

# Truro, MA Town Manager



## Community & Position Profile



COMMUNITY PARADIGM ASSOCIATES, LLC

# The Community of Truro, Massachusetts

The picturesque, seaside community of [Truro](#), Massachusetts, offers a seasoned and personable municipal management professional the unique opportunity to enjoy the benefits of managing a small town while simultaneously working on significant global challenges, such as climate change and attainable housing. This charming and historic Cape Cod community, located just south and east of the tip of the Cape Cod peninsula, is seeking an experienced municipal management leader with strong communication, finance and interpersonal skills to serve as its next Town Manager and assist the Town in continuing to develop an engaged and successful community.

**HISTORY:** Native Americans lived on the land that would become Truro long before the Pilgrims sailed into Cape Cod Bay in November of 1620. A group of Pilgrims located fresh water in what is now Truro before then sailing across the Bay to today's Plymouth. Many years later, descendants of those Pilgrims returned to the region and built homes. Current-day Truro was initially part of Eastham before becoming incorporated as the Town of Truro in July of 1709. For more than a century, Truro prospered as a fishing, whaling, and farming community and established thriving shipbuilding and saltworks industries. After the railroad came through, tourists discovered the Town and summer hotels quickly appeared, along with guesthouses created from larger



Photo: Nancy Bloom

older homes. The reconstruction and expansion of Route 6 shortly after World War II affirmed Truro's popularity as a summer destination and today, tourism and seasonal visitors are a substantial part of the town's economy. Truro also has an active community of artisans, including painters, writers and crafters. Truro is a small, close-knit community that experiences a significant influx of seasonal tourists and part-time residents. Approximately 2,000 residents make Truro their home year-round and the population can soar as high as 20,000 in the summer. Compared to the neighboring community of Provincetown, which has more of an urban feel, Truro offers a tranquil and relaxing atmosphere, which is how most residents would like it to remain.

**GEOGRAPHY:** Truro has a total area of 26.3 square miles, including 21.0 square miles of land and 5.3 square miles of water. Approximately 70% of the land area of Truro is part of the 43,600-acre [Cape Cod National Seashore](#). Truro is bordered by Provincetown to the northwest, the Atlantic Ocean to the north and east, Wellfleet to the south, and Cape Cod Bay to the west. It is 38 miles by road to Barnstable, 50 miles to the Sagamore Bridge, and 105 miles to Boston by road. Truro has approximately 60 road miles.

**ASSESSED VALUES:** Truro's total assessed value in FY20 is approximately \$2.31 billion, according to the Massachusetts Department of Revenue's Division of Local Services. Residential properties, the majority of which serve as second homes, account for approximately 96% of the Town's total assessed value, while commercial properties account for 3%, industrial 0.1%, and personal property 1%.

**CENSUS DATA:** According to U.S. Census estimates for 2018, Truro's racial composition is 97.8% white, 1.3% Black or African American, 0.6% American Indian or Alaskan Native, and 0.3% two or more races. The median household annual income in 2017 was approximately \$62,844, according to U.S. Census estimates. The median age of Truro's residents is approximately 54 years and the senior population continues to increase. Approximately 10.3% of residents live in households with incomes below the poverty level.



## Government and Finance

**SELECT BOARD:** Truro's executive branch of government is a five-member, non-partisan, [Select Board](#) that serves as the governing body of the Town. In accordance with the Town Charter, the Board is the chief goal-setting, policy-making and long-range planning body of the town. The Board appoints the Town Manager, Town Counsel, Police Chief, Fire Chief, and Constables. The Town's [Values and FY20 Goals and Objectives](#), as voted by the Board, can be reviewed on the Town's website as can Board [policies](#).

**COMMITTEES:** Elected positions include: Select Board, School Committee, Planning Board, Board of Library Trustees, Housing Authority, Cemetery Commission, and Town Moderator. Updates from various committees and Town departments are contained within Truro's [Annual Report](#).

**TOWN MEETING:** In accordance with its [Town Charter](#), Truro has an Open Town Meeting form of government. The Charter states that Annual Town Meeting shall be held on the last Tuesday of April each year, which must be opened with a quorum of at least 100 registered voters. Truro currently has 1,848 registered voters. [Town Meeting Warrants](#) for the past six years can be viewed online.



