape Cod will be seeking Selectboard approval in August 2023.

VII. Water, Wastewater & Solid Waste Management

The ongoing goals within this strategic priority area are:

- Pressure concerns including the encouragement of private wells for irrigation purposes.

The Health Department has issued 18 irrigation well permits since adoption of the Strategic Plan in October 2022. Some of these wells required setback variances from the Board of Health. The Board of Health has typically been granting the needed variances to allow for these well to be permitted.

- Enhance and promote efforts to improve composting and recycling practices.

- As charged by Article 17 of the April 2022 Town Meeting, the Solid Waste Advisory Committee proposed Mandatory Recycling Regulations to the Board of Health. These regulations were approved by The Board of Health and began on

December 19, 2022. These regulations require recycling for both residential and commercial generators of trash.

- Article 18 of April 2023 Town Meeting resulted in the formation of a Plastic Reduction Committee to develop a regulation to reduce or eliminate single use plastics with regards to food service. The Committee started in July 2023 and will be developing a regulation with the intent of presenting it to the Board of Health for approval as an enforceable regulation.



Human Services updates related to the Select Board Strategic Plan 2023-2027

IV. Health and Public Safety:

Ongoing goals within this priority area:

- Continue to collaborate among Town Departments to respond to substance use crisis including opioid use.

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

Collaborate with local and regional organizations providing treatment and support to those impacted by the Opioid epidemic:

1. Naloxobox initiative (summary attached) - The Human Service Department and the Health Department have been working with town committees and outside organizations (Learn to Cope and the Aids Support Groups of Cape Cod) on having Naloxoboxes installed on town-owned properties.
2. Opioid Abatement Funds – Human Services Director working with State, County, and local partners on developing a plan for spending Settlement funds in a manner consistent with the Statewide Commitment to using the abatement funds to supplement and strengthen resources available to Falmouth and its residents in the areas of prevention, harm reduction, treatment, and recovery. In collaboration with the Falmouth Commission on Substance Use and a resident Advisory Group the Human Services Director developed a community outreach end engagement process to solicit input from the community, particularly those with personal experience with the opioid crisis and local staff and organizations carrying out the SUD work. At the conclusion of this initial outreach and engagement process, the Human Services Director and the Commission will gather the input and create a report on priority recommendations for funding projects and initiatives that will strengthen the current services offered in Falmouth as well as aim to fill the identified gaps. Projected date for Report on Priority Recommendations – January 1, 2024.
3. Expansion of Homeless Prevention and Outreach services in Falmouth – FY24 budget increase in Homeless Prevention allows for 3 day per week homeless outreach services contracted through Housing Assistance Corporation. This allows for increased street outreach and identifying people with SUD and connecting them to services – harm reduction, treatment, shelter, etc.
4. Community Based Harm Reduction services provided through Aids Support Group of Cape Cod with \$20,000 of TOF funding.

5. Coordination of the Essential Services Network (homeless outreach) ensures ongoing strong partnerships with other providers/agencies to identify and engage with homeless people with SUD and connect them to care.
6. Participation in the development of regional community health needs assessments to help guide future initiatives and spending:
 - a. Cape Cod Health Care – Community Health Needs Assessment:
<file:///fileserver/Human%20Services%20Shared%20Files/HS%20Shared/Data/Needs%20Assessment%20Collection/2023-2025%20Community%20Health%20Needs%20Assessment.pdf>
 - b. Barnstable County Human Services Substance Use Assessment:
https://www.capecod.gov/wp-content/uploads/2022/03/Barnstable-SU-Assessment-Report_Final.pdf
 - c. In process: Barnstable County Childrens Behavioral Health Needs Assessment
7. Mental Health Outreach with Falmouth Police Department
8. Ongoing/regular social work services provided by the Human Services Department addresses this SB goal as well.
9. Human Services Director, Human Resources Director, and FPD Capt./Chief drafted the Police Social Worker job description and it has been reposted with the increased wage scale.

Respectfully submitted,

Suzie Hauptmann, Human Services Director



Falmouth Police Department

Jeffrey A. Lourie
Police Chief



Captain Brian J. Loewen
Cpt. of Operations

Captain Brian L. Reid
Cpt. of Specialized Services

Strategic Priority: Health and Public Safety

Police Department Strategic Plan Progress

- **Social Workers-** The Falmouth Police Department has been in contact with the Department of Mental Health regarding available grants to support the addition of Licensed Social Workers to the police department. The Police Department is working with the Human Resources and Human Services Departments to find the most qualified personnel to fill these positions.
- **Civil Service-** The Chief of Police is currently working with the three affected unions regarding the exit of civil service. The Police Department is actively seeking qualified lateral transfers and is currently working with a software company (PoliceApp) to enhance our hiring efforts. This software company will assist our efforts with creating hiring posters that can be disseminated to area colleges, military institutions, academies that graduate self-sponsored officers, Cape Verdean Club members, Mashpee Wampanoag Tribe, etc. We have received two resumes from officers from other jurisdictions who have expressed interest in transferring to the Falmouth Police Department.
- **Enhance Public Safety-** The Falmouth Police Department is currently working on initiatives to improve public safety in the town. Some of those initiatives include traffic calming measures to measure and better address traffic concerns. The Department has submitted capital requests to help achieve these goals such as new radar units to replace the antiquated ones we currently use. Increasing the staffing levels will allow the department to create a traffic unit that can address the numerous traffic-related complaints townwide. The Falmouth Police Department is also looking to implement the STEP Traffic Program. The STEP Program will assist in identifying areas, days and times of the week where traffic accidents occur and look to mitigate those accidents.
- **Substance use crisis-** The Falmouth Police Department continues to work with our social service partners (Gosnold, Falmouth Human Services, Falmouth Hospital, Bay Cove Mental Health) to address the ongoing substance abuse concerns. The Police Department had recently begun to have quarterly meetings with Gosnold and Falmouth Hospital to improve the lines of

Falmouth Police Department • 750 Main Street • Falmouth, MA 02540
774-255-4527 phone • 508-457-2513 fax



Falmouth Police Department

Jeffrey A. Lourie
Police Chief



Captain Brian J. Loewen
Cpt. of Operations

Captain Brian L. Reid
Cpt. of Specialized Services

communication and address any concerns or comments regarding substance use and the appropriate care.

- **Succession Planning-** The Chief of Police is working on a succession plan for the Department and hopes to create a Deputy Police position to allow for a clear and concise succession plan. The Chief is also reconfiguring the Command Staff to better optimize performance. Duties and Responsibilities of the command staff will be clearly defined.
- **Accreditation-** The Chief of Police has begun to assign an Accreditation Team that will work on improving the Departments policies and ultimately work towards an accelerated goal of accreditation. The Department has also researched software that will greatly improve our ability to achieve the goal of accreditation.

