



# TOWN OF TRURO

P.O. Box 2030, Truro, MA 02666  
Tel: (508) 349-7004 Fax: (508) 349-5505

## Values and Fiscal Year 2017 Goals and Objectives July 12, 2016

### **VALUES:**

The Town of Truro holds the following values that inform our approach to governance and municipal services. They are the guiding principles that drive all of the activities undertaken by any staff, volunteer, elected or appointed official in the Town of Truro. They embody our beliefs and our highest aspirations.

#### **Excellence:**

We strive to provide the highest quality services that are responsive to the needs of our residents and visitors. We engage in continuous learning, draw from past experience and strive to get it right the first time.

#### **Integrity:**

We hold ourselves to high ethical standards and commit to behave lawfully, respectfully, honestly and fairly.

#### **Openness and Transparency:**

We commit to sharing information, working inclusively and to hold ourselves accountable.

#### **Historic and Environmental Protection:**

We work diligently to maintain the historic rural and coastal character and culture of Truro and to be strong stewards of our fragile environment.

#### **Fiscal Integrity:**

We believe in sound fiscal policy and practice.

#### **Diversity:**

We strive to create a community that values diversity and is available, accessible and open to all.

### **GOALS AND OBJECTIVES:**

Each year, as a way of articulating policy and priorities, the Truro Board of Selectmen develops goals and objectives. These are intended to provide guidance and direction to the Town Manager and her appointees, the Police and Fire Chiefs, and all of the Town's multi-member bodies.

The goals and objectives are divided into five broad categories:

- TOWN SERVICES
- FISCAL MANAGEMENT

- PUBLIC SAFETY
- COMMUNITY SUSTAINABILITY
- COMMUNITY ENGAGEMENT & GOVERNANCE

Some of the objectives and activities are ongoing or continuing from FY2015 or earlier. Continued objectives have been marked as such.

The Truro Board of Selectmen has agreed to pursue the following goals and objectives for Fiscal Year 2017, July 1, 2016 through June 30, 2017.

## **TOWN SERVICES**

### **THE TOWN OF TRURO WILL PROVIDE EFFICIENT AND EFFECTIVE MUNICIPAL SERVICES THAT MEET THE NEEDS OF YEAR-ROUND RESIDENTS, PART-TIME RESIDENTS AND VISITORS.**

- TS1. The Town Manager will on an ongoing basis assess the staffing structure of the Town and the related delivery of services and propose changes that further this goal.
- TS2. The Town Manager will continue to explore opportunities for greater collaboration, shared programs and services with the Outer Cape towns, Barnstable County Government and the State of Massachusetts.
- TS3. The Board of Selectmen will advocate for solutions to address the lack of regular maintenance for the unpaved roads within the Cape Cod National Seashore used by the general public to access Park resources and by private home owners.
- TS4. The Town Manager will explore the development of alternative beach parking including the feasibility of permitting privately run shuttle bus services to access town beaches and attractions.
- TS5. The Town Manager will continue to work with the Regional Transit Authority to develop a coordinated transportation system that will improve access for year round and summer residents to Town beaches, Post Offices, Town Hall, Community Center, Library, Council on Aging and Town Center of Truro and North Truro.
- TS6. The Town Manager will continue efforts to relocate the DPW facility including investigating Town properties and/or shared facilities/property with Mass DOT and neighboring Towns and, if timely, to conduct a needs assessment and feasibility study in preparation for relocation.
- TS7. The Board of Selectmen, working with the Town Manager and the Board of Health will reduce the cost of solid waste disposal handled through the Transfer Station by: *(Continuing)*
- a. Implementing Single Stream Recycling.
  - b. Creating and implementing a public education campaign that educates citizens about ways to decrease household solid waste disposal and increase recycling.
  - c. Creating more opportunities for Town-wide recycling.

- TS8. The Town Manager and Licensing staff will review all policies and procedures regarding licensing approval and renewal and will recommend changes to the Board of Selectmen for adoption of Licensing Rules and Regulations and changes as necessary to Policy Memorandum #14.
- TS9. The Town Manager will implement technology to facilitate the business of Town Government.
- TS10. The Board of Selectmen and the Town Manager will revise the process and related forms for conducting annual performance evaluations for the Police Chief and the Fire Chief. *(Continuing & revised)*
- TS11. The Police Chief and Town Manager will complete and update of the Town's Hazard Mitigation Plan. *(continuing)*