**TOWN MANAGER:** The Select Board appoints the [Town Manager](#) to serve as the Chief Administrative Officer of the Town, which includes administering and coordinating all Town employees, offices and departments; preparing and presenting an annual draft operating budget and proposed capital expenditures budget; administering the operating and capital budgets; keeping the Select Board fully informed; serving as Chief Procurement Officer; after consultation with the Select Board, appointing all department heads; after consultation with appropriate elected officials, department heads or supervisors, appointing all full-time, part-time and seasonal employees, except those of the School Department; and administering and enforcing the Personnel Bylaw and any other personnel rules and regulations.

**FINANCIAL SNAPSHOT:** The Town has a \$20.08 million operating budget for FY20, including approximately \$6.05 million for education. Total employee benefits for FY20 is \$2.92 million and the total debt service budget for FY20 is \$808,358. Standard & Poor's upgraded Truro to an AA+ rating with a stable outlook in a March 2014 rating action, which was last reviewed in December 2019.

In FY20, local property taxes generated about 72.93% of revenue, while local receipts brought in 11.28%, other available revenue brought in 13.27%, and state aid was approximately 2.52% of the Town's total revenue, which is a small amount of state aid for a town of this size. In FY20, the Town brought in approximately \$15.5 million in residential real estate tax receipts, \$682,878 in commercial tax receipts, and \$199,000 in personal property tax receipts. Truro's tax rate for FY20 is \$7.33/\$1,000 valuation for residential properties and \$7.07/\$1,000 valuation for commercial, industrial, and personal properties.

**COUNTY GOVERNMENT:** Truro is one of 15 Cape Cod towns in [Barnstable County](#). The [Cape Cod Commission](#), which has a representative from Truro, is the County's land use and planning agency. Its mission is to protect the unique values and quality of life on Cape Cod by coordinating a balanced relationship between environmental protection and economic progress. It assists with the development of regional plans, policies, regulations, and infrastructure to guide and manage growth and by supporting Cape Cod towns with professional and cost-effective planning and technical support services.

# Challenges and Opportunities

In the last century, Truro has evolved from a fishing and farming town to more of a resort/tourist community.



Photo: Chuck Oliveira

Like all Cape communities, its year-round demographics have been progressing to a more senior population. However, Truro is highly interested in attracting all demographics, including young families, singles and entrepreneurs, as residents. It is also interested in welcoming new businesses that would be appropriate for and beneficial to the community. The need for housing, particularly housing that is attainable for year-round residents, including those raised in Truro, workers, and residents interested in downsizing, is at crisis level.

While housing, finance and environmental concerns require the greatest focus in Truro, many other challenges and opportunities await the next Town Manager. Economic development, the impact of climate change, tourism, capital improvement projects, lack of adequate internet capacity in some areas, and an aging population are some of the other important issues Truro's next Town Manager will be expected to address.

- **HOUSING**

Approximately 75% to 80% of Truro's housing stock are second homes used seasonally by the owners and/or rented to vacationers. As a result, housing prices have risen beyond the reach of many who were raised in Truro as well as for those who work in the community. The median sale price of a single-family home in 2019 was \$752,450, and for a condominium, it was \$589,500. The Town has a tremendous need for housing that is financially attainable for year-round residents and local employees and is interested in implementing innovative solutions. Such solutions could include accessory dwelling units, shop-top housing, dorms for seasonal workers, affordable housing incentives, zoning waivers, etc. Truro's [Housing Production Plan](#), drafted in July 2017, can be located on the Town's website.

One effort designed to assist with the housing crunch is the [Cloverleaf Community Housing](#) project, which will accommodate 39 units of new mixed-income rental housing in 10 separate buildings on a 3.9-acre parcel on Highland Road. This past November, Truro received a \$1.2 million MassWorks grant to extend the water line 1,500 feet to the parcel. Hearings on the project have been held over the past four months and are ongoing.



Currently, there are 2,111 single-family homes and 544 condominiums in Truro as well as 56 two-family homes and four three-family homes. There are 3,348 residential parcels in Town. Over the past few decades, Truro has been increasingly viewed as a resort community and has become highly desirable to those interested in owning a seaside vacation home or income property. The Town does have some developable land parcels available. The next Town Manager must be a strong collaborator, able to work with various groups on finding long-term solutions to local and regional issues, such as housing.

