



Town of Falmouth

FIVE-YEAR STRATEGIC PLAN

Board of Selectmen

2017-2021

Introduction

In accordance with the Town of Falmouth Home Rule Charter, the Falmouth Board of Selectmen hereby presents its five-year strategic plan for the Town of Falmouth. During its annual Strategic Planning retreat on July 18, 2016 the Board reviewed strategic priorities from Fiscal 2017-2021. For this planning period, the Board continued its work and focus on strategic goals rather than specific tasks.

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 visioning. 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.



Our workshop session was facilitated by Management Consultant Jeffery Nutting. Mr. Nutting has worked in Municipal Management for more than 30 years. Mr. Nutting recognized that Falmouth, *“is a leader among Massachusetts communities”* by (1) having a strategic plan and by (2) updating our plan annually. Other Massachusetts communities have used Falmouth’s template when embarking on their strategic planning process.

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.

This year the Board began discussion on setting a new number one priority to pro-actively interact with department heads, committees and the public in advance of the strategic planning



retreat. The Board desires a strategic plan setting process that takes into account input from employees and the community at large.

Following a comprehensive discussion of land use planning, housing, permitting and related town wide community decision making, the Board voted to establish a goal to create a department of “Community Development” and create a position of “Director of Community Development” to help provide leadership and oversight and to develop a thoughtful, comprehensive approach to all areas relative to community development, involving all appropriate town departments, offices and committees.

The Falmouth Board of Selectmen affirmed its five Strategic Priority areas for the 2021 planning horizon as follows:

- **1. Produce a long-term Strategic Vision Plan**
- **2. Financial and Economic Stability and Community Development**
- **3. Coastal Resources, Infrastructure and Beaches**
- **4. Resource Conservation and Management**
- **5. Water and Wastewater Management**
- **6. Health and Public Safety**





The members of the Board recognize that its 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 of the services provided by Falmouth's Departments and Divisions. In fact, these strategic priorities will touch all staff members and citizens as the Board begins to implement 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 2017-2021

Falmouth Board of Selectmen,
Doug Jones, Chairman
Susan Moran, Vice Chairman
Samuel Patterson
Megan English-Braga
Douglas C. Brown

Adopted: September 12, 2016





1. Produce Long-Term Strategic Vision Plan

This important goal involves creating a public participation process to craft and implement a long-term vision for the Town of Falmouth. This would include the strategic identification of trends and issues for the coming 5-10 year period. Beyond this would be an assessment of likely challenges over the 10-20 year term which lies ahead. Rather than focus primarily on monetary and budget issues, this would represent an initiative to identify general community needs. We cordially invite all interested citizens to actively participate.

The goals within this strategic priority area are to:

- 1.1 Interact pro-actively with department heads, committees and public in advance of developing strategic plan by receiving written reports from Committees, Department Heads and the general public on emerging trends and issues.
- 1.2 Hold an annual Public Forum to discuss a Town-wide Vision Plan
- 1.3 Issue a Final Strategic Vision Plan Report



Action Step	1.1 Interact pro-actively with department heads, committees and public in advance of developing strategic plan	Responsible
	2017 2018 2019 2020 2021	
1.1.1 Interact proactively		Town Manager Department Heads Committees Public
Action Step	1.2 Hold Annual Public Forum	Responsible
	2017 2018 2019 2020 2021	
1.2.1 Hold Annual Public Forum		Town Manager Board of Selectmen
Action Step	1.3 Issue a Final Strategic Vision Plan Report	Responsible
	2017 2018 2019 2020 2021	
1.3.1 Issue a Final Strategic Vision Plan Report		Town Manager Finance Director



2. Financial and Economic Sustainability and Community Development

In this five-year planning period the fiscal health of our operations and community remains a strategic priority for the Town of Falmouth. The Board of Selectmen has included Community Development with a focus on Community housing needs with our fiscal goals, understanding that a healthy, vibrant and diverse local economy is integral to our fiscal health.

Among the Town's Financial Goals are to sustain and improve our High Aa+ Bond Rating, support financial leadership by working closely with the Town Manager and the Finance Department and to submit a Comprehensive Annual Financial Report (CAFR) within this five-year planning period. The Town's Capital needs remain the most pressing fiscal concern.

In this planning period, the Town will begin to see the result of budget policies adopted in recent years as well as modest local economic growth resulting from our work in community development and overall positive economic trends. With the great work of Policy leaders and Town Departments the outlook for the next five years is stable. While the Board expects to continue to see some improvement in capital programs, the operations of the town will have to be flexible, creative and efficient to offer sustainable operations into the future.








2. Financial and Economic Stability and Community Development (continued)

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 others.