Respectfully Submitted,

Jeffrey A. Lourie
Chief of Police

Fire Rescue Department

7/28/23

To: Michael Renshaw, Town Manager

Re: Strategic Plan Report/Update-Fire Rescue Department

Town Manager Renshaw,

After a review of the FY 23-27 Strategic Plan, specific to the FFRD in Section IV. Health and Public Safety, we wish to report on the following:

- ***Continue to enhance public safety services town wide.***

The Fire Rescue Department addresses operational activities associated with staffing and resources on a regular basis. Our call volume continues to reflect the seasonal influxes and the aging population that requires frequent EMS responses in the community. This includes responses to health care facilities, mental health and substance abuse related requests for service, assisted living and senior living occupancies, motor vehicle crashes, to name a few. We also have increasing calls for fire alarm related issues in residential and commercial structures, fire related calls that could be a structure, brush, car, or dumpster fire, etc. that reflect these types of incidents in a community of Falmouth's size. In recent years, more support has been made available to the Fire Rescue Department to address the growing needs associated with our Fire/EMS activities town wide. Recently, the McGrath consultant's report that was commissioned by the Town to address fire station location and personnel resources provided an in-depth look at our department and services. The report looked at run data, station locations, staffing and applicable fire service standards outlined in the NFPA. As a result, many findings to address improvement in all aspects of our operations, including a new station location, were vigorously discussed. This brought about the approval of a new fire station in the Hatchville area of town, which is underway. Additional personnel have been added to our staffing levels through two recent overrides for a total of twenty-two (22) newly added positions. New apparatus including ambulances that have been approved through Capital requests and are in vary stages of delivery or manufacturing. This is all to improve our service in the community and to enhance the safety of our personnel who make up our core group of professional first responders. We will strive to continue and address current, and futures needs for our department to remain ready for response in our community.

- ***Review response data and analysis to evaluate effectiveness of fire staffing model to best serve the entire town of Falmouth.***

In the McGrath report, a comprehensive analyst of incident responses (call data), town wide, was performed. This was made available through department incidents reporting and reviewed in each district where a fire station is currently located, as well as overall call volume year to year. Since that report, we have not conducted a detailed review of recent calls (incidents). Much of the data that reflects the current five (5) station model and appears to remain consistent for each district. However, we have seen improvements as a result in increased staffing to be available for incidents and regular staffing at the West Falmouth Fire Station that is available in that district and for town wide responses. With the completion of the Hatchville station, we expect to see further improved response to this area of town since it has been served by the East and North Falmouth Stations and geographically had longer

response times. We hope that with the discussion regarding combining the North/West Stations will continue in earnest to enhance responses due to its location and will provide a more efficient and modern facility to serve this area of town and our personnel.

- ***Support improved efficiency of police and fire operations and consider future expanded services within available resources.***

As noted above, our efficiency is reliant on personnel and resources (equipment) to be available for any request for service by our department. We are fortunate to have the Administration and community support that addresses the increase demands for service on public safety agencies. Increased staffing allows us to be able to address multiple simultaneous requests when in years past, we were dependent on "call-back" of personnel to return to work on a per call basis. This was grossly inefficient, and we now have increased start of shift daily staffing at our stations that has greatly improved our operations. Although strides have been made and continue to improve, we work to further evaluate our needs and make recommendations or requests as needed to support our personnel and departments mission for our citizens.

- ***Continue to staff West Falmouth Fire Station, as resources permit, until construction on new replacement station is completed for the N/W quadrant of town.***

Based on our current start of shift staffing of sixteen (16) personnel, the West Falmouth Fire Station is regularly staffed with two (2) personnel. The West Falmouth Fire Station was built in the 1930's. It is inadequate for supporting our personnel and equipment given the changes made since it was built. Much has been said and discussed about this station and the challenges to maintain this and to house our current fire apparatus. Presently, we have a 1996 fire engine that is beyond its recommended serviceable time frame, and we purchased a used fire engine that met the specification for sizing to fit in the one station. The station itself has lacked repair and maintenance for many years. This was a result of ongoing discussion to work towards closing this station after construction of a new modern facility. With the advent of the construction of the new Hatchville station and the BOS policy to maintain a 6-station model, we are faced with the need for a considerable amount of funding to address long standing maintenance requirements if we are to keep this station viable. It is the departments recommendation to focus on a combined N/W station soon after the new station is open in Hatchville. A request for funding design and plans are in the FFRD CIP for FY25 and construction funds for FY26.

- ***Continue to collaborate with Town Departments to respond to substance abuse crisis including opiate use.***

Our EMS Supervisor does engage with other local agencies and assists when requested in any related resources needed to assist with this community problem. Responses continue for calls for service related to substance abuse emergencies as well as mental health evaluation and transports with the Police Department. It is not an easy problem to address but one that does have each departments collaboration and ongoing dialog to address how we can best serve those in crisis.

- ***Consider land acquisition and funding for new replacement Fire station based on a six (6) station model based on the McGrath consultant report, recommendations for the future fire station citizens advisory committee and public input to evaluate potential locations for this new fire station to serve the entire town more efficiently.***

Since much has been discussed about this issue and work conducted by the station location committee, they proposed the area along the Route 28A corridor between Thomas Landers Rd. and the Curley Blvd rotary and it was recommended to look for available land. I am aware that some investigation was conducted and there was some discussion with a landowner too, but I am not up to speed on any positive interactions. Town Meeting approved funds to be used at the discretion of the Town Manager should land be found that would prove suitable for this project. I would highly recommend that the Town engage in researching this area for land. We would recommend that if this proves to be successful, then efforts to construct and combine a new fire station for the North/West section of town be followed through. It would further be recommended that upon a successful completion of a new North/West Fire station, that the town utilize a five (5) station model that would be more efficient and allow for distribution of personnel to adequately staff this and the other stations with personnel to respond to Fire and EMS calls. Staffing configurations have been submitted previously to support this planning.

On another note, we are actively working to hire new personnel needed to fill current vacancies and the newly approved override positions. This equates to nineteen (19) vacancies. We have successfully moved through criminal background checks on ten (10) qualified applications (post interviews), and we will continue the vetting process for them, and other interviewees conducted recently. We continue to review additional applicants for qualifications and hope to be able to move forward on all to fill these positions.

Respectfully submitted,
Tim Smith, Chief of Department
Falmouth Fire rescue Department

Cc/POA Strohm



**MANAGEMENT OF
COASTAL/NATURAL RESOURCES
AND INFRASTRUCTURE**

Conservation Commission

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.
Started process, was delayed during Covid, FEMA is currently working with the Town of Dennis, Falmouth needs to regroup with Barnstable County Extension to jump start process. I will coordinate meetings with County, Building Commissioner and Conservation.
- 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.
Conservation has an open dialogue with State and Federal biologists to dredge Fresh and Salt River (along Surf Drive) during TOY periods for endangered shorebirds with proper monitoring by Conservation staff and/or Mass Audubon.
 - Continue annual dredging and associated permitting to maintain channels and harbors.
Engineering Department submitted grant to CZM for funding to improve flushing at Fresh River culvert.
- 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:

- Consider hiring a Coastal Resiliency Coordinator (or similar position) for FY25
This was recommendation from Coastal Resiliency Action Committee.
- Develop a plan 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.
Beach Committee is holding meeting in August to discuss.
- 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.
- Explore a policy modeled after Chatham to require recurring beach nourishment to compensate for coastal 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

V. Management of Coastal Resources & Infrastructure

1. SHELLFISH

- See attachment.