- **FINANCES**

The next Town Manager will be expected to be fiscally conservative when it comes to Truro's operating budget, which is \$20.08 million for FY20, as well as its capital budget. Many residents are feeling the financial pinch due to the escalating cost of providing high-quality services and the higher cost of living on Cape Cod. This year, four new firefighter positions are being requested at Town Meeting which will require a Proposition 2½ override of approximately \$355,000, a new DPW facility is needed, dredging and culvert work is ongoing, and recruiting staff to work in this rural community can be challenging, sometimes requiring a higher than anticipated salary. The Town is also facing the possibility of having to take on more responsibility and cost of operating an ambulance service. Truro will work with Provincetown over the next year to determine the best method of delivering rescue/emergency medical services. This could add to Truro's financial challenges. Residents have access to [Outer Cape Health Services](#) which has affiliations with major teaching hospitals in Boston. While, according to state formulas and based on equalized valuation, Truro is considered a wealthy community, approximately 10% of residents live in households with incomes below the poverty level and others are struggling to make ends meet by holding down two or three lower-paying part-time jobs. The next Town Manager should understand, and exhibit consideration of, the income disparity that exists in the community.

- **ENVIRONMENT**

The environmental consequences of climate change and rising sea levels are of critical importance in Truro. There are concerns regarding potential impact on stormwater management and water quality as most homes are using private wells as their water source. Additional concerns include beach erosion, ecosystem changes, rising sea levels, loss of wetlands, flooding hazards and infrastructure failure. There is a recognized need to mitigate the real and potential impacts, minimize uncertainties and increase self-sufficiency. The Town Manager is expected to be a leader in these ongoing efforts. Truro's 2017 [Hazard Mitigation Plan](#) can be accessed via the Town's website.



Another significant issue Outer Cape communities have been facing in recent years is an increase in seal and shark populations and the rare, but deeply concerning, incidents of shark attacks. Truro has equipped some beaches with emergency call boxes, provided all beaches with trauma kits for emergency use and increased shark safety education, while scientists have stepped up research and monitoring efforts in the area.

The communities of Truro, Wellfleet, Eastham, and Provincetown are working together in partnership with the Provincetown Center for Coastal Studies to develop a [Shoreline Management Framework](#). The goal of this project is to maximize the resiliency of the Cape Cod Bay shores of Truro, Eastham, Provincetown and Wellfleet through the application of consistent, complementary shoreline management strategies. It is expected to be completed in the summer of 2020.



- **TOURISM**

Truro has developed a reputation of being a resort community, popular with second homeowners and vacationers. Home to some of the most beautiful beaches on Cape Cod, the Town's population booms during the warmer months. There are approximately 2,000 year-round residents, but from Memorial Day through Labor Day, the population can soar to as many as 20,000. The shoulder seasons are also busier nowadays, attracting tourists and seasonal residents during the late spring and early autumn months.

Tourism plays a sizeable role in Truro's economic well-being and the Blue Economy is a significant factor in attracting consumers. Vacationers, day-trippers and part-time residents enjoy boating, fishing, and



seal- and whale-watching trips as well as purchasing or digging for clams, oysters, scallops, and other shellfish. Visitors appreciate Truro's rural atmosphere, beautiful beaches, cultural activities, and many walking and bike trails. Truro has beach houses, cottages, motels, guesthouses and campgrounds ready to welcome travelers and vacationers. There are numerous casual and fine dining restaurants in Truro as well as in its adjacent communities.

Photo: David Wennerberg

- **ECONOMIC DEVELOPMENT**

Truro, which is primarily a residential community, has approximately 3% of its land zoned for commercial or industrial use. There are about 100 parcels zoned for commercial and industrial uses, which includes parcels used for apartments and motels. The Town is home to a number of restaurants, shops and galleries as well as various trade- and service-oriented businesses such as landscaping, electrical and cleaning service companies. Aquaculture, which is an ongoing industry in Truro, should continue to be supported and developed. The Town approved a marijuana land use bylaw in 2018. Cannabis cultivators are in consideration, including a craft cooperative of organic farmers, which may supplement the Town's tax revenue.

In April 2019, Town Meeting voted overwhelmingly to acquire the 69.9-acre [Walsh property](#), which was approved by voters in May as a Proposition 2 ½ debt exclusion. A community forum was held in June to kick off the process to develop a usage plan. Debate is ongoing and a committee is being formed to help guide the development of plans for the use of the property. Many suggestions have been brought forth, including: revenue-generating ideas such as selling particular parcels for development or building a solar farm; affordable and mixed-income housing for seasonal/additional workers, elderly/assisted living options, young families, and/or year-round residents; a mixed-use property with shops, hiking trails, dog park, outdoor education, and recreation areas; maintaining some of the existing structures on the property; and open space.

