



# **Town of Falmouth Board of Selectmen**

FIVE YEAR STRATEGIC PLAN  
2008-2012

## 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 June 16, 2007 the Board reviewed strategic priorities prepared over the last six years and particularly reviewed its priorities from Fiscal 2007. The Board also reviewed the goals prepared and presented by Town Departments, included in the last tab of this strategic planning workbook. The annual goals of our departments offer an invaluable insight and are integral to our process. You will find themes recurring from Departmental Goals into the Strategic Plan and from the Strategic Plan back into the annual departmental goal setting process.

The workshop session was facilitated by the firm, Gerard Bruno and Associates. The Board has benefited from our longstanding working relationship with Gerard Bruno and Associates and by the five members familiarity with the organizational planning tools and exercises that help the board identify and focus on its core values.

The core values of the Falmouth Board of Selectmen are represented by its six Strategic Priorities for the five year planning horizon as follows:

- 1. Financial and Economic Stability
- 2. Beaches and Harbors
- 3. Leadership and Public Trust
- 4. Community Development
- 5. Wastewater Planning
- 6. Energy Resources

In order to prioritize its efforts, the Board used tools to analyze the relationship among the strategic priorities to help identify issues that either drive or are dependent on one or several of the planning areas. The top three 'drivers' of this strategic plan are Financial and Economic Stability, Beaches and Harbors and Leadership and Public Trust. While this rating does not indicate the relative importance of the areas, it recognizes that all other goals are dependent on the three top drivers.

Financial and Economic Stability clearly drives the Town's ability to implement any of the goal areas. Likewise, clean, accessible beaches and healthy, accessible harbors are the basis of our tourism and marine-based economy, which is the foundation of our property values and financial and economic stability. These two issues, along with credible leadership and public trust, drive our community's success in all areas.

The members of the Board recognize that its strategic priorities do not address every area of service provided by the Town of Falmouth. These core values, established for strategic planning purposes, in no way diminish the value and importance of all of the services provided by our Departments and Divisions. In fact, these strategic priorities will touch all of our staff and citizens as the Board begins to implement its objectives,

and will serve as the foundation for the administration of our government and delivery of services. This plan was developed in order to address current issues by first prioritizing them, and then by setting time-specific goals. Taken into consideration was the community vision of natural resources, financial and environmental sustainability, as well as economic and human service needs.

This document has also been developed to address future emerging issues that Falmouth will confront in a time period beyond this Strategic Plan. Our priorities will be reviewed and adjusted annually to reflect both progress toward achieving our strategic priorities as well as to document shifts in our community's focus. It is our intent and request that all agencies of the Town of Falmouth review the 2008-2013 Five Year Strategic Plan and reflect upon and carry out our vision for the Town of Falmouth in their service capacity to the Town.

It is our hope that all decision makers, including staff, boards and committees, will embrace our priorities and take positive steps toward achieving our strategic vision.

Falmouth Board of Selectmen

Kevin Murphy

Carey M. Murphy

Catherine O'B Bumpus

Mary Pat Flynn

Ahmed Mustafa

# Strategic Priorities



**1. Financial and Economic Stability**

**2. Beaches and Harbors**


**3. Leadership and Public Trust**

**4. Community Development**

**5. Wastewater Planning**

**6. Energy Resources**

**Town Department's Mission and Goals**



# 1. Financial and Economic Stability

The financial stability of town operations is the number one driver of all priorities and operations of the Town of Falmouth. All departments, government operations and services are dependent on a financial institution supported by a sustainable revenue stream. We rely on a revenue stream that does not exceed our citizens capacity or willingness to pay.

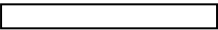
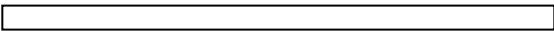

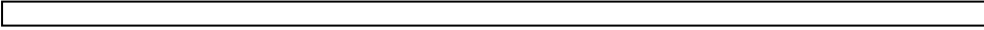
In order to strike a balance between the revenue needed and the willingness of our citizens to fund services, we have developed a series of financial goals which build upon the strength of our financial base and also explore new initiatives for service delivery and revenue sources.