2. DREDGING

- Continue work with the Barnstable County Dredge Advisory Committee regarding TOY modifications. Group is working with our federal legislative delegation (Warren, Markey, and Keating) to streamline the ACOE's review and permitting processes. Also, have gotten written confirmation the state DEP's position on TOY waivers in the spring will continue knowing additional horseshoe crab spawning protections will be in effect for all the month of June now.
- Exploring potential legislation at the state and federal levels exempting municipal dredging projects (less than 2500 CY's or 2 days of dredging) from TOY's.
- Discussed TOY changes at DEP, TOY incursions during the month of June will no longer be approved. Town springtime dredging should be finished by May 31st annually.

3. LARGE DREDGING PROJECTS

Eel Pond Menauhant

- A CZM funded study of the inlet in FY22 recommended removing a large portion of the Washburn's spit to address many issues such as navigation, shoaling, and coastal bank erosion. The study recommended removing up to 350 'of upland on the spit thereby widening the channel to slow the water velocity and decrease the erosion of the West bank along Yacht Club Road. This would be like the project completed by the Town of Barnstable at Sampson's Island/Dead Neck. If the town proceeds the estimated cost for permitting and engineering is \$175 to \$200K dollars. The dredging cost would likely exceed 2 million dollars. The WWC has not yet voted a plan of action for this inlet. The WWC will likely refer the study to the ConCom for their consideration and recommendations moving forward.

Megansett Embayment

- MSA has proposed dredging of the approach, embayment and channel leading to Bourne. Current estimates for Falmouth's portion of the work are 3-5 million dollars. MSA has agreed to fund all expenses associated with the engineering, site approvals and permitting and deliver a shovel ready permit to the town. At that time the town will decide when and if dredging will take place.

4. INFRASTRUCTURE

Simpsons Landing Bulkhead

- FY 23 Capital received phase I.
- FY 23 SEC grant Phase I received for engineering and permitting, capital funds allocated for town match.
- FY 24 Capital request phase II
- FY 24 SEC grant application, construction

Great Harbor Boat Ramp

- FY 23 Capital award phase I, permitting and engineering.
- FY24 Capital request phase II construction

Great Harbor Woods Hole Dock

- FY23 Capital awarded phase I, permitting and engineering match.
- FY 24 SEC grant application phase II, construction
- FY 24 Capital request grant match

Marina Building Expansion/Renovations

- FY 25 capital request phase I, Architectural, engineering and permitting.
- FY25 SEC application phase I
- FY 26 capital request phase II, construction
- FY 26 SEC grant application phase II, construction

Tides Bulkhead Replacement

- FY 26 capital request phase I, permitting and engineering.
- FY 27 capital request phase II, construction



Table 12. Summary of Key Species and Required Time-of-Year (TOY) Restrictions.

Project Site	Dredge/Fill	Winter Flounder 1/15-5/31	Diadromous Alewife 4/1-6/15 Blueback 4/1-6/30 Perch 4/1-6/15	Horseshoe Crab Dredge 5/1-6/30 Fill 5/1-7/31	Shorebirds 4/1-8/31	Mapped Shellfish Resource	Mass DMF Major Waterbody Feature	Combined TOY
Megansett Beach	F	No	No	No	No	N/A	N/A	None
Wild Harbor Outer Channel & Inner Harbor	D	Yes	No	No	No	Yes	Embayment	1/15-5/31
New Silver Beach	F	No	No	No	No	N/A	N/A	None
Trunk River Outer Channel	D	Yes	Alewife ¹ American Eel, White Perch	No	Yes	No	Inlet	1/15-8/31
Trunk River Inner Channel	D	No	Alewife ¹ American Eel, White Perch	No	Yes	No	Embayment	3/15-8/31
Salt Pond Channel	D	Yes	Alewife ² American Eel, White Perch	No	Yes	No	Inlet	1/15-8/31
Fresh River Outer Channel	D	Yes	Alewife ¹ American Eel	No	Yes	No	Inlet	1/15-8/31
Fresh River Inner Channel	D	Yes	Alewife ¹ American Eel	No	No	No	Embayment	1/15-6/30
Surf Drive Beach	F	No	No	No	Yes	N/A	N/A	4/1-8/31
Falmouth Harbor Entrance Channel	D	Yes ³	No	No	No	No	Inlet	1/15-5/31
Clinton Ave Beach	F	No	No	No	No	N/A	N/A	None
Falmouth Heights Beach	F	No	No	No	No	N/A	N/A	None
Little Pond Outer Channel	D	Yes ³	No	No	No	No	Inlet	1/15-5/31
Little Pond Inner Channel	D	Yes	No	No	No	Yes	Embayment	1/15-5/31
Bristol Beach	F	No	No	No	No	N/A	N/A	No
Great Pond Outer Channel	D	Yes ³	Alewife ² , Blueback Herring ² , American Eel ¹ , White Perch ² , Atlantic Tomcod ²	Yes	No	Yes	Inlet	1/15-6/30
Great Pond Inner Channel	D	Yes	Alewife ² , Blueback Herring ² , American Eel ¹ , White Perch ² , Atlantic Tomcod ²	Yes	Yes	Yes	Embayment	1/15-8/31
Inn Seasons Resorts Beach	F	No	No	Yes	No	N/A	N/A	5/1-7/31



Green Pond Outer Channel	D	Yes ³	Alewife ²	Yes	No	No	Inlet	1/15-6/30
Green Pond Inner Channel	D	Yes	Alewife ²	Yes	Yes	Yes	Embayment	1/15-8/31
Acapesket Improvement Association Beach	F	No	No	Yes	No	N/A	N/A	5/1-7/31
KFN Hillside Nominee Trust Beach	F	No	No	Yes	No	N/A	N/A	5/1-7/31
Bourne's Pond Approach Channel	D	No, because <10,000 cy	No	Yes	Yes	No	Approach	4/1-8/31
Bourne's Pond Inlet Channel	D	Yes	No	Yes	Yes	No	Inlet	1/15-8/31
Bourne's Pond Inner Channel	D	Yes	No	Yes	Yes	Yes	Embayment	1/15-8/31
Menauhant Beach	F	No	No	Yes	Yes	N/A	N/A	4/1-8/31
Eel River Approach Channel Sta. 0+00 to 8+85	D	No, because <10,000 cy	No	Yes	Yes	No	Approach	4/1-8/31
Eel River Inner Channel Stat. 8+85 to 23+82	D	Yes ³	Alewife ² , American Eel ² , White Perch ² , Atlantic Tomcod ²	Yes	Yes	Yes	Embayment	1/15-8/31
Washburn Island Beach	F	No	No	Yes	Yes	N/A	N/A	4/1-8/31
Waquoit Bay Outer Channel	D	Yes ³	Alewife ² , American Eel ² , White Perch ² , Atlantic Tomcod ²	Yes	Yes	Yes	Inlet	1/15-8/31

¹ Limited work during the TOY may be conducted under the direction of the Falmouth Shellfish Constable if blockage prevents fish passage.

