

# TOWN MANAGER EVALUATION FY2015

**Select Board Member: Alisa V. Brewer**

*For the purposes of this document, the evaluation terms shall be defined as:*

**Commendable** = Performance surpassing reasonable expectations

**Satisfactory** = Performance meeting reasonable expectations

**Needs improvement** = Performance below reasonable expectations; improvement likely

**Unsatisfactory** = Performance below reasonable expectations; improvement unlikely

**Unable to judge** = Insufficient information available for evaluation (Please explain)

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
<b><i>FISCAL MANAGEMENT</i></b>						
<b>Goal #1</b> - The Town Manager shall address the ongoing budget challenge by:						
a. Generating new revenue;		X				<p><i>Per FY14 Brewer evaluation:</i> Funding again obtained for detail ambulances at UMass (in addition to public safety funding in SPA)</p> <p>CDBG mini-entitlement status has been restored for FY16, &amp; we are expecting \$825,000 to apply to the usual extensive CDBG Advisory Committee public process.</p> <p>New CIC grants enable us to provide services for Northampton &amp; West Springfield that will generate recurring annual revenues.</p>
b. Reducing expenses through efficiencies in Town structure and service delivery, including regionalization of services where appropriate;		X				<p><i>Per FY14 Brewer evaluation:</i> Looking forward to upcoming Collins Center updated analysis of Amherst-Hadley-Pelham regional dispatch service located in current Amherst police department, after several years of no apparent activity following initial many-town study that envisioned a new shared facility. <i>Per FY15 Budget Policy Guidelines:</i> we would like to see real progress on the emergency dispatch regionalization effort in particular. <i>Per FY16 Budget Policy Guidelines:</i> Regionalization and reorganization that reduce costs and create efficiencies <b><i>FY15 update:</i></b> pleased to see the assertion that the Collins Center analysis will be completed in 2015</p>

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						<i>Per FY14 Brewer evaluation:</i> Staff provides information & analysis for elementary Regionalization work by Regional School District Planning Board & Regional Agreement Working Group subcommittee of Regional School Committee.
c. Negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support, and mindful of reasonable and cautious projections for the next few years;	X					<p><i>Per FY14 Brewer evaluation:</i> The good working relationship among staff (union &amp; non-union, via cooperative plan design) as well as careful financial management has enabled health insurance costs to remain much lower than many peer communities.</p> <p><b>FY15 update:</b> Employee/retiree health insurance rates will remain unchanged in FY 16 in contrast to industry trends.</p> <p><i>Per FY14 Brewer evaluation:</i> Timely rather than protracted negotiations are typical. One bargaining unit, the police supervisors, has expressed frustration; in some past years it was fire. Other units have seemed satisfied with the process even when all desired outcomes are not achieved</p> <p><b>FY15 update:</b> currently in mediation and arbitration process with Police Supervisors unit, with the assistance of the state Joint Labor Management Committee</p>
d. Pursuing increased economic development to increase the tax base and reduce the burden on residential property taxpayers.		X				<p>Obtained \$1.5 million Mass Works infrastructure grant to bury 4000 feet of primary &amp; secondary electrical, cable, &amp; telephone wires on East Pleasant, North Pleasant, Triangle, &amp; Pray Streets to facilitate new multistory development in the north end of downtown.</p> <p>Economic Development Director search continues.</p> <p>UTAC may be populated by the end of August &amp; start meeting in September</p> <p><i>Per FY16 Budget Policy Guidelines:</i> We strongly support pursuing responsible and appropriate expansion of our commercial sector, which currently stands at about 10% of</p>

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						the Town valuation. Expansion of the tax base in accordance with the community's goals as expressed in the Master Plan would benefit the support of future budgets
<b>Goal #2</b> - The Town Manager shall develop strategies for the long term financial health of the Town by:						
a. Developing strategies for the long term financial health of the Town.	X					Great OPEB planning with Enterprise Funds.
b. Developing strategies for maintaining an excellent bond rating;		X				Our AA+ rating is the second highest rating S&P assigns.
c. Engaging the legislature to adopting to create helpful policies.		X				Membership on MMMA Executive Committee, MMA Board of Directors, LGAC, etc. all help with this.
<b>Goal #3.</b> The Town Manager shall, in the preparation of the annual budget, assure conformance with the Select Board Budget Policy Guidelines.	X					<p><i>Per FY13 Brewer evaluation:</i> Although the cost seems insurmountable, when do we talk as a community again about the established need for a fire station closer to South Amherst? <i>Per FY15 Budget Policy Guidelines:</i> Additionally, the Select Board requests updated assessments about the relative priority of addressing significant capital considerations such as a new fire station or parking facility.</p> <p><i>Per FY16 Budget Policy Guidelines:</i> Additionally, the Select Board requests updated assessments about the relative priority of addressing significant capital considerations, specifically including a new fire station, downtown parking facility, public works garage, Jones Library, and Wildwood Elementary School.</p> <p><b>FY15 update:</b> pleased to see the assertion that a detailed town-wide project sequencing and financing plan will be constructed by early 2016</p>

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<p><b>Goal #4.</b> The Town Manager shall properly administer the adopted budget.</p>	X					<p><i>Per FY13 Brewer evaluation:</i> Quarterly reports continue to reflect when we are on target and the rare situations where adjustments need to be made. Many other municipalities *cannot* say their administrator has not ever come to them with a “budget hole” or significant unanticipated expense.</p>
<b>RELATIONSHIP WITH THE SELECT BOARD</b>						
<p><b>Goal #5.</b> The Town Manager shall maintain a professional and effective relationship with the Select Board by:</p>						
<p>a. Providing regular communications to the Select Board about matters relevant to their responsibilities and concerns including the consideration of changes and additions to Town programs and initiatives;</p>				X		<p>Verbal presentation focused on the “green community” aspect of the electric vehicle charging station to the exclusion of the impact of decreasing two parking spaces behind Town Hall, in a community that is struggling with a parking problem. Of course we supported the grant funding for this purpose, &amp; the exciting service it provides, yet a written memo summarizing the reasons those spaces were chosen despite the inconvenience to some volunteer committee members, &amp; our ability to track usage of the electricity we are providing for free – since the only vehicles that can pay the normal “pay &amp; walk away rate” to park in those two spaces now are electric vehicles, which are still relatively uncommon – would have been a far more productive use of our very limited pre-Town Meeting session meeting time.</p> <p><i>Per FY14 Brewer evaluation:</i> The cable ascertainment/Comcast contract negotiation process we first heard about September 4, 2013 has not been adequately addressed in multiple areas: no local timeline laid out; no delineation of Town Manager vs Select Board responsibilities; no process initiation letter issued by Town Manager despite multiple assurances (most recently March 31, 2014) that he would do so; frustration expressed by</p>