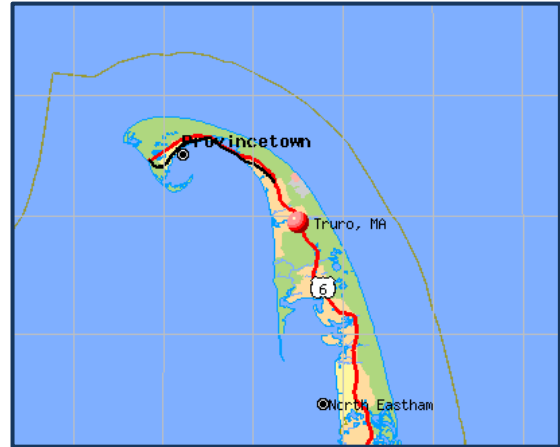
High-speed fiber optic internet and cell service are unavailable or a challenge in some areas of Truro. Officials would like the next Town Manager to investigate ways to improve service throughout Town in order to allow for increased business opportunities, including home-based businesses, as well as to benefit residents. Truro is interested in establishing additional businesses that will offer year-round employment and remain open in all seasons to provide residents with easier access to goods and services.

- **COLLABORATION**

Truro diligently works to maintain strong, collaborative relationships with all Cape Cod communities, particularly those located on the Outer Cape – Provincetown, Wellfleet and Eastham. The Town also has important working relationships with the [Cape Cod Commission](#) and the [Cape Cod National Seashore](#). The next Town Manager must be committed to maintaining and strengthening these critical connections.

- **LOCATION**

Truro can feel somewhat isolated, particularly during the winter months, given its location just south and east of the tip of Cape Cod. It is mainly a rural community and many businesses in the region close down during the winter. There is the perception of a schism between Truro’s year-round and part-time residents. Town officials would like the next Town Manager to be a community builder who can help connect the various groups and help all residents work toward shared goals. Residents have a deep attachment to the community and feel fortunate to live in Truro. Having made a conscious decision to live in this coastal community, they appreciate the wild beauty of both the land and water.



- **CAPITAL NEEDS**

As with most communities, there are some current capital needs in Truro. There is a need for a new DPW facility and determining an appropriate location for the structure remains under active discussion. Other pending infrastructure projects include: replacement of the East Harbor culvert and the Eagle Neck Creek culvert; Little Pamet River dredging and work on the tide gate/culvert; work on the Pamet River culverts and tidal flow; reconstruction on Mill Pond Road; and a coastal management plan for the Bayside. There is also recognition that a municipal sewer project will be needed at some point; however, there has been limited discussion on the subject to date. Additionally, the successful Town Manager candidate will be expected to assist in the completion of an updated Local Comprehensive Plan, working in collaboration with the Local Comprehensive Plan Committee.

- **OPEN SPACE AND RECREATION**

Truro has access to an abundance of ocean and Bay beaches, open space and recreational opportunities. It is a rural, seaside community with many unique environments, from ocean bluffs to Bayside beaches and marshes to interior woodlands and freshwater wetlands. Dunes cover approximately 8,500 acres from Provincetown to Chatham. Given the Town’s coastal location, fishing, shell fishing, birdwatching, seal and whale watching, boating, surfing and swimming are popular pastimes as are hiking and bike riding on local trails and in the [Cape Cod National Seashore](#). Truro is home to a number of restaurants, lodging options and galleries. The adjacent community of Provincetown has a more urban feel and offers nightclubs and theaters as well as additional galleries, restaurants, and lodging options. Truro’s [Open Space and Recreation Plan](#) was completed in 2015 and can be accessed via the Town’s website.

- **EDUCATION**

[Truro Central School](#) provides education for 114 students (currently) in grades PreK-6, as well as an afterschool program. Truro’s middle school students may attend [Nauset Regional Middle School](#) or [Provincetown Schools](#), and its high school students may attend [Nauset Regional High School](#) (an International Baccalaureate World School), [Sturgis Charter Public School](#) (also an International Baccalaureate school), or [Cape Cod Regional Technical High School](#).

- **TRANSPORTATION**

There is limited public transportation within Truro; residents mainly rely on private automobiles to get around. For lengthier travel, residents and visitors can access the municipal airport in Provincetown which links to more than 60 North American cities, including Boston. [Provincetown Municipal Airport](#) offers daily 20-minute flights to and from Boston. It is 45 miles to and from Boston by air or sea leaving from Provincetown, and 105 miles by road from Truro. The Town is also connected to Boston by seasonal high-speed ferry service out of Provincetown.