The projects and priorities planned over the next five years will require cooperation among stakeholders including the Board of Selectmen, School Committee, Finance Committee, and all departments of our government. A willingness to explore new ways of looking at municipal finance and service delivery and continued self-reflection on those services and functions to determine those that are valuable to our citizens and those that are not will also be necessary. The Board recognizes the need to support reasonable expansion of the local economy through business development initiatives.

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

- 1.1 **Promote Long Term Financial Stability of Town Operations**
- 1.2 **Support Business Development to Promote a Stable Economy**

	<b>1.1 Promote Long-Term Financial Stability of Town Operations</b>					<b>Responsible Party</b>
<b>ACTION STEP</b>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	
<b>1.1.1 Develop Financial Policies to Guide Major Decisions</b>	[Bar spanning 2008-2009]					Town Manager
<b>1.1.2 Promote Long-Term Financial and Capital Planning</b>	[Bar spanning 2008-2011]					Board of Selectmen Town Manager Town Departments
<b>1.1.3 Develop and Support Alternate Revenues and Service Delivery Options Such as Privatization</b>	[Bar spanning 2009-2011]					Board of Selectmen Town Manager Departments
<b>1.1.4 Promote Communication Between BOS, SC, FC to Plan Sustainable Spending Programs</b>	[Bar spanning 2008-2010]					Board of Selectmen School Committee Finance Committee
<b>1.1.5 Work toward Bond Rating Upgrade to “AAA”</b>	[Bar spanning 2010-2011]					Town Manager Bond Rating Task Force
<b>1.1. 6 Support Goal Setting &amp; Performance Measures to Better Target Optimum Service Levels</b>	[Bar spanning 2008-2011]					Board of Selectmen Town Manager Departments

	<b>1.2 Support business development to promote a stable economy working with the Falmouth EDIC, a unique and flexible economic development agency for the Town.</b>					<b>Responsible</b>
<b>ACTION STEP</b>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	
<b>1.2.1 Develop Strategic Vision for economic development jointly with the EDIC</b>						EDIC Board of Selectmen Town Manager Departments
<b>1.2.2 Promote Job Growth through expanded land base for Technology Park</b>						EDIC Chamber of Commerce Town Manager Departments
<b>1.2.3 Support RTDC Development and Falmouth Location</b>						Board of Selectmen EDIC
<b>1.2.4 Promote Technical</b>						Board of Selectmen

<b>Capacity Through Appointment Process</b>		
<b>1.2.5 Develop Small Contractor's Yards</b>	<div data-bbox="1058 331 1488 358" style="border: 1px solid black; width: 205px; height: 17px; margin: 0 auto;"></div>	EDIC Town Manager Departments Planning Board

## 2. Beaches and Harbors

The maintenance and expansion of our waterfront amenities is one of the top three drivers of Board of Selectmen's Strategic Plan. The Board decision making will be guided by the principal that clean and welcoming beach, harbor and waterfront facilities and marine environment are the foundation for our economy and financial stability. Beaches and Harbors are the only strategic priority that drive financial and economic stability and therefore achieve a higher rating than any other value expressed.

The Board values our waterfront amenities and seeks to improve both the resident and visitor experience with our facilities; as well as to expand our services.

The Board has develop a series of priorities for the 2008-2012 planning period and the goals of the **Beaches and Harbor Strategic Priority** are to:

- 2.1 Improve the Quality of Falmouth Beaches**
- 2.2 Improve access and enhance Falmouth Waterways**

These projects have concise recommendations and an ambitious time frame which reflect their priority. The projects will be taken up by both Town staff as well by the Beach Committee and Waterways Committee.