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						<p>Amherst Media that their long-awaited capital campaign for a new facility could be jeopardized by this distraction. <b>FY15 update:</b> nothing significant happened until we were provided a Cable Advisory Committee Charge document at our 03-23-15 Select Board meeting, &amp; approved it at that meeting. The first meeting of the Cable Advisory Committee was held on 06-16-15.</p> <p><i>Per FY14 Brewer evaluation:</i> Intermunicipal agreements should be brought to our attention well before they expire, &amp; a comprehensive list maintained for our guidance &amp; to provide context to decision making; the 07-26-13 list authorized 07-29-13 appears to have three items that were for FY14 but may need renewal, as well as one for FY14-FY16 that has changed since 07-29-13 (nurse/sanitarian with Northampton).</p> <p><b>FY15 update:</b> the Bike Share MOU intermunicipal agreement between Amherst, UMass, Northampton, Holyoke, &amp; Springfield was provided as a draft document with no memo or report but the exhortation to sign it in at the next Select Board meeting, in less than two weeks. With no input from the appointed Public Transportation, Bicycling, &amp; Pedestrian Committee, as they had not been provided a chance to review the draft.</p> <p><i>Per FY14 Brewer evaluation:</i> Since the Planning Board is appointed by the Town Manager, &amp; the Planning Department reports to the Town Manager, there should be more frequent substantive information flow between the Select Board, Planning Board, &amp; Planning Department regarding all zoning articles, especially when timing is complicated.</p> <p><b>FY15 update:</b> for the second year in a row, substantive changes were made to an inclusionary zoning bylaw motion without giving the Select Board any opportunity to effectively revisit their previous position</p>

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b. Responding to communications from members of the Select Board;			X			Some progress in this area of chronic underperformance.  See Goal #6
c. Recognizing issues or changes with a direct or significant impact on the community, and falls within the Select Board's authority to provide feedback;				X		<p>Data breach communication had two parts: the first was Unsatisfactory, in that the Select Board was not informed of the existence of the issue for two weeks. The second part, when the Select Board was informed, was Commendable as staff was well prepared to be very clear regarding the advice of Town Counsel that under MGL the AGO severely limits information &amp; discussion. Staff supported the Select Board in being comfortable with what could &amp; could not be said by providing a "script" &amp; by quickly confirming that the Executive Session language the Select Board Chair proposed would be appropriate.</p> <p><i>Per FY14 Brewer evaluation:</i> The 2007 Strategic Partnership Agreement (SPA) was created by a previous Town Manager, previous Superintendent of Schools, previous Chancellor, previous Fire Chief, previous APD &amp; UMPD Chiefs, &amp; a previous Select Board. It has not been substantively discussed with the Select Board in years. It was last officially extended through June 30, 2013. Components of the current SPA include payments to the Town for fire &amp; ambulance services, police mutual aid &amp; joint patrols, public utilities such as water &amp; wastewater, the University's relationship with the Amherst Public Schools, &amp; cooperation in economic development activities. Note that the Mark's Meadow situation now is completely different than that envisioned in 2007. Even though it is the Town Manager's duty to sign the SPA, &amp; Select Board approval is not technically required, it is critically important that the components of the SPA be discussed with both the Select Board &amp; the Regional School Committee in some detail with reasonable opportunity for public feedback before the next SPA extension or new SPA agreement is signed (meaning, it is</p>

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						<p>not both presented &amp; voted on at the same Select Board meeting).</p> <p><b>FY15 update:</b> it is not clear why the SPA is not considered an intermunicipal agreement – like the Bike Share MOU -- requiring Select Board authorization under MGL Chapter 40 Section 4A before the Town Manager, as CEO, can enter into the agreement.</p> <p>See Goal #13g</p> <p><i>Per FY14 Brewer evaluation:</i> Politically insensitive in areas unrelated to real estate or collective bargaining. Seems not to recognize the difference between asking the Select Board for permission &amp; asking the Select Board for input.</p> <p><i>Per FY14 Brewer evaluation:</i> The Select Board’s policy role is not limited to the few written policies or guidance memos we provide. Select Board input before decisions are made provides a conduit for community values to the one person we five elected officials hire, as well as creating entirely appropriate political cover for administrative &amp; staff actions.</p>
<p>d. Allowing the Select Board opportunity to provide feedback on policy/practice initiatives and changes before implementation;</p>				X		<p>Select Board assumed the 06-15-15 public hearing initiated by Town staff on meter bagging fee, underground garage rental, &amp; Lincoln parking restrictions would reflect either FY16 budget items (yes, on underground garage rental), or immediate safety concerns (Lincoln) or implementation of agreed upon strategies (meter bagging fee that was stagnant for many years). Numerous affected parties on Lincoln felt compelled to take the time to write &amp; attend &amp; speak at a specific public hearing that was based on very minimally outlined safety concerns that proved less than compelling. Had the Lincoln public safety challenges been discussed during previous Select Board meetings the proposed changes would have been much improved, as</p>

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						well as much less stressful for the neighbors, as well as for Town staff in Public Safety, Public Works, and Collections. Select Board not informed that at least one affected party was not advised of the potential meter bagging fee increase.
e. Involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping us updated on its progress;	X					Select Board has been kept informed of general strategies via appropriate use of Executive Session.
f. Informing the Select Board regarding litigation strategies and proposed settlements of litigation, and keeping us updated on the progress of litigation;				X		<p><i>Per FY14 Brewer evaluation:</i> Appropriate yet sparing use of Executive Sessions for real estate/real property</p> <p>Yet, solar farm on old(er) landfill: while the Select Board had been apprised of ongoing strategies regarding the abutter lawsuit, the Select Board was shocked to discover via answer to a question at Amherst Media's election night coverage 03-31-15 that the lawsuit had been resolved. And that the project was dead.</p> <p>The potential settlement figure in the Gardner MCAD complaint was never discussed with the Select Board. The Select Board was shocked to find out a settlement had been reached by reading about it in the newspaper.</p>
g. Ensuring that all members of the Select Board are aware of anything significant before it appears in the newspaper.				X		<p><i>Per FY14 Brewer evaluation:</i> Note that during significant public safety events, communication is Commendable.</p> <p>2015 highlights of finding out about controversial issues from newspapers or Amherst Media, rather than the Town Manager: solar farm on old(er) landfill agreement with BlueWave ended &amp; abutter lawsuit resolved as dismissed without prejudice, &amp; Gardner MCAD complaint resolution including financial settlement. Less intense issues included press reporting: Tree City USA recognition ceremony to be held in Amherst this year, but chief elected officials had been neither advised nor invited; Chief Livingstone's assertion that there would be no 2016</p>

