



# TOWN OF TRURO

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## Fiscal Year 2015 Goals and Objectives

### Introduction

The Truro Board of Selectmen has agreed to pursue the following goals and objectives for Fiscal Year 2015, July 1, 2014 through June 30, 2015. The goals and objectives are divided into six broad categories:

- TOWN FINANCE
- LONG RANGE PLANNING
- ENVIRONMENT
- TOWN SERVICES & PUBLIC SAFETY
- OUTREACH, COMMUNITY RELATIONS AND COMMUNICATION
- TOWN ADMINISTRATION

Many of the objectives and activities are ongoing or continuing from FY2014 or earlier. Continued objectives have been marked as such.

In establishing these goals and objectives, the Selectmen intend to provide guidance and direction to the town's multi-member bodies, and to the Town Administrator and his or her appointees, in establishing their own goals and objectives to assist in the achievement of the overall goals and objectives.

### TOWN FINANCE

**GOAL: TRURO WILL HAVE A BUDGET THAT PROVIDES FOR ESSENTIAL SERVICES, MINIMIZES BUDGETARY GROWTH AND IS SUSTAINABLE OVER THE LONG TERM.**

1. The Board of Selectmen will pursue the following objectives in order to increase non property tax revenues to the town:
  - a. The Board of Selectmen will support the efforts of our representative to the Great & General Court of the Commonwealth of Massachusetts to gain approval of the Town's home rule petition to enable the Town to collect the local option rooms tax for short term vacation. *(New)*
  - b. The Town Administrator, Police Chief and Fire Chief will identify and apply for grant funding appropriate and relevant to the current and future needs of the Town of Truro to support the operations and enhancement of public safety and emergency management. *(New)*
  - c. The Town Administrator will evaluate the Town's grant seeking capacity and will make recommendations to the Board of Selectmen for ways to increase capacity in this area. *(New)*

2. The Board of Selectmen will conduct a comprehensive review of Town Fees in order to provide for reasonable and equitable fees that maximize income for the Town. The TA will prepare a complete list of all Town fees and recommend to the Board of Selectmen a process for reviewing Town fees that incorporates recommendations from Town Staff, relevant Boards and Committees and data regarding fee structures in other towns. *(Continuing-revised)*
3. The Board of Selectmen will establish fiscal policies to address unfunded Other Post-Employment Benefits based on recommendations from the Finance Committee and the Town Administrator. *(New)*
4. The Town Administrator will report to the Board of Selectmen on actions taken to respond to the Auditor's Management Recommendations contained in the two most recent audits. *(New)*

**LONG-RANGE PLANNING**

**GOAL: TRURO WILL USE PLANNING AS A MEANS TO:**

- A. PREPARE FOR THE FUTURE;**
- B. IDENTIFY PROBLEMS AND ROADBLOCKS AS A WAY OF INFORMING EFFECTIVE SOLUTIONS AND POLICY;**
- C. PRIORITIZE RESOURCES;**
- D. DEVELOP PUBLIC POLICY;**
- E. COORDINATE SERVICES; AND,**
- F. EDUCATE AND ENGAGE CITIZENRY.**

5. The Board of Selectmen will continue to review and update the Town Charter by
  - a. Considering changes proposed by the Charter Review Commission and recommending proposals to the Annual Town Meeting *(Continuing-revised)* **WORTHINGTON & WEINSTEIN**
  - b. Placing changes approved at the 2014 Annual Town Meeting on the November 4, 2014 election ballot. *(new)*
6. The Board of Selectmen, working with the Housing Authority and other Town Committees, will hold a Summit on Community Housing to develop recommendations for changes in policies, programs and by-laws to increase the availability of affordable/community housing. *(revised)* **WISOTZKY**
7. The Board of Selectmen will revitalize the Economic Development Committee and work with them to identify strategies for supporting sustainable economic development in the Town. *(Continuing)* **WORTHINGTON & WISOTZKY**
8. The Board of Selectmen will work with the Building Committee, the DPW Director, and the Town Administrator to develop a feasibility and cost study of the potential options to move the DPW facility off Town Hall Hill by building or acquiring a new facility. *(Continuing)* **WORTHINGTON**
9. The Board of Selectmen will catalogue and review all of the Board's Policy Memorandums to identify those in need of update or deletion. The Board of Selectmen will work to complete revision of policies by the end of FY2015. *(new)* **WISOTZKY**