² A diadromous TOY is recommended in all embayments and inlet channels where diadromous spawning runs are known or expected to occur. If work in an embayment or inlet channel is 3 days or less and is within a cumulative impact cap (e.g., no more than 2 embayments or inlet channels in a given region), a TOY waiver can be requested subject to DEP's discretion/approval.

³ DMF recommends a winter flounder TOY in all embayments and inlet channels. If work in an inlet channel is 3 days or less and is within a cumulative impact cap (e.g., no more than 5 inlet channels in a given region) a TOY waiver can be requested subject to DEP's discretion/approval. The Town of Falmouth would like to preserve the right to request a waiver at the noted inlet channels.

Thank you for the opportunity to highlight how our work has progressed in furtherance of the Strategic Plan of the Falmouth Select Board.

**Categories: Financial and Economic Stability
Management of Coastal and Natural Resources**

Between 2018-2023, MES has partnered on and/or individually submitted five grant proposals for coastal resiliency projects. The purposes of these projects include a) sustainable coastline stabilization and erosion mitigation to combat sea level rise and increased storms, b) nitrogen reduction planning via shellfish aquaculture, c) promoting local seafood production via shellfish aquaculture, and d) enhancement of natural shellfish resources. In addition to the submitted grant proposals, MES previously partnered with Woods Hole Oceanographic Institution, Stonehill College, and the Waquoit Bay National Estuarine Research Reserve in 2018 on a large two-year NOAA grant-funded project titled *Comparison of Oyster Aquaculture Methods and Their Potential to Enhance Microbial Nitrogen Removal From Coastal Ecosystems* funded at \$500,000 and Lovely and Martinsen were authors on the resulting peer-reviewed publication.

- Application entitled *Living Artificial Shorelines for Nitrogen Remediation and Shoreline Protection* submitted to EPA's Southern New England Program (SNEP) in 2018
- Application entitled *Living Shorelines for protection of sandy estuarine coasts and nitrogen removal* submitted to EPA's Southern New England Program (SNEP) in 2019
- Application entitled *Estuary Shoreline Management Through Floating Aquaculture Revetments* submitted to EPA's Southern New England Program (SNEP) in 2022
- Application entitled *Using Wave-dampening Mariculture Arrays to Reduce Shoreline Erosion* submitted to Coastal Zone Management's Coastal Resilience Grant Program in June 2022
- Application entitled *Design and Implementation of Wave-dampening Mariculture Arrays to Reduce Shoreline Erosion (MA)* submitted to National Fish and Wildlife Foundation's National Coastal Resilience Fund in April 2023

**Categories: Community Engagement
Organizational Effectiveness**

MES developed a community service-based volunteer workforce to help supplement the increasing work of the department. This engagement further serves to help amplify the public education of what we do.

- Currently 298 subscribers to MES volunteer project opportunities
- A total of 373 individuals or groups of individuals comprising 25 affiliations have contributed 18,655 volunteer hours from April 2017 to June 2023.
- Volunteer projects include various aspects of municipal shellfish propagation and community resource maintenance such as: upweller husbandry; gear construction, maintenance, and deployment; shellfish relays/seeding, shellfish farm maintenance, shellfish field surveys, shellfish overwintering, youth education, and herring run maintenance.

Watershed	MES Survey Acreage	Types of Shellfish Oyster, Quahog, Scallop (Types of Permit, Private, Municipal)	Shellfish nitrogen removal in TMDL Compliance Planning Scenarios (kg N/yr)	Nitrogen Removal Potential (utilizing 50% of survey acreage) (kg N/yr)
Megansett-Squeteague	4.1	O (P)	520	260
Rands Canal	1.2	O (P)	33	17
Hiddleys Cove	0	-	0	0
Wild Harbor - River	4.6	O (P)	0	500
West Falmouth Harbor	29.5	O (M/P), Q (M), S (M)	0	1,050
Quissett Harbor	1.5	O (P)	260	130
Oyster Pond	0	-	0	0
Falmouth Harbor	7.1	O (P), Q (M)	0	200
Little Pond	7.4	O (P), Q (M/P), S (P)	33	220
Great Pond	27.8	O (P), Q (M)	1,300	1,300
Green Pond	10.8	O (P), Q (M)	990	490
Boumes Pond	21.9	O (M), Q (M)	390	800
Waquoit Bay - Childs River	0	-	990	0
Waquoit Bay - Eel Pond	9.6	O (P), Q (M)	130	420
Waquoit Bay - Main Basin	81.4	O (P), Q (M)	0	2,870

■ Does not meet estimated shellfish nitrogen removal in current TMDL Compliance plan

▒ Does meet estimated shellfish nitrogen removal in current TMDL Compliance plan

Figure 1. Shellfish nitrogen removal potential in Falmouth watersheds based on previously achieved 130 kg N/acre nitrogen removed by oyster aquaculture as demonstrated in Eel River Aquaculture Contractor Pilot farms.

TMDLN Reduction Potential Yield (0-20)	Low 0	Moderately Low 5	Moderate 10	Moderately High 15	High 20
Size of Area (1-5)	Small 1	Moderately Small 2	Moderate 3	Moderately Large 4	Large 5
DMF Classification of Area (1-5)	Prohibited 1	Conditionally Restricted 2	Restricted 3	Conditionally Approved 4	Approved 5
Access (1-5)	Difficult 1	Challenging 2	Moderately Challenging 3	Few Challenges 4	Easy 5
Multi Species Potential (1-5)	Low 1	Moderately Low 2	Moderate 3	Moderately High 4	High 5
Exposure to Storms (1-5)	High 1	Moderately High 2	Moderate 3	Moderately Low 4	Low 5
Erosion Reduction Potential (1-5)	Low 1	Moderately Low 2	Moderate 3	Moderately High 4	High 5
Yield Potential (0,5)	1st year seed only 0				1st + 2nd year animals 5
Boat Traffic (1-5)	High 1	Moderately High 2	Moderate 3	Moderately Low 4	Low 5
Total Shellfish per Square Meter	5+ shellfish 0	4 shellfish 5	3 shellfish 10	1-2 shellfish 15	0 to >1 shellfish 20
Ease of Gear Placement (1-5)	Difficult 1	Challenging 2	Moderately Challenging 3	Few Challenges 4	Easy 5
Shellfish Predation Risk (1-5)	High Risk 1	Moderately High Risk 2	Moderate Risk 3	Moderately Low Risk 4	Low Risk 5

Figure 2. Priority ranking tool created to determine order for further evaluation and future permitting of Falmouth estuaries for nitrogen reduction.

Table 3. Proposed Work Flow for Town-Wide Increased Aquaculture Plan				
	Introduction	Phase 1	Phase 2	Phase 3
Description	<ul style="list-style-type: none"> - Development of map of all possible polygons to survey for aquaculture resources 	<ul style="list-style-type: none"> - Field survey of bottom suitability, navigational hazards, eel grass, and mooring fields - Redefinition of polygon boundaries 	<ul style="list-style-type: none"> - Target defined polygons with bottom core samples to determine preliminary shellfish resources 	<ul style="list-style-type: none"> - Full shellfish survey - DEIR filing - Conservation filing - Full permitting contingent (town-wide)
Completed By	<ul style="list-style-type: none"> - Full-time Town staff - Science Wares, Inc 	<ul style="list-style-type: none"> - Full-time Town staff - Seasonal staff - Interns 	<ul style="list-style-type: none"> - Full-time Town staff - Seasonal staff - Interns - Science Wares Inc. 	<ul style="list-style-type: none"> - MES Staff - Contractor
Funding	Funding through existing Town Meeting Article			Funded by future Town Meeting Article
Current Status	Completed Summer 2019 	Possible Winter/Spring 2020 	TBD	TBD

Figure 3. Work-flow presented to Town Manager's Office in January 2020.



