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To: Town Council
Fr: Paul Bockelman
Town Manager
Dt: July 12, 2019
Re: FY19 Town Manager Performance Review

Thank you for the opportunity to present the accomplishments that the Town's staff and I have achieved during the past year. I am very proud of our successes. I look forward to continuing to work on the areas that need improvement.

General Comments

I love working for the Town and deeply appreciate the opportunity to serve you and the people of Amherst. I love living and working and being a part of this special community. It is a challenging job. It is a job that aligns with my values and skillset. I find it especially rewarding to work with the team of talented employees who are dedicating their professional lives to the Town. In addition, I have great admiration and respect for the elected and appointed officials who provide policy leadership for the Town.

I work to be accessible, patient, collaborative, and inclusive in everything I do. These are values I try to embody every day. Every accomplishment in this report is the result of a team of staff members and volunteers who work together toward achieving an agreed upon goal. Many of the accomplishments are the end result of the vision of my predecessors and the fortitude of staff to continue to move the vision forward. I have chosen not to name individual staff members who deserve the bulk of the credit for many of these successes, but I know you are aware that any success is the work of many hands – both staff and volunteers. It goes without saying that when we fall short, I bear responsibility.

Background on Process and Goals

Section 3.9 of the Amherst Home Rule Charter requires that the Town Council “conduct an annual review for the purpose of assessing the Town Manager’s performance.” This is in keeping with the past practice of the Town’s Select Board, which conducted an annual review under Section 4.7 of the prior Amherst Town Government Act.

This year’s performance review straddles the transition to the new form of government and, as such covers five-months under the Select Board and previous form of government and seven-months under the new Town Council and the current Town charter. The performance goals established by the Select Board at its September 12, 2018 meeting anticipated this transition period and established both short-term goals

for the period prior to the Town Council taking office and mid-term and long-term goals which the Select Board offered for consideration by the new Town Council.

This document tracks the goals voted by the Select Board on September 12th and the document that was presented to me by the Chair of the Select Board. In addition, I include a section on the transition of government.

Transition in the Form of Government

This has been a year of dramatic transformation as the Town implemented a change in its form of government. The transition has been a success. The charter places policy leadership and legislative powers with the Town Council and the administration of all Town fiscal, prudential, and municipal affairs with the executive branch headed by the Town Manager. We succeeded in implementing the Charter primarily because of the hard work of the Town Council and the leadership of the Council President.

Establishing and implementing this new form of government has presented significant challenges. It has dominated much of my time, time that would normally have gone to working more directly with staff and departments. We continue to develop new standards and protocols for implementing the Town charter.

In addition to Council leadership, Town staff and I put in an extensive effort to ensure that the transition in government was successful and respected the intent of the new Town Charter. The goal was to establish quickly the role of the Town Council as the Town's legislative body and assist newly-elected councilors in understanding and developing their roles.

The following areas were key to the implementation of the new government:

- Presentation of special legislation to State Legislature.
- Bylaw Review Committee review of all general and zoning bylaws.
- Departmental orientation for all Town Council candidates.
- Defense of the approved town election schedule in Superior Court.
- Design and construction of the Town Room.
- Two orientation sessions for newly-elected Town Councilors.
- Inauguration ceremony.
- Departmental information sessions for newly-elected Town Councilors.

Short-term FY19 Town Manager Performance Goals as established by the Select Board

I. Fiscal Management

- a. Marijuana: Negotiated and signed a total of four host community agreements (HCAs) with medical establishments, three HCAs with adult-use retail establishments, and one HCA with a marijuana cultivator. <https://www.amherstma.gov/3342/Marijuana--Recreational-Medical>
- b. MassWorks: Submitted a MassWorks grant application for traffic improvements to the North Amherst intersections. The grant was not successful. We met with the grant makers to better understand the reasons we were not funded and are evaluating the options for reapplying.

