TOWN OF FALMOUTH
SELECT BOARD
AGENDA
SATURDAY, NOVEMBER 22, 2025 – 9:00 A.M.
SELECT BOARD MEETING ROOM
TOWN HALL
59 TOWN HALL SQUARE, 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.

THIS IS A WORKSHOP MEETING -- THERE WILL BE NO PUBLIC COMMENT.

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; Peter Johnson-Staub, Assistant Town Manager; Phil Lemnios, and David Colton, Collins Center

1. OPEN SESSION – STRATEGIC PLANNING DISCUSSION

Call to Order: By Chair Robert P. Mascali at 9:00 a.m.

Pledge of Allegiance: Led by Select Board

Present and Discuss Survey Results

Phil Lemnios, Collins Center, stated that the survey results reflect good buy in on the strategic planning document. 75% of the respondents were staff and 25% of the respondents were board/committee members. He reviewed the survey results for each question.

Mr. Reed stated that he believes strategy should be used to inform the Board's fiscal policy. This then leads into the budget planning process with the Departments. The Board needs to help the Town Manager have a good Strategic Plan in order to allow the process to flow forward and tie back.

Collins Center Team - Introduce the Day's Activities

David Colton, Collins Center, explained that the Board would break into two groups to review the specific and actionable goals within the current plan. The groups will then present their findings. This is an opportunity to eliminate goals that are no longer relevant or need to be heavily changed. The focus should be on making the goals smarter by adding in milestones and a finish line.

Three Rounds of Goal Refinement

The Board broke into small groups to work through the goal refinement process and then reported back on what was heard.

Regarding the overarching theme of Management of Coastal Resources, the group discussed a goal of assessing and addressing the threat to the Town's coastal resources. From that came two action items: one dealing with the Climate Action report and the Surf Drive Plan and prioritizing sections within them, and the second dealing with creating a first class beach experience for residents and visitors. The milestones include items within capital planning and other goals around planning for infrastructure. The Board should refocus itself on this existential threat to the Town.

In terms of the theme for water, water conservation, wastewater, and solid waste management, this item was broken down into separate goals, including improving the quality of the Town's inland ponds, improving the quality of the Town's coastal ponds, and protecting that water quality of the Town's sole source aquifer and/or surface water supply. There are some definitive scientific measures that can be added to the tools portion of the goal. There was an additional goal to ensure continuous supply of potable drinking water and an adequate water supply. Mr. Brown stated that he would like to see an included item to end the use of potable water for irrigation systems.

For the theme of organizational effectiveness, the group discussed a high level goal to improve alignment of committee activities to the Strategic Plan. Under that goal is an action to develop a communication plan to work with committees for three years to ensure there is good understanding of the important priorities. Additional goals included to conduct a DI audit and develop a DI plan, with the end goal of completing these by FY27, and to provide EIB training for the management team and subsequently all employees, with the goal of having the milestone of management training completed in FY26 and all staff in FY27. There would also be a follow-up milestone to determine a schedule for ongoing or recurring training. Mr. Brown asked about a goal that the Board respond to recommendations from committees and track implementation of those recommendations.

Under the theme of community engagement, the group discussed practices to simplify and streamline access to Town services and information. The overarching item can be broken down into public participation and community relations. In terms of public participation, there were many milestones considered, such as reinstituting the annual potluck social. Another goal is to maintain and increase the number of engagement events. There was discussion regarding overhauling the Town's website when possible. The group discussed that much of the community engagement is reactionary to specific events, rather than proactively engaging and soliciting two-way communications. There was discussion regarding including something around employee recognition and satisfaction, such as organizational effectiveness. Maintaining or improving employee morale and the functionality of online access to Town information were also considered. There was discussion regarding the need for a community calendar.

For the theme of public safety, one of the goals is to construct a Police Station at 100 Brick Kiln Road based on the feasibility study, with milestones to include public outreach and securing funding. Also, to adopt a long-term police services plan as a continuation of the staffing study that was conducted. There would be community engagement as part of this to ensure that the community is on board with the direction of the Police Station. The public should also be brought on board in terms of the resources required to expand staffing. The current goals regarding Health and Human Services and the opioid epidemic services were stricken, as the systems are already in place. Other goals include to update the service map, update the response maps, performance management, financial analysis, review and update operational effectiveness across the public engagement sector.

It was noted that the overarching goals of financial and economic stability and sustainability will be focused on at the next meeting. There was agreement to create a separate goal list under economic stability/prosperity. Energy/sustainability will remain as its own topic.

Preview of Next Session

At the next session, the Board will review a rough draft of the outlined items from this meeting. The Board will also discuss new goals.

2. ADJOURN

Motion by Dr. Goldstone: To adjourn at 1:09pm. Second: Mr. Brown.
Vote: Yes – 5 No - 0

Respectfully submitted,
Kristan Patenaude, Recording Secretary