ORGANIZATIONAL EFFECTIVENESS AND COMMUNITY ENGAGEMENT

Strategic Plan Progress Update
Human Resources Department
July 28, 2023

Strategic Priority II: Energy & Water Conservation and Sustainability

Progress regarding the actionable goal of hiring a Sustainability Coordinator as voted at Town Meeting:

The Sustainability Coordinator position was created and funded at the April 2023 Town Meeting, with funding available starting in July 2023. This position has been advertised, and selected candidates have been interviewed. Reference checks are currently being conducted, and we expect to be able to extend an offer to a final candidate next week.

Strategic Priority IV: Health and Public Safety

Progress regarding the actionable goal of providing Licensed Social Workers (LSW) to the Falmouth Police Department (FPD) to assist on calls related to mental health, substance use disorder, and people without housing:

The Licensed Social Worker positions are funded. The job description was created collaboratively by the Assistant Town Manager, the Human Services Director, the Police Chief, and the HR Director. The positions were advertised in the spring of 2023. However, we were not successful in hiring a qualified candidate. Feedback from a qualified applicant indicated that the pay scale was not sufficient. A new pay scale was recently approved by the Select Board as part of the market adjustment for non-union positions, and the position was re-advertised on July 25, 2023.

In addition, the HR Director has been working with the Fire Chief and will be working with the new Police Chief on the public safety hiring process now that both departments have been removed from Civil Service.

Strategic Priority VI: Organizational Effectiveness & Community Engagement

Progress on the actionable goal of filling Town staff vacancies, especially the Town Manager, Assistant Town Manager, Director of Finance, Human Resources Director, and DEI Officer:

The Town Manager, Assistant Town Manager, Human Resources Director, and Finance Director positions are filled. The Assistant Town Manager filled the Human Resources Director and Finance Director positions. The current Finance Director will be with us on a short-term basis, and we will begin recruiting for a future Finance Director shortly. Given the very limited pool of qualified individuals for this position, management staff are

evaluating several succession plan options in the event that we are unable to fill the position within the calendar year.

The pay grade for the Diversity Equity and Inclusion Officer position was increased at the April 2023 Town Meeting to be effective FY24, and the budget for the position was increased from half-time to full-time. The position was advertised shortly before the Select Board approved a market adjustment to increase the salary range for this and other non-union positions. With the new pay scale, this position has been re-advertised with a response date of August 14th. We hope to fill the position before the end of this calendar year.

Progress on the ongoing goal of continuing to hold a staff appreciation/interaction event:

The Town Manager, Assistant Town Manager, and HR Department have started planning an all-staff cookout for mid-September, which will continue the tradition of honoring staff with the longevity coins. We will also be exploring an employee engagement survey and professional development opportunities. A leadership training was held for Department Heads and Assistant Department Heads on June 9th.

Town Manager
Strategic Plan Progress Report
October 24, 2022 – July 28, 2023
July 27, 2023

I. Affordable Housing:

Actionable Goal: Town Manager to provide regular updates on Local Initiative Plan or other affordable housing related projects and their status.

Select Board received reports from staff on a number of housing related projects including:

1. Status Report on Falmouth Affordable Housing Fund: Acting Town Manager gave brief overview on uncommitted balance and anticipated applications for funding, December 2022
2. Scranton-Main project - 48 units of age-restricted housing: financing update December 2022
3. Megansett Crossing – 10 units: financing update May 2023
4. Updating Housing Production Plan: February and July 2023 updates
5. Overview of potential short-term rental regulation options: Presentation at workshop meeting April 2023
6. Sam Turner Road/Esker Place Local Initiative Plan (LIP) – 4 units: Presentation for LIP approval March 2023
7. Emerald Properties – potential development of affordable housing on Town property: Updates February 2023, May 2023
8. 545 Main Street, former Royal Nursing Property – 60 units: Presentation and request for letter of support for grant application, May 2023

II. Energy & Water Conservation and Sustainability

Ongoing Goals:

1. Received funding to purchase two electric municipal vehicles and accompanying charging station. The vehicles have been ordered. Charging station to be installed this calendar year.
2. Edward Marks Building HVAC being upgraded with efficient heat pump system.
3. The Sustainability Coordinator will play a lead role in pursuing the goals in this strategic priority area.

Actionable Goal: Hire a Sustainability Coordinator.

1. Position has been advertised, candidates interviewed, offer of employment anticipated August 2023

III. Financial and Economic Stability

Ongoing Goals:

1. Developed and adopted FY2024 operating budget supported by conservative revenue estimates
2. Public Works and Finance staff developed financial plan to support water main replacement plan. Select Board to vote on water rates to support funding for this plan which is critically important to avoid a future fiscal crisis that would result if this infrastructure is not replaced through a comprehensive annual program.
3. Capital Improvement Plan that will be submitted in August will contain a number of enhancements to provide a more comprehensive view of capital needs and funding.
4. FY2024 operating budget included an increase of \$500,000 over, and above, the 2.3% increase provided in prior years per Select Board policy in light of additional spending required to address growing number of students defined as "high needs" by the MA Department of Elementary and Secondary Education.
5. Select Board approved a market adjustment for non-union pay ranges to make wage rates more competitive in an environment of high inflation, decreased labor supply, and increased housing costs.
6. Several departments have applied for grants. Marine and Environmental Services received \$30,000 for design of improvements to the Great Harbor Commercial Dock. Conservation Department and Betsy Gladfelter received \$1.2 million for the next phase of Coonamessett River restoration. Fire Department is awaiting a decision on an application submitted to the federal government "SAFER" program to pay for hiring additional firefighters.
7. The Select Board supported creation of \$850,000 in new recurring annual funding from rooms excise taxes for community housing to be appropriated at the November 2023 Annual Town Meeting.
8. Proposals to develop the Emerald Properties are moving through a community engagement phase. The Andrew Farm Farmhouse has been demolished eliminated a hazard and allowing for more productive future use of the area. The former Senior Center on Dillingham Ave has been leased for use as a veterans center and is currently being renovated.
9. Town Planner has applied for a grant to prepare a parking management plan. DPW presented, and the Select Board adopted, a Traffic Calming Policy.

Actionable Goal: Improve coordination of planning, permitting, and preservation functions.

1. Monthly meetings of the departments that play a role in reviewing building and land use permit applications continue to pay dividends for improving coordination among these departments.
 - a. This staff group meets with applicants for certain large projects, which improves collective understanding of compliance issues and improves our ability to provide timely feedback. This process also enables the Town Manager's Office to add a strategic planning lens to the review process and dialog with permit applicants.
 - b. Enforcement of ZBA conditions for 40B comprehensive permits has been improved because of this interdepartmental communication.