ACTION STEP	2. 1 Improve Quality of Falmouth Beaches-					Responsible Party(s)
	2008	2009	2010	2011	2012	
<b>2.1.1 Develop 5 Year Plan</b>	<input type="text"/>					Beach Committee Staff
<b>2.1.2 Obtain Conservation Permits &amp; Order of Conditions for Annual Maintenance</b>	<input type="text"/>					Beach Superintendent Department of Public Works Beach Committee
<b>2.1.3 Develop a Beach Nourishment Plan with Priority Sites</b>	<input type="text"/>					Beach Committee Departments
<b>2.1.4 Develop a Priority Plan for Infrastructure Improvements</b>	<input type="text"/>					Beach Committee Beach Superintendent Town Manger
<b>2.1.5 Coordinate &amp; Implement Best Management Practices for Beach Maintenance</b>	<input type="text"/>					Department of Public Works Beach Superintendent.

	<b>2. 2 Improve Access to and Enhance Quality of Town Harbors and Waterways</b>					<b>Responsible Party (s)</b>
<b>ACTION STEP</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	
<b>2.2.1 Develop &amp; Permit Dredging Plans for Channels &amp; Harbor</b>	<input type="text"/>					Waterways Committee Staff Consultant
<b>2.2.2 Assess Needs and Prioritize Aging Infrastructure of Docks &amp; Ramps and Retaining Structures.</b>	<input type="text"/>					Engineering Division Waterways Committee Staff
<b>2.2.3 Assess Needs and Prioritize Improvements for area roadways and parking areas</b>	<input type="text"/>					Department of Public Works Engineering Division Waterways Committee
<b>2.2.4 Leverage Waterways Funds with Grant Funds</b>	<input type="text"/>					Harbor Master Town Manager Staff.
<b>2.2.5 Study and Improve Drainage and Flushing of Coastal Embayments</b>	<input type="text"/>					Department of Public Works Town Manager
<b>2.2.6 Implement All Planning Over 5 year period</b>	<input type="text"/>					Waterways Committee Board of Selectmen Town Manager

## 3. Leadership and Public Trust

As a direct result of its ongoing strategic planning process and outreach to our community, boards, committees and commission, the Board of Selectmen has identified Leadership and Public Trust as a core value of our community. We have outlined several new initiatives and continue programs to focus the Board of Selectmen on its role as the primary Policy Setting Board of the Town of Falmouth.

We recognize the importance of setting forth a vision for our community annually, the need to work through our Town Manager to not only involve the staff, and our boards and committees in our visioning, and also reach out to our citizens to gain a better understanding of its priorities and satisfaction.

Our goals to promote **Leadership and Public Trust** are to:

- 3.1 Improve the exchange of priorities from boards and committees to the Board of Selectmen to Town Manager and Town Departments**
- 3.2 Develop a Service Excellence Program**
- 3.3 Use the Board of Selectmen's Time more Effectively**
- 3.4 Improve relations between the Board of Selectmen and appointed and elected Boards and Committees**

	3. 1 Improve the Implementation of the Board of Selectmen's Strategic Plan					Responsible Party (s)
ACTION STEPS	2008	2009	2010	2011	2012	
<b>3.1. 1 Dedicate 1 to 2 regular Meetings each month to Board &amp; Committee Workshops</b>	<input type="text"/>					Board of Selectmen
<b>3.1.2 Conduct a Semi-Annual Review of The Strategic Plan</b>		<input type="text"/>				Board of Selectmen
<b>3.1.3 Improve Feedback from Liaison and Add Liaison Report to Agenda</b>	<input type="text"/>					Board of Selectmen
<b>3.1.4 Town Manager to report Strategic Plan to Department Heads</b>	<input type="text"/>					Town Manager
<b>3.1.5 Present Strategic Plan to Community Annually Thereafter</b>	<input type="text"/>					Board of Selectmen
<b>3.1.6 Seek Feed Back Thru Citizen Survey</b>		<input type="text"/>		<input type="text"/>		Board of Selectmen Town Manager

	<b>3.2 Use Time More Effectively During the Board of Selectmen's Weekly Meetings</b>					<b>Responsible Party (s)</b>
ACTION STEP	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	
<b>3.2.1 Develop a Summary of Orders for regular actions requiring the authorization of the Board of Selectmen</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>					Board of Selectmen Town Counsel Town Manager

