TOWN OF FALMOUTH
SELECT BOARD
AGENDA
SATURDAY, SEPTEMBER 20, 2025 – 9:00 A.M.
HERMANN FOUNDATION MEETING ROOM
FALMOUTH PUBLIC LIBRARY
300 MAIN STREET, FALMOUTH, MA 02540

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.

Present: Robert P. Mascali, Chair; Heather M. H. Goldstone, Vice Chair; Douglas C. Brown; Jack Richardson; Colin W. Reed
Others present: Mike Renshaw, Town Manager; Maura O'Keefe, Town Counsel; Peter Johnson-Staub, Assistant Town Manger

1. OPEN SESSION

Call to Order: By Chair Robert P. Mascali at 9:03 a.m.

Pledge of Allegiance: Led by Select Board

Strategic Planning Overview

Mr. Renshaw explained that the Board will review and revise the FY23-FY27 Strategic Plan. The last update to the plan made was in October of last year.

The Board introduced its members.

David Colton, Collins Center, presented an introduction to strategic planning. Input during the process will be received from Department Heads and other stakeholders. Many of the existing goals in the plan are not specific enough and some of the focus will be on strengthening and reducing the number of goals.

Mr. Reed asked about the flow down of the recommendations from the Strategic Plan to other committees/boards/departments. Mr. Brown stated that the Board should pay attention to studies coming from other groups in Town and include them in the Strategic Plan. Mr. Renshaw explained that staff is working to report to the Select Board on a quarterly basis as part of an allocation tool.

Mr. Colton stated that there are seven strategic issues currently identified in the plan which continue to be relevant items. Strategic goals are high level items but not necessarily road maps for what needs to be completed. This leads to the connection between the Board and its leadership. The leadership then identifies the resources needed to complete the goals and the Board seeks those resources from Town Meeting.

Mr. Richardson suggested that the structure of the Town government be reconsidered every few years. Mr. Brown stated that a charter review is completed every 5-7 years.

Mr. Colton stated that there needs to be something that aligns the departments/committees/boards to the goals. Ms. Goldstone stated that, historically, the Strategic Plan has provided a high level vision and focused on Select Board strategies but has not provided a smart goal framework for the entire Town government infrastructure. Mr. Richardson agreed that he would like to see specific concrete goals added.

Mr. Johnson-Staub agreed that the Strategic Plan has been mostly focused, to this point, on the domain of the Select Board and Town Manager. The charter states that the Select Board is the chief policy setting board, indicating that the Strategic Plan should go beyond this. However, the Select Board cannot dictate what other boards/committees do. The Select Board can bring policy coherence to the different groups through the Strategic Plan and by using the appointment process to make sure members have values that align. Mr. Colton stated that the other boards/committees have a responsibility to follow the Board's policies.

Ms. Goldstone stated that the Board has an opportunity in this moment because other boards/committees have expressed a want to know what the Select Board is thinking on certain issues. There seems to be a desire for everyone to pull in the same direction.

Group Exercise

The group exercise prompts included:

1) Discuss the reasons each of you decided to run for election to the Select Board
2) Find commonalities
3) "We sought election to the Select Board because we value ___."

The Board spent ten minutes answering the questions individually.

Discussion of Specific Measurable Achievable Relevant Time-bound (SMART) Goals

Mr. Colton explained that SMART goals are specific, measurable, attainable, relevant, and time bound.

The Board took a five minute recess.

Preliminary Prioritization of Goals

The Board discussed a potential prioritization for its Housing goals. Ms. Goldstone stated that the Town has a Housing Production Plan with seven goals. She asked why the Board's Strategic Plan would contain different goals than these. Mr. Richardson stated that he has some items he would like added to the list of goals. Mr. Colton explained that this is an individual exercise for each Board member. After a brainstorm session, Mr. Colton stated that he would synthesize the ideas he heard and bring them back to the next session.

The Board discussed how to make transfer fees a SMART goal. Mr. Brown stated that this requires action from the legislature. It was discussed that this may actually be a tactic, as the goal is to give the Town as much power and flexibility as possible to pursue affordable housing on its own terms. The goals could be to increase revenue sources, create a deed restriction program, offer financial incentives, to allow for this power and flexibility. There was discussion regarding associated milestones toward the goals.

Other topics of conversation under the Housing goal included a tactic of creating municipally owned housing. This goal could be measured by progress toward purchasing a municipally owned housing project. Mr. Richardson stated that this would be a way to control prices and allow for housing specifically for the municipal workforce.

Mr. Colton asked the Board members to review the two strategic areas within the plan that do not currently have any/many goals associated with them. Board members should review these items to consider potential goals that could be included under these items for discussion at the next session. The items from today will also be consolidated for review.

2. ADJOURN

Motion by Mr. Richardson: To adjourn at 1:00pm. Second: Mr. Reed.
Vote: Yes – 5 No - 0

Respectfully submitted,
Kristan Patenaude, Recording Secretary