Actionable Goal: Improve permitting environment to be more user-friendly to the applicant

1. The Building and Fire Department modules of PermitEyes, the new online permitting application, have been completed. This module has already improved efficiency of all departments reviewing building permits. We have received positive feedback from contractors who use this application that it has streamlined the application process. Full implementation of Health, Conservation, Planning and Zoning modules is anticipated this calendar year.

IV. Health and Public Safety

Actionable Goal: Actively support the Town's vote to remove FPD from Civil Service.

1. The MA legislature did not act on the Town's petition to exit Civil Service. As a result, Town Counsel researched an alternative approach to exit Civil Service, which was approved by Town Meeting in April 2023.

Actionable Goal: 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.

1. Staff prepared budget plan options to operate six fire stations with input from Finance Committee members.
2. Select Board selected an option that included an override to pay for a portion of the additional staffing required.
3. The \$950,000 override was approved by Town Meeting and subsequently by the voters at the Town election.

VI. Organizational Effectiveness & Community Engagement

Actionable Goal: Increase general community engagement with the Town

1. Housing Coordinator presented at several community meetings held in the Spring of 2023 to raise awareness of the need for housing that is affordable to low- and middle-income households.
2. Town Planner and Housing Coordinator held several community engagement sessions are being held in the Summer of 2023 with stakeholders regarding plans for development of the Emerald properties for affordable housing an accessible play space.
3. A Select Board listening session is planned to solicit public input regarding the 300-unit housing proposal for 375 Sandwich Road.

SENIOR SERVICES DEPARTMENT

Department Mission:

The Falmouth Senior Services Department manages the Senior Center with a mission to serve all residents over the age of 60 by addressing their needs, identifying, and developing resources of assistance, providing information and referrals to other community agencies, and offering programs and services that promote healthy aging and enhance quality of life.

Department Description:

The Senior Center functions as a prominent resource hub and focal point for social and support services serving as a gateway to connecting older adults, families, and caregivers to vital community services.

Senior Center Core Programs:

- Outreach & Advocacy
- Support & Professional Services
- Health & Wellness
- Social & Recreational

Department Goals:

1. **Operations: Expand Senior Center hours of operation. [VI.]**
 - Develop Survey to determine interest in extended hours and programming needs. – Pending
 - Survey is currently in draft form pending review and distribution.
 - Determine options and/or desire for flexible hours of paid staff. - Pending
 - Expand volunteer opportunities and recruitment for extended hours. - Pending
 - Schedule and/or hire Staff to support extended hours. - Pending

2. **Outreach: Enhance outreach services to Falmouth's senior residents about the programs, resources, and services available that specifically support senior needs. [III., IV., VI.]**
 - Establish a Senior Municipal Support Team to review critical cases monthly. – Completed
 - Municipal Support Team includes members from the Senior Services, Human Services, Police, and Fire Rescue Departments.
 - Senior Municipal Support Team reviewed 42 new cases.
 - Senior Services Department received 25 REACH Referrals [Reaching Elders with Additional Community Help].
 - Enhance communications, networking, and public relations. – Ongoing
 - Implement a Constant Contact Email Database System. – Completed
 - Currently have 5,990 contacts subscribed to receive regular email communications.
 - Increase Newsletter from 16 to 21 pages. – Completed
 - Currently print and distribute 2,600 newsletters hard copy 6x per year in addition to the email distribution.
 - Establish and enhance partnership collaborations. – Ongoing
 - Alzheimer's Family Support Center of Cape Cod – Enhanced partnership.
 - * Monthly 2x Support Group – Ongoing
 - Atria Senior Living – Establish partnership completed.
 - * Pool availability for swim programs in collaboration with Senior Center and VNA – Ongoing
 - * Gardening plots and tools available for Senior Center participants to utilize. - Ongoing
 - Elder Services of Cape Cod – Enhanced partnership.
 - * Senior Services Outreach Coordinator appointed to Elder Services Board of Directors.

- Falmouth Service Center Food Pantry – Enhanced partnership.
 - * Information Tables at Service Center and Senior Center locations monthly - Ongoing
 - Falmouth Parkinson's Support Group – Established partnership completed.
 - * Monthly Support Group.
 - VNA Visiting Nurse Association of Cape Cod – Enhanced partnership.
 - * Wellness and Educational programs. - Ongoing
 - Xfinity/Comcast Affordable Connectivity Program – Established partnership completed.
 - * Community Education Forum – Completed
 - * Individual appointments to assist residents with low-cost internet. – Ongoing
 - Transportation Program enhanced to address unmet needs. - Pending
 - Develop Volunteer Driver Program Policy and Procedures. – Completed
 - Recruit Volunteers to support the volunteer driver program. – Pending
 - Reinstate and implement Volunteer Driver Program. – Pending
- 3. Program of Services: Develop and enhance program of service initiatives to support the needs and interests of the senior population. [VI.]**
- Streamline program signups and payment options.
 - Implement and train participants to use MyActiveCenter online signup system. – Completed
 - Implement online payment options. – Pending
 - Evaluate and expand program of service options. – Ongoing
 [Currently have 30+ fitness programs, 20+ social programs, 5+ support groups]
 - Develop and distribute survey to evaluate current and future programming. – Pending
 - New Coffee and Conversation Guest Speaker Series. - Ongoing
 This monthly program provides an educational and social format for participants.
 - Café Program operational enhancements:
 - Recruit and train Café volunteers. – Ongoing
 [Currently have 39 active Café Volunteers]
 - Enhance the functionality of Point-of-Sale System – Pending
 [20,202 POS Transactions completed in FY2023]
 - Open Fitness Room Program:
 - Develop Fitness Room Policies and Orientation Program. – Completed
 - Recruit Trainer to oversee orientations. – Completed
 [365 Orientations completed since opening the Fitness Room in October 2022]
 - Recruit and train Fitness Room Monitor volunteers. – Ongoing
 [Currently have 24 active Volunteers.]
- 4. Volunteering: Recruit, train, retain volunteers to support the program of services: [VI.]**
- Provide annual volunteer training. – Ongoing
 - Training for all volunteer categories is scheduled for September 2023. - Pending
 - Provide 2-4 volunteer appreciation events. – Ongoing
 - Volunteer appreciation events were held in December 2022 and May 2023 – Completed
 [Currently have a total of 134 volunteers with 8,940 volunteer hours in FY2023]

Town Clerk

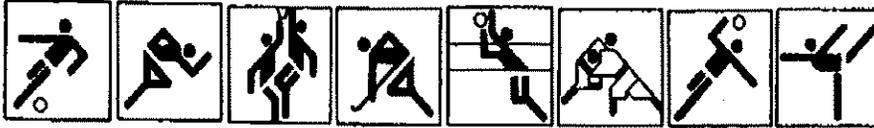
Strategic Priority Area: Organizational Effectiveness & Community Engagement

Early voting is a relatively new concept to Massachusetts. We are committed to opting in to Early Voting in Person and Early Voting by Mail for every election including our Municipal Election in May. This will eliminate any confusion as to whether or not it is available. It will require staffing, with election workers, an early voting location. We have been using the Old Water Dept. Meeting Room. I have purchased and recently upgraded a printer that will address the envelopes used to mail ballots out to voters. This printer eliminates having to address the envelopes using labels, reducing the number of times a human is handling the envelopes and ballots, dramatically decreasing voters not receiving or receiving the incorrect ballot.

The Town upgraded Lasherfiche, which is a document retrieval program. It is available to all town depts. I have used it for 15 years or so. The upgrade includes a portal which would allow citizens the ability to search for documents through our website. I have been discussing with Ed Senteio to start utilizing this portal. I have been loading documents and re-indexing documents to allow better access for citizens when we make it available. It will also require determining which documents would be available for public access.

The Clerk's Office took over issuing beach, dump and shellfish permits a year ago for the Collector's Office. I have been looking at options for changing the process of issuing them. Presently, the license number must be written on each sticker using a magic marker. Stickers can be purchased as part of an 8 1/2 x 11 sheet of paper, allowing the receipt and license plate number to be printed directly onto the sheet of paper. It would allow them to be issued in batches rather than individually. This would be especially useful for online orders and pre-season orders. I hope to have this in place for next year. I have also talked with Ed Senteio and Peter McConarty about license plate recognition at the dump rather than issuing stickers. This could be done with our present software we use for issuing the stickers, although it would require an investment in camera system at the dump. Other towns have done this at their beaches also, but the investment for our 11 beach parking lots may be cost prohibited.

Falmouth Recreation Department



GUS CANTY COMMUNITY CENTER

Joe Olenick

Recreation Director

7-27-2023

Mike,

The Recreation Department has been working hard to keep in tune with the Select Board's Strategic Plan. Over the past few years, we have instituted a field cancellation Notify Me Text Message/Email that we require Youth and Adult user groups of the fields to sign up for. By using this system, we have been able to limit the field use on most rainy and wet days. This has helped in the general maintenance and condition of the fields.

We continue to work closely with the Falmouth School System looking to promote programs that can benefit both the Recreation Department and the Schools. We offer free after school open gym and game for any children who would like to stop in. This program goes till 5:00 pm Monday thru Friday. Starting in Mid-October we start having Youth Nights for grades 5 thru 8 where a parent must sign a child in and then the child is not able to leave the building until the parent signs them out by 9:00 pm. On the first Friday of each month we have a Family Night for children in grades K-4. On these nights we offer Reptile shows, Magic shows, Science shows and open gym and game room. These nights go from 6:30 - 8:30. We also will accommodate any school if they are looking for a large space for a special event. We can easily change the schedule if needed.

With the recent push for small and large projects to better the town we are working closer with the DPW than ever before. It will take a lot coordination to help get these projects completed. I am determined to help as best I can so that the town will at it's best in the future.

The Recreation Committee has been very proactive in recent years to get the town fully ADA compatible as possible, thru their hard and dedicated work the Trotting Park Fields now has a beautiful Handicapped parking area at field level so wheel chairs and people with disabilities don't have walk down the steep hill to the field. The Committee has also been an advocate for Rest Rooms at all Recreation Department Fields. We almost completed that wish. The Committee would like to see at

least Regular and Accessible Porta Potties. We have placed one at each field. Moving forward I will be looking to a line item to my budget in order to pay for the Porta Potties in the future so I can place two at each field, they are now funded by the DPW Highway Department. Unfortunately, at this time there has been regular vandalism to the Porta Potties at several sites.

I will continue to send in quarterly reports as requested, I believe this is a good way to keep you informed of the many projects I am involved with at this time. As well the operation of the recreation Department programs and operation of the Gus Canty Community Center.

If there is anything else you would like me to report on please don't hesitate to reach out to me.

Respectfully Submitted,

Joe Olenick
Falmouth Recreation Director

Assessor's Office

- The Assessor's office will continue to educate the public on many issues that the office is involved in.
- We educate the public on Real Estate Values , auto excise, boat excise, betterments issues and a host of day-to-day questions.
- We will continue hosting our annual information session at the senior center for our seniors and veterans.
- Along with the above we will continue to work with Building, Health, Planning , Zoning Board of Appeals and Department of Public Works on topics as they arise.



WATER, WASTEWATER, AND SOLID WASTE MANAGEMENT



TOWN OF FALMOUTH

DEPARTMENT OF PUBLIC WORKS



Peter M. McConarty, P.E., P.L.S.
Director

416 Gifford Street
Falmouth, MA 02540
Cape Cod

Tel: 508-457-2543
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Email: peter.mcconarty@falmouthma.gov

Date: July 27, 2023

To: Michael Renshaw, Town Manager

From: Peter M. McConarty, Director of Public Works

Re: Select Board Strategic Plan Comments

Below are comments from the Administration, Engineering, Wastewater, Highway, Parks, and Fleet Divisions regarding the Select Board Strategic Plan:

I. Affordable Housing: The Falmouth roadway network include 450 miles of roadway and many miles of sidewalk along the main corridors. We are looking to use pavement management techniques to increase our pavement index and we are looking at sidewalk and multi-use path connectivity in areas where applicable. We also comment on all development plans to include additional sidewalks with their project planning. This program is ongoing.

II. Energy & Water Conservation and Sustainability: The wind turbines located at the Wastewater Treatment Plant have been dismantled and removed from the site.

The Fleet Division continues to purchase electric vehicles for administration positions. In addition, Public Works is planning the installation of electric vehicle charging stations for municipal vehicles. The Departments Administration Division is working with Eversource and a private charging station consultant to develop a plan for future public charging stations in the downtown and public parking areas.

Several items that should be included with this section are:

Parks, Grounds and Conservation area upgrades: The town is continually looking to upgrade its public grounds and conservation areas to better serve the community.

Program related to the preservation of forest and conservation areas: A program is needed for promoting tree growth and replacement within the parks and conservation areas, and also along the roadway network.

III. Financial and Economic Stability: Public Works will be looking to revise its annual fee structure to incorporate industry monetary impacts to solid waste removal, recycling processing and general utility infrastructure rehabilitations.

IV. Health and Public Safety: With the increasing Public Works demands in regards to Public Safety, Inclusion of this department with possible future expansion and staffing is critical in regards to water and wastewater infrastructure. Also, emergency, storm, and transportation response has been increasing with more reliance on Public Works that is required and expected.

V. Management of Coastal/Natural Resources & infrastructure: Public Works continues to remove spoils and dredge the Trunk River outlet, Salt Pond outlet, Fresh Pond outlet, and Little Pond outlet.

Public Works is finalizing bid documents for the reconstruction of the Salt Pond outlet to increase water flow and rebuilding of the adjacent jetties.

Public Works submitted and received grant funds to repair the easterly roadway bridge approach at the Great Pond bridge on Menauhant Road.

VI. Organizational Effectiveness & Community Development: Public Works continues to submit a combined departmental quarterly report to the Town Manager. At this time, quarter 1 and quarter 2 have been submitted.

VII. Water, Wastewater & Solid Waste Management: The water division has submitted their report under separate cover. For Wastewater, multiple projects are ongoing including TASA Phase I design, upgrades at the treatment facility, and data collection/planning for an outfall pipe.