	<b>3.3 Develop Service Excellence Program</b>					<b>Responsible Party (s)</b>
<b>ACTION STEPS</b>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	
<b>3.3.1 Provide Staff &amp; Committee Trainings for Customer Service</b>		[Progress bar spanning 2009-2012]				Town Manager Personnel Department
<b>3.3.2 Develop and Contract Citizen Survey</b>	[Progress bar in 2008]		[Progress bar in 2010]			Town Manager
<b>3.3.3 Study Benefits of Performance Management</b>	[Progress bar spanning 2008-2012]					Town Manager Departments
<b>3.3.4 Identify Departments to Implement Performance Management</b>		[Progress bar spanning 2009-2012]				Town Manager
<b>3.3.5 Evaluate the Effectiveness of Performance Management</b>			[Progress bar in 2010]			Town Manager


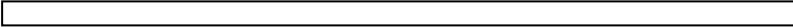
Action Step	3.4 Improve Relationship Between Board of Selectmen and Boards and Committees					Responsible Party (s)
	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	
<b>3.4.1 Develop Board/Committee Member Training</b>			<input type="text"/>			Board of Selectmen Town Manager
<b>3.4.2 Review Boards Missions &amp; Goals</b>		<input type="text"/>				Board of Selectmen
<b>3.4.3 Review Board of Selectmen Appointment and Committee Policies</b>		<input type="text"/>				Board of Selectmen

## 4. Community Development

The Board of Selectmen dedicated a significant portion of its strategic planning workshop to the development of this Strategic Priority Area. As with all of the core values of the Town of Falmouth, Community Development will touch all residents and visitors to our community. Community Development in this strategic planning document includes issues related to Historic Preservation, Affordable Housing, Economic Development and Smart Growth. Community Services such as Recreation, Human Services and Open Space are also included. Since the adoption of the Community Preservation Act in 2002, more resources have become available to support community preservation activities. Over the last six years, the Comprehensive Permit has become one of the leading land use and development tools utilized to create affordable and market rate housing. The Board seeks to facilitate the use of this development tool to make proposed development and redevelopment consistent with our community vision as established in our Local Comprehensive Plan and Housing Action Plan.

The Board has develop a series of priorities for the 2008-2012 planning period and the goals of the **Community Development** are to:

- 4.1 **Engage in Facilities Master Planning**
- 4.2 **Support Community Preservation Planning and Prioritization**
- 4.3 **Work to Make 40b Fit Our Community**
- 4.4 **Develop Smart Growth Initiatives**

Action Step	4.1 Engage in Facilities Master Planning					Responsible Party (s)
	2008	2009	2010	2011	2012	
4.1 .1 Identify Community/Town Needs						Town Manager Departments Board of Selectmen Site Feasibility Committee
4.1. 2 Identify & Acquire Properties for Municipal Purposes						Board of Selectmen Planning Board

Action Step	4.2 Support Community Preservation Planning and Prioritization					Responsible Party (s)
	2008	2009	2010	2011	2012	
<b>4.2.1 Conduct Regular Workshop meetings with the Community Preservation Committee to learn about Committee Goals &amp; Priorities seek CPC's assistance to carry out the strategic objectives</b>		<input type="text"/>				Board of Selectmen Community Preservation Committee
<b>4.2.2 Develop Professional Staffing and Professional Resources for Community Preservation</b>		<input type="text"/>				Board of Selectmen Town Manager Community Preservation Committee Town Meeting
<b>4.2.3 Develop Resources to Support the Historic District Commission</b>		<input type="text"/>				Board of Selectmen Community Preservation Committee Town Manager