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						<p>Extravaganja; Bangs Center bench removal due to various concerns.</p> <p><i>Per FY14 Brewer evaluation:</i> Some things have appeared in print the day after a Select Board meeting that were not discussed in that level of detail at the Select Board meeting. Since it is particularly frustrating when the reader is led by the reporter to believe those details were discussed at the meeting when they were not, it is important for the Town Manager to be very aware of what the entire Select Board has been told vs what the press has been or is about to be told.</p> <p><i>Per FY13 Brewer evaluation:</i> This may partly be due to the practical difficulty of keeping track of which Select Board member was at which meeting (e.g., Agenda setting with just two Select Board members) or informal hallway conversation, &amp; due to the very nature of the intense working relationship between the Select Board Chair and the Town Manager. This is rated the rather harsh Unsatisfactory to reflect that this is one of the absolutes of an effective Select Board – Town Manager relationship. It could, for example, be partially addressed by more consistently updating the entire Select Board on all topics discussed at the Town Manager’s weekly meetings with the press; some of that does happen now and is much appreciated.</p> <p><i>Per FY14 Brewer evaluation:</i> Increased use of “confidential” emails from Town Manager to entire Select Board could be part of the solution.</p>
<p><b>Goal #6.</b> Develop a unified process and communication strategy for responding to public inquiries and requests.</p>			X			<p>See Goal #5b Some emails still are not acknowledged, whether from Select Board members, appointed committee members, or (perhaps most frustratingly) the public. Empowering the Assistant to the Town Manager to coordinate with other staff to provide timely &amp; effective responses has been very helpful.</p>

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						<p>SeeClickFix is still new but has significant potential to funnel requests to the right person, &amp; will also increase visibility of long delays in addressing needs.</p> <p>See Goal #12d, f</p>
<b>LONG RANGE PLANNING</b>						
<p><b>Goal #7.</b> The Town Manager shall provide the Select Board with a detailed assessment of Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town’s best interest to maintain ownership of each one. If any recommendations are to repurpose a building or not maintain its ownership, he will suggest how best to proceed.</p>			X			<p>Substantial progress on maintaining timeline for incorporating a HCHC into the grant-renovated Bangs Center while effectively relocating LSSE staff &amp; some LSSE programming into town-renovated East Street School effective 01-01-16</p> <p><i>Per FY13 Brewer evaluation:</i> As I stated last year: No apparent progress has been made in the past four years (note this was also one of the previous Town Manager's goals), although some data collection done by the shared Town/School facility manager. Given that it is always difficult to find time to do everything, this item has slipped, &amp; it is in fact the most appropriate item to have allowed to slip. Unsatisfactory because every enterprise should have a full grasp of its holdings. Significant progress needs to be made in the coming year, well prior to Annual Town Meeting 2013 [sic].</p> <p>It is extremely frustrating to have to have conversations about renovation dollars (Strong St childcare building) and reuse potential (East St annex, North Amherst School after departure of Survival Center while Head Start remains but may not need that much space) while we have little understanding of the details of those particular facilities *and* how they fit within our total holdings.</p> <p><i>Per FY14 Brewer evaluation:</i> We are now five years out since we established this goal</p> <p>Recently approved East St Annex renovations are for a worthwhile purpose – moving LSSE to East St Annex to create space within Bangs to be leased by a Community</p>

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						<p>Health Center – but are being undertaken outside context of public understanding &amp; discussion of our total holdings. It annoys the public to hear that resources (funds &amp; time) are spent on creating storage space when alternate uses have not been identified or discussed</p> <p><b><i>FY15 update:</i></b> At last! While the 06-08-15 Progress Report said “At your June 15 meeting, Facilities Director Ron Bohonowicz and I will present our first town-wide Building Assessment Report briefly summarizing current uses and long-term recommendations for use/disposal of each building,” the report was not ready then, so it actually took place at the 07-27-15 Select Board meeting (on the Town Manager’s first day at work after fracturing his ankle, so the Assistant Town Manager covered him). Some additional information is being gathered for the 08-27-15 Select Board meeting, but it is already clear this will be a very useful reference, not just something to put on the shelf. It can really help inform JCPC, CPAC, CDBG, &amp; other ongoing discussions &amp; decisions.</p>
<p><b>Goal #8.</b> The Town Manager shall help Amherst become a greener, more sustainable community by initiating and advocating for new "green" efforts and programs, and he shall inform the Select Board and the community about these efforts and their results.</p>			X			<p><i>Per FY16 Budget Policy Guidelines:</i> We appreciate and encourage the Town’s aggressive pursuit of grants to off-set costs and expand services</p> <p>Second Green Communities grant for energy efficiency upgrades to the Town Hall, Police Station, &amp; North Fire Station. Purchased an electric vehicle &amp; installed one municipal-only charger &amp; a public dual head charger.</p> <p>Annual Tree City USA recognition ceremony held in Amherst, attended by two members of the Select Board, the Public Shade Tree Committee Chair, &amp; the Tree Warden.</p> <p><i>Per FY14 Brewer evaluation:</i> Continued extensive tree planting projects that also engage neighborhoods</p>

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						<p><b>FY15 update:</b> the community needs an update as to where we are with 2000 trees over three years</p> <p><i>Per FY14 Brewer evaluation:</i> Recycling Coordinator &amp; Recycling &amp; Refuse Management Committee worked many hours during Chamber’s four-day Taste of Amherst to use only compostable &amp; recyclable serving products &amp; sort waste into multiple containers</p> <p><b>FY15 update:</b> We no longer having Recycling Coordinator, so how are those duties being covered?</p> <p><i>Per FY14 Brewer evaluation:</i> No apparent progress on Solar Farm on old(er) landfill</p> <p><b>FY15 update:</b> The community was not informed that WMECO removed this project from their approved list in June 2014, until that was mentioned at the 06-08-15 Select Board meeting. While the 06-08-15 Progress Report says “The Town is considering next steps, including the possible issuance of a RFP for prospective roof and ground mounted solar on municipal properties and buildings,” the Select Board in fact gave very clear direction at the 06-08-15 Select Board meeting that the equivalent of an RFP (one or more documents, if need to maximize responses from separate ground &amp; roof providers) *will* be issued well before the end of December 2015. See <b>Other notes</b>, below</p> <p>See Goal #5g</p>
<b>Goal #9.</b> The Town Manager shall focus attention on affordable housing needs in Amherst by:						
a. Supporting the preservation of current affordable housing and the creation of more housing that is safe, decent and affordable for individuals and families at low and moderate income levels;	X					Created Affordable Housing Property Tax Incentives – Town Meeting Article 21 passed 117 – 66 on 05-11-15, without revised inclusionary zoning bylaw, authorizing the Select Board to file a Special Act with the General Court which shall authorize the Select Board to enter into