## **FISCAL MANAGEMENT**

### **THE TOWN OF TRURO WILL DEVELOP SHORT AND LONG-TERM TERM FISCAL POLICIES THAT INCREASE REVENUE FROM SOURCES OTHER THAN PROPERTY TAXES AND MINIMIZE ANNUAL BUDGET GROWTH.**

- FM1. The Town Manager will present quarterly financial reports for the Board of Selectmen.
- FM2. The Town Manager will prepare revenue & expense reports as part of the Budget Task Force process for the following Departments/Functions: Pamet Harbor, Recreation, Beach, Transfer Station, Shellfish and the Council on Aging.
- FM3. The Board of Selectmen, Finance Committee and Town Manager will work to develop a five-year strategic plan for the Town.
- FM4. The Board of Selectmen and the Finance Committee will work with the Town Manager to develop a ten-year Capital plan for the Town
- FM5. The Board of Selectmen will annually conduct a comprehensive review of Town Fees that will be included in the Budget Task Force process in order to provide for reasonable and equitable fees that maximize income for the Town and work towards self-sustaining programming. *(Revised/Continuing)*
- FM6. The Town Accountant and Town Manager will develop a fiscal policy manual that covers new accounting requirements including addressing unfunded OPEB benefits, auditor's recommendations and sound business practices. *(continuing)*

## **PUBLIC SAFETY**

### **THE TOWN OF TRURO WILL PROVIDE HIGH QUALITY AND COST EFFECTIVE POLICE, FIRE AND EMERGENCY SERVICES TO RESIDENTS AND VISITORS IN COORDINATION AND COLLABORATION WITH NEIGHBORING TOWNS.**

- PS1. The Board of Selectmen, Town Manager and Fire Chief will work to address the long term sustainability of the Fire & Rescue Department including opportunities for shared services and/or regionalizing with our neighboring communities.
- PS2. The Board of Selectmen will work with the Town Manager and the Police Chief to develop a vision and mission statement (policy memorandum) that informs policy and practice at the Truro Police Department.
- PS3. The Police Chief will arrange for emergency management training for the Board of Selectmen by December 31, 2016 so that the Board members may better understand their roles and legal responsibilities. (*Continuing*)
- PS4. The Town Manager and the Board of Selectmen will work with the State, Truro Chamber of Commerce and local business owners and residents to create safe and accessible centers of Truro and North Truro.
- PS5. The Board of Selectmen will work collaboratively with the Bike and Walkways Committee to develop a bike and pedestrian safe roadway agenda.
- PS6. The Town Manager and Police Chief will work with their counterparts on the Outer Cape to strengthen the availability of mental and substance abuse prevention and treatment services in our Communities.
- PS7. The Town Manager and the Board of Selectman will explore the Gloucester Massachusetts Police Department “Angel Program” model for addressing the growing opioid addiction problem on Cape Cod.

## **COMMUNITY SUSTAINABILITY**

### **THE TOWN OF TRURO WILL SUPPORT POLICIES AND PROGRAMS THAT:**

- **FOSTER SUSTAINABLE AND APPROPRIATE ECONOMIC DEVELOPMENT**
- **CREATE MORE AFFORDABLE, YEAR –ROUND PLACES FOR PEOPLE TO LIVE**
- **PROTECT AND RESTORE OUR FRAGILE ENVIRONMENT**

- CS1. The Board of Selectmen, with input from the Planning Board, will appoint and develop a charge for a committee to update the Town’s Comprehensive plan to be completed by January 1, 2018.
- CS2. The Board of Selectmen working with the Town Manager, Planning Board and Truro Housing Authority will bring forward an article to the next Town Meeting on Accessory Dwelling Units.
- CS3. The Board of Selectmen working with the Planning Board will explore zoning by-law changes that will increase the diversity of year round housing options for affordable and community housing for current and future residents.
- CS4. The Board of Selectmen will work with the Planning Board to initiate a community conversation around zoning bylaws to protect the character of the National Seashore.