Action Step	4.3 Work to Make the Comprehensive Permit Act (40B) Fit Our Community					Responsible Party (s)
	2008	2009	2010	2011	2012	
4.3.1 Implement Coordinated Review of 40B	[Progress bar spanning 2008-2012]					Town Manager Board of Selectmen Zoning Board of Appeals Consultant
4.3.2 Involve Professional Staff with Project Review	[Progress bar spanning 2008-2012]					Town Manager Staff Zoning Board of Appeals
4.3.3 Develop Inventory of Current 40B Certifications and Conduct Annual Review	[Progress bar spanning 2009-2010]					Staff
4.3.4 Conduct regular workshops with the Zoning Board of Appeals, Planning Board and & Housing Agencies	[Progress bar spanning 2009-2012]					Board of Selectmen Town Manager Zoning Board of Appeals

<b>4.3.5. Explore Legislative Initiatives</b>		Board of Selectmen Town Manager
<b>4.3.5 Explore the Feasibility of a Mortgage Subsidy Fund to create more affordable housing</b>		Community Preservation Committee Board of Selectmen Affordable Housing Committee

Action Step	4.4 Develop Smart Growth Initiatives					Responsible Party (s)
	2008	2009	2010	2011	2012	
4.4.1 Study Incentives to Promote Smart Growth tools such as District Incentive Financing, Growth Incentive Zones, Business Incentive Districts, and Public Infrastructure Improvements modeled after East Main St		<input type="checkbox"/>				Town Manager Cape Cod Commission Planning Board Planning Department
4.4.2 Implement East Main St Incentives and/or Plan to Implement			<input type="checkbox"/>			Board of Selectmen Town Manager Planning Board Planning Department
4.4.3 Identify Areas for Commercial Development & Redevelopment		<input type="checkbox"/>				Planning Board Planning Department Board of Selectmen
4.4.5 Identify Needs to Promote Commercial Development In Appropriate areas & Identify Development Areas & Implement			<input type="checkbox"/>			Planning Department Professional Services Board of Selectmen
4.4.6. Develop Design Guideline for Growth Incentive Zones & Historic Districts			<input type="checkbox"/>			Historic District Commission Historical Commission Planning Board Planning Department Professional Services

## 5. Wastewater Planning

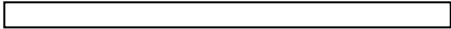
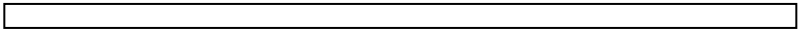
By comprehensively and effectively managing its wastewater and other nutrient sources, Falmouth will improve water quality, protect public health and enhance the town's economic vitality. Falmouth will offer its residents, visitors and future generations healthy water in order to sustain the town's property values and vibrant economy.

The tremendous financial and policy commitment needed to make real progress in improving the water quality in our coastal embayments will require the active support of our entire community. To meaningfully engage the entire town in developing solutions we must be committed to an overall strategy to address the needs and priorities of every watershed while we make quantifiable progress in our most impaired embayments— Town of Falmouth Wastewater Vision.

The Town is conducting a Wastewater Facilities plan and developing community consensus for Wastewater and Nutrient Management Vision and Strategies. As a result of the planning work related to this Strategic Priority there is just one **Wastewater Planning** area goal to:

### **5.1 Implement the Town of Falmouth's Wastewater and Nutrient Management Vision and Strategies.**

Action Step	5.1 Implement The Town of Falmouth's Wastewater Planning, Vision and Strategy					Responsible Party (s)
	2008	2009	2010	2011	2012	
<b>5.1.1 Complete Comprehensive Wastewater Management Planning Study</b>	[Progress bar: 2008-2009]					Department of Public Works Nutrient Mgt. Working Group Board of Selectmen
<b>5.2.2 Complete MEP Studies For Remaining Coastal Embayments</b>	[Progress bar: 2008-2011]					SMAST
<b>5.2.3 Implement Communications Program to Share Process with Town Residents and Homeowners</b>	[Progress bar: 2008-2011]					Board of Selectmen Sterns & Wheeler Department of Public Works Nutrient Mgmt Working Group
<b>5.2.4. Complete New Silver Beach Wastewater Facility &amp; Coll. System</b>	[Progress bar: 2008-2010]					
<b>5.2.5 Research &amp; Review Strategies for Financing Wastewater Infrastructure</b>	[Progress bar: 2010-2011]					Department of Public Works Town Manager Nutrient Mgmt Board of Selectmen
	[Progress bar: 2008-2012]					