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						<p>agreements allowing for the phasing in of the increase in assessed property value resulting from developments of residential or mixed uses with 10 or more dwelling units, in which at least 10 percent of the units are low or moderate income housing and subject to an affordable housing restriction (per section 31 of chapter 184 of the General Laws), such increases to be phased in increments over a period of up to ten years to the full assessed value of the property, provided further that the maximum property tax incentive shall be based on the difference in net operating income for such development with affordable units and the net operating income without such affordable units. Select Board directed Town staff to proceed based on the language provided at the 07-27-15 Select Board meeting.</p> <p><i>Per FY14 Brewer evaluation:</i> Considering the long-anticipated loss of affordable units if Rolling Green units are not preserved, Rolling Green negotiations “count” as “more” housing. Worked with multiple partners for many hours to facilitate this “match-making.”</p> <p><i>Per FY14 Brewer evaluation:</i> Continued support of creation of two affordable units on Hawthorne Meadow Town-owned multi-use property (affordable housing, active &amp; passive recreation, open space).</p> <p><b>FY15 update:</b> May 2014 Town Meeting funding via CPA. Pioneer Valley Habitat held neighborhood meet &amp; greet 06-09-15. Groundbreaking likely in 2015, but not occupancy.</p> <p><i>Per FY14 Brewer evaluation:</i> Strong &amp; effective working relationship with Amherst Housing Authority Director.</p>
b. Keeping the Select Board and the larger community apprised of Amherst’s status on the State’s Subsidized Housing Index (SHI) and factors impacting our SHI percentage in the short-and long-term;	X					Announced our current SHI of 11.18% at Annual Town Meeting.

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						<p><i>Per FY14 Brewer evaluation:</i> Important to keep our multiple carefully developed plans in constant use &amp; reference as discussions are held &amp; decisions made, e.g., Master Plan, Housing Production Plan, Comprehensive Housing Market Study.</p>
<p>c. Reporting periodically on the status of the seasonal shelter and recommending changes to that agreement as needed.</p>		X				<p>Supported numerous nights of overflow use &amp; extended hours due to extreme cold weather. 2014-2015 season summary data provided for 07-27-15 Select Board meeting.</p> <p>FY15 was first year of \$200,000 state funding to Craig's Doors, so FY15 operating funds from Town were reprogrammed to capital use of a trailer installed on site to provide earlier meals &amp; intake beginning in the last month of operation, April 2015. FY15 was the first year the Town did not provide the vast majority of the Craig's Doors operating budget.</p> <p><i>Per FY16 Budget Policy Guidelines:</i> Continuation of the winter shelter is an important need again this year though we expect the program to reduce its dependence on Town funds</p>

<p><b>Goal #10.</b> The Town Manager shall maintain, through consultation with each department’s staff, a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs. This will provide a framework for prioritizing recommendations for future hiring. Such future recommendations should address the full cost of each position, including post-employment benefits.</p>			X		<p>Public Health &amp; Community Services Director position newly expanded from Public Health Director fills the coordination gap left from a retirement several years ago, &amp; appears to provide more opportunities for effective connected services.</p> <p><i>Per FY14 Brewer evaluation:</i> Sector based policing, including significant community outreach, seems effective in reducing crime. Looking forward to a definite funding plan for an additional downtown beat, which is needed to address quality of life issues for residents, shoppers, &amp; business owners.</p> <p><b>FY15 update:</b> The FY16 budget restored two police officer positions to the Amherst Police Department that had been cut several years ago. Another new position, a community police outreach officer, will be implemented with a current experienced officer &amp; that position backfilled, as Amherst is one of 27 communities to receive funding from the Edward J. Byrne Memorial Justice Assistance Grant Program offered by the Executive Office of Public Safety and Security, Office of Grants and Research, \$92,164 for smart policing.</p> <p><i>Per FY14 Brewer evaluation:</i> Long Term Staffing Plan Recommendations” was emailed &amp; presented 07-07-14 – after FY14 closed – &amp; is not yet complete. It is a strong start &amp; we look forward to additional details, including the commitments associated with grant funded positions, &amp; the functional area goals that have traditionally been included in the very long text in very small font in the annual budget binder each January – for example, are all the departments doing the things they think they *ought* to be doing now – key needs – &amp; in the next few years, not just whether or not we are adequately funding continuation of current services &amp; models</p> <p><b>FY15 update:</b> an updated version of this document, reflecting staffing changes including retirements over the past year, should be provided to the Select Board before the Select Board creates our annual Budget Policy Guidelines in early November</p>
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<p><b>Goal #11.</b> The Town Manager shall keep the Select Board apprised of the plan and processes for improving the public infrastructure.</p>						
<p>a. Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas and intersections;</p>				X		<p>Looking forward to newest pavement management program</p> <p>Looking forward to outline for implementation of Transportation Plan Goals</p> <p>Our very carefully designed to meet all abilities downtown crosswalks are in incredibly serious disrepair. The lack of common sense regular evaluation of these crosswalks as soon as freezing weather ended boggles the mind. There are significant potholes creating safety hazards in or directly adjacent to every one of our decorative crosswalks downtown, not all of them are fixed yet as of 08-01-15, &amp; those that were fixed were done mostly in *June* &amp; only after repeated complaints via SeeClickFix. How can this *not* be a standard priority, resulting in all holes patched no later than the end of April?</p> <p><i>Per FY14 Brewer evaluation:</i> Updates to the prioritization or timeline is a continuing challenge – it’s not unreasonable that priorities change after the plans are presented to the Select Board, but the Select Board is not hearing about the why &amp; the when on a timely basis, if at all. It doesn’t make much sense to have the Select Board agree with the priorities presented once or twice a year at a televised Select Board meeting if changes are made later that don’t get presented at a televised Select Board meeting.</p> <p>Verbal reports are far inferior to written memos. Written memos could be provided to the Select Board to read prior to the meeting, with time provided at the meeting for verbal highlights &amp; questions, so that Select Board members weren’t hearing the material for the first time</p>

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						while trying to capture lists for followup at a future meeting.
b. Developing a strategy for evaluating traffic infrastructure;			X			Consulting firm Nelson/Nygaard worked with Transportation Plan Task Force to create Transportation Plan, & are likely to be hired for additional work to develop a strategy for evaluating our traffic infrastructure
c. Planning and implementing improvements to public areas; parks, commons, greenways so that they function well and contribute to the overall aesthetic and welcome of the town;			X			<p>PARC grant applied for North Common second time</p> <p>It is difficult to understand why we let things deteriorate to complete ruin (see: railroad ties tree box on North Common) rather than performing some minimal maintenance. We historically put almost no money into regular maintenance of structures &amp; non-grass surfaces in our parks &amp; commons.</p> <p>We do not seem to mow as often as needed in the space between sidewalk &amp; road on some Town properties (e.g., North Amherst School) or in the large roundabouts by Atkins &amp; Hampshire College; no one is expecting immaculately groomed beds similar to those maintained by UMass, but pride of place is a real value we should embrace</p> <p>See Goal #14</p>
d. Planning and policy for down town and village centers;		X				<p>Downtown Parking Forums – series of three – well attended, resulting in useful detailed report presented 07-27-15.</p> <p>First North Amherst intersection(s) (approximately Pine/Meadow to Mill River) forum 06-24-15 at the Survival Center extremely well attended, with more to come.</p>

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<p>e. Working with the BID to evaluate and recommend improvements for the Downtown.</p>		X				<p>Second BID MOU signed in September for 07-01-14 through 06-30-17. The Select Board was unaware of terms of negotiation.</p> <p>Amherst Downtown Gigabit engineering specs &amp; estimates should be produced later this summer.</p> <p><i>Per FY14 Brewer evaluation:</i> Working with BID strengthen relationships between Town &amp; business owners</p>
<b>STAFF AND PERSONNEL RELATIONS</b>						
<p><b>Goal #12.</b> The Town Manager shall manage Town staff and improve their effectiveness in delivering the services our community relies on and shall keep the Select Board informed with periodic updates about the implementation progress of action steps identified in the Human Resources Audit by:</p>						
<p>a. Maintaining high staff morale by working toward a positive work place culture and providing adequate resources for staff to be effective and successful;</p>		X				<p>Twice in the past year the Personnel Board worked with Human Resources to develop an expanded Part-time employee earned leave benefit that reflects our community's values, as also clearly expressed on the November 2014 state wide ballot question. The version approved at the 07-27-15 Select Board meeting is responsive to the discussion of Annual Town Meeting 2015 Article 26. Our "employer of choice" Sick &amp; Personal Leave (SPL) Benefit is effective 08-01-15.</p> <p>We still get Staff evaluations saying the Town Manager cares more about higher paid employees, &amp; that lower paid employees have been re-classified even lower.</p> <p><i>Per FY14 Brewer evaluation:</i> Town Manager report at televised Select Board meetings continues to include regular Staff Recognitions; indicated these are sometimes emailed to all staff</p> <p><i>Per FY14 Brewer evaluation:</i> Looking forward to effective Employee Wellness Committee.</p> <p><b>FY15 update:</b> AmFit &amp; Fitbits</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
						<p><i>Per FY14 Brewer evaluation:</i> Significant participation in various leadership development programs, but need clarification of professional development opportunities available in all areas &amp; at all levels.</p> <p><i>Per FY13 Brewer evaluation:</i> We continue to see feedback that the Town Manager takes credit for work that was done by his staff. This seems to be a fundamental misunderstanding of the type of phrasing found in a self-evaluation memo vs. the Town Manager’s constant formal and informal verbal and written recognition of the “we” not “I” behind Town successes.</p> <p><i>Per FY13 Brewer evaluation:</i> As I said last year: Important to work with HR Director to tease out why some remaining pockets of unhappiness. Staff morale remains difficult for the Select Board to judge, as our interactions are – quite appropriately – generally self-limited to interactions with department heads rather than other department members.</p>
<p>b. Increasing communication between himself and staff at all levels, to inform, engage and solicit feedback;</p>			X			<p>While some Staff find the Town Manager’s performance Commendable or Satisfactory, we still get Staff evaluations saying the Town Manager does not visit their department. Public Works in particular feels disconnected from the Town Manager.</p> <p>We still get Staff evaluations saying the Town Manager only listens to an inner circle rather than to all the experts the Town employs.</p> <p><i>Per FY13 Brewer evaluation:</i> Continued sharing of the Select Board’s goals for the Town Manager with all staff is a terrific idea that can be leveraged as support for ongoing collaborative efforts</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
c. Encouraging a workplace culture of civility, mentoring and receptivity to new ideas and innovations for improved service delivery;		X				IT staff received 2014 Best in Massachusetts – Excellence in Technology Award in the Improving Government Services category at the 4th Annual Massachusetts Digital Government Summit in Boston
d. Ensuring that staff has the necessary tools to work efficiently;		X				Collins Center analyst working on DPW performance measurement & improved work order system, Amherst Stat.  See Goal #6 & See Goal #12f
e. Recruiting, retaining and assigning the best qualified personnel;				X		<p><i>Per FY14 Brewer evaluation:</i> Effective leadership of &amp; evaluation of long-term employees is sometimes questioned by the community.</p> <p><b><i>FY15 update:</i></b> evaluation of long-term employees does not appear to adequately reflect long-standing community frustrations, leading to thwarted projects, cynicism, frayed tempers, &amp; distrust of some departments as well as of volunteers</p> <p><i>Per FY14 Brewer evaluation:</i> Assistant Town Manager assignments are very effective.</p> <p><i>Per FY13 Brewer evaluation:</i> Unclear in some situations if he actually knows Town staff has not acted, or if he is simply unconcerned about the inaction (e.g, Transportation Plan, Local Historic District Study Committees, queries to Public Works re traffic signage process)</p>
f. Foster attitudes of helpfulness and courtesy toward the public.			X			Several staff serve as liaisons to various (& numerous) committees, boards, & commissions. When these staff receive their annual evaluations, it would be wise to solicit the opinions of those committee members (not just chairs) on their performance with a few simple questions, e.g., What is the most helpful thing x does? What do you wish x provided more of? Any other thoughts? If we aren't soliciting that information, we are not fairly considering a significant portion to their interaction with the public.

