



TOWN OF TRURO

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Values and Fiscal Year 2016 Goals and Objectives

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 Administrator 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 2016, July 1, 2015 through June 30, 2016.

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 Administrator will conduct a comprehensive review of the staffing structure of the Town and propose changes necessary to further this goal.
- TS2. The Town Administrator will meet regularly with the Town Administrators of Provincetown and Wellfleet to explore opportunities for greater collaboration, shared programs and services, and to jointly address issues related to infrastructure.
- TS3. The Town will continue to work closely with the Cape Cod National Seashore and Barnstable County exploring opportunities for efficiencies and shared programs and services. (*Continuing*)
- TS4. The Board of Selectmen will revise Policy Memo #17 regarding maintenance and snow removal on private roads to differentiate between private roads, private roads in subdivisions and roads within the Cape Cod National Seashore.
- TS5. The Town Administrator will explore the development of alternative beach parking including the feasibility of permitting privately run shuttle bus services to access town beaches and attractions for the summer of 2016.
- TS6. The Town Administrator will facilitate a discussion with the Regional Transit Authority and private transportation services to initiate the development of a coordinated transportation system for the community that will improve access for year round and summer residents to Town beaches, Post Offices, Town Hall, Community Center, Library and Council on Aging.
- TS7. The Board of Selectmen, working with the Board of Health and the Recycling Committee will explore ways to reduce the cost of solid waste disposal handled through the Transfer Station by: (*Continuing*)
- Increasing recycling and exploring more aggressive use of composting
 - Exploring fee structures such as PAYT (Pay as You Throw) that will reduce solid waste disposal costs
 - Consider and implement the recommendations of the PAYT/SMART Committee
- TS8. The Town Administrator 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 Administrator will increase the availability of Web-based municipal services.
- TS10. The Board of Selectmen will revise evaluation forms for the Town Administrator, the Police Chief and the Fire Chief. *(Continuing)*
- TS11. The Police Chief and Town Administrator will complete an 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 Board of Selectmen will renew the Town Meeting Vote in support of a Home Rule Petition to extend the room's tax to short-term vacation rental of private homes and condominiums.
- FM2. The Town Administrator will prepare quarterly financial reports for the Board of Selectmen.
- FM3. The Town Administrator will prepare revenue & expense reports for the following Departments/Functions: Pamet Harbor, Recreation, Beach, Transfer Station, Shellfish and the Council on Aging.
- FM4. The Board of Selectmen, Finance Committee and Town Administrator will work to develop a five-year strategic plan for the Town.
- FM5. The Board of Selectmen and the Finance Committee will work with the Town Administrator to develop a ten-year Capital plan for the Town
- FM6. The Board of Selectmen will work with 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)*
- FM7. The Town will identify and apply for grants appropriate to undertake studies and special projects. *(Revised/Continuing)*
- FM8. The Board of Selectmen will annually conduct a comprehensive review of Town Fees in order to provide for reasonable and equitable fees that maximize income for the Town and work towards self-sustaining programming. *(Revised/Continuing)*
- FM9. The TA will develop a fiscal policy manual that covers new accounting requirements including addressing unfunded OPEB benefits, auditor's recommendations and sound business practices.

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 will hire an Interim Fire Chief.
- PS2. The Board of Selectmen, Town Administrator and Interim Fire Chief will work to address the long term sustainability of the Fire & Rescue Department including the feasibility of creating a regional Fire and Rescue department with the Town of Wellfleet.
- PS3. The Board of Selectmen will work with the Police Chief to develop a vision and mission statement (policy memorandum) that informs policy and practice at the Truro Police Department.
- PS4. The Police Chief will arrange for emergency management training for the Board of Selectmen so that the Board members may better understand their roles and legal responsibilities. *(Continuing)*
- PS5. The Town Administrator will work with the State and local business owners and residents to create safe pedestrian access to the village centers of Truro and North Truro.

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. 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)*
- CS2. The Board of Selectmen will work to develop a stronger partnership with the Chamber of Commerce to support sustainable economic development.
- CS3. The Town will identify ways to increase staff resources in support of the creation of more affordable housing including partnering with the Town of Wellfleet to hire an Affordable Housing Specialist.
- CS4. The Board of Selectmen will propose a By-law at the Annual Town Meeting, similar to measures in place in Provincetown and Wellfleet, to ban single-use plastic bags in the Town.

- CS5. 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.
- CS6. 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.
- CS7. The Board of Selectmen working with the Truro Housing Authority will utilize the Housing Needs Assessment to be completed in the Fall of 2015 to inform policies that increase the availability of affordable housing in the Town of Truro.
- CS8. 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)*
- CS9. The Town Administrator will continue to develop and implement plans for the restoration of tidal flow to the Pamet River Valley and to develop long-term solutions to the effects of erosion and over washing at Ballston Beach. *(Continuing-revised)*
- CS10. The Board of Selectmen will hold quarterly joint meetings with the Planning Board to encourage information sharing and coordinated policy development.

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 Administrator will establish a Town of Truro Facebook Page as another way to better communicate with residents and visitors.
- CEG2. The Town Administrator will be responsible for ensuring that the town's website is up-to-date and will continue to improve the quality, timeliness and ease of access to information and services available on it.
- CEG3. The Town Administrator will recommend ways to increase use of the Town's website and newly created Facebook page as a way to communicate with and gather information from residents, property owners and visitors. *(revised/continuing)*
- CEG4. The Town Administrator will investigate the feasibility of bringing the Truro E-Newsletter and distribution list in-house and integrating it into an overall e-communication strategy and plan.
- CEG5. 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 FY2016. *(continuing)*
- CEG6. The Board of Selectmen will review the charges of all town boards and committees for relevance and clarity and revise if necessary.

- CEG7. The Town will equip an additional meeting room with cameras and sound to record meetings of Town Boards and Commissions.
- CEG8. 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.
- CEG9. The Town will collect information from residents and visitors that help inform budget priorities and policy making.
- CEG10. The BoS and the Charter Review Commission will continue to review and propose changes to the Town's Charter. (*continuing*)

FINAL DRAFT