- c. Economic Development Plan: Published the Economic Development Plan prepared by the Pioneer Valley Planning Commission utilizing a Community Compact Cabinet grant and led by the Town's Economic Development Director
<https://www.amherstma.gov/2214/Economic-Development>
- d. Tax Rate: Held the classification hearing on October 22nd and the tax rate was approved by the Massachusetts Department of Revenue on November 15th, the earliest date ever for the Town.
- e. Regional Assessment Method: Participated with the Finance Committee chair and Finance Director in the Regional Assessment Method process. Engaged the full Town Council in learning about the assessment issue and the discussions with the three other towns. We achieved a short-term agreement.
- f. Emergency Medical Services: Negotiated emergency medical services support contracts with the Towns of Leverett, Pelham, and Shutesbury with modest increases in FY19 and FY20.
- g. Health Insurance: Transitioned all employees in the Town of Amherst, Town of Pelham, and Amherst Regional School District from being self-insured with 100% liability resting with the Town's Health Insurance Trust to a fully-insured program through the non-profit MIA Health Benefits Trust. This transition, negotiated with the Employee Health Insurance Advisory Committee, rescued the Trust, which had gone into a deficit, and stabilized health insurance costs for the three governmental entities. New deductibles and co-pays were introduced to bring the health insurance offerings of the Town in line with other governmental entities. The FY20 budget showed the benefits of changing the Town's health insurance plan with health insurance increases of 0.6% (less than 1%) for FY20. This minimal increase benefitted both the employees and the three governmental entities.

II. Relationship with the Select Board

- a. Minutes: There are still Select Board minutes that have to be prepared for review. This is a priority for our office.
- b. Homeless Shelter: No issues emerged and the shelter ran well this winter. However, a mass resignation by the three employees of the shelter announced two days ago has created a crisis. I and other staff will be actively engaged with key stakeholders including the Craig's Doors board of directors, state representatives, and state funding agencies.
- c. Sanctuary Community: No grants were denied because of the Town declaring itself a sanctuary community.
- d. Policies: Made Select Board policies available for review by the Town Council.
- e. Licenses: Appointments to the Board of License Commissioners were timely and a new staffing approach for managing all licenses was implemented successfully.

III. Long Range Planning

- a. Charter: Updated the Select Board on the implementation of the Charter at each of its meetings.
- b. Fort River School: Provided significant staff support and guidance for the Fort River School Feasibility Study, which concluded successfully.
- c. Regional School District: Provided support, as necessary, for the Amherst and Pelham preK-6 Regional School District Planning Board process.

IV. Staff and Personnel Relations

- a. **Hiring and Retention:** This is an ongoing effort that has received renewed attention from the Town's new Director of Human Resources.
- b. **Communications:** Developed protocols for staff responding to communications from Town Councilors so that a consistent process is developed at all levels of Town government. Training for department heads and staff were provided. The new Town Council reviewed these approaches at its two pre-inaugural training sessions.

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

- a. **Early Voting:** Established Early Voting at the University of Massachusetts, Town Hall, and two other locations in Town.
- b. **University Housing Study:** Finalized the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing. We are using this information in our negotiations with the University for the next Strategic Partnership Agreement.
- c. **UTAC:** The University-Town of Amherst Collaborative (UTAC) has ceased to meet. I met with the Town-side members of UTAC to discuss the next iteration for community involvement with the University.
- d. **Colleges:**
 - Negotiated with Amherst College to secure the purchase for a nominal sum of a significant 27-acre property on South East Street to be used for a Department of Public Works (DPW) facility. This agreement took many months and had to receive the approval of both the President and the Board of Trustees before the Town could begin exploring placement of the DPW facility there.
 - Worked extensively with the former president of Hampshire College and continue to work with the current Interim President during this tumultuous time for the College. Engaged key stakeholders in the discussions and communicated regularly on developments.
 - Negotiating a renewal of the Strategic Partnership Agreement with the University of Massachusetts (in progress).
- e. **CCC:** The Campus and Community Coalition (CCC) is in flux as the University's staffing of the Coalition is being transitioned.
- f. **Communication:** We have made great progress in reaching into the community to listen, communicate, and engage members of the public – especially those who don't traditionally participate. Much more work needs to be done. I assigned the Charter-required Community Participation Officer (CPO) position to three existing employees as added duties. They bring different strengths and networks to our outreach efforts. These efforts continue to build on traditional and nontraditional ways of communicating with the public. These include:
 - **Monthly Cuppa' Joe with Paul:** nearly 150 people have attended these monthly coffees since they began;
 - **Community Clean-up:** dozens of residents and Town Councilors volunteered in the Town's first-ever community one-day clean-up campaign organized by the CPOs.
 - **Outreach:**
 - CPOs have been active in organizing and attending numerous community events and activities including Town Council district meetings, school