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
						<p><i>Per FY13 Brewer evaluation:</i> Town Manager sets the example for other staff &amp; there is still cause for concern in timeliness of Town Manager responses to emails &amp; other queries. Feedback by both staff &amp; the public indicates they feel ignored when they do not receive timely acknowledgement of their initial concern, even if a complete answer will take some time to develop. Assistant to the Town Manager has been of great help in improving this situation, but more queries likely need to be delegated *with* the very clear expectation that the person delegated to will actually respond or will say why they can't -- we can't complain the Town Manager won't delegate if the people delegated to don't actually answer the original question! Since many initial queries go directly to the Town Manager despite other available avenues, letting the initial requestor know the query has been delegated by cc them on the delegating email (for example) makes it clear which types of queries actually need to be handled at the very top and which need information from those more directly involved, and who will be answering their query. While obviously better to feel ignored than to feel treated badly, much better to have neither occur.</p> <p>See Goal #12d</p>
<b><i>COMMUNITY and INTERGOVERNMENTAL RELATIONS</i></b>						
<b>Goal #13.</b> The Town Manager shall continue to strengthen relationships with UMass, Amherst and Hampshire Colleges and engage them in:						
a. Mitigating the impacts of a significant student population: on neighborhoods, on demand for public safety resources, on parking and traffic issues, and municipal issues;		X				<p><i>Per FY16 Budget Policy Guidelines:</i> With a better understanding of the real costs of providing services unique to large numbers of undergraduate students in Town we look for expanded arrangements with the University and Colleges to recover these costs.</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
						<p><i>Per FY14 Brewer evaluation:</i> Rental Appeals Board has not been established nor even discussed with Select Board.</p> <p><i>Per FY14 Brewer evaluation:</i> Some UMass neighborhood distrust needs to be overcome, including that caused by the Town not following through with UMass on the Gateway traffic study.</p> <p><i>Per FY14 Brewer evaluation:</i> Looking forward to results of former Boston Police Commissioner Ed Davis consultations re pre-St Patrick's Day disturbances</p> <p><b>FY15 update:</b> success by all measures</p>
<p>b. Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns;</p>			X			<p><i>Per FY13 Brewer evaluation:</i> It is not clear whether effective groundwork has been laid for predictable and/or increased payments (of cash or in lieu of) from the two smaller institutions. <i>Per FY15 Budget Policy Guidelines:</i> We encourage active pursuit of similar reimbursements with Amherst College and Hampshire College. <i>Per FY16 Budget Policy Guidelines:</i> With a better understanding of the real costs of providing services unique to large numbers of undergraduate students in Town we look for expanded arrangements with the University and Colleges to recover these costs.</p> <p><i>Per FY14 Brewer evaluation:</i> Indicated increased collaboration with Amherst College via BID &amp; long term campus facilities plan; Select Board has some sense that significant partnerships exist between public schools &amp; Amherst College</p>
<p>c. Developing our partnership and strategies, through regular meetings, with Hampshire College that that reflect shared interests and concerns;</p>			X			<p><i>Per FY13 Brewer evaluation:</i> It is not clear whether effective groundwork has been laid for predictable and/or increased payments (of cash or in lieu of) from the two smaller institutions. <i>Per FY15 Budget Policy Guidelines:</i> We encourage active pursuit of similar reimbursements with Amherst College and Hampshire College. <i>Per FY16 Budget Policy Guidelines:</i> With a better understanding of</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
						<p>the real costs of providing services unique to large numbers of undergraduate students in Town we look for expanded arrangements with the University and Colleges to recover these costs.</p> <p><i>Per FY14 Brewer evaluation:</i> Indicated improved permitting process for both Amherst College &amp; Hampshire College</p> <p><b>FY15 update:</b> Public Health &amp; other staff working to support Living Building Challenge for R W Kern Center &amp; new Hitchcock Center building</p>
<p>d. Pursuing issues of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the Innovation Economy, and the arts and culture in Amherst;</p>		X				<p>Panel presentation with UMass &amp; BID at ITGA re BID as an effective economic development tool</p> <p><i>Per FY14 Brewer evaluation:</i> As chair of PVTA Advisory Board, continues to bring fresh approach to the Five College area public transportation challenges &amp; has more visibility in legislative transportation planning. Helped engage multiple stakeholders in PVTA’s Comprehensive Service Analysis. Without his leadership, the appropriate routes to the new Survival Center location would not have been possible.</p> <p><i>Per FY13 Brewer evaluation:</i> Needs to ensure previous working relationships with a variety of University personnel regarding their Campus Master Planning process are maintained effectively as projects develop.</p> <p><b>FY15 update:</b> even more crucial as three UMass positions are changing (Swinford, Holler, Sheehan)</p>
<p>e. Working with the institutions to facilitate the development of new student housing off-campus and on-campus;</p>				X		<p>UTAC holds promise in keeping focus on this critical area</p>
<p>f. The Town Manager shall report periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students</p>	X					<p>CCC work continues. Walk this Way continues, and new programs include Team Positive Presence and a new UMass position of Neighborhood Liaison, hire to be announced in August 2015.</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
and the Town and, as importantly, to discourage their occasionally more dangerous behaviors;						Initial meeting of Student Town Advisory Board held at UMass 04-28-15. Next meeting, in September, will hopefully include a UMass graduate student plus an undergraduate from Amherst College plus an undergraduate from Hampshire College.
g. Reporting on the Strategic Partnership agreement.				X		While terms from the expired agreement remain in force by agreement of both parties, revised terms have not been discussed with the Select Board.  <i>Per FY16 Budget Policy Guidelines:</i> The Strategic Partnership Agreement with UMass provides an important opportunity to ensure that all relevant categories of costs incurred by the Town are included and updated  See Goal #5c
<b>Goal #14.</b> The Town Manager shall actively engage the community, and the media, to provide information about Town successes and challenges.			X			Some increased use of Town website News items has been appreciated.  Interesting engagement opportunities associated with Public Art Commission desire for a Cultural District & a Percent for Art program associated with capital projects  <i>Per FY14 Brewer evaluation:</i> Lack of timely Planning Board appointment to fill predictable vacancy known since January 2014 <b>FY15 update:</b> still have two Planning Board vacancies. Now Historical Commission is unable to meet as only three appointed members of seven, so they cannot act on demolition requests. Not yet populated Town Center Recreation Working Group described in 12-01-14 Select Board Minutes: "Mr. Musante briefed the Select Board on his impending creation of an Amherst Center Recreation Working Group comprised of Town staff, LSSE Commission, and community members to meet for a