**ENVIRONMENT:**

**GOAL: THE TOWN OF TRURO WILL HOLD AS A PRIORITY THE PROTECTION OF OUR ENVIRONMENT AND OUR NATURAL RESOURCES.**

10. The Board of Selectmen, the Beach Commission, the Town Planner and the Police Chief/Emergency Management Director will initiate a process for developing long-term solutions to the effects of erosion at Ballston Beach and resulting flooding of the Pamet River Valley. *(Continuing-revised)* **BURGESS**
11. The Board of Selectmen, the Beach Commission, the Town Planner and the DPW Director will develop a long-term plan for the likely loss of parking spaces at Town beaches due to coastal erosion. *(New-revised)* **BURGESS**
12. The Town Administrator will conduct a comprehensive risk assessment that addresses issues related to climate change such as increased coastal erosion, sea-level rise and more powerful weather events and the impact these issues/events will have on Town property and services. *(New)* **BURGESS**

**TOWN SERVICES & PUBLIC SAFETY**

**GOAL: THE TOWN OF TRURO WILL PROVIDE FOR CURRENT AND ANTICIPATED NEEDS OF ITS CITIZENRY THROUGH THE PROVISION OF SERVICES INCLUDING PUBLIC SAFETY IN A STATE-OF-THE-ART FASHION THAT UTILIZE BEST PRACTICES AND THAT ARE EFFICIENT AND AFFORDABLE.**

13. The Board of Selectman, in conjunction with the Fire Chief, will implement recommendations contained in the Truro Fire and Rescue Advisory Committee (TFRAC)'s February 2014 report including conducting and completing a search for a full time Fire Chief by June 30, 2015. *(new)* **WISOTZKY**
14. The Board of Selectmen, working with the Board of Health and the Recycling Committee will explore ways to reduce the amount of solid waste handled through the Transfer Station by: *(Continuing)*
  - a. Increasing recycling and exploring more aggressive use of composting
  - b. Exploring fee structures such as PAYT (Pay as You Throw) that will reduce solid waste disposal costs **WEINSTEIN**
15. The Board of Selectmen will work with the Chief of Police and the Bike and Walkway Committee to develop a safe roadway agenda that addresses the needs of currently "dangerous" roads as well as the expansion of safe bike-ways. *(Continuing)* **BURGESS**
16. The Police Chief will arrange for an emergency management training for the Board of Selectmen so that the Board members may better understand their roles and legal responsibilities. *(Continuing-revised)* **COBURN**
17. The Board of Selectmen will review the Town's General By-law regarding Alcoholic Beverages (Chapter III Public Health, Section 1 Alcoholic Beverages) and Policy Memorandum #14 (**LICENSE APPROVAL AND RENEWAL PROCEDURES**) recommend any changes that may be needed to accommodate special events and provide consistent policy guidance for Department Head approvals. *(Continuing)* **WORTHINGTON**

18. The Board of Selectmen will consider proposals from the Town Administrator to comply with new State regulations regarding the kenneling of lost and stray pets. *(new)*

## **OUTREACH, COMMUNITY RELATIONS AND COMMUNICATION**

**GOAL: TRURO WILL HAVE AN OPEN GOVERNMENT THAT ENGAGES AND INVOLVES ITS CITIZENRY.**

19. The Board of Selectmen will strengthen outreach and communication efforts to more effectively engage all residents in the affairs of Town government *(Continuing)*
  - a. An individual, designated by the Town Administrator, will be responsible for ensuring that each Town Department's information on the Town's Website is up-to date. *(New)*
  - b. The Town Administrator will recommend ways to
    - i. Increase use of the Town's website by residents & visitors
    - ii. Use Social Media to inform residents, property owners and visitors on civic community affairs and emergency notification, preparedness and services. *(New)*
  - c. The Town Administrator will negotiate a contract for the publication of official public notices in the Provincetown Banner. *(New)*
  - d. The Town Administrator will make all Board of Selectmen agendas and meeting materials available in electronic form and available on the Town's website in advance of all posted meetings *(New)*
  - e. The Board of Selectmen will work with the Moderator to identify and implement strategies to increase attendance at Town Meeting and make Town Meeting more engaging, understandable and less confusing. **COBURN**
20. The Board of Selectmen and the Chairs of the Town's Committees and Boards will strengthen compliance with the State's Open Meeting Law, Ethics Law and Public Records Law. *(Continuing-revised)*
  - a. The Board of Selectmen with the support of the Town Administrator and the Police Chief will develop a Code of Conduct for members of all elected and appointed Committees and Boards.
  - b. The Town Administrator will arrange for initial and ongoing training on the State's Open Meeting Law, Ethics Law and Public Records Law for all Town Committee Chairs and members as well as related Town Staff.
  - c. The Town Administrator will arrange for the provision of training and/or materials on civic participation, leadership and meeting management to all Town Committee Chairs and related Town Staff. The Town Administrator will develop a system for monitoring and ensuring all Town Elected and Appointed Officials and Town Staff complete the on-line Ethics Test administered by the State Ethics Commission on a regular basis.
  - d. The Town Administrator will develop policies and systems for ensuring that all Town Employees complete the State Ethics Law Training as a condition of employment
  - e. The Board of Selectmen will develop policies and systems for ensuring that members of all appointed Town Boards and Committees complete the State Ethics Law Training as a condition of appointment. **COBURN**
21. The Board of Selectmen, working with the Cable & Internet Advisory Committee will
  - a. identify ways to ensure broadband internet service is available in all areas of the Town. *(Continuing)* **WEINSTEIN & WISOTZKY**

- b. review the Town's contract with Comcast and monitor compliance with the terms of the contract including expansion of service. *(Continuing)* **WEINSTEIN & WISOTZKY**

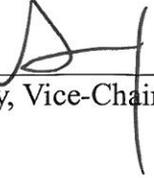
## TOWN ADMINISTRATION

### **GOAL: THE TOWN ADMINISTRATION OF TRURO WILL:**

- A. UTILIZE BEST PRACTICES;**
- B. BE OF AN APPROPRIATE SIZE;**
- C. HAVE A STAFF THAT IS ADEQUATELY AND FAIRLY COMPENSATED;**
- D. UTILIZE INTER-GOVERNMENTAL COOPERATION WHEN APPROPRIATE;**
- AND,**
- E. IS SUSTAINABLE.**

22. The Town Administrator, Police Chief & Fire Chief will develop and implement a system to enhance communication with Town Employees (Policy changes, Department or employee tasking, notification to Departments affected by specific actions/changes, strategic direction) *(New)*
23. The Board of Selectmen will review legal services needed by Town Government, and how to best provide them. *(Continuing)* **COBURN & WEINSTEIN**
24. The Board of Selectmen will review and implement recommendations of the wage and classification study. *(Continuing)* **WISOTZKY**
25. The Board of Selectmen will complete renegotiation of multi-year labor contracts with AFSCME (DPW employees) LIUNA, Police Federation and Communicators (Dispatchers) by November 1<sup>st</sup>. *(new)* **COBURN**
26. The Board of Selectmen will revise evaluation forms for the Town Administrator, the Police Chief and the Fire Chief. *(Continuing & New)* **WISOTZKY**
27. The Town Administrator, the Police Chief and the Fire Chief will identify ways to reduce costs and/or improve performance by working collaboratively with neighboring towns and entities, including the Cape Cod National Seashore and Barnstable County. *(Continuing-revised)* **WEINSTEIN**

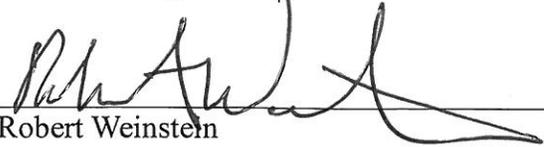
  
Jay C. Curn, Chair

  
Paul Wisotzky, Vice-Chair

Board of Selectmen  
Town of Truro

  
Janet W. Worthington, Clerk

  
Maureen Burgess

  
Robert Weinstein