- events, the sustainability festival, tabling at a wide variety of community events, LSSE events, and appearing on local access cable television.
 - LSSE has created programming at Butternut Farms, Olympia Oaks, North Village, South Point and other venues to bring the activities closer to where people live.
 - LSSE brought information about the Groff Park renovations to school and community meetings and held a special meeting at the Southpoint apartment complex to gather comments and opinions from the most likely users of the park.
 - Town officials prepared an extensive door-to-door outreach effort to engage the neighbors abutting and near the proposed site for the Department of Public Works.
- g. Diversifying Committees: Diversifying membership on committees continues to be a challenge. I have strived to appoint a wider range of community members but much work remains. This will be a continuing effort.
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Mid-term and Long-term FY19 Town Manager Performance Goals

I. Fiscal Management

- a. Address the need for increased revenue:
- CDBG funds: The Town continues to be designated a mini-entitlement recipient of Community Development Block Grant (CDBG) funds and received \$825,000 in FY19. Of this, CDBG allows \$123,750 to be allocated to grant administration. This grant provides crucial funding for projects and activities that serve primarily low- and moderate-income members of the community. CDBG funds will be utilized to fund an extension of the new multi-use path on East Hadley Road, pre-development work for the studio apartments at 132 Northampton Road, and key social service needs.
 - Community Preservation Act (CPA) funds: The CPA raises funds for open space, historic preservation, affordable housing, and recreation facilities through a voter-approved surcharge of 3% of the tax levy. \$10,000 of these funds are allocated for the Town's administration expenses. The Town Council approved the CPA Committee's recommendations for appropriating these funds.
 - Potential New Development: Numerous projects are under development in the Town. These projects will increase the tax base, providing needed additional funds to address the challenges facing the Town. Developments include One East Pleasant Street, University Drive, Spring Street, and Amherst Motel. Several others are still in the pre-permitting phase. One success story needs to be emphasized. After extensive staff work that included the Principal Assessor, Assistant Town Manager, and Town Attorney, we developed the Town's first tax incentive legal document. The Select Board approved a tax-incentive with Beacon Communities and now there are now two new buildings containing 130 residential units - including 20% affordable units at 50% area median income, 22,000 square feet of non-residential space, and approximately 304 parking spaces under construction with occupancy slated in the Fall. There will also be site
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improvements that include a village square, a play area and a dog park for residents in the North Amherst village area. The ability to use projected tax revenue as a source to increase the number and affordability of units being built was groundbreaking.

- Short-term Rental Tax: The Town Council approved the implementation of the short-term rental tax at the earliest available opportunity.
- Medical Marijuana: One establishment opened last year for medical marijuana.
- Recreational Marijuana: One establishment opened this year for recreational marijuana.
- Ambulance Fees: I have negotiated new contracts with Leverett, Pelham, and Shutesbury to ensure each community is paying its fair share of fees for the Town's ambulance service.

b. Long-term financial health:

