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### Select Board FY19 Town Manager Performance Goals

The Select Board voted unanimously to approve the following Town Manager performance goals for FY19 at our meeting on August 24, 2018.

The Select Board revised and compressed previous years' goals to reflect current community priorities and to reflect short-term vs mid-term and long-term needs.

The first section of this document is **Short-term** FY19 Town Manager Performance Goals prior to the new Town Council taking office on December 3, 2018. The Select Board will review progress on these Short-term FY19 goals with the Town Manager at the Select Board meeting of Tuesday November 13, 2018 to provide additional recommendations to the new Town Council elected November 6, 2018 that takes office on Monday December 3, 2018.

#### **A. Short-term FY19 Town Manager Performance Goals of the current Select Board**

##### **1. Fiscal Management**

- a. Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness)
- b. Submit MassWorks grant application for North Amherst
- c. Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director
- d. Plan the transition for the annual setting of the tax rate
- e. Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education
- f. Negotiate contracts for emergency medical services with three remaining partners
- g. Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust

##### **2. Relationship with the Select Board**

- a. Complete outstanding Select Board Minutes
- b. Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018
- c. Advise Select Board of any police grants refused due to our Sanctuary Community status
- d. Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council
- e. Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18

##### **3. Long Range Planning**

- a. Update Select Board on continued implementation of the Charter transition plan that identifies priority policy and planning areas (e.g., major capital projects)
  - b. Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board
  - c. Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board
- 4. Staff and Personnel Relations**
- a. Update Select Board on policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community
  - b. Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government
- 5. Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions**
- a. Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election <https://www.amherstma.gov/2280/Early-Voting>
  - b. Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA)
  - c. Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council
  - d. Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College
  - e. Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC)
  - f. Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room)
  - g. Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council

**B. Mid-term and Long-term FY18 Town Manager Performance Goals of the current Select Board for consideration by new Town Council**

Note that the following section is the entire set of FY18 Town Manager Performance Goals, and therefore has *not* been edited to reflect the Select Board's completion of the FY18 Town Manager Performance Evaluation.

The preceding section, **Short-term FY19 Town Manager Performance Goals**, should be reviewed in combination with this section as the Town Council develops Town Council's FY19 Town Manager Performance Goals.

Note that some Select Board Short-term FY19 Town Manager Performance Goals and FY18 Town Manager Performance Goals may be less applicable to Town Council expectations of the Town Manager due to the different nature of Town Council as policy leadership and legislative powers, not as policy making chief elected officials that are part of the executive branch under the Amherst Town Government Act.

For details on progress on these Select Board FY18 Town Manager Performance Goals, see also the complete package of FY18 Town Manager Performance Evaluation materials, available online at <https://www.amherstma.gov/636/Select-Board>

## **I. Fiscal Management**

1. Address the need for increased revenue by:
  - a. Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs;
  - b. Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities;
  - c. Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners.
2. Develop strategies for the long-term financial health of the Town:
  - a. Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations;
  - b. Developing strategies to maintain an excellent bond rating;
  - c. Working with the legislature to adopt policies in line with our goals and values.
  - d. Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education.
  - e. Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library.
3. Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines.
4. Effectively administer the adopted budget.

## **II. Relationship with the Select Board:** Maintain a professional and collaborative relationship with the Select Board by:

1. Providing regular communications to the Select Board about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives;
2. Responding to communications from members of the Select Board in a timely manner;
3. Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Select Board's authority to provide feedback;
4. Allowing the Select Board opportunity to provide feedback on changes to policy and practice or new initiatives before implementation;
5. Involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping the Select Board updated on such progress;
6. Informing the Select Board regarding litigation strategies and proposed settlements of litigation, and keeping the Select Board updated on the progress of litigation;
7. Ensuring that all members of the Select Board are aware of anything significant before it appears in the media.
8. Beginning the process of cataloging Select Board policies for review by the Board with the intent to assemble them in a coherent and publically available format.

## **III. Long Range Planning**

1. Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Select Board to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership.
2. Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School).
3. Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill.
4. Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including:

- a. Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term;
  - b. Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed.
5. Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote.
6. Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study.
7. Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits.
8. Improving public infrastructure and spaces:
  - a. Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections;
  - b. Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC);
  - c. Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life;
  - d. Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system).
9. Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities.
10. Planning for I-Net replacement in conformance with October 2016 Comcast contract.
11. Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community.

**IV. Staff and Personnel Relations:** Manage Town staff and improve their effectiveness in delivering the services our community relies on:

1. Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations;
2. Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff.
3. Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government;
4. Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government;
5. Recruiting, retaining, and assigning the best qualified personnel;
6. Modeling and fostering attitudes of helpfulness and courtesy toward the public;
7. Encouraging a workplace culture of improved service delivery;
8. Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful;
9. Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit.

**V. Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions**

1. Strengthening 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, and other municipal services;

- b. Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns;
  - c. Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns;
  - d. Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst;
  - e. Working with the institutions to facilitate the development of new student housing off-campus and on-campus;
  - f. Reporting 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 and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC);
  - g. Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA).
2. Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst.
  3. Actively engage the community by providing information about Town successes and challenges.
  4. Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government.
  5. Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible.
  6. Improving overall modernization and management of the volunteer committees, boards, and commissions system.
  7. Helping to ensure that Amherst adheres to the principle of being a diverse community by:
    - a. Increasing diversity among staff, boards, and committees;
    - b. Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community;
    - c. Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation;
    - d. Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst.