

TOWN OF TRURO
DEPARTMENT OF PUBLIC WORKS
P.O BOX 2030, TRURO, MA 02666
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Strategic Plan
December 2020

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Purpose of a Strategic Plan:

This document serves as a road map for the Department of Public Works. It identifies where we are going and how we are going to get there and will serve as a driver for all forward thinking activities in the Department. It will guide our thoughts, decisions, and actions as we move forward.

Elements:

This plan consists of five elements:

Values: Values are the underlying principles that guide our actions. They are the underpinning, the foundation, of all we do. They reflect our culture and our priorities.

Mission statement: A Mission statement focuses on the present, it defines where we are now, our purpose, and why we exist.

Vision: A vision statement focuses on the future, it defines where we want to be, and helps establish clear decision making criteria.

Goals: Goals guide us to action. They are the major categories of effort in which we need to progress.

Objectives: Objectives are specific actions through which we will achieve our goals and realize our vision. These need to be specific, measurable, achievable, relevant, and timebound.

Values

Team Spirit, Continuous Improvement, Responsiveness, integrity, Individual Worth

Vision

The Department of Public will be a recognized leader in the delivery of Public services, known for our responsiveness, reliability, good stewardship of fiscal and human resources, and caring attention given to every single person we encounter.

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Mission Statement
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The Mission of the Public Works Department is to provide the highest quality service to the public, and other Town Departments. Our service is balanced to maintain a cost-effective operation provided in a responsive and efficient manner.

DEPARTMENT OVERVIEW:

Our mission is accomplished through the deliberate use of resources and application of technology and innovation, by leveraging the teamwork of our Department and coordinating with other service providers in the Town. A critical component of our ongoing success is our consistent communication, both internal and external to the Department. We partner with neighboring municipalities, the National Park Service, and other federal agencies, and Departments of the Commonwealth such as the Department of Transportation and the Department of Environmental Protection.

The Truro Public Works Department is comprised of three Divisions, including Highway, Building Maintenance, and Transfer Station. The Department is responsible for maintenance and operation of many vital Town facilities including the Transfer Station, parks, beaches and utilities. The Department is charged with maintaining a vast Town infrastructure that includes parking lots, 40 miles of paved roads, and as part of disaster preparedness quarterly maintenance of approximately 20 miles of highly traveled dirt roads. The Public Works staff is also tasked with street sweeping, litter control on roads, site plan review, curb cut inspections, cleaning catch basins, waterways, culverts, and vehicle maintenance for all departments including Police and Fire. The Department is responsible for all Town buildings, with the goal of optimally maintaining these buildings, keeping them clean, accessible and ADA compliant and otherwise meet the diverse needs of Truro's community.

The Department supports sound initiatives such as single-stream recycling and maintaining our Green Community status; maintains compliance with all State and local regulatory requirements; and demonstrates good stewardship of the Town's resources, including our Environmental resources by supporting critical environmental projects that will simultaneously update and improve Town infrastructure by making it safer and more resilient to sea level rise.

The staff of the Public Works Department fully supports the Town of Truro. We work together to build and maintain a community of the highest quality for present and future generations.

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Goals
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- Goal #1 Provide superior capital project delivery.**
- Goal #2 Invest in people.**
- Goal #3 Improve the effectiveness of our services.**
- Goal #4 Improve our facilities.**
- Goal #5 Improve our external communication**
- Goal #6 Strengthen partnerships with internal Departments within the Town, and external neighbors and stake holders**

Objectives

- Goal #1 Complete all CIP projects on time, bid all projects within 6 months of funding.**
- Goal #2 Ensure that every employee has proper PPE. Eliminate all personal injuries and vehicular accidents. Continue to cross train with the Department Divisions. Obtain all applicable certifications for assigned position. Develop advancement and succession plan.**
- Goal #3 Continue to provide superior services by annually evaluating how we do business, with our standard departmental responsibilities.**
- Goal #4 Continue to update and execute annual Capital Plan Improvements to all facilities and natural resource areas.**
- Goal #5,6 Update and maintain the Public Works webpage. Improve communications with State, Federal and local government. Most importantly, improve outreach with our local community.**