- OPEB: We continue to make steady progress to address our "Other Post-Employment Benefits" (OPEB) liability by committing funds within the existing budget, from our enterprise funds, and earmarking Federal Medicare Part D reimbursements into the OPEB trust fund according to the schedules previously established. A contribution of \$500,000 was appropriated by the Town Council for FY20.
- Health insurance: As reported previously, I detailed the condition of the Health Insurance Trust and noted that the poor performance of the Trust would have a significant negative impact on the budgets of the Town, Library, and Regional Public Schools. Had we not addressed this growing cost center, it could have a negative impact on the Town's bond rating. We now have a plan going forward that will stabilize health insurance costs, fully insure the risk, and provide more predictability for the next 2-3 years. Staff deserve credit for the massive education effort – 22 meetings at various work sites with employees.
- Regional Assessment Method. As reported previously.
- Bond rating: We continue to monitor the Town's financial positions and policies to ensure our bond rating remains strong or improves. We anticipate going for a rating next year and are taking steps now to place us in the most advantageous position for this rating.
- Recreational marijuana tax: The Town approved taxes on the sale of recreational marijuana in 2018. This will expand revenue for the Town as more stores open.
- Short-term rental tax: The Town approved taxes on the short-term rental of apartments and houses. This, too, will expand revenue for the Town.
- Capital projects:
 - We have identified a site for the DPW headquarters and developed an outreach effort that employed door-to-door, face-to-face meetings early in the process. There have also been community meetings and Town representatives have attended the property owners meeting.
 - The Town's Capital Projects Manager developed and refined the spreadsheet tool that will allow the Town Council and the public to evaluate the financial implications of capital appropriations for the major capital projects facing the Town.
- Collective Bargaining Agreements: We continue to manage the agreements with our collective bargaining partners in a cooperative, financially prudent manner.

Cost of Living Adjustments are set to be fair and consistent to employees and sustainable to the Town. One collective bargaining agreement is signed (Fire) and five are in negotiation.

c. Budget Policy Guidelines:

- I delivered the FY20 Annual Budget to the Town Council balanced, on time, and in compliance with the budget guidelines presented by the Select Board and prior Finance Committee.
- The budget was balanced and delivered without a request for an override, even after accounting for the significant loss of revenue from the termination of the emergency services contract with the Town of Hadley.

d. Managing FY19 budget:

- The Town continues its prudent management of Town resources by monitoring and managing its FY19 approved budget. Significant snow events required the transfer of funds to the snow and ice account from sources that showed a surplus.
- A year ago, the boiler at the North Amherst Fire Station failed. This year, there was the failure of the air conditioning condenser at the Police Station. Our aging infrastructure will continue to face decline and will require significant investment.
- The FY18 audit was completed and declared to be a “clean” audit.
- We paid off the health insurance surcharge earlier than anticipated, freeing needed resources for Town, Library, and Schools and removed the surcharge from employees’ paychecks.

II. Relationship with the Select Board/Town Council

a. Board leadership communication:

- I met weekly with the Select Board chair and vice chair and staff to set the agendas for Select Board meetings. I continue to meet prior to every Town Council meeting with the President, Vice-President, Clerk of the Council and others to set the agendas for Town Council meetings.
- I meet weekly with the President to review other, non-agenda topics and as a general “check-in” time for the work I’m doing.

b. Board communication:

- I continue regular communication with all members of the Town Council via email to update Councilors on emergencies, special events, and other updates such as the status of major public safety events and activities, fires, sudden deaths, and items that may hit the press.
- The Town Council and I dedicated a Saturday – and will spend another Saturday in September - to work on long-range issues in a retreat setting.
- I provide a written report to the Town Council at every meeting. These reports are intended to capture the major issues happening in Town government. I make regular, verbal reports at the meetings in addition to the written report.
- I make sure I am available to any member of the Town Council at any time, any day of the week.

c. Emerging issues:

- Sanctuary Communities: We continue to monitor any impacts that result from the Town's self-designation as a sanctuary community. We pay special attention to grants and police actions by immigration authorities.
- PEG Access Contract: With the assistance of a negotiating team that included two members of the Town Council, we have agreed to revise the agreement with Amherst Community Television to reflect the needs of the change in government.
- Homeless Shelter: The announcement this week that all three staff members at Craig's Doors had tendered their resignations has created a crisis in the management of the Shelter, which is scheduled to re-open on November 1st. I and other staff will be fully engaged in working to find a suitable resolution to this issue.

d. Policy

- Ample discussion is afforded members of the Town Council, both in one-on-one communication with the Manager and in public settings, to discuss issues of concern. Even if an item is firmly within the responsibility of the Town Manager, I have engaged members of the Town Council and others because decisions have significant public policy implications.

e. Collective Bargaining

- One collective bargaining agreement has been signed and it is aligned with the general fiscal goals of the Town.
- Active negotiations are being held with the five other collective bargaining units.
- I have heard and ruled on numerous grievances, most being resolved by mutual agreement.

f. Litigation

- I manage the Town's litigation and legal budget to remain within the constraints of the appropriated budget.

g. Media

- I have established the position of Communications Manager to better address two-way communication initiatives. We have taken significant steps to improve how the Town manages its social media, notification tools and web sites.
- Standard practice is that anything of consequence from the Town Manager's office is copied to the Town Council in advance.
- Since I conduct weekly meetings with members of the media, it is difficult to determine which issues they may choose to address in writing. However, most of the issues are heard first at a Town Council meeting.
- We have become more proactive in communicating the good work of the Town through use of the Town's website, print/digital media and the Town's and Town Manager's social media.

III. Long Range Planning

a. Town property and facilities profiles:

- The Select Board approved a property disposition policy. This policy will be utilized for several parcels that have come to the attention of the Town from residents and the Municipal Affordable Housing Trust.
- The Town's previous facilities manager made a generic assessment of the condition of all Town buildings. The Town's needs are now being addressed by the new facilities manager, who we share with the Jones Library.

b. Sustainability and Green Initiatives:

- Installed three Valley BikeShare locations in Town.
- Negotiated extended bus service during the summer with the Pioneer Valley Transit Authority.
- Contracted to install three additional EV charging stations at no cost to the Town.
- Signed a power purchase agreement for the solar array on the north landfill.
- Secures PILOT payments for the increasing numbers of solar projects on developed on private land.
- The Town continues its effort to green the environment by working toward planting 2000 trees over three years.
- The Town Council established an Energy Climate and Action Committee with a comprehensive charge. I had previously proposed a Sustainability Committee but determined the issue was something the Town Council should be addressing.

c. Affordable housing:

- The aforementioned Beacon Communities development in North Amherst will contribute significantly to the Town's stock of housing that is permanently affordable. Most important, it will contribute to the Town's Subsidized Housing Inventory and ensure that we continue to exceed the 10% threshold.
- The Affordable Housing Trust has been active in securing staff support for its efforts and has focused on exploring affordable housing development at the East Street School site.
- Extensive staff time was devoted to the public process for CPA funds for the studio apartments at 132 Northampton Road. The Town Council ultimately approved the appropriation of \$500,000 for this project.
- The staffing crisis at Craig's Doors, after a very successful winter season, will be a challenge during the coming weeks and months.

d. Staffing:

- Turnover: Change in an organization of this size is normal. Prior to advertising, vacancies are examined to determine need and responsibilities of the position.
- Capital Projects Manager: Worked creatively with the School Superintendent to utilize the talents of the School Department's finance director to serve as the Town's Capital Projects Manager.
- Director of Human Resources: I have hired an excellent and very professional Director of Human Resources. I separated the responsibilities of the Director of Human Resources from the Human Rights Director.
- Town Clerk: I hired a stellar Town Clerk who also served as Clerk of the Council. This individual subsequently resigned and we are searching for a replacement. I

have determined that the Town Clerk's duties should be split from the requirements of the Clerk of the Council.

- Director of Senior Services: I am pleased to have presented to the Town Council a person who will be an excellent addition to the Town's management staff.

e. Improving public infrastructure and spaces:

- With the support of the Joint Capital Planning Committee, I budgeted for and the Town Council approved a large commitment of funds for roads, crosswalks and sidewalks.
- Designed, built, and implemented adjusted parking and traffic patterns on State Street creating a safer, more rational traffic and parking area near Puffers Pond.
- Groff Park improvements were bid (twice) and is currently under construction creating an exciting new play structure and spray park.
- Planned, designed, and obtained outside funding for a dog park on the south landfill.
- Station Road bridge was deemed unsafe. Designed, obtained appropriation, and built a temporary bridge.
- Completed plan by consultants for downtown recreation fields and other areas.
- Recognized for having one of the best Complete Streets policies in the country.
- While funds for the North Common have been appropriated, we determined that it was important for the Town Council to determine the future of this very important location in the center of Town. This will be presented to the Town Council in the fall.
- Conceptual plans for renovations to the North Amherst Library has resulted in three scenarios for redevelopment.
- Wayfinding signs are scheduled to be placed at key locations. The Business Improvement District funded the first sign in the new roundabout and funds have been appropriated to phase in the installation of the rest of the signs.

f. Fee subsidies for LSSE:

- Funds for subsidies as approved by Town Meeting in 2015 were in the FY17, FY18, and FY19 budgets and are included again in the FY20 budget.

g. I-Net replacement:

- Planning continues for this project, which provides the high-speed, fiber-optic internet to municipal buildings including police, fire, library, schools, and DPW. We have established a funding schedule, which is included in the capital arrangement in the PEG agreement with Amherst Media and in the Town's capital plan.

IV. Staff and Personnel Relations

- a. Staff morale: Maintaining positive staff morale is critical to the success of the Town of Amherst government operations. While an organization with hundreds of employees will have some who are not satisfied, it is important that I am accessible to all staff. In addition to normal, everyday interactions with members of the staff throughout the organization, I have reached out in the following ways:

- I have redefined the understanding of “Emergency Services” to not only include Police and Fire, but to include our dedicated DPW crews, as well. This is manifested in our messaging during emergencies and ensure that the DPW is invited to the First Responders picnic sponsored by the Chamber of Commerce and in our messaging for a new Public Works building.
- I have worked with our department heads and leadership team to develop more effective relationships with all staff in the Town.
- I am encouraging a safe working environment and fully supporting interdepartmental staff safety working groups in all municipal buildings. The Town Hall Safety Committee is very active and is recommending tangible improvements to Town Hall safety for employees and visitors.
- I have met with groups of employees in large and small settings including employees in:
 - Town Hall/LSSE/Bangs Center during quarterly meetings open to all Town employees which are always very well attended, numerous social settings, and regular day-to-day contact;
 - Public Works including tours of DPW facilities, attending the annual holiday party, visiting the DPW during snowstorms, on Thanksgiving at water main breaks and chance encounters;
 - Met with DPW and Fire employees before the announcement of the location of the proposed new DPW facility;
 - I have initiated a monthly “Meet-up with the Manager” where a group of five employees from different departments meet with me to discuss anything that’s on their minds. I have conducted about twenty-five of these Meet-ups so far and met with about 120 employees. It is an opportunity for me to hear directly from people working in the field and for other employees hear about the challenges and joys they experience in their jobs.

b. Staff communication:

- I work closely with the Personnel Board to review policies and decisions. The Board also serves a very important role as a venue for non-union and part-time employees to air their concerns. The Board conducts annual all non-union staff meetings to listen directly to the staff.
- I have initiated open all-staff meetings for Town staff that have always been very well attended.
- I write an email to all department heads and other interested parties reporting on the results of every Select Board, and, now, Town Council meeting.
- I have begun a periodic news notes email newsletter to all staff to update staff on comings and goings of staff and significant issues facing the Town. This is also sent out to former staff, who really appreciate being remembered.

c. Departmental communication:

- I hold quarterly meetings with all department heads.
- I hold monthly meetings with the leadership team.
- I meet regularly with the Police Chief, Fire Chief, Superintendent of Schools, Library Director, Economic Development Director, Superintendent of Public Works, Assistant

Town Manager, Director of Senior Services, LSSE Director, Human Resources Director, Communications Manager and Assistant to the Town Manager.

- We hold monthly meetings to discuss economic development issues in the Town that brings together planning, building, assessing, and economic development staff.
- We hold quarterly economic development meetings with representatives from the Town, BID, Chamber, University and Amherst and Hampshire Colleges.
- I continue to serve on the Business Improvement District Board of Directors and attend monthly meetings.

d. Recruiting staff:

- I engaged a highly qualified consultant to assess the operations of the Finance Department to determine performance, capacity, and projected personnel needs.
- I have used creative approaches to address high needs in the Town in a very tight labor market. Key positions were addressed by expanding the role of current talented staff.