For Solid Waste Management, Public Works has designed and is currently beginning construction on a new waste management facility staff/equipment bay building. The proposed building will be a pre-engineered metal prefabricated building. In addition, the facility layout is being reorganized to better receive and process the materials that come into the facility. Two large recycling compactors have been constructed along with the installation of large electrical equipment and ground / pole transformers to power the units. The Towns curbside recycling collection contractor has implemented a drop-off program for the collection trucks to be able to unload trucks at the facility and not have to drive to the Bourne ISWM facility. Large haul trucks remove the containers from our facility and transport the material over the bridge. This allows the curbside trucks to stay in Town and continue to collect recyclables on their routes, enabling increased collection time and operation efficiency.

Respectfully submitted,

Peter M. McConarty
Director of Public Works



TOWN of FALMOUTH

DEPARTMENT OF PUBLIC WORKS, WATER DIVISION
416 GIFFORD ST., FALMOUTH, MASSACHUSETTS 02540
TELEPHONE (508) 457-2543
FAX (508) 548-1537

Michael Reghitto
Acting Water Superintendent

DATE: July 17, 2023

SUBJECT: Select Board Strategic Plan Update – DPW Water

PREPARED BY: Michael Reghitto – Acting Water Superintendent

TO: Michael Renshaw – Town Manager

Cc: Peter McConarty – Director of Public Works

Below is an update of DPW Water Division plans and action items as they relate to the Select Board Strategic Plan adopted on October 24, 2022.

Item 1: Affordable Housing

- The DPW Water Division has engaged Tata and Howard to conduct a study on the future of the public water supply capacity. This plan will consider future development within the town such as affordable housing. The goal is to ensure we can provide clean, safe drinking water as well as fire protection to all residents as well as future developments. The study will give us a better understanding of how much development can happen in town with the water system as it currently stands as well as possible solutions such as new sources or better ways to manage restrictions to be able to accommodate future demands.

Item 3: Financial and Economic Stability

- The DPW is currently in the process of rate hearings to increase the water rates and the structure in which billing occurs. If passed, these rate increases will allow to the DPW Water Division to implement the Capitol Efficiency Plan that was created in 2020 to replace aged and undersized water mains in town.

Item 4: Health and Public Safety

- Although Water is not an ongoing goal within the Strategic Plan under this section, it is important to note that public health is the top priority of the DPW Water Division. Department staff works daily to ensure clean, safe drinking water to all residents. This is done via rigorous water testing and a high level of water treatment.

Item 6: Organizational Effectiveness & Community Engagement

- The DPW Water Division has been working with the Natural Resources division to implement an annual reservoir cleanup day. Last year was the first year of this event and it was a great success. This event is an excellent opportunity to engage with residents as well as clean up the watershed around long pond. We are looking to host the event this year in September and will be sure to do good public outreach about the event.
- As the rate hearing is ongoing, the DPW Water Division held a public forum, open to all residents and broadcast on FCTV about the proposed water rates. I have also been fielding calls, mostly in support of the new water rates.

Item 7: Water, Wastewater, and Solid Waste Management

- The town is now following the state's guidance on droughts. Droughts are declared by the Massachusetts Drought Task Force which meets monthly.
- Currently we are working with the United States Air Force to bring the Ashumet Valley Well back online. Negotiations are active and ongoing. As stated above, the town is currently evaluating the current water supply capacity and may seek more water sources at the completion of that report.
- Weekly, monthly, and quarterly testing of the water supply is the top priority of the department. We collect over 300 water samples monthly to be analyzed for a wide variety of contaminants. Any detection of a contaminant above the maximum contaminant level would require public notification.



Beach Dept. updates related to the Select Board Strategic Plan 2023-2027

II. Energy & Water Conservation and Sustainability

Ongoing goals within this priority area:

- Enhance and promote efforts to improve composting and recycling practices.
 - Beach Administration Building out of the Ellen T. Mitchell Bathhouse at 56 Surf Drive now has curbside recycling for the office.

IV. Health and Public Safety

Ongoing goals within this priority area:

- Continue to collaborate among Town departments to respond to substance use crisis including opiate use.
 - Lifeguards trained by Donna Mello, LADCII, Harm Reduction & Outreach Specialist, Aids Support Group Cape Cod in identifying the signs of an overdose and administering Narcan on June 23, 2023. Will become an annual part of water clinic (in-service training) prior to the start of daily operations.
 - Narcan part of medical kit/first aid supplies at each beach during staffed hours.

V. Management of Coastal/Natural Resources & Infrastructure

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

- Develop beach improvements and ten-year Beach Management Plan
 - Put forth funding request for update to Beach Management Plan for annual Town Meeting in November 2022
 - Decreased swim lessons & lifeguard training course fees to increase accessibility Nov. '23
 - Put forth funding request for handicapped mats for annual Town Meeting in November 2021. Accepted donation from the Commission on Disabilities for summer 2022, then expended all \$22,510 of funding pre-summer 2023 to increase number of access points
 - Handicapped-accessible picnic tables installed at Surf Drive & Old Silver Beach
 - Give staff opportunities for increased training (CPR/First Aid Cert. Bonus for PAs & Clerks)
 - Access the Manduano Donations Account with permission of the Select Board to build new Parking Attendant booths that are safer for staff and more welcoming to the public
 - Add extended hrs of beach parking permit monitoring at Chapoquoit Beach & Old Silver Residents' parking lot to increase value of taxpayer sticker & decrease traffic calls to FPD
 - Thanks to DPW: Highway Division's Beach Maintenance new fencing & parking gates

- Hire vendor for professional cleaning services at all three bathhouses

VI. Organizational Effectiveness & Community Engagement

Ongoing goals within this priority area:

- Expand use of website and 'notify me' function to notify the public of matters of interest.
 - Update Town website "News Flash" section to communicate with the public around parking lot fill status, elevated bacteria levels, swim lessons registration, etc.
 - Use the RAVE/Smart911 system for push notifications (text/e-mail) to go directly to subscriber list; 1,926 recipients receive these as of July 2023
 - Create Town-sanctioned social media profile on Facebook

Respectfully submitted,

Maggie Clayton, Beach Superintendent

Building Commissioner's Office

I. Affordable Housing

Contract with creative contractors to establish innovative ways to increase affordable housing stock through existing infrastructure

Interpret the zoning bylaws to ensure compliance of new affordable housing within the town

II. Energy & Water Conservation and Sustainability

Pursue and promote energy efficiency in new building construction
Promote and provide infrastructure to support electric vehicles

Ensure compliance with the changing requirements of the energy code

III. Financial and Economic Stability

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 un-programmed portions of the Edward Marks Building

Providing input for planning and zoning of key town-owned properties

IV. Health and Public Safety

The ongoing goals within this strategic priority area are
Continue to enhance public safety services town wide

Maintaining inspections and compliance for all building within the town

V. Management of Coastal/Natural Resources & Infrastructure

Continue to pursue Community Rating System

Develop a plan to prioritize and protect public infrastructure and to inform private development.

Follow FEMA guidelines in the design and construction of resources within the flood plain