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						<p>period of up to one year to assess and make recommendations to the Town Manager for the focus area that includes Town-owned Community Field, Town-owned Hawthorne property at 235 East Pleasant Street, the athletic fields and open space associated with Amherst-Pelham Regional High School and Amherst-Pelham Regional Middle School, and the fields associated with Wildwood Elementary School. Mr. Musante confirmed there would be a public process incorporated.” Cable Advisory Committee appointments were not made until April 2015; need known since September 2013.</p> <p>Several members of the public commented that they believe the Town Manager is unwilling to appoint people who might not agree with him. We have very few applicants (CAF filed) for all appointed bodies. Every committee should encourage, be patient with, &amp; learn from, differing points of view. Many people can disagree strongly &amp; repeatedly without being disagreeable (&amp; we wish they would apply!) but others exhibit meeting behavior so unproductive as to make their assignment intolerable for the other volunteers on that body. What is the purpose of a contrary opinion on a committee, if it can’t convince the voting majority of the committee to agree with that view?</p> <p><i>Per FY14 Brewer evaluation:</i> Now that we have moved beyond the Amherst Together Elementary Schools-Regional Schools-Town shared Media &amp; Climate Communications Specialist hire, the Select Board needs to be both regularly updated &amp; actively engaged in the action steps associated with this joint initiative.</p> <p><b><i>FY15 update:</i></b> Disappointed: over the course of a year, one report at a Select Board meeting 03-23-15, Select Board member interviews, a website, community surveys, &amp; one large presentation at the Jones Library 06-25-15 was less than expected “to try and bring together Town and School</p>

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS																
						<p>leaders, residents, and businesses committed to action steps to build greater equity and inclusiveness through community collaboration.” Encouraged: an excellent hire with increasing regular public presence at Farmers Market &amp; elsewhere is helping us explain why this is a valuable component of our shared response to the racism &amp; equity challenges that have arisen within the schools as well as in the entire community.</p> <p><i>Per FY13 Brewer evaluation:</i> Still looking for some “how are we doing” sort of outreach on a departmental basis.</p>																
<p><b>Goal #15.</b> The Town Manager shall maintain an awareness of developments and planning in nearby jurisdictions and report on their relation and effects on Amherst.</p>		X				<p><i>Per FY13 Brewer evaluation:</i> Values relationships with Hadley, Northampton, Leverett, Pelham, Shutesbury, PVTA, &amp; regional planning groups.</p>																
<b>GENERAL EXPECTATIONS</b>																						
<p>Feel free to comment on strengths or weaknesses in any of the following areas:</p> <table border="0" style="width: 100%;"> <tr> <td>Professionalism</td> <td>Community spirit</td> </tr> <tr> <td>Leadership</td> <td>Defends conviction under pressure</td> </tr> <tr> <td>Enthusiasm</td> <td>Openness to differing views/new information</td> </tr> <tr> <td>Accessibility</td> <td>Resourcefulness</td> </tr> <tr> <td>Setting priorities</td> <td>Advocacy with State and Federal Government</td> </tr> <tr> <td>Communication style</td> <td>Crisis management</td> </tr> <tr> <td>Listening skills</td> <td>Responsiveness</td> </tr> <tr> <td>Public speaking</td> <td>Facilities management</td> </tr> </table>	Professionalism	Community spirit	Leadership	Defends conviction under pressure	Enthusiasm	Openness to differing views/new information	Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government	Communication style	Crisis management	Listening skills	Responsiveness	Public speaking	Facilities management	<p><b>Comments</b></p> <p><i>Per FY14 Brewer evaluation:</i> Extremely even handed in his dealings with each Select Board member, no matter how we address our individual “hot topics.” Clearly respects all members even when he disagrees with them, &amp; does not pretend to agree with them when he doesn’t. No apparent favoritism with any individual member or subset of members.</p> <p><i>Per FY14 Brewer evaluation:</i> Confident, calm, professional manner. Highly intelligent. Clearly enjoys his work. Consistently defies the temptation to roll his eyes at “Amherst, where only the “h” is silent”— lives here, raising his family here, &amp; has great love &amp; respect for the entire Amherst community. Listens carefully &amp; is open to differing views &amp; new information. Although he sometimes doesn’t get invited to the table as he isn’t a mayor, he continues to effectively advocate with State &amp; Federal Government, &amp; specifically represented us alongside MMA at Joint House-Senate Ways &amp; budget hearing held at UMass. An informative yet concise public speaker at Town Meeting &amp; elsewhere – radio shows, community groups, etc. Disagrees without being disagreeable &amp; will not “glad-hand” just to get people to go away.</p>					
Professionalism	Community spirit																					
Leadership	Defends conviction under pressure																					
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<b>OTHER COMMENTS</b>																						

**AREAS OF RESPONSIBILITY**

Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge
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**COMMENTS**

If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.

This is the fifth evaluation of this Town Manager. This is the second evaluation by some Select Board members different than the ones who hired this Town Manager, although two of five remain the same.

The Town Manager’s June 8, 2015 memo “Self-Evaluation & FY 15 Town Manager Performance Goals – Progress Report” contains much useful detailed information that is mostly not repeated here. See also:

- Town Manager’s February 23, 2015 memo “FY 15 Town Manager Performance Goals – Progress Report”
- Select Board’s December 16, 2014 memo “FY16 Budget Policy Guidelines”
- Select Board’s December 1, 2014 memo “FY 15 Town Manager Performance Goals”

**Soliciting input on the Town Manager’s Evaluation:**

In response to soliciting comment from all elected and appointed committees, boards, and commissions (via Chairs email list), Town Meeting members (via TMCC email list), & the general public (via Town website News item on front page as well as Newsflash distribution to subscribers):

- FY11: (14)
- FY12: (34)
- FY13: (9)
- FY14: (6)
- FY15: (23) (=22 email plus one postal mail)

Anonymous Staff Questionnaire for Town Manager Evaluation form: submissions received (although one or two people in fact provided their name, all submissions in total number):

- FY09: (43) submitted
- FY10: I forgot to note how many
- FY11: (43) submitted of (256) sent (*first Musante year as appointed 10-01-10*)
- FY12: (30) submitted of (237) sent
- FY13: (28) submitted of (220) sent
- FY14: (20) submitted of (243) sent (=34 hardcopy + 209 emailed fillable .pdf/then printed, used for the first time)
- FY15: (28\*) submitted of (x) sent (=x hardcopy + x emailed fillable .pdf/then printed, used for the second time)** \*4/28 were actually FY14 submissions received after the deadline & therefore not provided to Select Board members writing their FY14 evaluations

Is the low rate of submission due to an increase in satisfaction, no compelling need to complain, or disengagement because participation seems futile?