<b>5.2.6 Analyze &amp; Plan for Sighting WWT Facilities Including Discharge Sites</b>		Sterns & Wheeler Department of Public Works
<b>5.2. 7 Design Wastewater Facilities for Priority Areas</b>		Department of Public Works Town Manager Board of Selectmen
<b>5.2.8 Odor Control</b>		Town Manager Department of Public Works

## 6. ENERGY RESOURCES

The Town of Falmouth has a certified Climate Protection Action Plan and is actively pursuing our goal to reduce emissions. Our climate protection plan calls for the reduction of reliance on fossil fuels by our municipal services. The plan also calls for education programs that promote energy conservation and the use of alternative energy sources. This plan is targeted at both resident and visitors of Falmouth. This Strategic Focus area cuts across all departments, boards, committees, and commissions. The focus will aim to address increasing overhead line items for our energy budgets that are outstripping our financial resources and competing with core services. Also, energy conservation, will be reflected in the activities and priorities for our utilities, ground and facilities divisions as well as our Agricultural Commission. The Agricultural Committee has begun an “Eat Local” campaign which encourages citizens to support local farming. This program will also assess the personal, local, and global impacts of reducing the consumption of processed foods.

The Board has develop a priorities for the 2008-2012 planning period and the goals of the **ENERGY RESOURCES** are to:

- 6.1 Energy Conservation
- 6.2 Alternate Energy Sources

Action Step	6.1 Implement Energy Conservation Measures					Responsible Party (s)
	2008	2009	2010	2011	2012	
<b>6.1.1 Engage Energy Coordinator or Performance Contractor</b>	<input type="checkbox"/>					Town Manager Cape Light Compact
<b>6.1.2 Track Energy Use &amp; Cost</b>		<input type="checkbox"/>				Town Manager Town Accountant
<b>6.1.3 Conduct Cost Benefit Analysis of Capital Investments such as HVAC upgrades</b>	<input type="checkbox"/>					Town Manger Department Heads
<b>6.1.4 RFP to Include Energy Efficiency in All Aspects</b>	<input type="checkbox"/>					Town Manager Energy Committee All Departments
<b>6.1.5 Implement Cape Light Compact Programs</b>	<input type="checkbox"/>					Facility Manager School Department
<b>6.1.6 Train Facilities Managers in Energy Conservation</b>		<input type="checkbox"/>				Town Manager Department of Public Works
<b>6.1.7 Increase Use of Biodiesel/Alternative Fuels</b>	<input type="checkbox"/>					Department of Public Works
<b>6.1.8 Targeted Phase in of Fleet Conversion</b>		<input type="checkbox"/>				Department of Public Works Energy Committee

Action Step	6.2. Harness Wind Resources					Responsible Party (s)
	2008	2009	2010	2011	2012	
<b>6.2.1 Install Wind Turbine at WWTP</b>	[Progress bar]					Town Manager Energy Committee Board of Selectmen Town Meeting
<b>6.2.2 Incorporate Wind Turbines Into WWT Planning (Expansion)</b>	[Progress bar]					Department of Public Works Town Manager Energy Committee
<b>6.2.3 Evaluate Municipal Sites for Alternative Energy</b>	[Progress bar]					Energy Committee
<b>6.2.4 Explore alternative energy resources including Tidal, Wind, Solar, etc.</b>	[Progress bar]					Energy Committee
<b>6.2.5 Explore Public &amp; Private Partnerships For Alternative Energy</b>	[Progress bar]					Town Manager Board of Selectmen Energy Committee
<b>6.2.6 Explore Regulatory Changes such as Incentives to promote Alternate Energy use and Conservation</b>	[Progress bar]					Energy Committee Town Manager Board of Selectmen Planning Board Zoning Board
<b>6.2.7 Lobby for/Pass NET Metering Legislation</b>	[Progress bar]					Energy Committee BOS