This is just a sampling:

- The School Department's Finance Director took on the additional role of Capital Projects Manager for the Town.
 - The Library's Maintenance Manager took on the additional role of Facilities Manager for the Town.
 - Principal Assessor, upon retirement, will continue to work for the Town on a part-time basis, utilizing his extensive knowledge and experience.
 - The Comptroller continues to serve as Finance Director.
 - The Building Commissioner has taken on additional duties in managing the Board of Licensing Commission and overseeing Town Hall changes such as the renovations to the Town Room.
 - The Assistant Town Manager takes on special projects as needed.
 - The Economic Development Director has taken on responsibility for marijuana, bylaw review, cultural council, and parking.
 - The Superintendent of Public Works has taken a leadership role in all Town building projects.
 - The Health Director has filled in as the Acting Director of Senior Services.
 - The previous Town Clerk took on the role of Clerk of the Council.
 - Three employees with existing positions took on the added responsibilities of Community Participation Officers.
- I continue to work with our Human Resources department to ensure that the Town is seen as an "employer of choice" in western Massachusetts. We have seen numerous wins in our successful recruitment of talented staff such as a new Town Clerk, Director of Human Resources, Director of Senior Services, DPW employees, Town Hall employees, and police officers.
 - We have discussed additional ways to diversify our workforce. This is an ongoing challenge. We have instituted a new Career Portal that makes applying for jobs with the town easier, more accessible, and mobile-friendly. The Town continues to accept paper applications, a key feature for many people who do not have access to computers.

e. Customer service:

- I have met periodically with the Chancellor of UMass to discuss issues of mutual concern.
 - I have established a good working relationship with both Amherst College President Martin and Hampshire College’s interim President Ken Rosenthal.
 - We have ongoing discussions about the mission and direction of the University/Town of Amherst Collaborative (UTAC).
 - The University commissioned the Donohue Institute to conduct a study of the cost of providing elementary and secondary education to residents in University-owned housing, which was completed and presented to the Town and School District.
 - I serve as the International City/County Management Association’s UMass Chapter Professional Advisor, encouraging careers in local government to students at the University.
 - I was elected to the Massachusetts Municipal Management Association Executive Committee entitling me to attend Massachusetts Municipal Association Board of Director meetings and meetings of the Local Government Advisory Committee.
- b. Campus and neighboring communities developments:
- Improved communication among our institutional partners has enabled the Town to not be surprised by developments such as the University’s Request for Information for a public-private partnership to develop housing on campus and its subsequent upcoming Request for Proposals.
- c. Public Relations:
- I hold weekly press briefings with members of the media and provide them with information on upcoming issues.
 - I have established a Twitter feed for the Amherst Town Manager that has 533 regular followers, double from a year ago.
 - I have initiated a more aggressive social media policy utilizing the skills and knowledge of our Communications Manager.
 - I continue the popular monthly “Cuppa Joe with Paul” series at area coffee places to have an open invitation to members of the community to come in and talk. I am joined each time by a different department head.
 - I have issued press releases on important topics to promote coverage of an issue and to articulate clearly the Town’s position.
 - I appeared on Byline with Stan Rosenberg to discuss the charter transition and to discuss the budget.
- d. Customer service: see above
- e. Committee support:
- Worked with the new Residents Advisory Committee to establish a procedure for interviewing and processing the extensive number of appointments that needed to be processed after the Town Council assumed office. Then conducted dozens of interviews of all who applied to serve on a Town committee.
 - In the next months, I will be reaching out to the chairs of each of the committees to ascertain whether they have direct staff support, the quality of the staff support they

receive, the amount of time they receive from staff, and how I can assist them in meeting the mission of their committee.

- I also have regular conversations with several chairs and listen and offer suggestions, if necessary.

f. Committee management:

- One of the continuing challenges that I have not addressed adequately is the issue of minutes for Council committees. We will be working with the School Department to address this issue, which they share.
- We are examining a legislative management software package to address the important work of managing the Town Council's work.

Conclusion

I have attached the Town Manager Reports that were submitted during the past year to the Select Board and the Town Council. These reports should be considered a part of this self-evaluation. They provide a broader assessment of the work completed this year.