Most Staff Questionnaire responders did not provide comments to explain their less than Satisfactory ratings. A few responders are clearly angry. One of my earliest suggestions after I was elected to the Select Board in 2007 was to include some sort of staff 360 component in the Town Manager's evaluation, as we'd begun to do while I was on the Amherst & Amherst Regional School Committees. This FY15 evaluation is now my fourth to say: *The wide variation in responses -- among a very limited number of responses -- causes me to wonder if a departmental rather than "at large" response might be solicited. I am uncomfortable with emphasizing this evaluation process challenge without providing a clear solution, yet continuing down this same variation of the 360 feedback path without some significant change in process does not seem particularly fruitful in either improving the Town Manager's performance or in improving our assessment of that performance.*

**Other notes:**

I had difficulty finding the best spot on this grid/form some of the things that were still important from FY14 and previous years, yet not carried over explicitly in our heavily revised FY15 goals. We should watch for this as we develop FY16 goals – do we need to adjust, or add?

I note with frustration that we defined seven statements reflecting a professional and effective relationship with the Select Board, yet the 06-08-15 Progress Report provides only two sentences for this entire Goal.

*Goal #8 text, continued:* On 05-16-11, Town Meeting supported Article 24 Authorizing the Term of Lease for the Old Landfill. Incredibly extensive materials were provided to all Town Meeting members & remain available on the Town website, including the 05-11-11 memo to Town Meeting that states “We are actively exploring other Town-owned sites for solar projects.” The May 2011 FAQ states “We are pursuing many options in many locations, and encourage all suggestions and ideas.” The lawsuit originally filed in June 2011 arguing that solar could not be placed on the old landfill was amended after the state legislature acted in February 2012 to allow solar on all capped landfills. Extensive, resource intensive negotiations by staff resulted in the 08-27-12 announcement of the signed BlueWave and Smart Energy agreement. The 08-27-12 Select Board meeting minutes state “*Mr. Musante informed the Board of the signing of a power purchase agreement with Blue Wave and Smart Energy Capital for the solar array to be located at the old landfill. Musante also reported working on a similar agreement with both entities for the Town to purchase electricity from a solar array located in a nearby town, which will both help Amherst meet its power needs and provide flexibility in the final layout and scope of the array at the old landfill site. The next step will be to meet with residents of the neighborhood to talk about ways to mitigate the visual impacts of the array and preserve access for walking, etc., as well as pursuit of Zoning Board of Appeals and Department of Environmental Protection permitting.*” Yet despite Select Board members asking repeatedly over the next \*years\* when those neighborhood meetings were going to happen, staff never met with the neighborhoods. We will never know how those meetings might have influenced the outcome of this process. Yes, the lawsuit happened. Yes, the SREC1 program expired. But the Town's refusal to follow through on both verbal (neighborhood meetings) & written (actively exploring other sites) commitments is a huge problem.

**Generating New Revenue & Economic Development** Goal #1a,d above: Per FY14 Brewer evaluation: On the 2010 evaluation of the previous Town Manager I wrote the following paragraph: *As a former member (2000-2006) & chair (2004-2006) of our Comprehensive Planning process, it*

*is difficult to see how to bring focus back to the implementation of the desires expressed by hundreds of members of our community while at the same time appropriately vetting the **economic development proposals** that come our way even without the Town Manager's active pursuit. The community has clearly said some appropriate economic development is necessary to support the community values we cherish, as the services we value cannot continue to be provided almost exclusively by homeowner property taxes. While the most vocal "no development" voices have either changed or given up over the past ten years, the wider community remains hesitant to accept broad outlines that result in commitment of resources (money, land) without significant details of cost/benefit analysis. It is hard to imagine an economic development proposal of substantive size that will engender enough trust to obtain a 2/3 majority of Representative Town meeting. Such a proposal seems less likely to occur in the current climate of strained finances combined with distrust of both the Town Manager & some Town committees. This is likely to be true of any Town Manager in this form of government at this point in time. Although this paragraph may still serve as a reasonable assessment of the current climate, I would alter "the wider community" to "2/3 majority of Representative Town Meeting" as it seems clear that Representative Town Meeting is more conservative about any development than is the wider Amherst populace, and also that people have very different opinions as to whether their voice is categorized as "no development" or "development my way."*

*Per FY13 Brewer evaluation:* **Voting at Town Meeting:** As an elected or ex-officio Town Meeting member every year since 1999, I've often heard/seen comments wondering why the current (and just prior) Town Manager exercise(d) their votes at Town Meeting, when the long-serving Town Manager we had in 1999 generally did not do so. I have always responded that I am actually very comfortable with the Town Manager voting at Town Meeting. It is entirely appropriate for the Town Manager to advocate for his position via both verbal and written reports and actual voting. If the Town Manager consistently voted against the Select Board majority, that would be a point of information in the Select Board goals and the policy relationship, but having a record of the Town Manager's vote is far preferable to the pretense of the Town Manager not having a public position – because it's simply unrealistic to imagine the Town Manager doesn't have a position. As I've stated before: if we don't believe the Town Manager should be allowed to vote at Town Meeting, the Amherst Town Government Act should be changed.

*Per FY13 Brewer evaluation:* **Answering Questions at Town Meeting:** I appreciate that the Town Manager usually has an answer, or has staff present to provide an answer. I also appreciate that the Town Manager is also willing to say he doesn't have an answer rather than feeling compelled to make one up on the spot. Some Town Meeting members have criticized the length of time the Moderator allows the Town Manager, other staff, and whichever boards are seated up front (Select Board, Finance Committee, Planning Board) to speak when recognized outside their initial presentation, vs. the 3 minute rule. The new Moderator continues to build on the work of his long time predecessor to work with all of use to determine a balanced approach to answering several questions at once and providing clarification vs. Town Meeting members desiring follow-up questions within their 3 minutes and/or more succinct "front of the room" answers.

**Contract:** I am satisfied with the length of the Town Manager's current contract through September 30, 2019, but given the current discussions around form of government Charter change, I am wondering what might make sense regarding the automatic annual one year extension.

*Per FY14 Brewer evaluation:* **More** is one of the main messages this year: more responsiveness to requests, more written guidance & documentation, & especially more formal \*&\* informal relationship-building both inside & outside Town Hall. **FY15 update:** Some progress, need more.