- CS5. The Board of Selectmen and the Truro Housing Authority will continue to pursue acquisition of the cloverleaf parcel for affordable and community housing, conduct a feasibility study for use of the property and secure a developer to develop the property.
- CS6. The Board of Selectmen and the Town Manager will support the Truro Housing Authority in their efforts to complete the 2015 draft Housing Needs Assessment and Housing Production Plan and seek approval by the Planning Board, the Board of Selectmen and the Department of Housing & Community Development per 760 CMR 56.03(4) to inform future initiatives and policies that increase the availability of affordable and community housing in the Town of Truro.
- CS7. The Town Manager will continue efforts on the following environmental projects and develop and implement public outreach and education components for them:
- a. develop plans for the restoration of tidal flow to the Pamet River Valley and develop long-term plans for the management of the effects of erosion and over washing at Ballston Beach. (Continuing-revised)
  - b. continue to pursue strategies for repairing the East Harbor culvert and restoring tidal flow to East Harbor.
  - c. continue to pursue necessary repairs/improvements to Mill Pond and Eagle Creek.
- CS8. The Board of Selectmen working with the Town Manager will research the impacts of implementing a differential property tax rate (residential property tax exemption) and present findings and recommendations to be included in the Budget Task Force Process.
- CS9. The Board of Selectmen will develop a policy statement regarding the use of town roads, property and facilities for fundraising events to ensure that a portion of the proceeds benefit agencies/programs serving residents of the Town.
- CS10. The Town Manager will work with Town counsel to review the Historic Preservation bylaw to further historic preservation.
- CS11. The Board of Selectmen will encourage the Historical Commission to work with the Historical Society to develop programs, publications and events that increase awareness of Truro's cultural heritage.
- CS12. The Board of Selectmen will hold a joint meeting with the Community Preservation Committee prior to the beginning of their funding cycle to share respective priorities in the CPC's focus areas of Affordable Housing, Open Space (Recreation) and Historic Preservation in order to develop a more coordinated effort in these areas.
- CS13. In an effort to support economic development 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)
  - b. continue to closely monitor Comcast contract compliance including expansion of service. (Continuing)

CS14. The Board of Selectmen will work with the Town Manager, the State Department of Transportation, and the Truro Chamber of Commerce to create signage for Truro Center and North Truro Center businesses.

## **COMMUNITY ENGAGEMENT & GOVERNANCE**

### **THE TOWN OF TRURO WILL HAVE AN OPEN AND TRANSPARENT GOVERNMENT THAT PROACTIVELY ENGAGES AND INVOLVES THE TOWN'S RESIDENTS.**

- CEG1. The Town Manager will develop policy regarding social media content and posting across departments.
- CEG2. The Town Manager will develop an overall vision and e-communication strategy and plan that will include ways to increase use of the Town's website, Facebook page and other electronic and social media as a way to communicate with and gather information from residents, property owners and visitors.
- CEG3. 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 FY2017. *(continuing)*
- CEG4. The Board of Selectmen will conduct a thorough review of charges for Boards, Committees and Commissions under its purview. This will include:
- a. An assessment of relevance to the current and future work of the Town of Truro.
  - b. Revisions to charges to ensure clarity of purpose, role and authority.
  - c. Consolidation if possible and appropriate.
  - d. Develop incentives for residents to volunteer to serve on Boards, Commissions and Committees.
- CEG5. The Town will equip an additional meeting room with cameras and sound to record meetings of Town Boards and Commissions.
- CEG6. The Town will create and provide support, training and educational materials to all of our citizen volunteers in order to make our volunteer driven committees and services more effective and compliant with State and Federal regulations.
- CEG7. To enhance compliance with the State's public records law, the Town Manager will provide truro-ma.gov email accounts and training in their use for all members of regulatory boards and the Town will require the accounts to be used for all Town related email correspondence.
- CEG8. The Town Manager will develop and implement data collection methods to gather evaluative information from residents and visitors that utilize Town services and resources that can inform service delivery, program, and budget and policy development.
- CEG9. The Board of Selectmen will hold a summer meeting with Part Time Residents to inform and engage them in Town affairs.


CEG10. The Board of Selectmen will hold a joint meeting with the School Committee to address such issues as declining school enrollment, the long-term financial needs of the school and our relationship to the Nauset Regional School District


CEG11. The Board of Selectmen will hold joint meetings with the Planning Board to encourage information sharing and coordinated policy development.

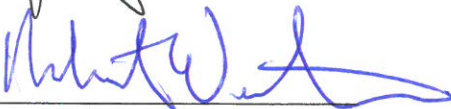
CEG12. The Board of Selectmen will hold a joint meeting with the Planning Board and Zoning Board of Appeals to encourage information sharing and coordinated policy development.

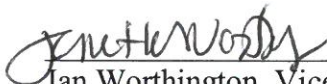
CEG13. The Board of Selectmen will hold a joint meeting with the Conservation Commission to encourage information sharing and coordinated policy development.

CEG14. The Board of Selectmen will hold a joint meeting with the Board of Health to encourage information sharing and coordinated policy development.

  
Paul Wisotzky, Chairman

  
Jay Coburn, Clerk

  
Robert Weinstein  
Board of Selectmen

  
Jan Worthington, Vice-Chair

  
Maureen Burgess