The goals within the strategic priority area of **Financial and Economic Stability and Community Development** are to:


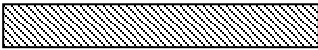
- 2.1 Promote Long-Term Financial Stability of Town Operations
- 2.2 Optimize Town's Physical Facilities
- 2.3 Support Business and Community Development to Sustain a Vibrant Local Economy



Action Step	2.1 Promote Long-Term Financial Stability of Town Operations	Responsible
	<div style="display: flex; justify-content: space-around;"> 2017 2018 2019 2020 2021 </div>	
2.1.1 Review and Publicize Long-Term Capital Plan	<p><i>Review, Publicize and Promote Funding Strategy for Mid-Range Capital Needs including an updated road management plan and School Facilities report by 2017-2018</i></p> 	Board of Selectmen Finance Committee
2.1.2 Develop New Service Delivery Options	<p><i>For example, develop rental registration, fire and security alarm registration programs to facilitate quality rentals and generate revenue to support needed inspectional services including expedited permitting for LPSSA</i></p> 	Town Manager
2.1.3 Prepare and Submit a Comprehensive Annual Financial Report for Fiscal Year 2016		Town Manager Finance Director
2.1.4 Continue Program Budgeting and Move Toward Full Costing of Services		Town Manager Finance Director
2.1.5 Work with School Department to create a Sustainable financial plan		Town Manager Finance Director School Superintendent School Finance Manager

Action Step	2.2 Manage Town's Physical Facilities					Responsible
	2017	2018	2019	2020	2021	
2.2.1 Continue reorganization of Town Offices & Construction at Town Hall						Board of Selectmen Town Manager
2.2.2 Continue Collaboration with School Department/Efficiency Upgrades						Board of Selectmen Town Manager School Superintendent School Committee
2.2.3 Select Site for New Senior Center						Board of Selectmen Town Manager
2.2.4 Design and Construct new Senior Center	 (2019-2020 with mandatory field relocation)					Board of Selectmen Town Manager School Department
2.2.5 Manage Municipal Golf Operations – Review Lease at 5 year renewal						Board of Selectmen & Town Manager

Action Step	2.3 Support Business and Community Development to Sustain a Vibrant Local Economy					Responsible
	2017	2018	2019	2020	2021	
2.3.1 Create Department of Community Development and position of Community Development Director	<i>Improve coordination of Planning, Permitting, Preservation Services</i> 					Town Manager Board of Selectmen Finance Committee Town Meeting
2.3.2 Address Parking/Traffic/Management/Needs Assessment identify opportunities						Board of Selectmen & Planning Board
2.3.3 Address Community Housing Needs						Board of Selectmen Town Manager Planning Board Boards and Committees

Action Step	2.3 Support Business and Community Development to Sustain a Vibrant Local Economy					Responsible
	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	
2.3.4 Create Housing Coordinator Position						Town Manager Board of Selectmen Community Preservation Committee Finance Committee Town Meeting
2.3.5 Review/Update Housing Production Plan						Board of Selectmen Town Manager Housing Coordinator Affordable Housing Committee





3. Coastal Resources, Infrastructure and Beaches





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




The Board has developed a series of priorities for the 2017-2021 planning period, and the goals of the **Coastal Resources and Beaches Strategic Priority** are to:

- 3.1 Develop a Strategy for Coastal Resiliency**
- 3.2 Create a Hazard Mitigation Plan**
- 3.3 Improve the Quality of Beach, Wetland, Estuarine and Other Coastal Resources**
- 3.4 Improve Waterways and Coastal Infrastructure**



Action Step	3.1 and 3.2 Develop Strategy for Coastal Resiliency and Create a Hazard Mitigation Plan					Responsible
	2017	2018	2019	2020	2021	
3.1.1 Develop a Plan for Coastal Resiliency						Planning Board Conservation Commission Town Manager
3.2.1 Create a Hazard Mitigation Plan						Conservation Commission Board of Selectmen Town Manager

Action Step	3. 3 Improve the Quality of Beach, Wetland, Estuarine and Other Coastal Resources					Responsible
	2017	2018	2019	2020	2021	
3.3.1 Develop and Implement Municipal Shellfish Management Plan						Board of Selectmen Town Manager MES Cons Comm
3.3.2 Explore and Pursue Aquaculture Strategy for Coastal Ponds.						Town Manager Aquaculture Wkg Grp Board of Selectmen
3.3.3 Maintain Conservation Permits & Order of Conditions for Annual Beach Maintenance	<i>Sustain and Implement Existing – plan for and obtain permits</i> 					Town Manager Cons Comm Conservation Department
3.3.4 Develop Beach Improvements and Ten Year Beach Management Plan						Beach Committee Planning Board Conservation Commission Town Manager

Action Step	3.4 Improve Waterways and Coastal Infrastructure					Responsible
	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	
3.4.1 Sustain & Permit Dredging Plans for Channels and Harbors						Waterways Committee Conservation Commission MES
3.4.2 Prioritize and Plan for Needs of Aging Coastal Structures; Docks, Ramps and Retaining Structures Joint Workshop Fall 2017						Board of Selectmen Waterways Committee Conservation Commission MES
3.4.3 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						Town Manager Department of Public Works




4. Resource Conservation and Management




It is the Board's desire for all Town Departments, Advisory Boards, Committees and Commissions to develop efficient and effective services that reduce our community's reliance on non-renewable resources, ever mindful of our need to sustain operations within our existing fiscal effort.