- **SPECIALIZATIONS**

Located adjacent to the Atlantic Ocean and Cape Cod Bay, Truro offers its Town Manager the opportunity to oversee several relatively specialized departments that most communities cannot provide. The [Harbor](#), [Shellfish](#) and [Recreation & Beach](#) Departments will allow the next Manager to gain, or to increase, knowledge and experience that is fairly unique in the municipal management field. The harbor at Pamet River, mooring fields, state launch regulations, beach protection, and aquaculture and shellfishing rules are areas that lie within the Town Manager’s purview.

- **CITIZEN ENGAGEMENT**

Truro is fortunate to have residents with a strong sense of community as well as tremendous knowledge and experience gained from the private, public and nonprofit sectors volunteering to serve on various boards and committees. The next Town Manager can tap into residents’ expertise for the benefit of the community and should reach out to encourage additional residents to participate in civic life. The successful candidate must be a highly skilled communicator and have a strong belief in transparency. The [Truro Beach Clean-Up](#) project, a major community event typically held in early June, is a collaboration of the Truro Recreation & Beach Department, the Truro Conservation Department, and the Truro Department of Public Works. The annual [Truro Treasures](#) weekend in September has fun activities for all ages, such as a 5K run/walk, an arts and crafts fair, silent art auction, dog show, classic car show, and Grape Stomp & Music Fest at Truro Vineyards. The [Truro Educational Farmers’ Market](#) is held June through August on the banks of the Pamet River in Truro Center.





## Ideal Candidate Qualifications

**COMPETENCIES:** The Truro Select Board is seeking a seasoned and personable Town Manager with exceptional communication skills, strong leadership and financial management abilities, and municipal management experience. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization and be competent in all areas of municipal management and operations, but especially in housing, finance, environmental issues, communications and economic and community development.
- should be adaptable, flexible and have an understanding of small-town municipal management.
- should have a sensitivity to, and respect for, the culture of the community.
- must be a skilled listener who is willing to hear the ideas, recommendations and thoughts of full- and part-time residents, officials, business owners and staff members.
- must maintain an open-door policy and willingly engage in meaningful dialogue with officials, residents, business owners and staff members.
- should have experience with dealing with housing challenges and a tourism-based economy .
- should be technologically savvy, understanding the benefits appropriately used technology can provide.
- should support data-driven decision making.
- will be expected to have good judgment and the ability to problem-solve complex issues.
- must be a community builder who can unify disparate groups and secure buy-in for Town goals.
- should be policy minded and skilled at long-term planning.
- must have strong verbal and written communication and presentation skills.
- must be able to speak articulately, clearly and concisely.
- should be skilled at managing time so as to accommodate regular off-hours meetings and events.
- must be able to develop and encourage creative thinking to solve long-term issues.
- should be an innovative, strategic and personable leader who employs a teamwork approach.
- should be enthusiastic and strive to build morale,
- will be expected to be inclusive, collaborative, ethical and committed to transparency in government.
- must be skilled in developing relationships and in team building.
- must be knowledgeable about municipal management best practices and able to implement them.
- will be expected to develop and sustain credible relations with year-round and part-time residents, staff, business owners, volunteers, other Cape Cod town managers and Cape Cod National Seashore officials.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to Town employees.
- must be confident, compassionate, organized and patient and lead by example.
- must be a strategic thinker, particularly in regard to housing, finance and budgeting, environmental issues, tourism, community building, economic development and project management.
- should enjoy engaging with community members, including working alongside volunteers and attending Town events and activities.

### EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree, and preferably a master's degree, in public administration, business management, or a related field.
- A minimum of five years of compensated service in public administration at a managerial level, provided that the educational qualification required is in public administration. If the education qualification is not in public administration, the professional qualification shall include at least six years compensated service in public administration, with at least three of those years at a managerial level. If the minimum educational qualification is waived by the Select Board, the professional qualification must include at least nine years compensated service in public administration with at least six at a managerial level.



# Compensation Package

The Town of Truro will offer an employment agreement and compensation package that is competitive with comparable area communities, with an annual salary of \$145,000+/-, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. Residency within the Town of Truro is not required.



## How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by March 13, 2020, 5:00 p.m., via email to:

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

**Subject: Truro Town Manager Search**

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Truro Town Manager Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, finalists will be chosen for further evaluation and reference checks and will then be forwarded to the Select Board. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Select Board. The Truro Select Board will appoint the Town Manager.

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[Blynch@communityparadigm.com](mailto:Blynch@communityparadigm.com)  
978-621-6733

The Town of Truro, Mass., is an Equal Opportunity Employer.