The Board priorities for the 2017-2021 planning period and the goals of **Resource Conservation and Management** are:

- 4.1 Implement Energy Conservation Measures**
- 4.2 Alternative Energy Sources**
- 4.3 Solid Waste Management**



Action Step	4.1 Implement Energy Conservation Measures	Responsible
	2017 2018 2019 2020 2021	
4.1.1 Continue ESCO Program		Town Manager

Action Step	4.2 Alternative Energy Sources	Responsible
	2017 2018 2019 2020 2021	
4.2.1 Resolve Litigation, and Manage Operations of Municipal Wind Energy Facility		Board of Selectmen Town Manager Town Counsel
4.2.2 Explore & Implement Municipal Sites for Alternative Energy		Energy Committee EDIC Town Manager Board of Selectmen
4.2.3 Explore Public and Private Partnerships for Renewable Energy		EDIC Board of Selectmen

Action Step	4.3 Solid Waste Management	Responsible
	<div style="display: flex; justify-content: space-around; text-align: center;"> 2017 2018 2019 2020 2021 </div>	
4.3.1 Explore Options for Upper Cape Regional Transfer Station		Town Manager Board of Selectmen Inter-Municipal Department of Public Works
4.3.2 Evaluate and Re-Bid Waste Management and Collection Methods and Options		Board of Selectmen Town Manager Department of Public Works Finance Director
4.3.3 Enhance and promote efforts to increase recycling including fee for services		Board of Selectmen Town Manager Solid Waste Committee Department of Public Works

5. Water and Wastewater Management


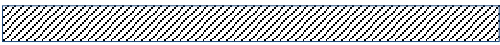

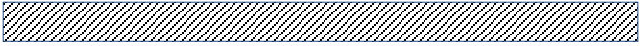
By comprehensively and effectively managing our water and wastewater needs and operating systems, Falmouth will improve water quality, protect public health, and enhance the Town's economic vitality. If managed and planned for properly, we can offer our residents, visitors and future generations healthy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





This planning period will focus on the construction and management of both the Little Pond Sewer Service System and a new Water Filtration Plant. These systems, planned for more than twenty years, will improve coastal and potable water quality and will require necessary increases in staffing and resources to support operations. 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.

During this planning period the Board of Selectmen's strategic goals for **Water and Wastewater Management** are:

- 5.1 **Implement and Monitor the Town of Falmouth's Water Quality Management Plan**
- 5.2 **Ensure Continual Supply of Quality Drinking Water**



Action Step	5.1 Implement The Town of Falmouth's Water Quality Management Plan					Responsible
	2017	2018	2019	2020	2021	
5.1.1 Manage and Evaluate the Implementation of CWMP and construction of sewer service area						Town Manger Water Quality Management Committee
5.1.2 Support Staffing Initiatives to assist property owners in the LPSSA						Board of Selectmen Town Manager
5.1.3 Implement, Develop and Promote Funding Plan for CWMP including review/revise sewer rates						Board of Selectmen
5.1.4 Develop Long Range Plan for other Coastal Ponds and Waterways utilizing learned knowledge from CWMP						Board of Selectmen Waterways Comm Planning Board Coastal Ponds Committee Cons Comm
5.1.5 Assess and Plan for Storm water Management Plan WKS and Permitting Process						Board of Selectmen Dept of Public Works Town Manager

Action Step	5.2 Ensure Continual Supply of Quality Drinking Water					Responsible
	2017	2018	2019	2020	2021	
5.2.1 Manage Construction and implementation of Water Filtration System						Town Manager Board of Selectmen Department of Public Works
5.2.2 Continue to Monitor Water Quality in Long Pond						Town Manager Board of Selectmen Department of Public Works
5.2.3 Review/Revise Fee Structure for provision of drinking water						Board of Selectmen Town Manager Finance Director DPW
5.2.4 Explore Enterprise Account for Water System						Board of Selectmen Finance Director Finance Committee Town Manager Department of Public Works


6. Health and Public Safety


Public Health and Safety are fundamental governmental functions. In this planning area the Board will develop goals to address town wide issues of concern including, a coordinated response to the Opiate use epidemic in our Town and nation and revising and updating the Falmouth Emergency Management Plan. The Town will focus on efforts to efficiently use our limited staffing and budgetary resources to sustain a high quality of public safety in the Town of Falmouth.

During this planning period the Board of Selectmen's strategic goals for **Health and Public Safety** are:

- 6.1 Develop Policy Plan for Interdepartmental response to Substance Abuse Crisis– specifically opiate abuse.**
- 6.2 Review and Update the Emergency Management Plan**



Action Step	6.1 Develop Policy Plan for Intradepartmental response to Substance abuse crisis	Responsible
	<div style="display: flex; justify-content: space-around;"> 2017 2018 2019 2020 2021 </div>	
6.1.1 Plan Development		Town Manager Police Chief, Fire Chief Falmouth Schools

Action Step	6.2 Review and Update Local Emergency Management Plan	Responsible
	<div style="display: flex; justify-content: space-around;"> 2017 2018 2019 2020 2021 </div>	
6.2.1 Review and Update Local Emergency Plan		Town Manager Board of Selectmen Emergency Operations Director/Fire Chief Police Chief Falmouth Schools